

## Implementation of the Management Strategic Plan of Gunung Rinjani National Park

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### Abstract:

This study is to describe and analyze how the implementation of the management strategic plan of Gunung Rinjani National Park in terms of four variables: communication, resources, disposition and bureaucratic structure as well as a dominant factor in the implementation process. There are several limitations of budget resources and human resources and infrastructure are inadequate in implementation of the management strategic plan of Gunung Rinjani National Park, disposition given based on the duties and functions as well as have the capacity or the ability to carry out the task, while the structure of bureaucratic quick and simple with little fragmentation facilitate coordination. There are several internal and external factors that need to be considered by taking into account the strengths and weaknesses in the implementation of the strategic plan.

**Keywords:** Implementation, Strategic Plan, National Park Management, Mount of Rinjani, West Nusa Tenggara Province

## **1. INTRODUCTION**

National park in general has diverse potential of environmental services such as water management, biodiversity protection, carbon absorption and storage and natural tourism. However, each national park has a potential value of different environmental services. It gives a different market value of each national park according to its potential. There are several national parks which have benefited from the specific nature of ecosystem services. One of them is the National Park of Gunung Rinjani (TNGR) which has a beautiful landscape and the beauty of the volcanic lake at the top of the hill as the stunning natural attractions.

In order to achieve sustainable management in TNGR need strategic efforts and programs as outlined in the strategic plan for the management of natural tourism. Implementation TNGR management concept refers to the strategic plan of 2015 s / d in 2019. This Strategic Plan functioned as a technical management plan TNGR, for a period of five (5) years. There are several documents in the management of TNGR referenced in the management of that strategic plan (Plan) which contains the management plan and targets to be achieved within five years; second, the long-term management plan (RPJP) containing targets to be achieved within ten years; and the third, the master plan that contains a management plan within twenty years.

Balai Taman Nasional Gunung Rinjani (BTNGR) as the Technical Implementation Unit of the Directorate General of Natural Resources and Ecosystem Conservation (Ditjen KSDAE), as a reference TNGR area management to be more focused on the determination of the target area, then drafted Strategic Plan of BTNGR year 2015-2019 which is a further elaboration of the Long Term Management Plan (RPJP) BTNGR Year 2014-2023.

There are some problems in the management of TNGR such as degradation of ecosystem function caused by the felling of trees, forest fires, as well as tourism activities. Some of the conditions that often occur such as timber harvesting or clearing moor due to dependence of communities on the conservation area's resources, especially wood or because people did not know the boundary between arable land community forest (HKM) or another land ownership TNGR area boundary. Climbing activities generate negative residue form of garbage (organic / inorganic), the danger of the fire, felling trees for fireplace, disturbance to wildlife. Poor areas such as savanna vegetation needs to be managed properly to reduce the impact of visitors both from the dangers of fire and physical effects ascent.

Therefore the need for research on the implementation of the strategic plan in the management of national parks and the reference in this study is the Strategic Plan 2015 s / d 2019 by reason of the activities of strategic plan has been running so that researchers could see directly on the activities of the program which has been implemented, besides Strategic Plan, the Long Term Management Plan (RPJP) 2014 s / d in 2023 and Master plan of Nature Tourism also as reference in this study.

## **2. RESEARCH METHODS**

This research is a descriptive study, using a qualitative approach. Data collection techniques by observation, interview and documentation. Analysis of data using interactive model of Miles and Huberman. The model consists of three flow of activities that occur together, ie condensation, data presentation and conclusion (Milles and Huberman, 2014:14). This activity is carried out during the study until completion of data collection. Diagrammatically cyclical process of data collection and analysis of data to the stage presentation of research results, and conclusions, as shown below:

