

Sustainable Conservation Financing Governance through Public Service Agency Scheme

Directorate of Forestry and Water Resources Conservation
Ministry of National Development Planning/Bappenas (2020)

1. Introduction

One of the important agendas in the field of the 2020-2024 RPJMN in forestry and the environment sector is the management of biodiversity and its financing. There is a fairly significant gap in the budget needs for protected areas every year, so it requires funding outside the State Budget (*Anggaran Pendapatan dan Belanja Negara* or APBN). Therefore, an innovative approach and a paradigm shift are needed to obtain additional funding to ensure the sustainability of protected area management.

There are various options for alternative financing sources outside the state budget, for example, grants, cooperation agreements, development of business models for biodiversity utilization, Green Sukuk, and Government Islamic Bonds (*Surat Berharga Syariah Negara* or SBSN). To manage these various sustainable financing mechanisms, governance and conservation financing institutions are key factors in ensuring funding runs in a sustainable manner. Strong and operational institutions are needed to generate and manage various sources of financing for effective and sustainable protected area management. Several options for developing sustainable financing institutions for protected areas are through service agency institutional mechanisms, including the Public and Regional Service Agency (*Badan Layanan Umum /Badan Layanan Umum Daerah* or BLU/BLUD), as well as through the Environmental Fund Management Agency (*Badan Pengelola Dana Lingkungan Hidup* or BPD LH) mechanism.

This study outlines the opportunities and challenges of various institutional governance options for sustainable financing management in National Park protected areas. Several institutional scenarios for sustainable financing that were studied include: (1) *Balai Taman Nasional* as the beneficiary of BPD LH financing; (2) *Balai Taman Nasional* transformed into a Public Service Agency (BLU); (3) *Balai Taman Nasional* obtain financial support from the Regional Public Service Agency (BLUD). Institutional compatibility analysis is carried out based on regulatory reviews, literature reviews and interviews with expert.

2. Institutional Characteristics of Central and Regional Public Service Agencies (BLU and BLUD)

The Central Public Service Agency (BLU) is an agency within the central government, either a ministry/institution that is formed to provide services to the public in the form of providing goods and/or services that are sold without prioritizing seeking profit, and carrying its activities based on the principles of efficiency and productivity. BLU has flexibility and autonomy in managing finances and running its operations. In managing funding, BLU institutions have various advantages: the income can be directly entered into the BLU cash account or used directly for the management of

the BLU, BLU can recruit and pay salaries and competitive remuneration for professionals, and BLU can determine tariffs for the service.

The Central BLU for the Bung Karno Gelora Management Complex (BLU PPKGBK) is a work unit under the Ministry of State Secretariat that implements fully the BLU financial management. BLU PPKGBK manages an area of 279.08 hectares of which 53% of the area can be used for sports areas, and the rest are supporting facilities for political, business, recreational and tourism activities. GBK as a multi-functional area has been arranged as an integrated and comprehensive area with the construction of plazas, gates, fountains and pedestrians. PPKGBK BLU managers can also manage cooperation/partnership with other parties to improve their services.

