

Optimizing the performance of the “Working Group of Cibodas Biosphere Reserve Management Coordination and Communication” (Pokja KKP CBC) to achieve Sustainable Development Goals

IKA ROSMALASARI*

Regional Development Planning, Research, and Innovation Agency of Cianjur Regency,
Jl. Raya Bandung No. 65, Cianjur 43281, Indonesia

*Corresponding author: ikarosmalasari@gmail.com

Submitted 29 January 2026; Accepted 20 April 2026; Published 25 April 2026

ABSTRACT

This paper analyzes the suboptimal role of the Working Group of Cibodas Biosphere Reserve Management Coordination and Communication, also known in Bahasa as *Kelompok Kerja Koordinasi dan Komunikasi Pengelolaan Cagar Biosfer Cibodas* (POKJA KKP CBC) in supporting sustainable development in Cianjur Regency. Problem identification was conducted using the CGI (Controversy, Gap, Inconsistency) approach, revealing issues such as a non-transparent working group formation mechanism, disharmonious stakeholder relationships, and an unclear division of roles. The USG (Urgency, Seriousness, Growth) analysis revealed nine problems stemming from the three identified issues, with the highest priority being the lack of transparency in the working group formation (score 25). The root causes include insufficient socialization, the absence of clear documentation, and the formation process being merely an administrative formality. Consequently, this led to a dysfunctional organization, weak institutional capacity, and obstacles to achieving sustainable development goals. The most appropriate policy recommendation to address the lack of transparency in the working group formation mechanism is the formulation and establishment of formation guidelines, formalized through an official Regional Head Regulation or Regent Regulation. The existence of these guidelines is expected to optimize the roles, functions, and performance of the POKJA KKP CBC. Binding regulations will ensure that this policy serves not only as a moral commitment but also possesses legal force to guarantee transparency, compliance, and consistency of implementation across all working groups formed within Cianjur Regency.

Keywords: *Cibodas Biosphere Reserve, guidelines, policy, SDGs, Working Group or Pokja*

INTRODUCTION

Sustainable development has become a global agenda driving the balance between economic growth, social aspects, and environmental preservation (Monk, 2020; Purwanto et al., 2020; Priatna & Khan, 2024). Priatna (2023) argued that, amid pressure from the extractive industry, Indonesia faces a dilemma between resource exploitation and conservation efforts. One international initiative aiming to bridge these interests is UNESCO's Man and the Biosphere (MAB) Programme. This program promotes the concept of biosphere reserves as pilot sites to integrate biodiversity conservation, economic development, and logistic support for research and education (Purwanto, 2024)

The Cibodas Biosphere Reserve (CBR), designated in 1977, stands as a concrete example of this program's implementation in Indonesia. This area encompasses a strictly protected core area, a buffer zone allowing for research and limited activities, and a transition area where communities can engage in sustainable economic activities. With an area of more than 167,000 hectares, CBR possesses high ecological value, including serving as a habitat for endangered species such as the Javan hawk-eagle, Javan gibbon, and Javan leopard (BBTNGGP, 2024).

In a global context, CBR plays a strategic role in supporting the achievement of the Sustainable Development Goals (SDGs), as it possesses three main functions: biodiversity and cultural conservation, sustainable economic development, and logistic support such as research, development, education, monitoring, and evaluation. This aligns with Goal 3 (Good Health and Well-being), Goal 11 (Sustainable Cities and Communities), Goal 13 (Climate Action), and Goal 15 (Life on Land) (Maulida, 2025). According to Hidayat (2021), the CBR Program established three action plans:

1. Managing the area through an ecosystem landscape approach to integrate the management of land, water, and biodiversity for conservation and sustainable use in an equitable manner.
2. Empowering management institutions and human resource capacity to promote the sustainable utilization of biological and non-biological natural resources, thereby enhancing the quality of interaction between humans and their biological natural resources and environment.
3. Fostering the integration of fundamental scientific and socio-cultural approaches for the sustainable conservation and management of biological and

non-biological resources.

In its implementation, the management of CBR requires collaboration to resolve existing challenges, necessitating holistic solutions. Partnerships and cooperation with stakeholders to address these issues are conducted through an institutional system. This served as the basis for the establishment of the Working Group of Cibodas Biosphere Reserve Management Coordination and Communication Forum or *Forum Kelompok Kerja Koordinasi dan Komunikasi Pengelolaan Cagar Biosfer Cibodas* (Forum KKP-CBC), pursuant to West Java Governor Decree Number 522.51/Kep.1397-Prodi/2018, which was subsequently amended by West Java Governor Decree Number 522.51/Kep.79-Rek/2020.