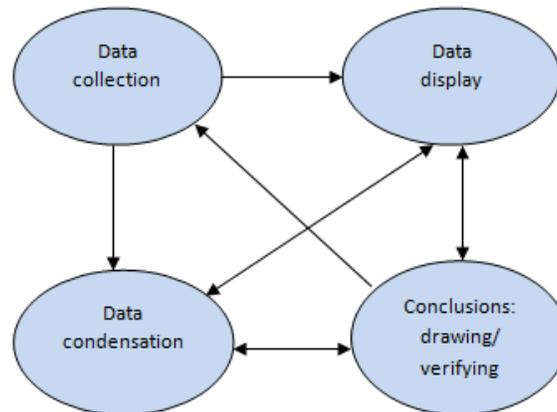


Figure 1. Components of Data Analysis: Interactive Model

Source : Miles, Huberman and Saldana, *Qualitative Data Analysis A Methods Sourcebook Third Edition*, SAGE Publication. Arizona State University, USA (2014:14)

### 3. RESULTS AND DISCUSSION

#### 3.1 Implementation of the management strategic plan of Gunung Rinjani National Park

Implementation of the management strategic plan of Gunung Rinjani national park years 2015-2019 as part of the implementation of long term management plans that have been prepared in RPJP years 2014-2023, RPJP stated management objectives and desired conditions as well as strategies and action plans in national park management over the next 10 years within the corridor leading to the provision of natural tourism development plan contained in the management of national parks master plan for the next 20 years.

Communication has an important role in the implementation of the management strategic plan of Gunung Rinjani national park because it has an important role in the successful implementation of the program and to connect ideas or means of delivering the intent of the policy objectives between policy makers to implementers. Communication is established well among stakeholders and implementers can overcome limitations of other factors such as human resources and funding. With the decreasing number of employees because there are mutations and retired from that previously amounted to 87 employees in 2015 was reduced to 75 employees in 2016 will further increase the burden of work and responsibility on employees who act as implementers of strategic plan as well as the limited budget set by the Direktorat General KSDAE (Ditjen KSDAE) 2016 Rp.14.415.178.000 of the funding proposal TNGR the proposed budget of Rp. 15.7907 billion with details of the planned activities will affect the program of activities as set out in the strategic plan. Budget reduced will certainly affect on the revision of the TNGR strategic plan by selecting priority program activities with these funds must be allocated to programs of activities that have been determined so that activity programs can be run properly with the absorption reached or close to 100%.

In the implementation of the management strategic plan of Gunung Rinjani National Park (TNGR) communication that occurs is communication that is top-down, bottom-up and horizontal. Top-down communication is submitted by the Head of Gunung Rinjani National Park as leader responsible for the whole process of implementation of the TNGR strategic plan usually in the process of granting the use of budget funds and disposition. communication can be direct instruction of personnel and in groups such as in the DIP A revision process in the use of the budget and the revised in strategic plan to determining priority of activities. As the leader in charge of the entire process and implementation TNGR office, Head of office is also taking into account input from various parties, for consideration in making policy.

Beside that, there are communications that are horizontal in which communication is established between fellow officers in this communication in the form of coordination, eg. communication among Head section that equally occupy echelon IV. however, horizontal communication is rarely occur due to differences in tasks are clear divisions as well as work areas are distinctly different. Communication is also a bottom-up where input from subordinates taken into consideration further followed both in the revised strategic plan

and direct action at the discretion of the Head office of TNGR. So communication is done in TNGR ie reciprocal communication is two-way and not just one-way.

A next factor is the resource, Although in the transformation process of communication has gone well, consistent and clear, but if the lack of resources, the implementation of the TNGR Strategic Plan will ineffective even be hampered. According to Suhadak and Trilaksono (2007: 1) states that in the implementation of activities or programs must do a good planning takes precedence because of concerns about the supply of funds that is not enough in the implementation process because of its limitations and the willingness of the implementation process. The available resources should be qualified because this is the basis of a policy implementation, like a building available resources is the foundation, the basis for realizing the policy.

Resources consist of human resources, namely staff or employees who are engaged in the process of implementation of the Management Strategic Plan of Gunung Rinjani National Park. This staff has the most important role among other resources (the most essential resource), inaccuracy or inhibit the ability of the staff will even lead to the failure of policy implementation. The staff drives all other resources, including other aspects such as communication, disposition and bureaucratic structure. Resource of staff not only be seen from the large amount or not but the views from the capabilities of the existing staff in carrying out their duties. The number of ideal staff with the required expertise (requisite skills) to do the job effectively is certainly better than the number of staff that a lot but do not have the expertise in implementing policies.