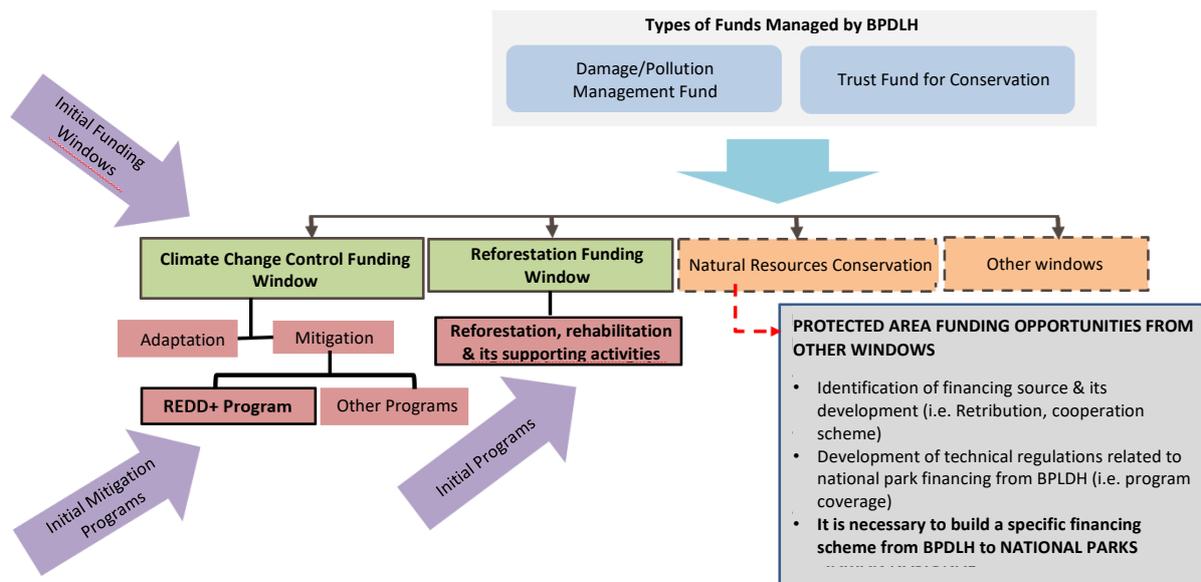
Another example of a central BLU is the Central Public Service Agency for the Financing of Forest Development (*Badan Layanan Umum Pusat Pembiayaan Pembangunan Hutan* or BLU Pusat P2H), which at this time has changed its nomenclature to the Environmental Fund Management Agency (BPD LH) under the Ministry of Finance, which is one of the work units in the Ministry of Environment and Forestry (MoEF) and has the main task of managing a revolving fund facility to support forestry businesses and investment in the environment. Since 2007 the BLU Pusat P2H has provided a Revolving Fund Facility (*Fasilitas Dana Bergulir* or FDB) to the community to run businesses in the forestry sector. The source of FDB funding comes from domestic source (rupiah murni) (APBN) and can be utilized by the community through loan schemes, profit sharing, and sharia patterns with forestry business assets as collateral.

In addition to ministries/agencies at the central level, local governments can also establish an agency with BLU status at the regional level or Regional Public Service Agency (BLUD). An example of a BLUD in a protected area is the BLUD UPTD KKP Raja Ampat, which is a work unit under the Department of Marine Affairs and Fisheries of West Papua Province and manages an area of 1.34 million hectares with high biodiversity and has the potential to generate income from ecotourism services. The revenues derived from tariffs for environmental services such as diving spots, marine tourism spots, and other income, that can be managed directly by the UPTD KKP Raja Ampat as per BLU financial reporting procedures, and the funds managed by the BLU can be used flexibly.

3. Institutional Characteristics of the Environmental Fund Management Agency (BPD LH)

The Environmental Fund Management Agency (BPD LH) is a BLU under the Ministry of Finance that is expected to optimize the financing in the environmental sector, both in receiving, managing, and distributing funds to implementers of environmental conservation management activities. In order to ensure the sustainability of environmental protection and management, BPD LH is expected to manage funds related to forestry, carbon trading, environmental services, and other fields related to the environment which were previously spread across various Ministries/Agencies and conservation stakeholders.

BPD LH establishes several funding windows to channel the funds. The two BPD LH funding windows that are currently available and actively managed are: (1) the climate change funding window (Reducing Emissions from Deforestation and Forest Degradation (REDD+) funding, receiving support from the Government of Norway to fund mitigation and adaptation activities programs); and (2) the reforestation funding window (previously managed BLU Pusat P2H). Meanwhile, other funding windows are not yet active and can become active if they get a sustainable source of financing.



Since the funding window that is currently operating actively is the climate change funding window, protected area managers have the opportunity to be the beneficiaries of the funding window through the REDD+ mechanism. With the carbon potential of the National Park area and its buffer zone, *Balai TN* can actually take advantage of the financing window or be involved in the REDD+ mechanism to support activities related to management and conservation of biodiversity in the national park area. However, this window is not a specific source of funding for protected area management, so the sustainability aspect of funding protected area financing through these two windows has become less prioritized.

Considering that protected area management has a broad and specific scope of activities, it is advisable to establish a separate funding window for protected area management. The management of funding for protected areas will also be more effective if the sources and allocations can be managed and allocated specifically for each protected area by applying the concept of funding earmarking. The aspects needed to support the establishment of a conservation funding window at BPDH are as follows:

- Identify and develop potential activities at the protected area site that can be used as a source of financing for the protected area funding window at BPDH (eg: ticket fees, cooperation between area managers and other parties)
- Identify and develop technical regulations related to the conservation funding window for financing national parks based on the existing funding window at BPDH (for example regarding program coverage)
- Identify potential programs and activities to collaborate through joint management with National Park partners as part of the funding source for the conservation window at BPDH
- Develop a fund distribution scheme that is managed from BPDH to National Parks by applying the concept of earmarking or specific allocation of funds for each national park.

