



Problem Identification and Conflict Resolution Strategies for Industrial Forest Plantation Licensing in Sekadau Forest Management Unit

Identifikasi Permasalahan dan Strategi Resolusi Konflik Perizinan Hutan Tanaman Industri pada Kesatuan Pengelolaan Hutan Sekadau

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tenure, conflict, mediation,
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ABSTRACT

This research aimed to map tenure conflicts within the Industrial Forest Plantation (HTI) in the Sekadau Forest Management Unit (KPH) and to thoroughly analyze effective strategies for addressing these conflicts. The study employed Rapid Land-Tenure Assessment (RaTA) and Dispute Style Analysis (AGATA) utilizing the Thomas-Kilmann Instrument. The results revealed three distinct disputing styles: Agitation (Karang Betung-Kenyabur, Teluk Kebau-Merabu Jaya), Compromise (Tembesuk-PT WSP), and Collaboration (Nanga Engkulun-PT WSP). Based on these findings, the research recommends tailored strategies for conflict resolution. Neutral mediation strategies are suggested to reduce tensions in agitation-style disputes, while facilitation strategies can help achieve mutually beneficial solutions in compromise-style cases. Trust-building initiatives are advised to enhance collaboration in resolution efforts. Additionally, this research emphasizes the integration of corporate social responsibility (CSR) programs, including forestry partnerships, agroforestry initiatives, non-timber forest product development, and livestock assistance, to provide interim economic benefits. These approaches combine positive law, customary law, and multi-stakeholder engagement to effectively resolve conflicts while advancing community welfare and promoting sustainable development.

INTISARI

KATA KUNCI

tenurial, konflik, mediasi,
kolaborasi, kemitraan

Penelitian ini bertujuan untuk memetakan konflik tenurial di Hutan Tanaman Industri (HTI) di Kesatuan Pengelolaan Hutan (KPH) Sekadau dan mengeksplorasi strategi untuk mengatasinya dengan menggunakan Rapid Land-Tenure Assessment (RaTA) dan Analisis Gaya Sengketa (AGATA) dengan menggunakan Instrumen Thomas Kilmann. Temuan-temuan yang diperoleh menunjukkan adanya gaya sengketa: Agitasi (Karang Betung-Kenyabur, Teluk Kebau-Merabu Jaya), Kompromi (Tembesuk-PT WSP), dan Kolaborasi (Nanga Engkulun-PT WSP). Penelitian ini merekomendasikan strategi mediasi netral untuk konflik bergaya agitasi untuk mengurangi ketegangan, fasilitasi bagi perselisihan bergaya kompromi untuk mencapai solusi bersama, dan pembangunan kepercayaan untuk kasus-kasus bergaya kolaborasi. Upaya tambahan dapat dilakukan melalui program CSR, seperti kemitraan kehutanan, pengembangan wanatani, inisiatif hasil hutan non-kayu, dan bantuan ternak untuk memberikan dukungan ekonomi sementara. Pendekatan-pendekatan ini mengintegrasikan hukum positif, hukum adat, dan pelibatan para pemangku kepentingan untuk menyelesaikan konflik secara efektif sekaligus meningkatkan kesejahteraan masyarakat.

Introduction

Recent studies have highlighted the urgency of addressing tenure conflicts using more participatory and context-specific strategies (Ahmed et al. 2025) and show typologies of tenure conflict and resolution strategies in protected forest areas (Isman et al. 2024). The primary cause of tenurial conflict arises from competition for forest resources among forest-dependent communities. States four key factors contribute to conflicts over natural resources or forests (Mustofa et al. 2025). The core of these conflicts lies in the overlapping claims over land tenure and the competition for forest resources among multiple actors—ranging from indigenous communities and smallholders to private companies and state agencies. These factors include inequalities in access to influential power centers among social actors and institutions (Rositah et al. 2021), human activities that disrupt the ecological balance in one area, leading to environmental issues in another (negative externalities), the growing scarcity of natural resources, and the ideologies and ethics upheld by certain community groups, which influence both resource management and conflict resolution strategies. Tenurial conflicts in forest areas are often triggered by overlapping claims between customary communities, government policies, and private sector concessions. These conflicts are exacerbated by weak governance, lack of recognition of indigenous rights, and the expansion of extractive industries into forest areas. This situation aligns with arguments that forest-related conflicts are deeply institutional (Mustofa et

al. 2025). Land cover change analysis can effectively identify tenure conflict zones (Gamin et al. 2014).