Resource is a critical element of the policy implementation. Without it policy set in the sheet of paper will not operate in the implementation practice. besides personnel, the resource also includes a budget. Although supported by a qualified staff both the number and personnel without budget support, the implementation of the policy will not run properly. Existing resources will work best if supported by the bureaucratic structures that fast and not complicated and the provision of proper disposition. qualified human resources will affect the way we communicate and accuracy in the provision of such disposition with strategic planning implementation will be carried out effectively and efficiently. Facilities and infrastructure facilities is also an important resource in the implementation of the management Strategic Plan of Gunung Rinjani National Park. Lack of facilities and infrastructure could hinder the implementation of the policy as other resource shortages.

Implementers may have enough staff, has the skill and know what should be done but without the availability of infrastructure will result in unsuccessful of the implementation Strategic Plan. With the number and types of facilities and infrastructure owned by the National Park of Mount Rinjani as data obtained with a land area of 2015 amounted to 13 390 hectares and the types of equipment and machinery in the same year as many as 1206 units with a number of buildings and constructions in 2015 as many as 91 unit. therefore the existing infrastructure already supports the implementation of the management Strategic Plan of Gunung Rinjani National Park. However, the use of optimally and precisely target of facilities and infrastructure provided needs to be improved so that the implementation of the strategic plan work effectively and efficiently. Nevertheless, there are problems associated with garbage, required an effort not only to provide waste management facilities and infrastructure but also relate to the application of rules and sanctions and socialization of awareness for visitors of national parks.

The third factor in the implementation of the Management Strategic Plan of Gunung Rinjani National Park is an attitude or disposition. The attitude or disposition of the implementer will determine the success of a program. This disposition related to the human resource factor, or behavioral tendency of implementing policies have a important role to the implementation of policies in accordance with the purpose or goal. Character is important to be owned by implementing policies eg, honesty and commitment. Honesty of implementers drive to remain on the program that has been outlined, while the high commitment will make implementer always enthusiastic in carrying out the duties, powers, functions and responsibilities in accordance with the prescribed rules.

Improper disposition will bring contention although implementers continue to perform tasks delegated by policy makers. Edward III (1980: 90) states many of the policies included in the "zone of indifference" this policy might be implemented precisely because implementers do not have strong feelings about the policy. If someone asked to carry out orders that they do not agree, it will display the errors that occur, between policy decisions and attainment of policy. In such cases it is the policy implementers will use discretion and sometimes subtle ways to inhibit implementation.

In the implementation of the management Strategic Plan of Gunung Rinjani National Park, policy-makers put the duties of employees as a primary consideration in determining the disposition, despite the fact that policy makers have the authority to determine who will be given the disposition. Other factors to be considered are the skills, ability or skill of the individual staff, including the ability to carry out tasks in a timely, analytical ability, commitment and skills that are required in implementing the policy. Disposition in TNGR usually stated in the disposition sheet is subsequently made in the form of warrant task (SPT) or in the form of Decree (SK).

Implementer already understand what will be done and the resources available supports the implementation of a policy, but there may still be obstacles in the organizational structure. implementation of policy with a lot of complex programs and a range of extensive work with the involvement of stakeholders and of course requires a cooperation and coordination but if the existing bureaucratic structures are complex, the existing resources become ineffective. Bureaucracy must be effective and can support policy programs that have been set by the decision makers with better ways to improve coordination.

BTNGR organizational structure supports the smooth implementation of the strategic plan of the national park management. This is because the existing organizational structure simple with little fragmentation, simple organizational structure will cause a slight fragmentation so easy in coordination affects the speed in responding to the problem. standard operating procedure (SOP) is important in the implementation of the strategic plan. Hence the need for a complete and comprehensive SOPs that serve as a guide for staff both for policy makers and implementers. SOP can measure the quality of the work so there is no misappropriation in the implementation of the management strategic plan of Gunung Rinjani National Parks.

