

Working paper

# The Terpercaya Initiative

**The value proposition of the  
Terpercaya platform**

March 2021

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# 1. Introduction

Terpercaya<sup>1</sup> is an initiative to measure and communicate the performance of district governments in producing sustainable agricultural commodities, especially palm oil. District governments and stakeholders will be assessed as to how they provide the enabling environment for achieving sustainability targets. This will support the implementation of national initiatives, such as the national action plan for sustainable palm oil (*Rencana Aksi Nasional Perkebunan Sawit Berkelanjutan-RAN-KSB*),<sup>2</sup> as well as the Indonesian Sustainable Palm Oil (ISPO) or the Roundtable for Sustainable Palm Oil (RSPO) systems. Terpercaya can also help Indonesia meet the Sustainable Development Goals (SDGs) and its climate targets.

The Terpercaya platform aims to integrate and analyse reliable information on the performance of districts to establish trust and understanding for promoting sustainability, trade and cooperation. Through a multistakeholder consultation process, 22 indicators of sustainable commodity production at the jurisdictional level were developed. These indicators were based on Indonesian laws and categorised into four pillars – environmental, social, economic and governance. The Terpercaya Advisory Committee (AC) members were the key contributors in the development of Terpercaya indicators and ensuring that the indicators accommodate stakeholders' needs. During the first and second phases of the Terpercaya initiative, nine AC meetings were held. The meetings, held every few months, brought together 63 organisations representing government agencies, commodity producers and buyers, and non-government organisations, including indigenous peoples' organisations and voluntary certification bodies. An online platform has also been developed to present data collected to showcase the performance of district governments to the public.

To understand the value Terpercaya can offer, a value proposition study was carried out to gather inputs from stakeholder groups on how to improve the Terpercaya platform. The stakeholder groups consisted of representatives from government (national and regional), civil society organisations (CSOs), farmers and consumer good companies. The stakeholders, mostly current members of the Terpercaya AC, are the main targeted beneficiaries and users of the Terpercaya platform.

The report consists of five chapters. The first chapter introduces the study background. The second chapter explains the methods used for data collection and analysis, as well as the timeline for conducting the research. The third chapter explores the sustainability challenges faced by stakeholders, how the Terpercaya platform meets their needs and expectations, and how to improve the online Terpercaya platform. The fourth chapter elaborates the value proposition of the Terpercaya platform. An additional box case presents the suggestions for the format of the AC meetings. The last chapter includes some insights for the value proposition of the Terpercaya platform.

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<sup>1</sup> Terpercaya is the Indonesian translation for 'trustworthy'.

<sup>2</sup> The President issued an instruction No 6/2019 on the national action plan sustainable palm oil (RAN-KSB) 2019-2024 to improve the capacity and capability of farmers; to accelerate legality and land conflict resolution; to utilise palm oil as the renewable energy; to enhance as well as to fasten the achievement of sustainable palm oil in Indonesia.

## 2. Methods

The study used semi-structured interviews with stakeholders either in English or Indonesian, depending on the respondents. Semi-structured interviews allow for a more conversational and informal discussion that can be carried out in one-on-one or online settings (Longhurst, 2016). Due to the COVID-19 pandemic, the interviews were conducted virtually between February – March 2021. The respondents were selected based on their work on sustainability and agricultural commodities, and on their availability or willingness to be interviewed. They included representatives from the government, CSOs, farmers and companies (Table 1).

**Table 1. Total number of respondents**

Affiliation	Level	Number of respondents
Government	National	2
	Regional	2
CSOs	National	3
	International	2
Consumer goods companies	National	2
	International	5
Farmers	National	1
TOTAL		17

The interviews consisted of two parts. The first part discussed the Terpercaya platform and how it could help stakeholders address their sustainability challenges. It also addressed the platform's content and how to improve it. The second part focused on the governance of the Terpercaya platform, namely the AC meetings. We asked about the stakeholders' experiences in attending these meetings and whether they are effective and need to improve. The list of questions used in the study is provided in Table 2. Not all respondents were AC members, hence, the second part of the questionnaire was only answered by half of the respondents.

**Table 2. Questions for semi-structured interview**

Question	Purpose and explanation
A. Terpercaya Platform	
<p>1. What challenges does your organisation face in reaching its sustainability goals?</p> <p><u>Alternative questions:</u></p> <ul style="list-style-type: none"> <li>- What sustainability-related challenges faced by your organisation could the Terpercaya platform help to solve considering current and future needs?</li> <li>- What threats does your organisation face in relation to palm oil sustainability calls from markets?</li> </ul>	<p>To set the context before specific questions on the value that the Terpercaya platform could provide.</p>
<p>2. How could the Terpercaya platform help solve the identified challenges?</p> <p><u>Alternative questions:</u></p> <ul style="list-style-type: none"> <li>- How could the Terpercaya platform help your organisation meet its sustainability goals?</li> <li>- What benefit could the Terpercaya platform offer to encourage your organisation to use it?</li> </ul>	<p>To understand the values that stakeholders think that Terpercaya platform may provide.</p> <p>To probe the respondents to speak more on the topic, we can remind them of the proposed objective of the platform as listed in this document.</p>
<p>3. What is needed to ensure that Terpercaya can meet the needs and expectations related to Question no 2?</p> <p><u>Alternative questions:</u></p> <ul style="list-style-type: none"> <li>- What features and data would enable the Terpercaya platform to meet your requirements?</li> <li>- Will you use the system as it is now? If not, why?</li> </ul>	<p>To understand what the Terpercaya platform should provide for each stakeholder to meet their needs and expectations.</p> <p>Attention should be paid to the features of the system and the data presented to guide the expansion of the system in the future.</p>
<p>4. Do you have any general comment regarding the Terpercaya platform?</p> <p><u>Alternative questions:</u></p> <ul style="list-style-type: none"> <li>- What should be improved regarding the existing design of the Terpercaya platform?</li> </ul>	<p>To gather general feedback regarding the platform that can be used to further improve it.</p>
B. Terpercaya Governance	

