

# STRATEGIC PLAN

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CONFLICT RESOLUTION UNIT  
INDONESIA BUSINESS COUNCIL  
FOR SUSTAINABLE DEVELOPMENT

**ACCELERATING AGRARIAN REFORM  
THROUGH THE ESTABLISHMENT  
OF AN INDEPENDENT CONFLICT  
RESOLUTION INSTITUTION IN  
INDONESIA**





## BACKGROUND

Recent expansion of the forestry and plantation sectors in Indonesia has intensified land use and resource management conflicts, and created increased awareness of the social, economic, and environmental consequences of these disputes. In a recent national survey of Forest Management Units (Kesatuan Pengelolaan Hutan, or KPH), directors highlighted conflicts over forest encroachment, tenure disputes, boundary conflicts, and the difficult challenges of addressing illegal logging and land clearing.<sup>1</sup> Indeed, the failure of national policies and regulations related to forest and resource management in Indonesia is the result of a complex set of governance problems: contradictory or overlapping jurisdictions, poor spatial planning processes, an historic emphasis on resource extraction skewed to large-scale corporate investments, uncoordinated permitting and licensing procedures, and the lack of clarity over traditional rights or legal access to land for local communities. These problems are further compounded by weak law enforcement and accountability, and widespread corruption throughout the system.<sup>2</sup>

The challenges of land use management encompass local disputes, broader land use conflicts, or land management cases that require judicial resolution in accordance with relevant regulations and policies. The term “agrarian”<sup>3</sup> is more commonly used when referring to these land-based disputes, since it underscores the view that these conflicts are not solely in the land sector, but involve broader resource management issues<sup>4</sup>.

Agrarian Reform is considered a high priority for Indonesia’s national reform agenda. In 2001, the People’s Consultative Assembly (MPR-RI) issued TAP MPRRI No. IX / MPRRI / 2001 concerning Agrarian and Natural Resource Management Reform, aimed at overcoming agrarian conflicts and addressing two associated issues, i.e., inequality in control of land and natural resources, and severe environmental degradation. The MPR Decree reinforced the view that the resolution of agrarian conflicts cannot be separated from the overall implementation of agrarian reform,

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1 Fisher, L. et al. 2017. Managing Forest Conflicts: Perspectives of Indonesia’s Forest Management Unit Directors, Forest and Society, Vol 1, Issue 1, April, 2017

2 See, inter alia, Yasmi, Y. et al., 2012. The struggle over Asia’s forests: an overview of forest conflict and potential implications for REDD+, International Forestry Review Vol.14 (1), 2012, and Jurgens, E., et al. 2013. Integrating Communities into REDD+ in Indonesia. Working Paper. Washington, DC: PROFOR.

3 The term “agraria” refers to language in the Basic Principles and Provisions of the Basic Agrarian Law No.5 / 1960 which describes “agraria” as earth, water and space, including the natural resources contained therein, within the territory of the Republic of Indonesia (Article 1 number 2).

4 Accelerating Settlement of Agrarian Conflicts in the Context of Human Rights-Based Agrarian Reform. Position Paper of the Republic of Indonesia National Human Rights Commission (Komnas HAM) 2017 - 2018.

and that the settlement of these conflicts is viewed both as a means to resolve individual ownership rights, and at the same time offer redistributive justice to citizens.<sup>5</sup>

A World Bank study published in 2014 reported that nearly 25 million hectares of all designated forest lands (kawasan hutan) – more than 20 percent of the total forest area, encompassing nearly 20,000 villages – are in conflict due to competing legal claims.<sup>6</sup> More recent studies have shed light on the economic and social costs of these conflicts, both to corporations investing in oil palm and pulp and paper plantations, as well as to the individuals and communities who are in the path of this development. A 2017 study on the costs of conflict in the oil palm sector concluded that “the cumulative costs of social conflict are significant, undervalued and can pose a serious risk to investment return.”<sup>7</sup> The direct costs of these conflicts ranged from USD 70,000 to USD 2,500,000 per site, equal to 65% of total operational costs per hectare, or 132% of annualized investment costs on a per hectare basis. The report also notes that intangible, or “hidden” costs (e.g., reputational damage, recurrence or escalation of conflict, violence to property, and violence to people) range from USD 600,000 to USD 9,000,000 per conflict event. Similarly, a study of the cost of conflict on communities calculated the minimum irreducible household-level costs incurred as a result of conflict at USD 2,795.00 per household per year, with slightly higher figures (USD 3,456.00/year) for smallholder households participating in plasma programs.<sup>8</sup>