4. Institutional Analysis of Sustainable Conservation Financing

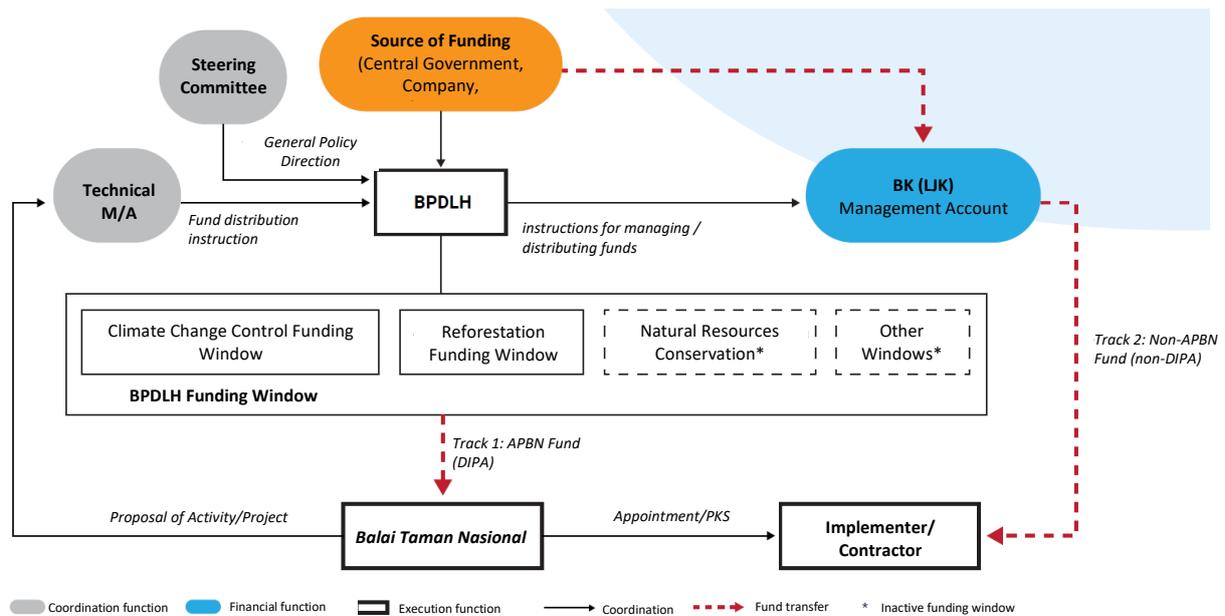
By considering various regulatory and technical aspects in the management and financing of national parks, this study proposes three institutional scenarios in implementing sustainable financing for the management of national park protected areas:

a. *Balai Taman Nasional* as the beneficiary of BPD LH financing;

Description	Actor	Rule of Game	Regulation	Source of funding
National parks have a special allocation of funds in the funding window managed by BPD LH	<i>Balai Taman Nasional</i>	The national park receives funding from donors or investors through the BPD LH account, then the area manager/activator proposes program funding to the MoEF.	Minister of Finance Regulation 129/2020 concerning Guidelines for Public Service Agencies;	Foreign and domestic grants are managed through one door of BPD LH management.
	MoEF		Minister of Finance Regulation 137/2019 concerning the Organization and Work Procedure of BPD LH;	Environmental services business investors.
	MoF	BPD LH, MoEF (and donors) review the suitability of the proposal in accordance with the available funding window.	Minister of Finance Regulation 182/2019 concerning BPD LH SPM;	
	Donors		Minister of Finance Decree 779/2019 concerning Determination of BPD LH	
	Financial services institutions and Custodian Banks			

This scenario utilizes the role and function of BPD LH as a manager of environmental funds that can be used as a source of financing for national parks. The financing scenario through BPD LH can be implemented through two financing channels which are distinguished based on the typology of fund management, namely: 1) *Balai TN* as the direct recipient of the funding window managed by BPD LH, and; 2) *Balai TN* appoint the implementing party (contractor) who receives funds to carry out conservation activities in the national park through non-APBN funding from donors.

