

# Implementation of social forestry policy – Can it reduce economic inequality in sustainable management of forest areas ?

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**Abstract.** You should leave 8 mm of space above the abstract and 10 mm after the Regulation of the Minister of Environment and Forestry Number P.83/MENLHK/SETJEN/KUM.1/10/2016 Concerning Social Forestry that Social Forestry activities are required through efforts to give local communities legal access in the form of Village Forest management, Village Forest utilization, and Village Forest management. The Village Forest initiative aims to sustainably raise village welfare. With a total size of 2,940 hectares, Sungai Tohor Village Forest is one of the Village Forests and. It's existence is complicated, and it has a challenging issue. In addition to concerns and issues relating to social, cultural, economic, and even organizational factors, the topic of ecological sustainability is crucial. The goal of this study is to determine how Village Forest Utilization Policies can sustainably increase the economic welfare of Village Communities. A case study methodology and a qualitative technique are both used in this work. Using in-depth interviews, observation, Focus Group Discussion, and documentation approaches collect primary and secondary data. Key informants were interviewed using the purposive sampling technique. The policy's substance includes interests, different benefit types, the degree of change, the position of the policymakers and program implementers, as well as resources. The novelty of this study was that not every location can implement Village Forest regulations.

## 1 Introduction

Social forestry is a sustainable forest management method used in state forest areas or forest rights / customary forests by local communities or customary law peoples as the primary actors to improve their welfare, environmental balance, and socio-cultural dynamics in the form of village forests, community forests, people's plantation forests, customary forests, and forestry partnerships. One of the government's initiatives to manage forests is the social forestry program, which involves the local population in the management and use of forest resources. The Indonesian government places a lot of emphasis on social forestry, especially at the Ministry of Environment and Forestry (KLHK). Social forestry has two main goals:

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improving the welfare of communities near forests and developing efficient models for forest conservation.

According to the Forestry and Environment Minister's Regulation No. 09 of 2021, social forestry aims to give the community legal access opportunities through 5 utilization schemes, including Village Forest (HUTAN DESA), Community Forest (HKm), People's Plantation Forest (HTR), Forestry Partnership, and Customary Forest (HA). With a total area of 122 thousand hectares, 106 localities in the Riau Province have developed Social Forestry management agreements. Area structure and planning, economic growth, addressing tenure problems, aid, and environmental collaborations are all used to carry out social forestry management. Area structure and planning, commercial growth, managing of tenure conflicts, assistance with the environment, and collaborations are used to carry out social forestry management.

Despite the social forestry program's start, policy implementation limits are still in place in Riau province.. The government targets 9 million hectares of Land Objects of Agrarian Reform (TORA), 1.4 million hectares of which are intended for the Social Forestry (PS) program. Walhi Riau sees delays due to a lack of stakeholder commitment, one of which is the social forestry working group which was newly formed in 2018. On the community side, there are still those who think that social forestry permits mean that they can do logging within the forest area.

At the level of the citizen, socialization and education of the way of thinking are required. community Forest is a piece of forest land that is unencumbered by permissions, controlled by the community, and used for village purposes. is one of the Social Forestry Program's five schemes. Village woodlands were first made available as a government initiative in 2007/2008. Despite the bureaucratic nature of the process in the 2010s, several villages accepted and filed village forest applications. As a result, rural communities are unfamiliar with village woods, both as concepts and as a practice. Village Forest is one of the schemes in the development of social forestry in Indonesia. Quantitatively, the area of Village Forest in Indonesia was 750 km<sup>2</sup> in 2012 and increased to 2500 km<sup>2</sup> in 2016. Meanwhile, according to DLHK Riau Province Office ; Village Forests in Riau Province amount to 22 Village Forests with an area of 53120 hectares with the function of Production Forest (HP) / Limited Production Forest (HPT) covering an area of 45844 hectares, and conversion Production Forest (HPK) 894 hectares and protected forests covering an area of 6382 hectares (DLHK Riau Prov, 2017).

The sustainability of community-based forest management is contingent upon the internal and external actors engaging in a process of social learning [1]. The existence of Sungai Tohor Village Forest has a complexity and a fairly complicated problem. The issue of ecological sustainability is central, in addition to issues and problems related to social, cultural, economic, and even organizational aspects. This is the justification as well as the urgency why more comprehensive research is needed so that the purpose of this study is to see how the Implementation of Social Forestry Policy – Can it Reduce Inequality in Sustainable Forest Area Management ?