In the context of climate change, land and natural resource conflicts are an important contributor to tenure uncertainty that has led to rapid land use/land cover change and deforestation. Given the fact that Indonesia is the world’s third largest contributor of greenhouse gas emissions, and that these emissions are largely tied to the forestry sector, these concerns have put Indonesia’s forest management practices under increasing global scrutiny. Effective resolution of land and natural resource conflicts is therefore not only a key factor in achieving national goals of equitable and sustainable development, but is also an important element in achieving Indonesia’s emission reduction targets, as stated in its Nationally Determined Contribution (NDC) commitments to the Paris climate accord.<sup>9</sup>

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5 Ibid.

6 World Bank, 2014. *Towards Indonesian Land Reforms: Challenges and Opportunities. A Review of the Land Sector (Forest and Non-forest) in Indonesia*, World Bank, Jakarta.

7 Barreiro, V. et al., 2017. *The Cost of Conflict in Oil Palm in Indonesia*, Daemeter, Bogor.

8 R. Y. Zakaria, et al. 2017. *Studi Biaya Konflik Tanah dan Sumber Daya Alam dari Perspektif Masyarakat*, Indonesia Business Council for Sustainable Development, Jakarta.

9 Law No 16 of 2016 regarding Ratification of Paris Agreement To The United Nations Framework Convention On Climate Change.

Plans for establishing a national agency for resolving agrarian and natural resource conflicts have been encouraged by, among others, the National Commission on Human Rights (Komnas HAM), the Agrarian Reform Consortium (KPA), the Indonesian Environment Forum (WALHI) and several civil society organizations that advocate for agrarian reform and environmental conservation. The concept and proposed structure for such an agency, including draft legal documents, have been submitted to two previous presidents and to current President Joko Widodo, but these recommendations have yet to receive an official response. Nevertheless, in various regions in Indonesia, a number of conflict resolution initiatives have been established, including the Conflict Resolution Desk (DRK) of Kapuas Hulu District, West Kalimantan, and the Task Force for the Acceleration of Resolving Agrarian Conflict Resolution (SP2KA) in Musi Banyuasin District, South Sumatra. Several national agencies, such as the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (KATR/BPN) and the Ministry of Environment and Forestry (KLHK) have also established special directorates for addressing agrarian and natural resource management conflicts within those sectors.

On May 16, 2016, President Joko Widodo adopted agrarian reform as part of the 2017 Government Work Plan, as articulated through Presidential Regulation (Perpres) No 45/2016. The Perpres outlined five priority programs related to agrarian reform: (1) Strengthening the regulatory framework for resolving agrarian conflicts; (2) Improved regulations related to land ownership and agrarian reform; (3) Legal certainty and legalization of land; (4) Community empowerment in utilization and production; and (5) Institutional implementation of central and regional agrarian reform.

The private sector has increasingly recognized the need to create more inclusive business models.<sup>10</sup> The Conflict Resolution Unit (CRU), an initiative of the Chamber of Commerce and Industry (KADIN), was established to improve the climate of land-based investment and natural resources through efforts to reduce the risk associated with these conflicts. CRU was established in 2015 under the Indonesia Business Council for Sustainable Development (IBCSO), to become the leading mediation service institution in Indonesia, providing effective, independent and reliable support for resolving land and natural resource management conflicts. CRU provides support for five distinct program efforts: (1) Promoting mediation as an effective approach to resolving land and natural resource management conflicts; (2) Providing a credible source of information on mediation of these conflicts, while encouraging more sustainable management approaches; (3) Sponsoring timely studies and analysis of issues related to land and resource management conflict; (4) Providing support for regulatory reform efforts through public policy mediation; and (5) Developing a sustainable institutional model for the provision of mediation services.

