



Assessing the importance of stakeholder analysis in utilizing homegarden (*pekarangan*) agrotourism in East Java, Indonesia

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Abstract. *The management of homegarden (pekarangan) agrotourism in Banyuwangi involves stakeholders from various part. However, existing stakeholders are still not properly managed, and there are no rules that regulate the interaction and role of each stakeholder. This study aimed to map and analyze the stakeholders involved in the homegarden-based agrotourism program in the Banyuwangi Regency. Some of the methods used in this study are stakeholder identification, stakeholder classification, and the relationship between stakeholders. The results showed that the stakeholders involved consisted of three groups: local government groups (tourism offices, agricultural offices, and village governments), community groups (pokdarwis, farmer groups, and communities), and private groups (associations of tourism actors and tourism/private business actors). The stakeholders included in quadrant 1 (key players) are the tourism office, agriculture office, village tourism awareness group (Pokdarwis), and village government. Quadrant 2 (subject) consisted of farmer groups and communities located around the tourist area. Quadrant 3 (context setter) consisted of an association between tourist actors and business/private owners, and Quadrant 4 (Crowd) consisted of universities and Bappeda. The relationship between stakeholder groups involved in the development of homegarden agrotourism in Banyuwangi can be seen through operational activities in the field and official documents that regulate this relationship. Relationships between stakeholders are grouped into three groups: communication, coordination, and cooperation.*

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INTRODUCTION

The tourism sector is one of Indonesia's leading sectors and contributes significantly to non-oil and gas commodity foreign exchange. According to the Ministry of Tourism and Creative Economy of Indonesia, agrotourism is a potential area for tourism development. One area that has an advantage in the tourism sector is the Banyuwangi Regency in East Java Province. Tourism activities in the Banyuwangi Regency had a positive impact on the growth of community economic activities. Banyuwangi features in the Diamond Triangle tourism program and earned the prestigious District Award at the 2019 Innovative Government

Award for its forward-thinking approach. It is one of the 50 national tourist destinations outlined in the 2010–2025 National Tourism Development Master Plan owing to its rich natural and cultural resources. Both domestic and foreign tourists are increasingly drawn to Banyuwangi for attraction (Asmara 2021). This is reinforced by Purwanto (2013), which states that the small tourism industry in the Banyuwangi Regency contributes 15.2% to total regional income. This conclusion is consistent with research conducted by Bojanic and Lo (2016), Jalil and Mahmoud (2013), Arianti (2016), Hijriati and Mardiana (2014), and Amnar et al. (2017) who concluded that the tourism sector has a significant effect on economic growth. Tourism is an industry that is growing rapidly and plays an important role in driving the rural economy (Hakim 2014). Villages with their natural and cultural resource potential have long been alternative tourist destinations that have an important economic impact on the village. In addition to natural and cultural resources, another aspect that has potential as alternative tourism to be developed is a tourism industry based on agricultural systems in a broad sense, also called agrotourism.

The concept of agrotourism is increasingly enriching Banyuwangi's tourist concepts and destinations, which are still dominated by nature, thematic, and cultural tourism. In fact, from 2013 to 2018, the number of domestic visitors rose from 1,057,952 to 5,039,934. The number of foreign tourists surged from 10,462 to 127,420 during the same period. Agrotourism is also flourishing, exemplified by Tamansuruh Agrotourism, which saw up to 22,000 visitors in June 2019, before the pandemic (Asmara 2021). Agrotourism is a tourism sector that utilizes agricultural business broadly (agro) in the village as the main object (Nurisjah 2001). Agrotourism, which utilizes rice fields or plantations, has been widely implemented in various regions. However, there is one potential that has not been investigated and optimized: the use of homegardens as an agrotourism object. Arifin et al. (1998) stated that a homegarden is a plot of land around a house with private ownership (individual or household owner) and has clear boundaries. Homegardens have enormous potential if managed in one area. Considering that every family has a homegarden, its use as an agrotourism object is expected to increase the added value of the homegarden and people's income. The development of community homegarden-based agrotourism must involve various stakeholders to achieve desired goals.