<p>1. What is your opinion on the current Terpercaya AC meetings? Are they effective in informing participants on the progress with the Terpercaya initiative?</p>	<p>This question is asked after the existing Terpercaya governance is explained.</p> <p>The purpose is to understand how the respondents see to what extent the current mechanism is effective.</p>
<p>2. Does your current role and the role of others in the AC encourage you to participate in the meetings?</p> <p>Alternative question:</p> <ul style="list-style-type: none"> <li>- How important do you think AC meetings are? Is attendance one of your priorities? How relevant are the meetings? Why (if yes or not)?</li> <li>- Do you think the AC needs to implement more formal decision-making processes to better guide the Terpercaya initiative?</li> <li>- Do you think there are other roles, responsibilities and/or activities the Terpercaya AC could undertake?</li> <li>- Do you think the roles, responsibilities of the Terpercaya AC and its members need to be better specified, agreed and/or formalised through ToRs?</li> </ul>	<p>This question helps understand the priority scale of the member and his/her relation to his/her role/function in the AC.</p>
<p>3. How do you think the Terpercaya AC and its meetings can be improved?</p> <p>Alternative questions:</p> <ul style="list-style-type: none"> <li>- Should the AC play a specific role?</li> <li>- Should AC membership be defined (e.g. by having clear representative from each stakeholder group – government, non-government and businesses?)</li> </ul>	<p>This question is to inform the Ministry of National Development Planning of Indonesia (BAPPENAS) on how to improve the Terpercaya governance.</p>

## 3. Results and discussions

### 3.1. Sustainability challenges faced by stakeholders

To understand the value that Terpercaya can provide, we first asked respondents to identify the challenges they face to achieve their sustainability goals. Based on the challenges identified, we then gathered the respondents' perception of the value of the Terpercaya platform, which will be discussed in the next section. In this section, we explain the results based on the groups of stakeholders (Table 1).

#### Government

The central and local government representatives interviewed were mostly from the agencies responsible for agricultural commodities plantation development. They identified the following challenges related to sustainability:

1. **Lack of knowledge of sustainability among subnational actors.** Local governments noted that there is a lack of knowledge and understanding on sustainable palm oil among stakeholders, such as local government staff, and supply chain actors, including oil palm smallholders. Some stakeholders consider sustainability to be a burden and less important. The limited knowledge hinders the translation of the central government's sustainability initiatives, such as RAN-KSB, into action plans at the national and local levels. There is a need for more knowledge-sharing to raise awareness of all stakeholders of sustainable palm oil. *"Not all stakeholders understand what sustainable palm oil is."* (Government representative)
2. **Slow progress in farmer registration.** Registering farmers' land is critical to achieving sustainable palm oil. Due to limited human and financial resources, farmer registration process is slow and many farmers have not been registered. Farmer registration is also a way for local governments to collect data that are important for developing policies for improving smallholder sustainability. Not all farmers understand the importance of land registration so many are not proactive in processing the administrative (or formal) documents.
3. **Lack of incentives for farmers to adopt sustainable practices.** Ensuring the readiness of farmers to adopt sustainability standards is critical in achieving sustainable commodity supply chains. Otherwise, the easiest option for companies is to exclude farmers who cannot meet the sustainability standards from supply chains. Farmers need to have incentives for making the transition towards sustainability as applying sustainability principles and criteria is not cheap. Government support through regional and national budgets can encourage farmers to adopt sustainable practices.
4. **District spatial plans have not integrated the actual conditions on the ground.** Ensuring the proper integration of sustainable palm oil plantation development into spatial plans is essential. Spatial plans can ensure palm oil producers develop areas that are zoned for production while conserving areas that should be protected. A good spatial plan could address the issue of land-use conflict, particularly related to farmers currently operating in areas classified as state forests. In the case of Central Kalimantan, numerous conflicting changes in regulations on land zoning resulted in

uncertainty in the proper zoning of existing smallholder plots. For example, an area that was designated as non-forest area was later designated as state forest. It has had a significant impact, particularly for unregistered farmers, to obtain legal documents required for meeting sustainability standards.

*“How Terpercaya platform could help mediate the spatial plan issue, especially related to farmers’ cultivation registration letter (STDB)”<sup>3</sup>*

(Government representative)

5. **Involvement of big companies is limited.** GAPKI, the association of palm oil companies, has an important role to play in supporting the implementation of the government’s sustainability initiatives, such as RAN-KSB and ISPO. However, companies’ mistrust of the initiatives hinders implementation on the ground. GAPKI’s involvement would likely lead to better acceptance and adoption of the initiatives by larger companies.
6. **There is less multi-level coordination.** The Government plays a central role in internal and external communication on efforts to achieve sustainability. There is a need for greater coordination with the sub-national government to integrate the national sustainability initiatives into action plans. Also, more engagement at the international level is needed, especially with international consumers, to raise their awareness of the Indonesian sustainable palm oil industry, which is also mandated by the President in the RAN-KSB.
7. **Traders are not yet integrated into the system (supply chain).** The Ministry of Agriculture issued a regulation on how to determine farmers’ selling price of fresh fruits.<sup>4</sup> As many farmers still go to intermediary traders<sup>5</sup> when selling the fresh fruits, traders are potentially the missing link in the supply chain. The integration of informal traders into the supply chain would contribute to achieving sustainable palm oil production.
8. **Lack of impartial information.** Although the government is the source of official data, there is a concern related to data reliability. Data at the district level is lacking, which leads to unavailable data at the national level. Moreover, there is a need to improve data quality that is currently available in the Terpercaya platform.

## Consumer goods companies

Sustainability is important for global business operations of consumer goods companies. Companies need to know that the raw materials used in their production are from responsible sources to assure their consumers that their products comply with sustainability standards. Given the complexity of commodity supply chains, especially palm oil, traceability is the biggest sustainability challenge that companies face. Consumer good companies identified the following challenges:

1. **Weak coordination and collaboration.** There is a need for sustainability initiatives to avoid creating another layer of bureaucracy and overburden producers. For example, effectively translating jurisdictional certification to sustainability product labelling could strengthen implementation of sustainability initiatives. However, existing regulations and initiatives are sometimes not synchronised. Companies

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<sup>3</sup> Cultivation registration letter (*Surat Tanda Daftar Budidaya* – STDB)

<sup>4</sup> Peraturan Menteri Pertanian No 01/Permentan/KB.120/1/2018 tentang pedoman penetapan harga pembelian tandah buah segar kelapa sawit produksi pekebun.

<sup>5</sup> Translated as pengumpul in Bahasa.



highlight the lack of coordination between national and local governments. Also, there are hurdles to building dialogues between the government and companies. At the global level, international markets, such as the EU, need to show their willingness to engage with existing initiatives.