A nature-based approach to climate resilience aims to improve and legitimize the delivery of ecosystem services (ES) by focusing on solutions from technological strategies to socio-ecological principles such as human well-being and community-based governance models. However, there are many challenges to applying a socio-ecological agenda to urban climate resilience and re-framing ES [2].

The growing social of plantations in Indonesia represents an unprecedented shift in plantation management responsibilities to user-groups across the archipelago. Indonesia aims to formalize co-management across 12.7 Mha of forest land in order to improve community health and environment, as well as economic results for the Indonesian people. Thus, contemporary social plantations in Indonesia can be considered as a form of natural

responsibilization of resources. Analyzing social plantations in Indonesia as a process of responsiveness provides an understanding of how social plantations are conducted, whether the relationship between community prosperity and community benefits really applies, and the potential conflicts that arise as a result of community responsiveness to plantation management [3].

## 2 Literature review

In Java Island, social forestry, or IPHPS (Social Forestry Utilization Permit), is a component of agrarian reform in the forestry industry that aims to address tenure issues and enhance forest governance. It is impossible to separate the roles played by the parties involved from the successful implementation of this program [4].

In order to improve local communities' welfare, environmental balance, and socio-cultural dynamics, social forestry programs such as village forests, community forests, people's plantation forests, customary forests, and forestry partnerships are implemented in state forest areas or Forest Rights / Customary Forests by local communities or Customary Law Peoples as the main actors (Minister of Environment and Forestry No 9/2021). To improve planting success, this program can work in harmony with Forest and Land Rehabilitation (RHL) initiatives. With the implementation of Social Forestry, the community has sought forest sustainability with a variety of local wisdom and knowledge for generations to protect the forest. The economic impact takes the form of direct labour absorption through nurseries and planting rehabilitation areas. In order to maximize the success of planting, this program can be used in conjunction with Forest and Land Rehabilitation (RHL) initiatives. The community has sought forest sustainability with various local wisdom and knowledge for generations to protect the forest with the implementation of Social Forestry, while from the environmental side, the economic impact takes the form of direct labour absorption through nurseries and planting rehabilitation areas [5].

It is commonly known that forests, especially those managed by communities, are crucial to the livelihoods of people in many rural developing world communities [6]. Thus, there is widespread recognition of the significance of forests in achieving the SDGs. Thus, it is pertinent to investigate the connections more thoroughly and gain a deeper comprehension of how forests or forest-based activities can contribute more to the achievement of the SDGs. There are various ways to complicate the common narrative about the relationship between forests and the SDGs. The types of forests in the various hemispheres differ greatly. The types of forests within a given hemisphere differ according to their location along the gradient of pristine old growth forests and planted forests. Forest ecosystem services are offered by various kinds of planted or natural forests. Depending on the intervening actor, forest-based activities that aim to capture, produce, enhance, or sustain the services provided by the forest ecosystem can be classified differently. A variety of actors are involved in the forestry industry, such as governments, independent conservation organizations that work to produce ecosystem services other than conservation, and forest companies that handle sizable plantations or harvest timber. A significant subset of forest actors consists of rural communities or smallholders who live in or close to forests and depend on forestry as a means of subsistence [7].

The issuance of permits and social forestry programs to benefit communities post-permit still presents obstacles and difficulties for communities demanding access to land in Indonesia [8]. To arrive at the issuance of a social forestry permit at the pre-licensing stage, a community is required to meet the various requirements listed in the social forestry regulations. However, in the post-licensing phase, the community must have the ability to utilize and or manage the permit area plan through productive economic conditions to produce environmental goods or services to obtain the desired benefits [8].

Adaptive Collaborative Management (ACM) is a value-added approach where individuals or groups using or managing forests agree to act together and develop plans for their forests. These plans are then implemented, with the recognition that they may not meet their intended purpose. In this process, people need to learn collaboratively from implementation, as changes in plans are negotiated [9].

Nevertheless, public policies can only exist if there are organizations in charge of their implementation, and if frontline workers interact with the public, answer people's questions, assess their needs, allocate benefits, and distribute sanctions [10].

Based on the above understanding, implementation relates to various activities directed at the realization of the program, where in this position the executive regulates the way to organize. An executive can effectively and efficiently organize resources, units, and techniques that can support program implementation, as well as interpret the plans that have been made and guidelines that can be followed easily for the realization of the program implemented [8].