Currently, the use of homegardens as agrotourism objects in the Banyuwangi Regency have involved several stakeholders from various related parties, even though their involvement is only operational. The involvement of various parties (stakeholders) is the main support for the success of the program and helps overcome various problems so that the goal of using the homegarden as an agrotourism object in the Banyuwangi Regency can be achieved.

A stakeholder analysis outlines the concerns of every stakeholder, irrespective of whether their influence on homegarden-based agrotourism is favorable or unfavorable. Moreover, it shows how much power stakeholders have in making decisions and their contribution to averting and forestalling more significant harm to resources in the time ahead. Stakeholder analysis is also useful in maximizing the potential of local resources (Rastogi et al. 2010) and assisting in resolving conflicts over the use of land resources (Mushove and Vogel 2005). Stakeholder analysis methods can be used to identify all parties involved in a plot of land-based agrotourism development programs, starting from those who make policies, those who implement policies, and various intermediary parties between them. This analysis is useful for determining which actors are influential or influenced when making decisions (Reed et al. 2009). Stakeholder analysis is also very helpful, so that the influence on policy can be maximized. Therefore, stakeholder analysis is an important instrument for determining the direction and policy strategy of using homegardens as agrotourism objects in the future.

The proper arrangement of stakeholders increased the participation of stakeholders so that it could become a medium for achieving goals in implementing activities to utilize homegardens as agrotourism objects. Through the participation of these stakeholders, an action plan can also be formulated, and at the same time the implementation of these actions together. This study aims to comprehensively map and explain the stakeholders involved in the homegarden-based agrotourism program in the Banyuwangi Regency. Some of the activities carried out in this study are (1) identification of stakeholders, (2) classification of stakeholders, and (3) identification of relationships between stakeholders.

RESEARCH METHODS

Data collection was carried out through observations and interviews with key informants (Key Person). Observation activities aim to identify the stakeholders and their perceptions of the homegarden-based agrotourism program. The interview aimed to acquire a description of the concerns (interests) and impact (influence) of every stakeholder in the Homegarden-based agrotourism program in Banyuwangi Regency. The choice of primary sources was intentionally made according to territory control, problem control, and knowledge. The primary sources involved in this research were sourced from the Tourism Office of Banyuwangi Regency, Banyuwangi Regency Regional Development Planning Agency, Banyuwangi Regency Agriculture and Food Service, Association of Tourism Actors, Non-governmental Organizations (NGOs), village heads, community leaders, tourists, and households. Conversations took place with key respondents, often individuals heading organizations or holding responsibilities within these organizations, alongside various community representatives (tourists and households) (Trisnanto et al. 2023).

The analysis was carried out using several methods, including stakeholder identification, classification, and relationship identification (Reed et al. 2009). Stakeholder categorization involves utilizing an influence and interest matrix to group stakeholders into primary influencers, context influencers, subjects, and general participants (Saxena and Vrat 1992). This analysis was also used to explain the results of stakeholder mapping based on stakeholder interests and influence (power) through a scoring technique using a Likert Scale (Sagheer et al. 2009).

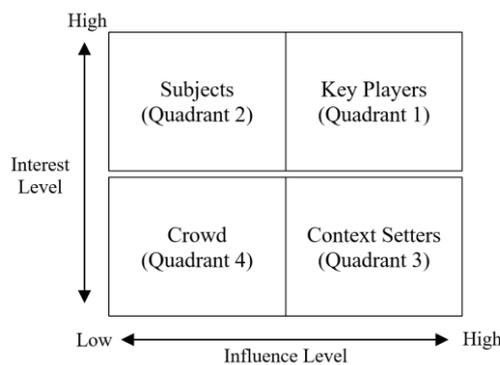


Figure 1 The influence and interest matrix

Scoring uses questions to measure the level of influence and interests of each stakeholder. The description of the questions to the key informants expressed in a quantitative measure (score) was used as the basis for compiling the influence and interest matrix and then classified according to the influence and interest criteria. The data measurement applied follows a five-tiered system, adapted from the Siregar (2011); Abbas (2005); Roslinda et al. (2012) model. The total scores of the five questions were summed, and The scores for both the influence and interest levels of each stakeholder were categorized based on the type of indicator and then juxtaposed to form coordinates. The roles played by each stakeholder based on the coordinate position can be described as shown in Figure 1. The stakeholder mapping outcomes, determined by their influence and interests, are segregated into four categories: key players, subjects, context setters, and crowds (Bryson 2004; Reed et al. 2009).