2. **How to enhance district sustainability performance.** Companies want to know which districts comply with all the requirements to access international markets, such as reaching the minimum criteria for legality. They need to ensure that their suppliers are managing their production sustainably and applying good agricultural practices. In sustainable palm oil, traceability data to the mill level is important yet difficult to retrieve, for example, data on the total volume of palm oil production per mill is often not available. In cross-border sourcing regions, the fact that one refinery can buy from several mills located far from the refinery adds complexity. Government representatives indicate that the full understanding of sustainable palm oil has not been translated and transferred clearly to producers and other relevant stakeholders. *“Traceability in the commodity supply chain because companies want to know the source of the products they produce”* (Company representative)
3. **Companies’ reluctance to disclose their suppliers.** Companies need to publicly disclose their direct suppliers and their production area, including the actual and proportional volumes of commodities, such as the proportion from larger companies versus smallholders. However, some companies are reluctant to publicly disclose such information.
4. **How to identify and incorporate traders in the supply chain.** Too many unregistered traders, in addition to second and third-tier companies, hinder traceability and sustainability assessment. It is therefore critical to find a way for traders and intermediary companies to be formally integrated into the supply chain. This requires a strong and mutual trusting relationship between governments and companies (GAPKI). Traceability applies to both government and supply chain actors.
5. **Questionable data reliability.** Stakeholders are concerned about data credibility, including whether data is updated and transparent. For example, there is a need for concession maps that are reliable and publicly available. Although more data could be useful, the data needs to be accurate. There is a need to have trusted and credible traceability, such as that found in audit reports from RSPO certification. Data credibility and reliability are essential to build the trust of market actors.
6. **Technological limits to data collection and assurance.** Remote sensing allows capturing data on environmental indicators such as the location of palm oil plantations. However, such technology is unlikely to retrieve social information, for example, labour, customary rights recognition or conflict resolution. Although many companies have no deforestation, no peat, no exploitation (NDPE) policies, it is often challenging to guarantee the legality of production given difficulties in detecting social aspects using remote sensing.
7. **Absence of an enabling environment and technical support to farmers.** An enabling environment will equip farmers to successfully engage in sustainable palm oil. However, there seems to be little technical support, such as training and fertilisers. Also, farmers currently have limited financial and personnel capacity to obtain the cultivation registration letter (*Surat Tanda Daftar Budidaya* –STDB). The government and the private sector should accelerate efforts towards traceability.

## Farmers' representatives

With increasing demands to trace products all the way to the farm level, farmers should also meet the sustainability standards required by the market. Farmers meet the following challenges:

1. **Legality.** Like other stakeholders, farmers face issues related to the legality of their lands. Indigenous peoples face more challenges compared to trans-migrants, as most areas allocated as trans-migrants have been relinquished from state forest areas. In contrast, indigenous peoples' lands are classified as state forest areas. Oil palm harvested from their land is therefore considered illegal. This issue can only be addressed by the local and national governments.
2. **Slow progress in farmer registration.** Farmers require STDB as one way of proving their legal status. The letter is required for farmers to get sustainability certification, including through the ISPO or RSPO systems. However, farmers registration has been slow at the local level. District governments often lack the capacity or resources to issue the letters for the farmers.
3. **Lack of smallholder data.** Currently, there is limited data available on independent palm oil smallholders, particularly where they are located and their existing agricultural practices. This hinders the process of making the transition towards sustainability, including obtaining the STDB and accessing government support. Without comprehensive smallholder data, local governments and other supply chain actors also have difficulty in developing policies to assist farmers to achieve sustainability.
4. **Limited capacity and resources of smallholders to make the transition towards sustainability.** Smallholders have limited capacity and resources to make the changes in their agricultural practices to achieve sustainability. This is exacerbated by limited access to finance and partnerships with private sector actors, as well as limited support from the government. Farmers therefore often rely only on donor projects or non-governmental organisations to achieve sustainability.
5. **Palm oil governance at the local level is relatively weak.** Traceability is critical in the sustainable commodity supply chain. Limited transparency from palm oil producers could hinder synergies among supply chain actors. For example, the lack of enforcement of standards and legal obligations of palm oil companies inhibits collaboration between palm oil companies and farmers.

## Civil Society Organisations

We interviewed representatives from CSOs that are currently working on promoting sustainable commodity production. CSOs identified challenges faced by actors along the supply chain from their perspective. The responses are mainly related to their experience in advocating for sustainable commodity production to protect forests and other natural resources.

1. **Impartial information.** Communication between producer and consumer countries has always been a challenge, as both sides tend to have different interests and needs. A lack of awareness of the importance of palm oil would affect consumer decisions to buy or avoid palm oil-based products. Consumer behaviour is one of the considerations for consumer goods companies. It is essential to show what producers have done to meet sustainability standards that fit market requirements.

*“The name of the Terpercaya platform is a strong signature that may promote the buy-in from other stakeholders”* (CSO representative)

2. **Limited traceability data.** Limited data availability at the village and smallholder levels hinders sustainable commodity production. Reliable data seems to be challenging to acquire. For example, data at the village level is often hard to obtain as it is either unavailable or unofficial. Further, government regulations often contradict the spirit and substance of sustainability standards, indicating little political will to achieve sustainable commodities supply chains.  
*“If there is data at the village level, it is usually unofficial”* (CSO representative)
3. **Doubts on the government’s official data.** Data credibility and transparency are essential, particularly when official government data are used. Currently, the quality of official data from the Indonesian Government is doubtful. Moreover, collecting data for social indicators, such as for free prior and informed consent, is challenging as it requires fieldwork. There is a need for third party, independent assessments of the Terpercaya indicators and to verify data.
4. **Small and medium producers face challenges to achieve sustainability.** Although larger companies have pledged to achieve sustainability, including through NDPE policies, their third-party suppliers, including small- and medium-scale companies, often face challenges in complying with sustainability standards. This is further complicated by limited data related to independent smallholders and informal traders, who supply palm oil mills. Moreover, smallholders have limited knowledge on how to translate sustainability standards into their agricultural practices. Access to finance and markets remains essential yet challenging, especially for smallholders. There is a need for more collaboration between small and medium producers with large companies and regional banks.
5. **Weak governance.** Weak governance hinders the achievement of sustainable commodity production. For example, the communication of policies and programmes between ministries and/or agencies and coordination between the national and local governments are still challenging. Moreover, limited knowledge on the Terpercaya indicators among government stakeholders, such as the relevant ministries and local governments, would hinder the implementation of the indicators. For instance, BAPPENAS, the overarching planning agency, needs to ensure that the Ministry of Environment and Forestry implements the Terpercaya indicators.
6. **Integration and alignment of Terpercaya indicators are still limited.** In terms of policy, the government should enact more regulations to enable or require the achievement of sustainability standards to ensure the integration of the Terpercaya indicators into national and regional development plans. The Terpercaya platform should not compete with, but complement, certification schemes. It is important for companies to seek ways to align the Terpercaya indicators with their key performance indicators to meet their needs and enhance their trust in the data.

## 3.2. The Terpercaya platform in meeting the needs and expectations of stakeholders

To ensure that Terpercaya can have value for stakeholders, the platform should help stakeholders overcome their sustainability challenges. How can Terpercaya do so?

