



Analysis of Social Capital in Community Forest Management (HKm) in Muaro Jambi Regency

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ABSTRACT

This study analyses the form and role of social capital in the management of Community Forests (HKm) in Muaro Jambi District. Using a comparative qualitative approach, the study compares two HKm organisations with different institutional categories, namely the Koperasi Multi Usaha Mandiri (gold category) and KTH Bumi Indah Sejahtera (blue category). Data collection was conducted through in-depth interviews, observations, and documentation studies. The results show that social capital in both groups is reflected in three dimensions: bonding, bridging, and linking. The bonding dimension is strong in both groups, characterised by trust, mutual cooperation, and member participation. The bridging dimension developed better in Koperasi Multi Usaha Mandiri through horizontal networking with other cooperatives. The most decisive factor was the linking dimension, which showed the most notable difference. The Multi-Business Cooperative had strong vertical relationships with the village government and the forestry service, thereby supporting institutional strengthening and improving the group's economic achievements. Conversely, KTH Bumi Indah Sejahtera has weak linking capital due to a lack of coordination with the village government, which has resulted in limited programme support and economic outcomes. This study concludes that the success of HKm management depends not only on internal cohesion, but primarily on the group's ability to build vertical networks to gain access to resources and policy support.

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INTRODUCTION

The paradigm of forest management in Indonesia has undergone a fundamental change since the 1998 reform era, from a state-based forest management approach to community-based forest management. This paradigm shift is a correction to the forest management dominated by large-scale enterprises in the past, which has resulted in unequal access, caused poverty among communities whose livelihoods depend on forests, and triggered conflicts between licence/concession holders and local communities (Sanudin, Awang, Sadono, & Purwanto, 2016).

Social forestry is a policy initiative that aims to improve community welfare while preserving forests (Nurrochmat, 2020; Yandi, Muhdin, & Suhendang, 2019) . This programme seeks to reduce poverty and inequality in forest area utilisation by providing legal access to local communities to manage forests (Murti, 2018; Nurrochmat, 2020) . In this case, the basic concept of social forestry has an important impact on the active relationship between communities and the government in sustainable forest management. Community Forestry (HKm) as one of the schemes of the social forestry programme is a state forest whose main use is aimed at empowering communities in and around forest areas (Martapani, Fauzi, & Naparin, 2021). The HKm programme is intended to provide access and develop the capacity of communities around forests to manage forests sustainably in order to ensure the availability of employment to solve economic and social problems in the community (Sanudin et al., 2016).

The success of HKm management does not only depend on technical and economic aspects, but is also greatly influenced by the social capital of the managing community. Social capital, which consists of social norms, trust, and social networks, has helped communities in managing forest resources and has become a positive force as an important component in managing forest resources so as to maintain community cooperation and forest sustainability (Sabar, Dassir, & Ita, 2022). Research shows that strong social capital can improve forest conditions and is a prerequisite for successful development (Sabar et al., 2022).

The concept of social capital in the context of community forest management encompasses various complex dimensions. (Achmad & Zunariyah, 2015) identifies four types of social capital in community forest management: economic capital in the form of all types of material capital such as property and land; social capital consisting of social relationships between individuals or networks that are resources in forest management; cultural capital, which includes various forms of knowledge, ways of speaking, ways of socialising, and ways of carrying oneself; and symbolic capital, which comes from a person's honour, status or prestige in society.

In a more specific context, Elisabeth Christina Ambarita et al., 2015 show that the social capital of farming communities plays an important role in forest conservation, where the bond between humans and their environment can give rise to ideas on how humans can preserve their environment for their survival. This social capital is key in facing various challenges, including government policies that are sometimes contrary to the interests of local communities.

Institutional aspects and community participation are also crucial factors in the success of HKm. It shows that the existence of the Farmers Group Association (Gapoktan) has an impact on increasing the income of farmers managing HKm land, reflecting the importance of social networks as a component of social capital. (Syalihin, Kamarubayana, & Yahya, 2025) also emphasises that the level of community participation in sustainable forest utilisation activities in HKm is good, which is inseparable from the social capital possessed by the community.