These millions of people develop forest practices following local conditions and culture, supported by local governance structures that have been effective in safeguarding forests and providing local livelihoods. Yet these practices and structures are often invisible to the State, outside of state control, and/or simply ignored [11]. Implementation strategies are educational, behavioral, organizational, financial, or regulatory interventions to increase the adoption of compelling innovations in targeted populations, typically healthcare providers or other decision-makers [12].

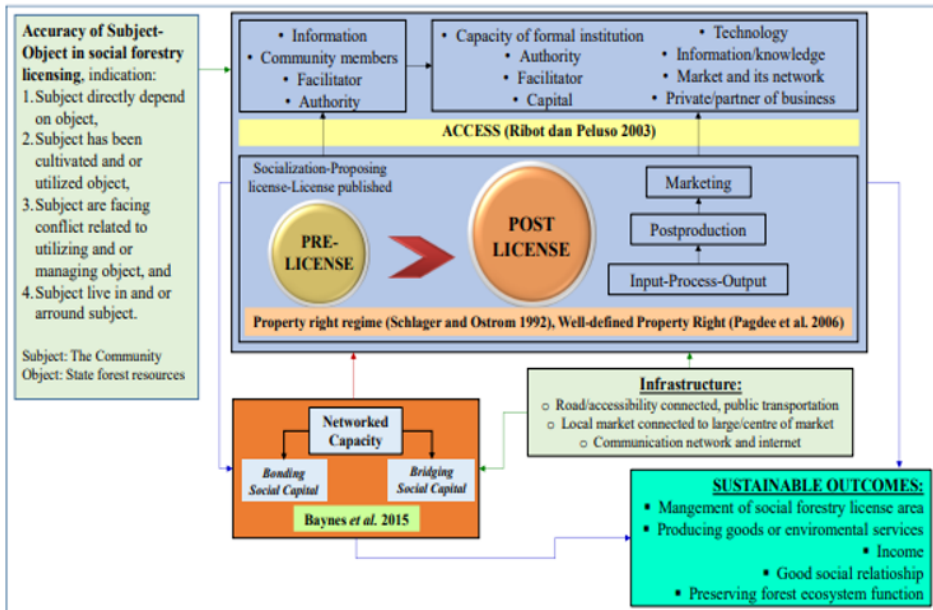
Goal 11 of the 2030 Agenda for Sustainable Development calls for inclusive, secure, resilient, and sustainable cities and human settlements [13]. Urbanization and unplanned urban growth are concerns that policymakers are addressing on a global scale [14]. Urban planning is shown to be unsuccessful in some developing nations because it is frequently overly ambitious, especially given the power of administrative institutions to compel its execution [15]. Urban green spaces in Africa are still not taken into account when establishing policies [16].

The following two aspects are the primary focus of current research on collaborative environmental governance policies (CEGP) implementers: On the basis of case studies and theoretical models, collaborative governance models, coordination mechanisms, etc. are first investigated qualitatively [17].

The key presumption is that citizens will take part in the improvements that are made. Advertising Activating local communities and creating and maintaining efficient channels of contact with field administrations are necessary for regional engagement [18].

To date, the literature on public policy in dictatorships has almost exclusively examined the influence of fiscal and electoral policies on regime support, perhaps due to an implicit assumption that policies outside the two regions are unlikely to affect the outcome of elections [19].

