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## Strategy for Increasing the Governance Capacity in Handling Forest Encroachment Cases in Bengkalis Regency

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**Abstract:** Forest encroachment cases are an issue that is in the spotlight amidst climate change. In Indonesia, forest encroachment is included in the handling of certain criminal offense units. One of the areas that has emerged in relation to this case is Riau Province. This study examines forest encroachment cases in Bengkalis Regency as one of the areas in Riau Province. This study aims to analyze strategies for increasing the capacity of governance in handling forest encroachment cases in Bengkalis Regency. This study uses a qualitative method with data collected through interviews and document studies that are considered relevant. This study adopts the opinion of Verkerk et al. (2022) regarding the governance capacity framework to analyze research objectives. There are five main elements analyzed, namely collective action, coordination, resilience, learning, and resources. The results show that there are major challenges for the Bengkalis Police Specific Crime Unit, especially in the elements of coordination and resources, which result in case disclosure being less efficient and effective. With a fairly wide geographical area, increasing capacity in these five elements is important to do.

**Keyword:** Forest Encroachment, Governance Capacity, Improvement Strategy

### INTRODUCTION

Indonesia is a sovereign country, as stated in the 1945 Constitution and Pancasila as the basis and ideology of the state. Thus, the Indonesian people carry out their national and state life by adhering to the existing laws and state ideology (Suntana et al., 2023; Dimiyati et al., 2021). These laws and ideologies then underlie various public activities, such as work activities, national development, public services, and so on. These activities are highly dependent on how much security and order the public has in their daily lives. This is shown by the fact that security and order factors are always included in every policy and regulation (Ranofika et al., 2023). As a country of law, Indonesia has various law enforcement officers whose aim is to maintain state sovereignty (Ranofika et al., 2023). The Indonesian National Police is one of the state apparatuses, with the main role of providing protection, maintaining order, maintaining security, and providing protection and services to the community (National News of the Republic of Indonesia, 2021). In carrying out this role, the police work procedures are carried out based on various policies. The National Police itself is divided into

several units as quoted in the Regulation of the Indonesian National Police No. 2 of 2021 concerning Organizational Structure and Work Procedures (Rahman et al., 2021).

Regulation of the Indonesian National Police No. 2 of 2021 discusses the position, duties, and functions of each section in the organizational structure of the Indonesian National Police. By carrying out a dual role, the organizational structure of the Indonesian National Police is regulated based on the position of the district/city/certain area (Batilmurik et al., 2019). Resort police and sector police with different type classifications function as an umbrella for members of the Indonesian National Police to carry out their main duties related to maintaining security, public order, law enforcement, and providing protection, patronage and service to the community (Febriawan, 2024; Mahendra et al., 2025). These roles or tasks are then grouped into several functions, units and sections. Such as the Supervision Section, Planning Section, Human Resources Section, Security Intelligence Unit and Criminal Investigation Unit. The specifications of these functions, units and sections are made so that the apparatus can maximize its role towards the community in a more structured manner. Through the role related to maintaining security, the Indonesian National Police becomes an apparatus that is present side by side with the community (Sinurat et al., 2022).

Currently, Indonesia is ranked 2nd in ASEAN as the country with the highest crime rate and 20th globally (Kurniawan et al., 2023). This fact indicates an urgent need to formulate a strategy for preventing and handling criminal acts by relevant law enforcement officers. Based on Regulation of Indonesian National Police No. 2 of 2021, the Criminal Investigation Unit is a unit that functions to carry out investigations, inquiries and supervision of criminal acts when criminal activities occur in the community (Hutahean & Indarti, 2020; Syamsuddin et al., 2022). This task is carried out in order to carry out functions that include technical guidance on administrative matters, special services and protection for vulnerable groups and adolescents, analysis, identification, and so on in order to provide solutions to problems from criminal activities that occur.

The vital functions carried out by the Criminal Investigation Unit in more detail have a grouping of affairs and units. Based on Article 32 paragraph (1) of Regulation of Indonesian National Police No. 2 of 2021, there are operational guidance matters, administrative and secretarial affairs, identification matters and units. This grouping is included in the work policy and organizational structure that needs to be carried out to support the work efficiency of members of the Indonesian National Police.

