



The Dynamics of Community-Based Natural Resource Economic Governance in Responding to Global Green Economy Pressures

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ARTICLE INFO

Keywords: Community-Based Governance, Natural Resource Economy, Green Economy, Institutional Adaptation, Adaptive Governance

Received : 27, February

Revised : 28, March

Accepted: 30, April

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ABSTRACT

The intensification of global green economy agendas has generated structural pressures on local economic systems that depend on natural resources, particularly in regions where community-based governance remains the primary foundation of resource management. This study aims to analyze the dynamics of community-based natural resource economic governance in Bali, Indonesia, with a focus on institutional transformation and adaptive strategies in response to global green economy pressures. The research employs a qualitative approach using a single case study design. Data were collected through in-depth interviews with 10 purposively selected informants and were complemented by field observations and document analysis, including customary regulations, village bylaws, and green economy-related policies. The data were analyzed thematically using Institutional Analysis and Adaptive Governance frameworks to identify patterns of institutional change, actor interaction, and collective adaptive capacity. The findings reveal that global sustainability standards and green tourism policies have encouraged the emergence of hybrid governance arrangements that integrate formal regulatory adjustments with strengthened customary norms. Local institutions demonstrate adaptive capacity through rule modification, economic diversification, and collaborative network building, although tensions persist between market-oriented sustainability demands and socio-cultural values. The study concludes that community-based governance in Bali exhibits institutional resilience by harmonizing traditional authority structures with contemporary environmental-economic imperatives, contributing to the advancement of adaptive governance theory and informing inclusive green transition policies.

INTRODUCTION

The transformation towards a global green economy has become a strategic agenda in response to the climate crisis, environmental degradation, and increasingly complex development inequalities. International reports show that the transition to low-carbon economies is driving the restructuring of production systems and resource governance in various developing countries (United Nations Environment Programme, 2023). In this context, pressure on local communities that depend on natural resources is increasing, especially through global sustainability standards, carbon market mechanisms, and environmental certification. Recent studies confirm that the integration of the global sustainability agenda often changes local institutional configurations and gives rise to non-uniform adaptation dynamics (Biermann et al., 2021). Therefore, an analysis of community-based economic governance becomes relevant to understand how local systems respond to these structural pressures institutionally and socially.

Locally, Bali Province represents a region with a high dependence on natural resources, particularly through the traditional agricultural sector and culture- and environmentally-based tourism. The subak system and customary villages are the foundation of resource governance that integrates customary norms, spirituality, and collective mechanisms in land and water management. However, the expansion of green tourism and the demand for international sustainability certification have driven changes in production patterns and the distribution of economic benefits at the community level. Research by Armitage et al. (2020) shows that global pressures on local systems often give rise to hybrid forms of governance that combine traditional norms and formal regulations. On the other hand, Bennett et al. (2021) affirm that the success of community adaptation is largely determined by institutional capacity and inter-stakeholder collaborative networks. This condition places Bali as a strategic empirical context to examine the dynamics of community-based resource economic governance within the framework of a global green economy.

Although the literature on adaptive governance and community-based resource management continues to grow, there is a significant research gap. Most studies focus on aspects of environmental conservation or macro climate policy without integrating the economic dimensions of local institutions in depth (Folke et al., 2021). Other research tends to position communities as policymakers, rather than as actors actively transforming their governance structures (Kooiman et al., 2022). In addition, studies on hybrid governance in the context of green economies in regions with dualism of formal and customary governance systems are still limited. Thus, there is a scientific need to examine how institutional transformation occurs at the community level as well as how adaptive strategies are built in response to global pressures.

Based on these gaps, this study aims to analyze the dynamics of community-based natural resource economic governance in Bali in response to global green economic pressures. In particular, this study explores the transformation of formal and informal rules, interactions between actors in the local policy arena, and adaptive strategies developed by community institutions.

This approach is in line with the framework of Institutional Analysis and Adaptive Governance which emphasizes the importance of rule structures, power relations, and collective capacity in the face of external change (Cleaver et al., 2022). Thus, this study not only captures policy changes, but also the socio-economic dynamics that accompany them.

The theoretical contribution of this research lies in the development of understanding of hybrid governance in the context of green economic transition, especially in areas with strong customary institutional structures. This research enriches the adaptive governance discourse by showing how traditional norms can function as a source of institutional resilience when faced with global market pressures (Termeer et al., 2020). In practical terms, the findings of this study provide implications for the formulation of green transition policies that are more inclusive and contextual, especially in integrating local values into sustainability policy design. Thus, this study contributes to strengthening the synergy between the global agenda and the adaptive capacity of local communities.

