



2025

# ANNUAL REPORT

Cultivating Peace, Maintaining Sustainability

We aim to enhance the investment climate and regional competitiveness, improve the efficiency of public services, and promote the growth of community welfare







# ANNUAL REPORT 2025

Cultivating Peace, Maintaining Sustainability

We aim to enhance the investment climate and regional competitiveness, improve the efficiency of public services, and promote the growth of community welfare



# Table of Contents

- Executive Summary ..... 6**
- CRU Indonesia Annual Report 2025.....6
- Context .....6
- Intervention Approach .....7
- Key Program Highlights .....7
- Key Results and Learning .....8
- Strategic Relevance and Outlook .....8
- Message from the Chair of the Governing Board..... 9**
- AboutCRU Indonesia .....10**
- Brief History.....10
- Organizational Mandate..... 11
- Core Areas of Work ..... 11
- Vision, Mission, and Values..... 11
- Strategic Positioning..... 11
- Operating Context 2025..... 12**
- Conflict Resolution Convener .....13
- Knowledge and Methodology Strengthening .....13
- Strategic Pillars 2025 ..... 13**
- Strategic Engagement and Collaboration..... 14
- Institutional Strengthening ..... 14
- Program Highlights 2025 ..... 15**
- Supporting Multi-Stakeholder Action to Respect  
Indigenous Peoples and Local Communities’ Land  
Rights (Aceh) ..... 15
- Human Rights Due Diligence (HRDD) Capacity  
Building Program ..... 20
- Strategic Engagement and Collaboration .....21
- Organizational Development .....23**
- Monitoring, Learning, and Reflection ..... 24**
- Challenges and Adaptive Responses ..... 24**
- Financial Overview .....25**
- Strategic Outlook 2026 ..... 26**
- Acknowledgements .....27**
- Annexes..... 29**
- Annex 1. List of Activities for 2025 ..... 30
- Annex 2. Financial Statement.....31



## Table of Figures

Figure 1.	Community caucus discussion on tenure security for Indigenous Peoples and Local Communities	16
Figure 2.	CSO Caucus Discussion on Tenure Security for Indigenous Peoples and Local Communities.	16
Figure 3.	Government caucus discussion on tenure security for Indigenous Peoples and Local Communities	16
Figure 4.	Corporate caucus discussion on IPLC tenure security	16
Figure 5.	Multi-stakeholders Dialog 1 in Subulussalam City. The opening	16
Figure 6.	Multi-stakeholders Dialog 1 in Subulussalam City. The discussion	16
Figure 7.	Conflict-sensitive Training, Balige. The opening	17
Figure 8.	Conflict-sensitive Training, Balige. GEDSI	17
Figure 9.	Certified Mediator Training, Dolok Sanggul. The final test.	17
Figure 10.	Certified Mediator Training, Dolok Sanggul. The opening	17
Figure 11.	Conflict Analysis, Documentation and Reporting Training for Palm Oil Company Staff	18
Figure 12.	Assessor and Mediator Advance Training, Dolok Sanggul. The opening	18
Figure 13.	Assessor and Mediator Advance Training, Dolok Sanggul. The simulation.	18
Figure 14.	PIRK Dissemination in South Aceh Regency.	19
Figure 15.	The PIRK dashboard and user interface.	19
Figure 16.	HRDD Training 1st Batch, Bandung	20
Figure 17.	HRDD Training 1st Batch, Bandung. Group work	20
Figure 18.	HRDD Implementation Training for AAL. The opening	21
Figure 19.	HRDD Implementation Training for AAL	21
Figure 20.	HRDD and Grievance Mechanism Training,	21
Figure 21.	HRDD and Grievance Mechanism Training, Bandung. Ravin Khrisnan in action	21
Figure 22.	Strategic Partners' Meeting of ATR/BPN.	22
Figure 23.	Program Development Meeting with PKTHA.	22
Figure 24.	Coordination Meeting with IPLC Funders during 2025's RSPO, Kuala Lumpur. The Q&A	22
Figure 25.	Coordination Meeting with IPLC Funders during 2025's RSPO, Kuala Lumpur. The closing	22
Figure 26.	Sinarmas' Smartseed, Medan. Ginanjar presented the CRU Indonesia program.	22
Figure 27.	Yosigara and the Swisscontact Team at the NDPE Business Forum in Medan.	22



## Executive Summary

### CRU Indonesia Annual Report 2025

In 2025, Conflict Resolution Unit (CRU) Indonesia continued to strengthen its role as a knowledge-based organization working at the intersection of land governance, human rights, sustainable investment, and conflict prevention. Amid increasing pressures from climate change, expanding land-based investments, and complex tenure dynamics across Indonesia, CRU Indonesia advanced practical approaches to managing and preventing land and natural resource conflicts through evidence-based methodologies, multi-stakeholder engagement, and capacity strengthening initiatives.

This Annual Report presents CRU Indonesia's key achievements, lessons learned, and strategic direction, reflecting the organization's commitment to accountability, collaboration, and continuous institutional development.

### Context

Indonesia's transition toward sustainable development and climate commitments continues to unfold within landscapes marked by overlapping land claims, governance gaps, and unequal access to decision-making processes. Conflicts involving local communities, Indigenous Peoples, government institutions, and private sector actors remain a significant risk to social stability, environmental sustainability, and responsible investment.

At the same time, global expectations around Environmental, Social, and Governance (ESG) performance and Human Rights Due Diligence (HRDD) are reshaping how companies operate in land-based sectors such as agriculture, forestry, and natural resources. These dynamics create both challenges and opportunities for organizations capable of bridging technical expertise, community engagement, and institutional dialogue.

In this context, CRU Indonesia positioned itself as a neutral and trusted intermediary, supporting stakeholders to address conflict risks constructively while strengthening systems that prevent disputes before escalation occurs.

## Intervention Approach

Throughout 2025, CRU Indonesia structured its work around four strategic pillars:

### 1. Conflict Resolution Convener

CRU Indonesia is a neutral conflict resolution convener that designs and supports effective mediation and dialogue processes, conducts conflict assessments, and strengthens professional capacity. Established in 2015 and independent since 2024, this strategic function was paused in 2025 pending sustainable financing through a dedicated trust fund.

### 2. Strengthening Knowledge and Methodology

Development and application of conflict analysis frameworks, HRDD approaches, and conflict-sensitive development methodologies tailored to Indonesia's land and resource governance context.

### 3. Strategic Engagement and Collaboration

Facilitation of partnerships among government institutions, private sector actors, civil society organizations, and local communities to improve grievance mechanisms, dialogue platforms, and early warning systems.

### 4. Institutional Strengthening

Internal consolidation aimed at improving organizational governance, operational systems, and long-term sustainability amid limited financial and human resources.

## Key Program Highlights

A major focus in 2025 was the implementation of the Indigenous People and Local Community (IPLC) Strengthening Program in Aceh, delivered in collaboration with Proforest and Earthworm Foundation. The initiative supported local and Indigenous communities in strengthening their capacity to engage constructively with land governance processes and private sector actors. Through facilitated dialogue, capacity development, and conflict-sensitive engagement approaches, the program contributed to improving mutual understanding between stakeholders and reducing potential conflict risks within commodity supply chain landscapes.