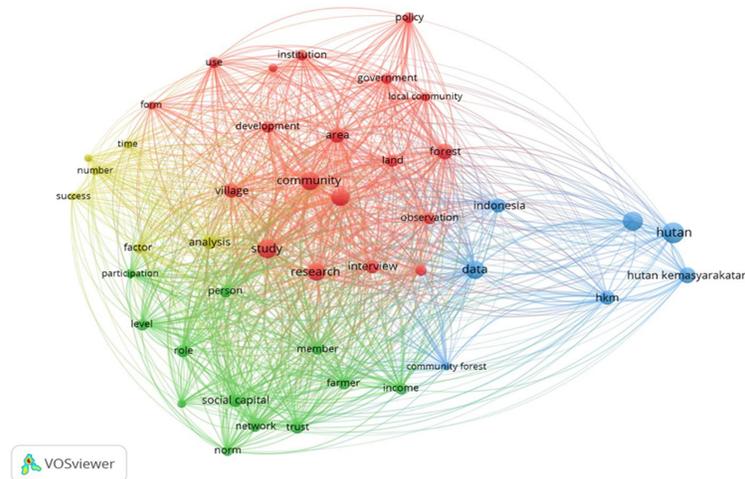


Figure 1. Vosviewer Analysis

Based on a search in the Google Scholar database using the Publish Or Perish application with the keywords "Social Capital" and "Community Forest," there were 394 documents. This search was conducted on 5 May 2025 and the researcher did not limit the year of the documents in the search. The documents were then processed using the Mendeley application in RIS format and the RIS data was visualised using VOSviewer.

Based on the results of bibliometric mapping with VOSviewer, it can be seen that the red cluster dominates the discussion on institutional and policy aspects such as policy, government, institution, land, and community. This cluster reflects the main focus of research on formal governance, regulations, and the role of the government or local communities in HKm management. Meanwhile, the green cluster contains keywords such as social capital, network, trust, norm, role, and participation, which indicate topics related to social capital and internal community dynamics. However, the connection between the red and green clusters does not appear to be very strong, indicating a research gap in that there are not many studies that explicitly link community social capital (green cluster) with HKm management policies and institutions (red cluster), particularly in local contexts such as Muaro Jambi Regency. On the other hand, blue clusters such as forests, community forests (HKm), and Indonesia more indicate the identity and geographical context of the study, suggesting that studies are still scattered without strong integration between dimensions. This study offers novelty by bridging the two clusters, placing social capital as a key element that mediates the relationship between institutions and the success of HKm management. By examining the role of norms, trust, and social networks in policy implementation, this study contributes to the development of a community empowerment model based on local social strengths for sustainable forest management.

In Muaro Jambi District, the implementation of HKm is an important strategy for improving community welfare and addressing pressure on forest areas due to various issues related to natural resources. Some of these include high levels of tenure conflict in

forest areas, low levels of community empowerment, forest fires, deforestation, forest environmental degradation, flooding, and a decline in biodiversity. These issues are forestry problems that frequently occur in this region (RANGKUTI, 2022) . In general, environmental problems such as ecosystem damage, pollution, and loss of biodiversity have a broad impact on health, economic stability, and ecosystem sustainability (Safitri, Syamsuadi, Anjani, & Rambe, 2025) .

Table 1. Data from the Social Forestry Agency on the Community Forest Scheme (Hkm) in Muaro Jambi Regency, Jambi Province

No	Institutions	District	Decree	Category
1	Koperasi Sinar Abadi	Kumpeh	SK.4009/MENLHK-PSKL/PKPS/PSL.0/7/2017 25 Juli 2017	Blue
2	Gapoktan Bina Lestari	Kumpeh	SK. 3934/MENLHK-PSKL/PKPS/PSL.0/6/2018 07 Juni 2018	Blue
3	Koperasi Karisma Tani	Sungai Gelam	SK. 3950/MENLHK-PSKL/PKPS/PSL.0/6/2018 07 Juni 2018	Blue
4	Koperasi Bersatu Arah Maju	Sungai Gelam	SK.1989/MENLHK-PSKL/PKPS/PSL.0/4/2018 19 April 2018	Blue
5	Koperasi Multi Usaha Mandiri	Sungai Gelam	123/KEP.KA.BPMD-PPT.4/V/2016 11 Mei 2016	Gold
6	Koperasi Loh Jinawi	Sungai Gelam	124/KEP.KA.BPMD-PPT.4/V/2016 11 Mei 2016	Blue
7	KT Karya Makmur Jambi	Sungai Gelam	SK.6190/MENLHK-PSKL/PKPS/PSL.0/11/2020 17 November 2020	Blue
8	KTH Bumi Indah Sejahtera Jambi	Kumpeh	SK.8007/MENLHK-PSKL/PKPS/PSL.0/10/2022 17 Oktober 2022	Blue
9	KTH Sungai Rambut Sejahtera	Kumpeh Ulu	SK.10372/MENLHK-PSKL/PKPS/PSL.0/9/2023 18 September 2023	Blue