The efficiency of the work system carried out is expected to provide more optimal results in the role of the Indonesian National Police towards the community (Arqon et al., 2019). However, the Central Statistics Agency stated that currently the level of successful case resolution carried out by the Indonesian National Police only reached 38% at the national level (Khasanah, 2024). These results vary based on the jurisdiction of each regional police in Indonesia. This is an evaluation as well as a challenge that must be answered by the Indonesian National Police, so that in the future it will be able to highlight a more optimal role towards the community.

By 2024, East Java, North Sumatra and Jakarta will be the areas experiencing an increase in crime reports of up to tens of thousands of reports (Khasanah, 2024). Meanwhile, Riau is one of the areas that has actually experienced a decrease in crime reports (jpnn.com, 2024). Police Inspector General Iqbal as the Riau Police Chief stated that there was a decrease in crime reports of 3.5% from the previous year (jpnn.com, 2024). However, reports of natural resource crimes have actually increased (Bayu & Adri, 2024). The Riau Regional Police continue to be committed to uncovering natural resource crime cases while increasing public awareness regarding the importance of continuing to preserve and protect the environment (Bayu & Adri, 2024). One of the natural resource crimes that the Riau Regional Police have recently uncovered is the case of encroachment on a wildlife sanctuary forest in the jurisdiction of the Bengkalis Police (Fahmi & Yenni, 2020; Safa'at et al., 2023). On

February 27, 2025, the Criminal Investigation Unit of the Bengkalis Police, based on Order Number 1/II/2025 concerning the implementation of duties and coordination with other units, conducted patrols and checked locations that were legally prohibited from being encroached on. After conducting an investigation at the scene of the crime, members of the Specific Crime Unit suspected that there had been forest encroachment in Lubuk Gaung Village, Siak Kecil District (Adha et al., 2025). Based on the interview conducted, Ipda Fachri as the Head of the Specific Crime Unit of the Bengkalis Police stated that he had conducted an in-depth investigation and investigation, the suspect in the forest encroachment case with the initials H was proven to have been carrying out forest encroachment since 2001 with land buying and selling activities, and these activities began to be massive in 2020 and above. Suspect H was proven to have violated Article 78 paragraph 2 in conjunction with Article 50 paragraph 3 letter a of Law Number 41 of 1999 concerning Forestry, which has been amended through the Job Creation Law, and Article 92 paragraph 1 letter a of Law Number 18 of 2023 concerning the Prevention and Eradication of Forest Destruction.

Based on further interviews, the Head of the Specific Crimes Unit of the Bengkalis Police said that the Specific Crimes Unit coordinated to ensure the harmony of the laws and regulations imposed on the suspect. In the Examination Report involving forestry experts, the imposition of the article was carried out after the Specific Crimes Unit and the Forest Area and Environmental Management Center took coordinate points stating that suspect H was proven to have committed forest encroachment.

Based on the Letter of the Bengkalis Police Chief dated March 2, 2025, as a request for coordination of experts from the Forest Area and Environmental Management Center, it aims to support the disclosure of forest encroachment cases that have occurred. However, there is a long time span between the start of forest encroachment activities carried out by suspect H (in 2001) and the arrest of the suspect (February 27, 2025). Based on this background, systematic efforts are needed to determine the capacity of the governance capacity of the Bengkalis Police Specific Crimes Unit as a basis for developing recommendations for evidence-based improvement strategies.

This article aims to analyze strategies for increasing governance capacity in handling forest encroachment cases in Bengkalis Regency.

## **METHOD**

The analysis conducted in this study is based on primary data through interviews with sources related to the issues raised, including the Head of the Specific Crimes Unit of the Bengkalis Police, Non-Commissioned Officers of the Specific Crimes Unit of the Bengkalis Police, Staff of the Forest Area Improvement Center, academics, community leaders in Siak Kecil, Bengkalis, and secondary data in the form of document analysis that is considered relevant. The data collected is in the form of statements from sources and secondary data which are then analyzed using the Governance Capacity framework proposed by Verkerk et al. (2022). Data was taken through closed interviews, with reference to questions based on the five main elements of Governance Capacity by Verkerk et al. (2022). Meanwhile, secondary data was obtained through the official website of the related organization. The analysis carried out is in the form of a description of each element which is then contoured in a table to see how the governance capacity of the Specific Crimes Unit of the Bengkalis Police is in disclosing forest encroachment cases.

