



Postgraduate

Journal of Islamic Economics, Finance and Accounting Studies

ANALYSIS OF THE ROLE OF STAKEHOLDER IN THE DEVELOPMENT OF SUSTAINABLE FOREST WAQF (STUDY CASE ON BOGOR WAQF FOREST FOUNDATION)

Ahmad Zaeni, Bayu Taufik Possumah, Indra
Institut Agama Islam Tazkia, Indonesia
Email: azaeni75@gmail.com

ABSTRACT

Purpose– This study analyzes the role of stakeholders concerning waqf forests. This study aims to determine the stakeholders who influence the forest waqf development program and to measure each stakeholder's influence and interest level in the forest waqf development program.

Design/methodology/approach– This research uses a case study approach on Bogor Waqf Forest Foundation, with qualitative research methods. The research collected data through field observations and in-depth interviews with the key informants (Key Persons).

Findings–. The results showed that there were 16 stakeholders classified into five groups: the central government, local government, private sector, community, and academy. Based on the finding, the influence and interest analysis show the mapping of stakeholder roles into four quadrants: subject, key player, context setter, and crowd.

Research limitations/Implications– This study interprets the results of a quantitative analysis of the role of stakeholders in Bogor Waqf Forest. Therefore the results can be considered while running decisions making process especially for policymakers. This study complements research related to forest waqf stakeholders, which is still limited and can be the beginning of other related studies, for example, by using different research methods or carried out in other places that are also developing forest waqf.

Originality/value– This study adds to the library of similar research that analyzes stakeholders, which has never been carried out with waqf forests as a case study.

Keywords- *Stakeholder, waqf forest, waqf development*

INTRODUCTION

Waqf is very important in social, economic, and religious life. As one of the main worship services, waqf is an Islamic worship with spiritual and material elements that can directly come into contact with the socio-economic impacts of society.

One form of waqf that is developing, especially in Indonesia, is forest waqf. Waqf forest is a forest built on waqf land and is primarily intended as a forest (Ali, 2020). The land ownership can also be purchased with waqf funds, then the ownership moves from private property to Allah SWT and is used for the public good. By making waqf forests into waqf assets, the sustainability of these forests is not only protected by state law but also strengthened by religious law.

Based on the explanation above, waqf forest is a very effective way to maintain forest sustainability and the balance of ecosystems in the forest itself. Waqf forest is also in line with the important role of as the 'lungs of the world'.

Ali et al. (2021), in the context of research and qualitative research using the desk study method, explain that zakat or waqf can finance the social activities of mining programs to alleviate poverty, inequality, and improve welfare, especially for vulnerable communities living around forests. The Bogor Waqf Forest Foundation, in Ali and Kassim (2021), requires an aggressive strategy in optimizing existing legal organizations and resources to provide an understanding to the public about the concept of waqf and its application in waqf forests.

The forest's natural resources in their management require the involvement of stakeholders. The role of stakeholders is very important to consider in formulating land policies. Stakeholders have an important role in equating views on keeping forests sustainable (Fibriantingtyas, 2020).

Based on the previous explanation, the stakeholders' role is considered necessary in developing sustainable forest waqf. So this research needs to be carried out to identify stakeholders who support the development of forest waqf and to find out the roles and interests of stakeholders in forest waqf development programs.

LITERATURE REVIEW

Forest Waqf

In terms of language, waqf is the basic word of waqafa which means withhold, forbid, or to stop. In terms of waqf, or in Arabic it is written وقف, namely holding the principal of an object or goods or property to be used for the welfare of the people and the general public, either permanently or temporarily. Waqf regulations in Indonesia have been contained in laws and regulations regarding waqf in Law Number 41 of 2004, the implementation of which is contained in Government Regulation Number 42 of 2006.

Djunaidi et al. (2007) explained that when viewed from the point of view of its benefits, waqf is divided into two categories, namely consumptive and productive.

Productive waqf is assets that are donated to be used in production activities, and the results are distributed according to their purpose (Mundzir Qahar, 2008).