LITERATURE REVIEW

Green Economy and Natural Resource Governance Transformation

The green economy is understood as a development paradigm that emphasizes resource efficiency, low carbon, and social inclusivity in the economic growth process. In practice, the transition to a green economy involves not only technological innovation, but also fundamental changes in governance structures and power relations at the local level. Barbier (2022) asserts that the integration of sustainability principles in national economies often results in institutional pressures on communities that depend on natural resources. On the other hand, Scoones et al. (2020) explain that the global sustainability agenda often brings market logic and international standardization that are not necessarily in line with local social norms. This shows that the green economy is not neutral, but rather reshaping the incentive system, benefit distribution, and regulatory structure at the community level. In this context, governance dynamics are a key element in determining whether the green transition results in social justice or deepens inequality.

Community-Based Governance in Resource Management

Community-based governance has long been recognized as an effective approach to natural resource management, especially in societies with strong collective social structures. The principle of participation, customary norms, and deliberation-based decision-making mechanisms are the foundation of institutional sustainability. According to Cox et al. (2020), the success of community-based management is greatly influenced by the consistency of local rules and the social legitimacy possessed by the institution. Nevertheless, Anderies and Janssen (2021) show that community systems face challenges when it comes to adapting to complex external pressures, such as market globalization and changes in environmental policies. In Indonesia, research by Dharmawan and Mardiyaningsih (2022) emphasizes that customary institutions still have strong regulatory capacity, but require strategic adaptation to face the demands of the modern economy. This literature confirms that community-based

governance is dynamic and constantly negotiates with changes in external structures.

Adaptive Governance and Institutional Resilience

The concept of adaptive governance developed in response to the limitations of static governance models in the face of environmental and economic uncertainty. The framework emphasizes rule flexibility, collective learning, and cross-actor collaboration as key elements in building institutional resilience. Chaffin et al. (2021) explain that adaptive governance allows socio-ecological systems to respond to change through adaptive feedback mechanisms. Furthermore, Baird et al. (2021) underscore the importance of social networks and local leadership in strengthening the adaptive capacity of communities. In the Indonesian context, Yuliani et al. (2023) found that the integration of local norms with formal policies improves governance stability in customary-based areas. This literature shows that institutional resilience depends not only on the structure of the rules, but also on the ability of institutions to innovate and collaborate in the face of global pressures.

Hybrid Governance and Global Pressures

The phenomenon of hybrid governance arises when local systems integrate traditional norms with formal regulations and international standards. This model is increasingly relevant in the context of the green economy, where global policies are often translated differently at the local level. Visseren-Hamakers et al. (2021) emphasized that governance hybridization is a form of institutional adaptation that allows communities to maintain social identity while meeting external demands. Meanwhile, Bernstein and Hoffmann (2022) show that global market pressures can drive the restructuring of authority and the distribution of benefits in local systems. In Bali, a study by Windia and Dewi (2021) revealed that the subak system shows flexibility in adopting green tourism policies without completely abandoning customary norms. This literature shows that governance dynamics in the green economy are negotiable and result in a new institutional configuration that is hybrid.

METHODOLOGY

Research Type and Design

This study uses a qualitative approach with a single case study design that focuses on the dynamics of community-based natural resource economic governance in Bali in response to global green economic pressures. The qualitative approach was chosen because this study aims to understand the process of institutional transformation, actor interaction, and adaptive strategies in depth in a specific social context. Case studies allow for a comprehensive exploration of contemporary phenomena in real-life contexts (Yin, 2021). This design is relevant when the boundaries between phenomena and contexts are clearly defined, especially in socio-ecological governance research (Ridder, 2020). Thus, this method allows for contextual and interpretive analysis of the institutional dynamics of the community.

Population and Sampling Techniques

The study population consisted of actors directly involved in natural resource management and the implementation of green economy policies at the

village level in Bali. A non-probability sampling technique was employed using a purposive sampling approach, whereby participants were selected based on their strategic roles and direct relevance to governance processes and green economy adaptation. A total of 10 informants were selected to ensure depth of insight and data saturation. The composition included 2 customary village leaders (bendesa adat or customary council members), 2 subak administrators or natural resource management group representatives, 1 village head (perbekel), 2 managers of village-owned enterprises (BUMDes) or community-based tourism initiatives, 2 local business actors affected by green economy policies (from the agricultural or tourism sectors), and 1 representative from the local government agency responsible for environmental or tourism affairs. This composition was designed to proportionally represent customary institutions, formal village governance structures, local economic actors, and policy authorities. The number of participants was considered sufficient based on the principle of data saturation in qualitative research, which prioritizes informational depth over statistical representation (Guest et al., 2020). The selection process accounted for institutional diversity and direct engagement in natural resource governance practices, thereby enabling a comprehensive analysis of formal and informal governance interactions within community-based natural resource economic management.

