

## Analysis of the Impact of Social Forestry in Achieving Conflict Resolution and Sustainable Natural Rubber Management - Case Studies of Social Forestry in Jambi and East Kalimantan

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ARTICLE INFO	ABSTRACT
<b>Keywords:</b> Impact Analysis of Social Forestry, Natural Rubber Management, Conflict Resolution.	This research focuses on agrarian conflict resolution strategies with an Alternative Dispute Resolution (ADR) approach through Social Forestry in this case with the Forestry Partnership scheme in Jambi HTI concession areas and in East Kalimantan HTI concessions. The purpose of this study is to analyze conflict typologies related to sustainable natural rubber management in Jambi and in East Kalimantan, and conflict resolution strategies with forestry partnership methods as a form of <i>Alternative Dispute Resolution</i> approach. In addition, this study also analyzes the relationship of Social Forestry to Sustainable Development Goals (SDGs) and its impact on related parties. The main design of this study uses a qualitative approach. Data collection in this study was carried out through observation techniques, Focus Group Discussion (FGD), in-depth interviews, and secondary data. With <i>purposive</i> sampling techniques to communities who have partnered and who have not partnered with the company and company stakeholders. The results showed that agrarian conflicts in East Kalimantan and Jambi were relatively the same but with different scales, with the main problem most often encountered being land disputes between companies holding concession permits and communities that have had success in land management. The approach used by the company in conflict resolution is through <i>Alternative Dispute Resolution</i> (ADR) through the Social Forestry program under the Forestry Partnership scheme. Social forestry under the Forestry Partnership scheme has important significance and is relatively acceptable to the parties. The main impact of the Forestry Partnership is a reduction in conflict pressure between the two sides, stability in business and improved livelihoods for the community.

### INTRODUCTION

Agrarian conflict is a complex issue in Indonesia involving various community groups, stakeholders and natural resources. The development of Industrial Plantation Forest (HTI) is inseparable from the problem of agrarian conflict. Based on research conducted by (Tarigan & Karuniasa, 2021) Throughout 2013-2018 there were a total of 2,612 agrarian conflicts in Indonesia covering various sectors including plantations (1,007 conflicts) and forestry (156 conflicts). According to the study, there are changes in government policy that show improvements in resolving agrarian conflicts and one of the policies that has a significant impact in this regard is social forestry (Lev, 1990).

The Indonesian government seeks to address agrarian conflicts through a social forestry approach. Referring to Ministerial Regulation no. 83 of 2016 concerning Social Forestry with the main objective of this policy is to protect forests, empower community economies and solve social problems (Avila & Suyadi, 2016). Social Forestry is a sustainable forest management system carried out in state forest areas or customary forests or forests managed by local communities or customary law communities as the main actors to improve welfare, environmental balance and socio-cultural dynamics in the form of village forests, community forests, community plantation forests, customary forests and forestry partnerships. Then the Regulation of the Minister of

Environment and Forestry Number 09 of 2021 concerning Social Forestry Management explains more technically the subject of forestry partnership approval, business development, tenure conflict handling, assistance, administrative verification and environmental partnerships which are clarified according to their respective uses and functions. Based on some literature, social forestry has three main principles, namely: efforts to provide rights to local communities; supporting people's livelihoods and achieving conservation outcomes (Charnley and Poe 2007, Maryudi et al. 2012) (Fisher et al., 2018) (Islam et al., 2013).

The factors that drive agrarian conflict vary greatly depending on the social, cultural, environmental and political context of a region. In general, agrarian conflicts are caused by overlapping land claims between communities and the state, communities with companies or permit holders, and / or between communities and communities besides that they are also caused by policy complexity, changes in land use and so on. Another problem that drives agrarian conflicts is deforestation, this occurs because there are often no clear boundaries between customary land, state land and private concession land (Sandy Leo, Jatna Supriatna, Kosuke Mizuno, Chris Margules. 2021).

According to the Ministry of Environment and Forestry (2020), Industrial Plantation Forest is a plantation forest that is managed and cultivated based on sustainability principles, benefit principles, and company principles in order to increase the potential and quality of production forests by applying intensive silviculture to meet the needs of industrial raw materials for forest products. Natural rubber plant commodities are plants that can be cultivated in Industrial Plantation Forest (HTI) areas. The development of natural rubber plantations in Indonesia cannot be separated from the problem of agrarian conflicts.

