

CHAPTER I

INTRODUCTION

1.1 Background of Study

Village is the smallest part in the government scope of the Unitary State of the Republic of Indonesia. The village government has an important and strategic role in development. The objectives of the central government in the framework of equitable welfare and development will be realized if the development in each village can run optimally and solve problems faced by the village. But, today, the government is no longer only power to organize the development, but also considers the increasing severe social problems and requires the government to involve other parties to make positive changes in society. Relying on one pillar in the administration of government, focusing on the State or government, is no longer possible. There must be participation and an equality between government, private, and society. Therefore, communities will play an important role to make positive changes, so it is important to initiate steps through community-based studies; one of steps is through the study of community governance (Kushandajani, 2013).

Theoretically, the community governance is a management and decision-making at the community level, conducted by, all community or on behalf of a community and a stakeholder group (Kushandajani, 2013). Community participation and commitment to meet community's needs is a substantial factor for local governments in implementing the development. A less participation of the

community will be a threat to an unsanctioned development. Thus, the ability of applying programs that can encourage a high community involvement will give a success indication of development programs. Community governance is almost similar to the participation of communities, groups, and based on the communities and groups in public policy making. Furthermore, Community Governance are related to the governance of a local community role, a government role in the social field, a government role in networking relations, and a community participation (Pratomo, 2018). Hence, Community Governance is a community stage management process in decision making, by bringing together communities with stakeholders (Pratomo, 2018).

In addition, Community governance is the awareness within society to move the community itself collectively, with the aim to change the social - economic conditions of the local community by considering the role of government and the private sector. Hutchinson (1999) also supports that it is as "a legitimate and important function of local government". Hutchinson states that 'community development' is central to community governance; it is the value of a government. This is an effort done by governments to support and build connections amid an increasingly obscure and fragmented scope of local and global communities.

To achieve the slogan "bring community into the new millennium", a leadership task is to ensure relationships and participations, from all members of our community, which will be an important face of the role of local government (Pratomo, 2018). The social forestry program is one form of empowerment, offered by the central government through the Ministry of Environment and Forestry. It is

considered a breakthrough in minimizing the occurrence of forest management conflicts. There is a difference of interest between actors involved in social forestry programs and technical issues in the field, so it can trigger new conflicts in forest area governance (Sumanto, 2009).

Good governance is a prerequisite for success to achieve a good environment, especially in preserving or managing forests on an ongoing basis (Kanowski et al., 2011). Sustainable forest management includes the protection of primary forests and peat lands, allocates suitable land for a wide range of economic activities, and minimizes environmental damage. Based on the World Bank's definition (2008), good forest and land governance are characterized by policy making based on transparency and predictable processes, competent officials and other public administrators who may perform their roles and conduct in an accountable manner; enforcement of vital legal elements such as property rights; and the participation of civil society (Purnomo et al., 2018). Lemos and Agrawal (2006) and the World Bank (2009) say that the participation and active involvement of stakeholders from various government sectors, civil society, and the private sector – are fundamental in policy making related to forest management, land services and natural resources. Improving forestry governance can progress to broader governance; therefore, forestry is considered an invaluable gateway to broader a governance reform (Purnomo et al., 2018).

Poor governance can lead to the emergence of illegal activities, based on FAO (2004); Kishor & Rosenbaum (2003) mentions that in the land use sector, this poor governance includes corruption, timber theft, illegal placement of forest land,

unlawful forest business activities, such as laundering the proceeds of illegal logging crimes (Setapak, 2016). As a result, Indonesia's forestry sector has failed to provide development benefits due to loss of income, employment opportunities, government revenues, as well as other local and global environmental services (World Bank, 2009).

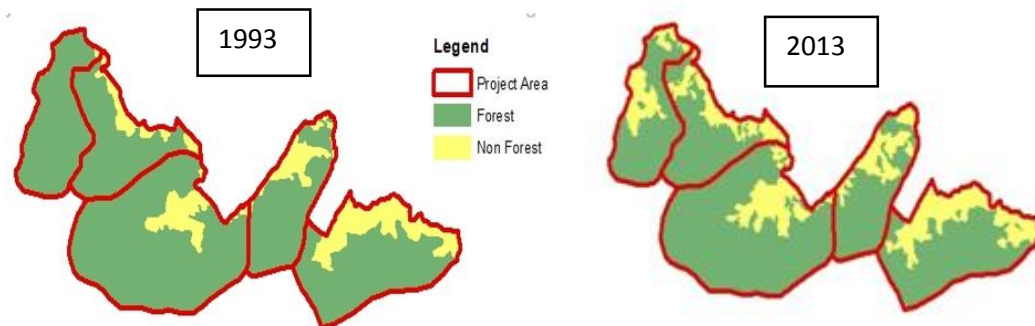
The difficulties faced include lack of understanding the ways in which causes interact to each other because some activities which cause the initial destruction of forests are aggravated by others. In some cases, some nearby driving factors work in combination, like logging for timber, followed by land use which has been penetrated for agricultural purposes (Hosonuma et al., 2012). A study conducted by Hapsari (2012) determined that illegal logging has a greater impact on forests than legal logging. Additionally, Romijin et al. (2013) identified provinces such as North Sumatra, Riau and Jambi along with the Southwestern border of Kalimantan as the most significantly affected Provinces (Setapak, 2016). Many literatures also cite that logging in huge quantities, both legal and illegal becomes the main cause of forest degradation (Hapsari, 2011; Hosonuma et al., 2012).