RESULTS AND DISCUSSION

Identification of Stakeholders for Homegarden-Based Agrotourism

Stakeholders, commonly known as stakeholders by Reed et al. (2009), are defined as parties who can influence or be affected (receive the impact) by a decision taken. Stakeholders, according to Mitchell et al. (1997), were grouped and identified using 2 (two) criteria, namely the aspect of stakeholder strength and the aspect of stakeholder relative importance to a problem. Stakeholder analysis is an approach and procedure for

achieving an understanding of a system by identifying key actors or key stakeholders in the system and assessing the interests of each in the system (Suporahardjo 2005). Sundawati and Sanudin (2009) divided stakeholders into several groups: key stakeholders, primary (main) stakeholders, and secondary (supporting) stakeholders.

Key stakeholders are parties that are legally authorized to make decisions on an activity program or policy. Primary (main) stakeholders are parties who directly have an interest or who benefit or are directly affected by a program of activities or policies. Meanwhile, secondary stakeholders (supporters) are parties who do not directly have an interest in an activity program or policy, but are concerned that they contribute to and influence people's attitudes or legal decisions from the government (Sundawati and Sanudin 2009). Based on this definition, the key, main, and supporting stakeholders to formulate a policy strategy for the development of homegarden-based agrotourism in Banyuwangi Regency are listed in Table 1.

Table 1 Identification of the importance of stakeholders in homegarden

No	Stakeholder	Interest level	Influence level
Key stakeholders			
1	Government tourism office	High	High
2	Department of agriculture	High	High
3	Village government	Moderate	High
4	<i>Bappeda</i>	Moderate	Moderate
Main stakeholders			
1	Public	High	Low
2	Farmers	High	Moderate
3	Village tourism awareness group	High	High
Supporting stakeholders			
1	Association of tour operators	Moderate	High
2	Private / business owners	Low	High
3	College	Low	Moderate

Classification and Mapping of Stakeholders for Homegarden-based Agrotourism

Using the findings from the stakeholder mapping related to homegarden-based agrotourism development in Banyuwangi Regency, Variations in the primary, principal, and supportive stakeholder categories are evident. This aligns closely with the stakeholder's level of interest and influence. Supporting stakeholders typically demonstrate either low or high levels of both influence and interest since they usually lack a direct connection and have no interest in resources (homesteads). Nonetheless, in certain cases, supporting stakeholders whose main duties and functions that are unrelated to resources could wield considerable influence, like associations between business actors and private parties or business owners. This occurs if the supporting stakeholders are encouraged to collaborate with other entities that maintain a direct relationship with the resources, given that the supporting stakeholder's resource capacity is adequate.

The main stakeholders, usually community or local community groups, generally they possess either low or high levels of influence, yet they bear significant importance. In this scenario, it refers to the residents residing in the immediate vicinity of the Banyuwangi Regency, in general, are quite dependent on the existence of their homegardens, especially regarding the use of homegardens as an agro-tourism object that can increase people's income. Particularly for community groups that are well-organized, their level of dependence on resources is higher because their access to the outside world is wider than that of ordinary people. However, even though the community around the tourist area is very dependent on home garden resources, they do not have a strong influence on maintaining the sustainable management of home garden resources. This is what often becomes a source of obstacles in the management of homegardens such as agrotourism in the

Banyuwangi Regency. The key stakeholders, typically, they possess a considerable degree of influence and interest in the use of their homegardens as an agrotourism object in the Banyuwangi Regency. However, sometimes both importance and influence are quite high. This usually occurs when the main functions of these stakeholders are not directly related to resources. Table 2 presents the results of calculating the extent of the stakeholder's impact and concern.