Rubber plants (*Hevea brasiliensis*) are plantation crops that have high economic value and are producers of latex sap for natural rubber raw materials (natural rubber). Natural rubber has an important role for the national economy in various countries, namely as a raw material for supply for various industries such as automotive, construction, footwear, health and various other derivative products. Most of the natural rubber consumption is used for the automotive industry, especially tire manufacturing, which represents more than 70% of global natural rubber consumption (Clay, 2004). However, rubber plantations that are not managed sustainably can result in imbalances in forest and watershed ecosystems, as well as social conflicts against communities. However, the development of rubber if cultivated sustainably with good and effective planning by involving all relevant stakeholders can have a positive impact on social and environment. This research concentrates on resolving agrarian conflict resolution in natural rubber plantation concessions in Jambi and in East Kalimantan with an Alternative Dispute Resolution (ADR) approach through Social Forestry in this case with the Forestry Partnership scheme (Manring, 1998a) (Manring, 1998b).

PT. X which is a natural rubber concession with an area of ± 61,000 ha (HTI Jambi) and PT Y with an area of approximately 18,000 ha located in Bengalon, East Kalimantan. Referring to the company's High Conservation Value (HCV) and High Carbon Stock (HCS) reports conducted by ALS licensed auditors, the biggest impact of agrarian conflicts that occur in the company's operational areas is that the company has not been able to optimize its operational activities. In general, agrarian conflicts for companies have an impact on operational instability, security risks, social conflicts and reputational risks. Meanwhile, from the community side, it can have an impact on inequality of access and utilization of resources, security risks and legal uncertainty, human rights issues, and social conflicts from the environmental side, agrarian conflicts can encourage the risk of deforestation and environmental degradation as well as threats to wildlife habitats and biodiversity.

## METHOD

Based on the background and problems, the research approach used in this thesis study is qualitative descriptive research. This study describes the effectiveness of social forestry in seeking conflict resolution solutions with communities claiming land management efficacy in HTI concessions in Jambi and HTI concessions in East Kalimantan as an integral part of sustainable forest management.

This research uses primary and secondary data with qualitative methods. The primary data of this research was obtained through an online Focus Group Discussion (FGD) held on January 26, 2023, and through in-depth interviews over a six-month period between January – June 2023 involving stakeholders in accordance with the problem formulation built and in accordance with the characteristics of the first qualitative research. Furthermore, in the interviews conducted, informants will be directed to provide perspectives on the formulation of problems formed in this study, so that the objectives of this research can be achieved. While secondary data is obtained through literature references such as articles, journals, books, company reports, research results, and other materials from relevant institutions.

The main design of this study uses a qualitative approach with a Grounded Theory type that includes coding techniques with data analysis using NVIVO. Primary data in the form of interviews and FGDs are set forth in the form of transcripts from each informant involved. Furthermore, based on the transcripts that have been compiled, a systematic coding process will be carried out. In this case, coding is intended to be able to draw on existing themes contained in the informant's perspective in the form of coding nodes (Faris, 1995).

In this study, several respondents were used as informants who were considered competent in the company's operational activities. Some of the key informant criteria include the following: Key informants must understand the conditions and background of the research theme, Individuals who provide information must be parties who play an active role in the field, Information is willing to give their time in providing information, Informants are familiar with customs and culture at the research location. While the population of this study is divided into: internal parties (company management) and external parties (communities that own land claims, Forest Farmer Groups (KTH) that have joined the Forestry Partnership program, communities that have not partnered with companies, and Practitioners) (Bugabo et al., 2022) (Chowdhury et al., 2014) (Lee et al., 2017).

## RESULTS AND DISCUSSION

This study conducted in-depth interviews and FGDs in Jambi and in East Kalimantan with the following categories of communities who have partnered with companies through forestry partnership schemes and those who have not partnered with companies as well as with external and internal parties as follows:

### Respondent Categories Table

This study conducted in-depth interviews and FGDs in Jambi and in East Kalimantan with the following categories of communities who have partnered with companies through forestry partnership schemes and those who have not partnered with companies as well as with external and internal parties as follows:

Table 1. Respondent Category

No.	Category	Respondents	Location
1.	Community Forest Farmer Group (KTH) part of the Social Forestry Partnership scheme	Forest Farmer Group (KTH)	Jambi and Kalimantan
2.	Communities that have land claims in concessions that have not partnered with the company	Communities in owners claim land in company concessions	Jambi and Kalimantan
3.	Internal	Company management and employees	Jakarta, Jambi and Kalimantan
4.	External	Stakeholders related to the company	Jakarta, Jambi, Kalimantan

