

# Effectiveness of Policy Implementation Acceleration of Social Forestry in Central Sulawesi Province

Agnes Gracela<sup>1</sup>, Bramasto Nugroho<sup>2</sup>, Leti Sundawati<sup>2</sup>

<sup>1</sup>Departemen Hutan, Universitas Tadulako, Palu, Indonesia

<sup>2</sup>Departemen Pengelolaan Hutan, Institut Pertanian Bogor, Bogor, Indonesia

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## ABSTRACT

Social forestry is the program that aims to achieve economic equity and reduce economic inequality through 3 pillars, i.e. land provision, business opportunities, and human resources development. This research aims to formulate policy strategies to improve the effectiveness of social forestry in Central Sulawesi. Data collection was carried out by in-depth interviews using questionnaires which were analyzed descriptively based on the theory of stakeholder analysis, policy effectiveness, and analysis of strengths, weaknesses, opportunities and threads (SWOT). The result shows that the acceleration of social forestry program is hampered by the limitations of human resources and budget, lack of communication between management, the implementers attitude that do not synergy with policies that have been made as well as bureaucracy who do not understand the goals of the social forestry program. The strategy that needed to accelerate of social forestry programs are (1) intensify communication between stakeholders, (2) increases human resources knowledge, (3) collaborates between institutions that have the same authority, and (4) improves the understanding of stakeholders regarding to the acceleration of social forestry programs in Central Sulawesi.

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## Corresponding Author:

Agnes Gracela

Departemen Hutan, Universitas Tadulako

Jl. Soekarno Hatta No.KM. 9, Tondo, Kec. Mantikulore, Kota Palu, Sulawesi Tengah 94148

Email: agnesgracela@gmail.com

## 1. INTRODUCTION

Forests have a very important role as a support for life. Indonesia has many factors that cause loss and destruction of forest resources. Kumar et al., 2022 explains that various activities cause an increase in the rate of deforestation and degradation. The conversion of forest areas into plantations, settlements, agriculture, encroachment, illegal land ownership in forest areas, forest fires, and unsustainable forest management cause the area of forest areas to decrease every year. Problems that occur such as high deforestation, critical land, and government limitations in carrying out rehabilitation will reduce the availability (stock) of forest resources (Barr & Sayer, 2012). The size of the decline in forest area is the dynamics of forest area utilization. Suwarno et al., 2015 explained that the use of forest areas according to their function will also result in damage which can affect biophysical changes in the forest. Sinabutar et al., 2015 stated that some Indonesian people have a different mindset from the government regarding area ownership rights and forest management. Increasing public understanding and awareness of integrated management will have the effect of reducing the impact of forest damage (Suhartono et al., 2017). Regarding issues regarding forest areas, the Ministry of Environment and Forestry (KLHK) has issued a national

program, namely Social Forestry, which is contained in the National Medium Term Development Plan for 2016 – 2021. The government provides legal access to communities around forest areas through a social forestry scheme to manage State forests with a target area of 12.7 million Ha, which is stipulated in Ministerial Regulation Number P.83/MENLHK/SETJEN/KUM.1/10/2016 concerning Forestry Social. The Ministry of Environment and Forestry has a target to form and facilitate Social Forestry Business Groups in Indonesia by 2021.

In 2017, the Ministry of Environment and Forestry recorded that Indonesia's forest area reached  $\pm 125$  million Ha (PKTL, 2019). Through the social forestry program, it is hoped that it will be able to solve various agricultural problems. Based on article 4 of the Ministry of Environment and Forestry Ministerial Regulation Number P.83/MENLHK/SETJEN/KUM.1/ 10/2016 concerning social forestry, the forest areas provided are in the form of Village Forests (HD), Community Forests (HKm), Community Plantation Forests (HTR) , Customary Forests (HA), and Forestry Partnerships. Granting management rights based on the Indicative Map of Social Forestry Areas (PIAPS). PIAPS is the basis for granting social forestry permits, determined by the Minister and revised every 6 months by the Directorate General of Forestry Planning and Environmental Management. The existence of PIAPS is useful for paying attention to input from the community, changes in spatial planning, updating licensing data, determining forest regulations and RPHJP KPHL/KPHP, determining social forestry proposals, changing the designation and function of forest areas, and improving policies. As of 2019, PIAPS has been revised three times as stated in the Decree of the Minister of Forestry number: SK. 744/MENLHK-PKTL/REN/PLA.0/1/2019. From this decree, the area of social forestry management is determined at  $\pm 13,847,722$  Ha.