Table 2 The results of the influence level and stakeholder interests

No.	Stakeholders	Interest value					Total	Influence value					Total
		K1	K2	K3	K4	K5		P1	P2	P3	P4	P5	
1	Government tourism office	5	5	5	5	4	24	5	4	5	5	5	24
2	Department of agriculture	5	5	5	4	2	21	4	4	5	5	3	21
3	Bappeda	3	3	2	2	1	11	3	2	3	2	2	12
4	Village government	4	4	4	5	2	19	3	4	4	4	4	19
5	Village tourism Aware group	5	5	5	5	5	25	2	4	4	4	4	18
6	Farmer group	5	4	4	5	3	21	1	2	5	1	2	11
7	Tourism association	2	3	1	3	2	11	3	4	4	3	4	18
8	Private/business Owner	1	2	3	2	2	10	3	3	4	3	3	16
9	College	2	2	3	2	1	10	1	2	3	3	2	11
10	Public	3	3	4	4	3	17	1	2	2	2	2	9

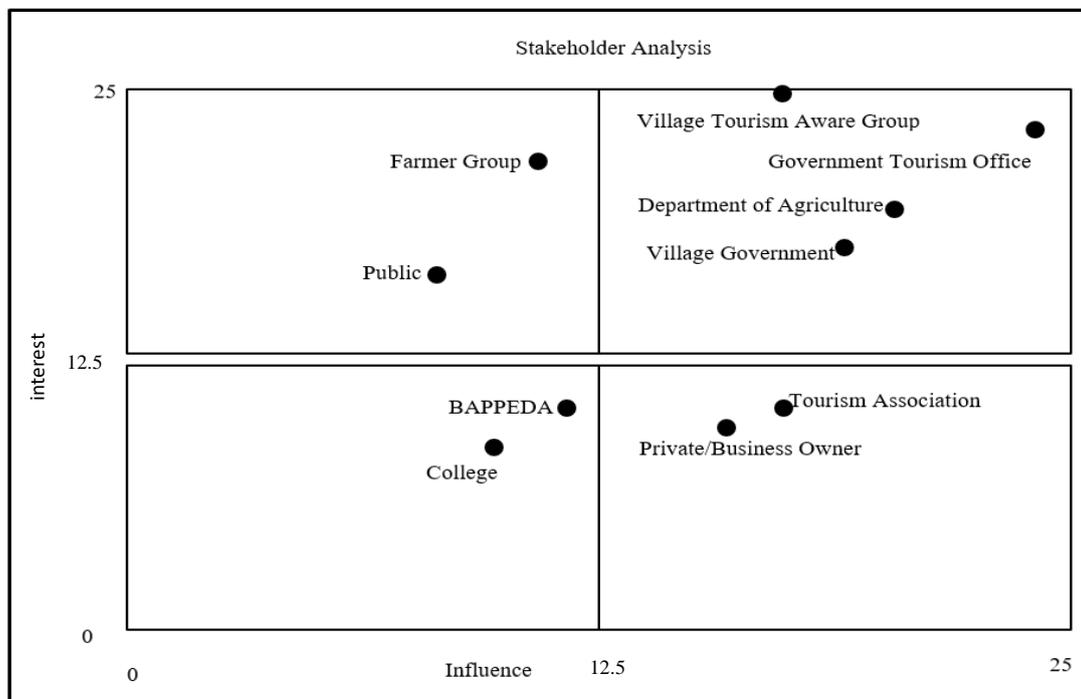


Figure 2 Stakeholder mapping based on the level of influence and interest

Derived from the assessment of stakeholder influence and interests, the position and function of each stakeholder in utilizing homegardens as an agrotourism attraction in Banyuwangi Regency today. This description is the existing condition of stakeholders in interacting with efforts to utilize the homegarden for agrotourism. The complete mapping results of the stakeholders in the use of homegardens for agrotourism in Banyuwangi Regency concerning their influence and significance levels are depicted in Figure 2. As per the information depicted in Figure 2, all recognized stakeholders are engaged in the use of homegardens for agrotourism in Banyuwangi Regency, categorized into four groups: Key Player, Subject, Context Setter, and Crowd.

Key Players (Quadrant 1)

Key players are the most engaged stakeholders in administration, given their considerable influence and vested interest in the project's progression (Reed et al. 2009). According to Widodo et al. (2018), Key Players as stakeholders are highly pivotal due to their significant values and substantial impact on the success of the management process. In each endeavor related to the management of natural resources, legally empowered managers are key stakeholders (Sembiring et al. 2010; Maguire et al. 2012).

