



# Stakeholder's Perception of Participation in Community Forest Program in Sigi Regency

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## ABSTRACT

Efforts to preserve forests while improving community welfare have been undertaken by the Government through the Social Forestry Program. Community Forestry (Hutan Kemasyarakatan, or HKm) is one of the schemes established under this program. HKm is considered a breakthrough in increasing community participation in forest management. However, this view has also faced challenges from various parties, as the participation carried out so far has been superficial. This study aims to identify and explore the tendencies of actors' perceptions regarding participation in HKm and its influence on program realization and inter-actor relationships. The method used is descriptive qualitative, with data collected through observation, documentation, and in-depth interviews. This study finds that all stakeholders consider public participation in the HKm program important. However, Village Governments and Field Facilitators argue that the level of public involvement is highly influenced by the human resource capacity and personal orientation of the field implementers themselves.



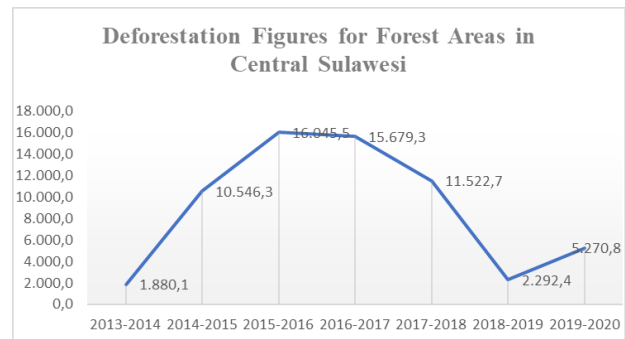
## INTRODUCTION

Community Forestry (HKm) is one of the social forestry schemes funded under Forest Program (FP) III, where the Center for Social Forestry and Environmental Partnerships (BPSKL) Sulawesi serves as one of the three Project Implementing Units (PIUs) appointed by the Ministry of Environment and Forestry (KLHK). This program is known as Community-Based Forestry (CBF), which emphasizes the role of communities in forest management, not only to keep the forest preserved and sustainable but also to provide economic benefits to the community. This is as stated in one of the main achievements of FP, namely improving the welfare of communities around the Lore Lindu National Park (TNLL) area and the Lore Lindu Biosphere Reserve (Hamid et al., 2017). HKm provides legal access for communities to maximize the utilization of forest resources in a fair and sustainable manner (Kaskoyo et al., 2017). This effort is considered capable of improving welfare while reducing land-use conflicts in forest areas among communities (Kaskoyo et al., 2014).

HKm represents a tangible form of transferring some state authority to the community. This delegation implies that local actors hold a certain legitimacy in natural resource management. This deliberative process may reflect the state's inability to address the complexity of problems in the forestry sector (Tesfaye et al., 2012). This form of failure can perhaps be seen from the case of deforestation, which continues to occur to this day. Referring to BPS data for the period 2013-2020, the deforestation rate in forest areas tends to fluctuate. The highest case was

recorded in 2015, covering an area of 16,045.5 hectares, then dropped drastically in 2018-2019 to 2,292.4 hectares (See Graph 1).

Graph.1. Deforestation in forest Area in Central Sulawesi



Source: BPS, 2023<sup>1</sup>

Furthermore, in the context of forestry policy, this participatory approach is considered more effective in budget efficiency because local communities have knowledge related to the forests in their areas. Moreover, the level of acceptance of any decisions made will be higher. Public participation is defined as the mechanisms and processes used to involve community members or their representatives in public or private sector organizational activities engaged in informing or making assessments or decisions (Dietz & Stern, 2008).

Nevertheless, this does not mean that the implementation of CBF faces no challenges on the ground. Findings from (Ferianto & Lele, 2017) illustrate that although a participatory approach has been applied, the dominance of state actors in decision-making still occurs. In fact, the level of community

<sup>1</sup><https://www.bps.go.id/statictable/2019/11/25/2081/angka-deforestasi-netto-indonesia-di-dalam-dan-di-luar-kawasan-hutan-tahun-2013-2020-ha-th-.html> (Accessed in 8 February 2023)



participation is influenced, among other things, by elite dominance in decision-making (Tadesse et al., 2017). The higher the role of the state, the lower the level of participation that can be achieved. Even if efforts to involve the public have been made, there is no guarantee that the program will be entirely successful. Purwanto (2005: 211-212) explains that the constraints of public participation cannot be seen solely from the government's side; conversely, the community itself has the potential to become a constraint as well. For example, the factors causing forestry programs at the local level to be ineffective include the lack of capacity of local actors such as village facilitators and other local authorities (Golar et al., 2022).