### A. Typology of Agrarian Communities and Conflicts in Jambi and East Kalimantan

Based on secondary data and interviews with companies, there are more than 20 settlements and five indigenous groups living on or within Industrial Plantation Forest (HTI) concessions in Jambi and at least six settlements bordering HTI concessions in East Kalimantan. This shows the condition of agrarian conflicts that occur between communities and companies as HTI concession holders from the government. This is in accordance with research conducted by (Tarigan & Karuniasa, 2021), that agrarian conflicts that occur in Indonesia cover several sectors, namely plantations, forestry, infrastructure, mining, agriculture and marine areas. There were 2,612 conflicts against > 1.1 million people while the average per year was 435 conflicts. As BPS data, Jambi Province is the province with the 2nd largest level of agrarian conflict in Indonesia in line with research (Tarigan & Karuniasa, 2021) that the plantation and forestry sectors are some of the sectors that often face agrarian conflicts.

Based on the results of the 2019 conflict resolution and potential mapping update carried out by third parties in the company's HTI concessions, 9 (nine) types of conflict typologies in HTI Jambi were identified, namely: Cases of Encroachment of Cultivation; Cases of encroachment of rubber plantations; Cases of encroachment of oil palm plantations; Cases of settlements and public facilities; Land sale and purchase cases; Cases of illegal logging; Cases of human-animal conflict (animal conflict); Cases of cultural/religious/customary forest claims; Case of reclaiming land that has been handed over to the company (Reclaim). This shows the complexity of the problem regarding tenure conflicts between communities and companies not only caused by efficacy factors but also other factors. Regarding HTI in East Kalimantan, there are claims of land ownership by the community although the continuation of land occupancy by the community in HTI East Kalimantan is not as massive as in Jambi, the land is claimed by the community and used for oil palm cultivation, this also happens because there is open access to provincial roads. Within the concession

permit area is also for transmigration settlements which are part of a government program. The Company strives to prevent expansion of land clearing either through conservation activities or through the ADR approach.

### 1. Corporate Strategy in Achieving Conflict Resolution

The following table shows the strategies used by HTI in Jambi and HTI in East Kalimantan in achieving conflict resolution, both using the Alternative Dispute Resolution (ADR) approach as the main method integrated with sustainable governance, protection and management of biodiversity and relevant stakeholder engagement.

Table 1. Corporate Strategy

Strategy	PT X HTI Jambi	HTI East Kalimantan
Integrated Corporate Governance	Sustainability policies and indigenous engagement policies; social and environmental frameworks; sustainable forest management (HCV/HCS) conflict mapping; socioeconomic studies; IFC <i>Performance Standard and Free Prior Informed Consent (FPIC) baselines</i>	Sustainability policies and indigenous engagement policies; social and environmental frameworks; sustainable forest management (HCV/HCS). Unlike HTI Jambi, HTI in East Kalimantan has not carried out conflict mapping; socioeconomic studies; IFC <i>Performance Standard and Free Prior Informed Consent (FPIC)</i>
Stakeholder Engagement	Stakeholder engagement framework, establishment of Conflict Resolution Team/TRK (mediation working group, inventory working group, Orang Rimba working group), communication forum, establishment of <i>Community Partnership Program (CPP)</i> : Forestry/Social Forestry Partnership; Integrated Agriculture; <i>Community Support</i> .	Stakeholder engagement framework, establishment of communication forum, establishment of <i>Community Partnership Program (CPP)</i> : Forestry/Social Forestry Partnership; Integrated Agriculture; <i>Community Support</i> . HTI companies in East Kalimantan have not yet formed a Conflict Resolution Team (TRK)
Conflict Resolution Approach	Complaint handling mechanisms; Conflict Resolution based on <i>Alternative Dispute Resolution (ADR)</i> with a forestry partnership-based approach and community empowerment	Complaint handling mechanisms; Conflict Resolution based on <i>Alternative Dispute Resolution (ADR)</i> with a forestry partnership-based approach and community empowerment
Social Forestry through the Forestry Partnership Scheme	Social Forestry with a forestry partnership scheme that promotes a dialogical and balanced approach	Social Forestry with a forestry partnership scheme that promotes a dialogical and balanced approach

### Strategy in Governance Systems

The Company implements a governance system consisting of an integrated sustainable natural rubber management system in terms of policy, structure, framework, monitoring and evaluation as part of the company's strategy in overcoming tenure conflicts with communities that own land claims in the company's concessions. In addition, stakeholder engagement based on the principles of Free, Prior Informed Consent (FPIC), Alternative Dispute Resolution (ADR) approaches, and the implementation of Social Forestry through the Forestry Partnership scheme are integral parts of the company's strategy to achieve conflict resolution (Gayo, 2022).

