



Implementation of Reinventing Government in Forest Production Management: Evidence from KPHP Unit II in South Manokwari, Indonesia

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ABSTRACT

This study examines the implementation of Reinventing Government principles in the management of KPHP Unit II South Manokwari and their contribution to sustainable forest governance. Drawing on the ten principles proposed by Osborne and Gaebler (1992), the study explores how public sector reform is translated into local forest management practices and how it influences organizational performance, community participation, and public value creation. A qualitative approach with an instrumental case study design was employed. Data were collected through in-depth interviews, field observations, and document analysis. Informants included the Head of KPHP Unit II South Manokwari, KPHP staff, Social Forestry Groups, Forest Farmer Groups, Social Forestry Business Groups, Community Fire Brigades, and indigenous community leaders. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña (2014), consisting of data collection, data condensation, data display, and conclusion drawing and verification. The findings reveal that the implementation of Reinventing Government has fostered a gradual transformation of forest governance through stronger facilitative functions, increased indigenous community participation, expansion of social forestry programs, community-based service delivery, development of non-timber forest product enterprises, and improved forest protection efforts.

INTRODUCTION

Forests constitute strategic public resources that simultaneously perform ecological, economic, and social functions. In the perspective of public administration, the management of natural resources is not merely a technical activity but a public responsibility through which the state creates public value, namely collective benefits that are socially meaningful and democratically legitimate (Moore, 1995; Benington & Moore, 2011). The success of forest governance, therefore, should not be measured solely by economic outputs or revenue generation but also by its capacity to maintain ecological sustainability, ensure equitable access to resources, and preserve intergenerational justice. Consequently, forest management represents a critical arena in which governments demonstrate their ability to balance economic development with environmental stewardship and social welfare.

The complexity of forest governance is closely associated with the characteristics of forests as common-pool resources. Such resources are highly vulnerable to overexploitation when governance mechanisms are weak, fragmented, or poorly coordinated (Ostrom, 1990). Environmental governance literature emphasizes that sustainable resource management requires effective institutions, transparency, stakeholder participation, accountability, and coordination among multiple actors operating across different levels of governance (Lemos & Agrawal, 2006; Biermann et al., 2012). In this regard, public organizations responsible for forest management play a central role in designing institutional arrangements and operational mechanisms capable of balancing resource utilization with conservation objectives.

In Indonesia, the constitutional foundation for natural resource governance is established in Article 33 paragraph (3) of the 1945 Constitution, which stipulates that land, water, and natural resources are controlled by the state and utilized for the greatest prosperity of the people. This constitutional mandate positions the state not as an absolute owner of natural resources but as a trustee responsible for regulating, managing, and supervising resource utilization in the public interest (Asshiddiqie, 2009). Accordingly, forest governance becomes a strategic instrument through which the state pursues social justice, collective welfare, and sustainable development. The implementation of this mandate requires public institutions capable of translating constitutional principles into effective governance practices at the operational level.

The decentralization reforms introduced through regional governance policies have further transformed the institutional landscape of natural resource management in Indonesia. Although decentralization aims to improve policy responsiveness and governance effectiveness, empirical studies indicate that the distribution of authority without corresponding institutional strengthening often creates policy fragmentation and implementation gaps between formal regulations and field-level practices (Falleti, 2005; Maryudi, Sahide, & Giessen, 2015). These challenges are particularly evident in the forestry sector, where governance effectiveness depends not only on legal frameworks but also on the organizational capacity of local forest management institutions.

To address these challenges, the Indonesian government established the Forest Management Unit (Kesatuan Pengelolaan Hutan/KPH) system as a territorial-based forest governance institution. According to Government Regulation No. 23 of 2021 concerning Forestry Administration and reinforced by the Regulation of the Minister of Forestry No. 23 of 2025, KPH is defined as a forest management area organized according to its primary functions and intended to be managed efficiently, effectively, and sustainably. The establishment of KPH reflects a significant institutional shift from traditional forest administration toward professional forest management, emphasizing integrated planning, utilization, protection, and supervision of forest resources (Kartodihardjo & Suwarno, 2014). Through this arrangement, KPH is expected to become the frontline institution responsible for implementing sustainable forest management while accommodating economic, ecological, and social interests.

One of the strategic forest management units established under this framework is the Production Forest Management Unit (KPHP) Unit II of South Manokwari Regency, located in West Papua Province. The region is characterized by extensive forest coverage and significant natural resource potential, making forest governance a crucial component of regional development. Based on the Decree of the Minister of Environment and Forestry No. SK.113/MENLHK/SETJEN/PLA.2/2/2022, KPHP Unit II South Manokwari manages approximately 122,259 hectares of forest area comprising protected forests and various categories of production forests. The management area possesses considerable economic potential through timber forest products, non-timber forest products such as agarwood, nutmeg, sago, and massoi bark, as well as environmental services and nature-based tourism opportunities. At the same time, the area performs essential ecological functions, including watershed protection and biodiversity conservation.

Despite its strategic importance and substantial resource potential, KPHP Unit II South Manokwari faces several governance challenges that indicate a persistent implementation gap between policy design and operational realities. These challenges include forest encroachment for settlements and agricultural expansion, underutilization of forest economic potential, limited human resources and operational facilities, inadequate information systems for evidence-based decision making, and weak coordination among customary communities, permit holders, and government agencies. Such conditions suggest that the obstacles confronting KPHP Unit II are not solely technical forestry issues but are fundamentally related to organizational effectiveness, institutional capacity, accountability mechanisms, and governance performance.

From a public administration perspective, these challenges highlight the necessity of organizational transformation within forest management institutions. One of the most influential approaches to public sector transformation is the Reinventing Government paradigm proposed by Osborne and Gaebler (1992). Reinventing Government advocates a fundamental transformation of public organizations toward greater effectiveness, efficiency, adaptability, innovation, and performance orientation. Rather than emphasizing bureaucratic compliance and procedural control, this approach encourages

public organizations to adopt entrepreneurial characteristics, including strategic resource utilization, innovation, performance measurement, stakeholder engagement, and outcome-oriented management (Osborne & Gaebler, 1992; Osborne & Brown, 2011). Such principles are particularly relevant for forestry institutions that must manage complex environmental, social, and economic challenges under conditions of limited resources and increasing public expectations.

The application of Reinventing Government principles within forest governance has the potential to strengthen institutional capacity by promoting managerial innovation, collaborative governance, evidence-based decision making, and performance-oriented organizational culture. For KPHP Unit II South Manokwari, these principles may contribute to improving the utilization of forest resources, enhancing stakeholder collaboration, strengthening accountability mechanisms, and increasing organizational responsiveness to emerging governance challenges. However, empirical evidence regarding the implementation of Reinventing Government within forest management institutions remains limited, particularly in the context of territorial forest management units in Indonesia.

