



STRATEGIES AND IMPROVEMENT PRIORITIES AGAINST CONSTRAINTS IMPLEMENTATION OF ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO) AT PT XYZ PKS C

Caroline¹, Sukaria Sinulingga², Meilita Tryana Sembiring³.

^{1,2,3} Universitas Sumatera Utara, Indonesia.

Correspondence E-mail : carolinewijaya1996@gmail.com

Abstract

The Roundtable on Sustainable Palm Oil (RSPO) is a global non-profit organization that focuses on developing and implementing global standards for sustainable palm oil that has a responsibility to protect animals, environments, workers and local communities. PT XYZ – PKS C has obtained RSPO certification on June 13th, 2023. The research objectives are: 1) finding out the obstacles faced in the implementation of RSPO; and 2) looking for effective strategies to overcome the negative impacts of these obstacles. Research was conducted using qualitative and quantitative methods through interviews and AHP (Analytical Hierarchy Process) questionnaires. Results obtained: 1) PT XYZ realizes that the obstacles faced in the adoption of RSPO include: a) Limited Capability and Number of Human Resources, b) Limited Budget Funds/Costs, c) Lack of Coordination and Consultation communication, and d) Legal Regulations; 2) Priority for resolving operational obstacles in implementation of RSPO, including: a) Level 1: Planet, b) Level 2: Principle 2 and 6; 3) Strategies that can be implemented by PT XYZ to overcome obstacles, including: a) following ISO 14001:2015 and ISO 9001:2015 certification; b) Consulting with sustainability teams from other palm oil companies; c) Design a buffer area by planting plants consumed by long-tailed monkeys.

Keywords : *Roundtable on Sustainable Palm Oil (RSPO), AHP, Obstacles to RSPO Implementation*

INTRODUCTION

Elaeis Guineensis or Palm Oil is a plantation crop that originally came from West Africa or America, and now widespread in Southeast Asia, especially in Indonesia and Malaysia, which are the largest palm oil producers on the global market. (Juliza, 2018). In 2018, oil palm plantations in Indonesia reached 14.33 million hectares with production reaching 42.9 million tons. It is estimated that in 2019, the area of oil palm plantations will increase by 1.88% to 14.60 million hectares with an increase in CPO production to 48.42 million tons or 12.92% (BPS, 2019).

Environmental impacts, namely deforestation due to the development of oil palm plantations, are very widespread in Indonesia. Deforestation is a major problem that continues to have a negative impact on this industry. Apart from that, environmental imbalance is also visible in the form of soil disturbance, loss of carbon from biomass, and accumulation of organic material due to peat swamps being converted for oil palm. Another challenge that arises is the conflict between palm oil companies and local communities. In 2015, 776 conflicts occurred which caused many communities lose their livelihoods and access to resources due to conflicts with large palm oil companies (The Challenges of Indonesia's Palm Oil Industry, 2018).

Indonesia has a Law on Environmental Protection and Management, namely UU no. 32 of 2009 in article 1 paragraph 3 it is written that "Sustainable development is a conscious and planned effort that combines social, environmental and economic aspects in development strategies to ensure the integrity of the environment, welfare, capabilities, safety and quality of life of the current generation and coming." Palm oil management and operations that are legal, economically viable, do not damage the environment, and provide social benefits are part of sustainable palm oil production (RSPO PC 2018). Sustainable palm oil production has a big contribution in reducing climate change due to the pressure of population growth which threatens global food security. Strict rules for cultivating, processing, distributing and selling sustainable palm oil are implemented to protect animals, the environment and people who live and work in palm oil producing countries, by:

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- a. Stop deforestation
- b. Treating society and workers fairly
- c. Protect wildlife and the environment

In the palm oil business, there are two certifications that comply with the principles of environmental awareness and sustainable development, namely the Indonesian Sustainable Palm Oil (ISPO) and the Roundtable on Sustainable Palm Oil (RSPO). For palm oil companies in Indonesia, ISPO certification is mandatory because it is based on laws and regulations, while RSPO is voluntary (M. Firdaus, et al., 2020)