As described by Wheelen and Hunger (2003) quoted from Rahim and Radjab (2017) strategic management consists of four stages, namely: environmental scanner, formulation, implementation, control and evaluation (Boton et al., 2021) (Colfer & Prabhu, 2023) (Mahanty et al., 2009). If associated with this study, the stages have been carried out by the Company consisting of: Environmental Social Due Diligence (ESDD), High Conservation Value and High Carbon Stock (HCV/HCS) assessment, Social Economic Baseline (SEB) Study, Conflict Mapping Research, formulation of social and environmental framework (ESAP), formulation of Social Forestry strategy and

framework in overcoming the complexity and challenges faced related to agrarian conflicts with the community and simultaneously protecting areas with high conservation value, program implementation as well as for control and evaluation is carried out through an annual ESG Audit reported on the company's website.

### **Sustainable Natural Rubber Management**

Referring to secondary data, in the context of the landscape both concession areas in Jambi and East Kalimantan have experienced deforestation and degradation over the past two periods stemming from illegal encroachment, slash-and-burn practices, community development of oil palm plantations and illegal logging. As mentioned in the previous section, both companies have carried out High Conservation Value (HCV) and High Carbon Stock (HCS) Assessments in 2015 and then updated again in 2019-2021 demonstrating the company's efforts and commitment in protecting biodiversity and sustainable forest management. According to (Lyons-White et al., 2020) High Conservation Value (HCV) and High Carbon Stock (HCS) are two concepts that are becoming increasingly important in efforts to build sustainability. Both are designed to enhance and maintain social and environmental value in the production landscape. Based on interviews with company management, this assessment is the basis for the company in planning land use that includes production areas, conservation areas, and community livelihood areas. Guided by the results of this assessment and production targets and in accordance with the Indonesian Government Regulation in this case the Ministry of Environment and Forestry (KLHK), the company takes care in every operational activity to ensure compliance and alignment with government regulations, sustainability policies, and corporate sustainability commitments. One form of implementation is efforts to protect forested areas through conservation patrols, careful monitoring, and restoration efforts in areas that have been damaged.

Forest area protection & conservation area monitoring generally include forest area patrols as an effort in the management and monitoring of HCV/HCS areas. Monitoring is carried out by a team of forest rangers. In HTI forest areas in Jambi and East Kalimantan, the company builds forest paths for protection and security activities, inventory and monitoring of biological natural resources with ecosystems, research development, and education. The need for forest management that can not only meet human needs but also not damage the sustainability of resources results in a more holistic concept of forest management. Sustainable Forest Management (SFM) is principally forest management based on the principles of sustainability by maintaining a balance between the three main pillars of sustainability: economic, environmental, and socio-cultural.

### **Strategy in the Stakeholder Engagement Process**

Stakeholders are individuals, groups and institutions affected by the existence of organizational operational activities both in terms of legality, finance and influence relationships that can affect performance and decision making for both parties. (Accountability, Handbook of Stakeholder Engagement). Stakeholder mapping is carried out with the following objectives:

1. Identify individuals, groups and institutions included in the category of stakeholders as mentioned above;
2. Describe the social position and role of actors or stakeholders in community life;
3. Mapping networks and relationships between actors/stakeholders;
4. Analyze the level of power and importance resulting from the matrix relationship between powers as a basis for making recommendations in building relationships with stakeholders (Stakeholder engagement plan)
5. Formulate recommendations for the Stakeholder Engagement Work Plan.

The following is HTI corporate strategy in Jambi and in Kalimantan related to stakeholder engagement Community Communication Forum (Forkom) is the foundation of the company's strategy on community engagement which is a routine communication platform held every two (2) months between Referring to the company's sustainability report and the results of interviews with management, the purpose of the Forkom program is to align perspectives and build support for implementation The company's operational activities include community empowerment programs with the concept of Social Forestry and accommodating complaints from the community with a dialogical approach. Engaging Indigenous Peoples: Protecting the Rights and Livelihoods of Indigenous Peoples.