## **RESULT AND DISCUSSION**

The Head of the Specific Crimes Unit of the Bengkalis Police stated that the issue of forest encroachment has become a trend in the unit he leads. Therefore, within a certain period of time, the Specific Crimes Unit usually conducts patrols to guard and protect forest areas from encroachment activities. On February 27, 2025, together with three other

members, the resource person conducted a patrol in the Giam wildlife sanctuary area, Siak Kecil. Based on his statement, the Head of the Specific Crimes Unit of the Bengkalis Police conducted an investigation and crime scene processing, until he found suspected forest encroachment. With the division of unit work procedures, an in-depth investigation and investigation process was carried out, and the person with the initials H was named a suspect.

The work procedures carried out according to the resource person, include the implementation of a double function or dual function for its members for investigators to also act as investigators, with the aim of increasing members' understanding of conditions in the field when filing and also regarding time effectiveness. In addition, the resource person also added that investigations in the field are usually carried out by only 3 to 4 members, while other members carry out other responsibilities. Then, the Specific Crime Unit under the resource person applies one file held by one member, so that each member has full responsibility under the supervision of the resource person for the case being worked on.

There are challenges in carrying out their duties and functions as members of the Indonesian National Police, one of which is the lack of human resources. Regarding coordination and communication between external sectors and between internal units, it is currently well established but less effective based on information from the resource person from the Forest Area Improvement Center, so that case disclosure can still be carried out comprehensively with other related actors, but can be maximized in the future. Information from various sources provides a general description of how the Specific Crime Unit of the Bengkalis Police is managed.

### **Collective Actions**

Collective actions aimed at investigation and inquiry functions according to sources have so far been carried out by the Resort Police, Sector Police, Bhabinkamtibmas in Bahasa, and public reports. Cooperative steps taken by the Bengkalis Resort Police internally are by patrolling regularly or based on public reports. Externally, the cooperative actions of the Bengkalis Police Tipidter Unit with other organizations are in the investigation and inquiry process.

In the investigation process, the Bengkalis Police Specific Crime Unit took initial cooperative actions with experts related to the results of the crime scene processing and the application of articles in accordance with laws and regulations. The coordination carried out varied, usually via telephone and then bringing experts directly to the crime scene. This resulted after the collective action process as conveyed by Verkerk et al. (2022) that through public reports (unintentional coordination), cooperative actions occurred between actors which resulted in management understanding for the Bengkalis Police Specific Crime Unit in structuring the cases that occurred.

On the other hand, the statement of a Siak Kecil community leader who stated that strict law enforcement is needed regarding the issue of forest encroachment that occurred is also data in this study. This is because the impact felt by the public is not only losses due to illegal land sales, but has also caused natural disasters such as floods. The community leader also said that he had received resistance when trying to stop the forest encroachment activities that occurred. According to the community leader, regarding the collective actions of the Bengkalis Police, so far they have only involved the community in the complaint and reporting process. So it is necessary to try other collective actions to speed up the criminal law process if other illegal activities occur in the future.

Based on the statement of the resource person with an academic background from Gadjah Mada University, the collective action that needs to be taken to maintain the sustainability of forest areas is by involving synergy between various actors: the government (both central and regional), law enforcement officers, local communities, civil society organizations, academics, and the private sector. This collaboration aims to form a

participatory and transparent forest management system. The government must ensure that there are strict regulations and strong monitoring mechanisms, law enforcement officers must be active in prosecuting violations, while local communities need to be empowered as guardians and beneficiaries of forests through schemes such as social forestry. Academics play a role in providing scientific studies and data-based solutions, while the private sector is encouraged to apply sustainability principles in its business activities.

### **Coordination**

Coordination between the National Police organizations, the Forest Area Improvement Center and the Natural Resources Conservation Center according to sources from the Bengkalis Police and Forest Area Improvement Center has so far been quite good but ineffective. Effectiveness in this case is related to the time and process of disclosure. External coordination carried out regarding this forest encroachment case is with the relevant expert. An expert in this case is a person with specific experience and expertise according to the case being raised, so that his/her statement can be used as evidence in the case disclosure process by the Tipidter unit. In the case of the crime of encroachment on wildlife sanctuary forests, the Tipidter unit coordinates with forestry experts from the Forest Area Improvement Center and experts from the Natural Resources Conservation Center, the process of which is carried out in accordance with the Expert Examination Minutes dated March 11, 2025 (Bengkalis Police Archives, 2025).