Data Collection Techniques and Instruments

Data was collected through three main techniques, namely in-depth interviews, participatory observations, and documentation analysis. The interviews were conducted in a semi-structured manner using interview guidelines prepared based on the framework of Institutional Analysis and Adaptive Governance. The interview instrument was developed with reference to indicators of institutional change and adaptive capacity as described in the socio-ecological governance literature (Denzin & Lincoln, 2023). Observations were made to understand resource management practices and social interactions in community forums. Documentation includes analysis of awig-awig, village regulations, and regional policies related to the green economy. The validity of the data is maintained through the triangulation technique of sources and methods, while the credibility of the findings is strengthened through member checking and audit trails as recommended by Nowell et al. (2020).

Research Implementation Procedure

The research was carried out through several systematic stages. The first stage is a preliminary study and mapping of local institutions to identify key actors. The second stage is the preparation of interview instruments and the testing of the feasibility of questions through limited discussions with academics and practitioners. The third stage includes the collection of field data during the intensive observation period. The fourth stage is the process of transcription, reduction, and categorization of data. The entire research process follows the ethical principles of social research, including participant consent and confidentiality of information (Tracy, 2020). This stage ensures that the research process runs in a systematic, transparent, and accountable manner.

Data Analysis Techniques

Data analysis was carried out using thematic analysis with inductive and deductive approaches. The initial stage involves an open coding process to identify the initial themes, followed by axial coding to connect the emerging categories with the framework of Institutional Analysis and Adaptive Governance. The analysis was carried out using NVivo 14 software to facilitate data grouping and tracing of inter-stakeholder relationship patterns. This approach allows the identification of patterns of rule change, the dynamics of institutional interactions, as well as forms of collective adaptation that emerge in the context of the green economy. The thematic analysis method is considered effective in revealing the structure of meaning and institutional dynamics in socio-ecological research (Braun & Clarke, 2021). Thus, this analysis technique is aligned with the research objectives that focus on institutional transformation and the adaptive capacity of communities.

RESULTS AND DISCUSSION

Emergence of Hybrid Governance: Institutional Integration between Formal Regulation and Customary Authority

The findings of the study show that the pressure of global sustainability standards and green tourism policies does not shift the customary structure, but rather encourages a hybrid process of institutional integration. This integration occurs through the revision of formal village regulations that remain based on the legitimacy of customary norms as the main source of authority. Analysis of the documents shows that there is an addition of environmental management clauses in the awig-awig and village regulations, while observations of village deliberations show that customary forums remain the main arena for decision-making. This process reflects a form of institutional adaptation that is not destructive, but accommodating and contextual, in which formal rules function as administrative instruments, while customary norms remain the foundation of social legitimacy.

The description of the consistency between the new rules and the old values was affirmed by one of the informants who stated: "*We still stick to the awig-awig, but now there are additional rules on waste and water management to be in line with environmental policies.*" (A-01, December 5, 2025). The importance of deliberative mechanisms in the process of change was also explained by another informant who added: "*All changes to the rules are discussed in the village district, so that customary values remain the basis for decisions.*" (A-02, December 7, 2025). From the technical side of resource management, this adaptation is reflected in field practice as expressed below: "*Now the regulation of irrigation water also considers efficiency and conservation because it is a requirement of the green program.*" (B-01, December 9, 2025). The harmonization between formal regulations and customary structures is also affirmed in the following statement: "*The village regulations are revised to align with sustainable tourism standards, but still refer to the customary structure.*" (C-01, December 12, 2025). Support for such integration from a regional policy perspective is stated as follows: "*We encourage villages to integrate formal regulations with local values to make environmental policies more effective.*" (F-01, 15 December 2025).

The series of statements shows that change does not occur through institutional substitution, but through deliberative normative reconstruction. In the framework *Institutional Analysis*, the action arena remains rooted in custom structures, while the operational rules undergo modifications in response to external pressures. Results *open coding* identify the theme of changing formal rules and strengthening customary legitimacy, while *axial coding* shows the relationship between global pressures and the strengthening of local normative bases. Triangulation between interviews, deliberative observations, and document analysis confirms that hybrid governance is formed through a structured internal negotiation process, rather than through coercive external intervention.

