

GRINDLE POLICY IMPLEMENTATION THEORY IN ANALYSIS OF FORESTRY CONFLICT IN PELALAWAN DISTRICT, RIAU PROVINCE

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ABSTRACT

This article analyzes forestry conflicts between communities and forestry companies that occurred in Pelalawan Regency, Riau Province. Grindle's (1980) policy implementation theory is a theory that we consider appropriate for analyzing conflicts. Content of Policy includes: Interest affected, type of benefits, Extend of change envisioned, Site of decision making, Program Implementor, Resources Committed, and Context of Implementation, includes: Power, Interest, and strategies of actors involves, Institution and regime characteristics, Compliance and responsiveness we think we can analyze this conflict comprehensively. This study found that the conflict initially arose because of the centralization policy in the New Order era, which caused many forestry permits to be issued by the government without any discussion with the community. Then, the conflict intensified when the community lost a lot of economic resources that they used to get from forest resources. It is hoped that this conflict can be resolved soon so that the private sector and the community can get a win-win solution.

Keywords: Grindle; Implementation Policy; Pelalawan; Riau; Forestry; Conflict

INTRODUCTION

Most of the forestry regulations in Indonesia during the 1970s and 1980s were considered detrimental to the rights and livelihoods of traditional communities or customary law communities. This is because commercial timber extraction is more important than forest use by local communities. For example, PP No.21/1970 concerning Forest Concession Rights and Forest Product Utilization Rights was subsequently revised by PP No.18/1975 and PP No.7/1990 concerning Industrial Plantation Forests. This regulation is very discriminatory against local communities and indigenous peoples because it does not provide equal rights between private and national companies with indigenous peoples in Indonesia (P. Prihatin & Wicaksono, 2020; Rauf et al., 2020; Zainal, 2018). Government Regulation No. 28/1985 on Forest Protection indicates that the center carries out forest protection. This centralized regulation reduces the role of indigenous peoples in carrying out forest protection functions. Of course, this has institutional implications for direct community involvement and responsibility in protecting forests (Edwards & Heiduk, 2015; Handoyo et al., 2020; Purnomo et al., 2019; Tyson, 2010).

In Pelalawan District itself, due to these forest management policies, there has been a conflict that continues today. Conflicts over land use between communities and companies holding Industrial Plantation Forest Concession Rights (HPHTI) in Riau in general and in Pelalawan Regency, in particular, began with the issuance of the Decree of the Minister of Forestry concerning

Forest Use Agreements (TGHK) in 1986 in Riau Province, which has been stipulated as a Permanent Production Forest area (Masitah et al., 2014; Mubarhoq, 2015).

In 1997, the Minister of Forestry Decree No. 137/Kpts–II/1997, dated March 10, 1997, concerning the Granting of Concession Rights for Industrial Plantation Forests for a Forest Area of ± 235,140 Ha, to PT. Riau Andalan Pulp & Paper (RAPP) and Sinar Mas Group (Sinar Mas Group), which are located in the Siak, Pelalawan, Kampar and Kuansing areas. In Pelalawan District, based on the Final Report of the Study of Natural Resources Potential in Pelalawan District (2009: 70) in 2008, the area of Industrial Plantation Forests is 429,070.97 hectares. However, within the HPHTI area, there are areas of several villages, community plantations, and customary areas even though the forest area has been managed and occupied by the community long before the Decree of the Minister of Forestry regarding the granting of HPHTI to 2 (two) large companies that are members of the Sinar Mas Group and APRIL Group (P. S. Prihatin et al., 2019; P. Prihatin & Wicaksono, 2020).