The Fourth Dictum, Point f of the Governor Decree states that one of the functions of the Forum KKP-CBC is to encourage the establishment of working groups to implement CBR management concepts at the regency level. On this basis, Cianjur Regency issued Cianjur Regent Decree Number 522.51/Kep.103-Bappeda/2021 regarding the Establishment of the Working Group of Cibodas Biosphere Reserve Management Coordination and Communication (POKJA KKP-CBC).

The objective of establishing the POKJA KKP-CBC is to facilitate coordination and communication between various authorized agencies and stakeholders regarding

the division of roles and responsibilities. This aims to implement the management concepts of the Cibodas Biosphere Reserve based on a 10-year integrated management plan, encompassing both natural landscapes and cultivation areas. In this regard, it is necessary to establish a clear working mechanism that can be implemented by all institutions.

The roles of the forum and working group regarding transparency, participation, and coordination effectiveness are pivotal in ensuring the sustainability of CBR and the well-being of the communities within it. Therefore, this paper examines in depth how the role of the CBR Working Group (POKJA CBC) can be optimized. The analysis focuses on efforts to enhance collaboration, utilize data and research more strategically, and strengthen community participation mechanisms. Consequently, this study is expected to provide concrete recommendations to improve the effectiveness of CBR management, while ensuring that this area continues to function as a successful model of sustainable development for other conservation areas in Indonesia and globally.

METHODS

The problem formulation in this paper employs the CGI (Controversy, Gap, and Inconsistency) approach, as presented in the following Table 1.

Table 1. Problems of the POKJA KKP CBC.

No	Issue	Problems		
		Controversy	Gap	Inconsistency
1	Working group formation mechanism (is1)	Does not involve all stakeholders (co1)	Lack of transparency (ga1)	An ineffective working group formation mechanism contradicts the principles of good governance, which emphasize the importance of transparency and stakeholder participation in decision-making (in1)
2	Inter-stakeholder relationship patterns among working group members (is2)	Working group members are uncooperative (co2)	The participation level of working group members remains low (ga2)	Disharmonious inter-stakeholder relationship patterns contradict the principles of collaboration and cooperation (in2)
3	Division of roles among working group members (is3)	Unclear division of roles among working group members (co3)	Lack of clarity in the division of roles persists (ga3)	An unclear division of roles contradicts the principles of efficiency and effectiveness (in3)

The nine identified problems indicate a governance gap in the management of the Cibodas Biosphere Reserve (Table 2). This demonstrates that the POKJA KKP CBC has not yet optimally fulfilled its role in supporting the achievement of sustainable development.

Based on the USG (Urgency, Seriousness, and Growth) analysis, the issue of "lack of transparency in

the working group formation mechanism" received the highest score (25) compared to other issues. This confirms that the lack of transparency in the working group formation mechanism constitutes the most urgent strategic root problem to be addressed immediately, as it engenders stakeholder distrust, compromises the legitimacy of the working group, and consequently

contributes to the lack of participation among working group members.

Problem identification was subsequently drilled down to the lowest level or until the root cause was discovered. Based on this root cause, the issues were then synthesized into a single problem statement.

- Root Cause 1: Selected from one of the nine Level 2 causes most closely related to the main issue.
- Root Cause 2: Selected from one of the Level 1 causes related to Root Cause 1.
- Root Cause 3: Represents the formulation of the core problem.

- Problem Statement Formulation: Derived from the three root cause sentences above, which were synthesized into a single problem statement sentence.

The subsequent analysis employed a literature review to examine various theories, concepts, regulations, or prevailing policies relevant as an analytical lens for the problem statement, aiming to identify solutions. The assessment and selection of policy alternatives utilized Bardach’s Method (as cited in UGM, 2016), which incorporates four criteria: technical feasibility, economic and financial possibility, political viability, and administrative operability.

Table 2. USG method analysis.