Adaptive Capacity through Collective Learning and Economic Diversification

The second theme shows that the adaptive capacity of local institutions is not only reflected in regulatory changes, but also in the transformation of economic practices and the strengthening of collaborative networks. Diversification of the environment-based economy, production innovation, and integration with the sustainable tourism sector are the main strategies developed by the community. This adaptation takes place through collective learning involving village actors, business actors, and local government support. Field observations show a shift in economic orientation from conventional models to more environmentally friendly models, while maintaining local identity as an economic added value.

The new economic initiative was explained directly by the informant as follows: "*We started developing organic agriculture-based tour packages to suit the concept of green tourism.*" (D-01, December 18, 2025). The change in promotional strategy and market orientation is also reinforced by the following statements: "*Now tourism promotion always emphasizes eco-friendly practices because that's what tourists are looking for.*" (D-02, December 20, 2025). In terms of production, the shift in economic practices at the level of business actors is stated as follows: "*We cut back on chemical fertilizers and switched to organic methods because the market values environmentally friendly products more.*" (E-01, December 22, 2025). The environmental standard pressure of the market network is also expressed in the following statement: "*Hotels now ask for certain environmental standards before working with us.*" (E-02, December 24, 2025). Meanwhile, the collective dimension in maintaining the sustainability of resources is affirmed as follows: "*We agreed together to maintain water quality because it has a direct impact on the sustainability of the village economy.*" (B-02, 27 December 2025).

The quotes show that shifts in economic rationality are influenced by global market preferences, but mediated through village collective mechanisms. In the framework *Adaptive Governance*, rule flexibility, social learning, and cross-actor collaboration are key indicators of adaptive capacity. Thematic analysis showed a pattern of collective learning that was repeated across the informant group. Adaptation does not take place individually, but is institutionalized through deliberative forums, BUMDes policies, and coordination with business actors, thus forming the foundation of community-based economic resilience.

Negotiated Tensions between Market Rationality and Socio-Cultural Values

Although integration and adaptation are progressing, research also finds tensions between the rationality of the global market and the socio-cultural value of communities. The pressure of certification, the cost of standardization, and the tendency to commercialize traditional symbols give rise to complex negotiation dynamics. This tension does not develop into open conflict, but manifests itself in a critical discourse on the boundary between economic adaptation and the preservation of collective values.

Concerns regarding the commercialization of customary values are expressed expressly as follows: "*We don't want the custom to be used as a symbol for the sake of tourism promotion.*" (A-03, December 6, 2025). The administrative and technical burden of the green policy is also described in the following statement: "*The certification standards are quite complicated and require additional costs for the village.*" (C-02, December 10, 2025). The economic challenges at the business level are illustrated in the following explanation: "*The adjustment costs are quite large for small farmers, while the selling price is not necessarily stable.*" (E-03, December 21, 2025). Shifts in the socio-economic orientation of the residents were also observed as follows: "*Some residents are starting to focus more on business profits than collective work.*" (D-03, December 14, 2025). The dynamics of this transition are then positioned as a social process that takes time as expressed below: "*The transition to a green economy does require social adjustments, not just the economy.*" (F-02, 28 December 2025).

Through axial coding, identified the categories of market pressure, economic burdens, and value negotiations as the main themes. A single case study allows for an in-depth exploration of those dynamics in specific social contexts. These findings confirm that hybrid governance is dynamic and continues to undergo a process of adjustment between market demands and a commitment to the collective identity of the community.

The main findings of this study show that global green economic pressures are driving the formation of hybrid governance that integrates formal regulation with customary norms as the basis for social legitimacy. This process shows that institutional transformation does not always take place through the substitution of old structures, but through layered adaptations that maintain the normative core of the community. In the perspective of contemporary institutional theory, this kind of change can be understood as a form of institutional layering, which is the addition of new rules without removing old rules (Mahoney & Thelen, 2020). This phenomenon is also in line with the findings of Békés and Borsos (2022) who show that local institutions tend to choose integrative strategies to maintain social stability when facing external regulatory pressures. Thus, the hybrid governance found in this study enriches the discourse on the dynamics of institutional change in the context of the sustainability transition. Theoretically, these findings confirm that social legitimacy is a key prerequisite for successful integration of environmental policies at the community level.