The implementation of social forestry is carried out in every province in Indonesia and has different problems. The work program is implemented based on policies that have been established as the basis for implementing and realizing social forestry goals. Hoberg & Malkinson, 2013 stated that forest management requires consideration of various aspects in society, namely a balance of economic, social and environmental values. Even though social forestry has been implemented, it still leaves behind poor families, especially those who live in and around forest areas. Therefore, community welfare is the main focus of social forestry programs and is evidence of the development and progress of an area.

The policies that occur in Central Sulawesi, apart from low community welfare, limited quality and quantity of human resources, lack of budget availability, limited infrastructure and inadequate assistance to the community, are obstacles to social forestry which result in ineffective policy implementation. Such conditions influence stakeholders to implement policies. The failure of the policy resulted in the program targets not being achieved because the program policy was not accompanied by a detailed operational plan and real activities in the field.

Based on the background above, research is needed to examine the effectiveness of implementing social forestry programs for the welfare of communities in and around forest areas. The role of various parties and policy strategies are the main factors in research. The strategy in question is a strategy at the policy level and implementation/operational level in the field. At the policy level, coordination between central and regional governments is important in order to ensure program consistency and success. At the operational level, the role of all parties and society is the focus of attention.

## **2. METHOD**

### **2.1 Time and Place of Research**

This research was carried out from October – December 2019 in three KPHs based on the division of work areas, namely; KPH Dolago Tanggunung, KPH Dampelas, and KPH Kulawi, Central Sulawesi Provincial Forestry Service, Regional Government. The choice of research location was determined deliberately (side purposive), taking into account the level of development of social forestry that is currently running in the 3 KPH work areas, namely by looking at social forestry that has been running at 80% (high), 50% (medium), and at all have not implemented a social forestry program (low).

### **2.2 Tools and materials**

The equipment used in this research is; recorder, questionnaire, digital camera, global positioning system (GPS), and interview guide. Research materials consist of PIAPS maps, questionnaire data, and interview results.

### **2.3 Research methods**

This research uses a qualitative-quantitative approach. Harwell, 2011 explains that a qualitative-quantitative approach is used to test theories and make connections between the

variables measured and the research instruments. The qualitative approach used in this research is in-depth interviews to explore information related to social forestry. Choak, 2013 said that interviews are activities carried out to seek material (opinions) through question and answer. Meanwhile, the quantitative approach used in this research is the SWOT method.

## 2.4 Determination of Respondents

The selection of key informants was carried out using snowball sampling. Nurdiani, 2014 stated that the snowball sampling technique is a method for identifying, selecting and taking samples in a continuous network or chain of relationships. Expert respondents are aimed at formulating strategies and strategic priorities for institutions related to social forestry, namely; Regional Government, Forestry Service, NGOs, Academics, and Head of KPH.

## 2.5 Data Analysis

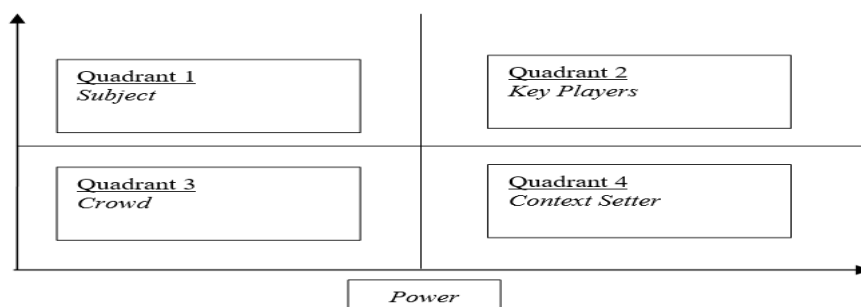
Data analysis was carried out using policy analysis developed by , stakeholder analysis, (Reed et al., 2009), SWOT analysis developed by Rangkuti, 2016. Variables, indicators, data collection and analysis methods are presented in Table 1.