The stakeholders identified in quadrant 1 (Key Players) for the advancement of homegarden-based agrotourism encompass the Tourism Office, Agriculture Service, Village Tourism Awareness Groups (*Kelompok Sadar Wisata/Pokdarwis*), and Village Government. The Department of Tourism and the Department of Agriculture have authority in terms of drafting regulations, as well as program planning and implementation. The Department of Tourism has the main task and function in terms of developing the tourism sector. Meanwhile, the Department of Agriculture has a duty to optimize agricultural resources.

In relation to the utilization of the homegarden as an agrotourism object, the homegarden, which is the main route to leading tourist areas in the Banyuwangi Regency as a whole, is a potential area for use as an agrotourism object. Therefore, the Department of Tourism and the Office of Agriculture as a main function and function have a strong commitment and obligation to enhance the region so that it can improve people's welfare, as well as increase local budget. To facilitate and synergize the management of the homegarden as an agrotourism object, the Department of Tourism and the Department of Agriculture collaborate with the Village Tourism Awareness Group and the local village government.

The Decree of the Head of the Banyuwangi Regency Tourism Office formed the tourism awareness group (*Pokdarwis*). The group was established to promote greater community involvement in the advancement of tourism. Specifically, in this research, *Pokdarwis* contributes to utilizing homegardens as agrotourism objects along the main route to the leading tourist area of Banyuwangi Regency. As an ally of the Local Government in agrotourism object development, *Pokdarwis*, together with the community around the tourist area, seeks to invite the community to utilize the community's homegardens in an organized manner as an alternative to local resource-based tourism objects (agriculture, livestock, and fisheries).

In addition, through its influence, *Pokdarwis* organizes several social institutions such as farmer groups, independent business groups, and tourism business actors (guesthouses, cafes, and sales of food products). In managing these institutions, *Pokdarwis* established a clear rule for the game between various community groups and the community. These rules include preparing plans for tourist visit schedules, managing catalogs from each community group, cooperation, and sharing the results of homegarden-based agrotourism businesses. The village government, led by a village head, is tasked with administering village administration, carrying out village development, village community development, and empowering village communities. Village development was conducted based on the characteristics of the village. Villages located around tourist areas or on the main route to leading tourism areas in the Banyuwangi Regency have high economic potential through community homegardens as agrotourism objects.

The Village Government has the authority to issue Village Regulations (*Peraturan Desa/Perdes*) to encourage the community to program the use of their homegardens for agrotourism with high economic value. In addition, through their authority, the Village Government coordinates and cooperates with other stakeholders to ensure added value from using the homegarden. The greater the concern and performance of the Village Government, the greater its positive influence on the successful use of the homegarden as an agrotourism object. According to Rietbergen et al. (1998), stakeholders who have high influence and interests (Key Players) need to be actively engaged in every phase of the management program to assure them that the success of the program relies on their support. Therefore, it is essential to align the viewpoints of all stakeholders concerning the significance of managing tourist regions by utilizing community homegardens.

Subject (Quadrant 2)

The subject is highly significant but holds minimal influence. This stakeholder type is supportive but holds minimal capacity to alter the situation. Nevertheless, they have the potential to influence others through partnerships with different stakeholders and might also be influenced by other stakeholders (Reed et al. 2009). Stakeholders falling within Quadrant 2 (Subject) comprised farmer groups and local communities neighboring the tourist areas. Farmer groups and communities are greatly motivated to maximize the utilization of homegardens as a source of community income. Their reliance on their homegardens is significant for meeting their day-to-day requirements. Farmer groups and the community use their homegardens as a source of income from coffee, dragon fruit, vegetables, fisheries, and animal husbandry plantations. The community's interest in using their homegardens as agrotourism objects is more influenced by their need for the economic value generated from the land to support their survival. For this reason, A collective of individuals collaboratively engages in utilizing their homegardens for agrotourism purposes, working in tandem with various partners to enhance their development.