Balai TN as the beneficiary and implementer of activities from the funding provided by BPD LH will propose programs or activities that require funding to the Ministry of Environment and Forestry as the technical ministry that oversees them. The proposal is then forwarded by MoEF to BPD LH. BPD LH will choose the appropriate financing channel to fund the proposed activities from *Balai Taman Nasional* based on the source and typology of funding management, all of which are managed in a special account through the Financial Services Institution/Custodian Bank (LJK/BK). LJK/BK is a financial institution agreed by the Steering Committee and BPD LH to assist BPD LH in depositing and fertilizing funds managed by BPD LH.



In Financing Track 1 (Track 1), the donor will provide funds to *Balai Taman Nasional* through the Funding Window managed by BPDH. Funds managed through the BPDH Funding Window are funds that are part of the financing from the APBN through the Implementation Budget List (*Daftar Isian Pelaksanaan Anggaran* or DIPA) mechanism, so it is possible to be directly managed by *Balai Taman Nasional* for the implementation of activities. However, Track 1 still has some limitations, it takes a long time from the budgeting process at DIPA in the year of receiving funding to the stage of disbursing funds in the next fiscal year. In addition, the BPDH Funding Window that is specifically allocated for the management of National Parks Natural Resources Conservation Window is currently not active, and the potential funding from existing funding windows (Climate Change Window and Reforestation Window) cannot guarantee an earmarking process or specific allocation of funds from donors for activities in the management of the National Park area as well as for certain *Balai Taman Nasional*.

In Financing Track 2 (Line 2), donors can provide funds to *Balai Taman Nasional* through BPDH without going through a special funding window. The funds will be stored and managed by BPDH in a special account at LJK/BK. BPDH will disburse the funds based on instructions from the Ministry of Environment and Forestry, which previously received and verified requests for utilization of funds (proposed activities) from the *Balai Taman Nasional*. Because Pathway 2 utilizes direct grant funds that are not part of the BPDH Funding Window (non-APBN) and are not recorded in the DIPA of *Balai Taman Nasional*, it is not possible for *Balai Taman Nasional* to directly receive and manage these funds. For this reason, *Balai Taman Nasional* will appoint the implementing party/contractor of the proposed activity, and BPDH will instruct LJK/BK to channel the funds to the activity implementing party that has been appointed by *Balai Taman Nasional*.

Strengths	Weaknesses
<p>Management and Funding Sources</p> <ul style="list-style-type: none"> Budget allocation on target Wider scope of funding sources Fund management according to NSPK Alternative environmental financing NP implementing regulations Policy sync Sustainable source of financing Transparent and accountable Guaranteed funding outside the APBN Based on program targets <p>Institutional Governance</p> <ul style="list-style-type: none"> Independent and professional management One-stop funding <p>Partnership Cooperation</p> <ul style="list-style-type: none"> Multi-stakeholder sustainability 	<p>Regulation</p> <ul style="list-style-type: none"> Funding development technical rules Management and Funding Sources NP dependence on BPD LH Certainty of implementation instructions and technical instructions rules <p>Institutional Governance</p> <ul style="list-style-type: none"> Funding scheme Understanding and procedures for accessing BPD LH Dual financing on the same nomenclature Intensity of NP assistance by M/A The will of the NP manager

Opportunities	Threats
<p>Management and Funding Sources</p> <ul style="list-style-type: none"> Funding certainty Facilitating the needs of NP Funding with separate account requirements <p>Institutional Governance</p> <ul style="list-style-type: none"> NP Strategic Plan Development National Park's contribution to GHG reduction Dual financing on different nomenclature Measurable management Management integration <p>Partnership Cooperation</p> <ul style="list-style-type: none"> Joint Program with Local Government 	<p>Regulation</p> <ul style="list-style-type: none"> Legality of special funding for NP <p>Management and Funding Sources</p> <ul style="list-style-type: none"> Funding sustainability <p>Institutional Governance</p> <ul style="list-style-type: none"> Administration and implementation bureaucracy Understanding of key stakeholders and implementers

b. *Balai Taman Nasional* transformed into a Public Service Agency (BLU);