Its sustainability report states that the company respects the rights of indigenous peoples by realizing equal cooperation with three Orang Rimba groups in Jambi and one Dayak Kenyah community in East Kalimantan (Brata et al., 2022). The company engages and assists indigenous peoples in preserving their cultural heritage as well as providing technical support and market access for smallholder rubber farmers, where they can be integrated with the development of broader forestry cooperation. In Jambi, a multi-stakeholder working group for Orang Rimba/Indigenous Peoples has also been established within the Conflict Resolution Team (TRK).

Meanwhile, TRK in East Kalimantan is currently still in the process of being pioneered by the company and has not yet been built, according to the TRK Working Group related to indigenous peoples which requires further study and research.

### Strategy to Prioritize Alternative Dispute Resolution (ADR) in Achieving Conflict Resolution

The company's strategy to align production design with environmental protection through land use governance according to HCV/HCS assessments. In this case, the process of identifying land occupied or claimed in concession areas through participatory mapping is one of management's top priorities to achieve resolution of tenure conflicts with communities that own land claims in the company's concession area. In accordance with Minister of Environment and Forestry No. P.12 / Menlhk-II / 2015 Jo Minister of Environment and Forestry No. P.62 / Menlhk-II / 2019 concerning the Development of Industrial Plantation Forests article 4 letter (f) Jo article 21 paragraph (1) it is stated that every IUPHHK-HTI is obliged to carry out social management activities. In carrying out social management as referred to in paragraph (1), IUPHHK-HTI holders must:

- identify claim areas and social conditions of the community;
- mapping the claim area and social conditions of the community;
- develop a conflict prevention and handling/resolution plan;
- monitoring, evaluating and reporting on social management activities carried out; and
- prepare periodic social management realization reports and submit them to relevant agencies

Based on the results of interviews and secondary data of this study, the results of the analysis are as follows:

Table 3. Interview Results and Secondary Data

Minister of Environment and Forestry No P.12/Menlhk-II/2015 Jo Minister of Environment and Forestry No. P.62/Menlhk-II/2019 concerning the Development of Industrial Plantation Forests	HTI Jambi	HTI
Identify claim areas and social conditions of the community;	The Company has implemented a <i>Social Economic Baseline</i> (SEB) in 2021-2022 using the sample method to target communities in consolidated areas for production, forestry partnerships and conservation areas; in addition, the company has also carried out HCV/HCS Assessment, in this case there is a component of the social condition of the community	The Company has carried out HCV / HCS Assessment, in this case in HCV assessment there is a component of social conditions of the community SEB is needed to obtain more detailed information about the social and economic conditions of the community as well as the community's perspective on the company
Mapping the claim area and social conditions of the community	Mapping of claim areas and social conditions of the community has been carried out with 3rd parties although not all claim areas have been mapped due to limitations, namely the massive area of existing claims.	Mapping of community claim areas is carried out internally.
Develop a conflict prevention and handling/resolution plan	An <i>Alternative Dispute Resolution</i> (ADR) framework has been established; TRK has been built. Processes and mechanisms have been running at this time, strengthening the capacity of internal teams and socialization to the community	An <i>Alternative Dispute Resolution</i> (ADR) framework has been established; TRK has not yet formed. Processes and mechanisms are being pioneered at this time, strengthening the capacity of internal teams and socialization to the community
Monitoring, evaluating and reporting on social management activities carried out	Monitoring and evaluation through independent audit has been carried out regularly through PHPL, ESG Audit and HCV/HCS assessment	Monitoring and evaluation through independent audit has been carried out regularly through PHPL, ESG Audit and HCV/HCS assessment

### B. Partnership Model Based on Alternative Dispute Resolution (ADR) through Social Forestry with Forestry Partnership Scheme

The Company adopts the concept of Social Forestry based on Forestry Partnership in accordance with the laws and regulations in Indonesia as an integral program of the company. In this case, it is a cooperation program with smallholders (land area less than 5 ha) living in HTI areas of Social Forestry-based companies

with the Forestry Partnership scheme as a strategy in resolving agrarian conflicts with existing communities with companies that are implemented in accordance with the categories and requirements of laws and regulations in Indonesia. In accordance with the legal basis, namely the Regulation of the Minister of Environment and Forestry of the Republic of Indonesia 9 of 2021 concerning Social Forestry, is a sustainable forest management system implemented in state forest areas or forest rights/customary forests by local communities or customary law communities as the main actors to improve their welfare, environmental balance and socio-cultural dynamics.

