

# The Implementation of Success Key Aspect Forestry Partnerships in Burdened Permits Production Forest Areas to Obtain a Sustainable Forest Management. A Case Study at the Meranti forest, South Sumatera, Indonesia

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## ABSTRACT

The partnership patterns as a form of relevance between companies and communities are an alternative to prevent and resolve forestry conflicts. In general, society becomes an entity that is often eliminated by policies that are not on its side. Compared to the state's collaborative forest management, an instructive and political safeguard approach often fails to protect the community's interests amid forestry conflicts. This study aims to analyse the determinants that play a role in harmonising forestry partnerships between companies and communities. This research was conducted in the production forest concession area of PT Sentosa Bahagia Bersama (SBB) in Musi Banyuasin Regency, South Sumatra Province, Indonesia. The study was conducted using a qualitative approach and extracting data through in-depth interviews with predetermined vital informants. The results reveal that six determining aspects play an essential role in forestry partnerships between companies and communities, namely, aspects of openness, trust, legal certainty, benefits, participation, and norms. These six aspects are a prerequisite for harmonising partnerships in forest management between companies holding concession permits and surrounding communities.

**Keywords:** Partnerships, communities, forest management, companies

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## INTRODUCTION

Forest is a natural resource that can be renewed and has a significant role in maintaining the environment's balance. Forest management in forest management policies faces developing networks of power to control the benefits of forests (Poudyal, Maraseni, and Cockfield 2020). Communities as the main parties involved in managing production forests also have a minor frequency in forest management policies. This condition results in disharmony between the forest management parties and their environment. Operationally community-based forest management can be carried out by each household family or collectively, several families or one village (Ayana, Vandenabeele, and Arts 2017). There is a paradigm shift in forest management from state-based forest management to community forest management, making forest resource management activities no longer dominated by the government but has developed into activities that involve many parties, namely people living in villages around the forest and other parties, who may have an interest.

In recent decades, the management of production forests has encountered many obstacles and threats to forest sustainability and its productivity. Forest areas are affected by the majority of permit disputes for mining, industrial tree plantations or oil palm plantations (Abram et al. 2017; Pasaribu, Vanclay, and Zhao 2020). In forest management, there are often things that are a source of conflict, including the unclear status of forest areas, legal uncertainty over forest areas, indefinite forest area boundaries, land-use changes, and encroachment (Phromma et al. 2019; Tajuddin et al. 2018). Conflict in the expert's opinion

interpreted in various ways. Some argue that conflict is a way to achieve goals by weakening the opposing party without taking the prevailing norms and values into account (Franke and Foerstl 2019; Tennøy et al. 2016). Forests are often disputed property where different groups aim to exploit forests in inappropriate ways or struggle to be the first to gain definite benefits (Zinda and Zhang 2019). The complexity of the conflict was so complex, even though many parties had made conflict resolution efforts. Generally, they were only sporadic and did not touch the root of the problem.

Problems and pressures on forests with complex forest management problems are characterised by the emergence of gaps, prolonged conflicts, and stagnant forest management from business and area protection aspects. The forestry management solution must be dynamic because there are many interests in it, so the forest management paradigm must shift from forest management to social conflict management. Implementation at the field level is the application of multidisciplinary interdisciplinary management. This partnership pattern's success is highly dependent on the effort to integrate functional linkages between actors, such as mutual benefit, need, and application of business ethics (Jones, Harrison, and Felps 2018; McNamara, Pazzaglia, and Sonpar 2018). Partner companies act as providers of production facilities, implement marketing as well as production processing. Farmers in a partnership pattern act as farm implementers (Skaalsveen, Ingram, and Urquhart 2020). Production forest management through a partnership program with the community can minimise and prevent conflicts over land grabs. Therefore this study aims to evaluate

the determinants that play a role in harmonising forestry partnerships between companies and communities.