In 2021, data from the Consortium for Agrarian Reform (KPA) highlighted the widespread occurrence of tenurial conflicts in Indonesia. The dataset revealed that 207 structural agrarian conflicts emerged across 32 provinces, impacting 507 villages and urban areas (Afrizal & Berenschot 2022). Consequently, the number of affected families increased significantly from 135,337 in 2020 to 198,859 in 2021, encompassing an area of 500,062.58 hectares. Observations indicate that three primary sectors consistently contribute to agrarian conflicts: plantations, infrastructure, and mining. As illustrated in Figure 1, the forestry sector recorded the highest number of cases, followed by mining and plantations, reflecting the ongoing challenges in natural resource management (Teferra & Beyene 2014). These findings align with global trends indicating that forest-related tenurial conflicts are not solely about access to land but are deeply rooted in socio-political dynamics, competing land use interests, and historical marginalization of local communities (Afrizal & Berenschot 2022). Mechanisms such as co-management and social forestry have effectively reduced these conflicts (Soliku & Schraml 2020). Social forestry policy has proven relevant to resolving tenurial conflict in forest areas (Rositah et al. 2021). Local knowledge and adaptive governance are increasingly recognized in recent literature as vital tools for conflict resolution (Hatfield-Dodds et al. 2007). Community-government relations in forest management often reflect latent tenure tensions (Hatfield-Dodds et al. 2007). The institutional role of

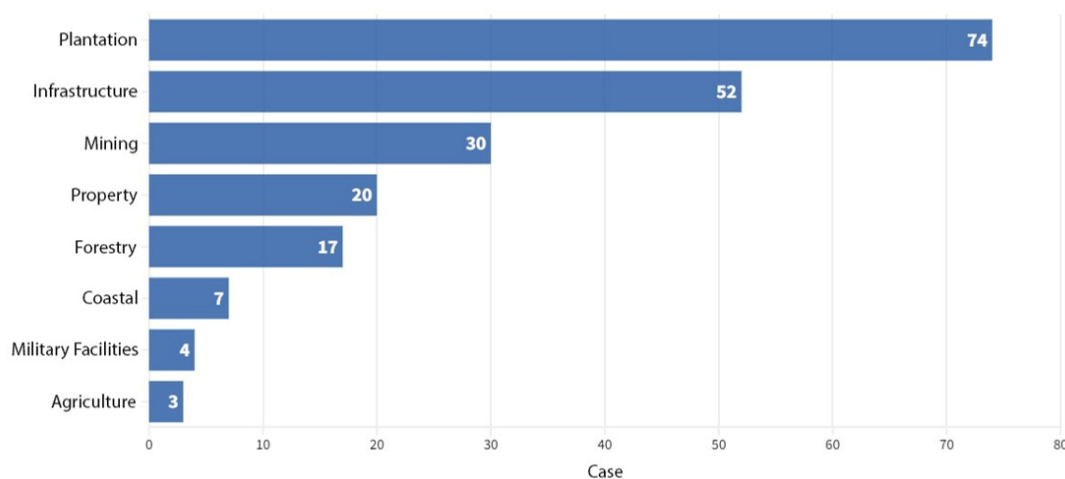


Figure 1. Agrarian Conflict by Sector in 2021 (Source: Agrarian Reform Consortium – KPA)

Table 1. Annual Work Plan (RKT) Target and Realization of PBPH PT WSP (2020-2022)

Annual Work Plan (RKT)	Target (hectares)	Realization (hectares)
2020	6,374.85	3,067.43
2021	5,197.43	6,602.02
2022	5,600.35	415.43
Grand Total	17,172.63	10,084.88

Source: PBPH PT WSP (2022)

Table 2. Annual Planting Target and Realization of PBPH PT WSP (2020-2022)

Annual Work Plan (RKT)	Target (hectares)	Realization (hectares)
2020	6,374.85	832.85
2021	5,197.43	2,108.82
2022	5,600.35	1,762.66
Grand Total	17,172.63	4,704.33

Source: PBPH PT WSP (2022)

KPH in mitigating such conflicts has also gained attention. Tenure conflict in national parks illustrates the complex interaction between conservation and local claims (Teferra & Beyene 2014).

Power relations are central to tenure dispute dynamics in the Foucauldian sociological lens (Furumo et al. 2024). Policy dynamics under Jokowi's era have shaped tenure resolution trajectories. Between 2020 and 2022, PBPH PT Wana Subur Persada (WSP Forest Plantation Concession) set an Annual Work Plan (RKT) target of 17,172.63 hectares, of which only 10,084.88 hectares were realized, showing significant variation in performance across the years, as seen in Table 1. The realization in 2021 exceeded the target, but in 2020, and especially in 2022, substantial shortfalls were experienced. Similarly, the Annual Planting Plan fell short of targets, with only 832.85 hectares planted in 2020 and 2,108.82 hectares in 2021, as shown in Table 2. These figures highlight persistent challenges in achieving annual operational targets in the field. Local enforcement and the 'three pillars' approach are vital for field-level conflict resolution (Sandole 1998). Case studies in national parks show varied success of tenure dispute settlements (Kalabamu 2019). Due to overlapping claims, tenure conflicts have long existed in major conservation areas (Furumo et al. 2024).