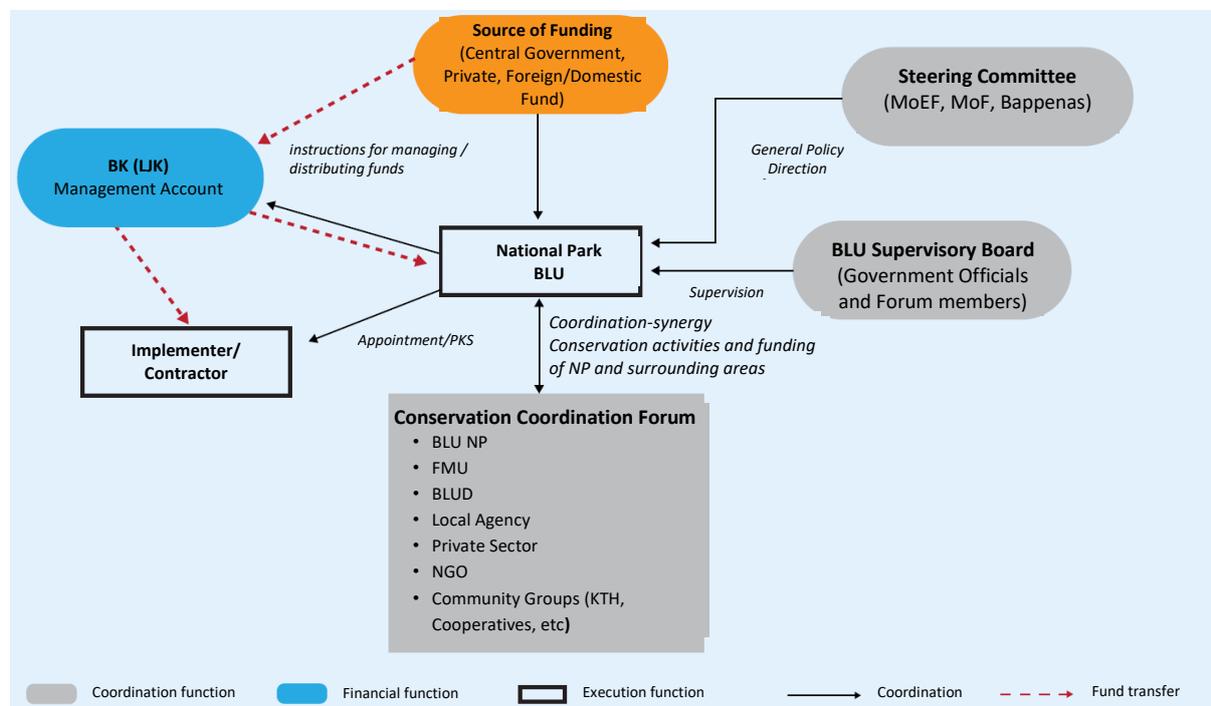
Description	Actor	Rule of Game	Regulation	Source of funding
The National Park applies the financial management of the Public Service Agency which has flexibility in service and financial management.	<i>Balai Taman Nasional</i> Professionals Director General of KSDAE, MoEF MoF, Dit. PPK BLU Local government Financial services institutions and Custodian Banks	The National Park makes a proposal for institutional transformation into a BLU to the MoEF and forwarded to the Ministry of Finance. BLU functions related to the provision of services and management of funds, including receipt, distribution, and accumulation of funds, will be carried out by <i>Balai TN</i> with support from professionals. NP BLU is responsible to the Director General of KSDAE, MoEF.	Law 1/2004 concerning State Treasury, PP 23/2005 in conjunction with 74/2012 concerning PKBLUPMK 129/2020 concerning Guidelines for Public Service Agencies;	Foreign and domestic grants. Conservation cooperation agreement (in-kind), including CSR. Environmental services investors.

In this scenario, the institutional status of *Balai TN* is transformed into BLU, so *Balai TN* will have more flexible authority to receive various types of funding from donors, manage various potentials of national park areas more productively as a source of funding through public services, and take advantage of the benefits of such management to preserve protected areas and sustain livelihoods for communities around the area. Sources of financing for NP BLU can come from the State Budget

(APBN) as well as other funds managed by the Central Government and funds from other stakeholders, such as grants or other funds that are entrusted to be managed by NP BLU in accordance with the agreement.

This institutional scenario encourages the establishment of a Multi-Stakeholder Coordination Forum in the field of conservation (Conservation Coordination Forum), as a forum for coordination between NP BLU as the manager of the NP area and other stakeholders in funding and managing conservation of the NP area and its surroundings. As a coordination forum, this forum aims to synergize conservation activities in the NP area and its surroundings carried out by the National Park Service Agency and partners, such as NGOs (Non-Governmental Organizations), Regional Governments represented by BLUDs, OPDs, and FMUs, private parties, and other parties. from community groups. Every NP BLU policy is expected to refer to the regulations for managing the National Park, technical input from the NP Coordination Forum, as well as paying attention to policy directions from the Steering Committee and the Supervisory Board.