METHODS

The research was carried out in the Meranti Production Forest Area, in the concession of Timber Forest Product Utilization Business Permits in the Industrial Plantation Forest of PT. Sentosa Bahagia Bersama, Meranti FMU Forest Management Unit. According to government administration, it is spread out in five villages and two sub-districts, namely Sako Suban Village, Lubuk Bintialo, Pangkalan Bulian and Talang Buluh Village Batanghari Leko District and Pagar Desa, Bayunglencir District, Musi Banyuasin District, South Sumatra Province. The consideration of selecting research locations is that in forest exploitation, apart from being oriented towards Timber Forest

Products and cultivating Non-Timber Forest Products plants (gum). Figure 1 showed the map of studied area. The research was conducted with a qualitative approach. The data analysis unit in this study was an individual which mean that we extracted data from actors at the research location as informants. The information from these actors is then analysed and constructed into concepts relevant to the problem and research objectives. The informants in this study were actors who are village leaders. The main reason choosing the village leader was because these community leaders have more knowledge about the village and village community and actors who are active as farmers whose lives depend on forest land. The informants were taken from each research location village and represent of each village.

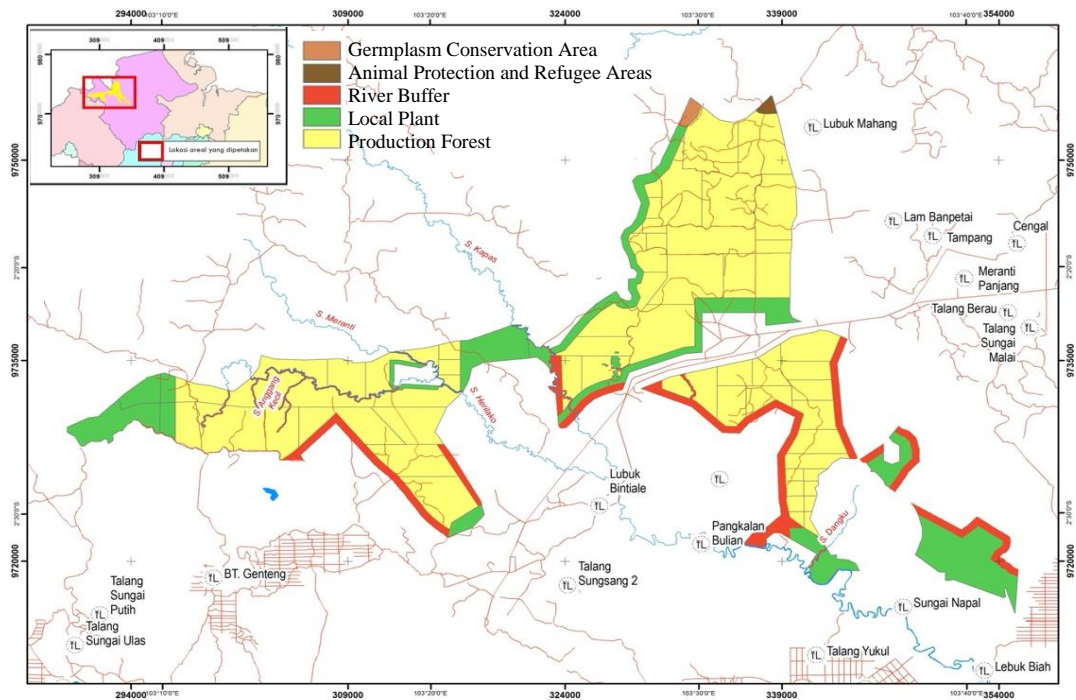


Figure 1. The map of studied area obtained from PT. Sentosa Bahagia Bersama.

The research begins with conducting a preliminary survey of the research location, which is expected to deepen the initial picture of the object under study, mainly geographical, social and cultural conditions, including general conditions of conflict. The next step is to collect qualitative data utilising in-depth interviews and literature searches. The informants who were interviewed in-depth were relevant actors who knew and experienced firsthand social forest management. The data collected was then analysed through three qualitative data analysis lines, namely data reduction, data presentation, and conclusion drawing. The above series of data analysis lines were carried out employing peer discussion and data triangulation. Peer discussion is an activity to discuss data collection results with parties who understand the context of the problem being

studied. These discussions are mainly with experts in conflict resolution or other parties who have carried out similar studies before. Data triangulation was carried out to check and recheck the data obtained from informants.