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10 APINDO & GiZ. 2016. From CSR to Inclusive Business. APINDO. Jakarta, Indonesia. 48pp.

With funding support from the United Kingdom's Climate Change Unit (UKCCU), CRU has over the past three years created a strong organizational foundation with an effective Executive Team, national-level leadership, professional staff, and the internal management systems to manage conflict cases throughout Indonesia. Over the period 2016 to 2019, CRU (working with 11 professional mediators, assisted by 36 interns) has managed a total of 56 cases in the forestry and plantation sectors, and in varied locations – Jambi, West Kalimantan, South Kalimantan, East Kalimantan, East Java, South Sulawesi, Southeast Sulawesi, West Nusa Tenggara, and Papua. Of these 56 cases, 23 cases were successfully settled, with parties signing agreements to discontinue the conflicts. Twenty-two cases in Southeast Sulawesi have been elevated from site-based tenurial conflicts between communities and an oil palm plantation company to full public policy mediations, due to the overlap in spatial designations between the transmigration and forestry sectors. Beneficiaries of this resolution include communities from 37 villages, 15 farmers' organizations, two indigenous people's organizations, three oil palm companies, and seven forest concessionaires.

The challenge now facing CRU is to build upon this growing experience and reputation to develop an appropriate design for establishing a truly independent and impartial body focused on land and natural resource conflict resolution. CRU remains committed to the goal of resolving ongoing agrarian conflicts, while also contributing to the national effort to secure greater clarity over land rights and ensure sustainable management of large tracts of land currently experiencing conflict.

Among President Joko Widodo's goals during his second term is to increase Indonesia's competitiveness in the global economy through improving investment climate. Accelerated efforts to resolve agrarian and natural resources conflicts is one of the prerequisites to achieving this goal. Discussions during CRU's strategic planning workshops in November 2019 affirmed that there is momentum and opportunity for establishing an institution focused on addressing these issues. CRU's Institutional Independence Committee and its Technical Advisory Committee (TAC) have recommended outreach to several key agency partners, including the State Secretariat, the Deputy Minister of Agrarian Reform and Spatial Planning, and the Presidential Staff Office (KSP), to explore opportunities for establishing CRU as a national institution, further strengthening the initiatives of civil society organizations, industry groups, academic institutions, and Komnas HAM.

This strategic plan describes the opportunities for aligning CRU's work with the pressing agrarian reform priorities of President Joko Widodo. CRU can complement other national efforts to synergize and synchronize the work of a

variety of stakeholders. This strategic plan recommends intensive coordination and communication among key government institutions to increase public confidence and foreign direct investments (FDIs) by demonstrating the Government of Indonesia's commitment to reducing the risks to land and natural resources-based business and investment. The establishment of an independent conflict resolution service institution can serve as strategic referral for mediation of these disputes, and at the same time serve to address national level policy issues related to many agrarian and natural resource management conflicts in Indonesia.

## VISION

To become an institution that provides effective, independent and reliable support for agrarian and natural resource management conflict resolution towards equitable, sustainable and inclusive development.

## MISSIONS

Establish an independent institution for resolving agrarian and natural resource management conflicts in Indonesia, with strong legal and institutional support from the National Government, to improve land-based investment climate by addressing issues of human rights and social justice, and ensuring effective environmental protection.

Build strong constituent support and legitimacy for CRU as a reliable conflict resolution institution in mediating both site-based tenure cases and the implementation of national policies, by enhancing awareness about the importance of conflict resolution approaches.

Build credibility and legitimacy by upgrading and strengthening CRU's existing conflict management systems in order to effectively handle large, complex, multi-party cases, especially those involving public policy disputes and cases of national importance.

Develop a knowledge management system to increase the capacity of mediators, policymakers, and stakeholders, through documentation, publishing papers, training, apprenticeships, and broad public advocacy using digital-based technology, as an effort to mainstream resolution of agrarian and natural resource management conflicts.