According to the staff of the Forest Area Improvement Center, the Forest Area Improvement Center usually communicates with the Bengkalis Police Specific Crimes Unit informally via mobile phone and is well facilitated in the coordination that occurs together. However, in some processes, other methods should be used to increase the effectiveness. Another method conveyed by the Forest Area Improvement Center Staff in this case is the process of mapping or measuring the area. The Forest Area Improvement Center stated that technically, land mapping or measurement may be carried out by the Environmental Service or a third party that already has certification in measuring and mapping forest areas.

The resource person from the Forest Area Improvement Center also said that so far the intended system has been carried out, involving a third party for the measurement and mapping process, then the results of the measurement or mapping are submitted to the Forest Area Improvement Center to determine the status of the forest area before the files are submitted to the court. However, in the last two years, the Bengkalis Police's Specific Crimes Unit has only involved the Forest Area Improvement Center in the measurement or mapping process and status determination. This is a challenge as well as an obstacle according to the Forest Area Improvement Center, the cause is that the Forest Area Improvement Center team that carries out the measurement or improvement of the forest area also carries out other functions and services outside of case disclosure. So it is necessary to adjust the schedule between the Forest Area Improvement Center and the Bengkalis Police to be able to go down to the field and carry out measurements or mapping together. This greatly affects the efficiency and effectiveness of the time created because the schedule adjustments made also take time.

Internally, the Bengkalis Police, the coordination carried out is with the Operational Development Affairs and the Administration and Secretariat Affairs. Coordination with the Operational Development Affairs is related to supervision and guidance of the administration of investigations and inquiries carried out, as well as conducting analysis and evaluation of the implementation of tasks. Other coordination with the Administration and Secretariat Affairs, which is coordinated in the form of logistics and budget accountability in the investigation and inquiry process carried out by the Tipidter unit.

Internally and externally, the coordination carried out by the Specific Crimes Unit of the Bengkalis Police is running in accordance with Regulation of Indonesian National Police

No. 2 of 2021, but it cannot be said to be ideal. However, this is not in line with the analysis carried out, that it will not take more than 20 years after the first forest encroachment activity if the coordination carried out is ideal. In terms of function and duties, the Specific Crimes Unit has carried out investigation and inquiry duties in accordance with applicable procedures and policies, but in other functions, preventive action is needed by also coordinating with external actors, so that a case does not mushroom for a long time and result in losses for various parties.

Referring to the arguments of academic sources, cross-sector and regional coordination is very crucial in maintaining forest sustainability. In practice, synergy is needed between the forestry service, police, Indonesian National Army, local government, and forest village community institutions. This coordination includes a clear division of tasks, agreements in decision-making, and efficient exchange of information. One form of coordination that has begun to be implemented is the establishment of the Forest Management Communication Forum and the Encroachment Prevention and Handling Task Force. The legality of forest area management also requires the involvement of agencies such as the National Land Agency to confirm boundaries and resolve land conflicts.

### **Resilience**

Regarding resilience, Verkerk et al. (2022) explained that this element is related to threats or challenges, as well as opportunities that the organization has in achieving common goals. In the working procedures of the Bengkalis Police Specific Crimes Unit, the resource person said that there were challenges in carrying out their duties as members of the police towards the community. Namely, the scope of the law under the Specific Crimes Unit is very broad, and the jurisdiction of the Bengkalis Police is geographically very broad and divided into islands. According to the Bengkalis Regency Central Statistics Agency, the geographical area of Bengkalis Regency as of 2024 is 8,626.06 km (Bengkalis Regency Central Statistics Agency, 2024).

Thus, the resource person argued that the human resources they have are very limited in terms of number to be able to maximize and accommodate the needs in carrying out police functions. Based on Order Number 01/II/2025/Reskrim, with the constraints in question, the Specific Crimes Unit is currently run by one Unit Head and seven unit members. Apart from these issues, the source said that there were no significant threats, but there were also no opportunities that could be exploited.

