



Stakeholder Analysis in the Development of a Banana Center in Karanganyar Regency, Central Java, Indonesia

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Abstract. The development of the banana center has created a conflict of interest between stakeholders, caused by the conflicting interests of the parties involved in processing and marketing the bananas, including farmers, home industry operators, village-owned enterprises, and traders. This study aims to identify the stakeholders, to analyze the interests of the parties concerned, to examine the influence and relationships of the stakeholders, and to look at the interests of the parties involved in the conflict. A qualitative research method is used, which includes classifying and mapping a number of issues related to the development of the banana center. The conflict is analyzed using an onion analysis. The results of the analysis show that there are similarities in the needs of the stakeholders which become nodes of conflict in the banana processing and marketing. Good long-term conflict management in the process of developing the banana center can be implemented through negotiation. The agreements reached are related to the empowerment of community members involved in the banana center, especially banana farmers and home industry entrepreneurs, to realize a positive attitude and awareness towards the development of the banana center. This study recommends the establishment of a forum containing multiple stakeholders as a medium for discussing mutual agreements, especially related to the banana trade system.

Keywords: conflict · negotiation · home industry · empowerment · mutual agreement

1 Introduction

Indonesia is one of the world's largest banana producing countries, in 2021 reaching a total of 8.74 million tons, an increase of 6.82% (558.39 thousand tons) from 2020. In 2021, banana consumption in the domestic sector reached 2.39 million tons, up 33.81% (603.4 thousand tons) from 2020. Domestic participation accounts for 47.7% of banana consumption. The export value of bananas in 2021 reached US\$ 6.09 million, an increase of 7.78% (US\$ 0.44 million) from 2020. The import value of bananas in 2021 was US\$ 31, down 99.72% (US\$ 11.21 thousand) [1]. The demand for bananas inside the country

will continue to increase, as a result of the rising population, improvements in education and income, and increased awareness about the importance of public nutrition.

In Indonesia, the banana commodity is still managed for the most part in a traditional way or on a community scale. Along with the development of a banana center comes the need for an agribusiness approach, for various reasons. These include increasing competitiveness through comparative excellence and becoming the main economic sector of an area, which contributes to the formation of GDP and creates job opportunities, as well as offering a significant new source of growth. The agricultural sector, which is the main driving force in the field of agribusiness, is the most important sector that can be improved to increase community income.

Banana plants have a wide area of adaptation, from lowland to highland areas, growing easily in various places and on various types of soil, but in order to achieve high growth and productivity, there is a need for optimum cultivation management technology. Most farmers plant bananas as a side business on a relatively narrow area of land. In general, bananas are planted on marginal land, while planting on productive land is usually in the form of intercropping, in between coconut, cocoa, coffee, and other plants.

The role of stakeholders in accompanying the banana farmers is vital because the farmers themselves are not able to capture a wider market without the help of other stakeholders. According to [2], stakeholders include the government, private business owners, and members of the community with different roles and functions. Stakeholders may include consumers, organization holders and members, and NGOs. Stakeholders in a company as individuals or groups who can influence the work performance of the company or are influenced by the company's action. Stakeholders can influence an organization by increasing knowledge and providing new information [3].

Broadly speaking, a stakeholder analysis needs to accommodate several components: 1) the community or group of people who are related to the interests of an activity, 2) the main issues based on people's experiences, 3) the positive and negative effects of the activity on people's livelihoods, 4) the strategies to reduce and avoid the negative impact of the activity, and 5) implementation of the action program (Race and Millar, 2006). Meanwhile, a social exchange analysis is used to look at the patterns of interaction that occur between the different parties (Ilham et al., 2016). Therefore, it is hoped that the analysis of stakeholders and social exchange will be able to illustrate the dynamics of conflict in the development of the banana center.

Stakeholders can be identified in terms of the way they carry out their roles with the attributes described by [4, 5], where the classification of stakeholder mapping is determined by influence, legitimacy, and urgency of interests. This means that stakeholders are classified based on their roles because every individual has a different role and interest. The goal of a stakeholder analysis is to discover the potential of influence, with the perspective of social movement centered on the component of the action and influence given. It is important for every stakeholder to understand the interests of the other stakeholders, and to hold joint discussions about management in order for the development program to be realized and executed properly. Development that involves the stakeholders can encourage potential and benefit and enhance the success of the program. In addition, synergy between internal and external stakeholders is essential in development. It is the stakeholders who help with the formulation and development

of a program, beginning with the planning, and continuing with the implementation and evaluation, which includes community empowerment. The program implementation will run smoothly and remain on target if there is synergy between all the parties involved. Stakeholders also play a key role in the network that connects the farmers with consumers. This research aims to conduct an analysis of the role of stakeholders in the development of a banana center in the Karanganyar Regency.