CRU Indonesia also expanded its leadership in advancing Human Rights Due Diligence (HRDD) practices within Indonesia's land-based sectors. During 2025, the organization conducted four HRDD training programs: three multi-company public trainings involving participants from diverse companies, and one in-house training for PT Astra Agro Lestari. These trainings equipped corporate practitioners with practical tools to identify, assess, and mitigate human rights risks in operational contexts.

The HRDD program reflects growing demand from the private sector for practical guidance aligned with international standards such as the UN Guiding Principles on Business and Human Rights. By translating global frameworks into operationally relevant practices, CRU Indonesia contributed to strengthening responsible business conduct and preventive conflict management.

Beyond these flagship initiatives, CRU Indonesia delivered technical support, research, and capacity-building activities addressing conflict resolution, sustainable land governance, and grievance mechanism development. The organization also continued expanding strategic partnerships across sectors, reinforcing its position as a trusted facilitator for collaborative problem-solving.

## Key Results and Learning

Experiences in 2025 reaffirmed several critical lessons:

- Effective conflict management requires integration of technical expertise, social legitimacy, and institutional trust.
- Multi-stakeholder collaboration significantly increases the sustainability and scalability of interventions.
- Preventive approaches—particularly HRDD and early conflict identification—are more cost-effective and impactful than reactive dispute resolution.
- Organizational resilience depends on strong internal systems, adaptive planning, and diversified partnerships.

Despite operational challenges, including funding limitations and resource constraints, CRU Indonesia demonstrated adaptive management by prioritizing high-impact engagements and strengthening collaborative models.

## Strategic Relevance and Outlook

CRU Indonesia's work contributes directly to broader development priorities, including responsible investment, climate resilience, human rights protection, and inclusive land governance. By addressing conflict risks as a structural barrier to sustainable development, CRU supports both community well-being and investment certainty.

Looking ahead to 2026, CRU Indonesia will focus on expanding geographic reach in high-risk landscapes, deepening strategic partnerships with government and private sector actors, and strengthening institutional sustainability through improved governance systems and diversified funding strategies.

CRU Indonesia remains committed to serving as a platform for learning, dialogue, and practical solutions—supporting stakeholders across Indonesia to transform conflict risks into opportunities for equitable and sustainable development.





## Message from **the Chair of the Governing Board**

---

The year 2025 marked an important period of learning for CRU Indonesia. Amid increasingly complex land-based development dynamics, we witnessed firsthand how conflicts arise not only from competing interests, but also from communication gaps, tenure insecurity and uncertainty, and limited access to equitable dialogue spaces. These experiences reaffirmed that effective conflict management requires the presence of trusted intermediaries, inclusive processes, and long-term commitment from all stakeholders.

Throughout the year, the CRU team worked across diverse social and geographic contexts. We encountered real operational challenges—from building trust among stakeholders and maintaining neutrality in mediation processes to ensuring that field-based learning is systematically documented and shared more broadly. These challenges were not obstacles, but reminders that conflict resolution is an incremental process that demands collective perseverance.

We have become increasingly convinced that a conflict-sensitive development approach is no longer an optional add-on, but a fundamental requirement for any development initiative. When social risks are understood early and communities are meaningfully engaged, development stands a far greater chance of being equitable, stable, and sustainable.

Looking ahead, CRU Indonesia remains committed to strengthening collaboration with government institutions, the private sector, civil society organizations, as well as local and Indigenous communities. We believe that sustainable solutions can only emerge through partnerships grounded in equality and mutual trust.

On behalf of the entire CRU Indonesia team, I would like to express our sincere appreciation to all partners and stakeholders who have worked alongside us throughout this year. We look to the future with optimism—believing that through dialogue and collaboration, conflict can become a pathway toward more just and constructive change.

Bogor, March 31st, 2026

  
Arief Wicaksono

## Brief History

Conflict Resolution Unit (CRU) Indonesia was established in response to the growing need for credible and structured conflict management mechanisms within Indonesia's land-based development sectors. Rapid expansion of natural resource industries and land-use investments has generated increasingly complex social dynamics, requiring approaches that move beyond reactive dispute handling toward preventive, collaborative, and system-based conflict management.

CRU Indonesia is a continuation of the Conflict Resolution Unit (CRU) initiative launched by the Indonesian Chamber of Commerce and Industry (KADIN) in 2015. The initiative was born out of the private sector's commitment to contribute to improving the land-based investment climate while supporting the national agenda for sustainable development and climate change. This initiative places conflict management as an important element in responsible land use and development governance.

In line with the growing need for more independent and inclusive institutions, on February 7, 2024, CRU transformed into an independent membership-based organization under the name CRU Indonesia, strengthening its role as a cross-sector collaborative platform involving civil society, academics, practitioners, and the business sector.

Since its establishment, CRU Indonesia has evolved into an independent platform that promotes mediation, dialogue facilitation, and knowledge development to support constructive engagement among stakeholders. The organization works to strengthen trust-based processes that enable conflicts to be addressed transparently, fairly, and sustainably, contributing to improved social stability and responsible investment practices.

# About CRU Indonesia

## Organizational Mandate

CRU Indonesia's mandate is to support government institutions, private sector actors, civil society organizations, and local communities in implementing conflict-sensitive development approaches. The organization provides technical assistance, capacity strengthening, and knowledge services aimed at improving conflict management systems, integrating human rights considerations, and reducing social risks associated with land-based development.

CRU operates as a neutral and independent actor, focusing on strengthening institutional capacity, promoting multi-stakeholder collaboration, and advancing practical learning derived from field experience.

## Core Areas of Work

CRU Indonesia delivers its mandate through four interconnected program areas::

- **Conflict Resolution** – facilitating multi-stakeholder dialogue, conflict assessment, and mediation processes grounded in neutrality and inclusiveness.
- **Human Rights Due Diligence** – supporting responsible business conduct through integration of human rights risk assessment and mitigation frameworks.
- **Sustainable Land Governance** – promoting equitable and accountable land and natural resource governance systems.
- **Capacity Development** – strengthening competencies of practitioners, institutions, and stakeholders through training, applied learning, and methodological innovation.

## Vision, Mission, and Values

CRU Indonesia envisions land-based development and natural resource governance in Indonesia that are inclusive, equitable, and sustainable, while supporting climate resilience and long-term social stability.

Its mission is to strengthen conflict management ecosystems by enhancing stakeholder awareness, building institutional capacity, facilitating collaborative processes, and generating actionable knowledge for improved policy and practice.

CRU's work is guided by core values of independence, neutrality, inclusivity, accountability, and continuous learning, ensuring credibility and trust across diverse stakeholder groups.

## Strategic Positioning

CRU Indonesia strategically positions itself as:

- a knowledge-based organization, generating evidence and practical insights to inform policy, business practice, and conflict management systems;
- a connector between communities, government, and the private sector, fostering shared solutions that reduce conflict risk while supporting sustainable investment and development outcomes.
- a trusted intermediary, enabling constructive dialogue and bridging competing interests through impartial facilitation; and
- as an enabler through a conflict-sensitive approach as a safeguard for various initiatives related to sustainable development, climate change adaptation and mitigation, strengthening the tenure security of indigenous peoples and local communities, and even green financing.