The community wants guarantees for their rights to plantation land, villages, and forests. Their livelihoods have also been explicitly regulated in regulations as stated in point 4 points 1 in the Decree of the Minister of Forestry No. 743/Kpts–II/1996, Decree of the Minister of Forestry to PT. Arara Abadi and No. 137/Kpts–II/1997, To PT. RAPP reads, "If within the HPHTI area their island belongs to villages, fields, rice fields or has been occupied and cultivated by a third party, then the land is removed from the Company's HPHTI work area. Furthermore, in point 4, point 2, it is stated; that if the land referred to in paragraph 1 (one) is desired to be used as an HPHTI area, then the settlement is carried out by the HPHTI owner company with the parties concerned following the applicable regulations. If only the company and the government were consistent with the legal provisions following the SK MENHUT, the issue of land conflicts between the community and the company could be resolved peacefully (Sadad, 2016; Sobri, 2017).

On the one hand, forestry management which has been decentralized so far, is expected to be a new source of life for local communities to work in the company or the hope of increasing Regional Original Income (PAD). Not to mention the problem of community empowerment, which the district/regional forestry services have largely managed. Of course, it is hoped to provide direct positive value for local communities. However, along the way, there are concerns among activists of community empowerment institutions in the region that there will be a centralistic tendency in which all activities will be centered near the central government, starting from the involvement of planning activities and programs to budgeting which has implications for local wisdom and potential in each region which is increasingly undirected and unmanaged. well (P. S. Prihatin et al., 2019).

Conflicts in land use arise due to differences in perceptions between several parties regarding land use. The difference in perception referred to in this conflict is the basis for action from each party in carrying out land use. Land conflicts in Riau Province are a problem We use the Grindle Policy Implementation Model as the main theory in this research. The Public Policy Implementation Model proposed by Grindle (1980:7) states that the success of the policy implementation process in achieving results depends on program activities that have been designed and adequate funding. Researchers use Grindle's Policy Implementation Theory because this theory is considered capable of explaining the phenomenon of policy implementation in a comprehensive and structured manner. This model explains that two important factors influence policy implementation, namely Content of Policy and Context Implementation (Alaerts, 2020; Allam, 2021; Brinkerhoff, 1996; Crosby, 1996; Ewig & Palmucci, 2012; Hoogesteger et al., 2017;

McTigue, Monios, et al., 2018; McTigue, Rye, et al., 2018; Ricks & Doner, 2021; Thomas & Grindle, 1990). Researchers feel that the Grindle Policy Implementation model is more detailed and can answer the research questions of this study compared to other policy implementation models. The researcher considers this research can be well explored by using the theory.

The Merilee S. Grindle model emphasizes the importance of the content of public policies and programs as a determinant of outcome in implementing a policy, namely how the role of public administrators as implementing actors can pay attention to the environment that can affect the implementation of policies and or programs. Briefly, Grindle (1980: 10-12) expressed his opinion as follows:

A brief listing of those involved in implementing any particular program would include national level planners; national, regional, and local politicians; economic elite groups, especially at the local level; recipient groups; and bureaucratic implementors at middle and lower levels.

Grindle (1980: 3) suggests that implementation is related to several factors, including resources, intergovernmental relations, commitment to bureaucracy, and reporting mechanisms. Grindle states that the general implementation process can begin when goals and objectives have been specified, follow-up programs have been designed, and allocated funds to achieve goals. These three things are the basic conditions for executing a public policy.

Merilee S. Grindle's framework states that the success of implementation is determined by the degree of implementation of the policy, namely:

- a. Content and Context.
 - ⇒ Content of Policy, including:
 - ⇒ Interest affected
 - ⇒ Type of benefits
 - ⇒ Extend of change envisioned
 - ⇒ Site of decision making
 - ⇒ Program Implementor
 - ⇒ Resources Committed
- b. Context of Implementation includes:
 - ⇒ Power, Interest, and strategies of actors involved
 - ⇒ Institution and regime characteristics
 - ⇒ Compliance and responsiveness