PT. XYZ is one of the companies that processes Fresh Fruit Bunches (FFB) into Crude Palm Oil (CPO) and Palm Kernel (PK) and located in Indonesia. PT XYZ has 3 (three) Palm Oil Processing Mills (POM/ PKS), namely PKS A, PKS B, and PKS C. The three PKS have obtained RSPO certification in September 2022, May 2023, and June 2023. However, until now PT XYZ has not obtained ISPO certification, even though ISPO certification is mandatory in Indonesia. In order to obtain RSPO certification, PT XYZ must be able to implement the RSPO Principles and Criteria (P&C) 2018 which consists of 7 principles and 166 criteria. This implementation will then be audited or verified by the RSPO auditor to assess its fulfillment. Based on the results of the RSPO audit of PKS A which was carried out in May 2022, it was found that there were 46 operational non-compliances (Non Compliance/ NC) of the PKS with the RSPO P&C 2018. Based on this experience, PT XYZ then applied for RSPO certification for PKS B and PKS C which were audited in January 2023. However, the results of the RSPO audit on the two PKS still showed a fairly large number of NCs, namely PKS B 25 NC and PKS C 20 NC (RSPO.org). Therefore, starting from this phenomenon, this study was conducted to determine the obstacles faced by PT XYZ in implementing RSPO, the priority of resolving existing operational obstacles in order to meet the RSPO P&C, and then seek alternative solutions to resolve the obstacles based on the priority of resolving the obstacles. The results of this study are policies or strategies that are formulated to overcome existing obstacles based on the priority of solving obstacles in order to avoid negative impacts that will arise. In the future, after PT XYZ is able to fulfill all P&C RSPO, it is expected that PT XYZ will easily obtain ISPO certification which is mandatory for oil palm plantation companies in Indonesia.

LITERATURE REVIEW

Roundtable on Sustainable Palm Oil (RSPO)

RSPO is a global, volunteer-led, non-profit organization focused on bringing together stakeholders across the palm oil supply chain to develop and implement global standards for sustainable palm oil. RSPO's vision is to transform the market so that sustainable palm oil becomes the norm by bringing together stakeholders from various sectors to set and implement the industry's most ambitious sustainability standards.

RSPO Principles and Criteria (RSPO P&C)

RSPO P&Cs apply to sustainable palm oil production worldwide. The RSPO P&C covers the most significant environmental and social impacts arising from palm oil production and direct inputs to production such as seeds, chemicals and water. The RSPO P&C applies to businesses at all levels of production and to all producers who do not meet the eligibility requirements set out in the Definition of Independent Smallholders or the RSPO Smallholder Standards. In the 2018 RSPO P&C, these parties are referred to as certification bodies. If there are differences between RSPO standards and local regulations, the higher/stricter standards will apply.``

RSPO's Real Impact on the Environment and Society

Sustainable development in the palm oil industry and its entire value chain has been at the heart of the RSPO since its founding in 2004. In 2017, the RSPO Theory of Change (ToC) defined impact on the three pillars of well-being, people and planet. RSPO has linked and codified these impacts into



a new framework, namely the UN Sustainable Development Goals (UN SDGs). The RSPO has identified an initial list of 66 linkages between 248 SDG targets/indicators and the RSPO.

Sustainable Company

Basically, the concept of creating sustainable corporate value is an effort to create corporate value by placing aspects of sustainability and common interest of all stakeholder elements as an inseparable part of the company's goals. Creating sustainable corporate value, namely understanding how the company works in creating corporate value by maintaining a balance of the interests of all stakeholder elements related to the existence of the company so as to create corporate value in the long term. This concept directs all company financial management policy formulations which are oriented towards the company's mission and responsibilities which pay more attention to sustainability aspects rather than short-term profit maximization.

Analytical Hierarchy Process (AHP)

In general, AHP is a theory and methodology of relative measurement where in relative measurement the researcher is not interested in the exact measurement of a quantity, but rather in the proportions between each quantity. AHP is used as a technology that helps decision making. In terms of complexity, making the best decisions becomes a daunting task for corporate managers, government agencies, and many other decision and policy makers. AHP has developed into an analytical and quantitative decision analysis methodology, as well as a method that requires input, subjective judgment from decision makers or experts. AHP is recommended to be used to solve multi-criteria decision making (Multi Criteria Decision Making / MCDM) problems, which are choices where alternatives are evaluated based on several criteria (Matteo, 2014).