The location of PBPH PT WSP's permit is within a production forest area under the working area of UPT KPH Wilayah Sekadau. Therefore, UPT KPH Wilayah Sekadau has the authority to monitor, evaluate, and facilitate any issues regarding permits within its working area, including those related to PT WSP. The annual plan of PT WSP for 2020 until 2022 indicated

that the land measurement and planting targets are approximately 17,172.63 hectares. However, the actual land measurement and planting achieved during the period were 10,084.88 and 4,704.33 hectares, respectively. Tenurial conflict issues contributed to this low achievement. Based on these insights, this research aimed to identify the underlying factors behind tenure conflicts at PT WSP, analyze the actors who participated in the conflicts, categorize the disputing styles of the conflicting parties, and formulate a Standard Operational Procedure (SOP) for effective and efficient tenurial conflict resolution strategies.

Methods

Location and Time

This research occurred between April and July 2023 in PBPH PT WSP, located in Nanga Taman District and Nanga Mahap District, Sekadau Regency, West Kalimantan. It focused on 17 villages within the forest area, where most of the local population depended on forest land for livelihoods. These villages were selected due to their significant reliance on the forest and the high potential for tenure conflicts associated with the state's issuing forest utilization permits to PBPH PT WSP in these areas.

Data Collection

This research used two types of data: primary and secondary. Primary data were collected directly from respondents through interviews, in-depth interviews, and Focus Group Discussions (FGDs), while secondary data were obtained from existing

documents at institutions and other sources. Accordingly, two methods were adopted to select the research informants: snowball and key informant approaches. The snowball approach comprised identifying initial respondents, who subsequently referred the investigator to other relevant individuals based on the required information. This approach allows no predetermination of the number of respondents, as it relies on the saturation of information collected during the process. In contrast, the key informant method deliberately selected respondents with substantial knowledge and experience concerning village history and conflicts.

The respondents' selection focused on obtaining comprehensive and relevant information concerning the subject matter rather than a mere representative of the village population. In its entirety, 15 respondents comprising sub-district officials, customary elders, community leaders, village officials, and community members with detailed knowledge of the villages' histories and past conflicts were selected. These respondents also participated in FGDs conducted once in each sample village. Data collection involved the use of Snowball Sampling and Purposive Sampling. Snowball Sampling, as described by Hassan (2024), involved informational sources from the first informants to find additional respondents to be included in the sample. The snowball approach was complemented by purposive sampling of key respondents owing to their knowledge of conflicts and community dynamics. Data validations were done by triangulation of sources and techniques, as per Hassan (2024), after being collected. This process involved comparing interviews, observations, and documentation results to build the reliability and depth of the analysis.

Each FGD included 25 standardized attitudinal questions derived from Thomas Kilmann's instrument to assess dispute styles. The responses obtained from the participants were scored and analyzed to map the actors, respective relationships, and dispute styles. This analysis identified the dynamics of the conflicts, the roles of the actors included, and the dispute styles each actor showed. These insights were the foundation for formulating tailored conflict-resolution strategies for each location.

Data Analysis

This research employed a descriptive qualitative approach with an analysis focused on how far the dynamic of tenure conflicts can be understood. The analysis comprised several systematic steps. This research first analyzed the interests, influence, and relationships of parties involved in the conflicts to map actors' roles and significance and the relationships to the conflicts at hand. Secondly, the Rapid Land Tenure Assessment (RaTA) was applied to evaluate tenure-related issues/crises systematically (Galudra et al. 2010). Third was the Dispute Style Analysis (AGATA), performed using FGD data to score responses according to Thomas Kilmann's instrument. It allowed us to identify different dispute styles amongst the parties involved in the included cases, such as collaboration, compromise, or agitation. Last, appropriate conflict resolution strategies were formulated and tailored to specific dispute styles found.

Result and Discussion

History of Tenurial Conflict

The village's establishment in the research area was dated back 203 to 60 years. The oldest village was the Nanga Engkulun, which had been in existence since the year 1820. Tenurial conflicts among the residents were hardly experienced in the past until investors with business licenses appeared. This finding was in consonant with Afrizal and Berenschot (2022), which signposted external land use change as a leading cause of tenure conflict. In the Karang Betung area, the conflicts involved government recognition of the village boundaries in the Sekadau Regency and the Ketapang Regency. Karjoko et al. (2021) highlighted the same, pointing out that complicated administrative demarcation led to the deterioration of conflict over resources. Fisher et al. (2017) highlighted co-management and participatory governance as conflict transformation tools. Fisher et al. (2017) stressed the strategic role of Forest Management Units (KPH) in facilitating localized conflict resolution. Dhiaulhaq et al. (2015) emphasized that mediation is often effective in transforming deep-rooted forest conflicts in Indonesia.