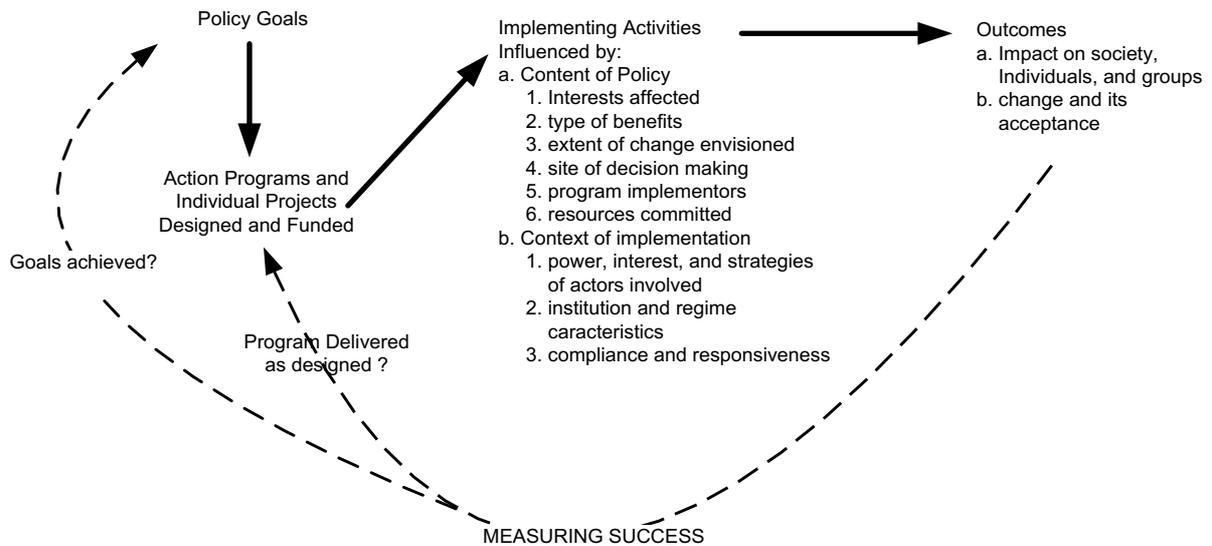


Figure 1. *Implementation is a Political and Administrative Process*
(Source: Grindle, 1980: 11)

As shown in Figure 1, how the policy implementation process begins when the goals and objectives have been specified, programs have been designed, and funds have been allocated to achieve the objectives as basic conditions.

In Grindle's view (1980: 11), policy implementation is administrative and political. Both processes are described by Grindle as follows: Figure 1 above shows that a policy program must be more directly implemented through clearly detailed programs and activities, as required in the Grindle model. As shown in Figure 2.5, how the policy implementation process begins when the goals and objectives have been specified, programs have been designed, and funds have been allocated to achieve the objectives as basic conditions.

This model is conceptually very easy to understand and understand, but in implementation, it needs broad thinking and sufficient time to describe in detail the operational and technical guidelines for implementers in the field. He further said that the success of public policy implementation is largely determined by the level of implementability of the policy itself, which consists of the content of the policy (Content of Policy) and the context of implementation (Context of implementation) related to the policy formulation.

METHODS

The research in this study uses qualitative research methods. (Dupraw, 2018; Guion et al., 2002; Guta, 2013; Horspool, 2016; Hussein, 2018; Jick, 2016; Leech & Onwuegbuzie, 2007; Renz et al., 2018; Tellis, 1997; Vanwynsberghe & Khan, 2007 ; Wray et al., 2007) Qualitative research consists of material interpretation practices that make the world visible. These practices are transforming the world. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos. At this level, qualitative research includes an interpretive and naturalistic approach to the world. This means that qualitative researchers study things in their natural setting, seeking to understand, or interpret phenomena in terms of the meanings people bring to them". (Armatas et al., 2021; Hussein, 2018; Jick, 2016; Mathur & Skelcher, 2007; Meyer, 2001; Renz et al., 2018; Tellis, 1997; Yazan & De Vasconcelos, 2016).

One type of qualitative research is a case study. Types of qualitative case studies are distinguished based on the size of the boundaries of the case, for example, whether the case involves one individual, several individuals, a group, a large program, or an activity. Case studies can also be distinguished in terms of the purpose of their case analysis (Armatas et al., 2021; Gerring, 2004; Hussein, 2018; Meyer, 2001; Tellis, 1997; Vanwynsberghe & Khan, 2007; Woodside & Wilson, 2003; Yazan & De Vasconcelos, 2016; Yin, 1989).