Separately, members of the Coordination Forum can also become technical partners (executors of activities) for NP BLU in carrying out conservation duties and functions. As implementing partners, members of the coordination forum can 1) implement and/or finance conservation activities to strengthen conservation activities in the NP area separately from the NP BLU; and 2) appointed as the executor of activities whose financing comes from NP BLU. In the first case, forum members as technical partners propose a cooperation agreement with BLU which must be verified and approved by the Steering Committee. In the second case, forum members can be the executor of activities appointed by NP BLU as area manager. Figure 8 illustrates the flow of coordination and distribution of funds through the scenario of *Balai TN* transforming into BLU.



Since the financing and management of funds for the national park proposed in this scenario involves various stakeholders, the implementation of this scenario requires a clear benefit sharing mechanism from the NP BLU to other parties involved in managing the funds, including from the BLUD and event organiser. In addition to the clarity of the benefit cost sharing mechanism, this

scenario also requires clarity regarding a special account for managing funds from this financing (separate account) if the recipient of the funds or the implementer of the activities comes from a government institution (for example from a non-BLU local government agencies or Regional UPT).

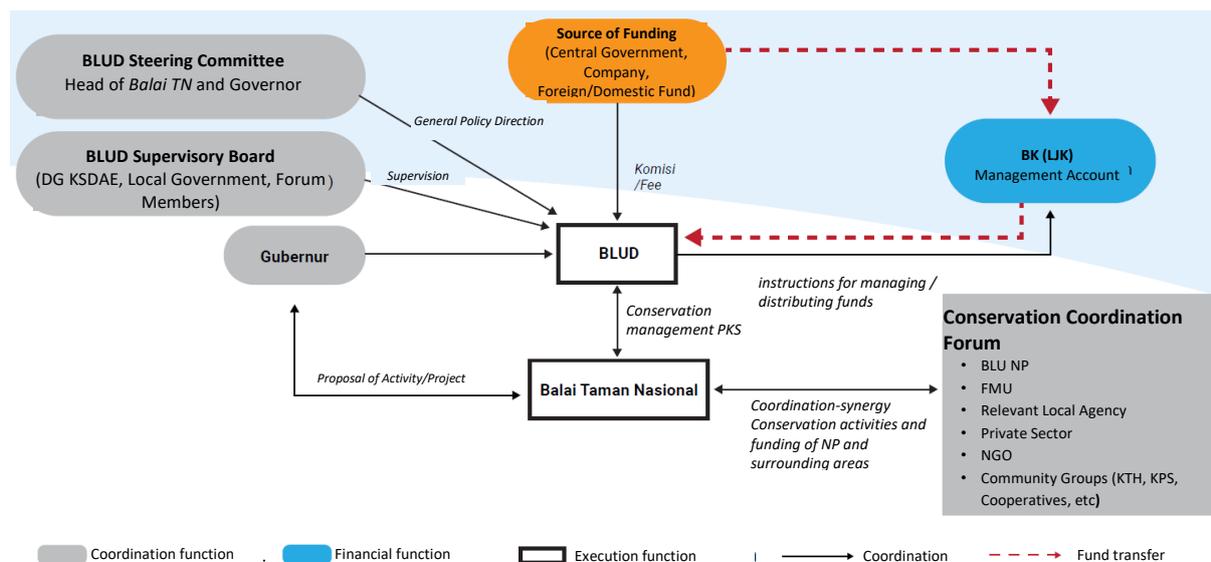
Strengths	Weaknesses
<p><u>Regulation</u></p> <ul style="list-style-type: none"> Regulations on the development of NP potential <p><u>Management and Funding Sources</u></p> <ul style="list-style-type: none"> Transparent and accountable Independent account <p><u>Institutional Governance</u></p> <ul style="list-style-type: none"> BLU requirements High PNPB value Operational flexibility and financial management The type of service that suits local desires Sustainable investment Service exclusivity 	<p><u>Regulation</u></p> <ul style="list-style-type: none"> BLU NSPK Rules <p><u>Institutional Governance</u></p> <ul style="list-style-type: none"> Cannot be applied to all NP Employee incentives Financial statements Institutional transition NP professional officer NP area attraction Business development The willingness of the NP manager TN business innovation HR capacity and competence in NP NP HR Ratio Intensity of TN assistance by M/A
Opportunities	Threats
<p><u>Institutional Governance</u></p> <ul style="list-style-type: none"> Ease of collaboration Area management reform NP potential development Optimization and competitiveness Innovation and management independence International standard premium service Employee remuneration and incentives 	<p><u>Management and Funding Sources</u></p> <ul style="list-style-type: none"> Funding sustainability <p><u>Institutional Governance</u></p> <ul style="list-style-type: none"> SOE/ROE to replace BLU There is no BLU implementation in NP (best practice) Vulnerable to violating conservation principles Market continuity Socialization and learning Budget absorption affecting donor interest Potential for corruption Risk of funding failure Socio-cultural conditions

c. Balai Taman Nasional receives financial support from the Regional Public Service Agency (BLUD)