**Table 1.** Variables and Data Sources

Research Purposes	Variable	Indicator	Method of Collecting Data	Analysis Method
Know the performance and roles of the parties	Stakeholder position	- Interest - Strength	Interviews, questionnaires, qualitative	Stakeholder analysis (Reed et al., 2009)
Knowing the effectiveness of policy implementation	Effectiveness of policy implementation	- Communication - Resource - Disposition - Bureaucratic Structure	Interviews, surveys, qualitative	Policy analysis (Edward III 1980)
Know policy implementation strategies	Develop a strategy	- Internal factors - External factors	Interviews and questionnaires	SWOT Analysis (Rangkuti, 2016)
	Alternatif strategi	- Policy - Impact - Response - Cost	Interviews, questionnaires, quantitative	

### 2.5.1 Stakeholders Analysis

Stakeholder analysis is a tool used to describe the parties who have interests and roles in social forestry programs. By preparing a two-by-two matrix according to stakeholder interests regarding the problem (Bryson, 2004). The success of a program is determined by involving the role of other stakeholders who have a good understanding of interests and authority. Using the power-interests classification model will determine the position of the actors in the quadrant which describes the roles and responsibilities that actors have regarding the implementation of social forestry policies as follows (Reed et al., 2009). Subject means stakeholders with high interests but with low power. Subject is also defined as an organization that cares about social forestry activities even though it does not have the power to make regulations. Key players mean stakeholders who have equally high interests and power. Key Players are defined as the main actors in social forestry activities. This institution/agency has great power to make management rules that are categorized into groups. Context setter means a stakeholder who has low interest but has great power. Crowd means stakeholders who have low interest and power. The strength and importance quadrant formulation is presented in the figure:



**Figure 1.** Position of stakeholders in the power and interest quadrant

## 2.5.2 Policy analysis

Policy analysis is a tool used to analyze the effectiveness and obstacles that occur in the process of implementing social forestry programs. The forms of policy analyzed are central government regulations to regional government regulations related to social forestry programs, using content analysis to describe the regulations/policies set. Content analysis of the text of statutory regulations is intended to describe in detail a message that provides knowledge and information about the phenomenon being studied (Krippendorff, 2018). The laws and regulations studied are: (1) Minister of Forestry Regulation number P.83/MENLHK/SETJEN/KUM.1/10/2016 concerning Social Forestry, (2) Decree of the Minister of Forestry number: SK. 744/MENLHK-PKTL/REN/PLA.0/1/2019 concerning revision III of the PIAPS map, (3) Minister of Forestry Regulation number 88 of 2014 concerning Community Forests, (4) Minister of Forestry Regulation number 89 of 2014 concerning Village Forests, (5) Decree of the Governor of Central Sulawesi Number: 522/574/DISHUT-GST/2016 concerning membership of the Working Group for the Acceleration of Social Forestry.

## 2.5.3 SWOT Analysis

SWOT analysis is a tool used to identify various conditions and become the basis for planning strategies for implementing social forestry policies; by systematically identifying various factors referring to the theory developed by Rangkuti, 2016. SWOT analysis is based on logic that can maximize strengths, weaknesses, opportunities and threats. This strategy formulation produces four alternatives, namely adjusting strengths and opportunities (S-O), weaknesses and threats (W-O), strengths and threats (S-T), and weaknesses and threats (W-T) (Wardhani & Dini, 2020).

This assessment mechanism will produce several findings/identifications on each aspect of SWOT, with different depths of information. For this reason, it is necessary to develop a common perception among stakeholders, by arranging the weight of each finding in each SWOT aspect, as in Table 2.