### **Learning**

As explained by Verkerk et al. (2022), organizational learning or reflection falls into the context of needs that must be continuously carried out based on evaluation and organizational needs. The issues faced should be able to be used as learning to develop the organization in the future, as a reflection material so that it can improve the organization internally, and increase the organization's adaptability in future coordination. The lessons learned can be expected to be a development in terms of cognitive, social and institutional aspects (Verkerk et al., 2022).

In this case, the resource person for the Bengkalis Police's Specific Crimes Unit stated that routinely and periodically, members of the Indonesian National Police continue to participate in training and education in skills and expertise according to the function of the unit they are currently holding. This is in line with the objectives conveyed by Verkerk et al. (2022) that organizational reflection aims to improve organizational achievements over time. Thus, it is hoped that the performance of the Police can also be improved to be better in the future through this research.

As another lesson, the issue of forest encroachment also refers to the context of post-encroachment preservation. The resource person with an academic background involved in

this study stated that in the context of forest conservation, coordination procedures must be standardized so that their implementation can run systematically and measurably. This procedural standard can be realized through the preparation of a Long-Term Forest Management Plan and an Annual Plan that must be prepared by the forest management unit. In addition, the implementation of the Forest Village Community Deliberation and strengthening of local institutions such as the Village Forest Management Institution are also part of the standard mechanism. This is regulated in the Regulation of the Director General of Forestry Planning and Environmental Management No. P.5/PKTL/REN/PLA.0/2/2018. The implementation of these standards requires routine training, monitoring, and evaluation so that coordination between parties can take place effectively and adaptively.

From an academic perspective, the biggest challenge in maintaining the sustainability of forest areas is the increasing pressure on forest land due to the economic needs of the community and the expansion of industries such as oil palm plantations and mining. This threat not only causes ecosystem damage, but also leads to social conflict and the weakening of forest management institutions. However, these threats can be turned into opportunities if managed with a solution-based approach. For example, through empowering the economy of communities around the forest with non-timber forest product schemes, environmental services, and environmentally friendly ecotourism. Thus, the community is no longer dependent on encroachment practices. A strategic policy that can support this is Presidential Regulation No. 28 of 2023 concerning Social Forestry, which provides legal access to communities to manage forests sustainably.

Academic speakers also said that the issue of forest encroachment opens up space for reflection and learning for every organization involved. From a cognitive perspective, organizations need to improve their understanding of ecosystem-based approaches, spatial analysis, and digital forest monitoring techniques. From a social perspective, it is important to build more participatory communication and trust with local communities. Meanwhile, from an institutional perspective, organizations must strengthen internal governance, clarify roles and responsibilities between units, and expand cross-sector cooperation networks. This learning must be ongoing so that in the future, organizations are able to be more responsive to environmental issues and adaptive to policy dynamics.

Thus, based on statements from several speakers from different backgrounds, it shows that a procedurally structured system with certain standards for each actor in the future is needed regarding the issue of forest encroachment. This does not only rely on one actor, each has the same intensity of importance in the disclosure process.

## Resources

The analysis conducted on the statements of several sources: Head of Tipidter Unit of Bengkalis Police, Staff of Forest Area Improvement Agency, and academics of Gadjah Mada University, based on the Governance Capacity framework, can be described as follows:

First, natural resources. The natural resources discussed in this article are the Giam wildlife sanctuary forest area, Siak Kecil. The area is a location included in a forest area with a certain status that must be protected based on the statement of the Forest Area Forest Area Improvement Agency staff. In an interview conducted with the Forest Area Forest Area Improvement Agency staff, the coordinates of the Giam forest area, Siak Kecil were measured first and then the status of the area was determined. After the status of the area is determined by the Forest Area Forest Area Improvement Agency, the Bengkalis Police can continue the legal process in accordance with the violated article.

Second, human resources. Based on the arguments of academics who are sources in this article, the human resources needed in efforts to maintain forest sustainability should have qualifications that are not only technical but also social. The human resources involved must understand the principles of forest ecology, forestry regulations, mapping and monitoring

techniques, and have skills in communication and conflict mediation. Other criteria are high integrity and commitment to sustainability. Mobilization of human resources can be done through local recruitment, tiered training, collaboration with universities, and strengthening the role of forestry extension workers.