RESULTS AND DISCUSSION

The studied was obtained in PT. Sentosa Bahagia Bersama (SBB) which received a concession permit in 2009 from the Indonesian Ministry of Forestry, with a definitive area of 52,160.11 hectares in South Sumatera, Indonesia. In the near area of forest managed by PT. SBB, there are five (5) villages around the company's working area with a total population of 7,823 people of 1,799 households. The details and distribution of population conditions are presented in Table 1.

Table 1. Details and distribution of village population around PT. Sentosa Bahagia Bersama

Sub-district/Village	Population		Household
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	Male	Female	Total	Gender Ratio	
<i>Batanghari Leko</i>					
Lubuk Bintialo	1.327	1.274	2.601	104	525
Sako Suban	732	614	1.346	119	344
Pangkalan Bulian	1,217	1,148	2,365	106	506
Talang Buluh	271	244	515	111	114
<i>Bayung Lencir</i>					
Pagar Desa	538	458	996	117	310

The existence of villagers around the concession area generally works as farmers of 71.23%, the labour of 21.5% and others of 7.27%. The dependence on agricultural business makes land as capital and strategic assets for the community's survival and livelihood. Based on ethnicity and origin, the population is a mixture of indigenous people and immigrant communities, immigrants from outside the sub-district and outside the

province, including Java, Bali, Jambi, North Sumatera, and Lampung of who come directly or from several neighbouring transmigration settlements. The properties of social and economic from all the communities varies and depend on the the ethnic and income. The detail of socioeconomic of communities in the studied area is shown in Table 2.

Table 2. Socioeconomic properties of communities in the studied area

Sex		
No	Sex	Percentage (%)
1	Male	52.22
2	Female	47.78
Age (years old)		
No	Range	Percentage (%)
1	21 – 30	26.84
2	31 - 40	31.58
3	41 – 50	20.27
4	41 – 60	11.58
5	> 60	9.73
Education level		
No	Education Level	Percentage (%)
1	No Education	3.93
2	Elementary School	9.73
3	Junior High School	33.70
4	High School	51.84
5	University	0.8
Occupation		
1	Farmer	98.15
2	Student	1.85

From the socioeconomic properties, the communities is dominated by male but the ratio of female is not quite far from the male. It is because the communities is dominated by the small family which consist of husband and wife with a kid or several kids. In terms of age, most of the communities is in the gold age (20-40 years old) with a small number of elderly. This facts indicate that the communities is dominated by a production people which most of them are farmers either in their own farms/plantation or work in some companies/plantations next to their village. In terms of education level, the communities have a good education level in which only 3.93% of communities have no experience in school. Most of the communities (>50%) have at least high school experience, indicate that the communities had a good in knowledge. The good knowledge is important since it determines the way of thinking of communities which reflect to

how they communicate and shows their opinion about something. The good education level also trigger them to develop their environment to be good and not degrade by the anthropogenic activities.

To be more specific on the land use in the forest areas, the land conflicts often arise as a result of unclear boundaries of forest area management and recognition of land rights by the community, both inherited from generation to generation and by the account of the acquisition of land sales and purchases from local communities to immigrant communities. The development of the conflict in forest areas in line with population growth, limited access to ownership, and land management by the exploitation of forest areas that do not involve the surrounding community. This has become a severe threat if there is no management access arrangement, especially by companies in forest areas through the Business Utilization

Permit scheme and outside the forest area through the Business Use Rights (HGU) scheme. The forestry partnership activities are an obligation between license recipients and local communities. The partnership in forestry has been carried out, namely for life plants allocated an area of 20% of the license area or in areas of staple crops through intercropping (agroforestry). This partnership activity aims to achieve the welfare of the community around the forest area. Based on the results of observations and identification of communities and companies, some aspects affect forestry partnerships between communities and forest management concession holders as follows:

### 1. Openness

Openness is the first factor expected by society. According to Nguyen and Watanabe (2017) and Zhu and Sun (2020), openness is an essential factor in the successful implementation of the partnership program because it can foster harmony in working together. The principle of transparency is one of the partnership principles needed so that there is no suspicion of one party against another, both economically and in terms of working (Gardner et al. 2019).

