



<https://doi.org/10.56552/jisipol.v8i1.464>

Dynamic Governance in The Management of Kibitay Urban Forest in Sukabumi City

¹⁾Bunga Ayu Ambarwati, ²⁾ Andi Mulyadi, ³⁾ M. Rijal Amirulloh

^{1), 2), 3)} Ilmu Administrasi Publik, Fakultas Ilmu Sosial, Universitas Muhammadiyah Sukabumi

Corresponding Author: bungaayu@ummi.ac.id

Abstract

The increasingly rapid urban development demands that local governments manage their environments adaptively, innovatively, and sustainably. One effort is through the provision and management of green open spaces, including urban forests, which serve ecological, social, educational, and aesthetic functions for the community. However, various challenges remain in their management, preventing the city forest from functioning optimally. In the Kibitay Urban Forest in Sukabumi City, various problems remain, such as damage, loss of facilities, and suboptimal maintenance. This is due to the lack of field staff, which impacts the area's function as a green open space. These conditions demonstrate the importance of implementing Dynamic Governance as a governance approach that encourages the government to adapt to dynamic changes and problems. This study aims to analyze the application of Dynamic Governance in the Management of Kibitay Urban Forest in Sukabumi City. This study used qualitative methods, with data collection techniques including observation, interviews, and documentation. The analysis was conducted based on Neo & Chen's (2007) Dynamic Governance theory, which encompasses elements of culture (long-term), capabilities (thinking ahead, thinking again, thinking across), and change. The findings indicate that dynamic governance in the management of the Kibitay Urban Forest in Sukabumi City is not yet optimal. Strengthening collaboration, learning from others, utilizing technology, and increasing management capacity are needed to realize a sustainable urban forest.

Keywords: Dynamic Governance; Green Open Space; Urban Forest Management; Sukabumi City



INTRODUCTION

Rapid population growth and rapid infrastructure development in urban areas require governments to manage urban spatial planning adaptively. This continued increase in population and the increasingly rapid expansion of urban physical development directly increase the need for a healthy and sustainable environmental quality. As centers of all human business and activity, cities are consistently a destination and draw for the public. This importance drives cities to continuously build facilities and infrastructure that provide comfort and improve the quality of life, including meeting the need for a healthy environment. The facilities and infrastructure being developed include the development of green open spaces, particularly in urban areas. To maintain a stable city with a comfortable environment and clean air, the existence of green open spaces is crucial in supporting urban life, as they produce oxygen (O₂) for the community and function as the city's lungs, maintaining environmental balance.

Green open space (GOS) plays an important role in maintaining environmental quality and improving the quality of urban life. Law Number 26 of 2007 on Spatial Planning requires every city to provide at least 30% green open space, consisting of 20% public green open space and 10% private green open space. In general, green open spaces perform three fundamental functions. Socially, they serve as public spaces for recreation, education, sports, and social interaction. Physically, they function as the lungs of the city by improving air quality, protecting water systems, reducing noise pollution, controlling urban expansion, and minimizing environmental pollution. From an aesthetic perspective, green open spaces contribute to urban identity, connect architectural elements, and improve the visual quality of urban landscapes (Imansari & Khadiyanta, 2015).

The importance of green open spaces lies not only in their availability but also in their quality, as both aspects contribute significantly to enhancing urban comfort and environmental quality. Inadequate green open space can limit opportunities for social interaction and recreation, potentially affecting the psychological well-being of urban residents. Therefore, providing high-quality green open spaces is crucial for creating a healthy, comfortable, and livable urban environment (Kurniati & Zamroni, 2021).

The city of Sukabumi, located in the southern part of West Java, with a population of 370,096 and an average annual growth rate of 1.13%, faces challenges in managing



green open spaces. Pressure on land is increasing, driven by the need for housing, infrastructure, and economic activity. The Sukabumi City Government, through its 2025–2029 Regional Medium-Term Development Plan (RPJMD), has emphasized the importance of ensuring adequate green open spaces to maintain environmental quality, including urban forests.

Urban forests are a form of public green open space accessible to everyone, regardless of social, economic, or cultural background. According to Government Regulation No. 63 of 2002, an urban forest is an expanse of land with dense, compact tree growth within an urban area, whether on state or private land, designated as an urban forest by authorized officials. Urban forests in urban areas serve to safeguard the existence of urban protected areas, control pollution and damage to land, water, and air, provide a sanctuary for biodiversity, control water management, and enhance urban aesthetics.

In addition to the definition contained in Government Regulation No. 63 of 2002, Zhafira Erwandha et al. (2018) describe urban forests as green areas in urban environments consisting of trees and other vegetation that serve to maintain environmental quality and ecological balance. Furthermore, Supriadi (2010) explains that urban forest development must be supported by a clear legal framework and appropriate management functions to accommodate the diverse needs of the community while enabling managers to optimize urban forest governance. Consequently, well-managed urban forests can generate ecological, social, and economic benefits for the government and the community.

