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Stakeholder Response to the Development Strategy of Sugarcane Dry Land Agriculture in East Java

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Abstract

East Java is one of the centers sugarcane in Indonesia. But, the development of sugarcane plantation area and sugarcane productivity in Java has fluctuated. While, the demand of sugarcane by Sugar Factory was continues to rise. To overcome these problems it is necessary to the development of sugarcane acreage in dry land. East Java is one Province developing it in dryland. In order to the availability of sugarcane in East Java continues and continuous, it is necessary to research involving stakeholders associated with sugarcane. The aim of this research is to analyze the response of stakeholders on the strategy sugarcane agribusiness development in dry land. This research was conducted in three districts of East Java, such as Lamongan District, Bojonegoro District, and Tuban District. There were 14 respondents as key informant from Agricultural Agency, Sugar Cane Farmers Cooperation (KPTR), Sugar Factory (PG) and society at each district. The data collection used techniques such as interviews, observation, and Focus Group Discussion (FGD). Research methods used were descriptive and analytic. The analytical tool used was the stakeholder analysis. The result of research showed that all Agricultural Agency of Regency have a high impact but low interest; Sugar Factory is stakeholder who have an interest and a high impact; all Cane Farmer Cooperatives (KPTR) are stakeholders who have high interest, but the effect is low; Community is a stakeholder who has both little interest and influence on the development of sugar cane farming in dry land.

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1. Introduction

To strengthen food security and quality of life in the countryside, Indonesia tries to increase domestic production, including declared a target of self-sufficiency in sugar, which until now has not been reached (Arifin, 2009).

The development of dry land sugar cane is one of the strategic choice to accelerate the achievement of the quantity, quality, and continuity of sugar production towards national self-sufficiency in sugar (Gatot Irianto, 2003). Dry land is defined as a stretch of land that never waterlogged or flooded most of the time in a year or all of time. Dry land in Indonesia covers an area of more than 140 million ha (Hidayat and Mulyani, 2002).

East Java is the center of the sugar industry in Indonesia, however the productivity of sugarcane sustain decreased from 2007 to 2010. To keep sustainability raw material sugar mill, so the governor of East Java develop sugarcane crops in dry land began in 2014. The area target are Lamongan district, Bojonegoro, Tuban and Madura. According to Gatot Irianto (2003), the commitment between businessman and government is necessary, so that the holistic approach in national sugar become simultaneously. Therefore, it is necessary to know the stakeholder response to the strategy of development of agribusiness of sugarcane in dry land. Freeman (1951) argued that one approach is a strategic management approach to stakeholders. The analysis is called stakeholder analysis.

The aim of this research is to analyze the response of stakeholders on the strategy sugarcane agribusiness development in dry land.

2. Research Methodology

The research was conducted in three districts dry land sugarcane development in East Java, namely: Tuban, Lamongan and Bojonegoro. This study used a descriptive and analytic. Respondent is the key performance of the sugar factory or PG (1 person), Sugar Cane Farmers Cooperative or KPTR (9 person), the Agricultural Agency of Regency (3 person), and community (1 person) deliberately. Source of data derived from primary and secondary data by using observation, and interviews. The analytical tool used the stakeholder analysis. In the stakeholder analysis using assessment of the influences and interests of stakeholders are expressed in a quantitative measure (score) stages 5 and grouped according to pre-determined criteria. The score of the attributes of interest and influence values are summed and mapped in the form of a matrix of interests and influence of stakeholders (see Fig. 1). Indicators of the attributes of interest include: engagement, benefits, percentage of work programs, the level of dependence, and roles. As an indicator of the effect attributes are: strength conditions, eligibility, compensation, personalities and organizations.

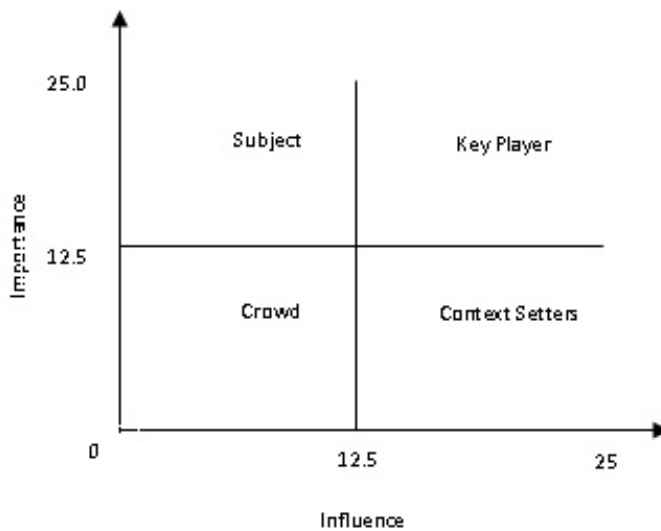


Figure. 1. Matrix of influence and importance of stakeholders

Grouping quadrant in the matrix of stakeholders are categorized as follows:

- Key players, is an active stakeholder because it have a high interest and influence on the development of a project.
- Context setters, have a high impact but little interest so that it can be a significant risk to be monitored.
- Subjects, are stakeholders who have a high interest but low influence and despite support but the capacity of the impact may not exist
- Crowd, are stakeholders who have little interest and affect the desired results and consideration to include them in making decision.

3. Research Result

Stakeholders mean an individual, communities or organizations directly or indirectly affected. Total score the importance and influence of stakeholders to development of sugarcane in dry can be seen on Table 1.

Table 1. Total score the importance and influence of stakeholders to development of sugarcane in dry land in East Java, Indonesia

Stakeholders	Total Score	
	Interest	Influence
KPTR Lamong Jaya	21	7
KPTR Rosan Makmur	24	6
KPTR Rosan Agung	24	6
KPTR Manis Sejahtera	22	6
Agricultural Agency of Lamongan Regency	12	15
PG Gempolkrep	18	18
Community	6	7
KPTR Rosan Mulyo	22	6
KPTR Eman Sandang Pangan	17	5
Agricultural Agency of Tuban Regency	8	14
KPTR Rosan Makmur Bojonegoro	21	7
KPTR Gendis Barokah Bojonegoro	22	6
KPTR Manis Agung Bojonegoro	17	5
Agricultural Agency of Bojonegoro Regency	9	15

Source: primary data processed, 2015

The data from Table 1 is transferred to the matrix of the position and role of stakeholders as shown in Fig. 2. Referring to the Fig. 2, it appeared that all sugar cane farmers' cooperative (KPTR) are included in the Subject position, while the position of Sugar Factory (PG) Gempolkrep was Key Player. Moreover, all agricultural agency of regency was Context Setters and society was in Crowd position.

The explanation of their position based on the strenght condition of attribute condition, eligibility, compensation, personalities and organizations seen in the Table 2 .