Waqf has the character of sustainability. Once something is designated as waqfs, such as forestry, watershed management, or wildlife conservation, it cannot be cancelled or transferred by the waqif, unless there are greater benefits for the community. After being made a waqf, the waqf object is projected to be more sustainable and maintained in the future (Budiman, 2011).

Ali and Kassim (2020) explained that the productive waqf forest scheme started with the waqif giving waqf to the nazir to manage. Nazir will manage the waqf forest to become productive waqf, which has tangible and intangible benefits. The tangible benefits sector in waqf forests is in the form of da'wah, education, health, social, economic and ecological benefits. In contrast, the intangible benefits are fresh air, clean water, energy, soil protection, biodiversity and aesthetics. By dedicating these benefits to beneficiaries, productive waqf forests support the SDGs, especially several goals related to environmental aspects. Al-Anzi and Al-Duaij (2004) state that Islamic waqf involves four human elements, namely:

1. The waqf giver (waqif)
2. The guardian or waqf manager (nazir)
3. The waqf recipient (mauquf'alaihi)
4. The judge (qadi)

Stakeholder Analysis

Stakeholder analysis analyses each stakeholder's level of interest and influence. Influence is the power that stakeholders have over a project, while interests are the priorities given by the project to meet the needs of each stakeholder. Reed et al. (2009) introduced the stakeholder analysis model with three stages, namely stakeholder identification, classification, and describing the relationship between stakeholders.

Stakeholder analysis research conducted on waqf forests has never been done before. This study complements previous research related to stakeholder analysis on different types of waqf (Budiman, 2017) and different places (Zulfikar, 2013); Hidayat et al. (2020), (Ardiyansyah et al., 2022), (Wakka, 2014), (Melo et al., 2019). Related research is considered very important to do, considering the participation and involvement of all stakeholders are needed for sustainable management activities (Ardiyansyah et al. 2022; Mutaqqin et al. 2022).

Muzani's research (2014) on The Degradation of Mangrove Forests in Tangerang Regency, the lack of coordination between stakeholders resulted in various overlapping management activities. Therefore, it is necessary to optimize the role of stakeholders.

DATA AND METHODOLOGY

This research uses a case study approach with qualitative research methods. This study carried out several activities in analyzing the current condition of stakeholders: (1) Identification of stakeholders, (2) Classification of stakeholders, and (3) Identification of relationships between stakeholders. The case study was conducted at the Bogor Waqf Forest Foundation.

The research data was obtained through a qualitative assessment based on observations and interviews obtained primarily (directly) by the researcher. Interview data were recorded in written form using a questionnaire tool. The data collection period was carried out from 27 September to 19 October 2022 at the Bogor Waqf Forest area and through online media.

Stakeholder analysis was carried out using several analytical methods, including stakeholder identification, classification, and relationship identification (Reed et al., 2009). This stakeholder classification uses an influence and interest matrix by categorizing and classifying stakeholders into key players, context setters, subjects and crowds. The data measurement used is five-tiered and has been modified from the model developed by Siregar (2011), Abbas (2005), and Roslinda et al. (2012)

RESULTS AND DISCUSSION

Identification of Stakeholders

Identification of stakeholders related to the development of forest waqf in the Bogor Waqf Forest Foundation is classified into four groups: central government, regional government, private sector, community, and universities. The results of the identification of stakeholders are presented in Table 2.

Table 2. Stakeholders involved in the development of waqf forests at the Bogor Forest Waqf Foundatio

No	Category	Stakeholder
1	Central Government	Ministry of Environment and Forestry
2	Local Government	Department of Culture and Tourism Department of Agriculture and Forestry Service National Amil Zakat Agency Indonesian Waqf Agency The Ministry of Religious Affairs Mount Halimun–Salak National Park Cibunian Village Government

3	Private Sector	Bogor Waqf Forest Foundation Ibnu Khatib Foundation Archipelago Nature Conservation Foundation
4	Community	Youth Organization Farmer Group Public Figure Micro Small and Medium Enterprises
5	Academy	IPB University

Source: Primary Data Processed, 2022

Stakeholders' Classification

Analysis of stakeholders' level of interest and influence related to waqf forest development at the Bogor Forest Waqf Foundation was carried out through several stages: identification of stakeholders, analysis of stakeholder influence, analysis of stakeholder interests, and mapping of stakeholders into the matrix.