This study focuses on the patterns of relationships between the parties involved in the system of development of the banana center, and the dynamics that occur therein. Intervention of the global market on the banana commodity has undoubtedly led to the development of certain features in the management of banana production on a community scale. This is characterized by: 1) family based farming; 2) minimum earnings due to a shortage of capital, land, and labor; 3) the main factor of production is labor.

2 Research Method

This research focuses on the community in the banana center in Jenawi District, Karanganyar Regency, and was conducted from May to August 2022. A number of supporting factors were taken into consideration when deciding on the setting for the research. First, Karanganyar Regency is one of three regencies on the slopes of Mount Lawu, an area with a topography that supports the cultivation of banana plants. Second, Jenawi District, in Karanganyar Regency, is known to have the widest area of land used for banana cultivation, and won first place in the Central Java province. Third, there are several groups of farmers and female farmers in Jenawi District, Karanganyar Regency, who are active in the development of the banana center in Jenawi.

This research is a sociological study which emphasizes the relationships between the different parties involved in the development of the banana center, by looking at the roles of stakeholders and the dynamics of social interaction that occur between them. It is descriptive research which uses a qualitative method. A qualitative approach was chosen so that the researcher could obtain the information needed to explain the social reality related to the development of the banana center. The unit of analysis in the research is individual. A qualitative analysis is used, in which research data is collected by interpreting the meaning of an event of interaction of human behavior in a particular situation according to the perspective of the researcher. The qualitative approach used is grounded theory. Grounded theory is a qualitative method which uses a set of systematic procedures to develop a theory inductively about a phenomenon. In grounded theory, a relationship is built between the research question and research method, beginning with a question that is still unclear and ultimately producing a theory that is accumulated from various data [6]. This approach is not intended to identify or prove a hypothesis.

The informants were selected purposively based on their knowledge, experience, and involvement in the development of the banana center in Karanganyar Regency. They included banana farmers, intermediary traders (pedlars, wholesalers, group marketers, and brokers), the horticulture section in the Karanganyar Department of Agriculture, the Jenawi Agricultural Extension Center (*Balai Penyuluh Pertanian/BPP*), and the local village government. The banana farmers referred to in this research include farmers who plant bananas as their main business and those for whom it is a side job. The data collection techniques used in the research were observation, interviews, and documentation.

The observation included watching the development activities in the banana center, in which various related parties or stakeholders were involved. The results of the observation were followed up by interviewing the informants to obtain more information. The informants included people from various organizations in the government, private sector, and community. The results of the in-depth interviews were strengthened further with an interactive technique in a focus group discussion, along with various documentation obtained at the research location. The data collected were then analyzed further, repeatedly, and continuously, beginning with a data reduction, followed by a data presentation, and verification, using a technique of interactive analysis [7].

3 Results and Discussion

The actors involved in the development of the banana center include farmers, collectors, small and large-scale intermediary traders, local and regional traders, and distributors. The main role of the farmers is in the production stage. The role of collectors, intermediary traders, and distributors, on various levels, is to sort, pack, store, and transport the products. Based on the relationships between the actors in the distribution of the banana commodity, there is good cooperation and competition, both vertically and horizontally. The horizontal cooperation exists between the farmers, while the vertical cooperation is between the farmers and the wholesalers. Meanwhile, the horizontal competition exists between the wholesalers themselves and between the group marketers and the wholesalers, and the vertical competition is seen between the group marketers and the brokers).

The involvement of stakeholders in the development of the banana center is very diverse, ranging from the government to the private sector, as well as community organizations. The stakeholders help with the development of the banana center and invite community participation from the farmers' group, which empowers the local women to process the bananas to make various other products. Stakeholders from the government, such as the district Agricultural Extension Center (BPP), with the support of the Department of Agriculture and village government, help to run the banana cultivation program, in particular supervising the empowerment carried out by the farmers' group. The development of the banana center is also closely linked to the support of the Department of Agriculture and Non-Governmental Organizations. All the stakeholders involved in the development of the banana center in Karanganyar Regency have a role to play based on their own individual interests which can be classified accordingly. The model of classification of the stakeholders used is based on the priority and potential ability of the stakeholders to influence the target.