In forestry partnerships, openness between the parties involved is needed, both from the community and the company, especially for the company, which must provide transparency about everything that will be offered in its social forestry partnership. This is because the community is more common in terms of cooperation in partnerships, whereas their existence predates the company. As Fernando (Bintialo Village Secretary) said, *"This village has been around since 1882 since then the community had lived in Bintialo Village long before the forestry company that just entered in 1997. Our predecessors were the generation of great-grandparents. The people of Bintialo Village who live in this village have cleared land and cultivated this forest land together"*. The importance of the openness factor was emphasised by Nursofa (BPD Talang Buluh), who said, *"In matters of cooperation, the first thing is that there must be openness from parties who want to invite people to cooperate in managing forest areas, especially people who know and have mixed directly with the forest and its resources."* Furthermore, Nursofa said, *"The company must have a clear agreement at the beginning. The people in this village are ordinary people. So there must be clarity on the spatial planning area of the partnership area. The most important thing is to be transparent"*.

The informants' opinion above shows that the community has previously managed the forest area around their village. Therefore, transparency between parties (the community and the company) is needed to establish forest management partnerships. Openness must already exist, starting from partnership planning activities. In the development planning process, the transparency aspect must be built based on freedom of opportunity to participate in formulating policies (Robinson 2020). Companies must convey what programs they want to offer to the community so that the community will also have an open nature in accepting offers of cooperation in the form of partnerships. Mutual openness between the partners will create mutual respect when the partnership process has been running with openness. People who are part of the partnership will feel happy. This is in line with what Aminudin (Village Secretary of Pagar Desa) said, *"The community will be pleased if the company is open to its partnership. Do not keep a secret*

*regarding the partnership program that will be implemented together"*.

In a partnership system that involves more than one interested party, the further dialogue between parties is required and a responsible and proportionate division of roles. From the mutual openness between all parties, the created discussion will feel close because there are no overlapping interests. All partners involved know the vision and mission of a partnership. So that all partners need each other and can complement each other. Therefore, open communication is one of the basic principles of partnership that must be done (Selim and ElGohary 2020).

In various partnership programs, the openness factor is recognised as very important. For example, in PT Vale Indonesia's corporate social responsibility (CSR) program, which was launched in January 2014, the Integrated Community Development Program is a partnership program between the community, PT. Vale Indonesia and the government. One of the principles that are part of the program is transparency/openness (Utama, 2017). Besides, in his research on developing a partnership program between the urban village government and the community empowerment institution in Maasing Village, Rachman (2018) advised that the proposed and implemented project planning system should be disseminated to the community, and transparency is required for each. The leadership of the community empowerment institution and the openness of the village head. From these suggestions, it can be concluded that openness or transparency is indeed an essential factor in a partnership program's success.

### 2. Trust

Trust is one of the crucial things in the partnership process. Trust is a relationship between two or more mutually beneficial parties through good interaction and communication (Subrahmanian, Burgoon, and Dunbar 2021). Like the openness factor, the trust or trustness factor also requires good communication among the interconnected actors. Agreeing with that, Wan, Chen, and Ke (2020) said that to be trustworthy, communication must be based on good faith and uphold honesty. The importance of communication in building mutual trust was also expressed by Aji (Secretary of the Village of Pagar Desa): *"We, the village community, are generally happy if the company invites us, the community to discuss, from the discussion we will see and understand what must be carried out together so that a sense of Mutual trust between the community and the community and the village community and the company"*. In line with what Aji said, Ujang (Sako Suban Community) said: *"So far the community has been waiting for good intentions to build mutual trust between the community and the company. Because the community wants mutual trust and does not want to suspect mutual suspicion, both the community and the community and the community with the company"*.