The method here is related to achieving the goals specified for the user to understand the desired target object to achieve the goals or objectives of conflict/problem-solving. At the same time, research is an attempt to find out what is done with a certain method in a careful, systematic, and perfect way to the problem so that it can be used to solve or answer the problem.

Qualitative research with a case study approach is the right method for this research. Implementing forestry conflict resolution policies in the Pelalawan Regency is the right focus of research to be combined with case studies. This, of course, is also related to the existence of Industrial Plantation Forests (HTI), which later contributed to the conflict between the communities in it. With a case study, it is hoped that it can answer the formulation of the problem in this research.

RESULT AND DISCUSSION

Analysis of policy implementation in resolving forestry sector conflicts in Pelalawan Regency, Riau Province is reflected by the Content of policy and Context of implementation. Content of policy consists of: Interests Affected, Type of Benefits, Extent of change envisioned, Site of decision making, Program implementors, and Resources committed; The context of implementation consists of Power, Interest, and strategies of actors involved, Institution and regime characteristic, Compliance, and responsiveness".

Research results Policy analysis in forestry sector conflict resolution in Pelalawan Regency, Riau Province, by interviewing the community in the forest area in Pelalawan Regency, can be stated as follows:

Interests Affected

Interest affected relates to the various interests of those affected or affected by a policy implementation, namely those who are the target of a policy. The rationale is that a policy's implementation will certainly be related to many interests. The extent to which these interests are related to policy implementation.

Based on the interviews with informants, the Interest affected dimension in implementing forestry sector conflict resolution policies in Pelalawan Regency, Riau Province, can be explained. Namely, the policy is implemented in a top-down manner, assuming that the community's aspirations are not considered the target group of the policy.

The results of an interview with the Village Government Officer on July 3, 2017, at a private residence, it was stated that:

The community leaders in the village have never been asked to communicate with the government in discussing the map of the tenure area. People are thought to know nothing. The government looks arrogant in deciding policies from above without involving us below

The policies made must be able to accommodate the interests/needs of the target group, both institutionally/groups that are members of the organization and the interests of the community as a whole and the interests of individuals.

In the process, the implementation of policies in forestry sector conflict resolution in Pelalawan Regency, Riau Province, encountered several problems, including low public awareness of the rules, inadequate quality of human resources from the government in conflict resolution, and lack of rules that support conflict resolution in the forestry sector. The results of an interview with the Village Government Officer on July 21, 2017, at a private residence, it was said that:

The company took a lot of forest and land in our village, so we could not do much because many people did not understand the rules. Besides, the government was not serious about solving this problem.

In addition to the issue of forest land grabbing, other problems found in the field are overlapping land ownership and unclear land ownership boundaries, so conflict resolution in the forestry sector is increasingly difficult to resolve. The results of an interview with the Village Government Officer on July 20, 2017, at a private residence, it was said that:

We already had a land certificate from the sub-district long before the company arrived in our village. We are very upset by the company's attitude that ignores our interests in the surrounding community. The company seized twenty-five hectares of land from our farmer group. We are disappointed.

Individual interests are not only to maximize their own or personal interests. This does not mean they act 'selfishly'; self-interest includes family and friends' welfare. Maximizing one's well-being stimulates people to be very resourceful, creative, intelligent, and productive and ultimately raises the economic well-being of society as a whole. This is in line with the thoughts of Stone, who said:

"In the market model, individuals act only to maximize their self-interest. Here 'self-interest' means their welfare. However, they define that for themselves. It does not mean that they act 'selfishly'; their self-interest might include, for example, the well-being of their family and friends. The competitive drive to maximize one's welfare stimulates people to be very resourceful, creative, clever and productive and ultimately raises the level of the economic well-being of society as a whole" (Stone 1997:18)

Policy implementers must continuously monitor the learning process because the community has various limitations. These limitations are partly due to their very low level of education, thus affecting their responsiveness to policies in conflict resolution in the forestry sector in Pelalawan Regency, Riau Province.