## STRATEGIC OBJECTIVES

**Strategic Objective 1 : Establish a State-mandated independent conflict resolution service institution to address agrarian and natural resource management conflicts to improve land-based investment, address human rights and social justice issues, and ensure effective environmental protection.**

**Objective 1.1 : Building political support to accelerate the establishment of a conflict resolution service institution**

The future CRU Institution is envisioned as an independent body that is mandated to address land use and resource management conflicts with clear authority, role and function, assigned by the President of the Republic of Indonesia.

Since January 17, 2019, at the 13th TAC CRU meeting, an Institutional Independence Building Committee (IIBC) was formed that was expected to enhance and intensify communication with stakeholders and key constituents and decision makers, especially the President, on the importance of establishing an independent institution for conflict resolution, as a means for accelerating agrarian reform and improving the investment climate in order to foster equitable, sustainable and inclusive development.

CRU and IIBC will pursue two important strategies: 1) Utilize the momentum of existing presidential statements on the importance of conflict resolution to agrarian reform efforts in Indonesia, and 2) Consolidate case reporting data from a variety of ministries and state institutions, KSP, Komnas HAM, RSPO, and others, about the pervasive and deleterious impacts, as well as the economic, social, and environmental costs of these conflicts.

Specific activities to achieve this objective include:

1. Obtain KADIN support through meetings with KADIN's General Chairperson, Deputy Chairperson of International Relations, and Deputy Chairperson of Agriculture and Forestry, followed by formal public statements about the urgency of establishing a national conflict resolution service institution through articles and opinion pieces in major media outlets;
2. Together with KADIN, CRU will schedule consultations with the State Secretariat, KSP, KATR/BPN, KLHK, Ministry of Village and Transmigration, Ministry of Home Affairs, National Commission on Human Rights, Indonesian Ombudsman, KKP, and Ministry of Energy and Mineral Resources. CRU will present a proposed institutional development roadmap and solicit input and guidance during each of these discussion sessions;



3. Conduct a series of meetings with civil society organizations, such as KPA, WALHI, Sawit Watch, AMAN, PATRI, Epistema, YLBHI; and people's organizations such as the Indonesian Peasant Union (SPI), the Indonesian Peasant Alliance (API), the Agrarian Reform Movement Alliance (AGRA) to solicit input and support for the establishment of an independent institution;
4. Develop a system for consolidating existing data on conflict case reporting in various ministries and institutions, as well as data related to the costs of conflict for the government, private sector, and communities; and,
5. Prepare strategic messages related to the reporting of conflict cases and the cost of conflict for strategic Ministries and Institutions, civil society organizations, and KADIN, in order to convince the President of the urgency for establishing an independent institution to resolve agrarian and natural resource conflict through Setneg and KSP.

The expected outcomes these objectives will be a positive response from the President to these strategic messages, through public statements and the issuance of Presidential Instructions to the State Secretariat for the preparation of a Presidential Regulation establishing the national conflict resolution service institution.

### **Objective 1.2 : Define an approach to secure sustainable financing**

One key consideration for establishing an independent conflict resolution service institution will be sustainable financing. A potential source of sustained financing is from the State budget, in the form of funding collected from taxpayers. In addition, financial resources can be secured from the Environmental Fund Management Agency (Badan Pengelola Dana Lingkungan Hidup or BPD LH), which was officially launched on October 9, 2019 to provide financing for environmental protection and management efforts. This Public Service Agency (BLU) has been set up under the Ministry of Finance and is scheduled to become operational on January 1, 2020. Another potential source of funding is from the Crude Palm Oil (CPO) Fund managed by the Palm Oil Plantation Fund Management Agency (BPDPKS) in accordance with Perpres 61/2015 (and subsequent Perpres 24/2016 and Perpres 66/2018) establishing a fund to promote sustainable oil palm.

CRU, along with its TAC and the IIBC, will work with the Ministry of Finance to explore the possibility of obtaining financial support from the BPD LH and BPDPKS to support the establishment and operational costs of an independent State-mandated conflict resolution service institution. CRU will also collaborate with the Ministry of Home Affairs, the Ministry of Finance, and the National Development Planning Agency (Bappenas) to encourage budgeting for efforts to address agrarian and natural resource management conflicts.