No	Problems	Urgency (U)	Seriousness (S)	Growth (G)	Total Score
1	Does not involve all stakeholders in the working group formation mechanism	8	7	6	21
2	Lack of transparency in the working group formation mechanism	9	8	8	25
3	An ineffective working group formation mechanism contradicts good governance principles	8	8	6	22
4	Uncooperative working group members	7	6	5	18
5	Persistently low participation levels among working group members	6	5	4	15
6	Disharmonious inter-stakeholder relationship patterns contradict collaboration and cooperation principles	8	7	6	21
7	Unclear division of roles among working group members	9	8	7	24
8	Persistent lack of clarity in the division of roles	8	7	6	21
9	Unclear division of roles contradicts the principles of efficiency and effectiveness	8	8	7	23

RESULTS AND DISCUSSION

Level 1 Problem Causes

1. Lack of dissemination regarding the POKJA KKP CBC formation process, wherein the formation was carried out merely to implement West Java Governor Decree Number 522.51/Kep.79-Rek/2020, which mandated the establishment of a Working Group at the regency level. The execution of this mandate was not accompanied by intensive coordination and dissemination to relevant stakeholders. The formation was characterized by direct appointment without prior confirmation. Following the issuance of the Regent Decree (SK) regarding the establishment of POKJA KKP CBC, the decree was not immediately disseminated to the stakeholders appointed as members; consequently, during the POKJA KKP CBC meeting, the majority of members only became aware of the decree at that time.
2. Absence of clear documentation regarding the POKJA KKP CBC formation process. In addition to the Governor Decree as the primary reference, the formation process required support from other foundational documents, such as minutes of formation meetings, Terms of Reference

(TOR) detailing the scope of work, duties, responsibilities, as well as the criteria and recruitment/selection process for members, and a formation report elucidating the process, selection results, and the Working Group's work plan.

3. The Working Group formation was merely an administrative formality to support Cibodas Biosphere Reserve management. In reality, the Working Group's existence could serve as a bridge for the Cianjur Regency Government to achieve sustainable development goals through the support of national and international institutions/organizations within the biosphere reserve network.

Based on the analysis of the three aforementioned causes, the lack of dissemination and the absence of supporting documents have resulted in a lack of transparency within the working group formation mechanism, as stakeholders lack sufficient information to monitor and oversee the process. Furthermore, the formation of the working group as a mere administrative formality has closed off opportunities for support from national and international organizations within the biosphere reserve network, thereby hindering the

achievement of sustainable development in Cianjur Regency. These three Level 1 causes are interrelated and mutually reinforcing; therefore, they must be addressed comprehensively to enhance transparency in the working group formation mechanism.

Level 2 Problem Causes

1. Lack of dissemination regarding the POKJA KKP CBC formation process

- a. Lack of understanding regarding the Cibodas Biosphere Reserve management concept. Although the concept promotes harmony between development and environmental preservation to enhance sustainable community well-being, this lack of understanding has hindered inclusive dissemination regarding Cibodas Biosphere Reserve management within Cianjur Regency. This also resulted in the formation of POKJA KKP CBC not being preceded by inclusive and intensive dissemination to all stakeholders. Consequently, the legalization of the POKJA KKP CBC formation was conducted via direct appointment without stakeholder confirmation.
- b. Management of Cibodas Biosphere Reserve has not been fully integrated into planning documents. As a result, dissemination of biosphere reserve management as a basis for considering the formation of POKJA KKP CBC was not conducted optimally.
- c. Organizational dynamics within regional government agencies (OPD). These dynamics have obstructed the transfer of information regarding the Cibodas Biosphere Reserve, implying suboptimal dissemination of the POKJA KKP CBC formation.

2. Absence of clear documentation regarding the POKJA KKP CBC formation process

- a. Absence of working group formation guidelines. This has led to working groups within Cianjur Regency being formed using various versions/methods. The absence of these guidelines meant the POKJA KKP CBC formation mechanism did not involve relevant stakeholders but was processed via direct appointment.
- b. Lack of understanding regarding the importance of documentation. The formation of POKJA KKP CBC requires supporting documents to strengthen the Working Group's existence and serve as a guide for members in fulfilling their roles. However, in the case of POKJA KKP CBC, these supporting documents were unavailable, impacting the Working Group's lack of direction.
- c. Lack of concern for documentation. This refers specifically to human resources' indifference toward created documents, in this case, the Regent Decree Number 522.51/Kep.103-Bappeda/2021 regarding the Establishment of POKJA KKP-CBC. This decree was not properly archived or disseminated, resulting in the majority of POKJA KKP CBC members being unaware of the decision. This implies the failure to implement the mandate of the established Regent Decree.