During the analysis of the disputed area,

determining rights based on the watershed was straightforward. However, other factors, such as customary territorial claims and accessibility, were observed to play significant roles (Sauls et al. 2022). The residents of Karang Betung Village generally preferred to be part of the Sekadau Regency due to better access and closer proximity to the sub-district and district capitals. Based on the observations, customary territories presented fewer issues, as the region is home to the Dayak sub-tribe, specifically the Mentuka Dayak sub-tribe, which united the communities of Karang Betung Village and its surroundings. However, the shared customary territory between Karang Betung and Kenyabur villages became a source of conflict following the entry of the PBPH investor, PT Wana Subur Persada (Sunkar & Santosa 2018). Overlapping customary land claims frequently spark tenure disputes, especially when ignored during the licensing process (Lavers 2018). Overlapping licenses remain the key trigger of forest tenure conflicts (Liu et al. 2024).

Dispute Style Identification

Actor Mapping

Data were collected from the respondents' information using the administered questionnaire to map the actors involved in the conflicts. The primary subjects of the conflict at the research location include the village communities, particularly in Kenyabur, Karang Betung, Merabu Jaya, Teluk Kebau, and Tembesuk. The conflict centered on the border area

between these villages, which also served as the district boundary. Every actor is vested in different levels of interest and power in the contentious region, which complements the work of Liu et al. (2024), who stressed that actor roles and relations should be identified in appreciating conflict resolution. Xu (2021) emphasized the institutional roots of tenure conflicts and the importance of multi-level governance.

The level of interest and involvement of each actor was illustrated on the mapping diagram through their distance from the land, which is the focal area of conflict. Those actors who were more interested in or had more power over the situation were placed closer to the center to showcase the important role of the demographic in the conflict. This mapping approach was consistent with a framework that focused on the need to map power and relationships over conflict situations and concurred with the suggestion made by Galudra (2005), who stated that actor mapping was crucial in identifying potential solutions for tenure-related cases. CDA (2022) affirmed that actor mapping is essential in identifying appropriate conflict resolution strategies, especially in forestry-related tenure disputes involving customary landholders and state or corporate actors. The graph of an actor's interest position, like Figures 1-4, reveals the stakeholders' web of power and concern. These insights are more helpful for devising specific conflict management solutions that reflect the nature of each conflict (Xu 2021).

