



Management strategy forest management unit XV Jeneberang II and forest management unit XII Walanae with Swot analysis

Muhammad Hidayat¹, Syamsu Alam², Ridwan³

¹Forestry Study Program, Graduate School Hasanuddin University, Makassar, 90245, Indonesia

²Forestry Study Program, Graduate School Hasanuddin University, Makassar, 90245, Indonesia

³Forestry Study Program, Graduate School Hasanuddin University, Makassar, 90245, Indonesia

Correspondence Authors: Muhammad Hidayat Forestry Study Program, Graduate School Hasanuddin University, Makassar, 90245, Indonesia,
Email: muhammadhidayat@pasca.unhas.ac.id

Received date: 17 January 2020, Accepted date: 29 April 2020, Online date: 25 May 2020

Copyright: © 2020 Muhammad Hidayat *et al.* This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.

Abstract

The forest management Awota, who is currently forest management Unit XII Walanae (SK. No. 665/MENLHK/SETJEN/PLA. 0/11/2017 on the establishment of Unit protection forest management and production forest management Unit of South Sulawesi Province) is one of the forest management that develops the partnership system, stipulated in the Cooperation agreement document of the protected forest management Unit XV Jeneberang II through SK. 665/MENLHK/SETJEN/PLA. 0/11/2017 and regulation of the Governor of South Sulawesi number 45 year 2018. The forest management Unit XII Walanae and forest management Unit XV Jeneberang II In its construction process is also not apart from problems such as there are still some problems in the development process forest management Unit XII Walanae and forest management Unit XV Jeneberang II. The forest management in practice through a forest partnership scheme is sometimes experienced obstacles in developing the institutional partnership of farmer groups. The cause of this is not only triggered by the community, but there are many things surrounding the obstacle. One of them is how to focus on the principles agreed in the management of the forest management. The purpose of this research is to analyse the management strategy of forest management by using SWOT analysis. In order to acquire the right strategy in facing the problem, it is necessary data and information to analyze related internal and external factors using the SWOT method in implementing the implementation of forest management Unit XII Walanae and forest management Unit XV Jeneberang II as forest management units at the site level.

Keywords: Strategy, Management, Forest, Swot.

INTRODUCTION

Forestry partnerships are cooperation between local communities and forest managers, licensees of forest/forestry service utilization, use of forest concessions, or commercial holders of licenses for primary forest products. This partnership plays an essential role in capacity building. Reduce inadequate knowledge and resources and weak systems in the countryside [1]. Therefore, joint management through partnerships provides the opportunity for better forest management and can produce benefits for all parties [2]. The forest management Awota, currently forest management Unit XII Walanae (SK.No.665 / MENLHK / SETJEN / PLA.0 / 11/2017 about the establishment of the Unit Protection forest management and production forest management Unit the South Sulawesi Province) is one of the forest management that develops a partnership system, which is defined in the cooperation Agreement document.

The forest management Unit XV Jeneberang II through SK.665/MENLHK/SETJEN/PLA.0/11/2017 and regulation of the Governor of South Sulawesi number 45 the year 2018 with a governance area of 30,216.61 ha. The areas of governance include Bantaeng, Bulukumba, and Sinjai districts. The area is divided into a protected forest area of 18,116.75 ha (60%), production forest 3,161.77 (10%) and production Forest Limited to 8,938.09 (30%).

The forest management is considered a prerequisite for the implementation of sustainable and equitable forest management [3]. However, research on the KPH has been conducted by a number of researchers, such as [4], [5], [6] and [7] Potential conflicts

due to the development of the forest management. Potential conflicts are due to differences in perception of forest management, not complete legislation, weak support of local governments, lack of resources needed to support the development of forest management, weak coordination between Stakeholders and the low participation of the community.