The openness factor is essential, considering that the parties involved in a partnership must work well together and have a sense of security and comfort in carrying out their respective roles. Because of the importance of the trust factor in partnerships, Saputra, Anggreni, and Dharma (2017) explicitly stated that the key to partnership is a process that requires an increase in the intensity of the core and plasma relationships based on objective and measurable trust with each other. Dudau et al. (2020) also expressed the same thing, which states that building partnership networks is essentially a process of



building communication or relationships, sharing ideas, information, and resources based on mutual trust. Although mutual trust is crucial in a partnership, building this feeling requires a process that is not easy. The problem with building trust is that it cannot be created instantly. Mutual trust does not grow suddenly among the parties planning the partnership. It takes a severe commitment process to be able to trust each other. Trust is capital in doing business that doesn't just appear or suddenly but is born and built from experience (Rapp 2020). Therefore, the first thing that companies in building partnerships must do is awareness to partner itself. During the interview process, as the village and community officials, Aji realised that: *"There is no awareness of the company that does not want to open road access on the company's land. They (the company) think that if the access road enters and leaves the area around the company's land, there will be rampant cases of illegal logging by the community"*.

From the interview excerpt, it is known that there is no company awareness to create an attitude of mutual trust in the community. It is not impossible if mutual trust between parties in a partnership is not built, then the desire to partner is difficult to achieve. If this condition is not resolved, it will only create public suspicion towards the company. The distrust built between the company and the community impacted the existence of a partnership program that was almost impossible to materialise. Good collaboration needs to be made based on a mutual commitment of trust among the partners involved. Partnerships, networks, business agreements, all activities based on cooperation need an attitude of mutual trust between each party. Apart from building trust (if that trust has been made), each party also must maintain that trust. This is because the nature of faith is not static. The attitude of trust among various parties takes place dynamically. An attitude of distrust (suspicion) by one party can arise amid conditions of mutual trust, whether intentional based on individual or group interests or accidentally, wrong steps can be considered by other parties as treason. This is also what is not expected from the community around the social forestry area. Just like what Fernando (Bintialo Village Secretary) said: *"Do not let the company or the community involved in a collaboration not comply with each other's commitments, it is feared that what will happen is the loss of trust between the community and the company or viceversa, the company and the community"*.

Companies, in building trust in the community, must show a caring attitude towards community needs. All aspects of the needs and interests of the community are considered first in designing the partnership program. In short, in communication at the beginning of the partnership plan, the company must be a good listener. This is because the government and private institutions that experience a crisis of trust are the results of their failure to respond to public needs and interests (Ece, Murombedzi, and Ribot 2017).

### 3. Legal certainty

The principle of legality in the form of legal certainty is needed in a partnership relationship to know each party's rights and obligations in a clear and binding manner. Furthermore, it is said that legal certainty will provide a sense of security and a guarantee for parties who will carry out a partnership relationship (Muhdar, Tavip, and Al Hidayah 2019). Agreeing with the above understanding, Apendi (the people of Bintialo Village) said that: *"We are village people, whatever the*

*cooperation program offered to us, we will accept it, as long as there are clear rules in terms of both management and distribution of other matters"*. The partnership is assessed by the clarity of the rules that can control what has been mutually agreed upon by the related parties. Furthermore, the community certainly wants legal certainty so that in the future, when things that are not both desirable happen, there is a legal guarantee that makes them feel safe in the partnership process. In line with what was expressed by Sunarto (Head of Bintialo Village), who stated: *"Overall, our village community is very open to any party who wants to collaborate with the community to manage this forest area, both from the government and the private sector. As long as one thing that must be considered is legal matters. We do not want to cooperate without a clear legal basis, and we also do not want to violate the prevailing standard rules"*.