Through this positioning, CRU Indonesia contributes to strengthening responsible land governance, reducing social conflict risks, and advancing sustainable development pathways in Indonesia..

## Operating Context 2025

Land and natural resource governance in Indonesia continues to evolve within a complex and dynamic operating environment. Over the past two decades, the expansion of land-based sectors—particularly forestry, plantations, and other resource-intensive industries—has been accompanied by a growing number of disputes over land tenure and resource access. These conflicts often involve multiple stakeholders, including local and Indigenous communities, government institutions, and private sector actors, making them difficult to resolve through conventional mechanisms. When left unaddressed, such conflicts can generate significant social, environmental, and economic costs, disrupt business operations, and undermine long-term development objectives.

At the same time, Indonesia is navigating increasing pressure associated with the global climate transition. Efforts to reduce greenhouse gas emissions, protect forests, and promote sustainable land use are reshaping expectations around how land-based development should be managed. Climate policies and sustainability commitments are creating new opportunities, but they also introduce additional layers of complexity in land governance. Competing claims over land use—for conservation, climate mitigation, production, and community livelihoods—can intensify existing tensions if not managed through inclusive and transparent processes.

Parallel to these developments, the business sector is experiencing growing scrutiny regarding environmental, social, and governance (ESG) performance and respect for human rights. Global supply chains, investors, and regulatory frameworks increasingly require companies to demonstrate responsible land management practices and effective mechanisms for addressing grievances. Land conflicts, therefore, are no longer viewed solely as local disputes; they are also material risks affecting investment stability, operational continuity, and corporate reputation.

In this context, the need for credible and effective mechanisms to prevent and manage land and natural resource conflicts has become increasingly urgent. Approaches that rely solely on legal or confrontational pathways often fail to address the underlying interests of stakeholders or to produce sustainable outcomes. Dialogue-based and collaborative approaches—particularly mediation—offer an alternative pathway by enabling stakeholders to jointly identify solutions that are fair, practical, and mutually acceptable.

The work of CRU Indonesia is grounded in this evolving landscape. Established to support the mediation of land use and natural resource conflicts and to strengthen confidence in mediation as an effective alternative dispute resolution mechanism, CRU Indonesia promotes conflict-sensitive approaches in land-based development. Through services such as conflict assessment, facilitation support, knowledge development, and capacity building, CRU Indonesia contributes to improving how conflicts are understood, prevented, and resolved.

Against the backdrop of increasingly complex land governance challenges, CRU Indonesia's role remains highly relevant. By fostering constructive dialogue among stakeholders and promoting systems that address conflict risks early, CRU Indonesia seeks to help create a more stable investment climate, strengthen tenure security for communities, and support equitable and sustainable management of land and natural resources in Indonesia.



In response to the increasingly complex landscape of land and natural resource governance in Indonesia, CRU Indonesia structured its work in 2025 around four interconnected strategic pillars: strengthening knowledge and methodology, expanding strategic engagement and collaboration, and reinforcing institutional capacity. These pillars guide the organization in advancing conflict-sensitive approaches and strengthening the effectiveness of mediation-based conflict resolution.

### Conflict Resolution Convener

A conflict resolution convener is a neutral and independent institution that provides reliable support for addressing complex conflicts. Rather than always mediating directly, CRU Indonesia focuses on ensuring that mediation and dialogue processes are designed and conducted in line with best practices. In this role, CRU acts as a process architect—facilitating initial conflict assessments, supporting mediation and facilitation processes, and monitoring the implementation of agreements reached by the parties. Many peace processes fail not because mediation is ineffective, but because the process itself is poorly designed.

Operating within the framework of national regulations, a convener must navigate policy dynamics and regulatory uncertainties that often shape agrarian and natural resource conflicts. This requires the ability to collaborate and coordinate with government institutions while bridging interests among the state, market actors, and local communities. In addition, CRU plays an important role in strengthening the professional ecosystem for conflict resolution by managing a pool of assessors and mediators, developing a National Roster of Assessors and Mediators, and organizing training and workshops to enhance professional capacity. In this sense, the convener also functions as a talent platform for the conflict resolution profession.

Established in 2015 by the Indonesian Chamber of Commerce and Industry with support from UK Aid,

CRU was designed to demonstrate the strategic value of alternative dispute resolution (ADR)—particularly mediation—in land and natural resource governance. Since becoming an independent organization in February 2024 under the name CRU Indonesia, the convener role remains a strategic pillar. However, to maintain independence and impartiality, this function will be financed through a dedicated trust fund mechanism currently under development. As a result, the convener program was not implemented in 2025 and is expected to resume once sustainable funding is secured.

### Knowledge and Methodology Strengthening

A core priority for CRU Indonesia is the continuous development of knowledge and methodological tools that support effective conflict management. Understanding the root causes, dynamics, and stakeholders involved in land and natural resource conflicts is essential to designing appropriate responses. Through research, case documentation, and analytical work, CRU Indonesia develops conflict analysis frameworks that help practitioners and stakeholders better understand the structural and relational dimensions of conflicts. These knowledge products also contribute to improving the quality of mediation and conflict resolution practices in Indonesia.

In parallel, CRU Indonesia increasingly integrates the Human Rights Due Diligence (HRDD) approach into its work with private sector actors and other stakeholders. HRDD encourages companies and institutions to identify, prevent, mitigate, and address potential human rights impacts arising from their operations. By linking conflict risk analysis with human rights considerations, CRU Indonesia supports more responsible and accountable land-based development practices.

Another important methodological focus is the promotion of conflict-sensitive development. Development initiatives, particularly those involving land and natural resources, can unintentionally

**CRU Indonesia continues to advance its mission of promoting equitable, inclusive, and sustainable land governance in Indonesia.**



an organization dedicated to supporting mediation processes and improving conflict resolution practices, institutional capacity is fundamental to ensuring long-term impact.

exacerbate tensions when conflict risks are not adequately recognized. CRU Indonesia therefore promotes approaches that integrate conflict awareness into planning and implementation processes. By identifying potential risks early and facilitating constructive dialogue among stakeholders, conflict-sensitive development can help prevent disputes and foster more inclusive and sustainable outcomes.

### **Strategic Engagement and Collaboration**

Addressing land and natural resource conflicts requires cooperation across sectors and institutions. CRU Indonesia therefore prioritizes strategic engagement with a wide range of stakeholders, including government agencies, private sector actors, civil society organizations, academic institutions, and local communities.

Cross-sector partnerships are critical for building shared understanding and collective action in managing conflict risks. Through collaborative initiatives, CRU Indonesia helps bridge perspectives between stakeholders who often operate within different institutional frameworks and priorities. Such partnerships also enable the exchange of knowledge and practical experience, strengthening the overall ecosystem for conflict management in Indonesia.

In addition, CRU Indonesia contributes to the development and strengthening of grievance mechanisms and early warning systems. Effective grievance mechanisms provide channels through which communities and other stakeholders can raise concerns before they escalate into larger disputes. At the same time, early warning systems allow institutions to detect emerging tensions and respond proactively. By supporting these mechanisms, CRU Indonesia helps create more responsive and accountable governance systems in land and natural resource management.