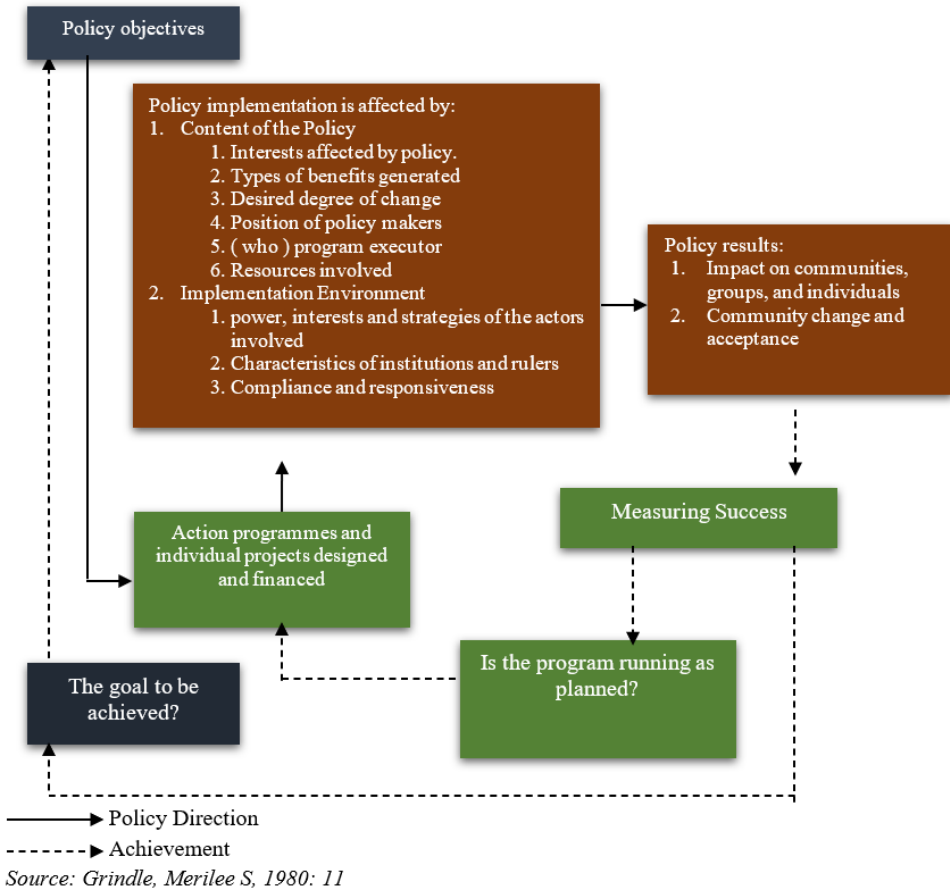
Policy implementation is an equally important policy formulation process in the context of achieving policy objectives. Even though a policy has been well organized and neat, the policy objectives will never be achieved if the policy is not implemented properly [20].



**Fig. 1.** Relation between community access and other factors in the implementation of social forestry policy [8].

This component identifies the actors involved in the policy, and influences and is influenced by their interests.

1. Content of Policy In this component a comparison analysis of expectation and reality is carried out on several aspects, including:
  - a. Interest Affected;
  - b. Type of Benefits;
  - c. Extent of Change Envision;
  - d. Site of Decision Making;
  - e. Program Implementor; and
  - f. Resource Committed
2. Process of Policy In this component, an analysis of the differences between the expected and the implemented in the policy implementation process is carried out. Analyzing these discrepancies is influenced by features suggested by Mazmanian, just as it is with policy content. The elements taken into consideration in this component, including:
  - a. policy implications;
  - b. action programs planned and funded;
  - c. bureaucratic structure; and
  - d. communication are adapted from what Edward proposed.
3. Context of the Policy This section lists a number of factors that are thought to have an impact on whether the policy objectives are met. The elements proposed by Edward and Grindle, which included the following:
  - a. Power, Interest, and Strategy of Involved Actors;
  - b. Institution and Regime Characteristics; and
  - c. Compliance and Responsiveness of Actors, were adopted.
4. Policy Successes This process is used to determine the successes that have been achieved in the execution of the policy, taking into account both the degree of change that has been accomplished and the perceived influence on the policy objectives. Comparing the outcomes of this identification to the previously established policy objective [20].



**Fig. 2.** Policy Implementation Model according to Merilee S. Grindle.

According to Higman et al. [21], the main components in *sustainable forest management (PHL)* are a) *A legal and policy framework*, b) *Sustained and optimal production of forest products*, c) *Environmental Protection* (Protecting the environment), d) *Wellbeing of people*, e) *Silviculture Techniques* (*Some extra considerations apply specifically to plantations*).

### 3 Methods

This research uses a qualitative approach with a case study method. Primary and secondary data collection with in-depth interviews, observation, and documentation techniques. Interviews were conducted with key informants using the *purposive sampling method*. The selection of informants or key respondents is carried out purposively with consideration of those involved in village forest management activities and understanding of these activities. The data collected is in the form of primary data and secondary data. Primary data were collected through observation and interviews with key informants. Secondary data are collected through literature studies with data sources in the form of policy documentation, reports, scientific journal articles, and mass media articles. Interviews were conducted with parties involved in mentoring the social forestry program scheme of Sungai Tohor village forest using interview guidelines with in-depth interview techniques. The locus of this research was conducted in Sungai Tohor Village Forest, Meranti Islands Regency, Riau Province- Indonesia.