The partnerships can run well and meet various cooperating parties' expectations, so partnership rules must be formulated and contained in an agreement that includes the rights and obligations of the parties to form an orderly and binding pattern of cooperation. Legal certainty can prevent the tendency to justify the attitude and the spread of one party's behaviour due to placing himself higher and superior to the other party. Hope like this was expressed by Nursofa (BPD Talang Buluh), saying that: *"All good cooperation is formulated in a written agreement. The goal is clarity and certainty in the cooperation process"*. In line with that, Sunarto (Head of Bintialo Village) also said that: *"For legal clarity and certainty, it is better if each agreement must be recorded in a written document that has legal force, such as involving a third party, namely the need for notary assistance"*.

Based on the form of legality, a written agreement is divided into two parts. The first part is a written agreement that has imperfect evidentiary power. The second part is a written agreement that has perfect evidentiary power. For the agreement to realise its principles, namely the principle of freedom of contract, the focus of legal certainty, the principle of consensual, and the principle of good faith (Dianita, Budiharto, & Prananingtyas, 2016). The partnership agreement between the company and the community should be written into an authentic deed that has the power of proof. The partnership agreements that have the excellent evidentiary ability should be drawn up in the presence of a notary public. The notary involvement is based on Article 18 paragraph (2) Government Regulation Number 44 Year 1997 concerning Partnerships which allows business partnerships to be made in the form of a notary certificate (Milsa, 2015). A notary's involvement can construct a pattern of supervision from a third party that the agreement must be following applicable legal regulations. Thus, an element of management of the partnership pattern agreement can minimise the possibilities of fraud in the contract. In its function, the notary is authorised to provide legal counselling in connection with the making of deeds. This means that in doing the act, the notary can provide legal advice to the parties. This authority also offers the notary an opportunity to give an overview of the parties of the legal consequences that they will suffer if they are not consistent with the agreement.

Third parties' role becomes very strategic if one of the parties is a group with a shared understanding of the law. Sometimes, one party's weakness like this is used by other parties to benefit themselves/their group. In many cases, those with weak legal understanding are often represented by local communities. On

the other hand, the party that takes advantage of the community's commonness is the company. Companies that do not have good faith towards the community in their partnership program tend to manipulate the agreement's contents to make it profitable for them. The terms of the agreement were deliberately complicated and challenging for the public to understand so that with a layman's attitude and obedience, the community immediately agreed to the agreement.

By involving a notary as a third party and a general official who makes the deed, the shortcomings and weaknesses in an agreement can be studied critically and openly. Notaries are expected to provide counselling and understand the risks and consequences of the agreement to the parties (especially the public). Before signing them, the public first understand and grows a sense of responsibility for the agreement.

#### 4. Benefit share

The partnership program's ultimate goal is the growth of mutual welfare between the community and the company. This welfare can be realised only if the partnership program generates benefits for all parties. A partnership pattern is a form of cooperation between the community and the company with a coaching pattern based on mutual need, mutual strengthening, mutual benefit (Fieldsend *et al.* 2020). On the same principle, partnerships can also be defined as mutually beneficial cooperation based on written or unwritten contracts or agreements, accompanied by partners' coaching and development efforts (Raharja *et al.* 2020).

The actors involved in the partnership, especially the community, expect an increase in welfare in terms of the economy. This is known from what was conveyed by Nursafa (BPD Talang Buluh), who said: *"Convenience in cooperation is nothing but a factor of what benefits are obtained, then whether the benefits can make us prosperous. If cooperation is beneficial and prosperous for the community, all the people in this village will be very easily accepted"*. Nursafa's explanation above is then supported by what was conveyed by Nurdin (Bintialo Village Community), who said: *"The collaboration that we hope in the end is cooperation that can benefit both economically and the welfare of the community. For example, a company wants to help provide access in the form of road repairs or even open road access for transportation, so that the community can be empowered economically and also community welfare"*.