Furthermore, what is meant by the Interest of the target group institutionally is that community groups belonging to one large group can cooperate in resolving conflicts in the forestry sector.

The public interest indicator is of concern because this indicator is the indicator with the highest number of responses from respondents, so it can be assumed from the respondents' responses to the community interest indicator that the community has benefited greatly from policy analysis in resolving forestry sector conflicts in Pelalawan Regency, Province Riau. This indicator of community interest can be explained in terms of personal interests, program participants, and society in general.

In implementing the policy on forestry sector conflict resolution in Pelalawan Regency, Riau Province, the government, as the executor, forms community groups to accommodate and as an institution that will bind the community so that it will facilitate the transfer of knowledge

between fellow community members as program participants will also facilitate the policy monitoring process.

Based on field observations, policies to accommodate the community's interests have not yet been fulfilled. This happens for several reasons: first, limited knowledge causes people not to understand the policies made by the government. Not according to the "guidelines" set; second, the optimization of the government's role in implementing policies has not yet fully occurred.

The poor in this district has various limitations, both from limited food, clothing, health, education, transportation, and technology. This limitation is due to the geographical characteristics of the Pelalawan Regency itself. It is a crossing area, thus causing Pelalawan Regency to create strategies and innovations to have competitiveness to support the regional economy.

People who live in Pelalawan Regency face various forestry problems, so implementing industrial plantation forest policies is a serious concern for local governments to improve the welfare and improve the people's economy in the Pelalawan Regency. Interviews with several communities in the field revealed that industrial park forests did not make people's lives better. On the contrary, people felt disadvantaged because they were no longer free to look for wood in the forest. The results of an interview with the Village Community Leader on July 18, 2017, at a private residence, it was said that:

There is no point when the company comes. They make it difficult for us. Our life is getting poorer. We are considered stealing in our forest, leading to criminal acts. So far, people make a living in the forest, and even the forest is our main source of life. We are stressed. The need increases every year, and we are even more in a tight spot.

This statement from the community explains how the community's interests have been disrupted due to HTI. Meanwhile, HTI companies get many benefits. On the one hand, society is getting squeezed in its position. The impact is that in times like this, people feel that there is injustice. Economic oppression makes conflict communities more complicated.

The interests of these disturbed communities are at the root of the conflict, like that in Coser's view (1957), which states that conflict is a dispute over values or demands relating to status, power, and sources of wealth whose supply is not sufficient. This explains that there are insufficient sources of wealth in society. The sources of wealth that used to be fulfilled seem to have been taken by the HTI companies. So there is a transfer of wealth from the community to the HTI company with a permit issued by the government. This, of course, disrupts the community's interests around the HTI operational area.

Type of benefits

The Type of benefits dimension was developed to gather information on whether the implementation of forestry sector policies will improve the economy of the poor, fulfill family needs, open business opportunities and have benefits for policymakers. This shows that the industrial park forest policy should have a greater level of benefit to the target of the policy than to the government as a policymaker.

The form of benefits from the policy should be the duty of the government to provide understanding to the target group. This is done to maximize the achievement of the objectives of a policy. The existence of a response to the ignorance of the use of a policy will cause difficulty in

communication factors in developing future policies. The results of an interview with the Village Community Leader on July 27, 2017, at a private residence, it was said that:

We do not know what policies have been made by the government regarding Industrial Park Forests. However, what is certain is that we here do not feel any benefit because we are no longer able to look for wood freely, and our income is reduced because we depend on the forest for our lives.

In general terms, the implementation of forestry sector policies in the Pelalawan Regency has not run smoothly, and there are many obstacles. The results of an interview Government Officer in Forestry Services with on August 1, 2017, at a private residence stated that.:

So far, the government is very committed to improving the community's economy around the industrial park forest, but there are several obstacles, such as the company's lack of attention to the surrounding community. This can be seen in the community's economy, which has not changed since the industrial park forest, so conflicts often occur in the field.