Therefore, this study aims to analyze the implementation of Reinventing Government principles in the management of KPHP Unit II South Manokwari Regency. By examining how organizational transformation is manifested in the management of production forests, this research seeks to contribute to the literature on public sector reform and environmental governance while providing practical insights for strengthening forest management institutions in Indonesia. The findings are expected to enrich understanding of how public organizations can create public value through more adaptive, innovative, accountable, and sustainable forest governance practices.

LITERATURE REVIEW

The concept of Reinventing Government has become one of the most influential paradigms in public sector reform, emphasizing the transformation of public organizations into more innovative, effective, and performance-oriented institutions. Osborne and Gaebler (1992) argue that governments should not merely function as bureaucratic service providers but as entrepreneurial organizations capable of creating public value and responding adaptively to societal needs. They propose ten core principles of entrepreneurial government, namely: (1) catalytic government (steering rather than rowing), (2) community-owned government (empowering rather than serving communities), (3) competitive government (injecting competition into service delivery), (4) mission-driven government (transforming rule-driven organizations), (5) results-oriented government (funding outcomes rather than inputs), (6) customer-driven government (meeting the needs of citizens), (7) enterprising government (earning rather than merely spending resources), (8) anticipatory government (preventing problems before they emerge), (9) decentralized government (promoting participation and teamwork), and (10) market-oriented government (leveraging market mechanisms to achieve public goals).

Collectively, these principles encourage public organizations to move beyond procedural compliance toward innovation, flexibility, accountability, and performance improvement (Osborne & Gaebler, 1992; Osborne & Brown, 2011).

The application of Reinventing Government is particularly relevant in the forestry sector, where public organizations are required to manage complex ecological, social, and economic interests simultaneously. Forest governance is defined as the system of institutions, rules, processes, and actor interactions that determine how forest resources are managed, utilized, and protected (Lemos & Agrawal, 2006; Arts & Visseren-Hamakers, 2012). Effective forest governance requires transparency, accountability, stakeholder participation, and institutional capacity to balance conservation objectives with economic utilization. This perspective is reinforced by Common-Pool Resources (CPR) theory, which emphasizes that sustainable forest management depends on clearly defined rules, monitoring mechanisms, collective action, and institutional legitimacy (Ostrom, 1990). Consequently, the performance of Forest Management Units (FMUs) can be understood not only through technical forestry indicators but also through their ability to implement innovative and adaptive governance practices.

Although previous studies have examined Forest Management Units from the perspectives of decentralization, forest governance, and institutional development (Kartodihardjo & Suwarno, 2014; Maryudi, Sahide, & Giessen, 2015), limited attention has been given to analyzing their performance through the lens of Reinventing Government. Existing research has primarily focused on regulatory frameworks, tenure conflicts, and governance arrangements, while issues related to organizational transformation, entrepreneurial capacity, innovation, and results-oriented management remain underexplored. Therefore, this study addresses this gap by investigating how the ten principles of Reinventing Government are implemented within KPHP Unit II South Manokwari and how these principles contribute to strengthening organizational performance and sustainable forest governance.

METHODOLOGY

This study employed a qualitative approach with an instrumental case study design to explore the implementation of Reinventing Government principles in the management of KPHP Unit II South Manokwari, West Papua Province. A qualitative approach was selected because the study aimed to gain an in-depth understanding of organizational practices, governance processes, stakeholder interactions, and institutional dynamics within their real-life context. Instrumental case study was considered appropriate because KPHP Unit II South Manokwari was not examined merely as a single organizational entity but as a case through which broader insights into the application of Reinventing Government in forest governance could be developed (Stake, 1995; Yin, 2018). The study focused on understanding how entrepreneurial governance principles are translated into forest management practices and how they contribute to organizational effectiveness and sustainable forest governance.

Data were collected through in-depth interviews, field observations, and document analysis. Informants were selected using purposive sampling based on their direct involvement, knowledge, and experience in forest management activities. The informants consisted of government representatives, including the Head of KPHP Unit II South Manokwari and KPHP staff, as well as community-based stakeholders comprising Social Forestry Groups (Kelompok Perhutanan Sosial/KPS), Forest Farmer Groups (Kelompok Tani Hutan/KTH), Social Forestry Business Groups (Kelompok Usaha Perhutanan Sosial/KUPS), Community Fire Brigades (Masyarakat Peduli Api/MPA), and indigenous community leaders or tribal chiefs. Documentary sources included long-term forest management plans, institutional reports, forestry regulations, policy documents, performance reports, and other records relevant to forest governance. The inclusion of multiple stakeholder groups and data sources enabled the study to capture diverse perspectives and obtain a comprehensive understanding of the governance processes within KPHP Unit II South Manokwari.

Data analysis followed the interactive model of Miles, Huberman, and Saldaña (2014), consisting of data collection, data condensation, data display, and conclusion drawing and verification. The analysis focused on three interrelated aspects: (1) the implementation of the ten principles of Reinventing Government proposed by Osborne and Gaebler (1992), namely catalytic government, community-owned government, competitive government, mission-driven government, results-oriented government, customer-driven government, enterprising government, anticipatory government, decentralized government, and market-oriented government; (2) the institutional, organizational, and contextual factors influencing their implementation; and (3) the development of a contextual governance model for strengthening sustainable forest management. To ensure the credibility and trustworthiness of the findings, data were validated through source triangulation, methodological triangulation, and continuous verification of emerging themes throughout the research process.

RESEARCH RESULT AND DISCUSSION

The implementation of Reinventing Government in KPHP Unit II South Manokwari provides an important perspective for understanding how public sector reform principles are translated into forest governance practices at the local level. As a forest management unit operating within a complex socio-ecological environment, KPHP is expected not only to perform regulatory and administrative functions but also to facilitate stakeholder collaboration, promote community participation, enhance service delivery, and create public value through sustainable forest management. The findings reveal that the application of Reinventing Government principles has contributed to changes in organizational orientation, particularly in strengthening community engagement, expanding social forestry initiatives, improving forest protection efforts, and encouraging the development of forest-based economic activities. However, the extent to which these principles have been institutionalized varies across different dimensions of governance and remains influenced by

organizational capacity, resource availability, policy arrangements, and local contextual factors. To provide a comprehensive understanding of this transformation, the discussion is organized according to the ten principles of Reinventing Government proposed by Osborne and Gaebler (1992), namely: (1) Catalytic Government, (2) Community-Owned Government, (3) Competitive Government, (4) Mission-Driven Government, (5) Results-Oriented Government, (6) Customer-Driven Government, (7) Enterprising Government, (8) Anticipatory Government, (9) Decentralized Government, and (10) Market-Oriented Government. Each principle is examined to assess how far the reform agenda has been implemented in practice and how it has influenced the effectiveness of forest governance in KPHP Unit II South Manokwari.