The location of Community Partnership Program (CPP) activities in Jambi has been carried out in nine (9) Forest Farmer Groups (KTH) with a total forestry partnership land area of +/- 620 ha and 156 heads of families (KK). People's rubber purchasing activities have been carried out for two (2) KTH. In this case, the study only concentrated on the two KTHs in HTI Jambi, not the entire KTH in Jambi, namely 9 groups and two KTHs in HTI East Kalimantan. Until the end of 2021, approximately 156 families in HTI Jambi and 48 families in East Kalimantan are involved in the program with a typology of the community, most of which are recommended for land management per head of family (KK) of no more than +/- 5 ha and have managed continuously in accordance with the provisions of the period in the regulation on social forestry.

In East Kalimantan, the number of community land claim areas is more limited so they are more organized. Given that East Kalimantan is more isolated and the Forestry Partnership scheme for smallholders is being tested to be implemented there in the East Kalimantan HTI conservation area with the typology of indigenous Dayak communities. The location of the activities of the second KTH Forestry Partnership Program is in a conservation area so that the company's goal is to encourage forest protection, prevent forest fires caused by land clearing, as well as improve community livelihoods and conflict resolution with ADR mechanisms. The Company conducted a process of identification, socialization and approach with the community for approximately 2 years as part of the FPIC process. Activities carried out by companies in forestry partnerships include providing support for production facilities, agroforestry training, institutional training, rubber capacity building training, and promoting agroforestry results for farmers' food security. The company also encourages women's groups to play a role in supporting their family lives in managing agriculture and rubber plantations.

### C. Impact of Social Forestry on Conflict Resolution

Based on the results of interviews and FGDs with communities, there is an interest in further support and partnerships with companies related to smallholder rubber production. This study conducted in-depth interviews and FGDs in Jambi and in East Kalimantan with the following categories of communities who have partnered with companies through forestry partnership schemes and those who have not partnered with companies as well as with external and internal parties as follows:

Table 4. Achievement of Forestry Partnership Decree in HTI Jambi and East Kalimantan HTI KTH

Description	KTH A	KTH B	KTH C	KTH D
	PT X Jambi		PT Y East Kalimantan	
Year formed	2019	2020	2019	2021
Location based on HCV/HCS assessment zoning in both companies	Production	Production	Conservation	Conservation
Broad	90 ha	113 ha	53	62
Sum	17 families	20 KK	24	24
Has received the Forestry Partnership Decree	Yes	Yes	Not yet In the process of technical verification. A qualified letter from the MoEF has been received. (TB)	Not yet In the process of technical verification (tb)
Commodities	Rubber	Rubber	Mix	Mix
Types of planting	Monoculture	Monoculture	Agroforestry	Agroforestry
Production	Already	Already	Already	Already
Average area per individual	+/- 4 ha	+/- 4 ha	+/- 4 ha	+/- 4 ha
Stay	In concessions	In concessions	In concessions	In concessions

The average community land tenure area is under 4 hectares and has been managing land in the concession for more than 5 years. Both KTHs in Jambi have received a Forestry Partnership Decree while for both KTHs in East Kalimantan have not received a Forestry Partnership Decree, the submission process has been carried out since 2019 for KTH C and while KTH D processes in 2022. This is a challenge in achieving conflict resolution that has an impact on both sides. Ensuring the momentum of both parties agreeing is very important to ensure a win-win agreement between the two parties can be completed efficiently, comprehensively and have a significant positive impact. In general, based on the results of interviews, FGD with the Nvivo data analysis method where all respondents felt the positive impact of Social Forestry with the Forestry Partnership scheme, namely a sense of security, stability, legal certainty due to the right to manage and balanced responsibilities for both parties, both communities and companies and the cooperation process that occurred had an impact on increasing knowledge, expertise and income. This is in line with secondary data, namely previous research conducted by a 3rd party appointed by a HTI company in Jambi.

Table 5. Response to the Forestry Partnership Social Forestry Program

A Sense of Security after Partnering	KTH A	KTH B	KTH C	KTH D
	HTI Jambi		HTI East Kalimantan	
Safe	100%	100%	100%	100%
Insecure	0	0	0	0

The KTH group's response experienced an increase in revenue, although not too significant, this was related to the purchase of rubber at a higher price from the company compared to the price in the market. Factors that cause KTH revenue to fluctuate are plant health conditions such as plant pests that have an impact on quality and productivity in addition to global rubber prices determined by SICOM, rubber tree clones that are different from company clones that are far superior, not according to SOPs and so on. So that this partnership process explains that it still takes a long time to achieve a lasting impact both in terms of productivity which will affect people's income.