However, the academic sources also added that the biggest challenge in finding ideal human resources is the lack of interest from young Indonesians to work in the forestry sector, especially in the field of forest conservation which requires direct involvement in the field. This challenge is influenced by economic factors, perceptions of working in forests as unattractive or less prestigious, and limited access to information about career opportunities in this field. Therefore, the involvement and training of local forest communities is a strategic solution. Local communities generally have strong traditional ecological knowledge and direct ties to forest areas. With proper technical training, environmental education, and economic incentives, communities can be mobilized as key conservation actors. Mobilization of human resources can also be done through collaboration with universities, field internship programs, involvement of youth organizations, and development of community forestry training centers. With this approach, ideal human resources will be able to bridge the forest conservation process and prevent future encroachment.

The human resources included in the Specific Criminal Acts Unit include eight members of the Indonesian National Police who conduct investigations and inquiries, namely Fachri Muhammad Mursyid, S.Tr.K as Head of Unit II Tipidter, Rizky Paedagogie Rizal, S.H as Ba Unit II, Ryan Krisandi Silalahi, S.H as Ba Unit II, Ruben Simbolon, S.H as Ba Unit II, Said Chesarta Palindra as Ba Unit II, Muhammad Pandoe Ramadhan as Ba Unit II, Muhammad Rafly Augustha as Ba Unit II, and Muhammad Rizky Maulana as Ba Unit II. Then there were three other people outside the members of the Specific Crime Unit who participated in the series of investigations, namely one Head of the Criminal Investigation Unit, one Head of the Paminal Unit, and one Non-Commissioned Officer of the Supervisory Section. Based on external coordination and participation, the human resources involved included two experts from the Forest Area Improvement Center and experts from the Natural Resources Conservation Center, as well as ten witnesses (including the reporter).

The members of the Indonesian National Police involved were tasked with conducting investigations and inquiries into the reports received. Then, collect evidence and witnesses to complete the examination and determination process of the case. In the process of determining the crime, the Bengkalis Police collaborated with the Forest Area Improvement Center and the Natural Resources Conservation Center to determine the articles that would be imposed on the suspect. Meanwhile, experts from the Forest Area Improvement Center and the Natural Resources Conservation Center played a role in assisting the Bengkalis Police Specific Crime Unit in determining the articles that would be imposed on the suspect. The assistance provided is in the form of fulfilling the needs of investigations and inquiries, such as determining the status of forest areas, and how the forest conservation process will be carried out in the future in order to maintain the sustainability of forests that were previously encroached upon.

The human resources needed in efforts to maintain forest sustainability should have qualifications that are not only technical but also social. They must understand the principles of forest ecology, forestry regulations, mapping and monitoring techniques, and have skills in communication and conflict mediation. Other criteria are high integrity and commitment to sustainability. Mobilization of human resources can be done through local recruitment, tiered training, collaboration with universities, and strengthening the role of forestry extension workers. However, the biggest challenge in finding ideal human resources is the lack of interest among young Indonesians to work in the forestry sector, especially in the field of forest conservation which requires direct involvement in the field. This challenge is



influenced by economic factors, perceptions of working in forests as unattractive or less prestigious, and limited access to information about career opportunities in this field.

Therefore, the involvement and training of local forest communities is a strategic solution. Local communities generally have strong traditional ecological knowledge and direct ties to forest areas. With appropriate technical training, environmental education, and economic incentives, communities can be mobilized as key conservation actors. Mobilization of human resources can also be done through collaboration with universities, field internship programs, involvement of youth organizations, and development of community forestry training centers. With this approach, ideal human resources will be able to bridge the forest conservation process and prevent future encroachment.

Third, financial resources. The financial resources used by the Specific Crime Unit come from the state budget, which is recorded in the Details of the 2025 Budget Expenditure Activities of the Criminal Investigation Unit of the Bengkalis Police. Thus, technically the financial resources do not contribute to significant problems in the governance capacity of the Specific Crime Unit of the Bengkalis Police. Including in the issue of forest encroachment raised, the Bengkalis Police has adequate operational funds and supports the needs of the Specific Crime Unit members in conducting investigations and inquiries into forest encroachment cases in Siak Kecil.