Catalytic Government

The principle of Catalytic Government emphasizes that government should function primarily as a facilitator, coordinator, and enabler rather than as the sole executor of public programs. Osborne and Gaebler (1992) argue that effective public organizations should focus on steering rather than rowing, meaning that governments are expected to mobilize stakeholders, facilitate collaboration, and create favorable conditions for achieving public goals. In the context of forest governance, this principle is highly relevant because forest management involves multiple actors with different interests, including government agencies, indigenous communities, social forestry groups, and forest concession holders. Therefore, the success of forest management depends not only on administrative capacity but also on the ability of institutions to build collaboration and collective action among stakeholders (Rhodes, 1996; Osborne, 2006).

The findings reveal that KPHP Unit II South Manokwari has increasingly performed a facilitative role in forest governance. The organization actively supports social forestry programs, facilitates village forest permits, assists local communities in obtaining legal access to forest resources, and mediates communication between indigenous communities and forest concession holders. Field observations and interviews indicate that KPHP serves as an intermediary institution that aligns national forestry policies with local needs while facilitating community participation in forest management. Through technical assistance, outreach activities, and direct engagement with local communities, KPHP has contributed to strengthening community understanding of legal and sustainable forest management practices. These activities demonstrate that KPHP is no longer functioning solely as a regulatory body but has begun to assume a more collaborative and empowering role in forest governance.

The implementation of these facilitative functions reflects a gradual transformation from a traditional bureaucratic model toward a collaborative governance approach. According to Ansell and Gash (2008), collaborative governance requires public institutions to facilitate dialogue, build trust, and coordinate interactions among stakeholders in order to achieve shared objectives. The role performed by KPHP resembles what governance scholars describe as a bridging institution, namely an organization that connects governmental and

non-governmental actors within a governance network (Folke et al., 2005). This finding supports the argument of Osborne and Gaebler (1992) that public organizations should focus on guiding and enabling collective action rather than directly controlling all operational activities. The active involvement of KPHP in facilitating social forestry groups and supporting indigenous communities indicates a shift toward a more participatory and network-based governance model.

However, the study also found that the implementation of Catalytic Government remains incomplete. Despite its facilitative role, KPHP continues to perform many operational functions directly, including forest patrols, field verification, technical supervision, and intensive assistance to community groups. Furthermore, stakeholder collaboration is still largely informal and issue-based, with limited institutionalization of permanent multi-stakeholder forums. As a result, the organization simultaneously performs both steering and rowing functions. This condition suggests that the transition toward a fully catalytic governance model is still in progress and constrained by limited organizational capacity, geographical challenges, and the complexity of forest governance in Papua Barat. Similar challenges have been identified in previous studies, which emphasize that forest management units in Indonesia often face difficulties in establishing sustainable collaborative mechanisms due to institutional and capacity limitations (Karsudi, Soekmadi, & Kartodihardjo, 2010; Maryudi, 2016).

Overall, the findings indicate that KPHP Unit II South Manokwari has made significant progress in implementing the Catalytic Government principle through facilitation, mediation, stakeholder coordination, and support for community-based forest management. Nevertheless, the organization has not yet fully achieved the ideal characteristics of a catalytic institution because operational responsibilities remain dominant and collaborative arrangements have not been fully institutionalized. Strengthening organizational capacity, formalizing multi-stakeholder collaboration mechanisms, and enhancing the autonomy of community-based forest organizations are therefore essential for advancing KPHP toward a more effective catalytic governance model capable of supporting sustainable forest management and long-term public value creation (Osborne & Gaebler, 1992; Ansell & Gash, 2008).

Community-Owned Government

The principle of Community-Owned Government emphasizes that citizens should not be treated merely as recipients of government programs but as active participants in determining, managing, and safeguarding public resources. Osborne and Gaebler (1992) argue that governments should focus on empowering rather than serving, enabling communities to assume greater responsibility and authority in public affairs. In the context of forest governance, this principle implies a shift from a state-centered approach toward a community-centered model in which local and indigenous communities are recognized as legitimate actors in forest management. Such an approach is particularly relevant in Papua Barat, where indigenous communities maintain strong socio-cultural and territorial relationships with forest landscapes.

Therefore, sustainable forest governance requires not only administrative control but also meaningful community participation and empowerment (Ostrom, 1990; Rhodes, 1996).

The findings indicate that KPHP Unit II South Manokwari has created opportunities for community involvement through social forestry programs, participatory boundary mapping, village forest management schemes, forest rehabilitation activities, and community-based forest protection initiatives. Indigenous communities and social forestry groups have been involved in identifying forest resources, managing village forests, monitoring forest conditions, and developing non-timber forest products (NTFPs). Several informants emphasized that local communities are increasingly recognized as partners in forest management rather than merely beneficiaries of government programs. Furthermore, social forestry permits granted to Village Forests such as Demini, Yekwandi, Siwi, Yermatum, and Gaya Baru demonstrate a growing effort to strengthen legal community access to forest resources. These findings suggest that KPHP has begun to facilitate a transition from centralized forest control toward a more participatory governance arrangement.

The expansion of community participation through social forestry reflects the broader principles of community empowerment advocated by Osborne and Gaebler (1992). From the perspective of common-pool resource theory, granting communities formal rights to manage forest resources can strengthen local stewardship and enhance sustainability because users develop a stronger sense of responsibility for resource conservation (Ostrom, 1990). This phenomenon is evident in South Manokwari, where local communities have become increasingly involved in forest patrols, community fire brigades (Masyarakat Peduli Api), monitoring illegal logging activities, and developing forest-based economic enterprises. These activities indicate the emergence of a stronger sense of ownership (sense of ownership) toward forest resources, which is a critical element of community-based governance. The findings therefore support previous studies suggesting that social forestry can contribute to both community empowerment and improved forest protection when local communities are granted meaningful access and responsibilities (Satria & Hermianto, 2020).