For example, Lubuk Beringin Village is a small village, located around Lubuk Beringin Village Forest, with a distance to the forest of ± 50 Km or 1 hour 30 minutes from Bungo Regency and ± 390 Km from Jambi Province. Lubuk Beringin Village is one of villages located at Rantau Pandan Sub-district, Bungo Regency, Jambi Province. It is a small hamlet in the long hill protected forest area of Bayur region which is about 50 KM from Muara Bungo, the capital of Bungo

Regency, Jambi Province. Lubuk Beringin Village is located in Bathin III Ulu District, Bungo Regency, Jambi Province. It is a village that is near to The Lubuk Beringin Village Forest. The boundaries of Lubuk Beringin Village are mentioned as follows: · North: Laman Panjang Village and Buat hamlet · South: Senamat Ulu Village · West: Buat Village · East: Laman Panjang Village. The Forest serves as economic drivers that help fulfilling needs of the community.

Lubuk Beringin Village is in the Batang Buat river sub-watershed which is the main provider of water needs for the people in the village, and until now the river is still used for the daily life activities of the community, especially for washing, bathing, being a hydroelectric power plant (PLTKA), fishing and irrigating rice fields. Even, rivers are used by the people of Lubuk Beringin Village to support customary activities, such as are in the form of dams and bottom prohibitions. They really rely on forests and village rivers because their main livelihoods are rubber farmers and fruits and rice field farmers. However, the village forest in Lubuk Bringin Village was previously also one of the villages, which were targeted by illegal logging and deforestation in a large way to the detriment of the people living around the village forest. In addition, Lubuk Bringin Village was previously also included in the category of poor and disadvantaged villages that are still less affordable by government programs.

Figure 1. The results of serial analysis of satellite imagery maps 1993 – 2013



Source: Website of Lubuk Beringin Village

Relating to the above description, the cases are a forest encroachment carried out by the community, oil palm plantations, and industrial plantations making nearby villages dying. "The river that divides the forest is dry. Local farmland is in drought. They have difficulty with clean water," said Emmy Primadona Than, who is the women taking master degree in Environmental Management, International Institute of Social Studies, Netherlands. Emmy says that many people complained and were confused about the reason why the village was in drought. That issue eventually became the foundation of working with The Indonesian Conservation Community (KKI Warsi) , the government, and the community to manage forests wisely (Suwandi, 2020). KKI Warsi also highlighted the environmental damage_ that occurred in Jambi. The director of KKI Warsi Jambi, Rudi Syaf, estimated that illegal tree felling activities in forest areas also caused losses. Furthermore, illegal logging in the area around the border of Jambi and South Sumatra caused the country to suffer losses of Rp 8 billion (Almunanda, 2019).

The people of LubukBeringin Village are well-aware of the importance of maintaining the forest. One of maintenance examples is to keep water resources in the village which until now is still often used to fulfill daily life activities. Therefore, the village authorities have made various efforts to maintain forest sustainability for example, starting to plan strategies which can guarantee success and improve the village development that leads to rural welfare improvement. According to Anwas (2013), with their participation, individuals and communities are directly involved both physically and psychologically in community empowerment activities, so that their participation will increase motivation to achieve goals (Mustangin et al., 2018). The community participation has an essential position in development planning because basically the community is a party that knows the most about its own problems and needs. Therefore, it is necessary to observe the implementation of the forestry program. Based on the background of the study, the author wants to conduct the research about **“the community governance in social forestry governance to minimize forest destruction”** at Lubuk Bringin Village, Bathi III ulu District, Bungo Regency, Jambi Province.

The author is interested in conducting this study because with the existence of community governance in social forestry, it is expected that the forest management, thinking about the welfare of the people, can have the impact on the community. Basically, the communities around forests have the ability and customary institutions which strongly support the sustainable forest and environmental management. Therefore, it is expected that communities will be able

to meet their daily needs while diversifying the sources of income, generated through the marketing of forest resources and the processed forest products. Moreover, they can contribute to sustainable community development, improve livelihoods, do biodiversity conservation, and reduce negative impacts. If the communities participate actively in protecting forests, it is not only economic benefits that can be obtained, but also ecological value for the environment.

1.2 Research Question

Based on the background above, the research question is formulated as follows:

How does the community governance in social forestry minimize the forest damage at Lubuk Bringin Village, Bungo Regency, Jambi Province?

1.3 Aim of Research

Based on the above research question, the research aim is: to find out how the community governance in social forestry minimize the forest damage in Lubuk Bringin Village, Bungo Regency, Jambi Province.

1.4 Benefits of Research

1.4.1. Theoretical Benefits

The results of this research are expected to contribute to academics, especially majoring in government science regarding the Field of Strategic Management

which it helps to accomplish and develop the existing theories. Moreover, it adds reading material and becomes resources and the benchmark for the government in managing similar cases.

1.4.2. Practical Benefits

- a. Academics: The results are expected to provide knowledge, advice, or inputs and can be used as the study materials, information materials, and also considerations. It can provide inputs to readers, especially about the Field of Strategic Management.
- b. Government: The results are expected to be the input for local governments in creating related policies and taking an action.
- c. Society: The results are also expected to benefit the general community, like adding insight because the community acts as the bodyguards of every government policy.

1.5 Literature Review

The literature review serves to find out other related research that has been done by other researchers on the subject matter to be studied. This refers to various literatures from previous research, such as journals, articles, books, and documents which have same research area as this study. In addition, the results of previous studies become a reference for the researcher in supporting and carrying out this study. The author reviewed several related articles as follows:

Table 1.1 The List of Literature Review

No	Author Name	Research Title	Result
1.	<p><i>Alfan Miko, syamsu rizaldi, Annisa Aulia Putri, Muhammad Surya Ali Dharma, Fillia Agustin Coirala, Willy Silfiana, 2021</i></p>	<p>Model of <i>Community Governance</i> in The Implementation of Government in Nagari Taram, Harau District Fifty Regency</p>	<p>Nagari Taram still held high customary values, so the Nagari government collaborated with indigenous and religious figures in the development and the implementation of Nagari government. Nagari government acted as a builder and companion, while the community carried out under the command of the mother of the people. With the involvement of indigenous and religious figures, the sense of belonging and taste of <i>'bernagari'</i> were high in Nagari Taram. The involvement of community in the implementation of government and development was able to maintain the values of local wisdom and increase community participation.</p>
2.	<p><i>Kushandajani, 2013</i></p>	<p>Application of <i>Community Governance</i> in Program Management Poverty Reduction</p>	<p>The results are that the national program of urban community empowerment - independent (PNPM-MP) showed a good tendency. BKM Matra had <i>community leadership</i> that could build a common vision and understanding in the community. In terms of <i>Community Empowerment</i>, BKM Matra had no difficulty accessing capital, considering that the source of funds was already available, namely from the STATE BUDGET, and the results of cooperation with outside parties. In terms of <i>Community Ownership</i>, It</p>