Fourth, knowledge and expertise resources. The knowledge and expertise resources in the issues raised in this study are investigation and inquiry, natural resource conservation, and forest areas. Each of these knowledge and expertise sources supports the process of revealing forest encroachment cases that occur. The knowledge and expertise of investigation and inquiry are possessed by members of the Indonesian National Police in the Specific Crime Unit, as actors who investigate and interrogate witnesses and suspects in the case. Then the Specific Crime Unit coordinates with experts in natural resource conservation and forest area science experts to check evidence and the scene of the crime and also related to determining the imposition of criminal penalties on the suspect.

Fifth, legitimacy. In order to achieve legitimacy, the Bengkalis Police through the direction of the Chief of Police continues to improve their abilities and expertise by participating in regular training and education in accordance with the needs and results of the evaluation of programs run by the Police. The improvement of these abilities and expertise can also be balanced with study permits, so that members of the Police are encouraged to continue their education to a higher level. This will certainly improve the expertise and knowledge possessed by members, and indirectly will further increase public trust in the Police.

Based on the explanation of the five elements above, the results of the analysis of the governance capacity contour are presented in Table 1 below.

Table 1. Contour of the Governance Capacity of the Specific Crime Unit of the Bengkalis Police

<b>Element</b>	<b>Indicator</b>	<b>The governance capacity of an organization in a network</b>	<b>Actor network governance capacity</b>
Collective action	Action	The Bengkalis Police Specific Crimes Unit is able to carry out its own actions within the law enforcement network. This is demonstrated by the involvement of other parties (experts, interest groups and community leaders) in the law enforcement network who together take firm action against the issue of forest encroachment.	The law enforcement network shows the cooperation of the actors involved to develop their respective actions according to their functions and needs in disclosing forest encroachment cases.
	Room for action	The Bengkalis Police Specific	The law enforcement network that

Element	Indicator	The governance capacity of an organization in a network	Actor network governance capacity
		Crimes Unit provides space for cooperation for each actor involved, so that the actions created support law enforcement activities.	is created allows each actor to contribute according to their expertise in revealing cases that occur.
	Positive feedback	The Bengkalis Police Special Crimes Unit is aligning its actions with other actors involved in the process of uncovering forest encroachment cases.	The existing law enforcement network is able to align each function and role of its actors so that criminal disclosures are successfully carried out.
Coordination	Information	The Bengkalis Police Specific Crimes Unit informs or receives information from experts and actors involved in the case disclosure process.	Law enforcement networks allow for the sharing of information between actors.
	Coordination that is realized	The Bengkalis Police's Specific Crimes Unit uncovered a case of forest encroachment in order to enforce the law together with other actors in the law enforcement network. However, there were obstacles in realizing perfect coordination, this was caused by the technical coordination that was usually carried out being informal and not procedurally standard.	Law enforcement networks provide opportunities for actors to contribute to each other in enforcing the law.
	Positive coordination	Coordination of the Bengkalis Police Specific Crime Unit with other actors is based on the principle of trust and mutual understanding.	Coordination between the actors involved is based on trust and mutual understanding of each other during the investigation, inquiry and disclosure process.
Resilience	Chance	The Bengkalis Police Special Crimes Unit uses the opportunity to work together with other actors in order to enforce the law.	The actors involved use their opportunity to get to know each other and use the opportunities available to enforce the law together.
	Threats/challenges	The Bengkalis Police Special Crimes Unit has problems with the number of members, which is quite a hindrance to law enforcement performance.	The law enforcement network assists the Bengkalis Police's Specific Crimes Unit against the obstacles it has, so that law enforcement continues to run. However, the biggest challenge lies in the background of the human resources involved (agencies and the public) related to various things, both in terms of perception of the issue and the competence or background they have.
Learning	Cognitive learning	Members of the Bengkalis Police Specific Crimes Unit individually continue to improve their abilities and expertise through training and education programs run by the Police.	The law enforcement network allows each actor to continuously improve their respective capabilities and expertise which are technically returned to their respective agencies.
	Social learning	The Bengkalis Police Specific Crimes Unit reflects on itself in order to be able to adapt to other actors in the law enforcement	Law enforcement networks enable actors to reflect on mistakes, errors and so on, and to adapt better.