IMPLEMENTATION METHOD

Data Types and Sources

The types and sources of data in this research are primary data and secondary data, including:

1. Primary Data

Primary data is data obtained by researchers or research organizations directly from the objects studied for research purposes. Primary data was obtained through interviews, filling out questionnaires and direct observation with stakeholders involved in the adoption of RSPO in PT XYZ – PKS C operations.

2. Secondary Data

Secondary data is data obtained from second parties in the form of books, journals, reports and articles containing relevant information to support this research activity, including RSPO P&C 2018, RSPO Public Summary Report PT XYZ C POM and Its Supply Chain, and so on.

Data collection technique

In collecting research data, several techniques are used, namely as follows:

1. Observation

Collecting data by making direct observations of the research object, namely the RSPO PT XYZ – PKS C report.

2. Interview

Sampling for the three analyzes above was carried out on a limited basis (purposive sampling), namely sampling for a specific purpose so that the population was limited or respondents had been determined. Respondents from the three analyzes above are staff at PT. With this active involvement, respondents are considered to have understood the 2018 RSPO Principle & Criteria (P&C) Structure.

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RESULTS AND DISCUSSION

Analyse the Obstacles of RSPO Implementation

Analysis of obstacles to RSPO implementation using qualitative research methods where researchers have conducted face-to-face interviews with 8 respondents and online/ Zoom interviews with 1 respondent. The purpose of this interview is that the researcher wants to find out in more detail and depth regarding the actual obstacles faced by PT XYZ – PKS C in implementing the RSPO P&C. Therefore, the reference used in this constraint analysis is Non Conformities (NC), both major and minor, in the RSPO PT Direct interviews were conducted with 8 respondents in several places at different times, including:

Table 1. Time and Place of Live Interview

Respondent	Place	Day/Date	Time (WIB)
1	PT XYZ Head Office	Monday/ 13 November 2023	09.50 – 12.40
2	PT XYZ Head Office	Monday/ 13 November 2023	14.10 – 17.13
3	Estate 1 Office	Tuesday/ 14 November 2023	10.02 - 13.03
4	PKS C Office	Wednesday/ 15 November 2023	11.23 – 12.08
		Thursday/ 16 November 2023	08.28 – 10.47
5	PKS C Office	Wednesday/ 15 November 2023	12.19 – 13.07
		Thursday/ 16 November 2023	14.39 - 15.20
6	PKS C Office	Thursday/ 16 November 2023	10.55 – 12.40
		Thursday/ 16 November 2023	13.37 – 14.37
7	Estate 2 Office	Tuesday/ 28 November 2023	10.14 – 12.26
		Tuesday/ 28 November 2023	13.28 – 14.47
8	PT XYZ Head Office	Wednesday/ 29 November 2023	09.10 - 10.50

Source: Personal documentation

Online interviews via the Zoom application were conducted with one respondent, at different times, including:

1. Day/Date : Tuesday/ 28 November 2023
 Time : 1) 15.24 – 15.45
 2) 17.01 – 17.27
 3) 19.47 – 20.21
2. Day/Date : Wednesday/ 29 November 2023
 Time : 13.54 – 14.41

B. Priority for Resolving Operational Obstacles in RSPO Implementation

Figure 4.1. Below is a diagram used as a reference in creating the AHP questionnaire. The diagram is the RSPO P&C structure and is adapted to conditions at PT XYZ – PKS C.