**Table 1.** List of Research Informants

No	Assistance Parties	Informants
1	KPHP Tebing Tinggi Kep. Meranti	Head of KPHP
2	KTH	Chairman of KTH
3	Dinas LHK Prov. Riau	Head of Forestry Extension
4	Academician	Lecturer of FISIP UNRI
5	Village Government	Village Head and LPHD

Source: Primary Data Analysis, 2023

## 4 Result and discussion

### 4.1 Interests affected by the policy

After the issuance of a permit or decree of the Minister of Environment and Forestry regarding the management rights of Sungai Tohor Village Forest, the Village Forest management plan was made by NGOs engaged in agrarian or environmental conservation, due to the limited ability of LPHD members. However, the role of this NGO is too dominant in providing assistance that should be carried out by the Forest Management Unit (KPHP TEBING TINGGI) Technical Implementation Unit of the Meranti Islands region as an extension of the Riau Provincial Environment and Forestry Service.

Based on interviews, it can be seen that in the framework of managing the Sungai Tohor Village Forest, there are several problems between interested institutions such as LPHD as the Village Forest management institution, then the village government as a stakeholder in the village area or area and also from TEBING TINGGI KPHP as the person in charge of the forest area and NGOs as parties who help realize good management.

Until now, there has been no real form of work from Village Forest managers in managing and working on how Village Forests provide results to increase the income of rural communities. Even part of the Village Forest has been sold and made sago palms. But unfortunately, until now the Village Forest has not been used properly. Even its presence is related to illegal logging. Area management plans for breeding businesses, honey bees, coffee, and sago were not realized.

In detail, in village forest management, there are various conflicts of power, interests, and strategies carried out by each institution, including:

*First*, the conflict of interest that occurs between LPHD and the community. The conflicts that occurred among others, the community did not receive socialization from LPHD regarding the establishment of Village Forests, starting from the submission process, the management plan process even to the management process, the socialization that was not carried out by the LPHD caused conflicts between LPHD and the community because the community considered there were other interests from LPHD in the formation of the Sungai Tohor Village Forest, the truth of the conflict was following the results of an interview with one of The villagers revealed that most of the people were unaware of the Village Forest.

*Second*, the conflict of interest that occurs between the community and LPHD is that there is land owned by the community that has been planted with sago but is included in the Village Forest area, while in the regulation, Village Forest is not allowed to have sago plants in the Village Forest area so that people who have sago plantations cannot manage their sago anymore because they conflict with Village Forest rules.





**Fig. 3.** Sago plants in the village forest of Sungai Tohor.

*Third*, conflicts of interest occur between the village government and LPHD where the village government considers that LPHD does not coordinate efforts to manage Village Forests, decisions related to Village Forest management taken by LPHD do not involve the village government in their decisions, this conflict is supported by information from the Chairman of BPD.

#### **4.2 The kind of benefits that will be generated**

Village Forest Management by Village Forest management institutions and managed by village community leaders do not yet show real income obtained by sustainable community residents. This is because so far there have been no tangible results from Village Forest managers managing Village Forests. There are still problems and disputes that occur between Village Forest managers and village governments. The dispute caused the management to not seem to be going well and also the community saw that the village government felt less concerned about the management of the Village Forest. Meanwhile, the Village Forest management itself does not have sufficient capital to manage the Village Forest. Village Forest Management tries to find investors to manage Village Forest, but almost all investors do not agree that Village Forest is planted with fruit crops and various crops because companies always consider profit and loss when they invest.

Village forests are underutilized by the community optimally. Even some of the existing Village Forests have been sold and made sago gardens and the results are not used for the benefit of the village or village community. This is when viewed from the real conditions in the field, where this village is in the Village Forest area, currently, many residents live in the area and they are gardening sago and they are not residents of Sungai Tohor Village.