In addition to their ecological functions, urban forests can also be used as recreational areas, educational and research facilities, sports venues, and public spaces for community activities. Therefore, effective urban forest management is crucial to ensure that these ecological and social benefits are enjoyed sustainably by the communities and wildlife that inhabit the area (Nurmasari, 2024). Furthermore, the development of urban forests as part of green open space is intended to improve public comfort by providing supporting facilities and infrastructure. According to Melati (2020), urban forests can function as recreational spaces that accommodate both active recreational activities, such as sports facilities, and passive recreational activities, such as parks and relaxation areas. To ensure that these ecological, social, and recreational functions can be sustained, the management of green open spaces, including urban



forests, should be supported by an adaptive governance model. Such a governance approach should ensure clear institutional authority, the protection of green open spaces, active community participation, strong inter-agency coordination, and the fulfillment of citizens' constitutional right to a healthy and sustainable environment (Wahab, 2025).

However, despite these important functions, urban forests have not received optimal attention from local governments and the community. Yet, urban forests play a crucial role in maintaining the balance of the urban environment and supporting the community's quality of life. Urban forests not only serve as the city's lungs, improving air quality and microclimate, but also serve as recreational, educational, and conservation facilities, as well as spaces for social interaction. However, in practice, urban forest management often fails to meet its intended function. Regarding the existence of urban forests, the following data shows the area of urban forests in Sukabumi City.

Table 1. Area of Sukabumi Urban Forest

No	Name Of Urban Forest	Area
1	Hutan Kota Kibitay	43,000 m ²
2	Hutan Kota Khercof	9,000 m ²
Amount		52,000 m ²

This data represents the area of urban forest provision located in Sukabumi City, consisting of two areas: the Kibitay City Forest 43,000 m² and the Khercof City Forest 9,000 m². In terms of total area, the Kibitay City Forest is the largest and most promising area. This area should be a center of public green space that is well-managed, safe, and sustainable.

The Kibitay City Forest is located in the Lembursitu District of Sukabumi City and was established in 2009 by the Sukabumi City Government through the Environmental Agency. However, the area was underutilized, with visitors only coming for educational purposes. After several years of neglect, in 2019, the Kibitay City Forest was redeveloped by the local government into an integrated urban forest tourism destination, offering a variety of activities suitable for families, nature lovers, and adventure enthusiasts. However, various obstacles remain in its management, preventing optimal development efforts, including maintenance, monitoring, and evaluation, which should be carried out consistently by the government itself.



**Aset Hutan Kota Banyak Hilang,
Diduga Kurang Pengawasan DLH
Kota Sukabumi, Ini Penjelasan**



@Kabiro Sukabumi
01 November 2022, 14:52 WIB



Figure 1. Kibitay Urban Forest
Conditions

Source: Indosat, 2022



Figure 2. Kibitay Urban Forest
Condition

Source: Researcher, 2025

Several facilities and assets in the Kibitay City Forest have been damaged, lost, and poorly maintained due to a lack of supervision, particularly due to the absence of permanent staff. This situation has resulted in the city forest area being neglected, and its function as a public green open space has not yet been optimally implemented. These problems demonstrate that the Sukabumi City government has not yet fully demonstrated adaptive, responsive, and innovative capabilities in managing the Kibitay City Forest area. When limited human resources result in the absence of guards and routine maintenance personnel in the Kibitay City Forest area, the government, as the infrastructure manager and public service provider, should be able to find alternative, adaptive and innovative management solutions amidst rapid development that can address the challenges of sustainable public space management. When urban forest management challenges are not addressed with adaptive and innovative measures, this demonstrates the government's weak ability to implement policy updates and sustainable management strategies.

Rapidly changing conditions across various sectors demand that the government respond to emerging challenges with greater effectiveness and efficiency. In this context, dynamic governance serves as a crucial foundation for formulating and implementing adaptive and responsive public policies. Such capabilities are essential for the government to achieve sustainable development while simultaneously improving public welfare (Rahmatunnisa, 2019).

The Sukabumi City Government is also required to act dynamically in formulating policies and programs to address green open space issues amidst the challenges of urban



environmental management. The government cannot be fixated on static and rigid work methods but must be adaptive and aware of policies that are not working well. If the government remains static, it will not develop and will be left behind by the ever-changing dynamics and environmental issues that make urban forest management ineffective and unsustainable. In line with this, dynamic governance is a solution to address the problems in managing the Kibitay urban forest in Sukabumi City, as its implementation emphasizes the government's ability to think long-term to address dynamic issues.

Today, dynamic governance has become an essential capability for governments to respond effectively and efficiently to increasingly complex environmental and social changes. Implementing dynamic governance enables the government to improve the quality of public services while simultaneously supporting sustainable community well-being. To ensure consistent and sustainable implementation, the government must demonstrate long-term commitment and continue investing in strengthening institutional systems and organizational capacity (Muttaqin, 2022).