The results of the assessment of the level of influence of stakeholders related to the development of forest waqf at the Bogor Waqf Forest Foundation are presented in Table 2.

Table 2. The level of influence of stakeholders on the development of forest waqf in Bogor Waqf Forest

No.	Stakeholder	Influence					X
		P1	P2	P3	P4	P5	
1	Ministry of Environment and Forestry	5	2	5	2	2	16
2	Department of Culture and Tourism	4	3	5	2	2	16
3	Department of Agriculture and Forestry Service	4	3	4	4	2	17
4	National Amil Zakat Agency	2	3	3	3	2	13
5	Indonesian Waqf Agency	5	2	5	3	3	18
6	The Ministry of Religious Affairs	4	2	4	3	2	15
7	Mount Halimun-Salak	3	3	1	2	1	10

	National Park						
8	Cibunian Village Government	3	3	5	2	2	15
9	Bogor Waqf Forest Foundation	5	4	4	3	3	19
10	Ibnu Khatib Foundation	1	2	3	2	2	10
11	Archipelago Nature Conservation Foundation	2	3	3	4	3	15
12	Youth Organization	1	2	3	3	2	11
13	Farmer Group	1	2	2	3	1	9
14	Public Figure	3	4	3	2	2	14
15	Micro Small and Medium Enterprises	1	2	2	1	1	7
16	IPB University	2	2	3	3	2	12

Source: Primary Data Processed, 2022

Stakeholder influence is related to power over activities, including monitoring decisions made, facilitating the implementation of activities, and dealing with negative impacts. Stakeholders' influence describes the size of the stakeholder's ability to influence or force other parties to follow their wishes. Sources of influence can be regulations, money, opinion, information, masses, leadership and so on (Asikin, 2001).

The results of the analysis of the level of interest of forest waqf development stakeholders at the Bogor Waqf Forest Foundation are presented in Table 3.

Table 3. The level of interest of stakeholders on the development of forest waqf in Bogor Waqf Forest

No.	Stakeholder	Interest					Y
		K1	K2	K3	K4	K5	
1	Ministry of Environment and Forestry	1	1	1	1	2	6
2	Department of Culture and Tourism	1	2	1	1	2	7
3	Department of Agriculture and Forestry Service	2	2	3	1	3	11
4	National Amil Zakat Agency	2	1	3	2	2	10
5	Indonesian Waqf Agency	2	1	3	1	1	8
6	The Ministry of Religious	2	1	1	1	1	6

	Affairs						
7	Mount Halimun–Salak National Park	2	2	1	1	4	10
8	Cibunian Village Government	1	2	1	1	3	8
9	Bogor Waqf Forest Foundation	4	5	5	5	4	23
10	Ibnu Khatib Foundation	2	4	3	3	1	13
11	Archipelago Nature Conservation Foundation	2	2	2	2	1	9
12	Youth Organization	2	2	3	3	4	14
13	Farmer Group	2	4	4	3	1	14
14	Public Figure	3	1	1	1	2	8
15	Micro Small and Medium Enterprises	1	4	2	4	1	12
16	IPB University	3	2	2	2	3	12