### **Institutional Strengthening**

The fourth strategic pillar focuses on strengthening CRU Indonesia as a credible, professional, and sustainable institution. As

Organizational consolidation remains an important step following CRU Indonesia's institutional transformation into an independent membership-based association. This process includes strengthening governance structures, clarifying organizational roles and responsibilities, and ensuring alignment with the organization's long-term strategic plan.

Internal governance is also a key focus area. CRU Indonesia continues to enhance its internal systems and procedures to ensure transparency, accountability, and professionalism in its operations. Strong governance systems not only support effective program implementation but also strengthen trust among partners, stakeholders, and beneficiaries.

Looking ahead, CRU Indonesia places significant emphasis on sustainability planning. This includes developing long-term program strategies, expanding networks and partnerships, and strengthening the organization's capacity to respond to emerging challenges in land and natural resource governance.

A crucial component of this effort is the pursuit of independent and sustainable financing. Diversifying funding sources and building financially resilient operational models will enable CRU Indonesia to maintain its independence while continuing to provide high-quality services in conflict analysis, mediation support, research, and capacity building.

Through these four strategic pillars, CRU Indonesia seeks to strengthen its contribution to preventing and resolving land and natural resource conflicts. By combining methodological innovation, collaborative engagement, and institutional resilience, CRU Indonesia continues to advance its mission of promoting equitable, inclusive, and sustainable land governance in Indonesia.

## Program Highlights 2025

In 2025, CRU Indonesia further strengthened its partnerships across government institutions, the private sector, civil society organizations, and international partners. These collaborations deepened CRU Indonesia's strategic networks and expanded opportunities for constructive engagement in addressing land and natural resource conflicts. Across these partnerships, CRU Indonesia continued to play a critical role as a neutral facilitator—supporting dialogue, building trust among stakeholders, and promoting collaborative approaches to conflict resolution and responsible land governance.

## Supporting Multi-Stakeholder Action to Respect Indigenous Peoples and Local Communities' Land Rights (Aceh)

Partners: Proforest and Earthworm Foundation

### Background

Indonesia is a major global supplier of agricultural and forestry commodities, including palm oil. However, land and natural resource conflicts involving companies, Indigenous Peoples, and Local Communities (IPLCs) remain a persistent challenge. These conflicts often arise from overlapping land claims, inconsistent spatial planning and licensing systems, and historically limited recognition of customary land rights.

While many companies have committed to respecting human rights and environmental standards in their supply chains, addressing land conflicts remains complex. Corporate grievance mechanisms are often reactive and may not fully address the systemic drivers of disputes. In addition, downstream companies are frequently removed from the communities directly affected by supply chain activities, making effective engagement more difficult.

### Objective

This initiative aims to strengthen collaborative action to address land rights challenges affecting IPLCs in agricultural production landscapes. The program focuses on improving dialogue among stakeholders, supporting conflict resolution efforts, and developing practical approaches to prevent future disputes.

### Approach and Key Activities

The initiative combines national-level dialogue with landscape-level pilot activities. However, the role of CRU Indonesia and Earthworm Foundation focuses on work at the landscape level, in this case in Aceh Province, which includes Subulussalam City, Aceh Singkil Regency, Southeast Aceh Regency, and South Aceh Regency. Activities at the landscape level began with stakeholder mapping and consultations were conducted to better understand barriers to addressing land conflicts and to identify opportunities for collaboration among government agencies, civil society organizations, Indigenous institutions, and companies.

At the landscape level, the program supported conflict mapping and facilitated awareness sessions for communities, companies, and local authorities to build a shared understanding of land rights challenges. Multi-stakeholder dialogue forums were also convened to identify solutions and develop locally driven roadmaps for addressing conflicts. Capacity-building activities—including mediation and conflict assessment training—were delivered to strengthen local expertise in managing land and natural resource conflicts.

### Strategic Relevance

By strengthening dialogue, mediation capacity, and collaborative problem-solving, the initiative contributes to more responsible supply chains and improved governance of land and natural resources. The program also reinforces CRU Indonesia's role as a trusted convener in facilitating constructive engagement among communities, companies, civil society, and government stakeholders to prevent and resolve land conflicts.

## Highlights of Achievement

### 1. Documentation of Stakeholder Perspectives

Between June and August 2025, the program documented the perspectives of key stakeholders—including local government authorities, private sector actors, Indigenous Peoples and local communities, and civil society organizations—on issues related to tenure security and opportunities for collaborative efforts to respect and protect the rights of Indigenous Peoples and local communities. This documentation process aimed to capture diverse viewpoints, identify areas of convergence and concern, and provide an evidence base for dialogue. The findings served as a primary input to inform the Multi-Stakeholder Dialogue (MSD) convened in Subulussalam City on September 25, 2025.



Figure 1. Community caucus discussion on tenure security for Indigenous Peoples and Local Communities



Figure 2. CSO Caucus Discussion on Tenure Security for Indigenous Peoples and Local Communities.



Figure 3. Government caucus discussion on tenure security for Indigenous Peoples and Local Communities



Figure 4. Corporate caucus discussion on IPLC tenure security



Figure 5. Multi-stakeholders Dialog 1 in Subulussalam City. The opening



Figure 6. Multi-stakeholders Dialog 1 in Subulussalam City. The discussion

## 2. Conflict Sensitivity Training

A five-day Conflict Sensitivity Training was conducted from September 8–12, 2025, at Hotel Gemma in Balige, Toba Regency, North Sumatra. The training engaged 19 participants (5 women; 14 men) representing Indigenous Peoples and local communities, local government institutions, and civil society organizations from Subulussalam City and Aceh Singkil Regency. The training introduced core concepts, values, and key principles of conflict-sensitive approaches to land and natural resource governance. It emphasized the strategic importance of integrating conflict sensitivity into land management practices to support sustainable development and reduce the risk of social conflict.

## 3. Supreme Court–Certified Mediator Training

Building on the Conflict Sensitivity Training, 15 participants (3 women; 12 men) were selected to participate in a five-day Supreme Court–Certified Mediator Training held at Coffee Hotel Akasi Dolok Sanggul (CHADS) from September 27 to October 1, 2025. The training followed the official curriculum established by the Supreme Court of Indonesia and equipped participants with foundational knowledge and practical skills in mediation techniques. In addition, the program emphasized the ethical standards, professional conduct, and impartiality required of mediators in facilitating dispute resolution processes.



Figure 7. Conflict-sensitive Training, Balige. The opening



Figure 8. Conflict-sensitive Training, Balige. GEDSI



Figure 9. Certified Mediator Training, Dolok Sanggul. The final test.



Figure 10. Certified Mediator Training, Dolok Sanggul. The opening

#### 4. Training on Conflict Analysis, Documentation, and Reporting for Company Staff

A two-day training on Conflict Analysis, Documentation, and Reporting was delivered on February 2–3, 2026, at Hotel Royal Bogor in Bogor, engaging 21 participants (7 women; 14 men) from plantation companies (growers) and intermediary buyers. The training focused on strengthening participants' capacity to systematically document and report land and natural resource conflicts as part of responsible business practices and good corporate governance within the palm oil sector. The training was originally scheduled for December 2025 but was postponed due to severe flooding and landslides affecting several districts in Aceh, North Sumatra, and West Sumatra.