The forest management Unit XII Walanaea and forest management Unit XV Jeneberang II In its construction process is also not separated from problems as discussed previously. Based on preliminary observations and interviews with several speakers, it is known that there are still some problems in the process of building forest management Unit XII Walanae and forest management Unit XV Jeneberang II. Forest management in practice through a forest partnership scheme is sometimes experienced obstacles in the development of the Farmer Group Institutional Partnership [8]. This is not only triggered by the community's cause, but there are many things surrounding the obstacle. One of them is how to focus on the principles agreed in the management of the forest management in order to achieve the right strategy in facing the problem, it is necessary data and information to analyze related factors Internally and externally using the SWOT method in the implementation of development forest management Unit XII Walanae and forest management Unit XV Jeneberang II as forest management units at the site level.

RESEARCH METHODOLOGY

Data analysis is done qualitatively and quantitatively. The collected data is analyzed using descriptive analysis, SWOT analysis. Descriptive analysis was used to describe the process of processing forest management Unit XII Walanae and forest management Unit XV Jeneberang II. Alternative strategies that have been formulated through the SWOT will be chosen to choose the alternative strategy that is considered the most supportive of the strategy forest management Unit XII Walanae and forest management Unit XV Jeneberang II.

1. SWOT Analysis

SWOT analysis, which is an assessment of the internal and external environment, is an important part of the choice of management strategy process of Unit XII Walanae and KPHL Unit XV Jeneberang II. By using the SWOT matrix obtained some alternative KPH management strategy consisting of SO strategy, WO strategy, ST strategy and the strategy of WT [9].

Table 1: Matrix formulation Strategy

| Internal factors | | Strength | | Weakness | | |
|------------------|---|--|--|---|--|--|
| | | S1 | Define several factors that are several factors of internal strength | W1 | Define several factors that become internal weaknesses | |
| External factors | | S2 | | W2 | | |
| | | S3 | | W3 | | |
| Treats | | ST Harnesses potential to face threats | | WT Minimize weaknesses to face threats | | |
| T1 | Determine which factors are considered threats | | | | | |
| T2 | | | | | | |
| T3 | | | | | | |
| Opportunities | | SO Leverage potential for opportunities | | WO Overcoming weaknesses to face threats | | |
| O1 | Define several factors that are considered as opportunities | | | | | |
| O2 | | | | | | |
| O3 | | | | | | |

Strategy S-O, this strategy is formulated based on the way of mind how the whole power to seize and capitalize on opportunities that may be achieved.

Strategy S-T, in this case, the company that uses the powers that it has to cope with the threat of the middle or that may be faced.

Strategy W-O, this strategy is implemented with a way of minimizing weaknesses to achieve existing opportunities.

Strategy W-T, this strategy is based on defensive activities and seeks to minimize existing weaknesses and try to avoid threats.

RESULTS

1. Forest Management Unit XV Jeneberang II

Based on the results of research and identification of communities around the forest, as well as consultations with several Parties related to formulated internal environmental conditions in the form of strengths and weaknesses and external environment in the form of opportunities and threats Located in the management UNIT XV Jeneberang II as follows:

1.1 Internal Environment Analysis

a. Strength

Several factors become a strength in the management of forest management UNIT XV Jeneberang II presented in Table 2:

Table 2: Internal condition in forest management Unit XV Jeneberang II which is Strength

| No | Strenght | Description |
|----|--|--|
| 1 | The organization of KPHL Management was formed, namely forest management XV Jeneberang II | forest management Unit XV Jeneberang II formed based on DECREE of LHK Minister No. 665 year 2017 and the struggle of Sulsel No. 45 year 2018 |
| 2 | Area of forest management Unit XV Jeneberang II area of 30,216 Ha | Based on LHK DECREE No. 665, the year 2017, the area of management. Forest management Unit XV of Jeneberang II area of 30,216 Ha. The governance area is located in three administrative areas, namely Bantaeng Regency, Bulukumba Regency and Sinjai Regency. |
| 3 | The strategic role of forest management Unit XV Jeneberang II as the buffer of community life and there is potential HHBK and environmental services-natural tourism | Forest area of Unit XV Jeneberang II has a life buffer system protection function that is very important to be preserved. In addition to the function in this forest area, there are potential HHBK: pine sap, palm sugar and honey and environmental services for nature tourism such as waterfalls |
| 4 | There are potential endemic flora and fauna such as Deer Pig and Pinus ragged | Forest area of Unit XV Jeneberang II There are a number of potential flora and fauna endemic, which must be preserved and utilized according to the designation. |

b. Weakness

Some factors that are viewed as weaknesses to management forest management UNIT XV Jeneberang II presented in Table 3:

Table 3: Internal condition in forest management Unit XV Jeneberang II which is a weakness

| No | Weakness | Description |
|----|--|--|
| 1 | Forest areas have suffered degradation | Land closure conditions in UPT area forest management Unit XV Jeneberang II is dominated by the closure class of the bush dryland farming area of 15,963.41 Ha (52.84%), class closure of primary dryland forest area of 7,205.38 Ha (23.85%) And the secondary closure class of 3,123.34 Ha (10.34%). |
| 2 | Potential Base Data is not yet available | <i>Base Data</i> is still very limited to the type and location. Volume and production data is not available. |
| 3 | Limited HR personnel of UPT KPHL Unit XV Jeneberang II | HR personnel of forest management XV Unit, Jeneberang II in quantity and quality, is still very limited |
| 4 | Limited budget forst management of Unit Jeneberang II | The newly formed forest management Jeneberang II so that it requires a large budget considering the area and covers three districts and in the early stages of the budget for the management operation of the KPH is still highly dependent On the APBD and or APBN |
| 5 | Block boundaries in forest areas are unclear | The boundaries that are already in the field today are the boundaries of forest areas and outside forest areas. Meanwhile, for block boundaries are still the boundaries of the map |
| 6 | Adequate facilities and infrastructure | The forest management Unit XV Jeneberang II Newly formed with adequate facilities and infrastructure can slow the pace of development of the forest management itself |

1.2 External environmental analysis

a. Opportunity

Some of the opportunities for the forest management UNIT XV Jeneberang II presented in Table 4:

Table 4: External condition at forest management Unit XV Jeneberang II which is an opportunity

| No | Opportunity | Description |
|----|--|--|
| 1 | Government policy | Government policy to form the KPH as a forest management institution at the site level across the country's forest area and the government policy gives the local community access to utilize forest areas through social forestry schemes |
| 2 | Partners of forest utilization permit holders | There is the potential to partner with the holder of existing forest utilization permits such as business permit utilization of public forest (IUPHKm), the right of village forest (HPHD) and the voting permit HHBK (IPHHBK) |
| 3 | Labor of the local community | The number of people living around the forest and the height of community dependence on forest areas will facilitate the forest management in gaining labor from the local community in support of forest management activities |
| 4 | Local Government commitments to manage forests sustainably for community welfare | The regional government in three regencies in the working area of forest management Unit, XV Jeneberang II, is committed in his RT/RW to keep the forest sustainable and to utilize it sustainably for the welfare of the community |
| 5 | Forest yield demand tends to increase: pine sap, palm sugar, honey | Market demand for timber and non-timber forest results from year-to-year increases |

b. Threat

Some of the threat in the management of forest management UNIT XV Jeneberang II is presented in Table 5:

Table 5: External condition in forest management Unit XV Jeneberang II which is a threat

| No | Threat | Description |
|----|---|---|
| 1 | Restructuring of forestry organizations in the district government, according to LAW No. 23/2014 | Implementation of LAW No. 23/2014 will impact the lack of district government support on the budget for management of KPH |
| 2 | Forest utilization by the community | Forest utilization by the community still tends to only look at its economic aspect and ignore the aspect of conservation (sustainability of functions and results) |
| 3 | The community does not understand the policy of forest management unity and social forestry schemes | The existence of forest management Unit is a new thing for society so that people do not understand forest management policy and social forestry schemes |
| 4 | Poor local community capacity | Community dependence on forest area utilization is very high but local people lack capacity to access information on how to use the legal forest, HHBK processing from harvesting to post Harvest |
| 5 | Weak law enforcement | Legal action in some cases violations of the boundaries of the region, management and utilization of forest outcomes, both timber and non-timber forests are still weak |
| 6 | <i>Illegal logging</i> | In the area of forest management Unit XV Jeneberang II still occur often illegal logging |