Source: Primary Data Processed, 2022

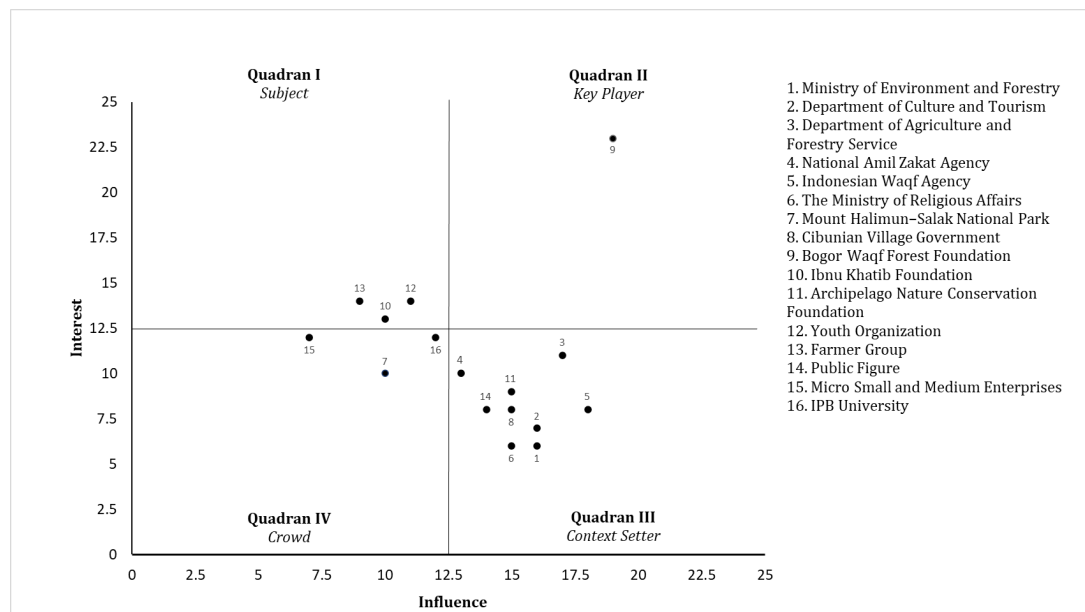


Figure 4 Matrix of the influence and interests of stakeholders on the development of forest waqf at the Bogor Waqf Forest Foundation.

Quadrant positions can describe the positions and roles played by each stakeholder related to the development of forest waqf at the Bogor Waqf Forest Foundation, namely: (1) Subject means high interest but low influence; (2) Key Player means high interest and influence; (3) Context Setter means low importance but strong influence, and (4) Crowd means low interest and influence.

Quadrant I (Subject) is occupied by the Youth Organization of Cibunian Village, the Ibnu Khatib Foundation and Farmers' Groups. These three stakeholders have a high interest in the development of forest waqf at the Bogor Waqf Forest Foundation, but their influence is low. These three stakeholders are important but require empowerment in the forest waqf development process at the Bogor Waqf Forest Foundation. The Youth Organization of Cibunian Village and the Farmers' Group's interest levels are higher than the Ibnu Khatib Foundation. This situation can happen because the Cibunian Village Youth Organization and the Farmers Group have direct involvement in the forest waqf program as part of the local community. At the same time, the Ibnu Khatib Foundation has involvement in the development of da'wah and education related to waqf and forest waqf.

Quadrant II (Key Players) are the most critical group because they have high influence and importance. One stakeholder occupies a position in the Key Players, namely the Bogor Waqf Forest Foundation. The graphic shows that the Bogor Waqf Forest Foundation, in terms of program design, implementation, and cooperation with other stakeholders, still has full control over the development of forest waqf.

Indonesian Waqf Agency, Department of Agriculture and Forestry Service, Department of Culture and Tourism, Ministry of Environment and Forestry, Archipelago Nature Conservation Foundation, Cibunian Village Government, Ministry of Religion, Public Figure, and National Amil Zakat Agency occupy Quadrant III (Context Setter), meaning these eight stakeholders can influence the development of forest waqf development. Regulations related to forestry, especially conservation, are related to the Ministry of Environment and Forestry, the Department of Agriculture and Forestry Service and the Nusantara Natural Conservation Foundation. Although forest waqf management is not carried out on state forest land, forest waqf programs related to forest conservation can work with these stakeholders. Indonesian Waqf Agency, the Ministry of Religion and National Amil Zakat Agency have a relationship related to the implementation of waqf. As the local institution, the Cibunian Village Government and Public Figures have influences synergized with the activities carried out in Cibunian Village to benefit the area and surrounding communities.