Misguided participation has the potential to cause misunderstandings among actors, resulting in the final goals not being achieved. Differences in perception in interpreting methods of natural resource utilization, or who has the right to be involved or not involved in the program, and how involvement is carried out, are crucial to understand. Because if not, the risk of program failure is wide open and the potential for conflict will increase (Walker & Hurley, 2004).

Although various studies have highlighted the importance of participation in social forestry, most of these studies tend to focus on program effectiveness in aggregate or on the legal-formal aspects of management permits. Studies that specifically explore differences in stakeholder perceptions regarding the form, level, and meaning of participation itself are still limited, particularly in the Lore Lindu National Park (TNLL) area, which has high tenure and

multi-actor complexity. Yet, without understanding the contestation of these perceptions, participatory policies risk operating at a merely procedural level, which Arnstein (1969) refers to as tokenism. Therefore, this research does not merely measure the level of participation but rather explores how each actor (KTH, Village Government, Field Facilitators, BPSKL) interprets participation itself and how these differences in meaning affect the realization of the HKm program in Sigimpu Village.

This research is important given that there are various actors involved in the realization of HKm in Sigi Regency. Multi-actor involvement allows for differences in perception in viewing the forms of participation that have been implemented so far. Meanwhile, on the other hand, conflicts over forest management rights continue to occur in several forest areas, which may have an impact on the management of social forestry programs.

The selection of Sigimpu Village as the research locus is based on three considerations. First, the Uyu Singgani HKm group in this village has been operating since 2018, thus having passed the initial licensing stage through to the implementation of productive enterprises (KUPS). Second, despite having legal status and an area of 933 hectares, only about 10% of members actively participate, making it a critical case for understanding the gap between participatory design and field realities. Third, this HKm area intersects with land claims by non-member community members from outside the village, so the potential for conflict over perceptions of participation is more pronounced than in other locations.



## METHODS

This research was conducted in the Uyu Singgani Community Forestry Group, Sigimpu Village, Sigi Regency. This area was selected based on the relatively long implementation duration of the Social Forestry (PS) program, which has been running since 2018. The research stages began from July to October 2023, with the following details. First, we collected secondary data and then analyzed it to obtain a general overview of the program. Next, we conducted semi-structured interviews with previously mapped stakeholders, consisting of Forestry Policy Actors in Sigi Regency such as the Center for Social Forestry and Environmental Partnerships (BPSKL) for Sulawesi Region, the Uyu Singgani Forest Farmer Group (KTH), the Village Government, Village Facilitators, Local NGOs, and Academics. These interviews were conducted from August to October 2023. The resulting data were then categorized and analyzed using the five dimensions of participation developed by Dietz and Stern (Maier et al., 2014).

## RESULTS AND DISCUSSION

Public participation is defined variously across different literatures. Arnstein (1969) describes Public Participation, which she calls "Citizen Participation," as "citizen power." This is a redistribution of power that enables citizens to be involved in determining how information, goals, and policies are shared (Arnstein, 1969). This relates to the principles of democracy itself, namely equality, individual autonomy, and the importance of reason in collective decisions (Fung, 2006). Meanwhile, Sherry Arnstein also explains a typology of participation which she calls "a ladder of

Citizen Participation," dividing it into eight rungs: manipulation, therapy, informing, consultation, placation, partnership, delegated power, and citizen control (Arnstein, 1969). Fung (2006) has articulated three dimensions of participation: 1) who participates, 2) how participants communicate with one another and make decisions together, and 3) how discussions are linked to policy or action. Meanwhile, Dietz and Stern (in Maier et al., 2014) distinguish forms of participation into five dimensions, including participants, level of involvement, intensity, timing, and goal. The following are the categories:

Table.1. Participation Dimensions based on (Dietz & Stern, 2008)