**Table 2.** SWOT Value

SWOT Aspect	Identification Result	Value			
		AA	BB	CC	DD
Strengths					
Weaknesses					
Opportunities					
Threats					

Note: Weight category A is the most prioritized / real / significant / most influential, so then we arrive at category D as the lowest size.

After weighing the four SWOT aspects by all stakeholders who have a role and formulating a strategy for handling the issue. SWOT analysis compares external factors Opportunities and Threats with internal factors Strength and Weakness. The SWOT method is summarized in the SWOT matrix (Table 3) developed by Rangkuti, 2016.

**Table 3.** SWOT Matrix

IFAS	STRENGTHS (S)	WEAKNESS (W)
EFAS	Determine strength factors	Determine internal Strength factors
OPPORTUNITIES (O) Determine external Opportunity factors	STRATEGI (SO) (Ofensif) Create a strategy by using strengths to take advantage of opportunities	STRATEGI (WO) (Rasionalisasi) Create a strategy by minimizing weaknesses to take advantage of opportunities
THREATS (T) Determine external Threat factors	STRATEGI (ST) (Diverifikasi) Create a strategy by using force to avoid threats	STRATEGI (WT) (Defensif) Create a strategy by minimizing weaknesses and avoiding threats

IFAS and EFAS are factor analyzes used to see the size of the influence on the issue. The two are compared to produce alternative strategies (SO, ST, WO, and WT). The results of the analysis on the external and internal factor evaluation matrix are then mapped into quadrant positions. The stages of preparing the IFAS and EFAS matrices are as follows:

1. Make a list of internal factors (strengths-weaknesses), a list of external factors (opportunities - threats) that exist in the research area. These factors are made into a list and start from a list of strengths to weaknesses and a list of opportunities and threats.

- Giving weight to each factor. Determination of weights ranges from 1.0 to 0.0. A factor that gets a value of 0 (zero) means it is not an important factor. Meanwhile, the factor with a weight of 1 (one) is the most important and most influential factor. The weight of each factor is obtained by dividing the total factor value using the formula:

$$\alpha_i = \frac{X_i}{\sum_{i=1}^n X_i} \tag{1}$$

Information:

- α = variable weight ke-i
- X = variable value ke-i
- i = 1,2,3,n
- n = Amount of data

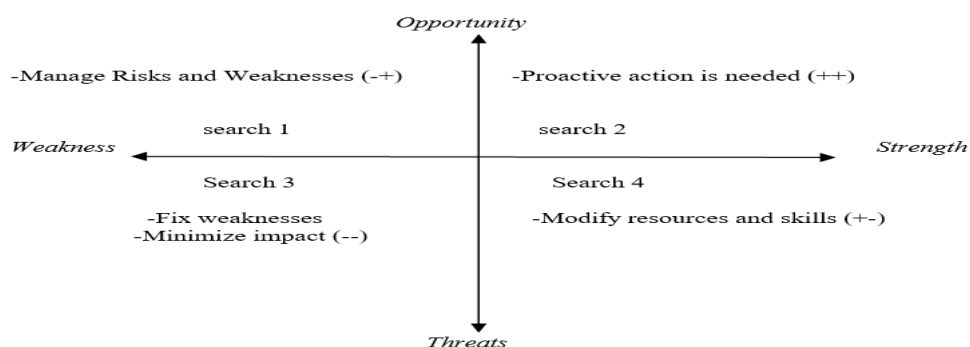
- Determination of ranking scores (rating)
 

Giving a rating score to each factor (rating) on a scale of 1 to 4. On the IFE and EFE matrix (scale 1 = very weak, scale 2 = moderate, scale 3 = strong, and scale 4 = very strong). Strength factors must receive scores of 3 and 4, while weaknesses must receive scores of 1 and 2.
- Calculation of weighting scores
 

To obtain a weighting score, the weight of each factor is multiplied by the rating scale. The result of multiplying the weight and rating will produce a weighting score for each factor.
- The calculated value shows the response to internal strategy factors. It is indicated that if the total weighting score is above 2.5, there is a strong internal position.