Quadrant IV (Crowd) are IPB University, Mount Halimun–Salak National Park, and Micro Small and Medium Enterprises, which means they have low interest and influence on eco-tourism development. Based on the results of observations in the field, these stakeholders are not directly involved with developing eco-tourism in the field. These stakeholders require little monitoring and evaluation but are of low priority.

The matrix of stakeholders' interests and influence can change over time, and the impact of these changes needs to be considered (Reed et al., 2009). Stakeholders who are in the position of Key players must be invited to cooperate

because they have high influence and interest level in the phenomenon of forest waqf development at the Bogor Waqf Forest Foundation and stakeholders whose position as Subjects need to be empowered if they are not empowered there is a possibility they will fight back by forming alliances. According to (Groenendijk, 2003), to achieve success in a project, in this case, the development of forest waqf at the Bogor Waqf Forest Foundation, the stakeholders in Quadrants I, II and III are the core stakeholders that need attention.

Relevant stakeholders who play a role in developing forest waqf at the Bogor Waqf Forest Foundation need to improve the cash waqf collection process, namely campaigns (communication), services, and channels. The development of cash waqf from time to time shows a significant increasing trend and has great potential.

Indonesian Waqf Agency needs to design an effective and efficient cash waqf collection strategy, as has been done by National Amil Zakat Agency in strengthening zakat collection, and then develop creative and innovative breakthrough programs such as CWLS (Cash Waqf Linked Sukuk), another example; for example, Indonesian Waqf Agency can open a waqf program through money to restrain the rate of conversion of fertile rice fields into housing. The waqf money collected is then used to buy fertile rice fields and ensure that these fields cannot be moved to another location and are forever used to increase food production.

The Bogor Waqf Forest Foundation collects cash waqf, which is then converted into waqf forests, which can continue to be developed and improved and even be duplicated in other places because this is an example of innovation that has significant social, economic and ecological impacts. These breakthrough programs are expected to convey messages and educate the public that waqf can be used to develop the national economy, improve people's welfare, and reduce poverty.

Relevant stakeholders such as the village government, tourism agency and other stakeholders need to increase their role and (influence and interests) by encouraging the realization of ecotourism, agro-tourism and edutourism in the Bogor waqf forest so that economically the surrounding community can increase their standard of living in addition to becoming regional income related stakeholders while maintaining forest sustainability. The development of Waqf Forest can also encourage the realization of the goals of sustainable development and maqashid sharia in terms of economic development and environmental sustainability or natural resources as well as human development. The forest itself is not reached.

Bogor waqf forest can become an object of research with various concentrations focusing on environmental, economic and socio-religious issues.

CONCLUSION

The results of the identification show that there are 16 stakeholders who have influence and interest in the Bogor Waqf Forest, which are then classified into five groups: central government, local government, private sector,

community, and universities. These stakeholders include Ministry of Environment and Forestry, Department of Culture and Tourism, Department of Agriculture and Forestry Service, National Amil Zakat Agency, Indonesian Waqf Agency, The Ministry of Religious Affairs, Mount Halimun–Salak National Park, Cibunian Village Government, Bogor Waqf Forest Foundation, Ibnu Khatib Foundation, Archipelago Nature Conservation Foundation, Youth Organization, Farmer Group, Public Figure, Micro Small and Medium Enterprises, IPB University.

The role of each stakeholder is grouped into 4 quadrants, namely: Subject (small influence-large interests), Key Player (big influence-large interests), Context Setter (big influence-small interests), and Crowd (little influences-small interests). The details are as follows:

Quadrant I (Subject) consists of three stakeholders: the Youth Organization of Cibunian Village, the Ibnu Khatib Foundation and Farmers' Groups, Quadrant II (Key Player) consists of one stakeholder, namely the Bogor Waqf Forest Foundation, Quadrant III (Context Setter) consists of nine stakeholders: Indonesian Waqf Agency, Department of Agriculture and Forestry Service, Department of Culture and Tourism, Ministry of Environment and Forestry, Archipelago Nature Conservation Foundation, Cibunian Village Government, Ministry of Religion, Public Figure, and National Amil Zakat Agency, and Quadrant IV (Crowd) consists of three stakeholders: IPB University, Mount Halimun–Salak National Park and Micro Small and Medium Enterprises.