According to Rietbergen et al. (1998), Stakeholders with limited influence yet considerable interest necessitate particular strategies and dedicated efforts, this is to ensure that their interests align with management objectives and that their participation is genuinely valuable and recognized Widodo et al. (2018), explains that stakeholders categorized as Subjects are engaged in empowerment and should be involved at all stages of management. Hence, individuals owning homegardens should be engaged in utilizing their respective homegardens as agrotourism objects, so that they exhibit a strong sense of responsibility towards their respective homegardens. The community is increasingly convinced that the government (in this case, the Department of Tourism and the Department of Agriculture) has programs that cater to the diverse needs of the community. In some cases, the community that owns the land does not feel the need to get added value from using their homegardens because their level of education is still low. After being given an explanation, they have high enthusiasm to manage their homegardens in an organized manner and produce value in their utilization as an agrotourism object.

Context Setter (Quadrant 3)

The stakeholders in the context setter group possess significant influence but display minimal interest. Siregar (2011) explains that stakeholders engaged in the context setter category pose a substantial risk as they have the potential to hinder the development of natural resource management, therefore, they require vigilant monitoring and careful management. Stakeholders managing homegardens as agrotourism objects are included in Quadrant 3 (context setters), namely associations of tourism actors and business/private owners. Associations of tourism actors, through their widely dispersed members can have a strong influence on the successful management of a tourist area. The existence of this association can be a medium that is effective enough to socialize the existence of a tourist area. Associations among tourism actors can also be influenced by recommendations on what types of tourism are popular and in demand by the public now and in the future. The associations of tourism actors can also influence public choices regarding the types of tourism available.

However, associations of tourism actors can also provide bad information and, at the same time, block visits by tourists who use their services to certain tourist areas.

Meanwhile, business owners or private parties can have a significant influence on the formation of a tourist area with complete tourist infrastructure and attractions through the provision of large capital owned by tourism business actors. At present, people who have homegardens are constrained by the lack of capital to develop homegardens for proper and adequate agrotourism. The private sector, as one of the supporting stakeholders in the management of homegarden-based agrotourism, has become one of the local government partners to meet the needs of tourists, ranging from hotels/inns and restaurants to the fulfillment of tourist attractions. In other words, the private sector operates a tourism business that can be developed in a tourist area. The corporate world, being profit-driven, also has an obligation for the sustainable management of homegarden-based agrotourism.

However, because of their low level of importance, business actors may not participate in the management of agrotourism. If this happens, it has a significant effect on the successful use of the homegarden as an agrotourism object. Thus, authentic private collaborations with the community and local authorities are genuinely necessary. It is essential to create mutually beneficial relationships with both formal and informal methods. Many tourist spots have effectively engaged multiple entities, in part due to establishing an informal connection between private enterprises and the government. According to Rietbergen et al. (1998), stakeholders who possess significant influential power but exhibit minimal interest (context setters) should be taken seriously due to their importance. They must regularly receive crucial information and be made aware of their perspectives.

Crowd (Quadrant 4)

Stakeholders categorized as the Crowd exhibit minimal influence and interest in the envisioned development program, so it is necessary to consider including them in decision-making. As stakeholder dynamics evolve, their varying levels of influence and interests should be taken into account when engaging them (Reed et al. 2009). According to Widodo et al. (2018), these stakeholders demand minimal monitoring and assessment, considered of lower priority. The stakeholders in managing the utilization of *pekarangan* as an agrotourism object included in Quadrant 4 (Crowd) are universities and Bappeda. The Banyuwangi Regency's Regional Development Planning Agency (*Badan Perencanaan Pembangunan Daerah/Bappeda*) is a governmental entity responsible for formulating plans and budgets across various sectors one of which is in the field of tourism. The breadth of the sector makes Bappeda not too interested in the success of homegarden-based agrotourism. As revealed in the interviews, it was evident that Bappeda primarily serves a function that is not directly linked to the development of homegardens for agrotourism, and as a result, their interests are not integrated into the agency's ongoing programs. Bappeda exclusively holds the responsibility to strategize resource allocations for developing an area in a region.