**Table 4.** Internal and External Factors

Variable	Amount	Average	Value	Mark
Strength				
1				
3 dst				
Weakness				
1				
2 dst				
Total				
Total strengths – Total weaknesses = S – W =X				
Variable	Amount	Average	Value	Mark
Opportunity				
1				
2 dst				
Threat				
1				
2 dst				
Total				
Total strengths - Total weaknesses = O - T =X				



**Figure 2.** Strategy Matrix

### 3. RESULTS AND DISCUSSION

#### 3.1 Identify Stakeholders

The involvement of various stakeholders will give rise to various policy factors in each region, especially Central Sulawesi Province, and even have an impact on implementation in the field. Presented in Table 5.

**Table 5.** Stakeholders in Central Sulawesi

No	Name	Information
1.	Ministry of Forestry	Government agencies
2.	Central Sulawesi Forestry Service	Government agencies
3.	Governor	Government agencies
4.	Regional People's Representative Assembly	Government agencies
5.	Dolago Tanggunu Protected Forest Management Unit	Government agencies
6.	Kulawi Protected Forest Management Unit	Government agencies
7.	Dampelas Protected Forest Management Unit	Government agencies
8.	Makassar Social Forestry Center	Government agencies
9.	Non-governmental organization	Community Institutions
10.	Academics	Educational institutions
11.	Communities around the area	Public

### 3.2 Government Agencies

Based on data from the Directorate General of Social Forestry and Environmental Partnerships, Ministry of Environment and Forestry (Ditjen PSKL, KLHK), the realization of Social Forestry permits up to 2020 reached  $\pm 4,194,689$  ha for all regions in Indonesia. The realization amount was given to 860,770 families with a total of 6,632 decision letters (SK) permits/rights. Social forestry is 52% operational. Meanwhile, for Social Forestry in Central Sulawesi Province as of 2019 the area is 61,445.28 ha from the target of 100,000 ha.

### 3.3 Stakeholder Mapping

From the assessment results, the highest score for each stakeholder was 25 points for importance and 25 points for influence. The points obtained are the results of interviews regarding the suitability of stakeholders' interests and influence on the elements and sub-elements (Appendix 3 and 4). The results of assessing the level of interest and influence of stakeholders in accelerating social forestry in Central Sulawesi are shown in Tables 6 and 7.

**Table 6.** Level of Stakeholder Interest

Stakeholders	Mark						Total	Average
	K1	K2	K3	K4	K5			
Forest Service	4	5	4	4	3	20	4	
Ministry of Forestry	4	4	4	5	3	20	4	
Governor	5	3	2	3	2	15	3	
Regional People's Representative Assembly	3	5	3	2	2	15	3	
Dolago Tanggunu Forest Management Unit	5	4	4	4	3	20	4	
Kulawi Forest Management Unit	5	4	4	4	3	20	4	
Dampelas Forest Management Unit	5	4	4	4	3	20	4	
Social forestry center	5	2	3	2	2	15	3	
Community Non-Governmental Organization	2	2	2	2	2	10	2	
Academics	2	2	2	2	2	10	2	
Community members of social forestry	1	1	1	1	1	5	1	

**Table 7.** Level of stakeholder influence

Stakeholders	Mark					Total	Average
	P1	P2	P3	P4	P5		
Forest Service	5	3	3	2	2	15	3
Ministry of Forestry	5	4	3	2	1	15	3
Governor	3	3	3	3	3	15	3
Regional People's Representative Assembly	1	1	1	1	1	5	1
Dolago Tanggunu Forest Management Unit	5	4	4	4	3	20	4
Kulawi Forest Management Unit	5	4	4	4	3	20	4
Dampelas Forest Management Unit	5	4	4	4	3	20	4
Social forestry center	5	4	4	4	3	20	4
Community Non-Governmental Organization	3	3	2	3	3	14	2.8
Academics	3	2	2	3	3	13	2.6
Community members of social forestry	2	2	2	2	2	10	2

The classification data shows differences in roles between stakeholders in terms of interests and influence on the implementation of Social Forestry development in Central Sulawesi. The value obtained by each stakeholder is then described in 4 quadrant sections using a matrix according to (Reed et al., 2009).