LIMITATIONS

This research only describes the role of stakeholders related to forest waqf along with general development potential. The strategy for developing forest waqf specifically related to various fields in the Bogor Waqf Forest Foundation is needed for further research to take advantage of this development potential. Respondents in the study were only samples from institutions related to forest waqf, so the opinions presented as research results may differ if the samples taken are different

REFERENCES

- Abbas R. 2005. Mekanisme Perencanaan Partisipasi Stakeholder Taman Nasional Gunung Rinjani [disertasi]. Bogor (ID): Institut Pertanian Bogor
- Al-Anzi, E., Al-Duaij, N. (2004). Islamic Waqf and Environmental Protection. *Codicillus*, 45(2), 52–63.
- Alamsyah IE. 2021. Rehabilitasi dan Konservasi Dapat Anggaran Tertinggi KLHK. Online. Tersedia: <https://www.republika.co.id/berita/qh4cs6349/rehabilitasi-dan-konservasi-dapat-anggaran-tertinggi-klhk>.
- Ali KM, Kassim S. 2020. Waqf forest: How Waqf Can Play a Role in Forest Preservation and SDGs Achievement. *Etikonomi*. 19(2):349-364.
- Ali KM, Kassim S. 2021. Development of Waqf Forest in Indonesia: the SWOT-ANP Analysis of Bogor Waqf Forest Program by Bogor Waqf Forest Foundation. *Jurnal Manajemen Hutan Tropika*. 27(2):89-99.

- Ali KM, Kassim S, Jannah M, Ali ZM. 2021. Enhancing the Role of Zakat and Waqf on Social Forestry Program in Indonesia. *Economica: Jurnal Ekonomi Islam*. 12(1): 1-26.
- Ali, K. M. (2018). Wakaf untuk Pengelolaan Hutan yang Berkelanjutan (Waqf for 220 Sustainable Forest Management). <https://Sharianews.Com>.
- Alisjahbana, A. S., & Busch, J. M. (2017). Forestry, Forest Fires, and Climate Change in Indonesia. *Bulletin of Indonesian Economic Studies*, 53(2), 111–136. <https://doi.org/10.1080/00074918.2017.1365404>
- Ardiyansyah, Farida N, Warsono H, Kushandajani. 2022. Stakeholder analysis in the development of Saba Budaya Baduy. *KnE Social Sciences*. DOI 10.18502/kss.v7i5.10561
- Ariyadi A, Maimunah S. 2017. Peran Agama Islam dalam Koservasi Hutan. *Daun: Jurnal Ilmiah Pertanian dan Kehutanan*. 4:63-74
- Aryawan G, Sara IM, Purnami AAS. 2019. The Role of Stakeholders in agro-Tourism Development with Maxtor Analysis Approach (Case Study in Catur Tourism Village of Bali Province, Indonesia). *Journal of Economics and Management Studies*. 6(11):100-106.
- Asikin M. 2001. Stakeholders Participation in SME Policy Design and Implementation. Jakarta: ADB technical Assistance SME Development.
- Bryson JM. 2004. What to Do When Stakeholders Matter. *Public Management Review*. 6(1): 21-53. Doi: 10.1080/14719030410001675722.
- Budiman AA. 2017. Partisipasi Stakeholder dalam Perwakafan. Semarang (ID):
- Budiman, M. A. 2011. The Role of Waqf for Environmental Protection in Indonesia. *Aceh Development International Conference 2011, May 2011*, 880–889.
- Djunaidi, Achmad & Thobie al-Asyhar, Menuju Era Wakaf Produktif, Mumtaz Publishing, Jakarta, 2007.
- Direktorat Jendral Bimbingan Masyarakat Islam Direktorat Pemberdayaan Wakaf 2013, Strategi Pengembangan Wakaf Tunai di Indonesia
- Filipus T, Wibisono BH. 2021. Peran dan Koordinasi Stakeholder dalam Pengembangan Pariwisata di Kawasan Jembatan Youtefa. *Jurnal Indonesia Sosial Teknologi*. 2(8) 1438-1447.
- Freeman RE. 1984. *Strategic Management: A Stakeholder Approach*. Massachusetts (MA): University of Minnesota.
- Fibrianiingtyas, A. (2020). Sinergitas Stakeholder dalam Pengelolaan Kelestarian Hutan Kawasan Ub Forest. *Jurnal Ekonomi Pertanian Dan Agribisnis*, 4(4), 973–984.