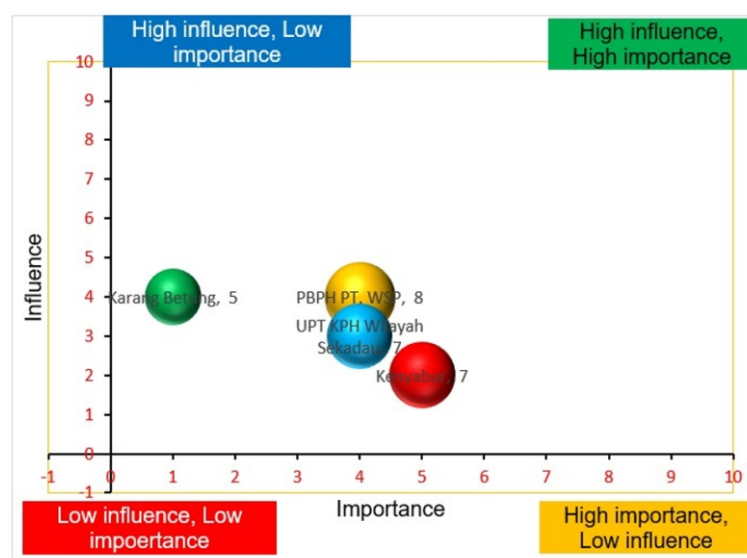


Figure 2. Karang Betung-Kenyabur Actors Mapping

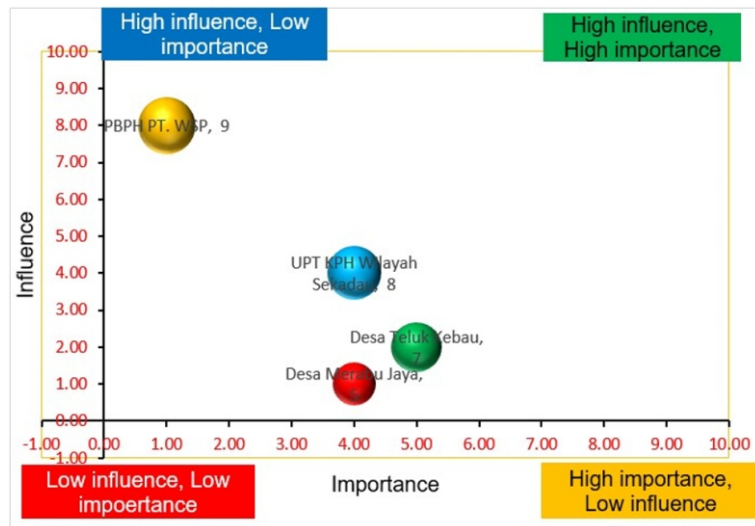


Figure 3. Teluk Kebau-Merabu Jaya Actors Mapping

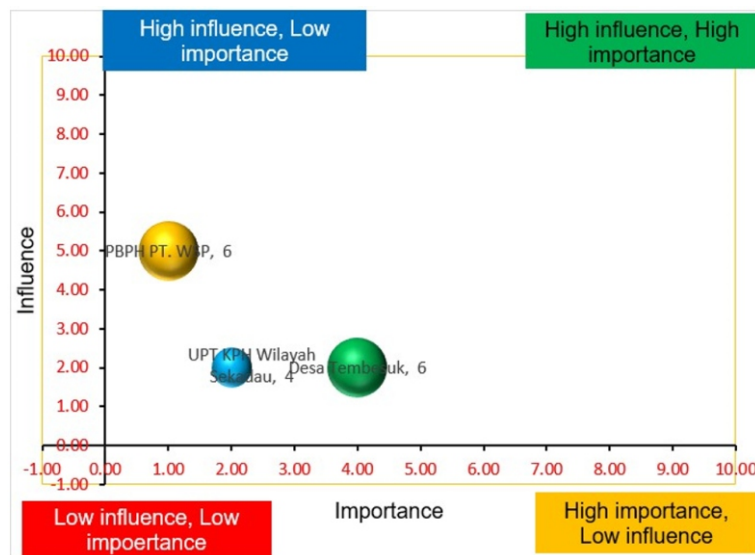


Figure 4. Tembesuk-PT WSP Actors Mapping

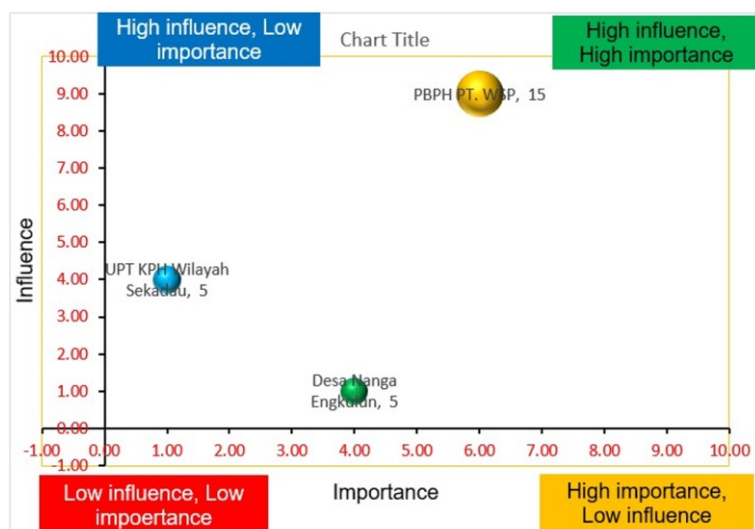


Figure 5. Nanga Engkulun-PT WSP Actors Mapping

Actor Relationships

The FGD results indicated strong relationships between the actors included in the tenure conflicts researched. Their relationships covered all sample villages and external parties involved in the conflict resolution. The interactions of the actors resembled what was found in the work of Fisher et al. (2017), who emphasized the importance of understanding actor relationships within the resolution of complex disputes. An example was when conflictual relations occurred between the Karang Betung and Kenyabur communities because of overlapping territorial claims, most boundary disputes that are never resolved tend to become adversarial. On the other hand, the Karang Betung village community had a neutral relationship with PT WSP, which indicates a low degree of direct engagement or contention, neutral relationship provides space for facilitation and negotiation.

Actor relationship mapping revealed that actors' degree of conflict or neutrality was strongly related to the choice of conflict resolution strategies. Following Fisher et al. (2017), targeted mediation was needed for conflictual relationships, while neutral ones might offer the basis for collaborative solutions. The Thomas Kilmann instrument revealed the distinction between dispute styles among the stakeholders and communities involved. The Karang Betung, Kenyabur, Teluk Kebau, and Merabu Jaya village communities showed an agitation dispute style. In contrast, the Tembesuk village community and PT WSP displayed a Compromise dispute style, and the Nanga Engkulun

village community and PT WSP showed a Collaboration dispute style. This spectrum of actor relationships and dispute styles highlights the need for differentiated conflict resolution strategies that reflect each stakeholder group's relational dynamics and behavioral tendencies (Krakoff 2022).