			<p>was able to foster care, responsibility for programs, was able to encourage the growth of mutual value in the community, and developed the value of appreciation for differences and diversity in the community.</p>
3.	<p><i>Subarudi, 2014</i></p>	<p>Good Forestry Governance: A Lesson From Sragen Regency</p>	<p>From the research results, there was an important lesson in terms of good forestry governance from Sragen Regency, namely reforming in the field of stewardship/licensing because the policy of revitalization of the forestry sector was not taken seriously and tended to be just a mere discourse. The reforms to improve the licensing process in the forestry sector were (i) determining the time and cost of services, (ii) the socialization of KPT programs, (iii) the changes in the image of service employees, (iv) monitoring and evaluation of services, and (v) following-up the monitoring and evaluation results. The strategies that could be realized by the Ministry of Forestry (Dephut) included: (i) Forming a SPT Implementation Plan Building Team, (ii) Forming an SPT Operational Team, (iii) Determining the SPT counter room, (iv) Installing a monitoring board related to procedures, length, and cost for each permit, and (v) Implementing an "online" service system in the process of setting the permit.</p>

4.	<i>Andy Arya, Maulana Wijaya, 2016</i>	Social Capital for Community Governance Capacity (Case Study of Coastal Women in Sulaa Village, Baubau City)	The result revealed that coastal women's groups in Baubau City Sulaa Village could manage organizational sustainability at the level of social capital bonding, bridging, and linking. However, when faced with economic demands, environmental changes, and the development of knowledge of coastal women's groups, organizational sustainability had not been properly governanced, it required the support and empowerment by local governments.
5.	Sudarmo, 2016	Community Governance For Poverty Alleviation	According to this previous study, the Al-Munawaroh Muslim community in Surakarta City had capacity to provide sustainable public service for the poor. It created a social capital, including internal and external networks with their capability such as a good leaders, advisers, and experienced members. Each member had different interests and preferences in managing the resources they belonged. Therefore, it was impossible to distrust among the majority of the members in this community. Despite of their weaknesses, Al-Munawaroh Muslim community in Surakarta City had become a great community for the state role in alleviating poverty.

6.	Herry Purnomo, 2005	Measuring Information Flow and Good Forest Governance: Case Study of the National Movement for Reforestation and Land Rehabilitation (GERHAN) in Indonesia	The results revealed there was imbalance of information between the Forest Service and a very high society that made GERHAN (National Movement for Reforestation and Land Rehabilitation), scheduled by the government become ineffective. The imbalance of information was one of the flows of funds that did not reach the movement. Although this agenda did not seem effective, GERHAN could be an opportunity for civil society to increase its authority (power) in forest management and management.
7.	Andrialius Feraera, Nandang Alamsah, Neneng Yani Yuningsih, 2018	Implementation of Forest Governance Partnership Policy as Conflict Resolution in Register 45 Mesuji Lampung	The findings showed that the partnership policy of managing the Register 45 Mesuji, Lampung in its implementation emerged gaps, or did not run as expected. There were supporting factors and inhibitory factors in the implementation of the policy. The factors that supported the implementation of management partnership policies in the dimension of policy management structure were the source of funds and the existence of supporting theories. Meanwhile, the inhibiting factors are clarity and consistency of objectives, legal basis, integration of policy implementation and transparency. Social and security conditions, public support, community attitudes and the commitment of implementing officials were the outside regulations that were the main factors in inhibiting the policy.

8.	Wang Zhihui and Cui Yuan, 2016	Literature Review on the Mode of Community Governance	The researchers found that the Chinese community governance was still in the stage of exploration in both the urban and rural areas, and most of community governance was the government-led mode. China should reform community governance modes, change the powers allocation and bring into market resources. The government should improve the diversified co-governance governance system and encourage the social and civil participation to satisfy people's diversified demands.
9.	Sandip Rijal, Milan Subedi, Ramesh Chhetri and Rajeev Joshi (2021)	Good Governance Assessment in Community Forest of Nepal	The research finding revealed the governance was above average. In fact, good governance had to be the central theme for management to ensure the sustainability of forest. The outcome of this study also demonstrated institutional capabilities of CFUGs which were quite conscious on getting consensus for any decision making, but were lagging behind in responsiveness. So, the provision of complains/suggestions box helped users making the committee more responsive =. The participation of women and poor and disadvantaged groups in committee are in compliance with the current law. Community forest needed to work out on capacity building programs to build up confidence on women and other marginalized groups, so they could play role in decision - making and

			management rather than mere attendance on the meetings.
10.	Salla Rantala, Renee Bullock, Mwillla A. Mbegu, and Laura A. German (2012)	Community-Based Forest Management: What Scope for Conservation and Livelihood Co - Benefits? Experience from the East Usambara Mountains, Tanzania	The experiences of Mgambo and other villages could inform future efforts to reward local communities for carbon sequestration and other environmental services. They clearly needed to address the risk of elite capture of communal benefits, and the biased interpretation of laws by district, and potentially national, authorities. Moreover, it had not yet been determined how carbon tenure and access to benefits were related to forest and tree tenure in Tanzania, even if the latter were secure. Well-defined exclusion rights and the capabilities to claim them emerged again as a key prerequisite for any future community benefits from non-extractive activities.
11.	G. R. Dahal and D. Capistrano (2006)	Forest governance and institutional structure: an ignored dimension of community based forest management in the Philippines	The first domain of strategic weakness, as described in the previous section, shows that the policy documents and instruments, relating to devolution in forestry were too narrow in devolving power, functions and responsibilities to the local government and community organizations. Incomplete policy explanation had given rise to the second domain of weaknesses linked with the policy practice gap. Inadequate policy pronouncement resulted in an upward accountability structure and was