Several previous studies have shown that the concept of dynamic governance has been widely used in government. Alim (2022) found that the implementation of Dynamic Governance in public services at the Sidoarjo Regency Population and Civil Registration Office has been quite successful, although still facing challenges in human resources. Sari & Rusli (2022) showed that the Pekanbaru City Government has implemented the ability to think ahead, think again, and think across in implementing Child-Friendly Cities. Putri & Mawar (2025) examined the application of Dynamic Governance in the development of green open spaces in South Tangerang City and found that its implementation was suboptimal, particularly in the aspect of thinking across. Meanwhile, Hutabarat (2021) and Zadittaqwa & Yusup (2024) focused more on the implementation and effectiveness of urban forest management.

These previous studies demonstrate that most research related to dynamic governance focuses on public services, child-friendly cities, and green open spaces. However, research on urban forests focuses more on the implementation and effectiveness of their management; few studies have linked urban forest management to a dynamic governance perspective.



Based on the background and research gaps outlined, this study focuses on dynamic governance in the management of the Kibitay urban forest in Sukabumi City. Based on this focus, the research problem is formulated as follows: How is Dynamic Governance Applied in the Management of the Kibitay Urban Forest in Sukabumi City? To answer this question, the objectives of this study are: To determine and analyze the implementation of Dynamic Governance in the Management of the Kibitay Urban Forest in Sukabumi City, based on the three elements outlined by Neo & Chen (2007) : culture, capabilities, and change. The culture element encompasses long-term plans and goals. Furthermore, the capabilities element consists of thinking ahead, thinking again, and thinking across, as well as the element of change. Furthermore, this research also has theoretical and practical benefits. Theoretically, this research is expected to contribute to the development of Public Administration Science, particularly in the study of Dynamic Governance in the Management of Kibitay Urban Forest in Sukabumi City. Practically, this research is expected to provide useful references and input for the Sukabumi City Government, so that it can optimize urban forest management effectively.

LITERATURE REVIEW

A review of previous research shows that dynamic governance studies are mostly applied to the public service sector. One of the most relevant studies was conducted by Putri & Mawar (2025) on the application of Dynamic Governance in the development of green open spaces in South Tangerang City. Their results showed that they had implemented the skills of "thinking ahead," "thinking again," and "thinking across" in area management. However, implementation was not optimal, particularly in the "thinking across" aspect related to cross-sectoral learning and collaboration.

This study also addressed green open spaces using a dynamic governance perspective, but its focus was limited to general green open space development and did not specifically examine urban forest management. This is despite the fact that urban forests have distinct characteristics and management challenges. This indicates a theoretical gap regarding the application of dynamic governance theory in the context of urban forest management.

Based on this gap, this study uses the dynamic governance theory proposed by Neo & Chen (2007) to analyze the management of the Kibitay City Forest in Sukabumi City. They define dynamic governance as the government's ability to continuously adapt its



approach to developing and implementing different public policies and programs to achieve long-term benefits for the nation. Neo & Chen (2007) state that dynamic governance consists of culture, capabilities, and change. Culture acts as a filter for understanding, interpreting, and responding to ongoing developments in the future. Meanwhile, capabilities are the ability to recognize emerging issues, learn from the experiences of others, and implement policies to effectively address change. Finally, after combining the capability and cultural elements, the result is change.

This perspective is reinforced by Musta'ana (2023), who states that dynamic governance is a way of implementing policies, institutions, and organizational structures that enable governments to adapt to uncertainty and rapidly changing environments so that policies, institutions, and governance structures remain relevant and effective in achieving long-term goals. Similarly, Vani & Mayarni (2020) argue that dynamic governance requires governments to continuously adjust the implementation of policies and programs to respond to societal changes and ensure sustainable public welfare.

Based on the three dimensions of dynamic governance proposed by Neo & Chen (2007) in relation to problem phenomena, this study uses elements consisting of the culture dimension, which encompasses long-term aspects (long-term plans and goals). The capabilities dimension consists of thinking ahead, thinking again, and thinking across sectors. The novelty of this research lies in the application of dynamic governance to assess the ability of local governments to manage urban forests adaptively, innovatively, responsively, and sustainably.

RESEARCH METHODS

This study used a qualitative research method and was conducted at the Sukabumi City Environmental Agency as the primary agency responsible for managing the Kibitay City Forest. To determine the informants in this study, the researcher used a purposive sampling technique. According to Sugiyono (2022), purposive sampling is a data source sampling technique with certain considerations, for example, the informant is considered to be the most knowledgeable about what we consider or as an authority that will facilitate the research. Research informants were selected by considering their knowledge regarding the management of the Kibitay City Forest in Sukabumi City, consisting of representatives from the Sukabumi City Environmental Agency, the Sukabumi City Bappeda, field officers and the community. Data collection techniques in this study were



carried out through observation, interviews, and documentation. Data validity was tested using source triangulation and technical triangulation. Data analysis was carried out interactively using the data analysis model developed by Miles & Huberman (1992), which consists of three stages: data reduction, data display, and drawing conclusions/verification. so that an overview of the management of the Kibitay Urban Forest in Sukabumi City was obtained.