- Groenendijk. 2003. Planning and Management Tools. Published by: The International Institute for Geo-Information Science and Earth Observation (ITC).
- Hamdan, N. (2019). The Stakeholder Ecosystem of Waqf Institutions in Malaysia. *Jurnal Syariah*. 27 (2): 281-300.
- Hidayat NC, Setijaningrum E, Asmorowati S. 2020. Analisis Pemangku Kepentingan Pengelolaan Sumber Daya Hutan di Kabupaten Jember. *Nakhoda: Jurnal Ilmu Pemerintahan*. 19(2):188-201
- Indraswari, D. L. (2020, January 8). Darurat Pengelolaan Hutan Indonesia. *Kompas*. https://kompas.id/baca/utama/2020/01/08/daruratpengelolaanhutanindonesia/?_t=AUAEdWFTx0N5G9LLeLTILTrgAnCUiw7Xb95dHkaDOxFM3rqF4G6aef4P192hA1
- Lutfi, Mukhtar. Pemberdayaan Wakaf Produktif: Konsep, Kebijakan dan Implementasi, (Cet.I; Makassar: Alauddin University Press, 2012)
- Melo RH. Kusmana C, Eriyanto, Nurrochmat DR. *IOP Conf. Series: Earth and Environmental Science*. (399) doi:10.1088/1755-1315/399/1/012071
- Mundzir Qahaf. *Manajemen Wakaf Produktif*, 2008.
- Muttaqin T, Raflesia F, Rahayu EM. 2022. Measuring the Role of Stakeholders in Management of Yang Hinglands Wildlife Reserve Area, Situbondo Districts Eart Java Indonesia. *Technium Social Sciences Journal*. 33:468-478.
- Mukson MI. Indah S. 2019. Analysis of Stakeholders Role in Development of Badungan Chrysanthemum Agrotourism at Semarang District, Indonesia. *RJOAS*. 19(96):45-52.
- Mushove, P., and Vogel, C. 2005. Heads or Tails? Stakeholder Analysis as a Tool for Conservation Area Management. *Global Environmental Change* 15: 184–198. DOI: 10.1016/j.gloenvcha.2004.12.008
- Muzani. 2014. Stakeholder Analysis of Mangrove Management in Tangerang Coastal District, Banten, Indonesia. *Jurnal Pendidikan Sains Sosial dan Kemanusiaan* 7(2):257-268
- Nurfatriani F, Darusman D, Nurrochmat DR, Yustika AE. 2015. Analisis Pemangku Kepentingan Dalam Transformasi Kebijakan Fiscal Hijau. *Jurnal Analisis Kebijakan Kehutanan*. 12(2):105-124.
- Nurhadi A, Setiawan B, Baiquni B. 2012. Kearifan Lingkungan dalam Perencanaan dan Pengelolaan Hutan Wonosari Kecamatan Ngawen Kabupaten Gunung Kidul. *Jurnal Manusia dan Lingkungan*. 19:226-237.
- Ozdemir, I. (2002). An Islamic Approach to the Environment. *Environment Ecology.com*. <http://www.environment-ecology.com/religion-and-ecology/489-an-islamic-approach-to-the-environment.pdf>.