Element	Indicator	The governance capacity of an organization in a network	Actor network governance capacity
		network, by conducting evaluations and monitoring routinely and periodically.	
	Institutional learning	The Bengkalis Police Specific Crimes Unit institutionalizes lessons, reflection, and adaptation, and the Bengkalis Police Specific Crimes Unit also facilitates further organizational learning for its members.	The network that is formed is able to institutionalize lessons, reflection, and adaptation for better cooperation in the future.
Resources	Using own resources	The Bengkalis Police Specific Crimes Unit has its own resources (human resources, finance, knowledge and expertise, network position, and legitimacy) and uses these resources to highlight its governance performance in disclosing forest encroachment cases.	External networks have resources (human resources, natural resources, knowledge and expertise, network position, and legitimacy) and use them to increase governance capacity.
	Mobilizing resources	The Bengkalis Police Specific Crimes Unit is able to mobilize external resources to improve its governance performance, such as building good coordination between actors involved in uncovering forest encroachment cases that occur.	The network between actors is well mobilized through the resources of each actor to synergize with each other in increasing governance capacity.

Table 1 shows the findings related to the analysis conducted based on the primary and secondary data obtained. Based on the five elements of the governance capacity framework, the key findings that are considered in the study to be developed into recommendations are in the element of threats. This element, based on the analysis, refers to the lack of human resources owned by the Specific Crime Unit of the Bengkalis Police, so that in general it does not become a supporting element of the governance capacity of the Specific Crime Unit of the Bengkalis Police. In order to maximize governance capacity, it is necessary to reflect on the number of members of the Specific Crime Unit of the Bengkalis Police. This can be considered from the issue of forest encroachment discussed in this study, as well as the area and scope of laws and regulations under the Specific Crime Unit of the Bengkalis Police is quite broad. This will certainly support the performance of the Police and also have a significant impact on the achievements of the Police in the future.

## CONCLUSION

The issue of increasing natural resource crimes in Riau Province is currently a major concern for many parties, including the Police. Law enforcement officers are strengthening their protection function by conducting patrols to places where illegal encroachment is not legally permitted. The Bengkalis Police have succeeded in uncovering a case of forest encroachment that occurred in the Giam wildlife sanctuary area, Siak Kecil. Encroachment activities have been passive since 2001, which were only successfully uncovered in 2025.

This study analyzes the governance capacity of the Bengkalis Police Specific Crime Unit using the Governance Capacity framework by Verkerk et al. in 2022. The results of the analysis found gaps in the third element related to the fifth element. Namely in the elements of coordination and resilience which also refer to the human resource element. The main challenge for the Bengkalis Police Specific Crime Unit is in the technical implementation of

coordination that is not procedurally standard, this results in case disclosure being less efficient and effective in terms of time. Another challenge is the number of resources or staff of the Bengkalis Police Specific Crime Unit. With the issue of geographical areas and the scope of laws and regulations that are quite broad, these elements certainly need to be considered in order to support the reflection of work in the police organization in the future, in accordance with the fourth element (learning) in the Governance Capacity framework proposed by Verkerk et al. (2022).

Based on the results of the analysis carried out, the following recommendations can be given. First, create a standard technical guideline procedurally related to prevention steps, disclosure processes and post-case actions which can later be used as a guideline in dealing with similar issues in the future. A standard technical system will create higher efficiency and effectiveness for each in coordinating later. Second, the addition of the number of members of the Specific Crimes Unit, adjusted to the needs of the size of the area, so that it can allow for optimization of performance based on Indonesian National Police Regulation No. 2 of 2021 and the need for community service functions. If it is not possible to add members permanently in the near future, it is recommended that additional members be made temporarily following the attention of officials. So that cases of forest encroachment in decades as raised in this study, do not recur and can be quickly acted upon. If adding members temporarily, it is necessary to pay attention to the competence and background of the members. So that the expected performance optimization can be achieved. Third, collective action is carried out in the form of preventive action or rapid response that not only involves the internal police, but also other parties who can contribute. For example, by establishing cooperative actions with the government (both central and regional), law enforcement officers, local communities, civil society organizations, academics, and the private sector.

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