Conflict Resolution

Conflict Resolution for Competition-Style Parties: Karang Betung-Kenyabur

In Karang Betung Village, a conflict arose between the Ensayang Hamlet community of Karang Betung (Sekadau Regency) and the Kenyabur community (Ketapang Regency) over the recognition of land within the Karang Betung area, covering approximately 9,904 hectares. The Kenyabur community also demarcated the area, prompting PT WSP to halt activities in the disputed area temporarily. According to previous reports, the conflict was triggered by the issuance of Ketapang Regent Regulation No. 24/2022 concerning the determination and affirmation of Kenyabur Village boundaries in Hulu Sungai District, Ketapang Regency. This type of jurisdictional overlap often leads to tenure conflicts, as evidenced by the report of Afrizal and Berenschot (2020), who argued that unclear boundaries formalized competing claims. Before enacting the Ketapang Regent Regulation, participatory mapping was carried out in collaboration with the Pancur Kasih Foundation in 2008, which involved the Karang Betung and Kenyabur communities. Subsequently, on November 26, 2018, a boundary demarcation was conducted by a



Figure 6. Dispute Styles of the Actors

team from West Kalimantan Province, Sekadau District and Ketapang District. This boundary demarcation process was completed with the signing of the Minutes by all the participating parties (Nurdin et al. 2023).

The Sekadau FMU advised PT WSP to conduct mediation efforts to mitigate the conflict. The mediation session took place on May 10, 2023, at BPHL Region VIII Pontianak, and it included the participation of various key stakeholders. These stakeholders included the Head of BPHL Region VIII, the Head of the West Kalimantan Law Enforcement Center of the Ministry of Environment and Forestry, the Head of the West Kalimantan Provincial Environment and Forestry Service, the Head of UPT KPH Sekadau Region, and the Head of UPT KPH Ketapang Utara Region. Furthermore, the management of PT WSP, local government officials from Hulu Sungai and Nanga Mahap Sub-Districts, the Heads of Kenyabur and Karang Betung Villages, and traditional leaders and residents from both communities were also present. The goal was to effectively address the ownership of the disputed 9,984-hectare area included in the license area of PT WSP. This approach was anticipated to be an effective solution because, as Fisher et al. (2017) emphasized, neutral mediation played a crucial role in fostering trust and facilitating effective resolution.

Conflict Resolution for Competition-Style Parties: Teluk Kebau-Merabu Jaya

Similar to the conflict in Kenyabur Village, the Teluk Kebau Village community, particularly the Sungai Hijau Hamlet, Sekadau District, was in a dispute with the Merabu Jaya Village community, Ketapang District. In this case, the core issue revolved around the surrendering of 600 hectares of land within Teluk Kebau Village to PBPH PT WSP by the Merabu Jaya Village community. This issue was resolved through customary practices, thereby underscoring the role of traditional mechanisms in resolving tenure conflicts, as emphasized by Galudra et al. (2010), who stated that customary law could effectively mediate such disputes if there is mutual agreement among the parties. From the FGDs, it became evident that beyond this inter-village conflict, there was potential for further conflict regarding the

community's demand for road access to a customary cemetery, which PT WSP had yet to address. This unresolved issue in this context showed the potential for future disputes, particularly about access rather than land tenure. Accordingly, the dispute style in the area was categorized as agitative or destructive, which was consistent with the intense nature of the unresolved issues.

Regarding conflict resolution, the mediation efforts between the Teluk Kebau and Merabu Jaya village communities were conducted without involving PT WSP or government authorities. Instead, the mediation followed customary practices, with traditional elders and leaders from both villages agreeing to abide by customary rules. However, this resolution was not coercive, and no external imposition of customary law occurred on either party. Despite the mediation efforts, they have not fully resolved the conflict. Instead, both parties have managed the situation through customary diplomacy, adhering to established rules to prevent further escalation. It is also important to elucidate that the issue regarding road access to the customary cemetery remains unresolved, as neither Teluk Kebau village nor PT WSP has mediated or addressed this concern. This situation creates the risk of future conflict despite the current situation being indirectly related to land or tenure disputes (Isa et al. 2022).