2. KPHL Unit XII Walanae

Based on the results of research and identification of communities around the forest, as well as consultations with several Parties related to formulated internal environmental conditions in the form of strengths and weaknesses and external environment in the form of opportunities and threats in the management of forest management Unit XII Walanae as follows:

2.1 Internal Environmental Analysis

a. Strength

Several factors that become a strength in the management of forest management Unit XII Walanae presented in Table 6:

Table 6: Internal conditions in the forest management Unit Walanae which is the Strenght

| No | Strenght | Description |
|----|--|---|
| 1 | Has legal legality of regions | Management capacity of the area that has benefited in Kepmenhut No. 665/MENLHK/Setjen/No. 01/11/2017 |
| 2 | Has the potential of natural resources (HHK, HHBK and Keanekaragama Hayati) | Potential of timber forest in the form of mahogany, teak, Leda and pine stands. Potential results of non-timber forest in the form of silk, pine SAP, nira aren and derivatives, pangki, honey bees and coffee that has been cultivated by local people |
| 3 | Have the potential of environmental and natural tourism services with good access | The potential of environmental services in the form of waterfalls, natural panoramas, and historical sites that are preserved |
| 4 | Has the potential of natural persuasescence that can be an icon for the forest management Unit XII Walanae | Top HHBK potential for Wao Regency and Soppeng Regency to be preserved |
| 5 | The Government of Wajo and Soppeng districts in the development of natural silk | It is one of the RPJMD points in both districts restoring the success of silk in South Suawesi |

b. Weakness

Some factors that can be seen as weaknesses to manage the forest management Unit XII Walanae are presented on Table 7:

Table 7: Internal condition of forest management Unit XII Walanae which is weakness

| No | Weakness | Description |
|----|--|---|
| 1 | Facilities of forest management infrastructure and human resources that have not been adequate in carrying out forest governance | The activity of work in the scope of employment is still constrained by the facilities and infrastructures that exist today |
| 2 | No coordination of the parties (Government, community and related stakeholders) | The existence of forest management Unit XII Walanae still has not been socialized properly in the governance of Wajo and Soppeng districts as well as related communities and stakeholders. |
| 3 | Lack of planned forest utilization system | Forest utilization System is not well planned |
| 4 | Incomplete potential Data Area | The preparation of natural resources data in the area of forest management Unit XII Walanae not |
| 5 | Society does not know the boundaries of forest | Raises land occupation potential by the public |

2.2 External environmental analysis

a. Opportunity

Some of the opportunities for the development of forest management Unit XII Walanae are presented in Table 8:

Table 8: External condition at forest management Unit XII Walanae which is an opportunity

| No | Opportunity | Description |
|----|---|---|
| 1 | Empowering communities around the forest to contribute to of the management | People can manage and utilize the area of social forestry schemes. Rights and obligations are executed in accordance with prevailing laws and regulations |
| 2 | Market potential due to the working area of forest management Unit XII Walanae relatively close to the big city in South Sulawesi | Commodity markets both HHBK, HHK and environmental services are wide open due to the proximity of consumers close to the forest management governance area |
| 3 | Development of natural environment and investment cooperation in environmental services utilization | Potential, Labour, partners and investors are available as well as support for existing |
| 4 | Opportunities for cooperation with other parties in the WATERSHED and rehabilitation and protection efforts | The utilization of permits and use of the area provides the obligation for permit holders to carry out their rehabilitation and protection activities in the area |
| 5 | Permit utilization and borrowing of use of forest areas in the governance area forest management Unit XII Walanae | Optimizing areas to achieve sustainable natural resource utilization |
| 6 | Wajo and Sopeng districts as silk development centers | Willingness of advice, skilled workforce in the management of natural silk |

b. Threat

Some of the threats in the management of forest management Unit XII Walanae are presented in Table 9:

Table 9: External condition at forest management Unit XII Walanae which is a threat

| No | Threat | Description |
|----|---|--|
| 1 | Decrease in forest area due to damage and over land function | Land occupancy and forest management activities not in accordance with the rules of preservation |
| 2 | Forest Forest area for plantation activities, moving and settlement | Extensibility activities on the plantation and agricultural sectors, as well as the increasing population of people living in forests and around forests |
| 3 | Forest damage around the potential location of environmental and natural tourism services | People visiting who do not pay attention to sustainability rules |
| 4 | People have not fully understood for the meaning of DAS | DAS management is just how to utilize the SDA but is less interpreted as a source of livelihood that should be maintained its sustainability |
| 5 | Forest areas bordering on land-owned communities that are potentially conflict | A tenurial conflict that is always happening between the government in this case forest management with the community |

DISCUSSION

1. Forest Management Unit XV Jeneberang II: Analysis of strategy determination

Based on the analysis results of internal environmental conditions and external environmental conditions management of forest management XV UNIT Jeneberang II, formulated strategic management plan through the SWOT matrix formulation as presented on Table 10.

Table 10: Analysis of strategy determination on forest management UNIT XV Jeneberang II

| | | |
|-------------------------|--|---|
| Internal factors | <p>Strength (S)</p> <ol style="list-style-type: none"> Organization of forest Management has formed namely forest management Unit XV Jeneberang II Area of forest management Unit XV Jeneberang II area of 30,216 Ha Strategic role of forest management XV Unit Jeneberang II as a buffer of life of HHBK plant potentials and environmental services There are potential endemic flora and fauna such as: Anoa, deer Pig and Pinus ragged | <p>Weakness (W)</p> <ol style="list-style-type: none"> Forest area has degraded Potential base Data is not yet available Limited HR personnel forest management Unit XV Jeneberang II Limited budget forest management Unit XV Jeneberang II The boundaries of the block and tile are unclear Inadequate facilities and infrastructure |
| External factors | | |

| | | |
|--|--|--|
| <p>Opportunity (O)</p> <ol style="list-style-type: none"> 1. Government policy 2. Partners of forest utilization permit holders 3. Labor of the local community 4. Forest result demand tends to increase | <p>Strategy S-O</p> <ol style="list-style-type: none"> 1. Developed forest management Unit XV Jeneberang II as a forest manager at the site level 2. Institutional integrated forest management XV Unit Jeneberang II with institutional partners in forest management 3. Built a resource integration Model between local communities with forest management XV Unit of Jeneberang II in forest management 4. Develop competitive forest market institutional | <p>Strategy W-O</p> <ol style="list-style-type: none"> 1. Develop a forest management prescription that corresponds to the potential and management objectives on every block of forest management Unit XV Jeneberang II 2. Developing a database network on-line with partners 3. Developing the collaboration of HR capacity improvement programs involving local communities 4. Empowering community knowledge that is quite good about forest areas through mapping participatory activities with the community 5. Acceleration of block and tile set up so as to support the optimization of forest utilization and forest product production 6. Develop partnerships in the procurement of facilities and infrastructure |
| <p>Threat (T)</p> <ol style="list-style-type: none"> 1. Restructuring the forestry organization in the scope of the district government, according to LAW No. 23/2014 2. Forest utilization by the community 3. The community does not understand the forest management policy and social forestry schemes 4. Poor local community capacity 5. Weak law enforcement 6. <i>Illegal logging</i> | <p>Strategy S-T</p> <ol style="list-style-type: none"> 1. The convergence of budgets and human resources between the district government and the provincial government in the management of forest management Unit XV Jeneberang II 2. Capacity building and public awareness regarding the role of forest resources through forestry counseling activities 3. Improve protection and protecting forest areas 4. Increased public awareness about forest utilization based on conservation 5. Increasing the capacity of local communities in managing forestry business units 6. Strengthening coordination between relevant agencies in forest safeguard and protection | <p>Strategy W-T</p> <ol style="list-style-type: none"> 1. Seek synchronization of land rehabilitation programs between the provincial government and the District government 2. Develop a database system on-line data-driven block management of forest management Unit XV Jeneberang II 3. Developing the collaboration of HR capacity improvement Program with partners of forest utilization permit holders 4. Acceleration of the arrangement of blocks and plots so that will support the optimization of forest utilization and forest product production 5. Develop forest rehabilitation activities and law enforcement against illegal perpetrators logging 6. Improving facilities and infrastructure in the handling of illegal logging |