CRU will also continue to assess the potential for developing a permanent endowment fund, consistent with applicable laws and regulations, that could be used to finance efforts to build awareness among various stakeholders about the importance of efforts to resolve agrarian and natural resource management conflicts. The endowment would provide additional financial support for conflict resolution efforts in the plantation and forestry sectors.

Specific activities to attain these objectives:

1. Complete a comprehensive study on the feasibility of establishing a sustainable financing facility (endowment);
2. Collaborate with key government institutions in planning and budgeting; and,
3. Plan for appropriate conflict resolution activities that are consistent with the goals of the Ministry of Finance's BPD LH, the CPO Fund's BPD PKS, and the interests of other national and international donor agencies.

The anticipated outcome of this effort will be a well managed sustainable funding plan that includes core funding from the state budget (APBN), the creation of an endowment fund, support from government agencies to finance the handling of specific cases, and donor grants for supporting more targeted program development activities (for example, training and capacity building).

### **Objective 1.3 : Establish a strong legal basis with clear roles, authorities and functions**

CRU leadership, working with appropriate national agencies and partners, will draft and gain approval for a strategy to develop CRU as an independent entity, including an appropriate legal and institutional framework, standard operating procedures, and a sustained financing strategy. This will require close coordination and communication with key strategic government institutions, namely the Ministry of State Secretary (Setneg), the Ministry of Agrarian Affairs and Spatial Planning/ National Land Agency (ATR/BPN), the Ministry of Environment and Forestry (KLHK) and the President's Staff Office (KSP), as well as with the Indonesian Chamber of Commerce and Industry (KADIN) and civil society organizations. This coordination and communication will help determine an appropriate legal foundation for the establishment of a State-mandated independent conflict resolution service institution, as a concrete action to address recurrent, unequal land distribution, improve the business climate for land and natural resource-based investment, and address concerns for environmental protection.

In addition to its Steering Committee (SC) and Technical Advisory Committee (TAC), in October 2019, CRU established an Independent Institution Building Committee (IIBC), following the recommendations of the TAC. The IIBC is comprised of nationally prominent figures familiar with ongoing agrarian reform efforts, environmental

justice, and the improvement of investment climate. The IIBC will outline a roadmap for CRU in becoming a State-mandated conflict resolution service institution.

As CRU continues to develop and expand its portfolio in mediating land and natural resource management conflicts, the IIBC will communicate results and lessons learned to key government policy makers. Facilitated by CRU's Executive Team, the IIBC will engage other stakeholders to build stronger constituent support for the establishment of a national independent conflict resolution service institution (see below). This will include seeking a strong legal basis with clear roles and functions that supports current and future Administration priorities to advance the agrarian reform agenda.

Specific activities to attain these objectives:

1. Building on similar previous efforts, and in close cooperation with key government institutions, develop a strong legal basis for establishing an independent conflict resolution service institution;
2. Draft a President Regulation (Peraturan Presiden or Perpres) in close consultation with policy and legal experts; and,
3. Develop an appropriate organizational structure focused on convening, auditing, advising and mediating agrarian conflicts, including effective case management approaches and human resources management systems.

The anticipated outcome of this effort will be a Presidential Regulation (Peraturan Presiden or Perpres) initiated by Setneg, and based on a proposal submitted jointly by CRU and other stakeholders. The Perpres will serve as the legal foundation for establishing a State-mandated independent conflict resolution service institution, with clear authority to accelerate the agrarian reform agenda. The independent institution will also outline a strategy for recruiting capable personnel who are free from conflicts of interest and have demonstrated their commitment to agrarian reform.

## **Strategic Objective 2 : Build strong constituent support and legitimacy for CRU as a reliable and independent conflict resolution service institution in mediating both site-based tenure cases and the implementation of national policies by enhancing awareness about the importance of conflict resolution approaches**

### **Objective 2.1 : Outreach to key stakeholders to build awareness and commitment to the need for resolving agrarian and natural resource conflicts**

Through a strategic communication and engagement effort, CRU will work to expand stakeholder awareness and understanding, at both the local and national levels, about the importance of efforts to resolve agrarian and natural resource

management conflicts. The resolution of these conflicts should be seen as an inseparable part of efforts to encourage sustainable development and the advancement of triple bottom line goals (economic, social, and environmental). This will be achieved through various outreach events and activities, publications and media, and networking and public education efforts.