RESULTS AND DISCUSSION

This study examines Dynamic Governance in the Management of the Kibitay Urban Forest in Sukabumi City. According to Neo & Chen (2007) , dynamic governance is the government's ability to continuously adapt how it develops and implements public policies and programs to achieve long-term benefits for the nation. A key focus of dynamic governance is the government's ability to consider long-term actions to address dynamic issues. A static government can lead to organizational stagnation. Dynamic governance is necessary to ensure that every policy and program process can adapt to various situations.

In the management of the Kibitay Urban Forest, the Sukabumi City Environmental Agency plays a key role. Field officers are directly involved in management activities, such as maintenance and supervision. Furthermore, the Sukabumi City Regional Development Planning Agency plays a role as planner, coordinator, and evaluator of this management program. The community also serves as users and beneficiaries of the Kibitay Urban Forest in Sukabumi City. This study aims to analyze how dynamic governance is applied in the management of the Kibitay Urban Forest in Sukabumi City. This research uses the theory proposed by Neo & Chen (2007), which includes: 1) Culture: long-term, 2) Capabilities: thinking ahead, thinking again, thinking across, and 3) Change, all linked to the management of the Kibitay City Forest and expected to be sustainable. The following is a discussion of the research results on "Dynamic Governance in the Management of the Kibitay Urban Forest in Sukabumi City," using the approach according to Neo & Chen (2007):

A. Culture

The first dimension, culture, explains the relationship between organizational culture and the dynamics that occur. Culture is a habit that is consistently practiced by an individual. When related to public sector organizations, culture is a set of habits



implemented throughout an organization. According to Neo & Chen (2007), culture acts as a filter for understanding, interpreting, and responding to ongoing developments in the future. Every organization has its own culture for carrying out its activities and work programs. Organizational culture is influenced by the government's beliefs or convictions to consistently contribute to its duties. When discussing public organizations, individuals working there must possess the traits, character, and strong commitment to serving the community. This can certainly be part of the long-term. One aspect of culture analyzed in this study is:

1. Long-Term

The cultural dimension of Kibitay City Forest management in Sukabumi City shows that the government's organizational culture is reflected through long-term indicators. This finding can be analyzed using the dynamic governance theory proposed by Neo & Chen (2007), which states that culture is the basic foundation of the dynamic governance process, which must reflect the government's commitment and ability to determine sustainable long-term plans and goals. Long-term indicators in dynamic governance emphasize that the government must have long-term plans and goals to ensure sustainable management of the area.

The findings regarding Kibitay City Forest management in Sukabumi City, using long-term indicators, indicate that the Sukabumi City government, specifically the Environmental Agency and the Sukabumi City Development Planning Agency (Bappeda), have established long-term direction and goals for the existence and management of the Kibitay City Forest area. Statements from informants 1 and 2 demonstrate a shared perspective regarding the government's plan to further develop and promote the Kibitay City Forest through the use of social media, involving environmental communities, and strengthening inter-agency coordination. Both informants believe that many people are unaware of the Kibitay City Forest's existence or its function, necessitating information dissemination through social media and activities that directly involve the community. The use of social media also serves as an effort to build more open communication between the government and the public.

In this study, the use of social media as part of a long-term plan demonstrates that the Sukabumi City Government is beginning to develop an organizational culture that adapts to technological developments and the public's need for information. This



demonstrates that the Sukabumi City Government has a clear direction and objectives for the future of the Kibitay City Forest. However, these long-term plans and objectives do not yet demonstrate a long-term plan specifically aimed at maintaining facilities and strengthening area oversight. While maintenance and oversight should be a focus of the city forest's long-term plans and objectives, weak maintenance and oversight can lead to problems such as damage. This can impact public comfort and interest in future visits, thus hindering the government's stated goal of enhancing the Kibitay City Forest's existence. Long-term indicators for the management of the Kibitay City Forest have begun to be planned, but they have not yet been fully realized, as the planned sustainability has not been implemented and could even be considered as merely a plan or concept.

Overall, based on the dynamic governance theory by Neo & Chen (2007), the cultural dimension through long-term indicators in the management of the Kibitay City Forest has demonstrated a long-term orientation, which is one of the characteristics of dynamic governance. The government demonstrates its commitment through various long-term plans, such as the use of social media, community involvement, and increased coordination between agencies. Although the government has various long-term plans and goals, this sustainability-oriented culture has not been fully reflected in field implementation due to the limited realization of programs and the suboptimal benefits felt by the community. Even now, the condition of the city forest is termed as dead. These long-term plans and goals are more directed at developing the existence of the Kibitay City Forest rather than strengthening the governance of the area. In the cultural dimension through this long-term indicator, strengthening planning and implementation is needed so that the long-term orientation that has been built can produce results.