3. The Working Group formation was merely an administrative formality to support Cibodas Biosphere Reserve management

- a. Cibodas Biosphere Reserve management is perceived as an additional burden. This perception arises because it is viewed as a standalone program. In reality, the biosphere reserve management concept is intended to accommodate and recognize all programs/activities conducted within the Cibodas Biosphere Reserve area, which are then reported in writing to the Cibodas Biosphere Reserve secretariat. This misperception resulted in the Working Group formation being limited to a mere administrative formality.
- b. Lack of understanding regarding the utilization of international biosphere status. Consequently, the formation of the Working Group did not receive special attention. Whereas, the international status of the Cibodas Biosphere Reserve presents an opportunity for the Cianjur Regency Government to garner support from the global biosphere reserve network.
- c. Cibodas Biosphere Reserve management is perceived as central government authority. This is because one of the designated core areas of the reserve is the Mount Gede Pangrango National Park (TNGGP), which is a Technical Implementation Unit (UPT) of the Ministry of Forestry. Additionally, the organization overseeing the Cibodas Biosphere Reserve falls under the coordination of the National Research and Innovation Agency (BRIN), tasked with coordinating cross-sector and cross-regency management (Cianjur, Sukabumi, and Bogor Regencies). Meanwhile, management within the regency territory fully adheres to local regency regulations. Cianjur Regency actually possesses a privilege and greater branding opportunity compared to the other two regencies, as the TNGGP headquarters—the core area of the reserve—is located in Cianjur Regency. However, the lack of understanding implies a lack of ownership and a failure to capitalize on the opportunities presented by the Cibodas Biosphere Reserve area.

Overall, these Level 2 problem causes indicate that the lack of transparency in the working group formation mechanism stems from issues related to Human Resources (HR capacity), procedures (non-standardized agendas), Working Group Formation guidelines, institutions (authority), and systemic factors (non-integrated data). In other words, this issue is not merely operational but pertains to comprehensive institutional governance. Without fundamental improvements in regulations, work systems, and HR capacity, efforts to manage the Cibodas Biosphere Reserve within the framework of sustainable development will be difficult to achieve. The root causes are:

1. Absence of working group formation guidelines.
2. Working group formation is merely an administrative formality.
3. Lack of transparency in the working group formation mechanism.

The primary root problem lies in the absence of working group formation guidelines in Cianjur Regency formalized through a Regent Regulation. These guidelines would serve as a reference for the implementation of the POKJA KKP CBC formation. The absence of guidelines implies that the Working Group formation remains a mere administrative formality. Consequently, the established working group will struggle to achieve expected goals due to the lack of clear guidelines regarding its formation process and operations. Without guidelines, working group members cannot coordinate and synchronize effectively. Furthermore, a Working Group established without clear guidelines is difficult to hold accountable for its performance, as there are no standards for executing its duties and functions.

This observed phenomenon gives rise to a dysfunctional organization, defined as a condition where an organization fails to achieve its goals effectively and efficiently due to issues within its processes and structure. The resulting dysfunction manifests as a lack of stakeholder trust in the working group, low stakeholder participation in decision-making processes, reduced effectiveness in achieving goals, and a lack of accountability and transparency in the formation process.

From an organizational governance perspective, this situation reflects a governance gap—a condition where an organization lacks effective governance mechanisms to ensure that its activities are conducted in a transparent, accountable, and effective manner. This situation also reflects weak institutional capacity, a condition where an organization lacks sufficient capacity to execute its duties and functions effectively. The observed weak institutional capacity manifests as the organization's inability to ensure transparency and accountability in the working group's formation and operations, as well as an inability to conduct effective monitoring and evaluation of its performance.

Thus, the definitive problem statement is: *The formation of the Working Group without clear guidelines, characterized by mere formality and a lack of transparency, causes a lack of stakeholder trust and participation, thereby resulting in the suboptimal performance of the Working Group in achieving sustainable development goals.*

Theoretical, Conceptual, Policy, and Regulatory Support

Theoretical Support

Governance Theory. In public administration literature, modern governance is defined not merely as a managerial activity but also as the art of orchestrating various actors, functions, and interests into a cohesive system (Kooiman, 2003). Governance theory emphasizes the importance of cross-sectoral and cross-unit

coordination, as complex public organizations tend to face the risk of silo mentality—fragmentation between parts that weakens synergy. In the context of POKJA KKP CBC, weak cross-functional coordination among working group members, caused by the lack of transparency in the formation mechanism, indicates symptoms of a governance gap—the distance between ideal governance norms and actual practice in the field.

Stakeholder Theory, proposed by (Freeman, 1984), states that an organization is responsible to all parties who affect or are affected by the achievement of organizational goals. The United Nations Development Programme (UNDP) formulates the characteristics of good governance, which include transparency, accountability, and participation as the main pillars to ensure fair and effective decision-making processes. Furthermore, (Mardiasmo, 2009) explains that accountability and transparency are the foundations for democratic and rule-compliant public sector management. In the context of the POKJA KKP CBC formation without clear guidelines, it indicates that the formation process fails to meet good governance characteristics and creates a legitimacy risk—raising doubts about the Working Group's legitimacy and authority in decision-making, thereby affecting the organization's strategy and goals.