However, the study also reveals that community participation remains uneven across different stages of forest governance. While community involvement is relatively strong in implementation activities, participation in strategic decision-making remains limited. Interviews indicate that indigenous communities are often consulted during planning processes and public consultations, but final decisions regarding forest zoning, long-term management plans, and technical regulations continue to be determined primarily by government authorities. This finding corresponds with Arnstein's (1969) concept of participation, where involvement largely remains at the levels of consultation and placation rather than full partnership or delegated authority. Consequently, although participatory mechanisms formally exist, substantive power-sharing between government institutions and local communities has not yet been fully realized. The persistence of top-down regulatory structures

continues to constrain the development of genuinely community-owned governance arrangements.

Overall, the findings demonstrate that KPHP Unit II South Manokwari has made substantial progress in implementing the Community-Owned Government principle through social forestry programs, community empowerment initiatives, and the expansion of legal community access to forest resources. Nevertheless, the transformation remains incomplete because community participation is still concentrated in operational activities rather than strategic decision-making processes. Strengthening indigenous institutions, enhancing community organizational capacity, establishing permanent participatory forums, and expanding community influence in policy formulation are therefore essential for achieving a more substantive form of community-owned forest governance. Such efforts would contribute not only to improved forest management outcomes but also to greater social legitimacy, local ownership, and long-term sustainability in forest governance (Osborne & Gaebler, 1992; Ostrom, 1990; Ansell & Gash, 2008).

Competitive Government

The findings reveal that performance management within KPHP Unit II South Manokwari has gradually evolved beyond routine administrative functions toward a more structured evaluation system. Internal assessments are conducted regularly through program monitoring, financial realization reviews, field activity reports, and comparisons of organizational achievements with other forestry technical units at the provincial level. According to several informants, benchmarking practices are increasingly used to compare physical and financial performance indicators among forestry organizations, allowing KPHP to identify gaps and improve operational effectiveness. In addition, the adoption of digital monitoring tools such as SmartPatrol demonstrates an effort to strengthen accountability and improve the quality of field supervision. These initiatives indicate that performance measurement has become an important component of organizational management within KPHP Unit II South Manokwari.

Despite these developments, the evidence suggests that the current performance management system remains heavily influenced by administrative considerations. Most evaluations continue to focus on budget absorption, reporting compliance, completion of accountability documents, and achievement of physical activity targets. Indicators related to broader outcomes, such as reductions in forest degradation, improvements in ecosystem conditions, or enhancement of community livelihoods, are not yet systematically incorporated into organizational assessments. As a result, organizational success is often judged by the completion of planned activities rather than by the actual impacts generated through forest management interventions. Several field officers acknowledged that administrative requirements frequently consume a substantial proportion of organizational resources, leaving limited capacity for measuring long-term ecological and social outcomes.

This situation reflects a common challenge in public sector reform where performance systems emphasize compliance rather than results. Osborne and

Gaebler (1992) argue that competition within government should stimulate innovation and encourage organizations to continuously improve the quality of public services. Similarly, Hood (1991) emphasizes that performance-oriented management requires clear performance indicators capable of measuring organizational achievements beyond procedural compliance. In the case of KPHP Unit II South Manokwari, performance assessment has largely concentrated on outputs rather than outcomes, indicating that the transition toward a genuinely competitive and results-oriented organization remains incomplete. The persistence of this pattern supports Behn's (2003) argument that public organizations may achieve strong administrative performance while generating only limited evidence of substantive policy effectiveness.

Another issue concerns the absence of a strong incentive structure capable of encouraging innovation and organizational learning. Although performance evaluations are conducted periodically, the study found little evidence of a formal reward-and-punishment mechanism that differentiates between high-performing and average-performing personnel or work units. Consequently, performance measurement functions primarily as an accountability instrument rather than as a driver of organizational competitiveness. Pollitt and Bouckaert (2017) note that performance-based reforms are more likely to produce meaningful organizational change when evaluation systems are linked to incentives, professional development opportunities, and institutional learning processes. Without such mechanisms, competition tends to remain symbolic and has limited influence on employee motivation and innovation.

The findings therefore suggest that the implementation of the Competitive Government principle within KPHP Unit II South Manokwari remains in a developmental phase. The organization has established several important foundations, including internal evaluation mechanisms, benchmarking practices, service standards, and the use of digital monitoring technologies. However, these initiatives have yet to produce a fully performance-driven organizational culture because assessments continue to prioritize administrative achievements over substantive ecological and social outcomes. Strengthening outcome-based indicators, integrating environmental and community welfare measures into performance evaluations, and developing incentive mechanisms that reward innovation would be essential steps toward realizing a more competitive and effective model of forest governance. Such reforms would enable KPHP not only to demonstrate administrative compliance but also to generate measurable improvements in sustainable forest management and public value creation, which are central objectives of entrepreneurial government and modern public sector reform (Osborne & Gaebler, 1992; Pollitt & Bouckaert, 2017).

Mission-Driven Government

The findings demonstrate that KPHP Unit II South Manokwari has established a clear strategic direction for forest governance through the integration of organizational vision, mission, and long-term planning instruments. The implementation of social forestry programs, community empowerment initiatives, rehabilitation activities, and collaborative planning

processes reflects an organizational effort to align operational activities with broader objectives of ecological sustainability and community welfare. This orientation is formally embedded in the Long-Term Forest Management Plan (Rencana Pengelolaan Hutan Jangka Panjang – RPHJP) 2025–2034, which serves as the principal framework guiding forest management activities within the KPHP area. The existence of this strategic framework indicates that organizational activities are increasingly directed toward achieving long-term goals rather than merely fulfilling routine administrative obligations.

Evidence from the field further shows that the organizational mission has been translated into various operational programs designed to balance environmental protection and local economic development. Activities such as social forestry facilitation, rehabilitation of degraded forest areas, development of non-timber forest products (NTFPs), and capacity-building programs for local communities illustrate how the organization seeks to integrate conservation objectives with community welfare. The facilitation of the Forest Village Social Forestry Work Plan (RKPS-HD) in Yarmatum Village, for example, demonstrates how KPHP functions not only as a regulatory institution but also as a facilitator that supports community participation in forest governance. Such practices indicate that organizational programs are increasingly guided by strategic objectives and public value creation rather than by procedural compliance alone. This finding supports Osborne and Gaebler's (1992) argument that mission-driven organizations prioritize purpose and outcomes over bureaucratic routines, while Moore (1995) emphasizes that public organizations should be evaluated based on their contribution to public value rather than adherence to procedures alone.