Source: (<https://gokups.menlhk.go.id/>, 2025)

Based on the table above, there are nine institutions in the Community Forestry (HKm) scheme in Muaro Jambi Regency. The social forestry programme implemented

in Muaro Jambi Regency, Jambi Province, has produced various forms of business groups that manage non-timber forest products (NTFPs). In the Social Forestry programme, there are KUPS categories consisting of a. Blue b. Silver c. Gold d. Platinum. This classification is based on the KUPS's ability to manage the area, manage the institution and manage the business.

Muaro Jambi Regency, as one of the regions that has an HKM programme, requires an in-depth study of the social capital of the community that manages it. This study uses social capital theory as its main analytical framework. Social capital is defined as an element that has two main characteristics, namely that it is related to social structure and functions to support individual actions within the framework of the social structure of society. In this context, social capital includes elements such as relationships between individuals, social institutions, and values and norms that can be effectively utilised to form social contracts, foster a sense of social responsibility, encourage independence, and increase community participation. In addition, social capital also consists of elements within social organisations such as trust, norms, and social networks, which together contribute to increasing the efficiency of communities in carrying out coordinated actions (Putnam et al., 2004) (Woolcock, 2001).

In general, social capital is divided into three main dimensions. In the context of natural resource management, these three types are interrelated and form the capacity of communities to act collectively. The types of social capital are as follows:

1. Social bonding refers to a form of social capital characterised by strong ties within a community, formed through shared values, culture, worldviews, and inherited traditions or customs. These ties function as social glue within a community.
2. Social bridging refers to a form of social capital that is manifested through social institutions or mechanisms that connect different individuals or groups. This social bridge is evident in community participation as citizens, membership in associations, and broader social networks. The aim is to develop and optimally utilise the potential of human and natural resources through cross-group collaboration.
3. Social linking describes social relations that occur between individuals or groups of varying levels of power or social status. This type of social capital emphasises the relationship between the community and actors at higher levels, such as the government or authorities. These three forms of social capital can play a positive or negative role depending on the situation and how communities and individuals utilise them; they can be a unifying force or, conversely, an obstacle to social cohesion (Woolcock, 2001).

Therefore, research on the social capital of HKM management communities in Muaro Jambi Regency is very important and urgent. The research question in this study is to determine the form and role of social capital among HKM community forest managers in Muaro Jambi Regency. This study is expected to contribute to understanding the dynamics of social capital in the context of HKM management and to provide recommendations for improving the effectiveness of sustainable community forest management.

METHODS

This study uses a qualitative approach with a comparative method to analyse the social capital of the community forest management (HKm) community in Muaro Jambi Regency. (Waruwu, 2024) explains that qualitative research is an approach that emphasises a deep understanding of social issues, using descriptive or narrative data presentation, and involving techniques such as observation, interviews, and group discussions. It is holistic, flexible, and interpretative, with a focus on the meaning and processes of the participants. (Gutari, 2022) states that a comparative approach can be used to identify similarities and differences between groups and work procedures in a study. (Arikunto, 2010) emphasises that comparative research provides an opportunity to understand changes in perspectives, work procedures, and dynamics between groups in a specific social context.

The research was conducted in Muaro Jambi Regency from July to October 2025 with two comparative analysis units, namely the Koperasi Multi Usaha Mandiriin the gold category and KTH Bumi Indah Sejahtera in the blue category as community forest management organisations (HKm). The selection of these two organisations was intended to unite social capital between different institutional forms in HKm management. The research informants consisted of the heads of the Koperasi Multi Usaha Mandiriand KTH Bumi Indah Sejahtera HKm groups, active members, and community leaders from both organisations who were selected purposively based on their involvement in community forest management activities and their understanding of the dynamics of organisational social capital.