Then the results of an interview with the Government Forestry Officer on July 20, 2017, at a private residence, it was said that:

Since I took office, I have tried to ask the HTI companies to pay more attention to the people around the HTI. Help them because we know the company's profits are quite large. There is nothing wrong with sharing this happiness with the local community.

Every policy made by the government must be able to provide benefits to the people living around the forest so that the benefits can be felt not only when the policy is implemented but far into the future, being able to lead the target group community to become independent and have more economic capacity, and spread it to other communities. The form of policy benefits and costs, both direct and future, must be measured in terms of symbolic effects or real effects. Policy outputs are various things that the government does. For example, the construction and rehabilitation of roads, payment of welfare benefits or professional allowances, arrests of criminals, or the operation of public schools. To determine the outcome of public policy, it is necessary to pay attention to changes that occur in the political environment or system caused by political action.

Groups or community members who receive information about the policy's benefits are expected to support and share responsibility for government policies on implementing forestry sector policies. The impact of the policy on the situation or target group that is the object of the policy should be clearer. The intended effect of the policy should also be determined. If the various combinations of targets are focused on, the analysis becomes more complicated because priority must be given to the various effects in question. Moreover, it is necessary to understand that a policy is likely to have desired or undesirable consequences. The policy implications in Pelalawan Regency are one of the real evidence.

Therefore, the key to the success of policy implementation does not only depend on the ability of policy implementers, but must also be supported by the participation of the target group as a whole, so that the benefits of the policy can be felt by the target group, both individually, family members, and society as a whole. The existence of the target group in the context of policy implementation is faced with limited aspects of Human Resources (HR). Therefore, efforts to shape and change their horizons of thinking and behavior are always carried out so that their independence will arise at one time.

Based on the interviews conducted as counter-information, it can be concluded that the community's economy around the industrial park forest does not increase even though they are around the company, so forestry sector policies have not been implemented.

There as expected. The implementation of forestry sector policies does not make people's lives better, even on the contrary, because forests are their source of life. Based on observations in the field, there has been no maximum integration between the community, government, and the private sector in carrying out this policy program, causing the above problems to be fully integrated and not resolved.

The alternative solution to the problems above is the synergy that must be contained in new policies in managing forestry sector policies in Pelalawan Regency, between the poor as program participants as producers of production, the private sector as the manager of the production and the Pelalawan district government as supervisors policy implementation. The impact of a policy on a situation or group other than the situation or target group will cause an effect called an externality effect of spillover because several public policy outcomes are very meaningful in terms of externalities. Forestry sector policies have involved (directly and indirectly) various parties, including the government, business people, local government officials, community leaders, contractors, etc.

Measuring the indirect benefits of a policy on the community targeted by a policy program can be seen from the symbolic impact of the policy. For example, in education, it can be seen from changes in attitudes and behavior of citizens to become aware of the importance of education through educated attitudes and behavior and demonstrated intelligent and healthy behavior.

Extension of change envisioned

The extent of change envisioned dimension includes indicators of improving social status, increasing living standards, and increasing the economic capacity of the poor. From the research results, respondents considered it positive, meaning that implementing forestry sector policies could bring the desired changes, especially to the poor, so that it impacted the effectiveness of poverty reduction in Pelalawan Regency Riau province. From the perspective of the respondents as forest sector policy implementers.

The results of an interview with the Government Forestry Officer on August 7, 2017, at a private residence, it was stated that:

The community hopes that the existing policies can directly impact the community. However, what has been planned has not been consistently implemented. That is the problem. On the policy side, it has carried out its function with the hope that the existence of this industrial park forest can be useful in improving the living standards and welfare of the poor. It is very regrettable if the surrounding community cannot enjoy the company's existence around the community.