The adaptive capacity identified through economic diversification and collective learning shows that communities are not simply policy objects, but active actors in shaping responses to global market pressures. This is in line with

a polycentric governance approach that emphasizes the importance of multi-stakeholder coordination in managing shared resources (Morrison et al., 2022). Studies by Pahl-Wostl and Knieper (2021) confirm that the flexibility of rules and collaborative networks improves the ability of socio-ecological systems to deal with uncertainty. In the context of Bali, adaptation through organic agriculture and environment-based tourism shows the existence of an institutionalized social learning process. An important contribution of these findings is the affirmation that institutional resilience depends not only on structural stability, but also on the ability to innovate economies based on local values. In practical terms, these results provide an empirical basis for strengthening green transition policies based on community participation.

However, the study also found a tension between market rationality and the socio-cultural value of the community. These tensions show that the green economic transition has uneven distributional implications. The literature on green political economy shows that global sustainability standards often reproduce inequality if not balanced with adequate social protection (Newell, 2022). These findings are also consistent with the analysis of Köhler et al. (2021) which highlight that the transformation towards a low-carbon economy can create a greater adaptation burden for small economic groups. In the context of this study, certification costs and market pressure are factors that have the potential to weaken social cohesion if not managed deliberately. Therefore, the green transition requires a benefit-redistribution mechanism that is sensitive to local capacity.

Supporting factors for the success of adaptation in this study include customary legitimacy, village deliberative forums, and economic networks with the tourism sector. Customary structures serve as a source of moral authority that strengthens collective obedience to new rules. According to Bulkeley et al. (2023), normative legitimacy is a key factor in the effectiveness of climate policies at the local level. In addition, the involvement of local governments in encouraging the integration of formal regulations demonstrates the importance of vertical institutional support. However, there are also inhibiting factors such as limited financial resources and inequality of access to the green market. This condition suggests that institutional adaptation requires structural support that goes beyond the capacity of the community alone.

Conceptually, this research contributes to the development of adaptive governance theory by showing that adaptation is not only ecological, but also normative and economic. The transformation that has occurred in Bali shows that the integration of customary values in green policies is able to create social stability in a rapidly changing situation. This expands the understanding of the relationship between collective identity and institutional innovation as discussed by Fazey et al. (2020). These findings also enrich the literature on sustainability transition by providing empirical evidence from the context of customary-based societies in Southeast Asia. Thus, this study contributes to expanding the geographical basis of sustainability governance theory that has been dominated by the Western context.

Although this research makes a significant contribution, there are some limitations that need to be noted. First, the single case study design limits the generalization of findings to other regions with different institutional configurations. Second, the relatively limited number of informants can limit the variation in perspectives, even if it has reached data saturation. Third, the dynamics of the green economy are dynamic, so the results of this study represent conditions in a certain period. For follow-up research, it is recommended to use a cross-village or cross-provincial comparative approach to test the consistency of hybrid governance patterns. In addition, the integration of quantitative methods to measure economic impact and benefit distribution could enrich future empirical analysis.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that the dynamics of community-based natural resource economic governance in Bali in response to global green economic pressures indicate the formation of hybrid governance that is able to integrate formal regulatory adjustments with the strengthening of customary norms as a source of social legitimacy. The institutional transformation that is taking place is not substitutive, but rather adaptive and layered, where traditional authority structures remain the foundation, while operational rules are modified to meet the demands of global sustainability. The adaptive capacity of communities is reflected in the diversification of the environment-based economy, collective learning, and the strengthening of cross-actor collaborative networks, although the tension between market rationality and socio-cultural values remains a structural challenge in the transition process. Theoretically, these findings strengthen the development of the Adaptive Governance framework by asserting that institutional resilience in the context of a green economy is highly dependent on the integration of local values in sustainability policy design. In practical terms, this study recommends strengthening village deliberative mechanisms, policy support that is sensitive to local economic capacity, and inclusive incentive schemes to ensure that the green transition is not only environmentally effective, but also socially just and economically sustainable.

FURTHER STUDY

Future research should adopt comparative and multi-site designs to examine whether hybrid governance patterns are consistent across different community-based resource systems under varying green economy pressures. The integration of mixed methods is recommended to quantitatively assess economic impacts, benefit distribution, and institutional resilience alongside qualitative insights. Longitudinal studies are also necessary to capture the evolving interaction between market-oriented sustainability standards and socio-cultural values over time. Such approaches will strengthen the theoretical refinement of adaptive governance and provide more robust empirical foundations for inclusive green transition policies.

ACKNOWLEDGMENT

The author expresses sincere gratitude to the community leaders, village officials, local entrepreneurs, and government representatives in Bali who generously shared their time, knowledge, and experiences during the field research. Appreciation is also extended to Universitas Tabanan for institutional support in facilitating this study. Their contributions were invaluable to the completion of this research.

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