From the arguments presented by the informants, it is known that basically, people who accept partnerships are people who dream of a better future. Changes in welfare conditions are the primary motivation for society to do whatever is deemed beneficial. Welfare is not limited to the amount of income, but more than that, welfare can be in the form of opening access to education and health for all community members. The mutually beneficial factor is a condition for running partnership activities (Fieldsend *et al.* 2020).

Insocial forestry partnerships, village communities who are in forest areas put their hopes in the partnership program offered, as expressed by Efendi (Sako Suban Village Community) saying that: *"The village community hopes that if the partnership process is offered from any party to us, of course, hope. we, the village community, so as not to be disappointed, and all of us will benefit as much as possible"*. Judging from the effectiveness in managing resources and existing potential, partnerships are activities that can save time and effort and make it easier to obtain maximum results. As stated by Ahmad (Bintialo village

community) below, *"To manage forest land, cooperation is needed. We, the community, will find very many difficulties if working forest land only with individual abilities. A lot of energy will be spent"*.

Thus, companies as owners of more established technology and financial capital are expected to open partnership opportunities with people with existing human resources and abilities. Apart from helping create community welfare, the partnership program can undoubtedly positively impact the company. Individuals, organisations or institutions that have formed partnerships hope to benefit from the partnership per their respective contributions. Not only the community but the company will also expect profits. This is emphasised by Mudikdjo and Muladno (Sunanah, Nurlina, and Mauludin, 2017) that both parties must obtain benefits and benefits in a partnership. The absence of profits for the company will make the company reluctant to carry out partnerships. However, the understanding of the benefits between the community and partnerships is undoubtedly different. Profits for the company are not always in the form of economic income. Working conditions, minimal public disturbance to business activities, low possibility of conflict, and community support for the business being run can be advantageous if the company can carry out the partnership program properly. Therefore, it can be said that a partnership is a business strategy carried out by two or more parties within a certain period to gain mutual benefits with the principle of mutual need and mutual growth (Flanagan, Midgley, and Stevens 2020). Partnerships that fail to build benefits for one or all parties will impact the weak participation of the actors implementing the partnership.

#### 5. Participation

Participation is often associated with development activities in society. One of the efforts to build a community is utilising partnerships. Therefore, the active involvement of all partners is needed in every partnership program. Participation is one factor of concern for parties who will carry out the cooperation/partnership process. The participation of both parties is essential to achieve the goals in the partnership. Ujang, the Head of Sako Suban Village, expressed the importance of this participation, who stated: *"Participation is carried out not only with the company, but all communities are also expected to participate in the partnership program actively"*. In a partnership, participation is expected to foster a sense of responsibility between all parties. So that all those involved in the partnership feel they belong and can take care of each other so that cooperation and partnerships run without obstacles. *"If the community is invited to work together to manage land insocial forestry, I am very willing to cooperate and be active in the cooperation"*.

Community participation in the partnership program can only occur if the partnership program is jointly arranged between the company and the community. Good communication built by the company must lead to the formulation of the form and objectives of the partnership program and the community. Companies need to provide space for business actors' participation in playing an active role in partnership activities and policymaking (Busscher, Parra, and Vancley 2018). Partnership programs carried out with a top-down approach will weaken community participation. This is because the community's sense of belonging to the partnership program is not strong enough. The purpose of involving community

participation in designing partnership programs is so that the program's form and objectives are by the needs and desires of the community. Local people, as 'indigenous people', have more knowledge of their territory. That is why the company as a "new person" values the community's ability as much as possible. Respecting local knowledge is an essential component of any community development work, and this can be summed up with the phrase 'The people who know best' (Ife and Tesoriero 2008). It is undeniable that companies with well-educated human resources have qualified specialist knowledge to formulate community programs. However, it should be noted that each region has different social conditions. Hypotheses or assumptions built by experts on local communities sometimes do not represent the community's actual social conditions. terkadang tidak benar-benar mewakili kondisi sosial masyarakat yang sesungguhnya.