### 3.2 The dominant factor in the implementation of the strategic plan TNGR

Every policy decision certainly there are several factors that underlie the policy to be implemented, in the implementation of the management strategic plan of Gunung Rinjani National Park there are several factors supporting the implementation of the strategic plan i.e budget, resources, equipment, etc. To determine the most dominant factor in the implementation of management strategic plan of Gunung Rinjani National Park then mapped in qualitative SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). As stated by Kearns (in Hisham, 1998) A qualitative approach featuring eight squares are two external factors (opportunities and Treats) located on the top and internal factors (strengths and weakness) box located on the left, Four other boxes, a box of strategic issues that arise as a result of a meeting point between internal factors and external. As in the table below:

Tabel 1. Qualitative SWOT

<b>Eksternal/ Internal</b>	<b>O</b>	Information technology	<b>T</b>	conservation land dispute with the local government
		Good relations with the community		settlements in land conservation
				damage and forest fires
<b>S</b>	intensive communication	Applying the new policy cooperation model by utilizing information technology and community participation		Settlement of disputes by means of communication and coordination as well as legal
	Facilities and infrastructure			Socialization and increased outreach conservation area
	bureaucratic structure			Mapping critical points of fire and increased patrols
	Proper disposition			
	Administration staff			
<b>W</b>	limited budget	Utilize and maximize information technology		Management of conflicts with local governments and communities
	Limited human resources / personnel			

Policy implementation is a dynamic process involving many interrelated variables. Table 1 shows the strength factors such as intensive communication, administrative support, infrastructure and proper disposition more dominant than other factors. Maximizing the strengths (S) factor to take advantage of existing opportunities (O) by implementing the new policy cooperation model by utilizing information technology and community participation will become advocates in national park management Gunung Rinjani overall, information technology capabilities in monitoring the conservation area as a whole with imaging technologies such as GIS (global information system), accompanied by camera technology will help officers in the field more easily carry out their duties.

A good relationship with the community will have a positive impact for their mutual relationship in which people will obtain the economic impact of the tourism sector so that there is a responsibility together to keep conservation area. A good relationship with the local government needs to be improved to deal with problems of disputes conservation areas that could potentially be a threat in the management of protected areas, potential threat will turn into strength if it could take advantage of existing opportunities such as the support of local government therefore conflict management strategy is needed to deal with the potential conflicts that may arise with the community and local government.

#### 4. CONCLUSION

There are three forms of communication in the implementation of the TNGR strategic plan is communication that is top-down as in the provision of disposition carry out specific tasks, decision-making in revise the strategic plan and in meetings of thematic. bottom-up communication in the form of opinions or input from the Implementers to decision makers such as the proposed use of budget funds in the implementation of the strategic plan. Horizontal communication between officials and the equivalent in the form of coordination.

Resources have an important role in the success of the implementation. inadequate budget resources and human resources in quantity and quality is still inadequate, due to limited available personnel will affect

the implementation of the strategic planning process. Whereas, for the resources of existing infrastructure is sufficient to support the successful implementation of the strategic plan.

In terms of disposition, some aspects such as the duties of each implementers become a major factor in the disposition, besides the factor of skill, commitment and accuracy of performing the task into consideration in disposition. The bureaucratic structure supports the successful implementation of the strategic plan, simple organizational structure with little fragmentation makes it easy for decision maker and implementers to coordinate and facilitate the sharing of authority, so also in terms of the relationship between organizational units have clear and going well.

The need for a new policy in the management of TNGR by utilizing information technology and community participation to combine strength factors internal to the organization by taking advantage of opportunities outside the organization. Using information technology can overcome some disadvantages such as limited human resources and facilitate control the conservation area. Cooperation and good relations with the surrounding community conservation areas and coordination with the local government will be supporting in the management of national parks and to minimize potential conflicts that may occur.

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