Organization and Institutional Design Theory. (Mintzberg, 1979) explains that organizational design must be able to ensure integration of work so that every unit not only functions according to its respective role but also contributes to the institution's broader goals. Without integration mechanisms, organizational units will fall into sectoral orientation. In the case of POKJA KKP CBC, the absence of formation guidelines weakens the institutional design that should guarantee inter-stakeholder integration. This theory asserts that structural weaknesses can be a major obstacle to achieving institutional effectiveness.

Total Quality Management (TQM) Theory. The concept of Total Quality Management (Deming, 1986) teaches that organizational quality is determined by the existence of standard benchmarks, procedural consistency, and integrated monitoring and evaluation systems. The absence of formation guidelines for POKJA KKP CBC indicates a weak application of TQM principles. Without standardization, the quality of decision-making becomes non-objective, thereby triggering subjectivity or abuse of authority.

Performance Management Theory. (Bouckaert & Halligan, 2008) state that modern performance management systems demand cross-functional indicators that measure synergy, not just sectoral achievements. In the case of POKJA KKP CBC, measurable performance indicators to be achieved by Working Group members have not yet been established, nor has inter-functional collaboration been secured. This creates

the risk of decoupling—a separation between performance indicators and the strategic goals of each stakeholder.

Conceptual Support

Orchestration Governance. In governance literature, the concept of orchestration governance is recognized as a coordination mechanism that allows various actors or units with different mandates to be directed to work in harmony (Abbott, Genschel, Snidal, & Zangl, 2015). Without orchestration, organizations tend to fall into fragmentation and internal competition. This concept is highly relevant to POKJA KKP CBC, given that the sustainable development goals to be achieved cannot be pursued sectorally, but rather require formal orchestration instruments to ensure that efforts do not operate in silos.

Institutional Binding. In institutional theory, institutional binding refers to the ability of a rule or formal decision to bind organizational behavior. Cross-functional Working Group Formation Guidelines serve as a form of institutional binding that can ensure the commitment of every stakeholder. Without such binding, coordination will remain merely voluntary (voluntary cooperation), lacking implementative enforcement power.

Policy and Regulatory Support

Law Number 32 of 2024 concerning Amendments to Law Number 5 of 1990 concerning Conservation of Living Natural Resources and Their Ecosystems. This Law strengthens the mandate for harmonizing conservation with development as well as the role of the community, one of which is through the transparent formation of POKJA KKP CBC.

Presidential Regulation Number 59 of 2017 concerning the Implementation of Achieving Sustainable Development Goals (SDGs). Referring to this regulation, the Working Group serves not only as a technical tool but also as part of the SDG implementation mechanism at the regional level. Therefore, the Working Group must be formed and managed based on principles of good governance—transparent, participatory, and accountable. Meanwhile, the Working Group structure must reflect cross-sectoral and multi-stakeholder work, in accordance with the directive of Article 15.

Minister of National Development Planning/Head of Bappenas Regulation Number 7 of 2018 concerning Coordination, Planning, Monitoring, Evaluation, and Reporting of Sustainable Development Goals. In this regard, the establishment of POKJA KKP CBC constitutes a mandate from West Java Governor Decree Number 522.51/Kep.79-Rek/2020 to implement the CBC management concept at the regency level.

Minister of Home Affairs Regulation Number 86 of 2017 concerning Procedures for Regional Development Planning, Control, and Evaluation, Procedures for Evaluation of Draft Regional Regulations on RPJPD and RPJMD, and Procedures for Amendments to RPJPD, RPJMD, and Regional Government Work Plans. This regulation strongly emphasizes the importance of transparency and accountability as part of good governance principles in regional development planning. This emphasis is stipulated in Article 14 paragraph (3), which states that the formulation of regional development plans must be conducted in a transparent, responsive, efficient, effective, accountable, participatory, measurable, equitable, and environmentally sound manner.

Regional Medium-Term Development Plan (RPJMD) of Cianjur Regency 2025-2029. The RPJMD document has established the development theme for Cianjur Regency in 2029, namely the implementation of sustainable development with "*Cianjur Berjaya*" (Religious, Prosperous, and Productive). One aspect is through the synergy and harmonization of Cibodas Biosphere Reserve management to realize environmentally sound development.