B. Capabilities

According to Neo & Chen (2007), capabilities are the ability to recognize emerging issues, learn from the experiences of others, and respond to policies to effectively address change. Capabilities are closely related to an organization's culture and its resources. Capability is a crucial factor because it determines the government's ability to face challenges, solve problems, and adapt to dynamic environmental changes. This demonstrates the need for improvements in innovation capabilities to implement or develop breakthroughs that are newer than before. This dimension consists of three characteristics: "thinking ahead," "thinking again," and "thinking across," as follows:



1. Thinking Ahead

Thinking ahead in managing the Kibitay urban forest indicates that the government's ability to anticipate change and challenges is not yet optimal. This finding can be analyzed using the dynamic governance theory proposed by Neo & Chen (2007). Thinking ahead emphasizes the government's ability to anticipate change, challenges, and opportunities and then translate these into strategies that can prepare the organization for greater sustainability. This capability is also exercised to influence and engage stakeholders in responding to emerging policy issues (Tandungan & Parinussa, 2021).

The findings of this study indicate that the Sukabumi City government, specifically the Sukabumi City Environmental Agency and the Sukabumi City Regional Development Planning Agency (Bappeda), have implemented anticipatory measures to address various potential issues, such as damage or loss of facilities. Both agencies explained that the government has deployed field officers as an anticipatory measure to safeguard and maintain the area and prevent environmental damage. Furthermore, the Sukabumi City Regional Development Planning Agency (Bappeda) also explained another anticipatory measure regarding the importance of identifying management needs and proposing them to relevant agencies as a way to prevent future problems. This statement was reinforced by informant 3, a field officer who explained that any damage or obstacles encountered are always reported to the Environmental Agency for follow-up. However, these follow-up actions are not always implemented, often requiring officials to seek alternatives on their own. This demonstrates that the government is aware of the potential risks and is attempting to develop anticipatory mechanisms through field monitoring and communication. However, this has not been fully accompanied by a rapid response and adequate organizational preparedness.

However, the research also indicates that anticipatory capacity remains limited. Currently, there are only two officers available to manage the vast area. Informant 1 acknowledged that this number is insufficient and requires additional staff for optimal management. This situation means the government has not yet fully prepared adequate organizational capacity to anticipate the various challenges that will arise. Anticipatory measures taken do not fully address all existing challenges, as anticipatory capacity also depends on the government's preparedness.



In addition to limited human resources, this research also found a lack of strategic alignment between informants 1 and 2. Informant 1 focuses more on the biodiversity park (Kehati), while Informant 2 focuses more on the concept of agro-tourism that integrates the various regional potentials in Lembursitu. Even in the explanation of the Regional Development Planning Agency (Bappeda), the plan for the Kehati Park does not appear to be a priority that is being pushed for realization, although both informants still prioritize its ecological, conservation, and educational functions. Conditions like this will potentially cause the sustainability of the kibatay city forest to be carried out partially and not comprehensively, so that the goals achieved will not be aligned later. However, thinking ahead according to Neo & Chen (2007) not only requires the ability to see opportunities and challenges, but also requires a shared vision and a strong strategy so that the formulated policies can be implemented effectively and sustainably. Thus, overall, the ability to think ahead in the management of the kibatay city forest has not been optimal, because it still experiences weaknesses in responsiveness, capacity readiness, and strategic integration, so that forward-looking capabilities have not been fully realized in concrete, adaptive, and sustainable actions.

2. Thinking Again

This research was analyzed using the dynamic governance theory proposed by Neo & Chen (2007), which states that "thinking again" in dynamic governance emphasizes the government's ability to review policies, programs, and actions that have been implemented through a process of evaluation and learning to achieve better results. The research findings indicate that the Sukabumi City government has conducted a review process for the management of the Kibatay City Forest through periodic evaluations conducted by the Sukabumi City Environmental Agency and the Sukabumi City Regional Development Planning Agency (Bappeda). Evaluations are conducted to monitor management implementation, assess program achievements, identify issues, and identify needs for sustainable area development. Evaluations also involve various internal and external parties, as needed and within the scope of the evaluation.

The research findings also indicate that the implementation of Kibatay City Forest management, according to all informants, is essentially in accordance with the established plan, including maintenance and supervision. This is further clarified by community members who stated that maintenance activities, such as area cleanliness, are frequently carried out. However, informant 2, from the Sukabumi City Regional



Development Planning Agency (Bappeda), stated that management success cannot be measured solely by the area's physical presence, but also by its impact. In this regard, the level of utilization and community visits remains suboptimal.

Although the overall implementation of Kibitay City Forest management has proceeded according to plan, its implementation in the field has been hampered by various obstacles, such as limited human resources, inadequate infrastructure, lack of community involvement, and suboptimal coordination between agencies. Field officers even explained that damage had been reported repeatedly, but no action was taken. Observations also revealed facilities requiring attention, such as non-functioning toilets due to missing water pumps, dirty gazebos, damaged paving blocks, and abandoned nursery houses. These conditions indicate that an evaluation process has been conducted, but has not yet resulted in comprehensive changes that address the problems.