At the same time, the translation of organizational mission into tangible outcomes remains influenced by several contextual constraints. Limited human resources, budgetary restrictions, the extensive geographical coverage of the management area, and the complexity of coordinating multiple stakeholders often require programs to be implemented incrementally. In addition, the synchronization of policies between central, provincial, and local government levels remains an ongoing challenge that affects organizational flexibility in responding to local needs. These conditions suggest that mission implementation within KPHP operates within a dynamic environment where strategic aspirations must continuously be reconciled with operational realities. Similar observations have been made by Lawrence (2017), who argues that forest governance institutions operating in complex socio-ecological systems require adaptive capacity and institutional flexibility to effectively pursue long-term objectives.

Another notable finding is the growing reliance on collaborative mechanisms to achieve organizational goals. The implementation of social forestry programs, participatory planning forums, and partnerships with indigenous communities, government agencies, and civil society organizations indicates that mission achievement increasingly depends on collective action rather than hierarchical control. This pattern reflects the principles of collaborative governance, which emphasize shared responsibility, stakeholder

engagement, and joint problem-solving in addressing complex public issues (Ansell & Gash, 2008). Within the context of Papua Barat, where forest governance is closely connected to indigenous land rights and local socio-cultural systems, collaborative arrangements provide an important mechanism for translating organizational missions into locally relevant and socially accepted practices.

The evidence therefore suggests that the implementation of the Mission-Driven Government principle in KPHP Unit II South Manokwari has progressed beyond the formal articulation of organizational goals and has become increasingly embedded within planning processes, community engagement strategies, and forest management practices. Nevertheless, the effectiveness of mission-driven governance ultimately depends on the organization's ability to continuously align resources, institutional arrangements, performance systems, and stakeholder collaboration with its strategic objectives. In line with Osborne and Gaebler (1992) and Moore (1995), the success of a mission-driven public organization should not be measured solely by the existence of vision statements or planning documents, but by its capacity to translate those commitments into measurable public value, sustainable forest outcomes, and tangible improvements in community well-being.

Results-Oriented Government

A notable pattern emerging from this study is the gradual shift in how KPHP Unit II South Manokwari defines organizational success. Rather than relying exclusively on administrative indicators, the organization has begun to place greater emphasis on outcomes associated with forest protection, conflict reduction, and community welfare. This orientation is reflected in various initiatives, including social forestry programs, forest rehabilitation activities, non-timber forest product (NTFP) development, and community assistance programs designed to strengthen local livelihoods while maintaining forest sustainability. According to the Head of KPHP, organizational performance is increasingly assessed through indicators such as the reduction of tenure conflicts and the improvement of community income derived from forest-based economic activities, alongside the maintenance of ecological stability. Such an approach indicates an emerging awareness that the effectiveness of forest governance should be evaluated based on tangible changes experienced by both ecosystems and local communities rather than solely on the completion of planned activities.

This finding reflects the central argument of Osborne and Gaebler (1992), who contend that public organizations should focus on results rather than procedures and measure success according to outcomes rather than inputs. Similarly, Hood (1991) argues that modern public management requires a transition from rule-based administration to performance-based governance. In the context of KPHP Unit II South Manokwari, the inclusion of ecological stability and community welfare as performance considerations suggests that organizational priorities are gradually expanding beyond conventional bureaucratic requirements. The emphasis on reducing tenure conflicts is particularly significant because land-use disputes remain one of the most

persistent challenges in forest governance across Indonesia. By incorporating conflict reduction and community economic improvement into its management objectives, KPHP demonstrates an effort to align organizational performance with broader public interests and long-term sustainability goals.

Field observations nevertheless reveal that the transition toward a genuinely results-oriented organization remains incomplete. Although the organization increasingly emphasizes substantive outcomes, most monitoring and reporting mechanisms continue to focus on physical outputs such as the number of patrols conducted, hectares rehabilitated, training activities completed, and reports submitted. Measurements of longer-term outcomes, including improvements in ecosystem health, community resilience, and livelihood sustainability, are not yet systematically integrated into the organizational evaluation framework. Consequently, evidence of success is often presented through activity completion rather than demonstrated environmental or socio-economic change. This situation reflects what Behn (2003) describes as a common challenge in public sector performance management, where organizations tend to measure what is easiest to quantify rather than what is most important to achieve.

The limitations of outcome measurement are also linked to structural and institutional constraints. The extensive management area, limited operational budgets, and shortage of personnel make it difficult for KPHP to conduct comprehensive impact assessments across its jurisdiction. As a result, organizational resources are often directed toward implementing priority programs and fulfilling reporting obligations rather than undertaking systematic evaluations of long-term outcomes. Similar challenges have been identified in studies of forest governance institutions, which suggest that performance measurement in the forestry sector is inherently complex because ecological and social impacts often emerge gradually and are influenced by multiple interacting factors (Secco et al., 2014). Within such contexts, demonstrating measurable outcomes requires not only technical capacity but also long-term monitoring systems and reliable data infrastructures.

Another important dimension concerns how local communities perceive the results of KPHP programs. Interviews and field observations indicate that communities tend to recognize improvements in forest protection more readily than improvements in economic well-being. Informants reported a decline in illegal logging activities and external encroachment in several locations, suggesting that forest protection efforts have produced visible outcomes. However, economic benefits derived from social forestry and NTFP development remain relatively limited due to challenges related to market access, transportation infrastructure, business assistance, and value-chain development. Consequently, while environmental outcomes have become increasingly visible, socio-economic outcomes have yet to achieve comparable levels of impact.

The evidence also highlights the importance of collaborative and adaptive approaches in strengthening results-oriented governance. Achieving meaningful outcomes in forest management requires more than the implementation of government programs; it depends on the capacity of institutions to work with

local communities, customary authorities, and other stakeholders in addressing complex socio-ecological challenges. Moore (1995) argues that public organizations generate value when they successfully combine organizational capacity, public legitimacy, and meaningful outcomes. Likewise, Folke et al. (2005) emphasize that adaptive governance is essential for managing natural resources because it enables institutions to learn from experience and respond to changing environmental conditions. The growing involvement of communities in social forestry activities and forest protection initiatives within KPHP demonstrates an important foundation for strengthening such adaptive and outcome-oriented governance practices.

The findings therefore indicate that KPHP Unit II South Manokwari has begun to move beyond a purely administrative conception of performance and increasingly recognizes the importance of ecological and social outcomes in evaluating organizational success. Nevertheless, the institutional systems used to assess performance have not yet fully reflected this orientation. Outcome indicators remain less developed than output indicators, and the measurement of long-term impacts continues to face methodological and resource-related constraints. Advancing the Results-Oriented Government principle will therefore require stronger outcome-based evaluation systems, improved socio-ecological monitoring, greater utilization of performance data in decision-making processes, and enhanced institutional capacity to assess the real impacts of forest governance interventions. In this way, organizational success can be measured not only by what has been done, but by what has actually changed in forests and communities as a result of those actions (Osborne & Gaebler, 1992; Moore, 1995; Hood, 1991).