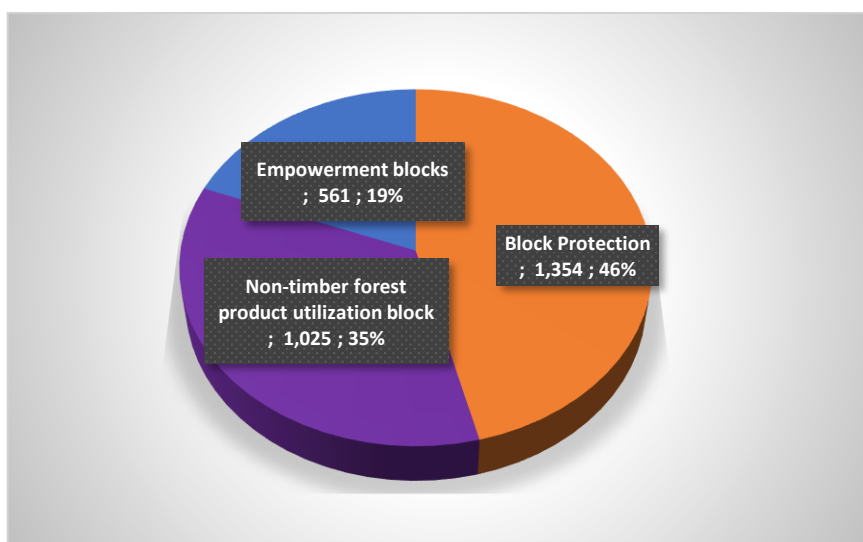
Good Village Forest Management can be illustrated by how optimal the production of forest products is achieved and in this case, the village community certainly gets part of the optimization. Also, management can be seen from the sustainability of the existence of Village Forests, which can be seen from the results of field research on village communities showing that the community does not benefit from the existence of Village Forests.

Economic problems faced include: a. Access to the use of environmental services and natural tourism to meet the needs of the community for the consumption of forest services



has not been developed optimally. b. There have not been developed types of plants with high economic value to support community empowerment in improving welfare. c. Underdeveloped market access for forest products, especially non-timber forest products. d. Low incentives and capital assistance from the government and private sector to develop businesses in the forestry sector. e. There is still limited infrastructure to support the development of economic activity. The COVID-19 pandemic has caused declining economic growth which has an impact on many sectors, one of which is the forestry sector both from economic, social, and environmental aspects. [5]

In 2017, the government through the Ministry of Environment and Forestry (KLHK) handed over a Village Forest management permit covering an area of 2,940 hectares to Sungai Tohor Village Residents. The area is further divided into several parts as Figure 4. Sungai Tohor also has 1,534 hectares of land considered untapped out of a total of 9,500 hectares of village area.



**Fig. 4.** Block of village forest management division Sungai Tohor (in hectares).

### 4.3 The desired degree of change

The community is one of the parties that ideally benefit from the results of forest management by LPHD institutions because the community is part of the villagers who provide recommendations to the government to provide management rights for Village Forest areas. Also about rural communities getting additional income from Village Forests, from field research looking at the condition of income or additional income obtained by villagers and even villagers, is still in the sufficient category, where village communities who originally and from the past had indeed some people sought income from Village Forests, by looking for wood in the forest, then looking for forest honey and also hunting in the forest feel very well the additional income from the management of Village Forest by LPHD.

Currently, their income is also not like in previous years, where for example honey, the planting of plants from monoculture companies causes bees to no longer want to nest in the Village Forest because the plants planted by the company are considered unwelcome to bees and many sialang trees die so that the community loses income from potential honey products. In addition, regarding the maintenance of Village Forests which are considered to be less running more and more migrants are planting in the Village Forest area and even from

time to time they continue to increase in number and also continue to plant crops that should not be planted such as some who plant sago and some who plant rubber, so this causes a decrease in the area of secondary forest in the Village Forest. so it can be seen that there has been no significant increase in welfare for the village community and village government with the Village Forest management that has been managed by LPHD and even many conflicts in the community.

Forest Utilization Behavior/Work (Forest Manager vs. Farmer, Fisherman), people who have had permanent jobs since the beginning as rubber, sago, and fishermen farmers do not feel dependent and concerned about the potential that exists in Village Forests because people are accustomed to living on the banks of rivers in contrast to the use of forest products. This is also exacerbated by the absence of efforts from LPHD institutions to socialize this potential to the community, this proves that the community is still not aware of the great potential in Village Forests that can be utilized to improve the economic level of the community at large.

#### **4.4 The position of policymakers**

Policy is the basis for Village Forest management, good policy is a policy that is socialized to stakeholders, there is accountability for policy implementation, and supervision is carried out so that what is implemented follows the policy standards owned and there is an evaluation of existing policies. Each policy has a purpose the policy of granting Village Forest management rights to the Sungai Tohor Village Government through LPHD intends to preserve the Village Forest environment by sustainably utilizing Village Forest.

This sustainable management is made a policy from the government and handed down to LPHD in its technical implementation supervised by TEBING TINGGI TEBING Tinggi kph and also the governments of both villages and village communities who benefit from the provision of binding regulations. LPHD also has standard operational policies in the form of technical steps to manage Village Forests in its preparation involving various parties such as village governments and village communities.