Description	Actor	Rule of Game	Regulation	Source of funding
<i>Balai Taman Nasional</i> receives assistance in managing funds from various sources and investments, through the Regional Government BLUD and the related UPTD which have services/main duties and functions related to NP area.	Local government BLUD UPT/Offices (forestry, FMUs etc.) <i>Balai Taman Nasional</i>	The BLUD manages funding for NP management obtained from non-APBN sources and investment funds. <i>Balai TN</i> cooperates with the Governor and BLUD in various conservation activities and funding in the NP area and its surroundings, including compensation and compensation schemes for environmental services.	Minister of Environment and Forestry Regulation 44/2017 concerning amendments to the Minister of Forestry Number 85/2014 concerning Procedures for Cooperation in KSA KPA. DG of KSDAE Regulation 6/2018 concerning Technical Guidelines for Conservation Partnerships; Minister of Home Affairs Regulation 61/2007 concerning Technical Guidelines for BLUD Financial Management; Minister of Home Affairs Regulation 79/2018 concerning BLUD	Conservation cooperation agreement with Foreign/Domestic Funding; Environmental service fees;

The scenario of *Balai TN* receiving BLUD financing support emphasizes the cooperation and support from the Regional Government Public Service Agency (BLUD) for UPT *Balai TN* through the provision of services related to conservation activities in the national park area and its surroundings, funded by donors and national park partners. The BLUD in this scenario is part of the Regional Technical Implementation Unit (UPTD) at the provincial level that provides services related to environmental conservation, and has a coordination and/or supervision relationship with the Forestry Service or FMU as regional apparatus organizations.

In this scenario, *Balai TN* will submit a proposal for area management activities that will be financed to the Governor. The governor then appoints the relevant BLUD UPTD to verify and ratify the proposed activities. If the BLUD with the services needed by *Balai TN* is not yet available, the Governor in coordination with *Balai TN* can form a BLUD with specific services to provide the conservation services needed by *Balai TN*. The governor can also offer services from the BLUD to *Balai TN* to be followed up as a collaboration between the BLUD and *Balai TN*. All types of funding sources earmarked for the management of National Parks outside of the APBN and APBD financing can be accepted and managed by the BLUD to finance service activities proposed by *Balai TN*. As compensation, the BLUD has the right to withdraw a commission for the service activities for the national park. The activity funds and the BLUD commission are managed and collected by the custodian bank as part of the activity costs.



The collaboration process between BLUD and *Balai TN* is carried out through conservation cooperation agreements, both in managing funds and implementing conservation activities. One form of cooperation that can be applied with this institutional scenario is in the management of the environmental service fee fund that is intended for national parks. In this collaboration, *Balai TN* can propose to local governments to manage environmental service fees through BLUDs. Funds that are managed can be directly channeled to finance the activities of managing the National Park, and/or invested by the BLUD so that it gets profits which will then also be used to finance the management of the National Park carried out by the BLUD.

This scenario also encourages the establishment of a Conservation Coordination Forum to synergize conservation activities in the NP area and its surroundings. Each collaboration is expected to receive technical input from the National Park Coordination Forum, as well as pay attention to policy

directions from the Steering Committee and the Supervisory Board. In the implementation of this scenario, it is necessary to clarify the benefit-sharing between BLUDs and *Balai TN*. On the one hand, local governments have the right to manage revenues from BLUDs according to their needs and authorities. However, considering the initial objectives of the funding sources and services provided by the BLUD in this scenario, ideally the revenue from the BLUD can be partially or fully allocated for conservation activities, especially the conservation of the National Park area and its surroundings.