			<p>thus a source of poor governance during implementation. Therefore, in the second domain of strategic weakness, the reasons for poor implementation of policy were seen as the result of poor quality of governance and non-supportive institutional structures, which were the ignored dimensions in the whole process of transforming policy into practice.</p>
12.	Dhananjaya Lamichhane and Rajan Parajuli (2014)	How Good is the Governance Status in Community Forestry? A Case Study from Midhills in Nepal	<p>From the results and discussion, it was clear that good governance was an ideal which was difficult to achieve in its totality. A few community forest user groups could come close to the status of the good governance. However, to ensure sustainable forest management, the actions should be taken to work towards this ideal with the aim of making it a reality. On the other hand, despite of its simplicity and clear findings, some technical caveats on research methods and data analysis were in order. Only five CFUGs from one of the several districts hardly represented the overall mid-hills in Nepal. Likewise, employing a simple scoring techniques and algebraic calculations of the criteria and indicators might not be technically sufficient. Thus, further exploration of statistical strong quantification techniques with a large representative sample size could be a worthwhile endeavor.</p>
13.	A Wahyu , D Suharjito, D Darusman,	The Development of Community-Based Forest	<p>The development of CBFM in Indonesia had evolved from merely involving the community</p>

	L Syaufina (2020)	Management in Indonesia and Its Contribution to Community Welfare and Forest Condition	towards being the main actor in forest management. The CBFM particularly related to HD and HKm, played important roles in improving community welfare through its contribution to community income. However, the contribution had not yet fully occurred in all HD and HKm, and the value of the contributions varied within and between regions ranging from 4% to 92%. HD and HKm had positive impacts in improving forest conditions and land use optimization. Nationally, village forest and community forest were able to restrain the rate of deforestation, to utilize the unproductive lands, and to increase primary forest covers in the last four years in particular. This study was solely based on meta-analysis from other study results and spatial analysis with national level scale of accuracy. Therefore, the direct field studies and spatial analysis using higher spatial data resolution needed to be carried out. Moreover, understanding on how local communities use and manage forest resources and its impact on CBFM performance was very important and required further systematic studies. Nevertheless, this study revealed that CBFM was a proven approach with positive impacts on both community and forests conditions
14.	Moirra Moeliono, Pham Thu Thuy, Indah Waty	Social Forestry - why and for whom? A comparison of	Based on the results, several interpretations could be identified. First is that the

	Bong, Grace Yee Wong and Maria Brockhaus (2017)	policies in Vietnam and Indonesia	government itself had no serious interest in the implementation of SF as it not only would lose control over the resources, but also must undergo transformational change. Old habits die hard and institutional stickiness and vested interests are a common problem (Brockhaus et al., 2014). Secondly, either there is a lack of trust, or communities are indeed unwilling to manage forests on these terms. Local people do not hesitate to change their livelihood system if they see economic opportunities (Feintrenie et al., 2010), but incentives need to be clear. Thirdly, empowerment needs more than SF. It would need a respect for the local people and structural reform to provide clear rights and responsibilities allowing local people autonomy to exercise power. It required providing understanding and skills that allowed local people to govern resources. Equally important, it also required an understanding that the inter-linkages between the community and forest were not static, but were an adaptive and dynamic practice of governance to changing development, movements of people, market, policy and environmental processes.
15.	Ainul Mardhiah, Supriatno dan Djufri (2016)	Forest management based on local wisdom and village forest development in Mukim Lutueng	The concept of local wisdom of <i>Mukim Lutueng</i> community in forest management includes the rules of forest management activities, institutional forest

		Mane District, Pidie Sub-District, Aceh Province	management (glee charmers), and recommendations and prohibition of forest management activities. The perception and attitude of the <i>Mukim Lutueng</i> community towards the application of <i>Qanun</i> and village forest programs showed the strong perceptions and attitudes by the people of Gampong Mane, Lutueng, and Blang Dalam. Gampong Turue Cut society showed the weak level of perception and attitude. The communities needed alternative economies to sustain their lives apart from forest and mining products.
16.	Wahyu Pamungkas, M.R. Khairul Muluk, Siti Rochmah, T.E. Jones (2018)	Evaluating Good Governance in Preserved Forests: a Comparison Between Community-based and State-based Forest Management in South Sumatera	Both types of governance had advantages and disadvantages. SBFM was good enough in applying good governance principles. However, the lack of human resources was a big obstacle in managing preserved forest areas. Meanwhile, CBFM had a promising future. The availability of abundant human resources and their stronger attachment to forest areas were the distinct advantage for CBFM. The lack of administrative capability and ecological knowledge was the fundamental weakness in CBFM. Therefore, a collaborative management can be considered as one of fit schemes for forest management in South Sumatera (Borrini-Feyerabend et al., 2014). There were some limitations of this study, namely limited time series of deforestation data in South Sumatera, different level of

			pressure between research locus, and the limitation of Lockwood Framework.
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From those related previous studies, the distinguishing element of this recent study is that the researcher more focuses on the application of community governance in social forestry governance in Lubuk Bringin Village, Bungo Regency. This is the main concern of this study. In addition, the other differences are how the governance is implemented to minimize forest damage in Lubuk Bringin Village, how the village designs the strategy, and how the role of the community is.