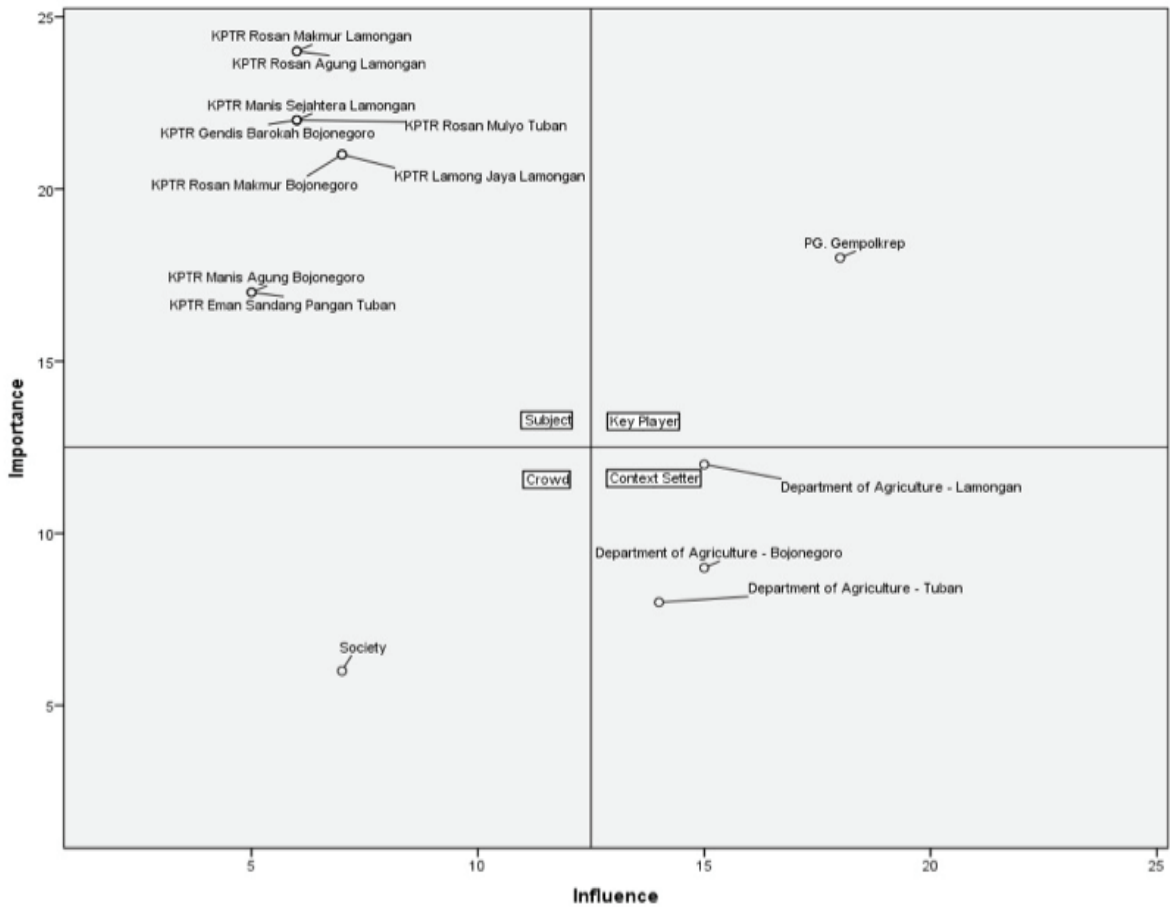


Figure 2. A matrix of interests and influence of stakeholders

Table 2. Explanation of Stakeholders' Position

	<i>Subject</i>	<i>Key Player</i>	<i>Context Setters</i>	<i>Crowd</i>
Stakeholders	KPTR Lamong Jaya, KPTR Rosan Makmur, KPTR Rosan Agung, KPTR Manis Sejahtera, KPTR Rosan Mulyo, PTR Eman Sandang Pangan, KPTR Rosan Makmur, KPTR Gendis Barokah, and KPTR Manis agung	Sugar Factory Gempolkrep	Department of Agriculture of Lamongan, Bojonegoro and Tuban	Village Head
Interest				
Involvement	Involved in aspects of planning, organizing, implementation and evaluation	Involved in aspects of planning, organizing, implementing, and evaluation	involved in aspects of planning, organizing, and evaluation	No involved in aspects of management
Benefit	revenue sources, source of employment for farmers, increasing the land area planted sugar cane, the ease of	sources of revenue, creating jobs, increasing raw material sugar cane, as well as the ease of	Creating jobs	Increase employment

	<i>Subject</i>	<i>Key Player</i>	<i>Context Setters</i>	<i>Crowd</i>
	accessibility of technology, information, and capital	accessibility of technology, information, and capital.		
Presentation of work program	has a work program related to the development of sugar cane farming in dry lands around 60% - 79% of the principal task of the organization	has a work program related to the development of sugar cane farming in drylands around 20% -39% of the principal task of the organization	has a work program related to the development of sugar cane farming in drylands around 20% - 39% of the principal task of the organization	people do not have work programs related to the development of sugar cane dry land
Level of dependency	level of dependence on the development of sugarcane in dry land 60-79%	Level dependence PG on the development of sugarcane in dry land 60-79%	Level dependence of the Department of Agriculture to the development of sugar cane dry land is very low around 21-39%	no dependence
Role	empowerment of local communities, provision of inputs and services, as well as providing data and information for farmers.	empowerment of local communities, provision of inputs and services, and information for farmers.	information providers and service inputs to farmers.	no roles
Influence				
The power	Has the power, the right to express his opinions to stakeholders	Has the power of education, opinions, and culture	Has the opinion of power and education	Has the power of opinion and propaganda
Appropriateness	do not have to assess the feasibility of stakeholders through a variety of sanctions	Has the authority to give administrative sanctions, financial, legal and stakeholder partnership	Determine eligibility and influence stakeholders through administrative sanctions and financial sanctions	does not have the power feasibility
Compensation		PG Gempolkrep aid / activities and awards to partners of good workers	Helping/give award to the farmer	Did not have the power compensation
Personality	KPTR have not elements of strength from individuals to influence others	SPG does not have elements of strength from individuals to influence others	No power of personality	No force influencing stakeholders
Organization	KPTR have not the strength of the organization, namely the power used to influence other stakeholders	The power budget which is owned by PG Gempolkrep to the development of very large dry land sugarcane	The power of budget, human resources strength, suitability field and networking functions.	Have no organization power

4. Conclusion

The result of research showed that all Agricultural Agency of Regency was Context Setters who have a high impact but low interest; Sugar Factory as Key Player who has an interest and a high impact; all Cane Farmer Cooperatives (KPTR) are stakeholders as Subject who have high interest, but the effect is low; Community is a stakeholder who has both little interest and influence on the development of sugar cane farming in dry land.

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