Strengths	Weaknesses
<p><u>Management and Funding Sources</u></p> <ul style="list-style-type: none"> • Program acceleration <p>Regulation</p> <ul style="list-style-type: none"> • Policy synchronization <p>Institutional Governance</p> <ul style="list-style-type: none"> • Simplify bureaucracy <p>Partnership Cooperation</p> <ul style="list-style-type: none"> • Increase in PAD • Cooperation with the 3rd parties 	<p>Institutional Governance</p> <ul style="list-style-type: none"> • Transition period • APL business model • Local Government Commitment • The will of the NP manager • NP Bureaucratic Administration
Opportunities	Threats
<p>Institutional Governance</p> <ul style="list-style-type: none"> • BLUD support for NP • BLUD and local government added value • Management integration • Poverty alleviation around the area • Coordinative function between the center and the regions • Can be applied at the National level <p><u>Partnership Cooperation</u></p> <ul style="list-style-type: none"> • Benefit sharing • Local Government Involvement 	<p>Regulation</p> <ul style="list-style-type: none"> • Limitation of rules and authority • Coordination function rules <p><u>Management and Funding Sources</u></p> <ul style="list-style-type: none"> • Funding sustainability <p>Institutional Governance</p> <ul style="list-style-type: none"> • Cooperation agreement approach • Lack of Conservation BLUD • Restructuring regional government organizations • Stakeholder commitment • Proportion of responsibility • Program sustainability <p>Partnership Cooperation</p> <ul style="list-style-type: none"> • The lack of PKS • Number of funding partnerships

5. Follow-up Recommendations

Recommendations for follow-up to the service agency scheme for the management of conservation financing through scenarios (1) BPD LH support; (2) *Balai TN* become Independent BLU, and scenario (3) *Balai TN* gets BLUD support as outlined by four elements of enabling factors as follows::

- Regulation (FR)
- Institutional Governance (TK) – HR management, status, institutional functions
- Partnership cooperation (KK) – Partnership cooperation, promotion of institutions
- Management and Funding Sources (SP)

Stakeholders	Enabling Factors (scenarios)	Roles
Ministry of Environment and Forestry	(TK) (2)	Determine the typology of National Parks to assess the feasibility of implementing the BLU, BPD LH, and BLUD financial management patterns
	(TK) (1) (2) (3)	Discussion and taking input from protected area managers to explore potential sources of NP that can be used as sources of funding
	(TK) (2)	Establishment of the BLU Supervisory and Supervisory Board to succeeding the implementation of Independent BLU in National Parks that fulfill requirement
	(FR) (2)	Revise P.03/Menhut-II/2007 to add the main duties and functions of business development and adjustment of organizational structure and governance in the unit that implements BLU
<i>Balai Taman Nasional</i>	(FR) (1) (2) (3)	Review priority activities based on program implementation plan documents and annual activity plans comprehensively as a basis for funding management
	(TK) (1) (2) (3)	Establish a team to prepare for the fulfillment of financing requirements through the BPD LH funding window, requirements for NP to become Independent BLU, or partnership cooperation through BLUD support.
	(KK) (1) (2) (3)	Integration of joint programs between NPs and local governments and actively collaborating with non-governmental institutions in terms of developing and promoting the potential of NPs
	(TK) (1) (2) (3)	Ensure the types of services that will be developed in funding management, either through the BPD LH funding window, independent BLUs or in partnership with local government BLUDs.
	(TK) (1) (2) (3)	Human resource development to increase professionalism in the conservation business sector through more intense education and training activities
Ministry of Finance	(FR) (1)	Implementation of SOPs (implementation instructions & technical instructions) for National Parks as Part of the BPD LH funding window
	(TK) (2)	Provide assistance to MoEF and National Parks regarding the administrative process of changing BLU status based on the PMK 180/2016 stages
	(TK) (1)	Provide support and assistance in financing proposals through the window mechanism in BPD LH
Ministry of National Development Planning/Bappenas	(FR) (2)	Ensure that National Policies, Plans and Programmes, include the business or type of national park service as part of the key performance indicators.
Environmental Fund Management Agency (BDPLH)	(TK) (1)	Develop guidelines regarding access to finance for National Parks through available funding windows and conduct socialization at the site level
	(TK) 1	Maintain professionalism, accountability, transparency, in terms of governance and investment placement to earn and maintain donor trust
Local government	(TK) (3)	Coordination function and running a benefit-sharing mechanism, if the area covers cross-regencies is carried out by the Provincial Government, if the area covers cross-provinces then it is carried out by a coordination forum
	TK (1) (3)	Potential program integration along with cost-benefit sharing
	FR (3)	Develop and stipulate regional regulations (Governor/Regent) as a legal protection for collaborative management of protected areas through the support of BLUDs under established agencies/SKPD