Dimensi	For Example	
<b>Participants</b>	Who should be included in a participatory process?	<ul style="list-style-type: none"> <li>Elected officials</li> <li>Experts</li> <li>Those directly Affected</li> <li>The general public</li> </ul>
<b>Level of Involvement</b>	What level of involvement and how much influence should participants have on the decisions?	<ul style="list-style-type: none"> <li>Information-little influence</li> <li>Consultation-some influence</li> <li>Co-decision making-much influence</li> <li>Negotiated agreed level of influence</li> </ul>
<b>Intensity</b>	How often and via what kind of communication should	<ul style="list-style-type: none"> <li>Once, monthly, annually, continuously</li> <li>Top-down one-way, Bottom-up</li> </ul>



	participants be involved?	one-way, way communicatio	must know whether their suggestions and input are received and used or not as material for consideration. Therefore, the government must provide feedback to the community as a tangible form of public participation. (5) resistance to change, this obstacle lies with the government as the organizer of public participation. Sometimes, long-standing systems within the government, such as command and control systems, perceive public involvement as a threat to them. Consequently, they end up rejecting change in the name of public participation. (6) conflict in public participation, public involvement also has consequences for conflict. When community input or suggestions are ignored or when there is a clash of interests or views among professionals, such conflict will certainly affect the success of public participation itself.
<b>Timing</b>	At what point in the process should participants be involved?	<ul style="list-style-type: none"> <li>• Problem definition</li> <li>• Process development</li> <li>• Information gathering</li> <li>• Decision-making</li> <li>• Implementation</li> <li>• Evaluation</li> </ul>	
<b>Goal</b>	Which goal is being pursued?	<ul style="list-style-type: none"> <li>• Normative goal</li> <li>• Instrumental</li> </ul>	

Nevertheless, this does not mean that efforts for public participation in the process of formulation, implementation, and evaluation encounter no obstacles. Obstacles come from various directions, for example regarding the state's commitment to genuinely involve the community in every stage of the program or the commitment from the community itself. Such obstacles have been classified by Bobooa (2019) as follows: (1) lack of desire to improve, a condition where the community has no desire to become better, so no effort is made to improve their living conditions. (2) lack of awareness of the need, when the need for improvement exists, but the community shows no awareness or sensitivity to it. (3) unacceptable climate, another obstacle to public participation. An issue or its alternatives must be acceptable to all parties. Because a lack of cooperative action among all involved parties will certainly lead to ineffective interaction. (4) lack of feedback, it is important for government officials to understand that the community

### *Community Forestry (HKm)*

Community Forestry (HKm) is one of the schemes of the Social Forestry (PS) Program regulated by the Minister of Environment and Forestry Regulation Number P.83/MENLHK/SETJEN/KUM.1/10/2016. Its main objectives are to reduce poverty, unemployment, and inequality in the management/utilization of forest areas in Indonesia. PS is a sustainable forest management system in State Forest Areas or Customary/Rights Forests implemented by local communities or customary law communities as the main actors to improve their welfare while maintaining environmental balance and social dynamics. The Social Forestry Program includes several schemes: Village Forest (HD), Community Forestry (HKm), Community Plantation Forest (HTR), Private Forest, Customary



Forest, and Forestry Partnership. Specifically, HKm has the main goal of empowering communities living around the area (Kaskoyo et al., 2014). Types of activities carried out in this program include providing access to manage forest areas, developing community group businesses, facilitation, and handling tenure conflicts. As of October 1, 2022, the land allocation for social forestry based on the Indicative Map and Social Forestry Area is 12.7 million hectares, with a realized achievement of over 5 million hectares. An area of that size is managed by more than 1 million households.

No	Scheme	Area (Ha)
1	Village Forest	2,013,017.21 Ha
2	Community Forestry (HKm)	916,414.60 Ha
3	Community Plantation Forest (HTR)	355,185.08 Ha
4	Forestry Partnership	
	a. Kulin KK	571,622.38 Ha
	b. IPHPS	34,789.79 Ha
5	Customary Forest	1,196,725.01 Ha
	<b>Total</b>	<b>5,087,754.07 Ha</b>

Source: *the Indicative Map and Social Forestry, 2022*

Meanwhile, Central Sulawesi Province has received a PS area permit of 214,723.69 Ha out of an allocation of 399,616 Ha, directly managed by 33,448 households.