In addition, CRU will continue to deepen its close cooperation with relevant government agencies, especially with the Ministry of Environment and Forestry, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, and the Ministry of Home Affairs (particularly for conflicts related to administrative boundaries), as a foundation to expand CRU's case intake and project management system.

CRU will also continue to intensify its partnerships with other stakeholders who have been actively encouraging agrarian reform and the resolution of agrarian and natural resource management conflicts, including civil society organizations, academic programs, industry groups, and professional organizations.

Specific activities to achieve these objectives:

1. Development and implementation of an effective constituency building strategy by employing a variety of engagement and communication approaches;
2. Policy outreach to the wider public on the importance of conflict mediation and prevention; and,
3. Publication and dissemination of relevant thematic materials targeting the mediation community, government agencies, and civil society organizations.

The outcome of this effort will be enhanced, informed "demand" for mediation services from various stakeholders, based on improved awareness and understanding of the critical importance of resolving agrarian and natural resource management conflicts.

### **Objective 2.2 : Engage conflict mediation communities throughout Indonesia to develop a strong national network and professional association**

Expanding the number of qualified, professional mediators is critical to the ability to respond effectively to requests for mediations across the country. CRU will engage with individual practitioners and the emerging community of dispute resolution professionals to organize, convene and participate in a variety of ongoing learning activities on effective strategies and practices for resolving conflicts. These opportunities include, among others, trainings and workshops, practitioner cross-visits, mediation internships, mediator exchanges, professional seminars, and informal discussions.

CRU will also support the establishment of Mediation Centers (Balai Mediasi) in various districts or cities throughout Indonesia as learning hubs for mediators, and a contribution to the development of mediator associations or networks. These networks will be instrumental not only in providing effective mediation support services, but more importantly as a means for quality control, particularly in efforts to create national standards and broader commitment to conflict mediation values, principles, ethics, and codes of conduct.

Specific activities to attain these objectives:

1. Implement and manage shared learning activities among conflict resolution communities and relevant stakeholders;
2. Develop and implement regular professional dialogues to share, analyze, and document conflict mediation experience;
3. Engage with industries that have grievance response systems to increase the scope of case intake and response to emerging conflicts;
4. Engage with civil society organizations and academic institutions working on the agrarian reform agenda;
5. Engage with conflict resolution practitioners to encourage the revitalization of existing professional associations; and,
6. Organize periodic national conferences to promote learning and broader support for effective approaches to resolve agrarian and natural resource conflicts.

The outcome of this effort will be the availability of qualified mediators who can be called upon and assigned to mediate conflicts at locations throughout Indonesia where conflicts are occurring, particularly at the district level.

### **Strategic Objective 3 : Develop a credible and highly professional independent conflict resolution service institution**

#### **Objective 3.1 : Develop an effective case management and tracking system to address agrarian and natural resource management conflicts.**

To improve its capacity to assess the suitability of case requests for mediation, CRU will continue to learn from and upgrade its case management and tracking system, initiated in 2017. This effort will therefore focus on further refining the mechanisms and criteria for selection and management these conflicts.

CRU will work in close cooperation with industry groups that have already developed grievance response systems, including conflict management procedures, such as the Roundtable on Sustainable Palm Oil (RSPO), the Forest Stewardship Council (FSC), the Compliance Advisor Ombudsman (CAO) of the International Finance Corporation (IFC), and the Global Sustainable Natural Rubber Platform (GSNRP)

developed by the World Business Council for Sustainable Development (WBCSD). CRU will seek to assess the effectiveness of on-going case handling by these and other entities.

Specific activities to attain these objectives:

1. Evaluate, improve and upgrade current case management and tracking systems, including methods, criteria and instruments for case classification and prioritization;
2. Assess the efficacy of conflict resolution mechanisms at RSPO, FSC, CAO, and GSNRP;
3. Operationalize improved case management and tracking systems;
4. Direct case handling of cases of national interest;
5. Case management of constituent requests at the provincial and district levels; and,
6. Continue to monitor, evaluate, and refine these case management and tracking systems.