Essentially, "thinking again" in the context of dynamic governance is the government's ability to review policies, programs, or actions and then use them as learning materials for future improvement. Overall, based on the dynamic governance theory of Neo & Chen (2007), the ability to "think again" has not yet been fully realized in Kibitay City Forest management. The Sukabumi City Government has demonstrated reflection through the evaluation process, problem identification, and the preparation of improvement proposals, but the learning process for the organization is not yet strong, because there is still a gap between the evaluation results and changes that occur in the field, especially seen from recurring problems. The implementation of thinking again in the management of the Kibitay City Forest has not fully run in accordance with what is stipulated in dynamic governance, because the evaluation is still limited to a means to find out or identify problems rather than as a learning and transformation of sustainable management.

3. Thinking Across

The findings of this study were analyzed using the dynamic governance theory proposed by Neo & Chen (2007), which states that "thinking across" in dynamic governance emphasizes the government's ability to learn from the experiences, knowledge, and practices implemented by others and then adapt to the organization's circumstances. This capability encourages the organization to not rely solely on internal



experience but also to be open to collaboration, innovation, technology utilization, and various good practices developing outside the organization.

In the management of the Kibitay City Forest, this study's findings indicate that thinking across is beginning to be evident in the collaboration between the Environmental Agency and the Regional Development Planning Agency (Bappeda), universities, and other educational institutions that utilize the city forest area as a means of environmental education. However, this collaboration tends to be limited to the functions of each agency and has not been specifically directed at supporting the development of the Kibitay City Forest. The Sukabumi City Bappeda also believes that many other parties, particularly the Sukabumi City Environmental Agency, which is responsible for its primary management, could be involved, including the tourism agency, environmental communities, and the private sector. This demonstrates that the vast opportunities for collaboration, which could support area management, including maintenance, development, and improving governance, have not been optimally utilized, thus impacting the urban forest area.

The ability to think across the board is also evident in the Environmental Agency's efforts to study the management of the Kehati Park in Cianjur Regency as a reference for developing the Kibitay City Forest. However, the results of this visit ultimately failed to result in concrete adoption of practices due to differences in area size. This demonstrates that the Sukabumi City government is willing to learn from others, but the process has not yet developed into innovations tailored to the conditions of the Kibitay City Forest. It has only stopped at observation, thus failing to make a tangible contribution to addressing the needs of the Kibitay City Forest. In the concept of thinking across the board, external learning does not have to be applied exactly; rather, it allows for modifications to suit our own needs and capacities.

Overall, thinking across the board in Kibitay City Forest management does not fully reflect a dynamic organization, as cross-sectoral learning and adoption of external practices are still limited, if not lacking. The Sukabumi City Government has demonstrated an openness to learning and collaboration, but its learnings have not yet been translated into innovation or significant management changes. The ability to think across boundaries has begun to emerge, but this thinking across boundaries can be said to exist at the discourse and learning level, but has not yet resulted in change.



From an overall interpretation, the capabilities dimension according to Neo & Chen (2007) consists of thinking ahead, thinking again, and thinking across. Research findings on this capabilities dimension face various limitations, such as the thinking ahead indicator, which indicates a lack of alignment in strategic direction between managers and planners, resulting in a lack of integration, and limited anticipatory measures. From the thinking again perspective, evaluations are routinely conducted, but follow-up to the evaluation results has not been able to resolve existing problems in the urban forest, such as damaged facilities and underutilization. The evaluation results are limited to reports and proposals, not yet implemented. Field officers even assess that the Environmental Agency is less responsive to what is needed and proposed regarding the management of the Kibitay City Forest, including when problems arise. Meanwhile, the thinking across indicator, collaboration is still limited. Even the Regional Development Planning Agency (Bappeda) as the planner stated that the Environmental Agency, as the main manager, is inactive. Adoption of practices from other regions has not been implemented as innovations in the management of the Kibitay City Forest.

The capabilities dimension of Kibitay City Forest management cannot be considered optimal because various efforts undertaken in strategy, evaluation, and collaboration are still carried out separately and do not fully support each other to achieve the same management goals. As a result, several identified and evaluated issues have not received optimal follow-up, such as the continued presence of damaged facilities that are not functioning properly, the suboptimal utilization of nursery houses, and low community involvement. However, when viewed from the three indicators of thinking ahead, thinking again, and thinking across, it can be implemented in a more integrated manner by aligning all three to achieve integrity and sustainability. In other words, the government should be more responsive.

C. Change

The dimension of change in the management of the Kibitay urban forest indicates that the changes occurring do not fully reflect the results of the implementation of dynamic governance. These findings were analyzed using the dynamic governance theory proposed by Neo & Chen (2007), which states that change in dynamic governance is the result of culture and capabilities, reflected in the government's ability to produce innovations in policies, programs, and organizational methods. These changes are not only measured by physical construction or the addition of facilities, but should also



improve the quality of existing governance and generate greater value and benefits for the community.