### *Implementation of the Community Forestry (HKm) Program*

The Community Forestry Program began to be implemented in 1995, marked by the issuance of Minister of Forestry Decree No. 622/Kpts-II/1995 concerning Production Forests and Protected Forests. HKm is one of the schemes within the Social Forestry Program. For the Central Sulawesi region, this program is the responsibility of BPSKL Sulawesi Region, which covers Central Sulawesi, South Sulawesi, Southeast Sulawesi, North Sulawesi, and Gorontalo. As of October 2022, the Social Forestry area in Sulawesi had reached 751,321.29 Ha. Meanwhile, Social Forestry in Sigi Regency has existed since 2012 through the HKm scheme in Pipikoro District with a total area of 2,630 Ha. However, the location of this study, namely Sigimpu Village, only started implementing the HKm program in 2018. Based on Decree No. 4157/MENLHK-PSKL/PKPS/PSL.0/6/2018, it is recorded that the community of Sigimpu Village has obtained a community forestry utilization permit covering an area of 933 hectares, consisting of 734 hectares of Protected Forest and 199 hectares of Limited Production Forest. The Uyu Singgani Forest Farmer Group (KTH-US) is the permit-holding group, with 130 members. Previously, KTH-US proposed a utilization area of 1,091.88 hectares, but after technical verification, there was a reduction of 158.88 hectares due to overlapping forestry permits within the area.

The issuance of this permit is intended to grant the group authority over several types of utilization activities, including: 1) Area utilization activities; 2) Collection and utilization of non-timber forest products; 3)



Environmental services utilization activities; 4) Collection and utilization of timber forest products using a selective cutting system in limited production forest areas. Since the issuance of the forest management permit, KTH-US has established at least 4 Social Forestry Business Groups (KUPS), consisting of:

Table 2. Social Forestry Business Groups (KUPS)

KTH	Institutional Entrepreneurship	Business Product	Status
KTH Uyu Singgani	KUPS Kunau	Palm Sugar	Active
KUPS Biau 1 (Agroforestry)	Candlenut	Active	
KUPS Biayu 2 (Livestock)	Cattle	Not yet active	
KUPS Environmental Services	Waterfall Ecotourism	Not yet active	

Source: Primary Data

Although the group has several business units, not all of them have been successfully managed. To date, constraints related to raw materials, marketing, and business accessibility are considered the reasons why some of these businesses have not been operating optimally.

#### *Stakeholder Perceptions of the HKm Program in Sigimpu*

##### 1) Forest Farmer Group

The Chairman of the Forest Farmer Group holds a positive view regarding community

participation in the HKm program. He considers that the community members who are part of HKm have actively participated in every program activity. This involvement is reflected in the stages of planning through implementation, starting from translating the problems faced in forest management to identifying what potentials can be developed by the group. The entire series of processes is facilitated by a field facilitator appointed by the Center for Social Forestry and Environmental Partnerships (BPSKL) for the Sulawesi region. In general, the communication established is two-way between the group, the Field Facilitator, and BPSKL itself. The group essentially has the authority to determine and decide what activities will be carried out. However, they do not have the authority to decide whether the proposed activities receive funding from BPSKL. Nevertheless, he argues that all proposed HKm program proposals from KTH Uyu Singgani have always received a positive response from BPSKL, although he also acknowledges that not all proposed KUPS activities go as expected.

##### 2) Village Government

The village government in this study demonstrated a skeptical attitude regarding community participation. They consider that KTH members lack a sense of togetherness and commitment in running the HKm program. They assess that the space provided to accommodate community aspirations in the HKm program is already very large. However, the low capacity and motivation to maximize these opportunities are precisely the main problems. Although all group members have been included since the early stages of activity planning and have equal access to joint decision-making, in reality,



during implementation, the program runs only as a mere formality. The community will only participate if they receive wages in exchange for their labor.

The village government revealed that the routine meetings held by the group are also ineffective as a forum for channeling aspirations. This is because the communication established among group members has also reached an impasse. Nevertheless, they do not deny that the area granted a management permit is too far and difficult for the community to access. This is the main reason why the contribution of HKm is not optimal among the community. The interviewed informants held the view that the involvement of parties such as local NGOs, BPSKL, and Village Facilitators is very helpful in providing an overview of the HKm program.

### 3) Village Facilitator (FD)

The FD views that community participation is highly necessary in the HKm program. According to them, public involvement can encourage the legitimacy of decisions, thus making the chances of program success much greater. Meanwhile, they do not provide specific classifications or categories regarding who has the right to be included in each meeting. However, they emphasize that an understanding of the issue at stake must be possessed by every individual within the group itself, so that their participation is based on self-awareness, not coercion from other parties. Regarding the level of involvement, the FD sees that the space given to the community is already very maximal. They can make decisions and negotiate what will be implemented in the HKm program. In fact, this practice is carried

out at all stages of program implementation, from planning, implementation, to evaluation. That is, the community should be able to independently determine what their needs are and how to address them.