## Government

- 1. Address negative opinion about sustainable palm oil through bilateral and multilateral dialogues.** The Indonesian Government has developed several initiatives to address sustainability issues in commodity supply chains. For example, RAN-KSB mandated sustainable palm oil production through enhanced ISPO implementation. Although the Government has adopted mandatory regulations on sustainable palm oil, there is a need for a bilateral and multilateral approach to communicate the policies and programmes to global consumers and CSOs. Dialogues could mitigate consumers' negative opinion of the sustainability of Indonesia's palm oil. Bilateral and multilateral communication and partnerships would also serve to understand market needs related to sustainable palm oil production and trade.
- 2. Understanding market needs.** We need to understand what data is needed by the market and commercial actors. Official data in the Terpercaya platform must be up-to-date, complete and downloadable. The Government should provide clear instructions through regulations on what data each region should provide. The alignment with the existing national regulations, such as Permendagri No 4/2020<sup>6</sup>, would help coordination with local governments to ensure data credibility and transparency.
- 3. Increase access to financial and human resources to carry out farmers' land registration and raise producer awareness.** The Terpercaya platform consists of data from 22 indicators, divided into the environmental, economic, social and governance pillars, which should be updated periodically. The Terpercaya platform will function effectively when it prepares farmers to achieve sustainability standards, as reflected through the indicators. Through the Terpercaya platform, the Indonesian Government will know which districts need more technical support to assist farmers and could allocate financial resources to accelerate farmers' land cultivation registration. Thus, the Terpercaya platform could contribute to addressing legality issues by connecting districts and the national government. Also, palm oil producers, including farmers, could use the Terpercaya platform to seek information about sustainability to better understand sustainable palm oil.
- 4. Improve the sustainability of commodity supply chains.** The Terpercaya indicators can be used to assess the districts' progress towards sustainability. In the Terpercaya platform, data on farmers' land registration assist in identifying the potential missing links in the supply chain, such as informal traders. Intermediary traders are important actors in commodity supply chains but they are informal. Farmers sell their harvest to these traders. Through the Terpercaya platform, thus, the Indonesian Government, together with other supply chain actors, could find ways to integrate traders into sustainable supply chains.
- 5. Increase the involvement and engagement of companies and farmers in sustainability initiatives.** The Indonesian Government has a role in regulating, facilitating and supporting the implementation of sustainable palm oil production in Indonesia. The Terpercaya platform could help local governments in transposing national regulations and policies into action plans at the district level. Smooth policy

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<sup>6</sup> Peraturan Menteri Dalam Negeri No 40/2020 tentang pedoman penyusunan rencana kerja pemerintah daerah tahun 2021.

transfer from the national to local level leads to better strategies to engage companies in sustainable palm oil production. Also, the Terpercaya platform assists in identifying farmers' needs and understand the actual conditions on the ground. This could help the Government create incentive systems for overcoming the financial gaps to motivate farmers to apply sustainable practices.

6. **Strengthen national and local regulations and initiatives, including good spatial plans to solve land conflicts.** Spatial planning is one means of tackling land conflict, especially where the conflict arises because of differences between government plans and actual land uses and ownership. Good regional spatial planning requires accurate data. As the Terpercaya platform adopts a jurisdictional approach, the local government could contribute accurate and complete data to the platform, especially if there is inconsistent data. Thus, the Terpercaya platform would inform the regional medium-term development plan (*rencana pembangunan jangka menengah daerah-RPJMD*).

### Civil society organisations

1. **Become a source of unbiased information for decision making.** Palm oil producer countries, such as Indonesia, have developed regulations, policies and initiatives to address sustainability challenges. The Terpercaya platform could serve as an information hub, where stakeholders can learn what has been achieved in implementing sustainable commodity supply chains at the district level. The impartial information provided by the platform would be an important source of information for decision makers. The Terpercaya indicators, which are based on national regulations and global initiatives, may align with the future EU regulation that will focus on deforestation-free trade. Through the Terpercaya platform, improved communication among upstream and downstream actors would effectively address sustainability issues.
2. **Strengthen the governance of commodity supply chains.** The Terpercaya platform provides official data from the government at the district level. The national government will then collaborate with local governments to ensure data collection for the Terpercaya indicators. Also, the Terpercaya platform informs stakeholders on sustainability issues. Increased understanding of sustainable palm oil would drive local governments to integrate the Terpercaya indicators into regional development plans. The Terpercaya platform would inform decision-making processes that will be useful for developing appropriate regulations. Thus, the Terpercaya platform could be integrated and aligned with regulations and policies that require or enable the achievement of sustainability standards.
3. **Provide a transparent and accessible platform that contains traceability data for sustainable palm oil supply chains.** The Terpercaya platform is a useful resource because it stores all information related to sustainability standards. The Terpercaya platform has a comprehensive national database, including spatial data, and provides policy information. An independent assessment can verify the official data in the Terpercaya platform to ensure data credibility and transparency. Also, the Terpercaya platform could help integrate traders and intermediary companies into the supply chain, thereby enabling supply chain traceability. Thus, the available traceability data from the district level would allow the Terpercaya platform to be credible and trusted.

4. **Increase collaboration among supply chain actors for financing and market access.** The Terpercaya platform compiles various sources of data into a single platform, where supply chain actors, including farmers, can access the data to support their business operations. The improved Terpercaya platform would provide companies and regional banks more information on the districts where they are currently working or planning to work. Enhanced collaboration between companies and farmers would create a path for farmers to access markets and finance.
5. **Improve consumers' perceptions and acceptance of Indonesian palm oil.** The Terpercaya platform allows consumers countries to better understand the complexity of the palm oil supply chain through data and analyses on its 22 sustainability indicators. When consumers understand what producer countries have done to achieve sustainable palm oil, their perceptions and acceptance of sustainable Indonesian palm oil will improve.