Qualitative data collection techniques were carried out through observation, interviews, documentation studies and group discussion forums. Social capital data collection was carried out through:

1. In-depth interviews to explore the dimensions of social capital
2. Participant observation of social interactions and mutual cooperation in HKm management
3. Documentary studies of organisational rules, membership structures, and partnership networks (Waruwu, 2024).

Qualitative data analysis included data reduction, data presentation, and conclusion drawing (Waruwu, 2024). Comparative analysis of social capital was conducted by comparing the dimensions of social bonding, social bridging, and social linking between the Koperasi Multi Usaha Mandiriand KTH Bumi Indah Sejahtera to identify the forms and roles of social capital in each organisation in community forest management. Checking data validity through source triangulation and method triangulation is an appropriate approach to ensure the credibility of social capital research findings. According to D. Susanto et al., 2023, data triangulation consists of several types, including triangulation of methods and triangulation of data sources, both of which aim to assess credibility (degree of trust) in qualitative research (Susanto, Risnita, & Jailani, 2023)

RESULTS AND DISCUSSION

1. General Overview and Background of the Group

a. Koperasi Multi Usaha Mandiri

Koperasi Multi Usaha Mandiri is located in Sungai Gelam Village and is under the guidance of the UPTD KPHP Unit XIII Muaro Jambi. It plays an important role in assisting the community to improve the management of Community Forests in Muaro Jambi District. Through this assistance, the cooperative strives to revive community forest management activities based on the principle of sustainability.

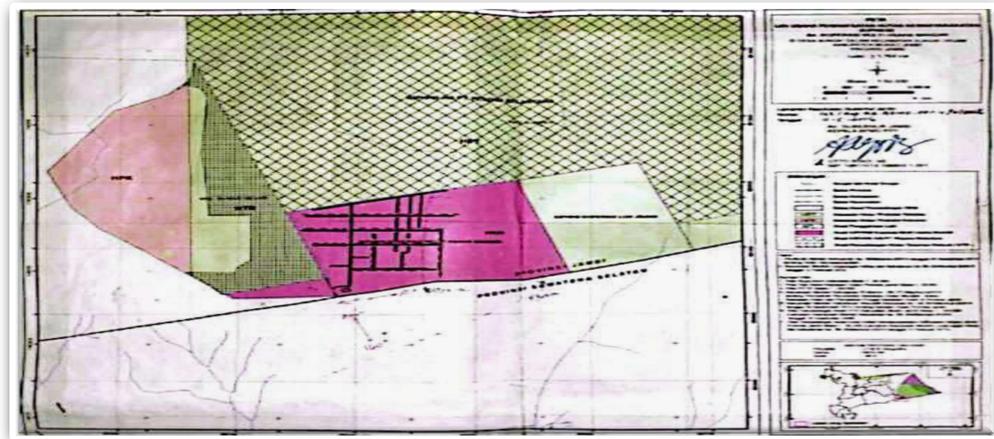


Figure 2. Map of the Koperasi Multi Usaha Mandiri

Established in 2016, the Koperasi Multi Usaha Mandiri was created in response to the rampant practice of illegal forest exploitation and as a means of promoting sustainable forest management. Based on Decree Number 123/EP.KA.BPMD-PPT.4/V/2016 dated 11 May 2016, this cooperative obtained an IUPHkm permit to manage a limited production forest area of approximately 1,764 hectares.



Figure 3. Koperasi Multi Usaha Mandiri

b. KTH Bumi Indah Sejahtera

KTH Bumi Indah Sejahtera, located in Londerang Village, was formed in response to annual forest fires and legal uncertainty in land management. This initiative was led by Mr Bagindo, chairman of KTH Bumi Indah Sejahtera, who successfully fought for a management permit covering 857 hectares.