- Rastogi, A., Badola, R., Hussain, S. A., and Hickey, G. M. 2010. Assessing The Utility of Stakeholder Analysis to Protected Areas Management: The case of Corbett National Park, India. *Biological Conservation* 143: 2956–2964. DOI: 10.1016/j.biocon.2010.04.039
- Reed SM, Graves A, Dandy N, Posthumus H, Huback, Morris J, Stringer LC. 2009. Who's in and why? A Typology of Stakeholder Analysis Methods for Nature Resources Management. *Journal of Environmental Mangement*. 90: 1933-1949. <https://ejournal.unida.gontor.ac.id/index.php/JEI>
- Roslinda E, et al. 2012. Analisis Pemangku Kepentingan dalam Pengelolaan Taman Nasional Danau Sentarum Kabupaten Kapuas Hulu Kalimantan Barat. *Jurnal Manajemen Hutan Tropika*. 18(2):78-85
- Setiawan MA, Muhammad F. 2018. Stakeholder Analysis in Utilizing of Environmental Services and Natural Attractions in Tuk Semuncar Utilizaion Zone of Gunung Merbabu National Park: a Literature Review. *E3S Web of Conferences*. 31. <https://doi.org/10.1051/e3sconf/20183109032>
- Siregar M. 2011. Peranan Stakeholders Terhadap Pengembangan Ekowisata di Taman Nasional Teluk Cenderawasih Kabupaten Teluk Wondama Provinsi Papua Barat [tesis]. Bogor (ID): Institut Pertanian Bogor.
- Siswoko, B. D. (2009). Good Forest Governance: Sebuah Keniscayaan dalam Pengelolaan Sumber Daya Hutan Lestari. *Jurnal Ilmu Kehutanan*, 3(1), 1–12.
- Soekanto S. 2013. *Sosiologi Suatu Pengantar*. Jakarta: Raja Grafindo Persada
- Townsley P. 1998. Social Issues in Fisheries. Fisheries Technical Paper {Internet}. Diakses pada 2021 Agustus 6. Tersedia pada: <http://www.fao.org/DOCREP/003/W8623E/w8623e05.htm>
- Triyanti R, Susilowati I. 2019. Analisis Pemangku Kepentingan dalam Pengelolaan Kawasan Pesisir Berkelanjutan di Kabupaten Gunungkidul. *Jurnal Kebijakan Sosek*. 9(1):23-35.
- Ubaidi, A. (2017). *Stakeholder Analysis Matrix sebagai Alat Analisis Strategi Meraih Kecerdasan Finansial dengan Berwakaf Tunai*. Malang: Universitas Raden Rahmat.
- Wakka AK. 2014. Analisis Stakeholders Pengelolaan Kawasan hutan dengan Tujuan Khusus (KHDTK) Mengkendek, Kabupaten Tana Toraja, Provinsi Sulawesi Selatan. *Jurnal Penelitian Kehutanan Wallacea*. 3(1):47-55
- Wakka AK, Awang SA, Purwanto RH, Poedjirahajoe E. 2013. Analisis stakeholder pengelolaan Taman Nasional Bantimurung Bulusaraung, Provinsi Sulawesi Selatan. *Jurnal Manusia dan Lingkungan*. 20(1): 11-21.
- Wolinggi WK, Baruwadi M, Murtisari A. 2018. Stakeholder Analysis Management Of Agro Zone Pioneering Science Techno Park Province Gorontalo.

International Journal of Innovative Science and Research Technology.
3(10):60-68.

- Yaakob, A., Mahzir, N., Supaat, D. I., Zakaria, M. Z., Wook, I., & Mustafa, M. (2017). Waqf as a Means Of Forest Conservation: Alternative for Malaysia. *Advanced Science Letters*, 23(5), 4860–4864. <https://doi.org/10.1166/asl.2017.8928>
- Yang J, Ho M, Shen GQ. 2009. An Overview of Previous Studies in Stakeholder Management and Its Implications for Construction Industry. *Journal of Facilities Management*. 7(2):159-175.
- Yulianty C, Kurniasari N, Triyanti R, Zulham A. 2021. Stakeholders Role in Economy Creative Development of Maritime Culture in Alor Regency. *IOP Conf. Series: Earth and Environmental Science*. (744) doi:10.1088/1755-1315/744/1/012107.
- Zulfikar M. 2013. Analisis Stakeholder dalam Pengelolaan Wisata Alam di Kabupaten Brebes Provinsi Jawa Tengah. Bogor (ID): Institut Pertanian Bogor..