Based on the theoretical, conceptual, policy, and regulatory support above, it can be concluded that the main weakness of POKJA KKP CBC lies in the absence of working group formation guidelines to guarantee transparency in the formation process and provide operational guidance, ensuring the formation is not merely an administrative formality.

Organizational Theory and Stakeholder Theory emphasize the importance of applying good governance in the formation of the Working Group, covering transparency, accountability, and participation as main pillars to ensure fair and effective decision-making processes. The concept of Total Quality Management teaches that organizational quality is determined by the existence of standard benchmarks, procedural consistency, and integrated monitoring and evaluation systems to guarantee objective decision-making quality. Meanwhile, national policy demands multi-stakeholder collaboration managed with principles of good governance: transparent, participatory, and accountable.

Therefore, the formation of a transparent Working Group in accordance with guidelines is not only a technical necessity but also a normative, conceptual, and theoretical mandate to ensure synchronization and optimization of POKJA KKP CBC performance in achieving sustainable development goals.

Policy Alternatives

Theories, concepts, regulations, and current policies are utilized in the analysis to generate several policy options that can serve as solutions to the problem, specifically related to optimizing POKJA KKP CBC

performance in supporting the achievement of sustainable development goals.

The evaluation of each policy alternative based on economic, social, political, and technical feasibility criteria utilizes the Bardach method (as cited in UGM, 2016), from which one recommended policy will be selected to resolve the problem (Table 3).

Table 3. Evaluation of Policy Alternatives for Optimizing POKJA KKP CBC Performance.

Policy Alternatives	Alternative Selection Criteria (Score 1-10)				
	Economic	Social	Politic	Technical Feasibility	Total Score
Legislative Policy: Establishment of Working Group Formation Guidelines Regulation through Regional Head Regulation / Decree	8	4	6	8	26
Governance Policy: Digitalization and Information Transparency	3	6	6	4	19
Participatory Policy: Strengthening Stakeholder Engagement	7	5	5	5	22

Policy Alternatives

1. Legislative Policy: Establishment of Working Group Formation Guidelines Regulation through Regional Head Regulation / Decree

 - Objective: This policy aims to provide a strong and binding legal foundation for all regional apparatuses in forming and managing Working Groups.
 - Action: Formulating and establishing a Regional Head Regulation (*Peraturan Kepala Daerah*) regarding the guidelines and mandatory application in the formation of every Working Group.
 - Impact: The impact of this legislative policy is to transform the status of Working Group formation from a mere administrative formality into an accountable operational mandate possessing a legal basis.
2. Governance Policy: Digitalization and Information Transparency

 - Objective: This policy aims to build stakeholder trust through public information openness.
 - Action: Mandating the publication of the Working Group formation process and its activity results via digital platforms or public information boards.
 - Impact: The impact of this governance policy is to enhance transparency and accountability in accordance with the mandate of Article 361 of Minister of Home Affairs Regulation Number 86 of 2017, as well as reducing the risk of manipulation by local elites.
3. Participatory Policy: Strengthening Stakeholder Engagement

 - Objective: This policy focuses on involving external parties to ensure that decisions made are inclusive.

- Action: Integrating community and academic participation mechanisms into the Working Group formation planning stage through public consultation forums.
- Impact: The impact of this participatory policy is to increase participation and the sense of ownership among stakeholders, which is key to the success of sustainable development.

Evaluation of Policy Alternatives

1. Alternative Policy 1: Establishment of Working Group Formation Guidelines Regulation through Regional Head Regulation / Decree

 - Economic: Low cost; limited to legal administration expenses.
 - Social: Low impact if not disseminated effectively.
 - Political: Very High; requires strong commitment from the Regional Head.
 - Technical Feasibility: Easy, as the regulatory format is already standardized within the Regional Government.
2. Alternative Policy 2: Digitalization and Information Transparency

 - Economic: High cost; requires investment in IT systems/platforms.
 - Social: High: instantly boosts public trust.
 - Political: Medium: potential resistance from parties reluctant to be monitored.
 - Technical Feasibility: Complex; requires internet infrastructure and expert operators.
3. Alternative Policy 3: Strengthening Stakeholder Engagement

 - Economic: Medium cost; required for meetings/consultations.
 - Social: High; builds relationships between actors.
 - Political: Low; risk of conflict during meetings.
 - Technical Feasibility: Medium; requires expert facilitators for mediation.