### Consumer goods companies

- 1) **Contribute to sustainable palm oil production in Indonesia.** The Terpercaya platform adopts a jurisdictional approach to assess district sustainability performance. For example, RSPO certification requires smallholders to meet minimum requirements of legality and conduct good agricultural practices. The Terpercaya platform could prepare districts to implement jurisdictional certification. Thus, the Terpercaya platform could potentially create a system that does not overburden producers by avoiding tedious bureaucratic processes.
- 2) **Integrate intermediary supplier companies into the supply chain.** Considering the complexity of the palm oil supply chain, larger palm oil companies source raw materials from many intermediary companies. The Terpercaya platform will provide public information on plantations and mills that companies need. The Terpercaya platform could help identify the intermediary companies and integrate them into the supply chain.
- 3) **Communication tool for stakeholders.** The Terpercaya platform could be a forum for discussion among stakeholders as the platform aligns with national regulations and global initiatives. For example, the Terpercaya platform can be used when communicating sustainable palm oil with the EU and market actors. Also, the Terpercaya platform's analytical tools are useful, as companies could use the analyses for their needs under agreed data sharing mechanisms.
- 4) **Provide a grading system for sustainable commodity production.** The grading system in the Terpercaya platform is one of the most attractive elements for companies as it benefits their business operations. When the grading system is standardised to avoid biased assessments, it could help companies identify priority sourcing areas or existing sourcing regions that need improvement.
- 5) **Provide reliable and accessible data.** The Terpercaya platform could offer data to the farm level. For example, STDB data in the Terpercaya platform will identify farmers who legally cultivate palm oil in properly zoned areas. A third-party assessment would improve data reliability and credibility. Such traceability data is essential to companies.
- 6) **Determine the sustainability performance of supplier districts.** The Terpercaya platform, with its 22 sustainability indicators, aims to incorporate NDPE policies. The Terpercaya platform could help companies identify which sourcing districts have complied with their sustainability standards. For example, the social pillar, which has

indicators related to labour, customary rights recognition and conflict resolution, provides important information for companies to understand the districts' achievements. Thus, the Terpercaya platform could identify well-managed districts that have good sustainability compliance. This helps create transparency, which is essential to build trust with stakeholders regarding the sustainability of commodity production.

- 7) **Better collaboration and coordination among stakeholders.** The Terpercaya platform was designed through a multistakeholder process that actively engaged government, non-government and supply chain actors. The Terpercaya platform requires better coordination between the national and local governments to ensure data credibility. Also, the platform provides a space for dialogue and coordination between the government and companies to build trust and reach a mutual understanding to achieve sustainable palm oil.

### **Grower companies**

1. **Channel support to farmers.** The Terpercaya platform allows companies to know the sustainability performance of the districts where they operate. This information would help companies in assisting farmers who need technical assistance, such as training and fertilisers.
2. **Influence purchasing decisions through the grading system.** Understanding districts' sustainability status would be an essential consideration for companies to identify priority sourcing areas. The Terpercaya platform offers a grading system that could assist in differentiating sustainable, in progress and non-sustainable districts. The grading system could simplify companies' purchasing decisions and possibly future due diligence exercises by operators in consumer countries.
3. **Integrate intermediary traders into the supply chain.** Informal traders play an important role for (unregistered) farmers as they help farmers to sell fresh fruit bunches to companies. The Terpercaya platform could help companies identify the traders at the district level through the STDB information stored in the platform. This information would assist integrating traders in the formal supply chain.
4. **Improve traceability data for increased accountability.** The Terpercaya platform provides data on STDB and palm oil statistics that would be beneficial to companies. The Terpercaya platform could provide the information needed by companies, such as the total volume of palm oil produced by different actors in the district. The Terpercaya platform could also be a meeting point between the government and supply chain actors to increase accountability and ensure traceability needs are met by both stakeholders.
5. **Increase understanding of sustainability on the ground.** Increased knowledge and awareness of the requirements and progress towards sustainable palm oil would increase the engagement of companies and palm oil producers in sustainability. The Terpercaya platform could be a source of impartial information for companies to have better data on the sustainability of palm oil production in Indonesia. Under the comprehensive sustainability indicators, the Terpercaya platform could support monitoring of NDPE implementation by regularly updating data to monitor progress of districts and other actors.
6. **Enhance coordination between government and companies.** GAPKI plays an important role in the palm oil sector, and good coordination between the Ministry of

Agriculture and GAPKI is essential. The Terpercaya platform aims to bridge the gap between these stakeholders and increase accountability.

### **Farmers' representatives**

- 1) **Encourage local governments to provide support to smallholders to achieve sustainability.** Local governments play a critical role in solving smallholders' challenges in achieving sustainability goals. The Terpercaya platform could drive local governments to address the challenges faced by smallholders.
- 2) **Provide traceability data to improve accountability.** Traceability is essential to improve the governance of commodity supply chains, and the Terpercaya platform should be able to provide such data. Moreover, data transparency, especially related to traceability, is important. The Terpercaya platform could also help ensure traceability to the smallholder level, which in turn, can support smallholders to improve their farms' sustainability and productivity.
- 3) **Increase farmers' access to STDB and training.** As the Terpercaya platform uses the jurisdictional approach for sustainability, it needs to increase farmers' access to better public services from the government, including the issuance of STDB. This will also improve the comprehensiveness of smallholder data, which is important for achieving sustainable and inclusive supply chains. The Terpercaya platform can also connect with other online platforms that store STDB data at the district level and the Ministry of Agriculture. Furthermore, the Terpercaya platform should assist the government and companies to properly target districts whose farmers need financial and technical assistance, such as training to enhance productivity.
- 4) **Connect farmers with buyers to increase access to finance and markets.** Farmers need access to finance to grow their businesses. Partnerships with the private sector would increase farmers' access to markets and provide an incentive to make the transition towards sustainable palm oil production. Thus, the Terpercaya platform should be able to provide information to connect small-scale producers with buyers.



## 4. The value proposition of Terpercaya platform

The Terpercaya platform is expected to provide value for stakeholders to overcome their respective sustainability challenges. This section summarises the value proposition of the Terpercaya platform, including its competitive advantages and unique benefits, which can help stakeholders overcome their sustainability challenges. We list the value proposition of Terpercaya below. In some cases, the values should be created as they have not been included in the existing platform, which will be further elaborated below.

- Translating the jurisdictional approach where stakeholders can work together to address underlying challenges faced by stakeholders to achieve sustainability. The Terpercaya platform enables multiple stakeholders to come together to address the challenges they cannot address alone. For instance, solving land legality issues requires the involvement of both the national and local governments. For example, farmers operating in state forests need maps to initiate the process of recognition of their rights. They often lack the capacity to produce such maps. They therefore require the assistance of the government or non-government organisations. Once farmers have the maps of their lands, the relinquishment process should be carried out by the Ministry of Environment and Forestry, where the district governments can submit the proposal together with the provincial governments to the national level. The Terpercaya platform can be used to measure the performance of district governments to take action to address the challenges faced by producers to achieve sustainability. The platform can also encourage stakeholders to discuss the issues and find solutions together. Through the platform, the outcomes of efforts to address sustainability challenges can be monitored and evaluated.
- Presenting real and complex situations regarding the progress in achieving sustainability that vary widely among districts across the country. The Terpercaya platform should be able to present the complexity of challenges faced by producers on the ground and the progress made by jurisdictions to overcome the challenges. For instance, farmers operating within state forest areas are not necessarily illegal. There could have been a weakness in the zoning process that did not accommodate the rights of indigenous groups living in forest areas. However, in certain locations, encroachment by local communities has also occurred, which should be stopped. Can the Terpercaya platform capture and communicate such complexity? Can the Terpercaya platform also capture the efforts made by each jurisdiction to address these issues? As discussed above, such issues cannot be solved by local governments alone. The national government should also be involved. However, the efforts and progress made by local governments, recognising the extent of their delegated authority, should be measured and acknowledged. The wide range of Terpercaya indicators can show the progress of each jurisdiction in addressing legality issues. Several indicators that can reflect progress in addressing legality are, for instance: free, prior and informed consent; indigenous peoples' rights acknowledgement; farmers' registration; and complaint handling mechanisms. Moreover, producers with sustainability certification, such as sustainable forest

management and ISPO/RSPO, usually perform well in terms of legality and social issues.