Based on interviews and observations, it can be seen that the Village Forest management rights policy has not been socialized to the community level. Then the community has not been able to understand its role in managing the Village Forest. This shows that the Village Forest management policy obtained by LPHD has not been socialized to the community and village government so the interested parties do not know and understand how Village Forest management should ideally be implemented. So far, the community has known about the granting of Village Forest management authority from the government to LPHD only through word of mouth. The community did not dare to ask LPHD which was given management rights.

The policy of granting management rights given to LPHD from the government in its rules must be accounted for in the form of reporting to TEBING TINGGI KPHP (Forest Management Unit) Tebing Tinggi. To what extent does the community know the clarity of forest management with its boundaries coupled with the clarity of responsibility given by LPHD to TEBING TINGGI KPHP and also the village community and village government? The form of responsibility given so far has never been given, whether in the form of direct or indirect reports, for example through global announcements. The community also wondered about the existence of the Village Forest which was given management rights to LPHD. The lack of communication makes the community's suspicions against Village Forest managers.

#### **4.5 (Who) is the program executor**

After the issuance of a permit or decree of the Minister of Environment and Forestry regarding Village Forest management rights, a Village Forest management plan was made. Various plans in the CTR document but there have been no activities carried out by Village Forest management institutions, because there is no budget they have to carry out forest management activities, even harvesting plans cannot be done because they have to use partnership patterns with other companies, because if done by the community this will not be done with enough reasons and considerations.

LPHD is an official institution appointed by the village government whose task is responsible for village forest management. This LPHD consists of traditional figures of the Tohor River. This institution consists of the chairman, secretary, and treasurer, then the institutional strengthening and human resources section as well as the forest utilization and business development section. The completeness of this institution with the required sections is expected that the village government can work following the purpose of granting control of the Village Forest area, namely the welfare of the village community and also maintaining the preservation of the Village Forest. It is also expected that this organizational structure can compactly carry out its duties and responsibilities.

From the informant's answers, it can be concluded that the compliance and responsiveness of the institution have not been able to manage the Sungai Tohor Village Forest optimally, the lack of ability and skills to manage the Village Forest is one of the causes of this suboptimal Village Forest management. The capabilities of the management have not been optimized, although there is *TEBING TINGGI KPHP* which is a partner for strengthening Village Forest institutions is also still not being utilized properly. Village Forest Managers who are active in carrying out their activities are only the chairman of LPHD, while other tools have not functioned by the chairman. They have not been invited to discuss and solve the problems faced by LPHD. In addition, there has been no good coordination between LPHD and the village government, with NGOs, and with *TEBING TINGGI KPHP*. This is the main cause of the lack of Village Forest management.

Talking about the capacity of LPHD institutions, it can indeed be seen from the side that human resources already have completeness, but in terms of knowledge and skills in managing Sungai Tohor Village Forest is still questionable. Then from the managerial side, decision-making in institutions, namely to implement what is a joint decision, is also still in question so this has an impact on the management of the Village Forest itself. Organizationally, the management of LPHD Sungai Tohor consists of elements representing *ninik mamak* and also the village. In the LPHD membership structure, it can be seen that administratively the institution oversees the two villages. The role of village government and *link mamak* has the authority to manage Sungai Tohor Village

The results showed that both the village, *ninik mamak*, LPHD, and the community in the village, in general, did not have adequate capacity and capability to manage a Village Forest in a structured and directed system and management. So that the responsiveness to Village Forest management also becomes less than optimal.

#### **4.6 Resources**

Concerning resource factors in Village Forest management, it consists of several indicators including human resources, the budget used in managing Village Forests, owned facilities and partnerships, and accessibility in the form of roads to Village Forests. The condition of these resources is an important part of Village Forest management, reliable human resources with the ability and management skills will encourage effective management, then the available budget will facilitate the implementation of the Village Forest management work

plan, adequate facilities will facilitate the implementation of management activities and partners who synergize with management objectives will facilitate achieving results in management, and easy accessibility will make it easier to reach the Village Forest and manage it properly.

The results of research in the field related to this resource factor are the following presented the results of community answers regarding the availability of resources they know.