Customer-Driven Government

One of the most distinctive characteristics of forest governance in KPHP Unit II South Manokwari is the organization's effort to bring public services closer to local communities through direct field engagement. Rather than relying primarily on office-based administrative procedures, KPHP has adopted a field-oriented approach in which officers regularly visit villages, conduct community consultations, facilitate social forestry groups, and provide technical assistance related to forest management and non-timber forest products (NTFPs). The study found that indigenous communities and residents living within and around forest areas are regarded as the primary beneficiaries of organizational services. Aspirations and complaints are commonly gathered through village visits and door-to-door interactions, allowing community members to communicate their needs more openly than through formal bureaucratic channels. This approach reflects an institutional recognition that effective forest governance depends not only on regulatory compliance but also on the quality of interactions between government agencies and local communities.

The emphasis on direct engagement demonstrates an important shift in the orientation of public service delivery. Osborne and Gaebler (1992) argue that customer-driven government requires public organizations to focus on the needs and expectations of citizens rather than on the convenience of bureaucratic

procedures. In this regard, KPHP has attempted to position local communities not merely as recipients of government programs but as stakeholders whose concerns influence organizational priorities. Community assistance programs related to social forestry, NTFP development, forest protection, and livelihood diversification illustrate how organizational services are increasingly tailored to local circumstances. Such practices are consistent with the broader framework of New Public Governance, which emphasizes collaboration, participation, and responsiveness as essential elements of contemporary public service delivery (Osborne, 2006).

Field observations further indicate that community assistance has become an important component of service delivery within KPHP. Officers actively encourage communities to develop sustainable forest-based enterprises involving products such as masohi bark, damar resin, medicinal plants, and other locally available resources. These initiatives are designed not only to improve local livelihoods but also to reduce dependence on timber extraction and strengthen incentives for forest conservation. From the perspective of public value theory, this approach illustrates how public organizations can create value by simultaneously addressing ecological and socio-economic objectives (Moore, 1995). The findings therefore suggest that customer orientation within KPHP extends beyond administrative service provision and increasingly encompasses capacity building, knowledge transfer, and community empowerment.

Another important finding concerns the role of field officers as the primary interface between the organization and local communities. In many villages, forestry extension officers and field personnel serve as the most visible representatives of government institutions. Community members frequently rely on these officers for information, technical guidance, and assistance in resolving issues related to forest utilization and boundary disputes. This condition reflects the relevance of Lipsky's street-level bureaucracy perspective, which emphasizes that frontline public servants play a decisive role in shaping how policies are experienced by citizens (Lipsky, 1980). The effectiveness of customer-oriented governance in KPHP is therefore strongly influenced by the capacity of field personnel to communicate, build trust, and adapt services to local needs and conditions.

Despite these positive developments, the study also reveals significant challenges in achieving fully responsive service delivery. The vast geographical coverage of KPHP Unit II South Manokwari, combined with limited personnel and operational resources, restricts the frequency and reach of community assistance activities. Several community representatives acknowledged that direct engagement by KPHP officers is beneficial; however, they also noted that responses to certain issues, particularly those involving land boundaries, tenure disputes, and forest-related conflicts, are sometimes slower than expected. Delays often occur because field-level concerns must pass through multiple administrative processes before formal action can be taken. These findings suggest that while customer orientation has become an important organizational value, institutional responsiveness remains constrained by structural and procedural limitations. Similar challenges have been identified in studies of

forest governance and public service delivery, which highlight the influence of organizational capacity and bureaucratic complexity on service effectiveness (Chang, 2022; Robiyana & Sarihati, 2025).

The evidence indicates that customer-driven governance within KPHP Unit II South Manokwari is increasingly reflected in direct community engagement, participatory communication, and assistance-based service delivery. Nevertheless, achieving a fully responsive model of public service requires more than proximity to communities; it also requires adequate institutional capacity, sufficient field personnel, streamlined procedures, and mechanisms that enable faster responses to local concerns. In line with Osborne and Gaebler (1992), public organizations become genuinely customer-driven when community needs serve as the primary reference point for decision-making and service delivery. Strengthening these dimensions would further enhance the ability of KPHP to provide forest governance services that are responsive, inclusive, and aligned with the expectations of indigenous and local communities.

Enterprising Government

The entrepreneurial orientation of KPHP Unit II South Manokwari is reflected in its efforts to transform forest resources from merely protected assets into productive sources of community welfare. The study found that the organization has actively promoted the development of non-timber forest products (NTFPs), agroforestry initiatives, environmental services, and community-based forestry enterprises as alternative economic opportunities for local communities. Programs involving masohi bark, damar resin, nutmeg, patchouli (nilam), citronella (serai merah), and other forest-based commodities illustrate a strategic shift toward value-added economic activities rather than dependence on timber extraction alone. In several cases, KPHP facilitated the provision of production equipment, technical assistance, and product-processing initiatives to enable communities to move beyond the sale of raw materials and enter higher-value segments of the forest product value chain. These initiatives demonstrate an emerging effort to create economic opportunities while maintaining ecological sustainability.

This pattern is consistent with the concept of Enterprising Government, which encourages public organizations to become proactive, innovative, and opportunity-oriented rather than merely administering programs and regulations (Osborne & Gaebler, 1992). Instead of viewing forests solely through a conservation lens, KPHP has increasingly positioned forest resources as assets capable of generating both public value and local economic benefits. The development of NTFPs and agroforestry systems reflects what Moore (1995) describes as the creation of public value, where public institutions utilize available resources to generate broader social and economic outcomes. Furthermore, the promotion of product processing and downstream industries indicates a shift toward public entrepreneurship, in which government agencies facilitate innovation and local economic development while remaining committed to environmental sustainability. The establishment of patchouli and

citronella cultivation programs in Oransbari District, for example, illustrates how forest-based economic diversification can simultaneously strengthen rural livelihoods and reduce pressure on timber resources.

The findings also reveal that entrepreneurial governance in KPHP is strongly linked to collaborative arrangements with local communities, social forestry groups, and customary landholders. Community participation is not limited to resource utilization but extends to the development of productive enterprises and local value chains. Such arrangements reflect the principles of collaborative governance, where public institutions create enabling conditions for collective action and shared economic benefits (Ansell & Gash, 2008). Similar observations have been reported by Henriksen et al. (2023), who found that community-based forest management becomes more effective when local economic opportunities are integrated with conservation objectives. In the case of KPHP Unit II South Manokwari, entrepreneurial initiatives therefore serve not only as income-generating mechanisms but also as instruments for strengthening community commitment to sustainable forest management.