- Using officially sourced government data as the basis for information. Despite some doubts regarding quality and accuracy, official government data are currently the only available data to systematically measure the performance of district governments nationally. Many platforms that rely on non-government data face difficulties in obtaining time series data, so they can only present data for a single year or no data for certain indicators. The Terpercaya platform faces a similar challenge for several indicators that are currently without available national datasets. However, the issue can be overcome by integrating the data collection process into government processes through the issuance of necessary regulations. The official government data can also support the development of a complete traceability dataset from the end user to the farm level. Currently, for instance, traceability platforms initiated by non-government organisations can only estimate traceability of production data using models developed based on partial government data. The Terpercaya platform can overcome this by collecting the actual data coming from and administered by the responsible government ministries.
- A user-friendly, 'big data' platform to improve data credibility and accessibility. The Terpercaya platform showcases the potential opportunity that a 'big data', online platform could offer. Currently, it stores data related to 22 Terpercaya indicators from relevant ministries coordinated by BAPPENAS. The raw data were further analysed using a set of methods that were developed together with stakeholders. In the platform, the processed data enables the public to visualise the local governments' performance. Future expansion of the platform can further connect platforms owned by district governments, which consist of datasets related to sustainability indicators, and the national level so data can be received in real time. For instance, several districts are testing the e-STDB platform to issue electronic STDB for farmers. This can also be connected to the Terpercaya platform. Moreover, the platform would also enable non-government organisations or the public to share data using crowdsourcing methods to improve the quality of the government-sourced datasets. All these features would enable the government to have reliable and credible data to showcase progress of sustainability efforts at the district level.
- A user-friendly platform consisting of complete datasets, including on social and governance pillars, for the public to access. The Terpercaya platform provides complete information about district government performance for the public and companies to make purchasing decisions. Although companies often have the environmental data regarding the performance of local governments, they find data related to the social indicators useful, including that on free, prior and informed consent and the acknowledgement of indigenous peoples' rights. The Terpercaya platform can hence showcase how districts address social issues, which currently cannot be captured by the companies' monitoring systems. The Terpercaya platform can also show the proportion of smallholders in palm oil production and the performance of local governments in assisting farmers to achieve sustainability. Such information is useful for companies to make their sourcing decisions and potentially support their due diligence obligations.
- Making use of spatial data to improve the effectiveness of the platform. The Terpercaya platform relies on spatial data for updating the environmental indicators in the platform. The use of the spatial data allows for regular data updates. Using the

spatial data also enables the Terpercaya platform to minimise the time and resources to collect data on the ground and provides an opportunity to apply it at scale.

- Grading the performance of districts to make purchasing decisions. The Terpercaya provides users with the information regarding the performance of district governments and producers when making purchasing decisions, as they need to know the sourcing district's performance against the sustainability standards. The grading system of the Terpercaya platform can help companies identify which jurisdictions to source from and which require assistance to improve their performance.
- Provide consumers, including the EU market, with the information on the progress to achieve sustainable commodity production in Indonesia. A proper understanding and knowledge about sustainable palm oil production and standards could lead to enhanced synergy among stakeholders and a greater acceptance of sustainable palm oil by supply chain actors. The Terpercaya platform could enable buying countries to see and understand what is happening on the ground in Indonesia. Users can use the Terpercaya platform to obtain information on specific indicators that are important to them. Thus, the Terpercaya platform could be a way to connect producers with the markets.
- Provide information for local governments to improve district policies and regulations to achieve sustainability. The Terpercaya platform can provide necessary information for decision makers to formulate well-targeted policies. For instance, the smallholder productivity indicator can be used by local governments to develop better policies for smallholders, such as providing access to training and fertilisers. Moreover, the Terpercaya platform aims to bring all stakeholders together to achieve sustainable palm oil, by acting as an incentive mechanism to accelerate the implementation of sustainability initiatives. Incentives for farmers for applying sustainable agricultural practices would increase their involvement in the sustainable palm oil supply chain. Once the companies are able to access smallholders' data, the Terpercaya platform could contribute to establishing partnerships between smallholders and companies.
- Terpercaya is owned by the government. The use of the word 'Terpercaya' was meant to engage stakeholders, especially the government and supply chain actors. Under the leadership of BAPPENAS and with the engagement of related ministries, the Terpercaya platform could ensure the ownership of the platform by different stakeholder groups. As the Terpercaya platform needs to show how it is different from other similar platforms, government ownership is a competitive advantage that can distinguish it from other systems.

### **Improvement for the online Terpercaya platform**

The Terpercaya platform aims to provide credible and accessible information for stakeholders on district sustainability performance. A user-friendly platform would allow stakeholders to internalise the Terpercaya platform into their business operations.

Respondents suggested several possible improvements to the Terpercaya platform, as listed below.

- More interactive and informative platform. Stakeholders find the Terpercaya platform has a good interface and layout. However, several specific modifications could improve user experience:

- The Terpercaya platform needs to have language options (at least Indonesian and English).
- Contact information of the person in charge to allow stakeholders to discuss or clarify the analyses should be included in the platform.
- A clear directory can be provided to better guide users when exploring the platform. Explanations about the features of the platform should be provided to enable stakeholders to use the platform. For example, a short description or animation on how to use each feature of the platform would greatly help users.
- Proposed additional features to improve the platform. Respondents proposed several additional features to improve the platform, including:
  - Ability for users to download data directly from the system. This will enable users to verify and analyse the data further according to their needs.
  - Connect other existing government systems to the platform. Connecting the Terpercaya platform with the many other government systems owned by line ministries and local governments can increase the platform's effectiveness in terms of data collection.
  - A feature to present qualitative information about districts. The Terpercaya platform may add a space to showcase photos and videos about the districts and any promotion materials related to districts' sustainability. This feature could serve to demonstrate which districts have committed to sustainability and are in the process of achieving it.
  - Information on data status. The platform could indicate, for example, whether the data has been verified by a third party. Thus, users would be aware of the data's credibility and might transfer the data and analyses to their internal system.
- Data credibility. As the Terpercaya platform currently relies on official government data, verification and validation of the data is crucial to increase its credibility. An independent assessment, for instance, can be used to check data against the indicators, while ensuring sufficient infrastructure for conducting assessments. There should also be a process to regularly update the data. Field assessments to verify the data could also be considered to increase data confidence. Moreover, users should be able to download the data under the agreed procedures. This will create transparency and build trust.
- Clear method on the grading system. Respondents highlighted the importance of developing a transparent grading system as it will determine the performance of a district. If users then make their purchasing decisions based on the grading system, green districts will have better access to the market, while red districts may be excluded for their non-performance. It is hence important to be transparent about the grading system. Currently, the platform only includes one grading system that showcases what the system is capable of. An agreement on the grading system should be reached. For example, using a standardised system would help minimise the biased evaluations of individual stakeholders. Respondents expressed the view that a transparent and standardised grading system can analyse performance at the district level based on the available data in the Terpercaya platform.
- Clear instructions to local governments on data collection. Official data is the most essential element in the Terpercaya platform. As the platform relies on district level

data, the central government should provide clear guidance to local governments on the data collection process. Each region may have different conditions that require providing different information. Thus, clear instructions would help local governments collect the data. A regulation should be issued to regulate the data collection process.

- Align the Terpercaya indicators with companies' key performance indicators. Since the Terpercaya platform has numerous indicators, it would be important to identify which indicators are related to the needs of investors and the market. For example, STDB would benefit farmers since buyers will be able to know where they source their products from. If Terpercaya indicators can be in line with those used by the companies, it will help connect with the companies' needs and enhance their trust in the data.

### **Box 1. Suggestion to improve the multistakeholder processes in the Advisory Committee Meeting**

The Terpercaya AC is a multistakeholder body that aims to ensure the development of the Terpercaya platform, for example by developing indicators that represent the aspirations and interests in sustainable commodity production of relevant stakeholders. Multistakeholder engagement was a central component of the Terpercaya process. The AC's composition ensured appropriate representation from different stakeholder groups, including: government ministries and agencies; the private sector, including producers and buyers; CSOs, including farmer and indigenous peoples' organisations; and commodity certification bodies. Several respondents formulated suggestions regarding the operations of the AC meetings. These insights can be summarised as follows:

- More representation from local governments:** AC members from the central Government represent BAPPENAS, the Coordinating Ministry of Economic Affairs, the Ministry of Environment and Forestry, the Ministry of Agriculture and the Ministry of Home Affairs. However, there seems to be less representation of local governments. The role of the Central Government is undoubtedly vital in the Terpercaya platform, but the participation of local governments in AC meetings could strengthen the discussions and ensure better uptake of Terpercaya Platform on the ground.
- More engagement of the private sector:** the private sector plays a key role in the implementation of the Terpercaya platform. The AC meeting can be a way for outreach programmes to engage a broader range of stakeholders that includes the private sector and raise their awareness of the platform. It is also essential to invite and involve GAPKI because of the key role it plays in the sector.
- The national Government should lead the meeting:** the Indonesian Government holds the most important role as decision maker and implementer. Thus, it is crucial for BAPPENAS, as the leading institution in the Terpercaya platform, to chair AC meetings. The Ministry should also lead the communication and coordination among AC members.
- Technical briefs before and after AC meetings:** AC meetings aim to keep AC members informed on the implementation of the Terpercaya platform. Although AC meeting minutes are uploaded on the Terpercaya website, we need to ensure that the minutes reach AC members. Also, there is a need to provide a short technical brief to AC members before the meetings to ensure they are informed and can actively engage.
- Dialogues with AC members beyond AC meetings:** each stakeholder group plays an important role in the Terpercaya platform. Having regular discussions with each group outside the AC meetings would facilitate shared understanding, perceptions and expectations. Routine communication with AC members could motivate them to keep engaging and contributing to the Terpercaya platform.

## 5. Conclusion

The Terpercaya platform assesses the sustainability performance of districts in Indonesia. As each stakeholder group faces different sustainability challenges, the platform offers different value to each. The platform, with public data based on comprehensive sustainability indicators, could help companies achieve sustainable commodity production and supply chains. If all districts submitted complete data, the Terpercaya platform would be an important source of information for all supply chain actors and related stakeholders. The government could use the platform to address legality challenges on the ground and bridge the national and local governments. Farmers hope the Terpercaya platform will improve public services that they expect from the government to achieve sustainable palm oil production. CSOs would want the Terpercaya platform to inform broader audiences on the complexity of the palm oil supply chain.

Here are several improvements that should be put in place to ensure that the Terpercaya platform can meet stakeholders' expectations:

- **Traceability data.** Recognising the complexity of the supply chain, traceability data is of the highest importance for sustainable agricultural commodity production. Traceability is the responsibility of the government and supply chain actors. The STDB is essential for farmers not only for their legal status but also for connecting with the market (companies). Consumer goods companies need to know where their suppliers are located. Clear traceability information from the mill level will show where they source commodities (plantation level). Traceability needs to capture the different locations where oil palm is planted, including identifying cross district producers, and where it is processed (refinery companies).
- **Data credibility and transparency.** Stakeholders need to know that the official data from the government they use are credible and reliable. The Government plays an essential role in providing assurance of the data. Independent assessments may be needed to verify data, as it may enhance stakeholders' confidence when using the data for their strategic planning. Transparency is important to build trust in legal compliance.
- **Transparent grading system.** The Terpercaya platform's grading system is key for companies' purchasing decisions. The grading system would determine the sustainability status of a supplier district based on the data available in the Terpercaya platform. The grading system could also show whether the district has high compliance or poses a risk for the companies. Thus, stakeholders need to agree on the design of a standardised grading system.
- **Coordination among relevant stakeholders.** The Terpercaya platform requires cross-sectoral coordination between the national and local governments. Synchronised coordination would improve the adoption and implementation of the Terpercaya platform. Good coordination between government and non-government actors (private sector and CSOs) would also help share knowledge to raise awareness. The improved understanding of sustainable palm oil would contribute to achieving sustainability goals and accelerate the acceptance of the Terpercaya platform.

- **Collaboration with the private sector and regional banks.** The Terpercaya platform aims to support the market's demand for sustainability. It is essential to work closely with the private sector in achieving sustainability goals. With all the enabling conditions in place, there is a need to communicate progress to the private sector. Also, engaging regional banks would help address the financial issues that smallholders still face.
- **Promotion of the Terpercaya platform.** While the Terpercaya platform is in development, it should be communicated to a broader audience, especially with supply chain actors. When consumers are well informed regarding sustainable palm oil, their increased knowledge might contribute to behavioural changes and improved acceptance of sustainable palm oil. The Terpercaya platform could be a means to raise awareness of producer countries' sustainability efforts.