1.6 Theoretical Framework

To conduct some studies, theory is the basis of the research, synthesized before data collection is carried out. Theory is a set of interrelated propositions, which systematically describes a social phenomenon or existing problems with how to determine that concepts relate to other concepts and explains the relationship between the problems. The theories used in this research are elucidated as follows:

1.6.1 Community Governance

Conceptually, community governance refers to governance on a community scale, involving the interaction of cooperation among community members to find out solutions to environmental, social and economic problems (*Tridaya*) that the community faces. According to Clarke & Stewart (1994), community governance is a term used to describe decision-making processes that occur on a scale appropriate to, and is considered legitimate by the community. Community

governance can therefore be understood as a special form of political governance that may be at the highest level in democratization by empowering the public as a 'community' (Miko et al., 2021). Additionally, according to Bowles and Gintis (2002); Rudkin (2003:11), Community refers to a group of people who interact directly, repeatedly, and face-to-face with multiple people in a group, and they can be formed based on location/ place, identity, and interests (Miko et al., 2021).

Furthermore, Sudarmo describes the capacities of community in governance as follows: "(1) the ability to organize itself informally, (2) the willingness to learn from previous experience and unknowns to anticipate things to come, (3) the ability to work in a clear and real time through networking, (4) the willingness to share a role among the diversity of actors/stakeholders as human resources and other available non-human resources, and (5) the implementation of intelligence distribution to solve common problems, and this means demanding a willingness to share information and open communication that ensures transparency, responsiveness, and accountability with each other, and adaptation to uncertain and complex environmental situations" (Sudarmo, 2019). The orientation of the involvement is an effort to solve a big problem that cannot be solved by one party only, but it requires cooperation from various parties. Thus, the orientation is the success of the policy in accordance with the common ideals and goals (Purnomo et al., 2018).

(Budi, 2013) further asserts that there are three dimensions to community governance. First, a community leadership describes the concept of community and group, working together to achieve goals and to achieve a common vision. The

successful indicators are the willingness to share vision and understanding, community participation, cooperative behavior and community support. Second, community empowerment shows the condition of empowered communities in accessing resources, from the level of basic needs (food, shelter, income) to upper-level needs (social interaction, support, self-development). The community empowerment indicators include the ability to access resources, power sharing and management of decision making. Third, a community ownership outlines the model component of how humans connect with their communities, thus growing a sense of belonging and nurturing the communities in which they are located. Feelings of owning, caring, sense of place and appreciation for difference are the benchmarks. According to Totikidis, Armstrong and Francis (2005) there has a model offered as a continuum to theoretically measure interventions against community governance as seen in the following table:

Table 1.2 Model of Community Governance as a Continuum

Community leadership	Community Empowerment	Community Empowerment
Reflects the concept of a group of people and a group of people working together to achieve a common goal and vision	community empowerment for both people who have resources and who can access resources. Resources necessary to meet basic needs (eg: food, shelter, income) up to higher-level needs (eg: social interaction, support for self-development). It is clearly seen that there is a relationship between economic and social capital.	In this dimension it is related to the way in which a person connects with his community, so that he feels belonging and wants to be seen in his community.
<ul style="list-style-type: none"> a. Sharing vision and understanding. b. Community participation. c. Cooperative behavior. d. Community advocacy. 	<ul style="list-style-type: none"> a. Access to resources. b. Power sharing. c. Delegation in decision making. 	<ul style="list-style-type: none"> a. A sense of belonging b. A sense of care c. Have ties to a place (Region) d. Valuing diversity

Based on the Model of Community Governance proposed by Totikidis, Armstrong & Francis (Miko et al., 2021), the development will be seen from the three dimensions above, namely community leadership, community empowerment, and community ownership as a continuous process (continuum), and each has dimensions to measure it empirically. Community governance arises because of fragmentation in the local government sector. This fragmentation arises along with institutions that have special purposes. Clarke and Stewart (1998) propose six principles of community governance by local government. The principles are explained as follows:

1. The attention from local authorities should maximize public services with the aim of regional community welfare
2. The role of local government in community governance is only justified if its role empowers the community itself as well as the citizens around
3. Local governments should recognize the contributions of private and voluntary organizations and not intervene in contributions from other organizations.
4. Local authorities must ensure that all resources in the community are used for the welfare of the area.
5. Local governments should be able to carefully review the most important needs of the community and prepare steps to make it happen.
6. To show the influence of its leadership, local governments must strive to reconcile, balancing the diversity of interests in all sectors.

From those explanations, it can be concluded that fundamental principles and approaches to community governance constitute a need for power that should be as close to local communities and communities as possible (Clarke and Stewart, 1998). This is initiated by the process of decentralizing power from the central government to the regional level to solve problems at the local level and more to the community itself (Pratomo, 2018).

1.6.2 Social Forestry

The concept of social forestry began in 1978 as "forests for people." Wiersum (1999) says that social forestry is a concept that aims to increase community participation, which is expected to evolve the presence of the community in the management of natural resources in Indonesia. The concept of social forestry is accepted and becomes an innovation in forestry science. According to Suharjito (2009), the social forestry program was applied as the solution to the failure of the forest management system in the past. In Indonesia, social forestry programs as a form of devolution of forest management are realized in community forest schemes (HKm), People's Crop Forests (HTR), and Village Forests (HD) (Tajuddin, 2020). To realize the success of social forestry programs, forest management strategies can be pursued through regional management, institutional management, and business management (Hakim, 2010). With these strategies, social forestry programs are expected to provide economic, social, and ecological benefits for local communities in a sustainable way.

Social forestry can be interpreted as an approach taken to mitigate the increased deforestation and forest degradation and to overcome the negative impact of local community activities in forests by involving communities as subjects in forest management (Kumar, 2015). Currently, the concept of social forestry in Indonesia is applied in the government program of 'Social Forestry' which was initiated based on the Ministry of Environment and Forestry (LHK) Regulation No. 83 of 2016. Gilmour and Fisher (1991), as cited in Suharjito and Darusman (1998), state that social forestry is a form of industrial (conventional) forestry that is modified to allow the distribution of profits to local communities. Meanwhile, when referring to Tiwari (1983) in Suharjito and Darusman (1998), the concept of social forestry can be implemented on a traditional forest land, namely state forest areas and other lands, such as yards, moors, or gardens. Therefore, the purpose of social forestry development is to involve communities that inhabit the surrounding and within forest areas to participate in empowering existing forest resources (Sumanto, 2009).