Meanwhile, tertiary institutions generally put more emphasis on the interests of the community through advocacy and training for the community, as well as disseminating crucial articles in mainstream media. Universities have a role in conducting diverse research and community engagements associated with the advancement of home garden development such as agrotourism, so that tourism development is derived from fitting and thorough investigations. Frequently, the findings of research are underutilized in the progress of tourism. Universities have the capacity to offer diverse community services that can aid in the advancement of homegarden-based agrotourism. Hence, it's crucial to establish communication and collaboration with universities to foster the future development of agrotourism. According to Rietbergen et al. (1998), Stakeholders who exhibit minimal or no influence and interest should also be engaged in a program or project without necessitating an exceptionally tailored strategy for their involvement. Hence, stakeholders categorized in quadrant 4 (Crowd) possess the potential for collaboration in governing the utilization of their homegardens as agrotourism objects in Banyuwangi Regency.

From the outcomes of the stakeholder identification and mapping process outlined earlier, it can be established which stakeholders are potentially involved in the Homegarden-based agrotourism program in Banyuwangi Regency, divided into 3 (three) groups: the regional government group (tourism service, agriculture service, government villages), community groups (pokdarwis, farmer groups, and communities), and private groups (associations of tourism actors, and tourism/private business actors). The local government group is the main person responsible for developing homegarden-based agrotourism in the Banyuwangi Regency. Various policy regulations can be implemented by the stakeholders of this regional government group to cover various development programs for using homegardens owned by the community as agrotourism objects. The existence of a legal framework or explicit regulations for the community offer assurance and lucidity regarding the path or course of action of development of the policy on the use of homegardens as agrotourism objects.

Apart from regulations, regional government bodies possess the jurisdiction to devise programs and handle their funding. Thus, the program for utilizing the homegarden as an agrotourism site tends to be highly successful when it receives comprehensive support from the regulatory frameworks and program execution capabilities held by the regional government entities. Community groups, being directly impacted by a program, should actively participate as their home gardens serve as their livelihood resources. The varied comprehension within community groups about the utilization of homegardens as agrotourism sites demand distinct attention from the regional government through a range of educational and guidance initiatives in order to maximize the involvement and input of the community in its development of homegarden-based agrotourism can be continuously improved. Private groups as supporting stakeholders equally contribute significantly to the development process of homegarden-based agrotourism in the Banyuwangi Regency. The private sector, equipped with financial robustness and extensive networks, plays a vital role in the homegarden-based agrotourism program greatly determines the sustainability and attractiveness of tourism through the provision of complete infrastructure and adequate tourist attractions. At the same time, information networks and tourism services that are owned can also be optimized to determine the success of the Homegarden-based agrotourism program.

Relations Between Stakeholders

The relationship between stakeholder groups in the Homegarden-based agrotourism program in the Banyuwangi Regency can be observed in the records/documents and results of key informant interviews. The record exists in the form of a document outlining the primary duties and regulations held and practiced by the stakeholders. The outcomes derived from interviews with the main informants describe the connections among the stakeholders in the field. The connections among stakeholders are divided into three categories (Riani 2012): communication, coordination, and cooperation. The illustration in Figure 3 provides an outline of the relationships among stakeholders, derived from both documents and interview findings.