### Impact of Social Forestry for Companies

The Company implements an Alternative Dispute Resolution (ADR) mechanism strategy using social forestry based on forestry partnerships in social management in overcoming tenure conflicts that occur between the company and the community. This is in line with the theory of Sumartono and Gatot (2017) (Rosyadi et al., 2021) which describes ADR as a way of out-of-court settlement as an alternative to the court on the basis of the good faith of the parties to the dispute without any coercion with the intention of reaching a win-win solution (Laturette, 2021). As HCV/HCS reports from both companies and satellite imagery show the presence of community plantations and settlements. In terms of the scale of community claims in Jambi, there is greater pressure on tenure conflicts than in East Kalimantan. From the results of interviews with management units, the following are the challenges faced by the company.

1. In this case, of course, the company's operational activities will depend heavily on public acceptance, if there is rejection from the community, it will be difficult for the company to operate;
2. Not only from the operational or production side. In terms of conducive conditions from the beginning of the company's operations until 2016, the company's condition was marked by significant social conflicts such as demonstrations from the community to damage or other material losses experienced by the company and the community itself;
3. Another challenge is the perception or misinformation about the Agraria Reform (TORA) policy in the community, in this case they expect their land claims to be separated from the company's concession area. It also gains influence from parties that influence society. In this case, as per the laws and regulations, TORA cannot be given to actively managed areas;
4. Social conflicts also have an impact on the financing and financial aspects of the company;
5. Since the introduction of Social Forestry through the Forestry Partnership scheme, the situation has gradually stabilized in terms of a significant decrease in the scale of conflicts and positive trends in terms of social management and social impact.

Forestry Partnerships are viewed both by management and by communities as a middle ground in achieving mutually beneficial conflict resolution between both sides. This is because on the one hand, forestry partnerships will give legitimacy to communities with claims to land management rights that have already been

used by them from the government, while from the company side will benefit from less pressure on clearing and mitigation of deforestation and new land claims by communities, and less social conflict with communities. In the implementation of this Forestry Partnership, one of the main stages that is very important carried out by the company is to map the community claim area. This is important to ensure these partnerships are implemented with the right parties in accordance with the requirements of the Government's Forestry Partnership and prevent overlapping claims in the future. In line with the theory expressed by Gilmour that community-based forestry is then seen as an alternative solution to forestry management problems (Gilmour, 2016), forestry partnerships are community-based forest management efforts that are given management rights by the state as an alternative to resolving tenure conflicts with concession permit holders.

Table 6. The Impact of Social Forestry for Community and Corporate Conflict Resolution

Benefits of Social Forestry based on MoEF Ministerial Regulation no 9 of 2021		Jambi		East Kalimantan			
		PT X	Community	PT Y	Community		
Resolving conflicts and/or disputes in forest resource management	√	There is reduced pressure on conflict with claimant communities, mitigation of new land clearing/new tenure conflicts by communities and support relatively stable company operations	√	Communities that have partnered through KTH express a sense of security from worry (related to legal risks) after partnering because they have formally gained legitimacy of management rights through the Forestry Partnership in partnership with the company	√	There is reduced pressure of conflict with claimant communities, mitigation of new land clearing by communities and support relatively stable company operations	Communities that have partnered through KTH express a sense of security from worry (related to legal risks) after partnering because they have formally gained legitimacy of management rights through the Forestry Partnership in partnership with the company
Obtain legal recognition and protection in managing forest areas	√	Companies get protection also because partnered areas are a shared responsibility for no new openings	√	Yes, because claimant communities get formal management rights through forestry partnerships	√	Companies get protection also because partnered areas are a shared responsibility for no new openings	Yes, because claimant communities get formal management rights through forestry partnerships
Creating new business opportunities	√	Supporting the company's supply chain needs in terms of rubber and food supply	√	Creating a new sustainable livelihood through coaching and seed assistance from the company	√	Increase the company's role in community empowerment	Creating a new sustainable livelihood through coaching and seed assistance from the company
				Supporting supply chains			