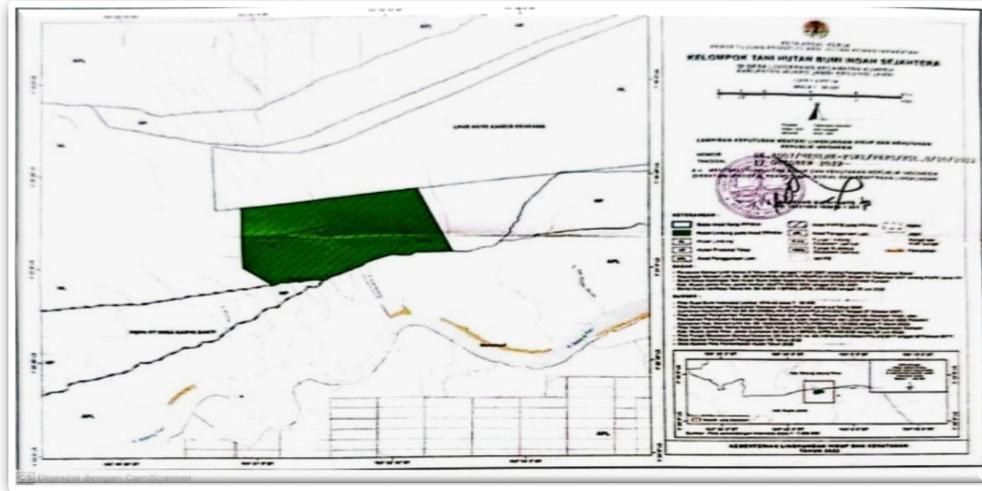


Figure 4. Map of KTH Bumi Indah Sejahtera HKm

The main objective of this group is to improve the welfare of the community. KTH Bumi Indah Sejahtera has 99 members. The establishment of KTH Bumi Indah Sejahtera was a lengthy process involving KPH Muaro Jambi, the local government, and the Ministry of Environment and Forestry, culminating in the issuance PSKL/PKPS/PSL.0/10/2022 on 17 October 2022.



Figure 5. KTH Bumi Indah Sejahtera

2. Forms of Social Capital in Community Forest Management (HKm)

a. Koperasi Multi Usaha Mandiri

1. Social Bonding

In terms of social bonding, the internal bonds within the HKm group appear to be quite strong, especially in the Koperasi Multi Usaha Mandiri, which has a clear institutional structure with 25 households as active members. Forms of bonding such as trust, participation, mutual cooperation, and regular deliberations indicate good internal cohesion. In general, the institutional structure of the community in the Koperasi Multi Usaha Mandiri is considered solid. This solidity can be seen from the participation of members in deliberative activities, the establishment of internal rules, and the collective management of land. This shows a shared awareness and responsibility for the sustainability of the area. However, there are internal challenges, namely that not all villagers are members of the cooperative, and some members of the community still have limited understanding of the concept and boundaries of the HKm area, which has the potential to trigger boundary conflicts.



Figure 6. Form of Written Rules in the Koperasi Multi Usaha Mandiri

2. Social Bridging

The dimension of social bridging or horizontal relationships between groups or cooperatives shows great potential, but has not yet developed optimally. In the MUM Cooperative, there are many other HKm cooperatives in Sungai Gelam Village, such as the Maju Bersama, Bersatu Arah Maju, and Perisai Sinar Jaya Cooperatives. The existence of these many community organisations is valuable bridging capital for building cooperation in forest management, firefighting activities during the dry season, given that Koperasi Multi Usaha Mandiri area is located on peatland, and market access related to the crops managed.

3. Social Linking

In terms of social linking, vertical relationships with the government showed different results between the two research locations. At the HKm Multi-Business Cooperative, the relationship with the village government and the Forestry Service was relatively strong. The village government was fully supportive, seeing HKm as an

opportunity for land legalisation and improvement of the community's economy. The Forestry Service, through the Muaro Jambi XIII Forest Management Unit (UPTD KPH XIII Muaro Jambi), also provides assistance, training, and forestry seedlings. However, the effectiveness of this social linking is still hampered by weak law enforcement and the government's lack of firmness in prohibiting the conversion of HKm areas into oil palm plantations. This has led some residents to continue planting oil palms, which threatens the sustainability of agroforestry-based management.