Despite these promising developments, the implementation of the Enterprising Government principle remains constrained by several structural challenges. Limited market access, inadequate processing facilities, insufficient entrepreneurial skills among community groups, and logistical difficulties associated with Papua Barat's geographical conditions continue to restrict the expansion of forest-based enterprises. In addition, technical assistance and business mentoring have not yet reached all communities within the management area. These constraints suggest that entrepreneurial governance within KPHP is still in an evolving stage, where significant economic potential exists but institutional support systems remain underdeveloped. Strengthening market networks, improving value-chain integration, expanding community business capacities, and enhancing partnerships with private-sector actors will therefore be critical for ensuring that entrepreneurial initiatives generate sustainable economic benefits while preserving the ecological integrity of forest ecosystems. In this respect, the long-term success of entrepreneurial government depends not only on identifying economic opportunities but also on building institutional arrangements capable of transforming local forest resources into enduring sources of public value and community prosperity (Osborne & Gaebler, 1992; Moore, 1995; Folke et al., 2005).

Anticipatory Government

A critical issue emerging from the findings is that preventive forest governance has not yet been fully institutionalized as a continuous management system within KPHP Unit II South Manokwari. Although the organization has demonstrated a commitment to prevention through forest patrols, environmental awareness programs, community outreach, biodiversity protection, and participatory monitoring, many of these activities remain dependent on the availability of personnel, operational budgets, and logistical support. Consequently, preventive interventions are often implemented periodically rather than functioning as a systematic and continuous mechanism

for identifying and mitigating risks before they escalate into larger environmental problems. This situation suggests that the challenge facing KPHP lies not in the absence of anticipatory intentions, but in the limited organizational capacity to translate those intentions into sustained governance practices.

From the perspective of anticipatory governance, effective prevention requires more than responding to incidents after they occur; it requires institutions to continuously monitor emerging risks, generate knowledge, and develop adaptive responses before environmental degradation becomes irreversible. Folke et al. (2005) argue that resilience in natural resource governance depends on continuous learning, adaptive management, and the capacity of institutions to anticipate ecological change. In the context of KPHP Unit II South Manokwari, the involvement of local communities in forest patrols, environmental education, and reporting mechanisms represents an important step toward building such adaptive capacity. The participation of indigenous communities and social forestry groups contributes not only to surveillance activities but also to the creation of local knowledge networks that can provide early signals of ecological disturbances and resource-use conflicts.

The findings further indicate that anticipatory governance is closely linked to the protection of biodiversity and ecosystem integrity. The management area contains numerous protected plant and animal species, including endemic Papuan wildlife whose survival depends on the preservation of forest habitats. This ecological context requires management approaches that prioritize prevention over restoration, as biodiversity loss is often difficult and costly to reverse. The emphasis placed by KPHP on forest protection, habitat conservation, and community awareness therefore reflects an understanding that long-term sustainability depends on maintaining ecological resilience before environmental pressures reach critical levels. Such an approach is consistent with Osborne and Gaebler's (1992) argument that governments achieve greater effectiveness when they prevent problems rather than expend resources addressing their consequences after the fact.

The evidence also demonstrates that anticipatory governance cannot be achieved through government action alone. Ansell and Gash (2008) emphasize that collaborative governance is essential for addressing complex public problems because it enables institutions to mobilize resources, knowledge, and commitment from multiple stakeholders. In South Manokwari, the effectiveness of preventive forest management increasingly depends on cooperation between KPHP, indigenous communities, social forestry groups, village institutions, and other relevant actors. Strengthening community-based monitoring systems, expanding the use of digital surveillance technologies, and improving the integration of ecological information into decision-making processes would enhance the organization's capacity to anticipate and respond to environmental risks. Such measures would support the transition from a predominantly reactive management approach toward a more resilient and forward-looking governance model capable of safeguarding forest ecosystems and biodiversity over the long term (Folke et al., 2005; Ansell & Gash, 2008; Osborne & Gaebler, 1992).

Decentralized Government

The implementation of forest governance in KPHP Unit II South Manokwari demonstrates an increasing reliance on field-level actors to address the complexities of managing forest resources across a vast and socio-culturally diverse landscape. The study found that forestry police officers, extension workers, and technical personnel are frequently entrusted with making immediate operational decisions related to forest patrols, early conflict management, community assistance, and responses to disturbances within forest areas. Given the geographical challenges and limited accessibility of many forest villages, such flexibility is essential to ensure that management interventions remain responsive to local conditions. This arrangement indicates that decision-making is no longer concentrated exclusively at higher administrative levels but is increasingly delegated to personnel who possess direct knowledge of local realities and maintain regular interaction with indigenous communities and social forestry groups.

These findings reflect the core principles of Decentralized Government, which advocate bringing decision-making closer to the point where public problems emerge and where services are delivered (Osborne & Gaebler, 1992). In the context of natural resource governance, decentralization is expected to improve responsiveness, strengthen local participation, and enable institutions to adapt policies to diverse socio-ecological conditions. The experience of KPHP Unit II South Manokwari illustrates how operational authority can enhance the organization's ability to respond more rapidly to local challenges than would be possible under a purely centralized administrative structure. This observation is consistent with Falleti's (2005) argument that decentralization can improve policy effectiveness when authority is distributed to actors who possess a deeper understanding of local conditions. Similarly, Ostrom (1990) emphasizes that resource governance tends to become more effective when decision-making is dispersed across multiple centers of authority rather than concentrated within a single hierarchical structure.

However, the evidence also suggests that decentralization within KPHP remains largely confined to operational and administrative functions. While field personnel are granted discretion in implementing technical activities, strategic decisions concerning budget allocation, program modification, target setting, and policy direction continue to be controlled primarily by provincial and central government authorities. As a result, local actors possess the flexibility to adjust implementation strategies but have limited influence over broader organizational priorities. This condition reflects what Falleti (2005) describes as partial decentralization, where authority is devolved in certain administrative domains while strategic control remains centralized. Similar patterns have been identified in Indonesia's forestry sector, where local management units often function as implementers of centrally determined policies rather than autonomous governance institutions capable of independently shaping management strategies (Maryudi et al., 2022).