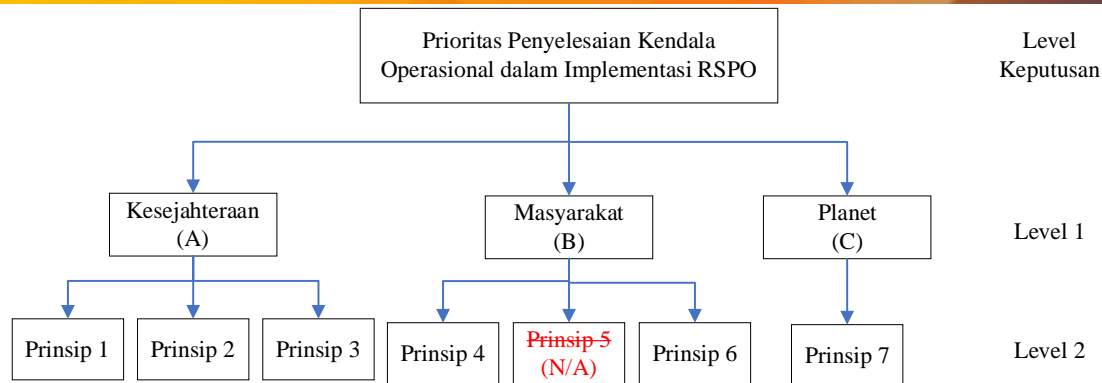


Figure 4.1. AHP Research Hierarchy Structure
Source: RSPO Principles and Criteria (2018)

In answering the AHP questionnaire, respondents can provide answers at 9 levels with the following information:

Table 2. Saaty Scale AHP Questionnaire Preference Level

Level of Importance	Definition
1	Equally important
2	-
3	A little more important
4	-
5	Obviously more important
6	-
7	It's clearly more important
8	-
9	Definitely/absolutely more important (extreme importance)
2, 4, 6, 8	If in doubt between two adjacent values
1/(1-9)	The inverse value of the level of importance on a scale of 1-9

Source: Apip Supriadi, et al (2018)

The steps in processing data obtained from the answers of nine respondents in the AHP questionnaire to determine Priorities for Resolving Operational Obstacles in RSPO Implementation, include:

1. Perform pairwise comparisons

The AHP method only requires one answer for the pairwise comparison matrix. Therefore, the assessment results from 9 respondents were combined using the geometric mean formula (Angga, 2016), namely:

$$a_{ij} = (Z_1 \cdot Z_2 \cdot Z_3 \dots Z_n)^{1/n}$$

a_{ij} = average value of pairwise comparisons between criteria A_i and A_j

Z_i = comparison value between criteria a_i and a_j for participant i , with $i = 1, 2, \dots, n$

n = number of participants

Table 3. Level 1 Geometric Mean Calculation Results

Respondent(R)	(A vs B)	(A vs C)	(B vs C)
R 1	1.00	2.00	0.50
R 2	0.11	0.11	9.00
R 3	0.13	0.13	8.00
R 4	8.00	9.00	3.00
R 5	0.14	0.13	0.13

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R 6	0.17	0.14	8.00
R 7	7.00	0.14	0.14
R 8	1.00	0.50	0.33
R 9	0.33	0.14	0.11
Geomean	0.57	0.33	0.94

Source: Data processing

Table 4. Level 2 Geometric Mean Calculation Results

Respondent (R)	Principle 1 vs 2(1 vs 2)	Principle 1 vs 3(1 vs 3)	Principle 2 vs 3(2 vs 3)	Principle 4 vs 6(4 vs 6)
R 1	0.50	2.00	2.00	0.50
R 2	7.00	7.00	7.00	1.00
R 3	0.11	9.00	9.00	0.11
R 4	0.17	0.11	0.13	0.14
R 5	0.14	0.14	0.14	0.13
R 6	0.14	0.14	8.00	0.13
R 7	0.14	0.14	7.00	5.00
R 8	0.33	1.00	1.00	0.50
R 9	7.00	9.00	0.11	7.00
Geomean	0.42	0.89	1.34	0.51

Source: Data processing

2. Calculate eigenvalues, test consistency, and obtain priority rankings
 This step is carried out for each level in the hierarchical structure in order to obtain a priority ranking for resolving obstacles in the RSPO P&C structure, including:
 - a. Level 1 Prosperity (A), Society (B), and Planet (C)
 Table 5. up to 4.9. shows data processing for a Level 1 hierarchical structure, namely:

Table 4.5. Comparison Matrix Level 1 Welfare (A), Society (B), and Planet (C)

Level 1	A	B	C
A	1	0.57	0.33
B	1.759955	1	0.94
C	3.036589	1.064153	1
SOR	5.796544	2.63235	2.269031

Source: Data processing

Table 6. Eigen Value, CI, RI, and CR Level 1

Level 1	A	B	C	Priorities	Parameter	Value
A	0.172517	0.215851	0.145135	0.1778344	Max Eigen Value	3.029278
B	0.303621	0.379889	0.414148	0.3658860	CI	0.014639
C	0.523862	0.40426	0.440717	0.456279	R.I	0.58
SOR	1	1	1	1	CR = CI/RI	3%

Source: Data processing

The consistency ratio value obtained is 3% < 10%, which means that respondents' inconsistency in filling out the AHP questionnaire is acceptable.