2. KPHL Unit XII Walanae : Analysis of strategy determination

Based on the analysis results of internal environmental conditions and external environmental conditions, forest management Unit XII Walanae, formulated a strategic management plan through the SWOT matrix formulation as presented in Table 11.

Table 11: Analysis of strategy determination on forest management Unit XII Walanae

| | | |
|--------------------------------|--|--|
| <p>Internal factors</p> | <p>Strength (S)</p> <ol style="list-style-type: none"> 1. Has legal legality 2. Have the potential of natural Sumberdaaya 3. Have the potential of environmental and natural tourism services 4. Has the potential of natural persuasence that can be an icon of forest management Unit XII Walanae 5. Main road access to the area 6. Presence of protected animals 7. The commitment of Wajo and | <p>Weakness (W)</p> <ol style="list-style-type: none"> 1. Infrastructure and human resources of an insufficient forest management unit in carrying out forest governance 2. The lack of coordination of forest management units, community and related stakeholders 3. Has not been formed a system of adequate governance 4. The potentially incomplete Data area 5. Society does not know the boundaries of forest areas |
|--------------------------------|--|--|

| External factors | Soppeng government in the development of natural silk | |
|---|--|--|
| <p>Opportunity (O)</p> <ol style="list-style-type: none"> 1. Empowering communities around forests to contribute to the management of 2. Market potential due to the working area of forest management Unit XII Walanae relatively close to the big city in South Sulawesi 3. Development of natural environment and investment cooperation in environmental services utilization 4. Opportunities for cooperation with other parties in the WATERSHED and rehabilitation and protection efforts 5. Permit utilization and borrowing of use of forest areas in the governance area forest management Unit XII Walanae 6. Wajo and Sopeng districts as silk development centers | <p>Strategy S-O</p> <ol style="list-style-type: none"> 1. Cooperate with private parties and the wider community in managing and utilizing and promoting natural resources of forest management Unit XII Walanae 2. Proactive in mentoring farmer groups and facilitating of Licensing Partnership Partnership HHBK, HHK and biodiversity development with related stakeholders 3. Building and developing environmental services business units and natural tourism 4. Develop cooperation and investment with related stakeholders in the development of core business HHBK and rehabilitation of river basin 5. Coordinate and synergize with permit holders in the management of sustainable, sustainable and community-based forest areas 6. Developing a downstream, upstream natural business unit | <p>Strategy W-O</p> <ol style="list-style-type: none"> 1. Socialization of forest function to the community around the forest 2. Coordinate and cooperate with others in forest management and the development of human resource potential to realize the unity of independent forest management 3. To develop an environmental services business unit and tourism as forest management business strategy by involving the community, thereby increasing revenues around the forest 4. Establishing cooperation with other parties to complement the potential database for the management of watershed areas 5. Socialize the boundaries of forest areas to the community around the forest and make pal limits |
| <p>Threat (T)</p> <ol style="list-style-type: none"> 1. Decrease in forest area due to damage and overland function 2. Forest Forest area for plantation activities, moving and settlement 3. Forest damage around the potential location of environmental and natural tourism services 4. People have not fully understood the meaning of DAS for 5. Forest areas bordering on land-owned communities that are potentially conflict | <p>Strategy S-T</p> <ol style="list-style-type: none"> 1. Socialize about the existence of forest management Unit to stakeholders such as community, local governments, companies and LSM to jointly build forest management unit 2. To provide education and training for the community around the forest to be independent in forest outcome management 3. To develop farmer groups and communities around the forest in developing the potential of environmental and natural tourism services 4. Conducting rehabilitation of forest and river basin 5. Implementing forest boundary socialization to the surrounding forest | <p>Strategy W-T</p> <ol style="list-style-type: none"> 1. Partnering with private (Investor, permit holders) to implement the program of forest management Unit 2. To create an integrated information system with accurate and up-to-update data 3. Coordinate with multi-parties such as government agencies both central and regional related areas of forestry in the forestry activities 4. Socialize about forest area boundary of forest management Unit XII Walanae 5. To make training and education to improve the quality of human resources and forest management units Unit XII Walanae |