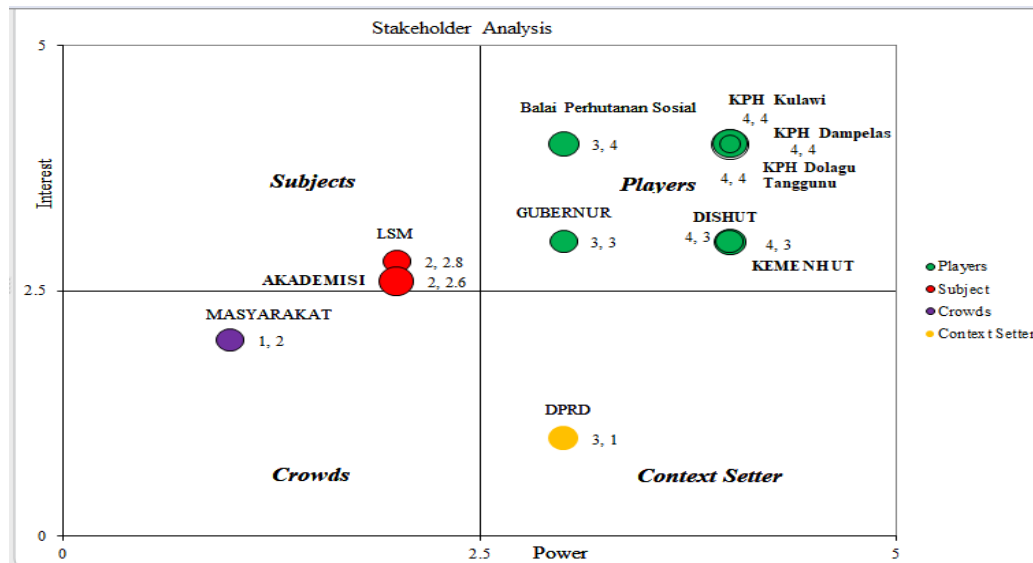


Figure 3. Stakeholders Analysis

3.4 Policy Implementation Based on Edward III 1980 Theory

Policy is the government's way of solving problems that occur. This is done so that the implementation of the Social Forestry program is more effective, efficient and sustainable. Improvements in the implementation of social forestry policies analyzed based on Edward III's 1980 theory are presented in Table 8.

Table 8. Improved implementation of social forestry policy

Variable	Fact	implications
<b>Communication</b>		
Transmission Requires social forestry policies to be conveyed to policy target groups	Communication between members of the PPS working group regarding the implementation of activities carried out by other parties that are not known to the forestry service so that the acceleration of social forestry is hampered	Delays in social forestry programs
Clarity Increased clear communication between stakeholders to avoid errors in implementing the established rules	Lack of communication in the field	Slow implementation of social forestry regulations and programs
Consistency The policies created do not confuse implementers	Refers more to programs that benefit oneself or the institution	Misperception by members of social forestry implementers regarding the policies that have been established
<b>Resource</b>		
Human Resources PPS POKJA members are the right resource for implementing policies	Low human resources, limited human resources, and competencies in the forestry sector.	Lack of implementation in the field
Budget limitations cause the implementation of outreach activities to the community to be very limited	Budget limitations for the Social Forestry program only refer to the regional budget according to the RPJMD	The slow pace of new activities and policies being formed
Authority Resources Policy implementers must have a strong enough authority capacity to decide and implement the policies that have been made	The gap and overlapping authority between the Central Sulawesi government (Governor and Department of Forestry) and KPH and NGOs means that management status in the field is only administrative.	Limitations in implementing social forestry programs
<b>Disposition</b>		
Bureaucracy are people who have	Low commitment between agencies	Weak implementation of