The forest management in Indonesia which was once dominated by the country's central role has now begun to shift into people-based and indigenous management. Social forestry and agrarian reform programs have been implemented to get the benefits of forest products more fairly. The social forestry is manifested in the Joint Community Forest Management (PHBM) of *Perhutani* with the establishment of the Forest Village Community Institution (LMDH) (Pratama, 2019). As stated in the regulation of the Ministry of Environment and Forestry (LHK) No.P.83/MenLHK/Setjen/Kum.1/10/2016, social forestry is "sustainable

forest management system implemented in state forest areas or forest rights/customary forests implemented by local communities or indigenous law communities as the main actors to improve their well-being, environmental balance and socio-cultural dynamics in the form of Village Forests, Community Forests, People's Crop Forests, People's Forests, Customary Forests and Forestry Partnerships". Furthermore, based on the regulation of Ministry of Environment and Forestry (LHK) No. P.83/MenLHK/Setjen/Kum.1/10/2016, social forestry programs are realized in community forest schemes (HKm), People's Crop Forests (HTR), and Village Forests (HD), Forestry Partnerships (KK) and Customary Forests (HA).

Theoretically, Community Based Forest Management (CBFM) theory as a new approach in social forestry governance is different from conventional approaches. CBFM is understood as giving authority to local communities with the aim to become sustainable and the communities around the forest become prosperous. While, in the context of forestry policy in Indonesia, CBFM is translated through the HKm. Additionally, Community Forest policy is a forest area owned by the state in the form of protected forest areas or production forests that can be optimized and intended for benefits of the people who live around the forest area to be empowered and useful. Hence, collaborative government is certainly run in the hope of finding a consensus that is in line with existing problems (Satria & Hermianto, 2020).

Table 1.3 Characteristics of Social Forestry Schemes

Social Forestry Scheme (PS)					
Aspects	Community Forest (HKM)	Village Forest (HD)	People's Plantation Forest (HTR)	Forestry Partnerships	Customary Forests
Definition	Hutan negara yang pemanfaatan utamanya ditujukan untuk memberdayakan masyarakat.	State forests are managed by the village and utilized for the welfare of the village.	Plantation forests in production forests built by community groups To improve the potential and quality of production forests by applying silviculture in order to ensure forest sustainability.	Cooperation between local communities and forest managers, holders of forest utilization business permits/forest services, forest area loan and use permits, or holders of forest product primary industry business permits.	Forests that are within the territory of indigenous peoples.
Location	HP and HL	HP and HL	HP	HP,HL, and HK	Customary Forests
Entity	KTH, Gapoktan	Village Institutions	Individual, KTH, Gapoktan	Communities and forest managers	Community
Manager	and cooperation		dan cooperation		Customary Law
Period	35 years	35 years	35 years	As agreed	-
Forest Utilization	Area utilization, utilization of environmental services, utilization / collection of HHBK, and utilization / collection of HHK (specifically on HP).	Area utilization, utilization of environmental services, utilization / collection of HHBK, and utilization / collection of HHK (specifically on HP).	Utilization of timber forest products derived from plantation forests and old thickets.	Environmental services, utilization / collection of HHBK, and utilization / collection of HHK (specifically on HP).	Utilization of genetic resources, HHBK and Environmental Services (Conservation, protection and production functions), HHK (in the production function).

Sustainability of social forestry is understood as a condition of forest utilization, development, and conservation that can ensure the fulfillment of ecological, economic, social, cultural and spiritual needs for current and future

generations. Devkota (2010) concludes that in the development of social forestry, the social outcome is the empowerment of communities as forest users; economic results are related to the creation of income for communities to poverty alleviation. Meanwhile, ecological results concern forest conditions related to forest growth and biodiversity. The utilization of forests based on the social forestry is adjusted to its functions, namely production and protection, which provide wood products, non-timber, and other environmental services.

Table 1.4 Utilization of Forest Areas Based on Functions And Systems of Social Forestry Management Based on LHK No.83/2016

Management System in Regional Functions	Types of Utilization based on the Minister of Environment and Forestry Regulation No. 83/2016
HD/HKm/Forestry Partnership on Protected Forests	Utilization of environmental services Utilization and collection of non-timber forest products
HD/HKm/Forestry Partnership on Production Forests	Utilization of environmental services Utilization and collection of timber forest products Utilization and collection of non-timber forest products
HTR in Production Forests	Utilization and collection of timber forest products
Customary Forests in Rights Forests	Utilization with traditional knowledge of genetic resources without changing their original function
Customary Forests in Protected or Conservation Forests	Utilization of environmental services Utilization of non-timber forest products
Customary Forests in Production Forests	Utilization of non-timber forest products

In the function of protection and conservation, the utilization of forests in the social forestry system becomes an environmental service usage and collection of non-timber forest products. Moreover, environmentally, the utilization of forest

areas with social forestry is adjusted to the principle of sustainability, especially in reducing environmental impacts. Good social processes provide the right platform for the community, as the example, caused by forest encroachment and forest burning. The community gets a place with the management that can be accompanied for forest sustainability (and the environment), by prioritizing local wisdom. The development of local wisdom of the community as the alternative and productive economy that is ecologically balanced will provide long-term development influence without damaging the environment (Gunawan & Afriyanti, 2019).