The findings of this study indicate that the Sukabumi City Government appears to be slowly making changes, but has not yet fully addressed the governance aspect. Informants 1, 2, and 3 echoed the same sentiment: the most obvious changes are seen in the area's redevelopment, including expanded parking areas, the installation of paving blocks, and the use of CCTV technology for monitoring unforeseen events such as loss or damage to infrastructure. Furthermore, the government has begun utilizing social media to disseminate information to the public. These efforts also demonstrate a rethink, the government's ability to find more effective methods or alternatives by utilizing technology to support management.

However, upon closer inspection, the changes are still predominantly focused on area planning; the impact on the community is yet to be seen. One change most aligned with management needs is the use of CCTV as a surveillance tool, helping to monitor area conditions and reduce the risk of damage or loss of infrastructure. This demonstrates that the government has begun to adapt by utilizing technology like CCTV.

These changes demonstrate a mismatch between culture, capabilities, and the resulting changes. In the cultural dimension, the government has long-term plans and objectives for managing the Kibitay City Forest through development plans, due to the community's tendency to remain closed to information and the existence of the Kibitay City Forest. Meanwhile, in the capabilities element, there is a failure to think across the board because the government has never adopted practices and lessons learned from others. This indicates that the changes have not fully resulted from adaptive culture and capabilities, as stated by Neo & Chen (2007).

Overall, in the context of Kibitay City Forest management, changes have been observed, but they are still partial, not yet addressing changes in governance. The most tangible manifestation of this change is seen in the adaptation of technology through the use of CCTV and social media as a means of public communication, this also reflects an effort to think again, namely finding new ways that are more quickly responsive. This condition means that the changes that occur are still improvements in physical aspects only, not transformational changes. In fact, this change emphasizes the government's ability to produce updates that are able to answer needs and create better conditions in



the future. Although the kibitay city forest has undergone several changes, these changes do not fully reflect changes in dynamic governance because the visible results are still mostly in the form of facility improvements, because when the community still perceives that there are not many changes that have occurred, then the changes made have not succeeded in achieving the expected goals.

CONCLUSION

Based on research and discussion, the implementation of Dynamic Governance in the management of the Kibitay Urban Forest in Sukabumi City has not been fully implemented, resulting in adaptive, responsive, and sustainable management. In the cultural dimension, the long-term indicator demonstrates the government's commitment to maintaining the Kibitay Urban Forest through a long-term plan for its condition. However, this long-term plan remains weakly implemented, remaining limited to planning. The plan also does not specifically address maintenance and monitoring of the area, but rather focuses on increasing the public's exposure to the Kibitay Urban Forest. The Kibitay Urban Forest, as an environmental asset, is developing in accordance with its stated goals and objectives, but remains under-recognized and under-utilized by the public.

In the capabilities dimension, the government's ability to think ahead, rethink, and think across boundaries or sectors has begun to be implemented, but has not yet been implemented effectively and in an integrated manner. The ability to think ahead is already visible through anticipation by placing field officers and developing strategies, but is still hampered by limited human resources, a lack of responsive follow-up to existing needs in the field, and the lack of alignment between managers and planners. The ability to think again has also not produced strong organizational learning because various problems that have been evaluated continue to recur without clear solutions. Meanwhile, the ability to think across boundaries is still limited to coordination and information exchange only, there is no synergy between agencies that has developed into innovations that strengthen area management, efforts to study management references from other regions have not been successfully implemented and adapted into innovations according to the existing conditions of the Kibitay City Forest.

In terms of change, the changes occurring in the management of Kibitay City Forest are still dominated by physical improvements to the area. The most obvious



manifestation of this change is the adaptation of technology through the use of CCTV as a surveillance tool, which helps reduce the risk of loss and damage to infrastructure. However, these changes have not yet had a significant impact on the area's function or its use by the community. This indicates that the changes have not been comprehensive in improving management quality.

ACKNOWLEDGMENTS

The author expresses his appreciation and gratitude to the Sukabumi Urban Environmental Agency, the Sukabumi City Regional Development Planning Agency (Bappeda), and all informants who participated and provided the necessary data for this research. He also expresses his gratitude to his supervisor and all parties who provided support, input, and assistance throughout the research process, leading to the completion of this article.

REFERENCES

- Alim, B. N. (2022). Upaya Mewujudkan Dynamic Governance Pada Pelayanan Publik Di Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Sidoarjo. *Dialogue : Jurnal Ilmu Administrasi Publik*, 4(2), 343–361. <https://doi.org/10.14710/dialogue.v4i2.14645>
- Hutabarat, D. K. (2021). *Implementasi Kebijakan dalam Pengelolaan Hutan Kota Pekanbaru Berdasarkan Peraturan Pemerintah No. 63 Tahun 2002*. Universitas Islam Riau.
- Imansari, N., & Khadiyanta, P. (2015). Penyediaan Hutan Kota dan Taman Kota sebagai Ruang Terbuka Hijau (RTH) Publik Menurut Preferensi Masyarakat di Kawasan Pusat Kota Tangerang. *RUANG*, 1, 101–110. <https://doi.org/https://doi.org/10.14710/alj.v%25vi%25i.1-8>
- Kurniati, A. C., & Zamroni, A. (2021). Kategorisasi Karakteristik Ruang Terbuka Hijau Publik untuk Menunjang Kenyamanan Kota Yogyakarta. *Jurnal Ilmu Lingkungan*, 19(1), 127–139. <https://doi.org/10.14710/jil.19.1.127-139>
- Melati, H. B. (2020). Regulation Implementation Effectiveness of Outdoors Users in Town Square of Bandung, Indonesia. *Journal of Contemporary Governance and Public Policy*, 1(2), 108–121. <https://doi.org/10.46507/jcgpp.v1i2.7>
- Miles, M. B., & Huberman, A. M. (1992). *ANALISIS DATA KUALITATIF: BUKU SUMBER TENTANG METODE-METODE BARU* (Cet. 1). JAKARTA: UI-PRESS.