Based on Table 1, Mapping of Stakeholders' Interests in the Development of the Banana Center in Karanganyar Regency, it can be seen that the stakeholders involved in the development of the banana center include a farmers' group, BPP, Village Government, the Department of Agriculture, Institutions of Higher Education, and NGOs. Research by [8] divides stakeholders into 3 categories: primary stakeholders, key stakeholders, and secondary or supporting stakeholders. Based on this classification, the farmers' group can be identified as the primary stakeholder. Furthermore, the same study states that primary stakeholders have full influence and interest, and their involvement in the program begins in the pre-planning stage of the activity. According to [9],

both the farmers' and women farmers' groups provide a place and an opportunity for women to play a role in the agricultural sector. The local knowledge of women about the management practices of banana planting is extremely important for food security and for increasing income. In the implementation of the development of the banana center, in which the farmers' group is the primary stakeholder, there is a need for proper planning, as outlined by [10], who states that a clear outlook is needed for involving stakeholders, preserving effective communication throughout the duration of the stakeholders' involvement, and dedicating time and managerial resources to manage and overcome problems that may arise due to the changes taking place.

In implementing the development of the banana plants, the farmers' group works together with BPP to establish two-way communication in empowering the farmers to participate in the development program. This is because of the need for local organizations to carry out mobilization in order to encourage participation from the local community. Due to its function and role in the development of the banana center, BPP is categorized as a key stakeholder. BPP is also supported by other stakeholders such as the village government and Department of Agriculture, which have the legal power to make decisions. Key stakeholders are responsible for implementing the development of a program. The process through which the development program for the banana center was formed began with suggestions and input from BPP to the farmers' group to develop the cultivation of banana plants like in other areas. An intensive development program for the cultivation of banana plants was established through cooperation between BPP, the village government, and the local Department of Agriculture.

In their capacity as individuals or organizations, stakeholders can influence and be influenced by the policies of another organization [11]. The farmers' group, together with BPP, had a positive influence on the involvement, participation, and cooperation of farmers to begin cultivating banana plants on the smallest scale, in the family unit. This influence is extremely important for the continuity of the development of a program, and corresponds to the research results of [12], who finds that significance or influence is the function of (1) the extent to which stakeholders have the potential to contribute valuable resources to a company, (2) the extent to which they place these resources at risk and will incur costs if the company fails or if their relationship with the company comes to an end, and (3) the power they have over an organization. The influence of a stakeholder in the development of a program is of varying degrees or levels, depending on the extent of its contribution or effort to influence the target to implement the program in order to achieve its goals. In his research, [13] describes three categories of influence: a high category, medium category, and low category. The degree of stakeholders' influence and interest in the development of the banana center are explained further in the Table 2.

The degree of influence of the farmers' group is categorized as high, which means it has full authority to facilitate the implementation of the program and also influences other parties in the execution of the program, where the target being influenced and facilitated is the farmers who are willing and able to develop banana plants, from cultivation to harvest, post-harvest, and processing to make other products. This condition is supported by the following statement from a member of the farmers' group: "*The association through the farmers' group is very cohesive, and includes empowerment for all members or homemakers in every RT.*" The positive influence of the farmers' group cannot be

Table 1. Stakeholder Analysis in the Development of a Banana Center in Karanganyar Regency

Stakeholder Entity	Interest		
	Economic Aspect	Social Aspect	Environmental Aspect
1. Primary Stakeholder: Farmers' Group	Encourages members of the community to use their own yards to cultivate banana plants, both for food security and to increase income	Increases social solidarity between members of the community, to work together to develop the cultivation of banana plants, share their crops, and share their knowledge about banana processing	Provides education and increases community participation in utilizing their own yards for banana cultivation by implementing environmentally friendly cultivation
2. Key Stakeholder: -BPP	Provides education and skills about processing the products of banana cultivation for the community so that they can make processed products to sell	Organizes social activities for the community that increase participation to build the village, including the cultivation of banana plants on a household scale	Improves knowledge, attitudes, and skills of the community about managing their own private yards to grow bananas, from cultivation to harvest, and post-harvest, by teaching environmentally friendly cultivation methods
-Village Government	Supports the banana center development program by providing facilities and infrastructure to support economic development	Builds awareness in the community to develop the village together by recognizing the potential for banana cultivation to be developed on a larger scale	Builds awareness in the community by providing extension on a village level to develop the potential of existing sustainable natural resources