Variable	Fact	implications
a high interest in a policy, which focuses on the interests of society Birokrasi	involved in POKJA PPS in Central Sulawesi	policies and many obstacles to social forestry
SOP (Standard operational procedure) to provide certainty regarding resources and equal distribution of performance	Lack of knowledge about social forestry in Central Sulawesi Province	Low level of evaluation, monitoring and direct inspection in the field regarding programs set by the government

Source: Results of observations and interviews

### 3.5 SWOT analysis

Implementation of accelerated social forestry policies in Central Sulawesi requires effectiveness. To make the social forestry acceleration strategy that has been created effective, a SWOT approach is needed, by identifying internal and external factors. Internal factors to determine strengths and weaknesses and external factors to determine opportunities and threats at KPH Dolago Tanggunung, Dampelas Tinombo, and Kulawi. These conditions can be seen in Table 9.

**Table 9.** SWOT analysis of social forestry acceleration policy implementation in Central Sulawesi

Variable	Amount	Flat	Weight	Mark
<b>Strength</b>				
a. Sufficient number of human resources	37	3.4	0.3	0.01
b. Adequate facilities	37	3.4	0.2	0.67
c. Legitimized institutions	41	3.7	0.1	0.37
d. There is a forest area	42	3.8	0.2	0.76
e. Available facilities and infrastructure	37	3.4	0.2	0.67
			1	2.48
Variable	Amount	Flat	Weight	Mark
<b>Weakness</b>				
a. Lack of understanding of HR	34	3.1	0.3	0.93
b. Weak budget	35	3.2	0.3	0.95
c. Weak transfer of information	31	2.8	0.2	0.56
d. Unclear priority programs	22	2.6	0.2	0.53
			1	2.97

The strengths possessed by KPH are internal driving factors that can support policy implementation, including adequate facilities, availability of human resources, established institutions, commitment from central and regional governments, as well as adequate regional management areas. Apart from that, there are weaknesses (weaknesses) which are inhibiting factors in planning to accelerate social forestry, including lack of budget availability, inadequate human resources, weak transfer of information and unclear programs in table 9.

**Table 10.** Weaknesses that become inhibiting factors in social forestry acceleration planning

Variable	Amount	Flat	Value	Mark
<b>Opportunity</b>				
a. Central and regional commitment	33	3.4	0.3	0.01
b. There are social forestry regulations	36	3.6	0.2	0.73
c. Investor interest in partnering	29	3.2	0.3	0.95
d. University and NGO support	26	3.6	0.2	0.73
			1	2.42
Variable	Amount	Flat	Value	Mark
<b>Threat</b>				
a. Land claims by communities	44	4	0.4	1.6
b. Forest degradation due to fire	40	3.6	0.1	0.36
c. Change of forest to oil palm land	31	2.8	0.2	0.56
d. Uncertainty in obtaining investment funds	37	3.4	0.3	0.01
			1	2.53

Meanwhile, the external factors described in Table 19 provide opportunities for social forestry in Central Sulawesi, namely commitment, support from universities and NGOs. However, social forestry faces threats such as land claims by communities, forest degradation due to fires, and uncertainty in obtaining funds. Evaluation of Internal and External factors in table 10.

**Table 11.** Evaluation of Internal and External factors

No	Internal External Factors	Score
1	<i>Strength</i>	2.48
2	<i>Weakness</i>	2.97
Strength – Weakness factor score		-0.49
3	<i>Opportunities</i>	2.42
4	<i>Threats</i>	2.53
Opportunities – Threats factor score		-0.11

### 3.6 Policy Strategy for Accelerating Social Forestry in Central Sulawesi

According to the mapping results in the summary of the findings of this research which includes the results of stakeholder analysis, policy analysis and SWOT analysis. The strategy for accelerating social forestry in Central Sulawesi is S-T, meaning that the social forestry situation in KPH Dolago Tanggunung, Dampelas, and Kulawi supports diversification by utilizing the power to overcome threats by directing all the strengths it has. The diversification strategy according to Edward III (1980) is to overcome social forestry problems which include problems of communication, resources, position and bureaucracy for each stakeholder. The diversification strategy for accelerating social forestry is in table 12.