B. KTH Bumi Indah Sejahtera

1. Social Bonding

At KTH Bumi Indah Sejahtera, bonding is also formed through cooperation in planting coconuts and corn, as well as through mutual assistance activities, which the group leader considers to be very active. Trust among members is evident when the leader gives widows/widowers the mandate to manage 50 hectares of land and when members comply with the 1-hectare land allocation per household. However, this bonding is not entirely stable as there are still internal conflicts and disagreements, such as the use of workers from outside the village and resistance from some members to the palm oil ban stipulated in the HKm decree. In the case of KTH, written rules such as the articles of association have not yet been formulated, so shared norms are not yet fully binding.

2. Social Bridging

In terms of social bridging, networking with other community groups is still not optimal and is not yet fully harmonious. Efforts to establish cooperation with other parties, such as BUMDes and Karang Taruna, are still in the proposal stage and have not yet been realised. However, on the other hand, this HKm group also interacts and cooperates with other groups, such as farmer groups, as seen when they worked together to provide assistance during a fire.

3. Social Linking

In KTH Bumi Indah Sejahtera, linking capital is weak. There is a disharmonious relationship between the KTH chairperson and the village government, due to a conflict during the early stages of the HKm's formation that was "not in accordance with the agreement". The village government acknowledges that communication with KTH is very limited and that there is rarely any coordination or reporting from the group. In fact, there is no concrete support from the village government in the form of programme facilitation, funding or recommendations. Assistance is provided more by the Muaro Jambi XIII Forest Management Unit (UPTD KPH) in the form of technical guidance and socialisation. Weak social linking at the village level means that the group operates independently without any bridge to broader external institutions, resulting in very limited access to assistance, technology, and market networks.

3. The Role of Social Capital in the Effectiveness of HKm Management

The dimensions of social bonding, social bridging, and social linking greatly influence the effectiveness of HKm implementation. The social bonding capital of both HKm groups tends to be stronger than bridging and linking. Bonding provides a foundation for internal cohesion, but without strong bridging and linking, groups find it difficult to develop, access resources, and are prone to internal and external conflicts. The difference in the level of linking between Koperasi Multi Usaha Mandiri and KTH Bumi Indah Sejahtera also shows that vertical relationships are a key factor in the successful management of HKm. Supportive village governments, such as in Sungai Gelam, are able to strengthen regulations, encourage compliance with SK rules, and expand access to assistance. Conversely, poor vertical relationships, such as in Londerang Village, hinder groups in many ways, including strengthening institutional capacity, accessing technological assistance, and gaining public legitimacy. This is reflected in economic achievements. In 2024, the income from one of the second group's crop commodities, pineapple, was recorded by the Koperasi Multi Usaha Mandiri at 144,000,000 Rupiah per year, while KTH Bumi Indah Sejahtera only reached 2,000,000 Rupiah per year (<https://gokups.menlhk.go.id/>, 2025).

This difference in achievement is not solely due to technical factors or access to natural resources, but also reflects differences in the social capital possessed by each group. The results of the study show that the success of HKm does not only depend on internal cohesion, but rather on the ability to build external networks, both horizontal and vertical. As emphasised by (Woolcock, 2001), effective social capital must encompass strong interactions between the dimensions of bonding, bridging, and linking in a balanced manner.

CONCLUSION

An analysis of social capital in two HKm in Muaro Jambi District, namely the Koperasi Multi Usaha Mandiri and KTH Bumi Indah Sejahtera, shows that the dimension of social linking or vertical networks is a key determinant of the programme's success. The Koperasi Multi Usaha Mandiri benefits from strong and positive social linking, fully supported by the village head and regular assistance from the Forestry Service. In contrast, KTH Bumi Indah Sejahtera experienced serious obstacles due to weak social linking and conflicts with the Londerang Village Government, which stemmed from unfulfilled promises regarding land management rights. Although KTH Bumi Indah Sejahtera has strong social bonding, such as mutual assistance activities and internal trust, the failure to build vertical relationships meant that concrete support from the village did not materialise, which ultimately significantly hampered the group's economic contribution. In summary, although internal enthusiasm and cohesion (social bonding) are important, the success of HKm management is highly dependent on the group's ability to bridge power (social linking) in order to access resources, policy support, and facilitate fairness in the determination of management rights. In the case of KTH Bumi Indah Sejahtera, internal issues regarding rights equity reflect a deeper failure

of social bonding and ultimately sever the social linking that should have strengthened the sustainability of the programme.

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