Figure 11. Conflict Analysis, Documentation and Reporting Training for Palm Oil Company Staff



Figure 12. Assessor and Mediator Advance Training, Dolok Sanggul. The opening



Figure 13. Assessor and Mediator Advance Training, Dolok Sanggul. The simulation.

#### 5. Advanced Training on Conflict Assessment and Mediation in Land and Natural Resources

An Advanced Training on Conflict Assessment and Mediation in Land and Natural Resources was conducted from February 5–9, 2026, at Coffee Hotel Akasi Dolok Sanggul (CHADS). The training involved 10 selected participants (3 women; 7 men) who had previously attended both the Conflict Sensitivity Training and the Supreme Court-Certified Mediator Training. The program strengthened participants' practical capacities in conflict management, including case analysis and documentation, conflict assessment methodologies, and mediation processes, with a specific focus on land and natural resource disputes. Originally planned for November–December 2025, the training was postponed due to flooding and landslides affecting several districts in Aceh, North Sumatra, and West Sumatra.

## 6. Development of an Indicative Map of Conflict-Prone Area (PIRK) for the City of Subulussalam, South Aceh Regency, and Southeast Aceh Regency. .

Land and resource conflicts in Indonesia remain a major barrier to sustainable development, driven by overlapping claims and tenure uncertainty. In southwest Aceh, Proforest, CRU Indonesia, and the Earthworm Foundation developed the Conflict Risk Indicative Map (PIRK) to anticipate and prevent disputes. By combining spatial analysis, conflict data, and stakeholder input, PIRK strengthens governance, investment certainty, and tenure security through coordinated multi-stakeholder action.



Figure 14. PIRK Dissemination in South Aceh Regency.

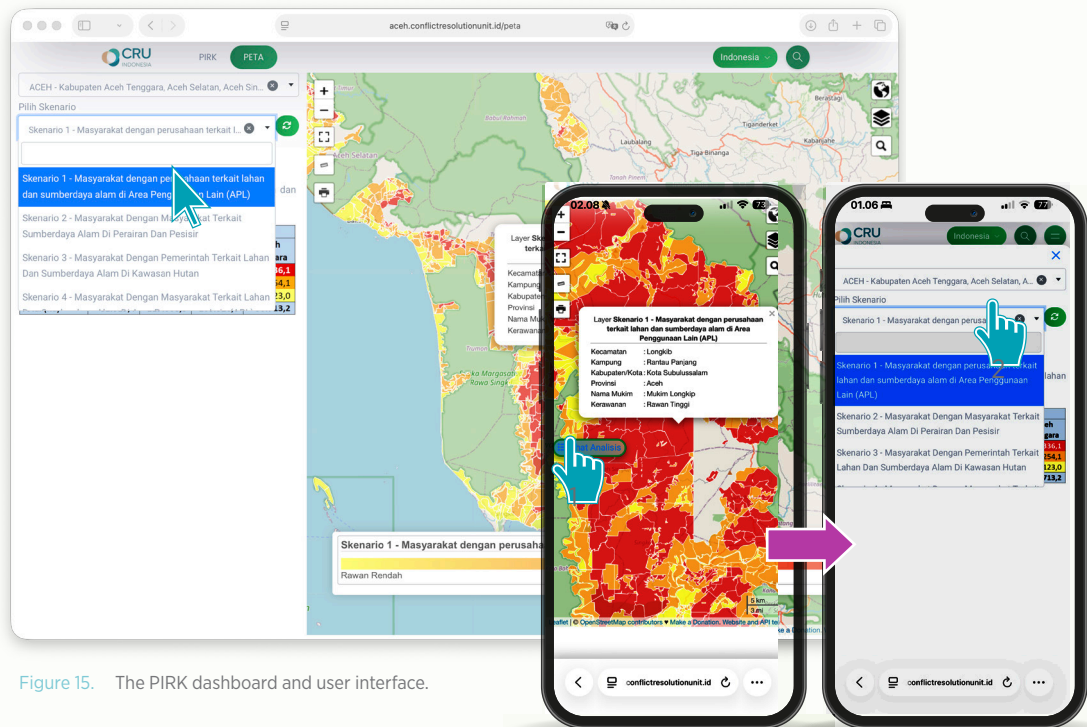


Figure 15. The PIRK dashboard and user interface.

# Human Rights Due Diligence (HRDD) Capacity Building Program

In 2025, CRU Indonesia expanded its efforts to strengthen responsible land and natural resource governance through a series of Human Rights Due Diligence (HRDD) capacity-building programs for the private sector. A total of four training programs were conducted during the year, consisting of two general multi-company trainings, one multi-company training specifically for the palm oil sector organized in collaboration with the Palm Oil Collaboration Group (POCG), and one in-house training delivered for PT Astra Agro Lestari.



Figure 16. HRDD Training 1st Batch, Bandung

The program aimed to strengthen the implementation of HRDD within land-based and natural resource sectors while supporting companies in aligning their practices with internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. As companies increasingly face expectations from global markets and regulatory frameworks to demonstrate responsible business conduct, building practical capacity to operationalize HRDD has become a strategic priority.

The trainings adopted a highly practical and interactive approach. Participants engaged in case-based learning exercises, explored tools for identifying and analyzing human rights risks, and discussed strategies for integrating HRDD into corporate operational systems. Particular attention was given to strengthening companies' ability to

anticipate and address land and resource-related conflicts through preventive and risk-based approaches.

The program brought together a diverse group of experts and practitioners. Sessions featured contributions from Patricia Rinwigati of the Faculty of Law at University of Indonesia, a recognized expert on HRDD; Ravin Khrisnan, a specialist on grievance mechanisms and former official of the Roundtable on Sustainable Palm Oil; Arief Wicaksono, who led sessions on human rights risk identification and analysis; and Ilya Moeliono, who facilitated discussions on monitoring human rights impact and risk assessments.

Through these trainings, participating companies demonstrated improved practical understanding of HRDD implementation and strengthened their capacity to adopt preventive approaches to conflict management. The program also encouraged the integration of responsible business conduct into corporate policies and operational practices.

Strategically, this initiative further positioned CRU Indonesia as a leading provider of HRDD expertise in Indonesia, particularly in sectors where land tenure, natural resource management, and community rights intersect with business operations. By supporting companies in strengthening their human rights due diligence systems, CRU Indonesia contributes to reducing conflict risks while promoting more inclusive and sustainable land governance.



Figure 17. HRDD Training 1st Batch, Bandung. Group work



Figure 18. HRDD Implementation Training for AAL. The opening



Figure 19. HRDD Implementation Training for AAL



Figure 20. HRDD and Grievance Mechanism Training,



Figure 21. HRDD and Grievance Mechanism Training, Bandung. Ravin Khrisnan in action

## Strategic Engagement and Collaboration

In 2025, CRU Indonesia strengthened its institutional partnerships to advance collaborative approaches to land and natural resource governance and conflict resolution. These strategic engagements enabled CRU Indonesia to expand its role as a trusted partner for government institutions, private sector actors, and academic institutions.