(continued)

Table 1. (continued)

Stakeholder Entity	Interest		
	Economic Aspect	Social Aspect	Environmental Aspect
-Department of Agriculture	Provides support in the form of allocating facilities and infrastructure, and guidance through agricultural extension in banana plant cultivation	Compiles programs to increase social participation of the community in the banana center development carried out by BPP, by providing extension for the targeted farmers' groups	Compiles environmentally friendly agricultural programs, one of which is to develop banana cultivation by providing information for the community through extension or training activities
3. Supporting Stakeholder: - Institution of Higher Education	Implements the function of post-harvest training development to improve the skills of the community and increase the scale of the economy	Implements the function of development in the banana sector which includes activities to increase social participation	Implements the development of knowledge and technology for conservation and preservation of banana germplasm
- Non-Governmental Organization	Improves the independence of farmers in the development of banana plants as a step towards food security on a household scale	Implements empowerment by holding joint activities to fulfil the needs of the community, especially related to banana cultivation	Increases community participation in developing the cultivation of banana plants by utilizing their own yards

Data source: results of in-depth interviews and Focus Group Discussion 2022

separated from the support of other stakeholders such as BPP, which functions as a facilitator, the village government, which facilitates the program implementation, and the Department of Agriculture, which has the authority to create the agricultural program carried out by the extension officers. It is clear, therefore, that stakeholders from the government play a role in locally based management of area development. The role of the government is vital in the planning, implementation, and continuity of area development. Furthermore, it is important for the government to establish good cooperation with other stakeholders, such as investors and the community itself, so that the development program can be implemented more easily.

Other stakeholders that have influence, albeit not in full, also have their own interests. These include institutions of higher education and NGOs which facilitate research and the development of banana plants. These development activities are done through a process of empowerment, which encourages the participation of homemakers to manage

Table 2. Degree of Influence and Interest of Stakeholders in the Development of a Banana Center

Stakeholder Entity	Degree of Influence	Degree of Interest
	(Low, Medium, High)	(Low, Medium, High)
1. Primary Stakeholder: Farmers' Group	High: Has a positive influence on increasing active community participation in managing the cultivation of banana plants	High: Provides education by improving knowledge and skills in cultivation of banana plants from preparation to post harvest
2. Key Stakeholder: -BPP	High: Has a positive influence on introducing the utilization of private yards and increasing community participation in the importance of growing banana plants in their own yards in order to help achieve food security on a household scale	High: Holds meetings through the farmers' group to invite local women to work together and use their own yards to cultivate banana plants, and organizes training about processing banana plants to make other products
-Village Government	Medium: Participates in influencing the community in the development of banana plants together with BPP, prior to implementation of the program	Medium: Facilitates the implementation of the banana plant development program by BPP in the community
-Department of Agriculture	Medium: Has authority to make policies through a special program in the agricultural sector, in line with the work program of the Ministry of Agriculture, and influences other stakeholders with a high influence in implementation, specifically BPP	High: Makes a policy through the program by developing banana plants as a way of achieving food security and independence for farmers
3. Supporting Stakeholder: -Institution of Higher Education	Medium: Has the function to conduct research and development of banana plants that can subsequently be used or implemented by members of the community	Low: Interest in banana plant development has no authority, only the ability to facilitate the development of banana plants if needed
- Non-Governmental Organization (NGO)	Medium: Has influence in increasing community participation under the control of BPP to establish a community association as a form of empowerment process	Low: Interest in banana plant development has no authority, NGOs are only able to help facilitate the program

Data source: results of in-depth interviews and Focus Group Discussion 2022

the village environment so that people's own yards can be used for growing bananas. Members of the farmers' group are aware of the importance of banana plant cultivation in private yards because of the health benefits and contribution to food security.

The influence of the farmers' group in banana plant development is also founded on economic, social, and environmental interests. The interests of the farmers' group can be viewed in terms of the economic aspect, which is reflected in the influence of the core administrators who not only invite their own members to participate but also encourage other members of the community to use their own yards as an alternative way of increasing income. This activity is carried out through education about building food security by planting bananas in the yards of people's own homes. This was explained by the head of the farmers' group in an interview, as follows: "*Cultivating banana plants in the environment of people's own yards is quite beneficial, sufficient to meet the needs of the family at home and the rest can be sold. However, the disadvantage is the long cultivation time needed because it takes one year to produce a harvest.*"