- Musta'ana. (2023). *Dynamic Governance dalam Pelayanan Pembayaran Pajak Kendaraan Bermotor di Kantor Bersama Samsat Bojonegoro*.
<https://doi.org/https://doi.org/10.55606/jass.v4i1.122>
- Muttaqin, M. A. (2022). Membangun Kebijakan Adaptif Menuju Dynamic Governance. *Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja Dan Administrasi Pelayanan Publik*, 25(1), 4–6. <https://doi.org/10.31845/jwk.v23i1.678>
- Neo, B. S., & Chen, G. (2007). *Dynamic Governance - Embedding Capabilities and Change in Singapore* (B. S. Neo & G. Chen, Eds.). World Scientific Publishing Co. Pte. Ltd.,.
- Nurmasari, N. (2024). Peran Dinas Lingkungan Hidup Dan Kebersihan Kota Pekanbaru Dalam Pengelolaan Ruang Terbuka Hijau (Studi Hutan Kota). *PUBLIKA : Jurnal Ilmu Administrasi Publik*, 10(2). <https://doi.org/10.25299/jiap.2024.18983>
- Putri, D. Y., & Mawar, M. (2025). Penerapan Dynamic Governance dalam Pengembangan Ruang Terbuka Hijau (RTH) di Kota Tangerang Selatan. *Sosial Simbiosis : Jurnal Integrasi Ilmu Sosial Dan Politik*, 2(2), 01–09. <https://doi.org/10.62383/sosial.v2i2.1395>
- Rahmatunnisa, M. (2019). *DIALEKTIKA KONSEP DYNAMIC GOVERNANCE*.
<https://doi.org/https://doi.org/10.36859/jap.v2i02.116>
- Sari, A. I., & Rusli, Z. (2022). Tata Kelola Pemerintahan Dinamis (Dynamic Governance) Dalam Penyelenggaraan Kota Layak Anak Di Kota Pekanbaru. *Saraq Opat: Jurnal Administrasi Publik*, 5(1), 022–032. <https://doi.org/10.55542/saraqopat.v5i1.442>
- Sugiyono. (2022). *Metode Penelitian Administrasi Dan Metode R&D*. 124, 132–142, 185–193.
- Supriadi. (2010). *HUKUM KEHUTANAN DAN HUKUM PERKEBUNAN DI INDONESIA* (Supriadi, Ed.). PT Sinar Grafika.
- Tandungan, E., & Parinussa, E. (2021, March 8). *Implementation of Dynamic Governance Concept Through Discretion Policy in Facing the National Emergency of Covid-19 in Indonesia*. <https://doi.org/10.4108/eai.4-11-2020.2304623>
- Vani, R. V., & Mayarni. (2020). KAPABILITAS DYNAMIC GOVERNANCE PEMERINTAH KOTA PEKANBARU DALAM PEMBERLAKUAN NEW NORMAL DI MASA PANDEMI COVID19. *Jurnal Agregasi : Aksi Reformasi Government Dalam Demokrasi*, 8(2), 145–167. <https://doi.org/10.34010/agregasi.v8i2.3894>



- Wahab, A. (2025). Kewenangan Pemerintah Kota Mataram dalam Pengelolaan Ruang Terbuka Hijau Ditinjau dari Prinsip Otonomi Daerah. *Jurnal Perlindungan Masyarakat Bestuur Praesidium*, 02(1), 80–92. <https://ejournal.ipdn.ac.id/jpa/index>
- Zadittaqwa, M., & Yusup, M. (2024). Efektivitas Operasi dan Pemeliharaan Aset Ruang Terbuka Hijau Di Hutan Kota Caracas Kabupaten Kuningan. *Jurnal Manajemen Aset Infrastruktur & Fasilitas*, 8, 183–192. <https://journal.its.ac.id/index.php/jmaif/article/view/9088>
- Zhafira Erwandha, A., Masjaya, & Burhanudin. (2018). *STUDI TENTANG PENGELOLAAN HUTAN KOTA PADA TANAH NEGARA DI KOTA SAMARINDA OLEH DINAS PERUMAHAN DAN PERMUKIMAN* (Vol. 6, Number 3). <https://ejournal.ip.fisip-unmul.ac.id/site/?p=2956>