Policy Selection

Based on the evaluation above, Policy Alternative 1: Establishment of Working Group Formation Guidelines Regulation through a Regional Head Regulation / Decree is the most viable policy to be recommended. This policy not only addresses the root problem, the absence of POKJA KKP CBC formation guidelines, but is also consistent with Organizational Theory and Stakeholder Theory, which emphasize the importance of applying good governance in the formation of the Working Group.

1. A legal framework and institutional guidance, ensuring that the Working Group formation process is carried out transparently and eliminating the impression that the

- Working Group exists merely as a formality. This is achieved by providing references related to role division, work plans, and performance indicators for each Working Group member.
2. Clear accountability through the regulation of mandates and decision rights (the rights or authority granted to individuals/groups to make decisions within an organization).
 3. Effectiveness and efficiency in the Working Group's role and performance in achieving sustainable development goals.

Policy Recommendations

To support this policy, a regulatory framework governing duties, authority, and program implementation is required to serve as a guideline for implementation procedures and inter-agency coordination. This policy recommendation will be enshrined in the form of a Regulation (Cianjur Regent Regulation).

Based on the problem analysis and policy alternative evaluation in Chapters II and III, it is understood that the primary issue regarding the existence of POKJA KKP CBC lies in the lack of transparency in the formation mechanism due to the absence of formation guidelines. This absence has resulted in the formation being merely a formality and the Working Group's performance remaining suboptimal in supporting the achievement of sustainable development goals.

The policy evaluation results using the Bardach Method (as cited in UGM, 2016) indicate that Alternative Policy 1—the Establishment of Working Group Formation Guidelines Regulation through a Regional Head Regulation / Regent Regulation is the most rational, feasible, and strategic choice. This policy was selected because it can address the root problem, providing legal certainty and clear guidance, and strengthening accountability and synergy among stakeholders. To support the implementation of this policy, a comprehensive regulatory framework is needed to govern duties, authority, institutional structures, and inter-stakeholder coordination procedures. This regulation can be established in the form of a Regent Decree (*Keputusan Bupati*) as a more operational legal umbrella.

These guidelines will function as an institutional mechanism that:

1. Guarantees transparency in the Working Group formation process.
2. Guarantees institutional integration among stakeholders.
3. Provides a standardized coordination framework that is sustainable and based on formal rules.
4. Establishes clear mandates and authority for the stakeholders involved.

5. Provides accountability mechanisms through cross-functional performance indicators.
6. Serves as a platform for aligning sustainable development policies and multi-party collaboration.

Thus, this policy recommendation is regulatory in nature and possesses legal force, ensuring the binding commitment of POKJA KKP CBC members in executing the management of the Cibodas Biosphere Reserve.

Required Regulatory Framework

To ensure the formulated guidelines are effective and efficient, clear regulatory support is required. This regulation must, at a minimum, include the following elements:

1. Mandatory Legal Basis
 - a. Law Number 32 of 2024 concerning Amendments to Law Number 5 of 1990 concerning Conservation of Living Natural Resources and Their Ecosystems.
 - b. Presidential Regulation Number 59 of 2017 concerning the Implementation of Achieving Sustainable Development Goals.
 - c. Minister of National Development Planning/Head of Bappenas Regulation Number 7 of 2018 concerning Coordination of Planning, Monitoring, Evaluation, and Reporting of Sustainable Development Goals Implementation.
2. Working Group Formation
 - a. Requirements for working group formation.
 - b. Necessity of multi-party (multi-stakeholder) involvement.
 - c. Working group formation mechanism.
 - d. Legality hierarchy of working group formation.
3. Composition and Duties of the Working Group Team
 - a. The working group team composition consists of an Advisor (Steering Committee), Person in Charge, Chairperson, Vice-Chairperson, Secretary, and Members.
 - b. Description of working group team duties.
4. Implementation and Financing of the Working Group
 - a. Implementation provisions for the working group.
 - b. Number of working group participants/members.
 - c. Budgetary support for the working group.
5. Working Group Outputs
 - a. Concepts of policy instruments / draft manuscripts / documents / work reports.
 - b. Mechanism for reporting and accountability of working group implementation.

6. Recommended Regulatory Instruments
 - a. Regional Head Regulation (*Peraturan Kepala Daerah*) or Regent Regulation (*Peraturan Bupati*) is required so that these guidelines serve as a reference for Working Group formation within the scope of Cianjur Regency.
 - b. Regent Decree (*Keputusan Bupati*) is required for operational technical implementation aspects at the specific affair level.