Increase	√	√	√	√
economic income	Supporting chain needs	supply	The company provides a higher price than the market so as to increase farmers' income as well as seed assistance and assistance even though productivity is still relatively low	Supporting supply needs as well as more efficient prices of purchasing vegetables/fruits for employee needs
The agroforestry program				increases community income through the sale of fruits and vegetables
Opportunities for entry of collaboration with government various parties CSR, CSV	Yes, as an example of	√	n/a	√
			The community also received agroforestry support and empowerment activities and training from the company	The community also received agroforestry support and empowerment activities and training from the company
Participate in preserving forests and their ecosystems	√	√	√	√
	Biodiversity protected, forest and land fire mitigation, new land clearing mitigation and deforestation prevention	Biodiversity protected, forest and land fire mitigation, new land clearing mitigation and deforestation prevention	Biodiversity protected, forest and land fire mitigation, new land clearing mitigation and deforestation prevention	Biodiversity protected, forest and land fire mitigation, new land clearing mitigation and deforestation prevention

#### D. Linkages to the SDGs

The linkages between the social forestry program and the Forestry Partnership scheme as the basis for the ADR approach in both concessions in Jambi and East Kalimantan are as follows:

Table 7. Linkages to the SDGs

SDG 1: No Poverty	Targeting community groups around the forest, including indigenous peoples. The typology of the community is economically vulnerable so that the forestry partnership approach has an impact on <u>increasing income even though it is relatively unstable.</u>
SDG 10 Reducing Inequality	The main objective of the forestry partnership program is to address inequality and as social inclusion for communities whose lives depend on land and forests.
SDG 15 Terrestrial Ecosystems	An integral part of the forestry partnership process is area mapping/deleniation including protection of biodiversity and wildlife. Protection of forests and animals through monitoring activities, community involvement of KTH and protection of animals such as Sumatran Elephants.
SDG 16 Peace, justice and resilient institutions	Forest partnerships have an impact on peaceful and <i>win-win resolution of tenure conflicts</i> for both parties. The ADR process and based on FPIC principles as well as through the renewal of the conflict resolution process and the existence of a Conflict Resolution Team and access to management rights through the Forestry Partnership Decree are efforts to mechanism agreements outside the court to encourage the creation of peace and consensus that benefits both parties.
SDG 17: Partnerships to Achieve the Goals	The Forestry Partnership is a collaborative collaboration between companies, communities and governments as a form of tenure conflict resolution as well as protection of biodiversity and building sustainable alternative livelihoods for communities.

#### CONCLUSION

Based on the results and analysis that have been described earlier, several points of conclusion can be drawn related to this study, namely the results of data processing, in this case coding, showing results that are in accordance with the theme of this study, namely. The typology of conflict in East Kalimantan and Jambi is relatively the same, namely the claim of community efficacy in managing land within the company's HTI concession. The difference lies in the scale in this case the scale of the Jambi conflict is larger than East Kalimantan. The main problem that is most often encountered is related to land disputes between the company and the community.

The approach taken by companies in overcoming conflicts is through Forestry Partnerships as an Alternative Dispute Resolutions (ADR) mechanism tends to be accepted by both parties, namely communities with already and companies. The program is integrated with corporate governance, in this case sustainability policies and Environmental and Social Action Plans (ESAP); stakeholder engagement strategy based on the principle of Free, Prior Consent to Information (FPIC) to achieve synergy, grievance submission mechanisms and Conflict Resolution Teams, the Company also conducts social and conflict mapping through the Social Economic Baseline (SEB) process and conflict mapping which results in a conflict resolution framework as part of Corporate governance. as well as negotiations related to the benefits of the initiated program. In addition, there are also several approaches taken, such as community support through integrated agriculture, trainings, providing seed assistance as well as absorption of production products and market access to support the creation of community acceptance of the program, and the return of area functions, periodic monitoring & evaluation.

The benefits of Social Forestry tend to be received by various parties, especially the community, is the clarity of accessibility and legality of land management by the community which creates a conducive situation for both parties. Forestry Partnership in this case natural rubber between the community and the Company with a purchase price that is higher than the price in the market so that it has an impact on increasing revenue. Meanwhile, from the company's side, it has an impact on the availability of supplies for production and productive land use and supports the company's commitment to sustainability.

Mapping is carried out through a wider Social Economy Baseline (SEB) to reach more communities and other stakeholders to determine a more integrated and targeted strategy. In addition, it is necessary to conduct an Environmental Social Impact Assesment, to understand more deeply the impact of the Forestry Partnership on social communities, companies, other stakeholders and the environment. Research that explores alternatives or business models that provide flexibility and variety is needed to produce comprehensive conflict resolution with the community.

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