#### *4.6.1 Human resources*

Based on the results of interviews, it shows that the available human resources are still incapable of managing Village Forests. Then it was also explained that Village Forest managers have not received training in managing Village Forests. When viewed from the existing conditions, Village Forest managers have never experienced managing Village Forests, because Village Forests are different from customary forests and production forests, sufficient experience and knowledge are needed to manage so as not to be misused. They have also never received coaching, where KPHP TEBING TINGGI Meranti Islands should provide coaching and training to Village Forest managers.

#### *4.6.2 Budget resources*

LPHD's budget sources are sourced from the Village Government, then there are also grant funds at the Riau Province level that can be used in managing the Village Forest. It can be seen that the Village Forest manager does not have a budget in its management and the actual budget is available in the village, but there has been no proposal for the use of Village Forest activity instalments by the Village Forest manager because LPHD does not know that village funds can be used for village forest management. Difficulty in obtaining a budget causes Village Forest management to be suboptimal.

Village Forest Management is currently trying to find investors who are willing to invest in Village Forest, but until now negotiations with investors have not received a bright spot, because the business desires that investors have requested have not been fulfilled by LPHD managers. Investors in investing want benefits such as by planting sago they will easily get profits or by cultivating acacia forests then they will easily get forest products. However, this is not allowed by the government, because the purpose of Village Forest management is to preserve the forest by cultivating non-timber forest products.

#### *4.6.3 Facility resources*

Facilities as a form of infrastructure that is expected to facilitate Village Forest management affairs, there are several facilities needed in its management such as LPHD offices, LPHD operational vehicles in supervising Village Forests and also work facilities in offices and operations., Village Forest Managers do not yet have facilities to manage Village Forests. The unavailability of facilities such as offices where administrative and managerial activities are carried out causes administration to not run well. Also, the facilities available are the private property of LPHD administrators such as private vehicles used for operations, private houses used for offices, and personal operational costs incurred for negotiation activities and supervision of Village Forests.

#### **4.6.4 Partnership resources**

Partners become resources that can accelerate the realization of management and the achievement of management goals themselves. Private parties and the government can be used as partners. But it needs negotiation and transparency in partnering itself. It is known that the manager has not been able to partner with the local government to manage the Village Forest, the budget from the local government needs to be proposed by LPHD, but the ability and skill of LPHD in proposing funds to the local government has caused the budget that can be allocated in managing the Village Forest. In addition, good intentions are also needed in managing Village Forests, because Village Forests are not privately owned, because so far there has been an assumption from the community that LPHD is too controlling Village Forests.

Then concerning partners with private parties, such as with the business world, negotiation efforts have been carried out to several companies, but have not yielded results, because there is no agreement for the profit sharing to be obtained. Because dealing with companies must be clear about the profit and loss, Village Forest is not intended for sago plantations, nor can it cut down trees in Village Forest, unless the tree is planted by LPHD. This makes it difficult for LPHD to negotiate.

#### **4.6.5 Accessibility resources**

Road access is needed to speed up to the Village Forest, so when viewed from the existing road access conditions the travel period to the Village Forest from the village takes approximately two hours with fairly good dirt road access, a small part by road, and most of the multi river and strait routes. In part, gravel roads and dirt roads with difficult terrain. Access into the forest is not yet well available, it is still a path, which is to follow the elephant road, and this is quite far. The existence of roads made by HTI companies and plantations, in addition to state roads, helps facilitate community economic activities in and around forests. However, for future development, considering the many activities that will be carried out by KPHP, it is necessary to improve the facilities and infrastructure of KPHP. Along with the planned activities for the development of facilities and infrastructure within the next 10 years, it is hoped that facilities and infrastructure as well as KPHP accessibility will be achieved that support and support the activities of the Tebing Tinggi Model KPHP. By 2026, it is expected that KPHP will have complete modes of transportation by land and water, decent road access, adequate resort posts, and sufficient office equipment and inventory. The existence of forests contributes quite a lot to the community around the KPHP Tebing Tinggi Model. The community also takes many non-timber forest products such as sago, honey, nibung, and coffee.

## **5 Conclusion**

The outcomes demonstrated that, in terms of the policy text and policy environment, the Village Forest policy's implementation had not been successful. The policy's substance includes interests, different benefit types, the degree of change, the position of the policymakers and program implementers, as well as resources. While the discussion of the policy environment focuses on compliance, responsiveness, institutional traits, and authority. It shows us that social forestry policy – it can reduce economic inequality in sustainable management of forest areas with conditions if Implement of Village Forest regulations is suitable with community collaboration commitment.

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