Table 7. Squaring Matrix EigenVector Stage 1 Level 1

Level 1	A	B	C	SOC	1st Eigen Vector
A	3	1.486836	1.192576	5.679411867	0.17577014
B	6.373437	3	2.459011	11.83244786	0.366198308
C	7.94604	3.853685	3	14.79972555	0.458031552
SOR	17.31948	8.340521	6.651587	32.31158528	1

Source: Data processing

Table 8. Squaring Matrix EigenVector Stage 2 Level 1

Level 1	A	B	C	SOC	2nd Eigen Vector
A	27.95251	13.51683	10.8116	52.28094032	0.176926716
B	57.78002	27.95251	22.35487	108.0874077	0.365784356
C	72.23746	34.93657	27.95251	135.1265411	0.457288928
SOR	157.97	76.40591	61.11899	295.4948891	1

Source: Data processing

Next, subtraction is carried out between the first and second Eigen Vectors for each category

$$\begin{aligned}
 \text{1st Eigen V} - \text{2nd Eigen V} & \quad A = -0.00116 \\
 (\text{Level 1}) & \quad B = 0.000414 \\
 & \quad C = 0.000743
 \end{aligned}$$

The Eigen Vector value obtained is close to 0.00 so that the second Eigen Vector can be used as a weight for criteria A, B, and C. For level 1, between Welfare, Society, and Planet, which is Priorities for resolving operational obstacles in RSPO implementation, namely:

Table 9. Level 1 Priority Ranking

Criteria	Rank	Percentage
Welfare (A)	3	18%
Society (B)	2	37%
Planets (C)	1	46%

Source: Data processing

b. Level 2 Welfare (A) against Principles 1, 2 and 3

Table 4.10. up to 4.14. shows data processing for the Welfare Level 2 hierarchical structure, namely:

Table 10. Comparison Matrix Level 2 Principles 1, 2, and 3

Level 2	1	2	3
1	1	0.42	0.89
2	2.359659	1	1.34
3	1.117699	0.745852	1
SOR	4.477358	2.169642	3.235445

Source: Data processing

Table 11. Eigen Value, CI, RI, and CR Level 2 Well-being

Level 2	1	2	3	Priorities	Parameter	Value
1	0.223346	0.195327	0.276529	0.231734	<i>Max Eigen Value</i>	3.025039
2	0.52702	0.460906	0.414394	0.46744	CI	0.01252
3	0.249634	0.343767	0.309077	0.300826	R.I	0.58
SOR	1	1	1	1	CR = CI/RI	2.2%

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The consistency ratio value obtained was 2.2% < 10%, which means that respondents' inconsistency in filling out the AHP questionnaire was acceptable.

Table 12. Squaring Matrix Eigen Vector Stage 1 Level 2 Welfare

Level 2	1	2	3	SOC	1st Eigen Vector
1	3	1.51489	2.357587	6.872477	0.230281955
2	6.217872	3	4.792674	14.01055	0.469463335
3	3.995353	1.965373	3	8.960726	0.300254711
SOR	13.21323	6.480263	10.15026	29.84375	1

Source: Data processing

Table 13. Squaring Matrix Eigen Vector Stage 2 Level 2 Wellbeing

Level 2	1	2	3	SOC	2nd Eigen Vector
1	27.83878	13.72288	21.4059	62.96756	0.231028403
2	56.45566	27.83878	43.41522	127.7097	0.468567621
3	36.19256	17.84476	27.83878	81.8761	0.300403976
SOR	120,487	59.40642	92.6599	272.5533	1