Management strategy forest management Unit XV Jeneberang II using the Strength – Opportunity (SO) model, can be interpreted as a strategy to use the strength to exploit the opportunities/opportunities that exist, develops forest management Unit XV Jeneberang II as a forest manager at the site level. Institutional integrated forest management XV Unit Jeneberang II with

institutional partners in forest management. Built a resource integration Model between local communities with forest management XV Unit of Jeneberang II in forest management. Develop competitive forest market institutional

The management strategy of forest management Unit XII Walanae using the Strength – Opportunity (SO) model, can be translated as a strategy to use the strength to capitalize on opportunities/opportunities that exist, cooperation with private parties and the public to manage and utilize and promote the natural resources of forest management Union Unit XII Walanae. Proactive in mentoring farmer groups and facilitating the licensing of partnership partnerships HHBK, HHK and the development of biodiversity with related stakeholders. Build and condenses environmental and natural tourism business units. Develop cooperation and investment with related stakeholders in the development of core business HHBK and rehabilitation of river basin area. Coordinate and synergize with permit holders in the management of sustainable, sustainable and community-based forest areas. Developing a downstream, upstream natural business unit

REFERENCE

- [1] Mohamad, N. H., Kesavan, P., Razzaq, A. R. A., Hamzah, A., & Khalifah, Z. (2013). Capacity building: Enabling learning in rural community through partnership. *Procedia-Social and Behavioral Sciences*, 93 1845-1849.
- [2] Suwarno, A., & Nawir, A. A. (2009). Participatory modelling to improve partnership schemes for future Community-Based Forest Management in Sumbawa District, Indonesia. *Environmental Modelling & Software*, 24 1402-141.
- [3] Kartodiharjo H, Nugroho B, Putro HR. 2011. Development of forest Management Unit (KPH) concepts, legislation and implementation. Jakarta. Debut Wahana Sinergi
- [4] Rizal, A. Hb, Indah Novita dewi, dan Priyo Kusumedi. 2011. Study on KPH Implementation strategy: Case study in Tana Toraja Regency, South Sulawesi Province. *Jurnal Analisis Kebijakan Kehutanan* Volume 8 No.1
- [5] Rizal, A., Dewi, I. N., dan Kusumedi, P. 2011. Strategy study on implementing forest management Unit (KPH): Case Study in Tana Toraja Regency, South Sulawesi Province. *Jurnal Analisis Kebijakan Kehutanan* Vol. VIII (2): 167-188
- [6] Ruhimat, I.S. 2013. Increasing public participation in forest management Unit policy implementation: SUTDI case at KPH Model Banjar District, South Kalimantan. *Jurnal Analisis Kebijakan Kehutanan*, 10(3) : 255-267.
- [7] Suwarno, E., A. Chaeril I., L. Simanjuntak., A. F. Nababan., D. Lesmana., dan S. Nanggara 2014. Assessment Guide for Community forest management Unit. Bogor. Forest Watch Indonesia
- [8] Elva, E., Kaskoyo, H., Febryano, I. G., & Yuwono, S. B. 2017. Institutional research on Combined Farmer Group in partnership Program at KPHP Way Canal. *Jurnal Hutan Tropis*, 5 1-7
- [9] Rangkuti, F. 1997. SWOT Analysis Techniques Dissect business case: reorientation the concept of strategic planning to face the 21st century prints to the fourteen. PT GramediaPustaka Utama. Jakarta