Another important finding concerns the relationship between decentralization and organizational capacity. The effectiveness of field-level

decision-making is strongly influenced by the availability of personnel, operational funding, transportation facilities, and institutional support. Several informants noted that the extensive management area and challenging geographical conditions often limit the ability of field officers to maintain regular supervision and community engagement across all locations. This finding reinforces the argument that decentralization alone is insufficient to improve governance outcomes unless accompanied by adequate institutional capacity and resource distribution. Chervier et al. (2025) emphasize that the effectiveness of Forest Management Units in reducing forest loss depends not only on formal authority but also on the organizational resources available to local institutions. In the case of KPHP Unit II South Manokwari, the delegation of operational responsibilities has improved responsiveness at the local level, yet the persistence of centralized strategic control and resource limitations continues to constrain the full realization of decentralized forest governance. The findings therefore suggest that strengthening local autonomy, expanding institutional capacity, and improving coordination between central, provincial, and field-level actors would be essential for advancing a more adaptive and context-sensitive model of forest governance in Papua Barat (Osborne & Gaebler, 1992; Falletti, 2005; Ostrom, 1990).

Market-Oriented Government

The findings demonstrate that KPHP Unit II South Manokwari has gradually adopted a market-oriented approach to forest governance by facilitating community access to economic opportunities derived from forest resources while maintaining the principles of sustainable forest management. Rather than positioning itself solely as a regulatory institution, KPHP increasingly acts as a facilitator that connects local communities with markets, strengthens product legality, and supports the development of forest-based enterprises. Particular attention has been given to non-timber forest products (NTFPs) such as masoi bark, nutmeg, damar resin, and other locally available commodities that possess commercial value. The organization has also encouraged partnerships between community groups and potential buyers (off-takers), recognizing that market access remains one of the most significant barriers to local economic development. These initiatives indicate a transition from a purely protection-oriented management model toward a governance approach that simultaneously pursues economic empowerment and forest conservation.

This pattern reflects the essence of Market-Oriented Government, which emphasizes the use of market mechanisms to improve efficiency, productivity, and public value creation (Osborne & Gaebler, 1992). In line with the principles of New Public Management, public organizations are expected not only to regulate economic activities but also to create enabling environments that stimulate entrepreneurship and innovation (Hood, 1991). In the case of KPHP Unit II South Manokwari, market orientation is evident in efforts to strengthen value chains and promote product diversification. Communities are encouraged to move beyond the sale of raw materials and explore processing activities that

increase product value and market competitiveness. Such initiatives are consistent with Moore's (1995) concept of public value, whereby public institutions contribute to social welfare by expanding economic opportunities while ensuring that resource utilization remains environmentally sustainable.

An important finding is that market development within KPHP is not limited to commodity production but also extends to the strengthening of institutional arrangements that support economic participation. The facilitation of product legality, assistance with administrative requirements, and support for community business groups illustrate how the organization attempts to reduce barriers that prevent local producers from entering wider markets. This approach aligns with studies highlighting the importance of institutional support in enhancing the competitiveness of NTFP-based livelihoods. Primaningtyas and Gheewala (2025), for example, argue that sustainable NTFP value chains can generate substantial economic benefits for forest-dependent communities when supported by effective governance structures and market access mechanisms. Similarly, Yanarita et al. (2025) emphasize that strengthening local value chains contributes not only to income generation but also to the broader goals of inclusive and sustainable rural development.

The study also reveals that KPHP has begun exploring alternative market opportunities through the development of environmental services and nature-based tourism. The presence of mangrove ecosystems, rivers, waterfalls, hot springs, and mountain landscapes within the management area provides significant potential for ecotourism and conservation-based economic activities. From the perspective of ecological modernization, such initiatives illustrate how environmental protection and economic development can be pursued simultaneously through innovative governance arrangements. Rather than treating conservation and economic growth as competing objectives, KPHP seeks to integrate both dimensions by promoting forms of economic activity that depend upon the preservation of ecosystem integrity. This approach is consistent with contemporary discussions of green economy strategies, which emphasize sustainable resource utilization as a foundation for long-term prosperity (Tata et al., 2022).

Despite these promising developments, the implementation of market-oriented governance remains constrained by several structural challenges. Community business groups continue to face difficulties related to market stability, production capacity, transportation infrastructure, access to capital, and technical expertise. In addition, the administrative requirements associated with product legality and certification can be difficult for local producers to navigate without sustained institutional support. These findings suggest that market-oriented governance within KPHP is still in a developmental phase, where substantial economic potential exists but supporting institutions remain relatively weak. As Ostrom (1990) argues, successful resource-based economic systems require strong local institutions, trust-based cooperation, and governance arrangements capable of supporting collective action. Therefore, strengthening community enterprises, improving market connectivity, expanding value-added processing, and enhancing institutional support

mechanisms will be essential for ensuring that market-oriented governance contributes not only to economic growth but also to the long-term sustainability of forest ecosystems and community livelihoods (Osborne & Gaebler, 1992; Hood, 1991; Moore, 1995).

CONCLUSION AND RECOMMENDATIONS

The findings indicate that the implementation of Reinventing Government in the management of KPHP Unit II South Manokwari has contributed to a gradual transformation of forest governance through the strengthening of the organization's facilitative role, the involvement of indigenous communities, the expansion of social forestry programs, community-based field services, the development of non-timber forest product (NTFP)-based economic activities, and enhanced forest protection efforts. These developments reflect the adoption of the ten principles of Reinventing Government within local forest management practices, demonstrating a shift from a conventional administrative approach toward a more participatory, adaptive, and community-oriented governance model. Nevertheless, the implementation has not yet achieved an optimal level of effectiveness and sustainability. Its performance remains constrained by the persistence of administrative bureaucracy, limited institutional capacity, inadequate operational resources, weak multi-stakeholder collaboration, and the absence of comprehensive performance systems capable of measuring substantive social and ecological outcomes. Consequently, strengthening organizational capacity, collaborative governance arrangements, outcome-based performance management, and community empowerment mechanisms remains essential for advancing sustainable forest governance and enhancing the long-term contribution of KPHP to public value creation and community well-being.

ADVANCED RESEARCH

Future research should focus on developing an integrated collaborative governance model that strengthens institutional capacity, stakeholder partnerships, and outcome-based performance evaluation within KPHP management. Further studies are also needed to examine the effectiveness of indigenous community participation and social forestry programs in improving forest sustainability and local livelihoods. Comparative research across different KPHP units and regions would provide broader insights into the contextual factors influencing the success of Reinventing Government implementation in forest governance. Additionally, future studies should explore the role of digital governance, innovation, and adaptive management approaches in enhancing transparency, accountability, and service delivery within forest management institutions. Longitudinal research is also recommended to evaluate the long-term social, economic, and ecological outcomes of governance reforms, thereby contributing to the development of more sustainable, resilient, and community-centered forest governance systems.

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