Facilitating Compromise and Accommodation-Style Parties

In the case of Tembesuk Village, the conflict between the villagers and PT WSP was resolved using a compromise-style dispute resolution. The inclusiveness of facilitators from academia and extension workers played a crucial role in initiating and guiding the mediation process (Chivasa 2022). As Rubin et al. (1994) stated, external facilitators offered objectivity and could help bridge communication gaps between conflicting parties, which was crucial in this situation. Facilitators worked to establish a dialogue between Tembesuk Village and PT WSP by organizing meetings, where the role of institutions such as the Environment and Forestry Service of West Kalimantan Province, UPT KPH Sekadau Region, and the Balai Pengelolaan Hutan Lestari (BPHL Wilayah VIII) became instrumental. As part of the Ministry of

Environment and Forestry, these entities have authority over forest management and business licensing. In contexts like Tembesuk, facilitators employed compromise mechanisms to help parties meet halfway without imposing a win-lose outcome, which aligns with Wulandari (2020), who suggested that local-level compromise, when supported by regulatory bodies, can offer rapid and adaptive conflict resolution in HTI landscapes (Wirawan et al. 2019).

In general, facilitators from academia and extension workers played a crucial role in addressing conflicts, serving as essential neutral outsiders. The facilitator served to bridge communication between parties and assisted villagers in strengthening their respective capacities. A plausible approach typically adopted by facilitators to address tenurial conflict includes compromise. This approach was simply an attempt to find a satisfactory middle ground. The specificity of this settlement style was that the conflicting parties took a middle ground without questioning who won or who lost. For instance, if PT WSP had actively fulfilled some of the community's wishes and clearly explained why they could not meet the other conditions, they would have undoubtedly avoided the conflict in Tembesuk village.

Maintaining Agreements with Collaboration-Style Parties

The Nanga Engkulun village community's choice of a collaborative dispute resolution style with PT WSP reflected mutual trust and understanding, which were essential for a successful partnership. According to An et al. (2025) definitions, collaborative problem-solving is a teamwork process that occurs from mutual benefits based on transparency, open communication, and creativity. These principles accurately represent the relationships of Nanga Engkulun Village with PT WSP. Their mutual interests and trust contributed to maintaining a sustainable collaboration. In this case, acknowledging collaboration means working together, sharing transparent information, and being open to finding creative solutions. The Nanga Engkulun village community and PT WSP PBPH established mutual trust by understanding and respecting each other's interests. This condition was vital for multi-stakeholder capital to start cooperation, especially for resolving conflicts and

establishing enduring working relationships.

Conflict Resolution Strategy to Control Agitation Style Parties

PT WSP's strategy to control the agitation type of tenurial conflict in the village's operational area has proven effective. Swiftly preventing the conflict from spreading and falling prey to the war through prompt mediation has relieved tension and escalation into practice. It was also wise to involve third parties, such as Sekadau FMU and BPHL Region VIII, as facilitators and mediators to stop the related conflict-related activities. Moreover, resolving conflict with customary law communities was crucial in reducing tension and encouraging inter-community cooperation.

Standard Operating Procedure (SOP)

PT WSP's commitment to Corporate Social Responsibility (CSR) programs and initiatives toward community welfare strengthened the strategic move to maintain peaceful relationships, particularly with communities in compromise and collaborative dispute style. Though some communities complained, they had no unmet promises and reached open conflict. Although some grievances remained, the company avoided overt conflict by responding transparently and fulfilling agreed-upon programs (Lather et al. 2021). Studies by Fatima and Elbanna (2023) suggest that CSR programs aligned with local priorities improve corporate-community relations and serve as informal conflict prevention tools in forested regions. PT WSP showed a practical approach to managing these relationships. Nevertheless, the company's planting efforts have suffered from tenure conflicts like those of Karang Betung and Kenyabur villages. PT WSP came to a temporary agreement to wait for the decree of the Ministry of Home Affairs about the district boundary in the disputed area and put an end to its operations in the disputed area. This research suggested that PT WSP formulate a Standard Operating Procedure (SOP). This standardized framework could be modified to fit the concrete situation of each community for handling future tenure and other social conflict resolution efforts (Carrera 2022).

The Conflict Resolution SOP in Industrial Plantation Forest (HTI) areas is designed as a

systematic guideline to resolve conflicts peacefully, fairly, and sustainably. The process begins with conflict reporting to the Forest Management Unit (UPT KPH), followed by identifying and classifying the conflict into minor/moderate or major categories. The KPH handles minor or moderate conflicts by forming a conflict resolution team, which develops a work plan, conducts root cause assessments, identifies conflict typologies, and formulates alternative solutions. In the case of major conflicts, the process involves the Forest Resource Monitoring Agency (BPHL) and/or the Provincial Forestry and Environment Office (Dinas LHK). The team then drafts and implements a participatory conflict resolution action plan. The team conducted periodic monitoring and evaluation to ensure successful implementation, resolving the conflict when they reached a written agreement without further disputes. Each stage should be properly documented. This SOP is subject to periodic review according to policy developments and field dynamics. As illustrated in Figure 7, the SOP of Conflict Management should be accompanied by continuous monitoring, evaluation, and periodic review based on evolving policy and field realities. According to Akpuokwe et al. (2024), the institutionalization of SOPs in concession areas increases accountability, enhances stakeholder trust, and improves conflict resolution outcomes over time.