**Table 12.** Diversification strategy to accelerate social forestry

Actor	Diversification strategy			
	Communication	Resource	Disposition	Bureaucracy
<b>1. Key Players</b>				
a. Central Bureau of Statistics	Create a social forestry work plan and determine priority programs	Carrying out training on forest management aimed at increasing community capacity	Make special regulations for social forestry managers who do not carry out their duties according to the SOP, aimed at increasing stakeholder commitment	Carry out coordination with managers regarding program achievements so that they are more focused on social forestry goals and regulations
b. forestry service	Strengthen coordination with all stakeholders and regularly carry out outreach so that social forestry can be implemented according to policy programs			
c. Dolago Tanggunu Protected Forest Management Unit	Carry out rehabilitation, utilization and development of environmental services	Develop plans to conduct training and increase human resource capacity	Implement a regular inspection system for managers	Carry out responsibilities in accordance with applicable regulations
d. Governor	Convey the PS policy rules that have been determined	Providing facilitation to managers in the form of adequate funding and human resources	Make regulations for implementers of PS activities	Monitoring the development of the PS program
d. Dolago Tanggunu Protected Forest Management Unit	Carry out arrangement, rehabilitation and protection as well utilization of environmental services	Providing training and providing infrastructure to support the implementation of activities	Conduct regular evaluations of KPH HR and apply sanctions to managers who do not work according to the SOP	Carry out the program according to the rules regarding PS
e. Kulawi Forest Management Unit	Carry out arrangement, rehabilitation and protection as well utilization of environmental services	Providing training and providing infrastructure to support the implementation of activities	Conduct regular evaluations of KPH HR and apply sanctions to managers who do not work according to the SOP	Carry out the program according to the rules regarding PS
f. Dampelas forest management unit	Carry out arrangement, rehabilitation and protection as well utilization of environmental services	Providing training and providing infrastructure to support the implementation of activities	Conduct regular evaluations of KPH HR and apply sanctions to managers who do not work according to the SOP	Carry out the program according to the rules regarding PS
<b>2. Subject</b>				

Actor	Diversification strategy			
	Communication	Resource	Disposition	Bureaucracy
a. Academics	Providing consultation to managers in the operationalization and management of PS acceleration	Carrying out training in order to provide the human resources needed to accelerate PS	-	-
b. non-governmental organization	Providing consultation to managers in the operationalization and acceleration of PS	Carrying out training for KPH human resources in terms of PHBM	-	-
<b>3. Context setter</b>				
Actor	Communication	Resource	Disposition	Bureaucracy
a. Regional People's Representative Assembly	Coordinate the regulations that have been made to the government and related agencies	-	Make rules for managers aimed at improving management performance and commitment	Coordinating all sectors and supervising program implementation so that it runs according to SOP
<b>4. Crowds</b>				
a. Public	Discuss the implementation of management policies in the field so that they can be involved in management in the form of PHBM activities to support community welfare.	-	-	-

#### 4. CONCLUSION

According to research results, the accelerated implementation of social forestry has not been effective, the factors that cause this to happen are limited local government budgets for management, inadequate human resources due to a lack of understanding about social forestry, unclear priority programs, lack of outreach in the field, and weak coordination between stakeholders. To make the acceleration of social forestry more effective, the government needs to carry out various strategies for the development and quality of human resources with good cooperation to increase knowledge and creativity about social forestry.

From the results of identification in the field, there are eleven stakeholders involved in accelerating social forestry in Central Sulawesi. It is recommended that further researchers be able to carry out in-depth identification regarding the obstacles that occur in the region and who carries out their duties and functions in accordance with the applicable Constitution.

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