In the social forestry community, the sense of belonging to the forest and its use for group life is still powerful. This is known from what was expressed by Aji (Secretary of the Village of Pagar Desa), who said that: *"The forest area around the village area, then the use of its interests is to be used by the village community and for the welfare of the village community"*. Desa Sako Suban) who said: *"All natural resources and potential in the forest area around the village are for the village community because the community has been caring for the forest. So, the community is also entitled to benefit from the forest"*.

Based on the figures above, it is imperative to involve the community in designing partnership programs. The sense of ownership of natural resources is the principal capital to manage the resources themselves within the framework of a partnership. For the company, the community hopes that the company does not see the community as the opponent of their business. The community feels that they are helping the company's business by preserving the forest around their village. This was learned from Fernando (Bintialo Village Secretary), who said that: *"Village people should not be considered as enemies, they should be considered as forest destroyers. The community has been participating in protecting the forest and its sustainability. Therefore, the village community hopes to be involved in forest management to not occur in the forestry area"*. In addition to respecting local community knowledge, community involvement in all stages of the partnership can also function as a means of mutual supervision between the parties involved. Low community participation can open up opportunities for non-compliance with agreements by other parties (for example, companies). Lack of appreciation and community participation makes the supervisory processes more difficult (Pasaribu *et al.* 2020).

## 6. Norm

Norms are unwritten rules that live in society. Norms are an essential aspect of social capital. Norms can bind a group of individuals or groups in carrying out an interest. In the partnership program, compliance with society's norms is an essential point that the company must obey. This is as reminded by Sunarto (Head of Bintialo Village), as follows: *"Companies or anyone who wants to invite village community cooperation must pay attention to the norms that apply in the village area. Because the village community highly upholds the norms that apply"*. In line with that, Nursofa (BPD Talang Buluh) said: *"The community is easy. The important thing is that the company is*

*open with us and willing to cooperate well. Companies must behave politely to society. If the company is polite, the community will be reluctant. We live together; we must understand each other"*. The emergence of norms in society results from interactions that have long been passed and have been passed down from generation to generation. Communities that have long interacted, with all the experiences that have occurred, including from consensus to conflict, gave birth to values or rules that were obeyed even though they were not explicitly written. Therefore, as a 'newcomer', a company must have adaptability, which includes adapting quickly to change (Indarto and Ariefiantoro 2015). Companies must be able to adapt to the norms that live in the social interactions of rural communities. Individuals who are in direct contact with the community must understand the customs and culture that the surrounding village community owns. This is in line with Wulandari and Inoue (2018), who say that community norms need to be a reference for corporate organisational actors.

At the same time, regardless of its condition, society must also obey the values of cooperation that generally live in a partnership. In partnership, the community is expected to be responsible for its responsibilities. Other norms, such as hard work and conscientiousness, must also be part of the community's norms in social forestry partnerships. Non-compliance with the norms in the partnership will quickly end the partnership program itself. This has happened in Bintialo Village, as Fernando (Bintialo Village secretary) admitted: *"In Bintialo Village, many partnership programs have entered. Most were in agricultural form, but not much was successful. One of the reasons for the discontinuation of the partnership program was that many people were inconsistent and less diligent"*.

Based on the information above and preparing the infrastructure, facilities, and technology needed in their partnership program with the community, companies need to ensure that people who participate in the partnership program are individuals who need the program. An excellent social approach is also the primary key in socialising the norms expected to be obeyed by the community in realising the partnership's goals.

## CONCLUSION

From the overall research results that have been stated, it can be concluded that in carrying out a harmonious partnership, all parties involved, both the company and the community, must strive for the realisation of the six determining aspects consisting of openness, trust, legal certainty, benefits, participation and norms. The completion of the implementation of these determinant aspects will support the partnership itself in harmony. On the other hand, if the six parts cannot be realised, the forestry partnership between the company and the community will be challenging to implement and forest management conflicts will become more massive and threaten forest sustainability.

## Conclusion

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