Nevertheless, according to the FD, the group's low awareness to maximize this potential is considered the reason why the HKm program does not run optimally. For example, the involvement of group members is very low. Of the 130 registered in the KLHK decree, only ten percent participate regularly in meetings and program execution. Moreover, according to them, the motivation of those who attend is not driven by self-awareness of the importance of the HKm program for their livelihoods, but rather because of the daily wages given whenever there are group activities such as planting fruit seedlings and installing area boundary markers.

### 4) Center for Social Forestry and Environmental Partnerships (BPSKL) Sulawesi Region

BPSKL states that participation in the HKm program is fundamental. Participation is considered an important part of gaining legitimacy from the community while also increasing their understanding of the program's main objectives. Nevertheless, according to BPSKL, public involvement must still be accompanied by state actors to ensure that the program remains within the agreed corridor. This is because, often, communities that are given authority end up failing to achieve their goals, making the program seem merely a formal activity. Therefore, both the community and state representatives must work together to achieve the goals of the HKm program, so



that besides increasing the chances of program success, potential conflicts can also be anticipated.

### *Discussion*

The findings of this study reveal an interesting paradox in the implementation of the Community Forestry (HKm) program in Sigimpu Village. On one hand, all stakeholders agree that public participation is a fundamental element of the social forestry program. Extensive participatory space has been provided, the community has been involved since the planning stage, given the authority to negotiate, and has equal access to joint decision-making. On the other hand, the actual level of participation is very low, with participation motives driven more by daily economic incentives than by awareness of the program's objectives. This section discusses this gap by referring to theoretical frameworks and related study findings.

### *Tokenism in Social Forestry Practice*

The finding that the community only participates if they receive wages in exchange for their labor, as well as the Field Facilitator's statement that only ten percent of the 130 members are regularly active, indicates that the participation occurring is at the level of tokenism in Arnstein's (1969) ladder of participation. Tokenism is a level of participation where the community has been involved and has the opportunity to voice their opinions, but the final decision remains with the government or local elites, and there is no guarantee that the community's aspirations will actually be implemented.

Research by Prianto et al. (2025) on community participation in nature reserve conservation in Kendal found a similar phenomenon, where although communication was two-way and the community was involved in discussions, the participation was still formalistic and had not yet led to genuine citizen power. In the context of HKm Sigimpu, although the Forest Farmer Group feels actively involved, their acknowledgment that "not all proposed KUPS activities go as expected" indicates limitations in real authority to determine resource allocation.

These findings reinforce the critique of Cooke and Kothari (Cooke & Kothari, 2001) in *Participation: The New Tyranny?*, which states that participation often becomes a legitimacy instrument for governing institutions rather than truly empowering marginalized communities. Participation can become a new form of subtle social control, where the community is invited to engage in processes predetermined by the state. In the case of HKm Sigimpu, the Village Government and Field Facilitators explicitly expressed skepticism towards community participation, reflecting that state apparatuses tend to underestimate community capacity while maintaining their dominant positions.

### *Differences in Perception as an Obstacle to Program Effectiveness*

One of the most significant findings of this study is the sharp difference in perception among stakeholders. The Forest Farmer Group holds a positive view and feels actively involved, while the Village Government and Field Facilitators perceive that participation is low and insubstantial. This difference in perception is not a trivial matter; rather, it



has the potential to hinder the overall effectiveness of program implementation.

A study by Iswari (2025) at IPB University found that stakeholder perceptions in social forestry activities were dominated by ambivalent valence, where actors hold varying views on program successes and challenges. The research, which analyzed 82 scientific publications and 32 mass media articles, identified that social aspects are the most attention-grabbing issues, while ecological aspects are the least discussed. This finding is relevant to the Sigimpu case, where the debate centers more on social issues (participation, motivation, capacity) than on the technical aspects of forest management.

Furthermore, research on the effectiveness of social forestry business development policy implementation in the South Bandung Forest Management Unit identified that limited human resource capacity among stakeholders is one of the main factors causing ineffective implementation, in addition to underdeveloped social capital and weak institutional capacity of the group. This finding aligns with the Village Government's statement in this study highlighting low community capacity and motivation as the main problems.

#### *Participation Constraints: Between Human Resource Capacity and Incentive Systems*

The findings of this study align with what Bobbio (2019) classified as obstacles to public participation, namely lack of awareness of the need, lack of feedback, and unacceptable climate.