1.6.3 Village Government

According to Pambudi (2001), village government can be interpreted as an activity in the framework of government implementation carried out by the apparatus or government organization, namely the village government (Istiqoh, 2021). Surasih (2003) states that the village government is part of the national government whose implementation is addressed to the village (Khotami et al., 2021). The village government is the organizer of government affairs and the interests of the local community in the government system of the Unitary State of the Republic of Indonesia (Permen No. 113 of 2014). The village government is the Village Head assisted by the Village Staff as the element of village government organizers.

The village government is an extension of the central government which has a strategic role to organize communities in the countryside to realize government

development. Based on this role, regulations are related to the village government that should regulate the government of village, so the wheels of government can run optimally. The village government consists of the Village Head and Village staff, including the village secretary, the regional implementer, and the technical implementer (Sugiman, 2018). Based on the Law No. 32 of 2004, as amended by Law No. 12 of 2008 on Local Government, the definition of regional autonomy is the right, authority, and obligation of autonomous regions to regulate and take care of their own government affairs and the interests of local communities in accordance with the laws and regulations" (Thanteo, 2017).

1. The Village Head is the village government, assisted by village staff as an element of village government organizer (Indonesian Law No. 6 of 2014 Article 1 Paragraph 3). The tasks of village head are to organize the village government and carry out village development, community development, empowerment of village communities (Indonesian Law No. 6 of 2014 Article 26 Paragraph 1).
2. The Village Consultative Agency is an institution that carries out government functions whose members are the representatives of villagers based on regional representation and are democratically determined (Indonesian Law No. 6 of 2014 Article 1 Paragraph 4 on Village Law). Village Consultative Body (Bpd) functions related to village heads (Indonesian Law No. 6 of 2014 Article 55) are as follow:
 - a. To discuss and agree on the Draft Village Regulation with the village head

- b. To accommodate and channel the aspirations of the village community
 - c. To oversee the village chief's performance
3. The Secretary is a village device who has the tasks, such as helping the village head compiling and carrying out the management of the village government to prepare a report on the implementation of village government. The functions of the village secretary are :
- a. Organizing administrative activities and providing materials for the smooth task of the village head
 - b. Assisting the preparation of the Village Regulations
 - c. Preparing the material of the Village Governance
 - d. Reporting Coordinating for the organizers of regular meetings
 - e. Carrying out other tasks given to the village head
4. Village technical executor consists of:
- a. Head of Government Affairs (KAUR PEM)
 - b. Head of development affairs (KAUR DEVELOPMENT)
 - c. Head of Welfare Affairs (KAUR KESRA)
 - d. Head of Financial Affairs (KAUR KEU)
 - e. Head of General Affairs (KAUR GENERAL)

Villages which have the right of origin and traditional rights in regulating and managing the community interests play a role in realizing the ideal of independence based on the 1945 Constitution of the Republic of Indonesia. It needs to be protected and empowered to become strong, advanced, independent, and

democratic basis, so it can create a solid foundation in implementing government and development towards a just, prosperous, and prosperous society. The village government as the organizer of the government is led by the village head who is assisted by the village staff. Each region has its own government and governance devices ranging from hamlets, villages, sub-districts, districts, provinces, and central governments.

The cornerstones of thought in village government are diversity, participation, indigenous autonomy, democratization and community empowerment. The implementation of village government is a subsystem of the governance system, so the village has the authority to organize and take care of its own community. The village government as a unit of government institutions being closest to the community is expected to be able to run the wheels of village government seriously and to change the living standard of the community in a more prosperous, just, peaceful, safe, and peaceful direction. The implementation of village government is inseparable from the implementation of regional autonomy, and the village government is the leading unit (spearhead) in service to the community which is a strategic milestone for the success of all programs (Sugiman, 2018).

1.7 Conceptual Definition

Conceptual definition is one of research elements that describes the characteristics of a studied problem that is used to better understand and facilitate in describing or interpreting theories. Conceptual definitions provide a brief and

clear explanation of the concepts that will be used as perspectives in a study and also as a limitation of explanation of some concepts, so there are no misunderstandings and confusions.

1.7.1 Community Governance

There are three dimensions to community governance:

1. Community Leadership includes:
 - a. The a willingness to share vision and understanding
 - b. Building community participation
 - c. Gaining community support
2. Community Empowerment includes:
 - a. Ability to access resources
 - b. Division of power
 - c. Management of decision making
3. Community Ownership involves:
 - a. The feeling of belonging
 - b. Concern
 - c. Respect for differences

1.7.2 Social Forestry

Social Forestry is a forest resource management system in the state forest areas and or forest rights by involving local communities as perpetrators or major partners to improve their welfare and realize forest sustainability.

1.7.3 Village Government

Village government is the implementation of government affairs and the interests of the local community in the government system of the Unitary State of the Republic of Indonesia. Meanwhile, the implementation is carried out by the Village Head, assisted by village devices.

1.8 Operational Definition

According toutama (2016) giving or assigning meaning to a variable by specifying the activities or implementation or operations needed to measure, categorize, or manipulate variables. Thus, it allows the researcher to make careful observations or measurements of an object to facilitate analysis in a study.

Table 1.5 Three Dimensions of Community Governance

Objective	Variable	Indicators	Points
To recognize how to implement community governance in forest governance to minimize forest damage in Lubuk Beringin Village, Bungo Regency.	Community Governance	Community Leadership	1. The willingness to share vision and understanding 2. Building community participation 3. Gaining community support
		Community Empowerment	1. Ability to access resources 2. Power Sharing 3. Management of decision making
		Community Ownership	1. The feeling of belonging 2. Concern 3. Valuing Diversity

1.9 Research Method

A research method is a scientific procedure that must be implemented systematically to obtain data for answering the studied problems. The research method used was the qualitative research, which aims to understand a phenomenon in a natural social context by putting forward the process of interaction between the researcher and the object studied. In line with the Sugiyono's opinion, qualitative research methods are the research used to investigate, describe, explain, and discover a quality or privilege of social influences that cannot be explained, measured or described through quantitative approaches (fisipol.uma.ac.id, 2020).