The farmer's group plays a huge role in influencing and encouraging the participation of the program target, namely the farmers, to cultivate banana plants in their own yards. This is an indication that the farmers' group has played its role as a primary stakeholder in accordance with the research of [14], who states that if a person carries out their obligations and rights in accordance with their status, it may be said that the person has played a certain role. The role of stakeholders is important for determining the running of a development program. [15] categorizes the roles of stakeholders to include policy creators, coordinators, facilitators, implementers, and accelerators. If analyzed based on the results of this research, the farmers' group falls into the category of implementers because in its capacity as a stakeholder, the farmers' group implements the program policies. In the development of the banana center, the farmers' group is the target group of BPP which implements the cultivation and processing of the banana plants to become products that can be marketed. The categorization of stakeholders based on their roles and interests can be seen in Table 3.

In principle, all stakeholders have the same function and the same aims to achieve the goals of a program for the welfare of the community. What distinguishes one stakeholder from another is their roles and interests in the target of the program. It is not uncommon in certain conditions to see an imbalance in the functions and interests of the stakeholders where there is a difference between their duties, principles, and functions, and the actual implementation. The focus of stakeholders is on the process of community empowerment. Empowerment in banana planting is intended for areas that have potential in this field, where the community is willing and able to carry out the program. Empowerment usually begins with an activity such as socialization and training, from BPP, related departments, or other parties. The stakeholders that work together to realize the empowerment activities to promote the utilization of banana plants must be in agreement and on the right track, for instance to develop a tourism village that has the potential to become a place for marketing processed banana products. In order for this to happen, there is a need for an organization to oversee the management and utilization of the banana plants, and more importantly to develop a greater awareness and desire to learn more about the cultivation and utilization of banana plants.

Table 3. Conflict of Stakeholders in the Development of a Banana Center in Karanganyar Regency

Categorization of Stakeholder's Role	Interest	Reality of Implementation
Policy creator: Department of Agriculture	Party responsible for making decisions and policies in the banana center development program	The Department of Agriculture is the party with authority to compile the program based on the work program and direction from the Ministry of Agriculture. The implementer in the field is BPP, with medium influence, no assistance with facilities and infrastructure in the banana center development, focusing only on food crops and still in the form of training
Coordinator: Village Government	Party responsible for coordinating other stakeholders involved in the program to help in the development of the banana center	The village government only serves as a bridge between BPP and members of the community, with low involvement in the program implementation, only at the start of the program. After the program is running, full authority is given to BPP through agricultural extension officers in each village
Facilitator: BPP	Party responsible for facilitating and fulfilling the needs of the target group in the banana center development program	BPP acts in accordance with its function as a facilitator and implementer, by accompanying the empowerment of farmers, but if any other party has the same function as BPP, it may lead to an overlapping in function
Implementer: Farmers' group	Implementer of program policies as one of the target groups in the development of the banana center	The farmers' group only works alongside and under the supervision of BPP without full independence to act, still requiring BPP as the facilitator; its innovations and initiation are limited to banana processing
Accelerator: Institution of Higher Education and Non-Governmental Organization (NGO)	Party assisting with acceleration and making a contribution to the development of the center	In activities to develop the banana center, institutions of higher education focus more on farmers' human resource development through training or transfer of technology, but lack intensiveness in accompanying activities due to limited funds and less than optimum relationships with stakeholders

(continued)

Table 3. (continued)

Categorization of Stakeholder's Role	Interest	Reality of Implementation
		The influence of NGOs has yet to be felt in full due to a lack of coordination and synergy with BPP in the banana center development, and an overlapping function, where both parties are working to facilitate community empowerment

Data source: results of in-depth interviews and Focus Group Discussion 2022

Failure in the community empowerment process can be seen directly in the design of localist policies and the process of decision making. This condition is the same as that described in the research of [16], who states that communities are often not related to strategic decisions because of the reluctance of local authorities, whereas in fact strategic collaboration between stakeholders can be achieved through discussions and joint decision making. This is one of the obstacles in the development of the banana center where there is bad coordination between some of the stakeholders. Limited funds is another factor that impedes the empowerment process, causing problems in marketing the banana products to a maximum level as there is no way to facilitate this. Furthermore, [17] states that the lack of long-term funding for a community empowerment based project can give rise to great disappointment in a community that has a desire to initiate real change but is restricted by those in authority.