First, the low community awareness of the program's importance is reflected in the fact that only 10% of members attend regular meetings, and the participation that exists is driven more by daily wages. A finding by Pongosi (2025) on community participation in HKm in Buol Regency, Central Sulawesi, shows a similar pattern: the level of participation is classified as poor with a score of 230 out of the maximum scale, and factors influencing low community understanding include education levels, socialization efforts, and access to capital.

Second, there are economic and geographical accessibility constraints. The Village Government acknowledges that the HKm area location being "too far and difficult to access" is the main reason for the program's low contribution. This aligns with findings on social forestry in West Nusa Tenggara, which show that accessibility is the most influential factor in program success, in addition to networking capacity and technical capacity of farmers. Other research also confirms that geographic factors such as remote forest locations, difficult terrain, and poor roads hinder participation, especially for vulnerable groups.

Third, the feedback system from the government to the community is not yet optimal. Although BPSKL claims that proposals from KTH always receive positive responses, the lack of clarity regarding budgets and funding certainty for proposed activities creates uncertainty. Research on social forestry in Sesaot, West Nusa Tenggara, found that community participation is not yet visible because facilitator intervention remains substantial and program accountability is only carried



out by reporting activity results to certain parties, not to the wider community.

### *Local Elites and Dominance in Decision Making*

Although this study did not explicitly find evidence of elite capture, several indications point toward this phenomenon. The Facilitator's statement that "an understanding of the issue must be possessed by every individual" implicitly creates standards that may be more easily met by group members who are more educated or have better access to information. Meanwhile, the still-visible dominance of state actors, in line with the findings of Ferianto & Lele (2017) in the context of TNLL, shows that although a participatory approach has been implemented, the state still holds significant control.

Literature on elite capture in participation shows that elite dominance in decision-making can be dynamic, and marginalized groups can resist over time through various strategies. However, in Sigimpu, low collective awareness and the absence of effective alliances among non-elite members mean that such resistance is not yet visible.

Findings regarding women's participation in social forestry are also relevant to consider, even though they were not the main focus of this study. National research shows that on average, only 13.95% of members in HKM institutions are women, with a range from 0 to 56.52%. This low representation is reflected in the Sigimpu case, where out of 130 KTH members, only a few are active, and the involvement that exists is more operational (processing products) than

strategic decision-making. Entrenched gender norms, domestic division of labor, and low levels of female education (averaging 6.6 years compared to 8.1 years for men) are factors inhibiting meaningful participation.

### *Implications for Program Sustainability*

Differences in perception and low substantive participation have serious implications for the sustainability of the HKM program. First, the program risks operating on a merely procedural level—meeting administrative targets without achieving real impacts on community welfare and forest preservation. Second, dissatisfaction arising from the mismatch between community expectations (short-term benefits) and program design (long-term benefits) has the potential to trigger latent conflict, as warned by (Walker & Hurley, 2004) that differences in perception can increase conflict potential.

Research on success factors in social forestry identifies that community income is the most important factor in determining program sustainability according to stakeholder perceptions. This means that the program will only be sustainable if the community experiences genuine economic improvement. In the Sigimpu context, the non-operation of three out of four KUPS (one is operational, the others not yet active) along with constraints in raw materials, marketing, and accessibility signals that the economic impact remains far from expectations.

Research by Siswanto (2018) on forest management in Baluran National Park also found that program participation incentives and community welfare have a significant positive effect on community participation. These findings confirm that to encourage



higher participation, programs must not only provide participatory space but also ensure directly and equitably felt economic benefits.

## CONCLUSION

This study finds that all stakeholders of the Community Forestry (HKm) program in Sigimpu Village agree that public participation is an important element. However, there is a gap between the perception of the Forest Farmer Group (KTH), which feels that they have actively participated, and the skeptical views of the Village Government and Field Facilitators, who assess that participation is merely procedural and driven by short-term economic incentives.

This difference in perception is caused by three main factors: (1) the low human resource capacity and collective awareness of KTH members; (2) the personal orientation of community members who desire immediate benefits, while the program is designed for long-term outcomes; and (3) the weak feedback system and funding uncertainty from BPSKL. Consequently, the active participation rate only reaches about 10% of total members, and three out of four Social Forestry Business Groups (KUPS) are not yet operating optimally.

This study concludes that providing participatory space alone is not sufficient to guarantee substantive participation. Strengthening member capacity, improving land accessibility, and establishing an incentive system that is not merely based on short-term projects are necessary for the HKm program to achieve its goals of

improving community welfare while preserving forest sustainability.

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