CRU Indonesia served as a strategic partner to the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, supporting efforts to improve land governance and address tenure-related challenges. The organization also collaborated closely with the Directorate of Tenurial Conflict and Customary Forest Resolution under the Directorate General of Social Forestry at the Ministry of Forestry, contributing to initiatives aimed at addressing tenure disputes and advancing recognition of customary forest rights.

At the international level, CRU Indonesia partnered with Proforest and Earthworm Foundation in implementing the project Supporting Multi-Stakeholder Action to Respect Indigenous Peoples and Local Communities' Land Rights in

Aceh Province. Through this collaboration, CRU Indonesia gained increased visibility among major European buyers, including Unilever, PepsiCo, Nestlé, and Mondelez. The project also facilitated new partnerships with the Regional Development Planning Agencies (Bappeda) of Subulussalam City and Aceh Singkil Regency, further strengthening local multi-stakeholder engagement.

CRU Indonesia also continued its program partnership with Goodhope, particularly in supporting responses to land and natural resource conflicts and advancing the implementation of Human Rights Due Diligence within corporate operations.

In addition, CRU Indonesia established strategic collaboration with the Directorate of Mass Organizations under the Directorate General of Politics and General Government Affairs at the Ministry of Home Affairs.

Partnerships with academic institutions were also expanded through collaboration with the Faculty of Law at Parahyangan Catholic University in Bandung and Atma Jaya Catholic University in Jakarta, focusing on research cooperation, capacity development, and internship opportunities for students.



Figure 22. Strategic Partners' Meeting of ATR/BPN.



Figure 23. Program Development Meeting with PKTHA.



Figure 24. Coordination Meeting with IPLC Funders during 2025's RSPO, Kuala Lumpur. The Q&A



Figure 25. Coordination Meeting with IPLC Funders during 2025's RSPO, Kuala Lumpur. The closing



Figure 26. Sinarmas' Smartseed, Medan. Ginanjar presented the CRU Indonesia program.



Figure 27. Yosigara and the Swisscontact Team at the NDPE Business Forum in Medan.



## Organizational Development

In 2025, CRU Indonesia continued strengthening its organizational foundation to support its role as a neutral convener and technical partner in addressing land and natural resource conflicts. Organizational development focused on improving governance, enhancing human resources, and reinforcing institutional systems to ensure the organization remains adaptive, accountable, and capable of supporting increasingly complex multi-stakeholder processes.

At the governance and management level, CRU Indonesia continued refining its internal coordination, decision-making processes, and strategic planning mechanisms to ensure more effective program delivery. These improvements were aimed at aligning operational management with the organization's long-term strategic direction, particularly in expanding collaboration with government institutions, private sector actors, and civil society partners.

Human resource development remained a key priority. Despite financial constraints and a limited number of staff—which affected the optimal implementation of several planned activities—the organization continued to invest in strengthening staff capacity, improving internal collaboration, and maintaining a highly committed team capable of facilitating sensitive conflict resolution processes across diverse contexts.

CRU Indonesia also continued strengthening its institutional systems, including program management, documentation, and partnership coordination. These improvements were designed to support more systematic knowledge management, enhance organizational learning, and ensure the quality and credibility of CRU's facilitation and technical support services.

An important milestone in 2025 was the continued development of the Yayasan NITI platform. This initiative is being designed to support more independent and sustainable financing mechanisms for conflict resolution and collaborative land governance initiatives. By building this platform, CRU Indonesia aims to expand opportunities for long-term partnerships and innovative funding arrangements that can sustain neutral facilitation and conflict-sensitive approaches in land and natural resource governance.

Overall, these organizational strengthening efforts are essential to ensuring that CRU Indonesia remains resilient, credible, and responsive in supporting collaborative solutions to land and natural resource conflicts in Indonesia.

## Monitoring, Learning, and Reflection

Throughout 2025, CRU Indonesia strengthened its organizational learning through regular monitoring, internal reflection, and adaptive program management. This approach enabled the organization to assess progress, identify operational constraints, and refine strategies for conflict resolution in land and natural resource governance.

A key lesson reaffirmed during the year is that effective conflict resolution requires both social legitimacy and strong technical capacity. Dialogue and mediation processes are more successful when facilitators are recognized as neutral and credible, supported by robust analytical tools, evidence-based approaches, and proficient facilitation skills. This dual foundation remains central to CRU Indonesia's role as a trusted convener in multi-stakeholder contexts.

Another important insight is the value of cross-sector collaboration. Partnerships among government, the private sector, civil society, and local communities expand the reach and impact of conflict resolution initiatives. Collaborative platforms enable stakeholders to share perspectives, align interests, and develop solutions that are more durable and widely accepted.

**CRU Indonesia continues to solidify its role as a neutral facilitator and technical resource for land and natural resource conflict resolution in Indonesia.**



At the organizational level, experiences in 2025 highlighted the importance of strong internal systems. Financial and staffing limitations affected the pace and scale of some activities, underscoring the need for resilient operational systems, diversified partnerships, and adequate institutional capacity to ensure program sustainability.

Looking ahead, CRU Indonesia is committed to translating these lessons into tangible improvements, including expanding collaboration with strategic partners, strengthening internal management, and enhancing institutional capacity. Through continuous learning, CRU Indonesia continues to solidify its role as a neutral facilitator and technical resource for land and natural resource conflict resolution in Indonesia.

## Challenges and Adaptive Responses

In 2025, CRU Indonesia continued to strengthen its role as a neutral facilitator for land and natural resource conflict resolution while navigating several organizational constraints. One of the most significant challenges was limited financial resources, which affected the scale and pace of program implementation. Some planned activities could not be carried out as originally designed, while others required adjustments to remain feasible within available resources.

In addition to funding constraints, limitations in human resource capacity also influenced program delivery. As CRU's portfolio and partnerships expanded, the demand for technical expertise, facilitation skills, and program management increased. Balancing operational needs with a relatively small team required careful prioritization and efficient allocation of staff time and expertise.

These conditions prompted CRU Indonesia to sharpen its program prioritization. The organization focused on initiatives that offered the greatest strategic value—particularly those that strengthened conflict-sensitive approaches in land and natural resource governance and reinforced CRU's role as a trusted convening platform among diverse stakeholders.

To adapt to these challenges, CRU Indonesia pursued several organizational strategies. First, the organization intensified collaboration with strategic partners across government institutions, the private sector, and civil society. These partnerships helped expand CRU's reach while maintaining the quality of its dialogue-based and evidence-driven approaches.

Second, CRU strengthened institutional positioning and explored opportunities to broaden its support base through strategic partnerships and program development. This included efforts to enhance collaboration networks and reinforce the institutional ecosystem surrounding CRU and its affiliated initiatives.

Through these adaptive measures, CRU Indonesia maintained program continuity and continued to contribute to more inclusive, collaborative, and conflict-sensitive governance of land and natural resources in Indonesia. While resource constraints remain a challenge, they have also encouraged the organization to innovate, prioritize strategically, and deepen partnerships to sustain its long-term impact.