Meanwhile, [18] writes that an imbalance in power and decisions between stakeholders can lead to conflict. The conflict that occurs not only means that the program cannot be implemented to a maximum level but also causes other problems such as an imbalance of interests between collectors if groups are formed in the development of banana cultivation. It is feared that this will decrease the income of collectors if the farmers are independent up to the level of marketing. The results of research by [19] state that unequal differences in power, culture, and resources between different stakeholders can be an obstacle to achieving the goals of empowerment. [20] even adds that it is the stakeholders of small groups that are more dominant and able to dictate the needs of the community, while stakeholders with power and the strongest voice are more likely to gain the most benefit. These conditions are important for understanding and analyzing the power relationships between stakeholders so that an imbalance of interests and power does not occur, which would mean failure to achieve the goals of empowerment by increasing community participation in an active and effective way.

Apart from the main stakeholders, the development of a banana center can also attract the attention of outside parties from other areas to become involved in the program. This can be viewed from two sides. In positive terms, it is highly beneficial for the development of the center because strong connections in the management between different stakeholders will create a better response for the organization. On the negative side, however, it may push aside the interests and influence of extension officers who

act as facilitators, if there has been no previous coordination or agreement between the parties. The involvement of stakeholders from the government should be as the party with authority to make policies and decisions about a program, as well as becoming actively involved in the program. However, the reality in the field is sometimes different. There is still a lack of direct government involvement with the target of the program, both in giving support in the form of facilities and infrastructure, and also in providing guidance and training up to the process of marketing. The guidance provided is limited to cultivation, harvesting, and processing but does not extend to the level of helping to establish partnerships with outside parties. It is this conflict of interests that can hinder the development process of the center because of a lack of synergy between the stakeholders. These conditions are the same as those described by [21], who states that a weak and vulnerable presence of stakeholders can create managerial problems and increase the complexity in their relationships and interests because of a poor understanding of their responsibilities. [22] explains further that the inability to engage in full participation in the decision making process is due to a lower level of power, and limited community participation in making decisions that concern their shared interests may become a factor that causes the program not to move in the same direction.

The condition that the stakeholders should be working on to avoid a conflict of interests is to influence and share control of the development initiatives and decisions about resources that affect the community. Furthermore, [23] adds that stakeholders also encourage the participation of social groups in the process of making decisions about policies, especially groups that experience a participation deficit. Synergy is essential between the various actors from the government, private, and communities sectors in the decision making process which affects the process of implementation of empowerment [24]. Therefore, [25] explains that there is a need for recognition and support for the participation process with the aim of increasing the values of togetherness to achieve common goals through a collaborative attitude in problem solving. Hence, what is meant by participation in the community empowerment process, according to [26], is a condition that is reflected from activities where there is a principle of continuity, justice, equity, and empowerment.

Development of the banana center may also include agrotourism. The sustainability of development through agrotourism can improve community welfare. Agrotourism based on the utilization of agricultural land is what characterizes the tourism of such an area. The aim of this concept is to increase the awareness of the community through tourism. Agrotourism is a type of community based development in which the potential is managed and the result enjoyed by the local community itself. Community participation is vital in the planning, implementation, evaluation, and monitoring stages of the development.

4 Conclusion

In developing the cultivation of banana plants, farmers need the support of stakeholders, from the government, private sector, and the community itself. Development of the banana center in the Karanganyar Regency involves the role of stakeholders, which include a farmers' group, Agricultural Extension Center (BPP), village government, the

Department of Agriculture, institutions of higher education, and non-governmental organizations (NGOs). Each of these stakeholders has its own role and function. There are common needs which become nodes of conflict in the banana processing and marketing. In the development of the banana center with the involvement of stakeholders, there is an imbalance of power which leads to a conflict of interests. This imbalance occurs due to the overlapping function of the stakeholders, the weak involvement of stakeholders, and the low participation of the community in decision making. Good conflict management for the long term in the process of development of the banana center can be implemented through negotiation. The agreements reached are related to the empowerment of community members in the banana center, in particular the banana farmers and home industry operators, to realize positive attitudes and raise awareness about the development of the banana center. Community empowerment in the program development requires synergy between the various actors or stakeholders, from the government, private sector, and the community itself. However, the synergy between stakeholders is not optimal when viewed in terms of their roles and the reality of implementation. In order to achieve synergy, there is a need for better understanding and clear power sharing between the stakeholders to avoid an imbalance of power and interests. Community participation is needed in the decision making process because it is members of the community themselves who understand the conditions of the area where they live, the potential of the village and the community, and the actors who will run the development program for the banana center.

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