1.9.1 Type of Research

The research design used was the descriptive qualitative approach. The data sources were from informants and literatures. The research was conducted in Lubuk Bringin Village, Bungo Regency. The Data collection techniques were interviews, observations, and documentation. Boghdan and Biklen (1975) argue that qualitative research is one of the procedures that results descriptive data in the form of spoken or written words from behaviors of people who are observed (Muchta, 2019) .

1.9.2 Data Collection Technique

Data collection techniques are used to obtain different types of data. Qualitative researchers must find accurate, precise and specific data. Gill et al., (2008) suggests that there are several types of data collection technique in qualitative research, namely observation, visual analysis, library studies, and

interviews (individual or group) (McCusker & Gunaydin, 2015). However, this recent study used in-depth interview and documentation for collecting data. The researcher explains the details as follows:

a. In – depth Interview

Interview is a meeting of two persons to exchange information and idea through asking questions and giving responses about a particular topic. Based on the research problem, the researcher who asked questions and responses to participants who provide the needed answers based on the research indicators to collect data directly. In this case, the representatives of KKI Warsi, local governments and village apparatus provided explanations and data related to the objects in this writing.

Table 1.6 The List of Participants

No	Institution	Position
1.	Lubuk Beringin Village Apparatus	Head of village (Rio)
2.	KKI Warsi	Head of Management KKI Warsi
3.	DPMD (Community and Village Empowerment Service)	Head of DPMD
4.	LPHD (Village Forest Management Institutions)	Coordinator of LPHD
5.	BPD (Village Consultative Body)	Head of BPD
6.	Villagers	Villagers Community Representative
7.	KSM Dahlia	Head of KSM Dahlia
8.	Traditional Institusions	Head of Traditional Institusions
9.	Village Elders/ Public Figure	The village elder

b. Documentation

Documentation is the one of collecting data technique in qualitative data by reviewing and analyzing the documents about the related subjects, and the researcher find the data on matters in the form of notes, pictures, minutes of the meeting and others (Moleong, 2009). Documentation was a way to collect data and information from books, literature, journals, the internet, or other sources that can support research.

Table 1.7 The List of Documentation

No.	Data Source	Data Collection Technique
1.	Lubuk Beringin Village Official Website	Village Website
2.	Learn from Bungo Managing Natural Resources in the Era of Decentralization	Documentation/Book
3.	Social Forestry towards restoration of sustainable forestry development	Documentation/Book
4.	Lessons from forestry decentralization seek excellent and equitable governance in Asia-Pacific	Documentation/Book

1.9.3 Research Location

This research was conducted in Bungo Regency, precisely at the Lubuk Bringin Village, Bathin III Ulu Subdistrict. The researcher selected this location because the Lubuk Bringin Village apparatus, local government, NGOs and communities had successfully collaborated in implementing policies for land

clearing and deforestation in their village forests. Thus, the researcher was interested in researching and getting the information about the efforts of Lubuk Bringin Village in implementing community governance in social forestry governance to tackle deforestation in the forests of Lubuk Bringin Village, Bungo Regency, Jambi Province.

1.9.4 Technique of Data Analysis

Data analysis is a way of processing data into information. The data analysis technique was the interactive model analysis. Based on Huberman (2014), in this model, the three components of analysis, namely data reduction, data presentation, and drawing conclusion were carried out in an interactive forum with a cyclical data collection process.

1. Data Reduction

Data reduction is one of the qualitative data analysis techniques. Data reduction is a form of analysis that sharpens, classifies, directs, eliminates unnecessary data, and organizes data; then, final conclusions can be drawn. Reduction does not need to be interpreted as quantification of data. The data obtained from the field is quite large, so it needs to be recorded carefully. As previously stated, the longer researcher jump into the field, the more data will be obtained, that are complex and complicated. Therefore, it is necessary to immediately conduct data analysis through data reduction.

Furthermore, reducing data means summarizing, choosing the main things, focusing on the things that matter, and looking for themes and patterns. Thus, the

reduced data provided a clearer picture and made it easier for the researcher to collect the next data, and look for it if needed. Data reduction can be supported with equipment, such as computers, notebooks, and so on. Each researcher will be guided to achieve the goals. The main purpose of qualitative research is the findings. Therefore, if the researcher finds something, that is considered foreign, unknown, or does not have a pattern. That was precisely what the researcher should pay attention to in reducing data.

2. Data Presentation

Data presentation is an activity when a set of information is compiled, thus providing the possibility of drawing conclusions. The forms of qualitative data presentation involve narrative text (in the form of field notes), matrices, graphs, networks and charts. In quantitative research, the presentation of data can be done by using tables, graphs, pictograms, and so on. The data were organized and arranged in a relationship pattern, so it will be easier to understand. This is different from qualitative research, where the presentation of data is done in the form of brief descriptions, charts, and relationships between categories.

Based on Huberman (2014), the most frequently used to present data in qualitative research is narrative text. It was easier to understand what happened and planned the next work that has been accomplished. Furthermore, Miles and Huberman state that in displaying data, it can also be in the form of graphs, matrices, networks, and charts.

3. Conclusion / Verification Withdrawal

Conclusion is an analysis result that can be used to take action. According to Miles and Huberman, the third step of analysis is conclusion withdrawal and verification. The initial conclusions are still temporary, and will change if no strong evidence is found to support the next stage of data collection. However, if the conclusions presented at an early stage are supported by valid and consistent evidence when the researcher returns to the field to collect data, then the presented conclusions are credible conclusions. Thus, the conclusions in qualitative research may be able to answer the problem formulation at the beginning, but it may also not. It happens because problem formulations in qualitative research are still temporary and will develop. The conclusions in qualitative research provide new findings that have never existed before. The findings can be a picture that was previously dim or even worst, so after research it becomes clear. These conclusions can be causal or interactive relationships, or hypotheses or theories.