## Financial Overview

In 2025, CRU Indonesia maintained a prudent and accountable financial management approach to support its mission of strengthening conflict-sensitive governance of land and natural resources. The organization's financial resources were primarily derived from two main streams: program-based grants and service-based income generated through capacity-building activities.

A significant portion of CRU Indonesia's funding originated from a collaborative program implemented with Proforest and Earthworm Foundation. This initiative was supported by four major European buyers—Unilever, PepsiCo, Nestlé, and Mondelez—who are committed to strengthening responsible and sustainable supply chains. Through this partnership, CRU Indonesia contributed to advancing conflict-sensitive approaches to tenure security and stakeholder engagement, particularly in landscapes where overlapping land claims and social risks remain prevalent. The support from these corporate-backed sustainability initiatives enabled CRU Indonesia to facilitate dialogue processes, strengthen stakeholder collaboration, and provide technical assistance in addressing land and natural resource conflicts.

In addition to grant funding, CRU Indonesia also generated institutional revenue through the delivery of four Human Rights Due Diligence (HRDD) training programs during the year. These trainings were designed for practitioners from the private sector, civil society organizations, and other stakeholders seeking to strengthen their understanding of human rights risk management within land-based sectors such as forestry and agriculture. The training activities not only contributed to organizational sustainability but also aligned closely with CRU Indonesia's broader objective of promoting responsible business conduct and conflict-sensitive operational practices.

From an expenditure perspective, CRU Indonesia continued to prioritize programmatic implementation while maintaining essential operational capacity. The majority of financial resources were directed toward program activities, including stakeholder engagement processes, training delivery, documentation of field perspectives, and facilitation of multi-stakeholder dialogue. Operational expenditures—covering organizational management, administrative functions, and institutional development—were maintained at a proportionate level to ensure efficiency while sustaining the quality and reliability of program delivery.

Throughout 2025, CRU Indonesia upheld strong principles of financial accountability, transparency, and responsible stewardship of donor resources. Financial management processes are guided by internal control mechanisms, clear reporting procedures, and compliance with donor requirements. Regular financial monitoring and documentation ensure that resources are utilized effectively and in alignment with agreed program objectives.

Despite operating within a context of financial constraints and limited staffing capacity—challenges commonly faced by mission-driven organizations—CRU Indonesia continued to optimize available resources to sustain its core programs and partnerships. The organization remains committed to strengthening its financial resilience by expanding strategic collaborations, diversifying funding sources, and maintaining rigorous accountability standards. Through these efforts, CRU Indonesia aims to ensure that its financial management continues to support impactful, credible, and sustainable conflict resolution initiatives in Indonesia's land and natural resource sectors.

## Strategic Outlook 2026

Looking ahead to 2026, CRU Indonesia will focus on expanding its programmatic reach, strengthening strategic partnerships, and reinforcing institutional sustainability in order to enhance its contribution to equitable and conflict-sensitive governance of land and natural resources in Indonesia. Lessons from 2025—including financial constraints and limited staffing that affected the optimal implementation of several activities—have informed a more focused strategy aimed at increasing operational resilience while scaling impact through collaboration and strategic investments.

A key priority for 2026 is the expansion of CRU Indonesia's geographic scope of engagement. In Aceh Province, CRU Indonesia will continue its collaboration with Proforest and Earthworm Foundation to advance the development of a conflict-sensitive ecosystem approach for land and natural resource governance. This work includes further refinement and management of the Peta Indikatif Rawan Konflik (PIRK), a strategic tool designed to identify and monitor tenure-related conflict risks and support more preventive, evidence-based responses.

Beyond Aceh, CRU Indonesia will expand its work to Central Sulawesi and East Nusa Tenggara Provinces through a partnership with the Directorate for Tenurial Conflict Handling and Customary Forests (PKTHA) under the Ministry of Forestry. Supported by a grant from the Ford Foundation Indonesia office, this initiative aims to strengthen decentralized responses to tenure conflicts by building the capacity of provincial and district government institutions while developing accessible and inclusive grievance mechanisms. These mechanisms will actively involve Indigenous Peoples and local communities, ensuring that conflict resolution processes are participatory, transparent, and locally grounded.

CRU Indonesia will also deepen strategic partnerships across sectors to advance collaborative solutions for tenure security and responsible land governance. At the local level, the organization will support the development of Multi-Stakeholder Forums (MSF) in Subulussalam City, Aceh Singkil Regency, and Aceh Selatan Regency. These platforms are intended to facilitate dialogue

among government, companies, Indigenous Peoples, local communities, and civil society organizations in order to promote collective responses to land and resource conflicts.

Engagement with the private sector will also expand, particularly in advancing the implementation of Human Rights Due Diligence (HRDD) in plantation and natural resource sectors. Planned collaborations include companies and industry initiatives such as Golden Agri-Resources, Evans Group, Goodhope Asia Holdings, and the Indonesia Growers Collaboration. Through these partnerships, CRU Indonesia aims to support more systematic approaches to identifying, preventing, and addressing human rights and tenure-related risks in corporate operations and supply chains.

Academic partnerships will also be strengthened to support knowledge generation and policy engagement. In addition to continuing collaboration with the Faculty of Law at Parahyangan Catholic University and Atma Jaya Catholic University Jakarta, as well as the International Association for the Study of the Commons, CRU Indonesia will expand engagement with the Faculty of Social and Political Sciences (FISIP) at Parahyangan Catholic University and the Center for Research on Islamic and Customary Law (PRHIA) at Syiah Kuala University in Banda Aceh.

Finally, CRU Indonesia will prioritize institutional sustainability and long-term financial resilience. A major step in this direction is the planned establishment of Yayasan Nidi Cita Prashanti (Yayasan NITI), a trust fund management institution designed to provide an independent and sustainable funding mechanism that supports CRU Indonesia's role as an impartial and neutral convener of conflict resolution processes. In parallel, the organization will continue exploring diversified project-based grant opportunities while preparing for leadership succession and strengthening the capacity of its executive team.

Through these strategic priorities, CRU Indonesia seeks to further consolidate its role as a trusted facilitator of dialogue, collaboration, and conflict-sensitive governance in Indonesia's land and natural resource sectors.



## Acknowledgements

CRU Indonesia extends its sincere appreciation to the many partners, institutions, and individuals whose commitment and collaboration made our work throughout 2025 possible. The progress reflected in this Annual Report is the result of collective efforts to strengthen inclusive, conflict-sensitive governance of land and natural resources, particularly in areas where tenure insecurity and competing land-use interests continue to affect communities, local governments, and businesses.

We are deeply grateful for the support of our donor partners—Unilever, PepsiCo, Nestlé, and Mondelez International. Their commitment to responsible supply chains and sustainable land governance has enabled CRU Indonesia to facilitate dialogue, strengthen stakeholder collaboration, and develop practical approaches for addressing tenure-related challenges in regions connected to agricultural commodity production.