Policy Recommendation Implications

1. Economic Implications
 - a. Requires additional budget allocation to support the drafting of working group formation guidelines and supporting Standard Operating Procedures (SOPs).
 - b. However, in the long term, formation guidelines will enhance the effectiveness and efficiency of the formed working groups.
2. Social Implications
 - a. Formation guidelines will improve transparency and role clarity for the working group, as well as increase trust.
 - b. Establish a culture of collaboration.
3. Political Implications
 - a. Formation guidelines will strengthen the legitimacy of the formed working group as an accountable institution.
 - b. Garner support from stakeholders.
4. Technical Implications
 - a. Ensure the existence of a reference that facilitates program synchronization.
 - b. Facilitate monitoring and evaluation based on cross-functional indicators.

Implementation Strategy

To ensure policy recommendations are implemented effectively, a phased strategy is required:

1. Short Term (0-1 year)
 - a. Drafting of the regulation for working group formation guidelines (Regional Head Regulation/Regent Regulation).
 - b. Deliberation/Discussion of the draft regulation.
 - c. Enactment of the Regional Head Regulation/Regent Regulation on Working Group Formation Guidelines.
 - c. Dissemination (*Sosialisasi*) of the policy to all regional apparatuses.
2. Medium Term (1-3 years)
 - a. Restructuring of POKJA KKP CBC based on the new policy.
 - b. Establishment of POKJA KKP CBC through a Decree (SK).

- c. Development of performance indicators.
3. Long Term (3-5 years)
 - a. Consolidation of a cross-sectoral collaboration culture.
 - b. Comprehensive evaluation of POKJA KKP CBC effectiveness.
 - c. Regulatory adjustment, if necessary, to remain relevant with the dynamics of sustainable development policies.

CONCLUSION

The most appropriate policy recommendation to address the lack of transparency in the working group formation mechanism is the formulation and enactment of working group formation guidelines, formalized through an official Regional Head Regulation / Regent Regulation. These guidelines will serve as a reference for the working group's institutional orchestration mechanism, capable of integrating stakeholder interests in the management of the Cibodas Biosphere Reserve to support the achievement of sustainable development goals.

The implementation of working group formation guidelines will optimize the role, function, and performance of POKJA KKP CBC. This binding regulation will ensure that this policy does not remain merely a moral commitment, but possesses legal force that guarantees transparency, compliance, and consistency of implementation across all working groups formed within the scope of Cianjur Regency.

REFERENCES

- Abbott, K., Genschel, P., Snidal, D., & Zangl, B. (2015). *International Organization as Orchestrators*. Cambridge: Cambridge University Press.
- BBTNGGP. (2024). *Rencana Strategis Pengelolaan Cagar Biosfer Cibodas 2025-2029*. Cianjur: BBTNGGP.
- Bouckaert, G., & Halligan, J. (2008). *Managing Performance : International Comparisons*. London: Routledge.
- Freeman, R. (1984). *Strategic Management : A Stakeholder Approach*. Pitman: Cambridge University Press.
- Kooiman. (2003). *Governing as Governance*. London: Sage Publications.
- Maulida, R. D. (2025). *Implementasi Program MAB UNESCO di Cagar Biosfer Gian Siak Kecil - Bukit Batu Riau dalam Mendukung SDGs Ke-15*. Pekanbaru Riau: Universitas Riau.
- Priatna, D. (2023). *Bentang Alam Gian Siak Kecil-Bukit Batu: Potensi Sumber Daya Alam untuk Pengembangan Ekonomi Lokal berkelanjutan*. Cetakan I. Bogor: IPB Press.
- Purwanto, Y. (2024). *Panduan Pengelolaan Cagar Biosfer di Indonesia : Strategi Integrasi Konservasi dan Pembangunan Ekonomi*. Jakarta: LIPI/BRIN PRESS.

- Purwanto, Y., Sukara, E., Ajiningrum, P. S., & Priatna, D. (2020). Cultural diversity and biodiversity as foundation of sustainable development. *Indonesian Journal of Applied Environmental Studies*, 1(1), 2-10.
- Mardiasmo. (2009). *Akuntansi Sektor Publik*. Yogyakarta: Andi Offset.
- Mintzberg, H. (1979). *The Structuring of Organizations : A Synthesis of the Research*. Englewood Cliffs: Prentice-Hall.
- Monk, K. A. (2020). Promoting interdisciplinary approaches to solving the complexity of environmental problems in Indonesia. *Indonesian Journal of Applied Environmental Studies*, 1(2), 1-7.
- UGM. (2016). *Teknik dan Kriteria dalam Analisis Kebijakan*. Yogyakarta: Universitas Gadjah Mada.