The poverty faced by the community can be categorized into three categories, namely, first, poverty-related to the culture (culture) that lives in society, which is commonly referred to as cultural poverty. In this case, poverty is associated with work ethic. Second, poverty is caused by injustice in selecting factors of production in society. People who have access to production tend to dominate and carry out the economic expansion, which ultimately excludes the small community, resulting in structural poverty due to weak business capabilities and limited access to

economic activities. Third, poverty is caused by disadvantages, such as physical weakness, vulnerability, isolation, and powerlessness.

Referring to Grindle's opinion (1980:8) that the more the degree of change can be felt directly and quickly by the target group, the more effective the policy implementation is, then the degree of change that must be directly impacted when the implementation of forestry sector policies is implemented in Pelalawan Regency is a change in status. social, Prior to the existence of companies around the community, people's lives depended on the forest, and searched for forest honey, and became woodworkers in sawmills.

Pelalawan Regency, with the majority of the Malay community, in their daily life, has a work culture that is always related to water and forests. This work culture is a hereditary legacy from the community's ancestors, who think that water is the source of life, so the majority of the community's settlements

Site of decision making

There are still overlaps in strategic decision-making on the sustainability of these policies in the community, which is a problem found in implementing these policies in the field.

According to Grindle (1980:6), what is meant by the location of decision making is where and who has the right and authority to make decisions to implement policies. Diversity and geographic location determine the success of a program. The more homogeneous and geographically close the decision-making process is to the policy's implementation location, the higher the probability of success. Moreover, vice versa, the more diverse or remote the decision-making is, the weaker the probability of a policy successfully achieving its objectives.

Based on interviews conducted with several community members, some information was found: first, the community was never consulted by the local government, namely the combination of the district government, sub-district, and village governments to discuss the local government's plan to make their village into the policy area. The results of an interview with the Village Government Officer on July 1, 2017, at a private residence, it is told that:

We have never been consulted about government plans or even any forestry plans. We are the underprivileged people. I want there to be communication at the beginning so that the community can aspire to our voices, the local community

second, backwardness and backwardness in both access and information, making the selection of policy locations in the village considered feasible to be used as a location for forestry sector policies.

The results of an interview with the Village Community Leader on July 21, 2017, at a private residence, it was said that:

Because we are left behind technologically, and our access is underestimated. We also have rights as citizens. Circumstances that prevent us from having access. The cellphone signal is difficult, especially on the internet. So how do we want to learn or read? General knowledge books are also limited.

Third, the homogeneous characteristics of the community make it easier for local governments to enter the community environment in the village where the policy is implemented.

The Pelalawan Malay tribe dominates ethnic homogeneity. With these conditions, the government can easily include its interests in society.

Regarding decision-making location in forestry conflict policies in Pelalawan Regency, it is related to the central and regional governments. However, the two government entities seem to be throwing responsibilities at each other in resolving forestry conflicts. The results of an interview with the Government Forestry Officer on August 1 at the office, it was stated that:

The provincial government itself is waiting for directions from the center. This is because the center has much authority in the forestry sector. So far, there has been no structured and systematic instruction. Just a warning. (Peter Joko, August 1, 2018)

Besides that, the work ethic and enthusiasm of the implementor should be an example for the community in managing policies. If the implementers are not persistent in fostering the community's work ethic, it is feared that changes in mindset and policy outcomes will also be hampered. Distance constraints and facilities in carrying out the process are not an obstacle for the implementor in carrying out these tasks because, by scheduling visits to the sub-district, the village will pump up the community's enthusiasm to carry out policies seriously.

CONCLUSION

After analyzing how forestry conflicts occur in Pelalawan District, Riau Province, we conclude that the results of implementing forestry sector policies in Pelalawan District have led to conflicts at the grassroots. One of them is the conflict between the local community and HTI companies in the surrounding area. Much of the land previously claimed as community land was later planted with HTI by the company. The land, one of the primary sources to support their family, has disappeared, coupled with the declining economic conditions of the local community due to the loss of land that they used to be able to use for farming. This conflict must be resolved immediately, and a solution is sought to benefit the community and forestry companies (a win-win solution).

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