We also acknowledge the valuable partnership of our implementing partners, including Proforest and Earthworm Foundation, as well as local civil society organizations working across Kota Subulussalam, Kabupaten Aceh Singkil, Kabupaten Aceh Selatan, and Kabupaten Aceh Tenggara. Together, these partners played a critical role in documenting diverse stakeholder perspectives on tenure security and in facilitating the development of the PIRK (Peta Indikatif Rawan Konflik) framework. Their local knowledge, field presence, and commitment to inclusive engagement enriched the dialogue processes and ensured that the perspectives of affected communities were meaningfully reflected.

CRU Indonesia is equally grateful to our government partners who actively engaged in this collaborative effort. We extend our appreciation to the Directorate of PKTHA at the Directorate General of Social Forestry, Ministry of Forestry; the Directorate of Civil Society Organizations at the Directorate General of Politics and General Government, Ministry of Home Affairs; the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency; as well as the Regional Development Planning Agencies (Bappeda) of Kota Subulussalam, Kabupaten Aceh Singkil, Kabupaten Aceh Selatan, and Kabupaten Aceh Tenggara. Their openness to dialogue and willingness to engage in multi-stakeholder discussions were instrumental in advancing constructive approaches to tenure security and conflict prevention.

Our deepest respect goes to the Indigenous Peoples and local communities in these regions, whose experiences, insights, and participation formed the foundation of this initiative. Their willingness to share perspectives on tenure security and community realities significantly strengthened the collective understanding of land-related challenges and opportunities for collaborative solutions.

We also acknowledge the participation of private sector actors, including Goodhope, Golden Agri-Resources, and Astra Agro Lestari. Their engagement demonstrates the importance of constructive dialogue between companies, communities, and governments in addressing tenure risks and supporting responsible land management.

Within CRU Indonesia, this work would not have been possible without the dedication of our team members—Rinawati Eko Pamuji Lestari, Beatrice M. Mailoa, Ginanjar Tamimy, Ilya M. Moeliono, Agwina Dieta Sadikin, Yosigara Prihandika, Hatma Nova Kartikasara, and Muhammad Yovi—whose professionalism and persistence ensured that complex processes of dialogue, documentation, and facilitation were carried out effectively.

We also thank the 54 members of CRU Indonesia who actively contribute to knowledge exchange and collective learning through the CRU Indonesia Association network, including regular engagement in the organization's communication platforms. Their contributions reflect the growing community of practitioners committed to strengthening conflict resolution practices in Indonesia.

Our appreciation also goes to the consultants and resource persons—Dr. Patricia Ringiwati, Ravin Khrisnan, Joihot R. Tambunan, Agus Pranata, and Susila Utara—who generously shared their expertise and insights throughout the program.

Finally, we extend our sincere gratitude to the Supervisory Board of CRU Indonesia—Kamala Candra Kirana, Suraya A. Afiff, Shinta Wijaya, Ichsan Malik, Rezal Kusumaatmadja, and Tony Budidjaja—for their continued guidance and strategic oversight. Their support has been invaluable in strengthening CRU Indonesia's role as a neutral convener and facilitator in addressing land and natural resource conflicts in Indonesia.





## **Annexes**

## Annex 1. List of Activities for 2025

Kegiatan	Lokasi	Keterangan
1. HRDD Training – Introduction to the UNGPs and OECD Frameworks	Bandung	Paid training
2. HRDD Implementation Training for PT. Astra Agro Lestari (AAL)	Jakarta	In-house training
3. HRDD Training – Introduction to the UNGPs and OECD Frameworks	Jakarta	Training for members of the Palm Oil Collaboration Group (POCG)
4. Exploring Stakeholder Perspectives on Tenure Security	Subulussalam City and Aceh Singkil Regency, Aceh	Partnership with Proforest and the Earthworm Foundation
5. Multi-stakeholder dialogue on tenure security for Indigenous Peoples and local communities (IPLC)	Subulussalam City, Aceh	Partnership with Proforest and the Earthworm Foundation
6. Conflict-Sensitivity Training for IPLCs, the government, and civil society organizations	Balige, North Sumatra	Partnership with Proforest and the Earthworm Foundation
7. Capacity building for interns	Bogor	Kerja sama dengan Fakultas Hukum Universitas Katolik Parahyangan (Bandung) dan Universitas Atma Jaya (Jakarta)
8. Assessment and mapping of conflicts and conflict vulnerabilities related to land and natural resources in Aceh Province	Subulussalam City, Aceh Singkil Regency, Aceh Selatan Regency, and Aceh Tenggara Regency	Partnership with Proforest and the Earthworm Foundation
9. Supreme Court-Certified Mediator Training for IPLCs, the government, and civil society organizations	Dolok Sanggul, North Sumatra	In collaboration with P4M through the IPLC project (Proforest and Earthworm Foundation)
10. Development of an Indicative Map of Conflict-Prone Areas in Aceh Province	Bogor	Partnership with Proforest and the Earthworm Foundation
11. Coordination with Strategic Partners of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN)	Jakarta	In collaboration with the Directorate for the Resolution of Tenure Conflicts and Customary Forests (PKTHA), Ministry of Forestry
12. Joint program development related to the decentralization of responses to and management of tenure conflicts to be submitted to the Ford Foundation Indonesia	Bogor, Jakarta	In collaboration with the Directorate for the Resolution of Tenure Conflicts and Customary Forests (PKTHA), Ministry of Forestry
13. IPLC Project Coordination Meeting with Funders	Kuala Lumpur, Malaysia	Partnership with Proforest and the Earthworm Foundation
14. HRDD Training and Grievance Mechanism	Bandung	Paid training
15. Training on Conflict Analysis, Documentation, and Reporting for Palm Oil Company Staff	Bogor	Partnership with Proforest and the Earthworm Foundation
16. Advanced Training on Assessment and Mediation of Land and Natural Resource Conflicts for IPLCs, government officials, and civil society organizations	Dolok Sanggul, North Sumatra	Partnership with Proforest and the Earthworm Foundation
17. Development of Guidelines for the Use of PIRK	Bogor	Partnership with Proforest and the Earthworm Foundation
18. PIRK Dissemination	Tapaktuan, Kota Subulussalam, dan Kutacane	Partnership with Proforest and the Earthworm Foundation

## Annex 2. Financial Statement

### CRU INDONESIA

#### Statements of Activities

(Stated in Rupiah)

2024

2025

#### Receipts

Contributions 505.457.000 2.171.887.960

Membership Dues 9.300.000 4.050.000

Others 9.312.873 154.352.500

---

**Total Receipts 524.069.873 2.330.290.460**

#### Expenses

Program Expense 461.599.612 2.278.423.508

General and Administrative Expense 1.867.500 1.751.494

---

**Total Expenses 463.467.112 2.280.175.002**

---

**Surplus (Deficit) 60.602.761 50.115.458**

---



CRU berupaya memperbaiki iklim investasi dan daya saing daerah, meningkatkan efisiensi layanan publik, serta mendorong peningkatan kesejahteraan masyarakat

📍 Jl. Danau Sentani no. 6-7  
Duta Pakuan, Bogor Tengah  
Kota Bogor, Jawa Barat 16129  
Indonesia

🌐 <https://conflictresolutionunit.id>

📷 [cruindonesia](#)