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## 7. Appendix I. The Terpercaya platform value proposition based on interviews with stakeholders

		<b>Government</b>	<b>CSO</b>	<b>Company</b>	<b>Farmer</b>
<b>Customer (stakeholder)</b>	Challenges/Needs	<ul style="list-style-type: none"> <li>• Lack of knowledge on sustainability among producers</li> <li>• Slow progress in farmer registration</li> <li>• Lack of incentives for farmers to adopt sustainable practices</li> <li>• District spatial plans have not integrated the actual conditions on the ground</li> <li>• Need to strengthen the involvement of big companies</li> <li>• Missing bilateral and multilateral approach</li> <li>• Need to integrate traders into the system (supply chain)</li> <li>• Lack of impartial information</li> </ul>	<ul style="list-style-type: none"> <li>• Impartial information</li> <li>• Traceability data</li> <li>• Doubts on official government data</li> <li>• Small and medium producers face challenges to achieve sustainability</li> <li>• Weak governance</li> <li>• Need for better data integration</li> </ul>	<ul style="list-style-type: none"> <li>• Weak coordination and collaboration</li> <li>• Need to enhance district performance on sustainability</li> <li>• Reluctance to disclose the companies' suppliers</li> <li>• Need to identify and integrate traders in the supply chain</li> <li>• Questionable data reliability and credibility</li> <li>• Limitation of technology for data collection and assurance</li> <li>• Lack of external assistance for farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Legality</li> <li>• Slow progress in farmer registration</li> <li>• Lack of smallholder data</li> <li>• Limited capacity and resources of smallholders to make the transition towards sustainability</li> <li>• Need to improve palm oil governance at the local level</li> </ul>
<b>Product (Terpercaya)</b>	Benefit	<ul style="list-style-type: none"> <li>• Address negative opinions about sustainable palm oil</li> </ul>	<ul style="list-style-type: none"> <li>• Become a source of information for unbiased decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to achieve sustainable palm oil in Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage local governments to support smallholders' efforts towards sustainability</li> </ul>

		<p>through bilateral and multilateral dialogues</p> <ul style="list-style-type: none"> <li>• Understand market needs</li> <li>• Increase access to financial and human resources to carry out farmer land registration and raise producers' awareness</li> <li>• Lead to improvement of the commodity supply chain</li> <li>• Increase the involvement of companies and farmers to engage in sustainability initiatives</li> <li>• Strengthen national regulations and local government support, including good spatial plans/arrangement to solve land conflicts</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen commodity supply chains governance</li> <li>• Provide a transparent accessible platform that contains traceability data for sustainable palm oil</li> <li>• Increase collaboration among supply chain actors for financing and market access</li> <li>• Promote better perception and acceptance from consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate intermediary supplier companies into the supply chain</li> <li>• Communication tool for stakeholders</li> <li>• Offer a grading system</li> <li>• Provide reliable and accessible data</li> <li>• Determine the sustainability performance of supplier districts</li> <li>• Better collaboration and coordination among stakeholders</li> </ul> <p>Grower companies</p> <ul style="list-style-type: none"> <li>• Channel external support for farmers</li> <li>• Influence purchasing decisions through the grading system</li> <li>• Efforts to include traders in the supply chain</li> <li>• Improve traceability data and its credibility</li> <li>• Increase understanding of sustainability on the ground</li> <li>• Enhance coordination between government and companies</li> </ul>	<ul style="list-style-type: none"> <li>• Provide credible/reliable traceability data</li> <li>• Increase farmers' access to obtain STDB and training</li> <li>• Connect farmers with buyers to increase access to finance and markets</li> </ul>
	Feature	<ul style="list-style-type: none"> <li>• Data can be downloaded</li> <li>• Official data; data disclaimer</li> </ul>	<ul style="list-style-type: none"> <li>• Grading system</li> <li>• Provide data on social pillars such as SOP, conflict resolution, spatial data</li> </ul>	<ul style="list-style-type: none"> <li>• Social, economic &amp; governance indicators complement environmental pillar that many stakeholders need</li> </ul>	<ul style="list-style-type: none"> <li>• Need to explore linking STDB in the platform to STDB from the Ministry of Agriculture</li> </ul>

			<ul style="list-style-type: none"> <li>• Need to find out which indicators that are important for investors and market</li> </ul>	<ul style="list-style-type: none"> <li>• Need to provide aata on STDB, FPIC, smallholder productivity (percentage if possible)</li> <li>• Grading system helps to identify what areas to focus on</li> </ul>	
Experience	<ul style="list-style-type: none"> <li>• Good layout of the platform</li> <li>• Need more clarity on the features</li> <li>• Need clear directory for users to explore the platform</li> </ul>	<ul style="list-style-type: none"> <li>• Need to ensure data transparency and credibility</li> <li>• STDB is important because buyers know the farmers' location when farmers are registered</li> <li>• Need to add photos &amp; videos so the platform is not only text and graph</li> <li>• Need to make Terpercaya different from other similar platforms</li> <li>• Need to show not only the list of organisations/agencies represented but also who the actual individuals attending and representing these organisations in the committee</li> <li>• Need to have more instructions on how to use the platform</li> <li>• Need to have more focus group discussions with each group</li> </ul>	<ul style="list-style-type: none"> <li>• Need to have language options, such as in Indonesian and English</li> <li>• Need to provide clarity on the ranking system; need to improve colour categorisations whether a district has no data or has not provided the data</li> <li>• Terpercaya has qualitative data beyond the traceability and certification</li> <li>• Need to enable the transfer of data for the company's needs or internal systems</li> <li>• Need to develop clear directory guidance for users on how to use the features (short explanation or animation)</li> <li>• Need to show the process or commitment of a district to achieve sustainable district</li> <li>• Need to add information on data status, e.g. whether it has been verified by a third party or</li> </ul>	<ul style="list-style-type: none"> <li>• Platform is good</li> </ul>	

			<p>stakeholders for communicating and promoting Terpercaya</p> <ul style="list-style-type: none"> <li>• Need to connect with the markets and ensure the data credibility so investors are confidence when using Terpercaya</li> <li>• Need spatial data including concessions to monitor the palm oil supply chain</li> </ul>	<p>whether it is from the Government</p> <ul style="list-style-type: none"> <li>• Need to add videos and photos to showcase sustainability activities on the ground; district profile (something that makes the district proud of)</li> <li>• Need to provide contact information if users want to discuss or clarify the analyses available on the platform</li> </ul>	
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