The main outcomes of this effort will be more efficient and effective intake and assessment systems for eligible cases, timely response to requests for mediation, and efficient resource allocation in the handling of these cases, indicated by the settlement of a range of cases, including individual site-based conflicts, complex multi-party cases, and public policy implementation disputes.

### **Objective 3.2 : Establish systematic and effective capacity building efforts to support the development of qualified, professional mediators throughout Indonesia.**

To enhance the availability of capable mediators, CRU will encourage and support a combination of learning activities, among others the convening of basic trainings for mediator certification, intermediary trainings that focus on complex, multi-party conflicts, and advanced thematic trainings focused on specific public policy issues or specific conflict areas.

In addition, CRU will expand its internship program through which junior mediators can gain the opportunity to become grounded in actual cases, under the guidance of senior mediators. In this way up-and-coming mediators can gain the necessary skills, experience, and judgement to mediate their own cases in the future.

This capacity development model will be further supported by various learning activities within the larger mediator network, as described above (2b), and the knowledge management activities outlined below (3c).

Specific activities to attain these objectives:

1. Basic trainings for mediator certification;
2. Intermediate and advanced training;
3. Internships for junior mediators;
4. Development of learning materials;
5. Cross-visits; and,
6. Collaboration with academic institutions in the teaching of conflict resolution at the university level.

The outcome of this effort will be the expansion of a growing national pool of qualified and professional mediators, ensuring the availability of mediators or teams who are capable of mediating conflicts at locations where conflicts are occurring.

### **Objective 3.3 : Increasing the capacity of policy makers to create and implement conflict sensitive natural resource management regulations**

Based on CRU's experience and research, the causes of conflict also stem from ineffective policies and/or flawed implementation of policies. If in the first term CRU's work focused on conflict resolution in mediating site-based tenure disputes, in the second term the CRU will expand and intensify its focus on resolving strategic public policy disputes that have been a growing source conflict throughout Indonesia.

It is important for CRU to collaborate with various institutions that are responsible for making and implementing agrarian and natural resource management policies, including the House of Representatives (DPR), the Ministry of Home Affairs, the Ministry of Spatial Planning/National Land Agency, the Ministry of Environment and Forestry, the Ministry of the Ministry of Villages and Transmigration, the Ministry of Agriculture, and governors and regents.

Specific activities to achieve the above objectives:

1. Conduct research on regulations and legislation related to agrarian and natural resource management that have the potential to cause conflict;
2. Convene stakeholder forums to prepare and propose draft revisions of contentious regulations and policies;
3. Improve inter-agency cooperation in handling public policy conflicts; and,
4. Enhance awareness among policy makers about the importance of conflict-sensitive policies.

The outcome expected from this objective is greater awareness among policy makers for improving regulations and legislation to anticipate and prevent conflicts, including improved cross-sectoefforts in handling cases of public policy conflicts.

### **Objective 3.4 : Encourage reliable referral through the development of an effective knowledge management system.**

To promote continuous learning and improvement throughout the national network of mediators, CRU will support a range of activities, including regular reflection on case management, identification of lessons learned, the documentation, publication, and sharing of these lessons, the development of appropriate training materials, and the publication and dissemination of these materials to ensure wider sharing of knowledge and experience. CRU will also continue to commission targeted studies on issues related to agrarian and natural resource management conflicts.

For knowledge sharing and dissemination of experience, CRU will develop a communication and engagement strategy, utilizing various channels, including publication and distribution of printed materials, direct communication during trainings and other gatherings, and online media.

Specific activities to attain the objective covers:

1. Action research of mediators on cases handled;
2. Research on pertinent themes related to agrarian and natural resource management;
3. Writing workshops for practitioners;
4. Building knowledge networks with mediation institutions, mediation practitioners, academics, experts and resource persons; and,
5. Building a digital library platform that is accessible to the public.

The outcome of this effort will be enhanced availability of learning and reference materials on mediation approaches (printed, audio-visual, and on-line), and more active engagement of mediation practitioners in knowledge management initiatives. Most importantly, this effort will lead to overall improvement of CRU's performance in case management, and that of its support systems and national network.











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