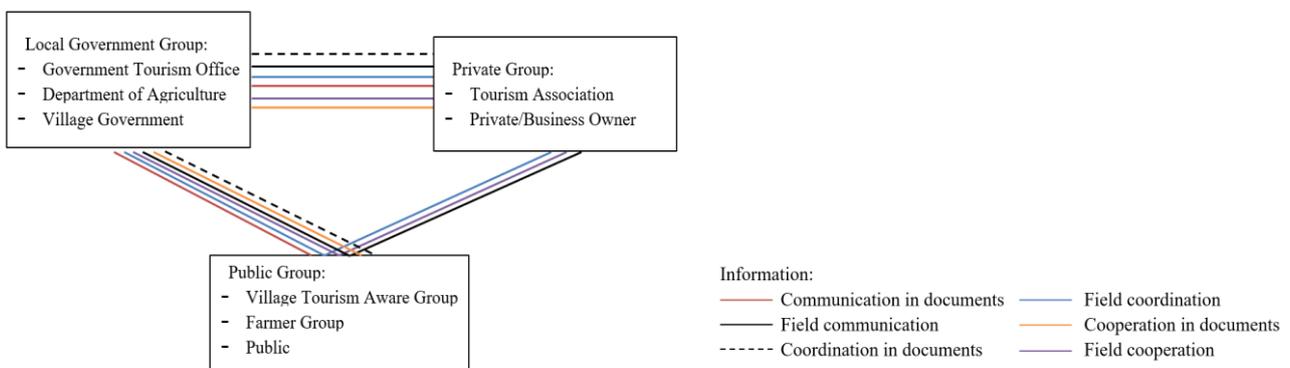


Figure 3 An overview of the relationship between stakeholders

Communication Relations Between Stakeholders

Bungin (2008) states that communication involves the exchange of information, thoughts, or viewpoints between participants to arrive at a mutual understanding. Communication consists of three fundamental components: the originator of information, the channel used, and the recipient. Based on the results of field observations, all stakeholders involved in utilizing the homegarden for agrotourism established communication in the field when carrying out the activity of using the homegarden for agrotourism. However, communication between stakeholders regulated in official documents does not occur in private or community groups. This occurred because there was an assumption from the community that what was important in practice was that communication was going well, and there was no longer any need for official documents governing this communication.

The form of communication that is carried out between government group stakeholders and private groups is the communication relationship of implementing various homegarden development programs such as agrotourism carried out by the local government, which involves private elements. The method of communication between community stakeholders and local governments is associated with the support offered by the local authorities for land utilization initiatives like agrotourism. The interaction between private stakeholders and the local community involves the provision of various commodities by the community. These materials serve as raw resources for businesses operating within the agrotourism sector.

Coordination

According to Terry (2000) coordination is the simultaneous and consistent endeavor to ensure adequate resources and timing, directing actions towards a unified and harmonious achievement of predetermined goals. Coordination might not entail direct interactions between organizations but involves considering the activities of other organizations or parties in the planning process, falling within the category of coordination (Suporahardjo 2005). Based on the information obtained at the location, all stakeholders have a coordinating relationship in the home garden utilization program, such as agrotourism. The coordination that runs is not entirely based on or regulated in an official document, especially the coordination between the private sector and the public that runs only limited to coordinating the sale and purchase of commodities produced by the community.

Coordination executed by all stakeholders in the field can be either formal, informal, regular, or sporadic, depending on the nature of the program to be coordinated. The typical coordinator of coordination activities is usually the local government, particularly in this context, the tourism office, agriculture service, and village government.

Cooperation

Collaboration refers to the collective endeavor of individuals or groups working together to achieve one or multiple shared objectives (Bungin 2008). Cooperation is conducted to enhance the efficiency of achieving their mission and goals (Suporahardjo 2005). Operational-level cooperation is attained when each stakeholder shares common interests and recognizes similar threats. Therefore, cooperation to achieve the same vision and mission is urgently needed (Suporahardjo 2005). Likewise, the collaboration between all stakeholders in developing homegarden-based agrotourism in the Banyuwangi Regency has been going well based on the common interests of advancing agrotourism objects in the area.

Cooperation between local government, private, and community stakeholder groups in homegarden-based agrotourism in Banyuwangi Regency is to increase the awareness of all parties of the importance of developing agrotourism objects in environmental, economic, and social dimensions, to improve community welfare and sustainable business, and ultimately increase the local source revenue of Banyuwangi Regency. Collaboration between community groups and the private sector involved in developing agrotourism objects based on the

homegarden is optional, depending on the previously prepared work program. Conversely, collaboration with the local government is aligned with its capacity and authority, particularly in guiding and supporting the involved stakeholders in utilizing homegardens for agrotourism programs.

CONCLUSION

Stakeholders involved in developing the use of homegardens as an agrotourism object in Banyuwangi Regency are divided into 3 (three) groups: local government groups (tourism service, agriculture service, village government), community groups (pokdarwis, farmer groups, and community groups), and the private sector (associations of tourism actors, and tourism business actors/private). The relationship between stakeholder groups in developing the use of homegardens as an agrotourism object in the Banyuwangi Regency can be seen through operational activities and official documents that regulate this relationship. Relationships between stakeholders are grouped into three groups: communication, coordination, and cooperation.

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