Conclusion

In conclusion, the influx of investment into an area could pose the capability to trigger tenurial conflicts, both internally within and externally between adjacent villages. In the case of the PT WSP, tenurial conflicts were influenced by various factors, including unclear administrative boundaries, customary territoriality, and unresolved social issues. Accordingly, overlapping claims, such as those between Karang Betung and Kenyabur villages, typically emphasized the challenges posed by inconsistent demarcations, as seen in Ketapang Regent Regulation No. 24 of 2022. Conflicts in Teluk Kebau Village similarly reflected tensions between traditional land claims and formal regulatory frameworks, fueled by unmet community demands such as road access to customary cemeteries.

The observed conflicts included the participation of diverse actors with differing interests and dispute styles. For instance, the Karang Betung and Kenyabur village communities and the Teluk Kebau and Merabu Jaya communities had an agitation dispute style, marked by strong opposition and limited willingness to compromise. Meanwhile, the Tembesuk village community and PT WSP signified a compromise dispute style, where both parties seek middle-ground solutions. The Nanga Engkulun village community

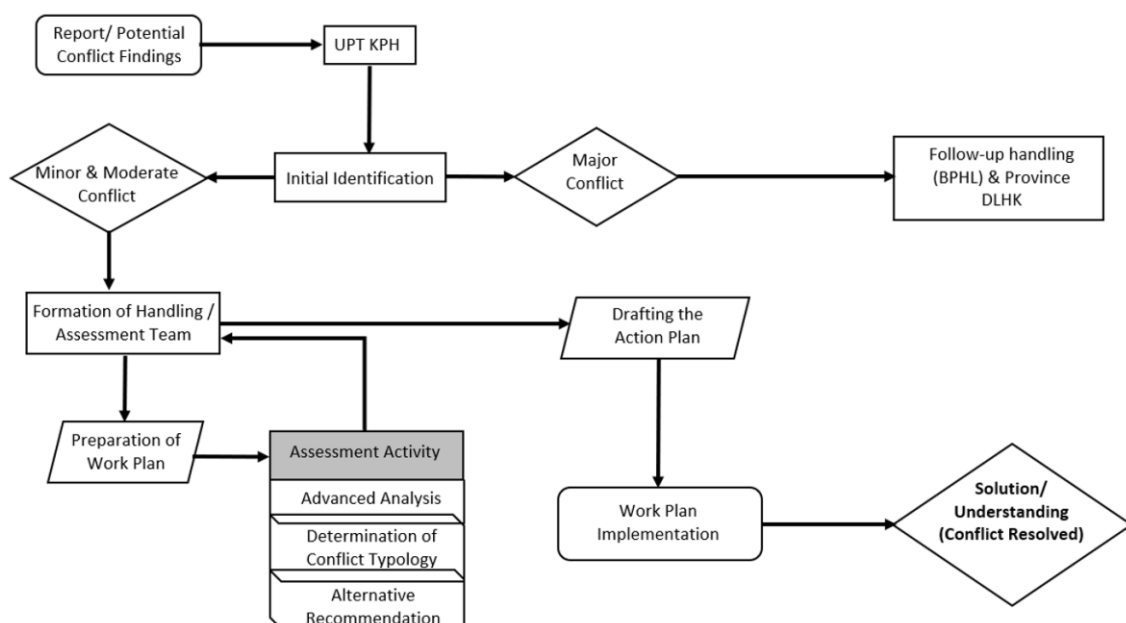


Figure 7. Conflict Management Standard Operating Procedure (SOP)

and PT WSP exemplified a collaboration dispute style, leveraging mutual trust and shared benefits to achieve sustainable conflict management.

As observed, various resolution strategies were implemented based on the nature of the disputes. For instance, mediation by neutral third parties, such as Sekadau FMU and customary leaders, facilitated dialogue between Karang Betung and Kenyabur. Customary diplomacy addressed the conflict between Teluk Kebau and Merabu Jaya, though some issues remained unresolved. In the case of Tembesuk, facilitation by neutral actors, including academics, was used to strengthen the capacity of the community to negotiate with PT WSP. Lastly, the collaborative approach was utilized in Nanga Engkulun, emphasizing the importance of building trust, fostering open communication, and ensuring equitable benefit-sharing. Despite these efforts, unresolved tenure issues, such as the lingering conflict in Teluk Kebau, underscored the need for a comprehensive SOP. The procedure should include actor mapping, community consultations, and iterative mediation processes to address tenurial conflicts effectively and sustainably in PBPH areas.

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