Source: Data processing

Next, subtraction is carried out between the first and second Eigen Vectors for each category

$$\begin{aligned}
 \text{1st Eigen V} - \text{2nd Eigen V} &= & \mathbf{1} &= & -0.00075 \\
 \text{(Level 2)} & & \mathbf{2} &= & 0.000896 \\
 & & \mathbf{3} &= & -0.00015
 \end{aligned}$$

The Eigen Vector value obtained is close to 0.00 so that the second Eigen Vector can be used as a weight for principle criteria 1, 2 and 3. For level 2 Welfare, between Principle 1, Principle 2 and Principle 3, which is Priorities for resolving operational obstacles in RSPO implementation, namely:

Table 14. Welfare Level 2 Priority Ranking

Criteria	Rank	Percentage
Principle 1	3	23%
Principle 2	1	47%
Principle 3	2	30%

Source: Data processing

- c. Level 2 Community (B) towards Principles 4 and 6
Table 4.15. to 4.19. shows data processing for the Level 2 hierarchical structure of Society, namely:

Table 15. Comparison Matrix Level 2 Society Principles 4 and 6

Level 2	4	6
4	1	0.51
6	1.976723	1
SOR	2.976723	1.505888

Source: Data processing



Table 4.16. Eigen Value, CI, RI, and CR Level 2 Society

Level 2	4	6	Priorities	Parameter	Value
4	0.33594	0.33594	0.33594	Max Eigen Value	2
6	0.66406	0.66406	0.66406	CI	0
SOR	1	1	1	R.I	0

Source: Data processing

The consistency ratio value obtained is $0\% < 10\%$, which means that respondents' inconsistency in filling out the AHP questionnaire is acceptable.

Table 17. Squaring Matrix Eigen Vector Stage 1 Level 2 Public

Level 2	4	6	SOC	1st Eigen Vector
4	2	1.011776	3.011776	0.335939883
6	3.953446	2	5.953446	0.664060117
SOR	5.953446	3.011776	8.965222	1

Source: Data processing

Table 18. Squaring Matrix Eigen Vector Stage 2 Level 2 Public

Level 2	4	6	SOC	2nd Eigen Vector
4	8	4.047102	12.0471	0.335939883
6	15.81378	8	23.81378	0.664060117
SOR	23.81378	12.0471	35.86089	1

Source: Data processing

Next, subtraction is carried out between the first and second Eigen Vectors for each category

$$\begin{aligned} \text{1st Eigen V} - \text{2nd Eigen V} & \quad 4 = 0 \\ (\text{Level 2}) & \quad 6 = 0 \end{aligned}$$

The Eigen Vector value obtained is 0.00 so the second Eigen Vector can be used as a weight for principle criteria 4 and 3. For level 2 of society, between Principle 4 and Principle 6, which is Priorities for resolving operational obstacles in RSPO implementation, namely:

Table 19. Community Level 2 Priority Ranking

Criteria	Rank	Percentage
Principle 4	2	34%
Principle 6	1	66%

Source: Data processing

DISCUSSION

Analysis of RSPO Implementation Obstacles

Based on interviews conducted with 9 (nine) respondents who are staff directly involved in fulfilling the RSPO Principles and Criteria (P&C), it can be concluded that the obstacles faced by PT.

1. Lack of obedience and discipline

The human resources involved (workers, third parties/vendors, local communities, etc.) lack compliance and discipline in implementing the regulations and work systems that have been established.

2. There are no special officers, no monitoring department

Workers assigned to fulfill the RSPO P&C at PT XYZ are generally staff from other departments, so they are less focused on fulfilling the RSPO criteria. Apart from that, PT XYZ also does not have staff specifically assigned to the implementation monitoring section.

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3. Scheduling - time constraints

Poor scheduling in PT XYZ management resulted in:

- a. During the audit there were several documents that were not yet available at PKS C or at Plantation 1 and Plantation 2, had not been reported to the relevant agencies, and had not been followed up.
- b. The HCV report was only completed shortly before the RSPO audit, so the results of the HCV assessment have not yet been implemented
- c. The RSPO consultant was brought in just before the RSPO audit, so preparations for fulfilling the RSPO P&C were inadequate.

4. Statutory Regulations

There are differences in the provisions of the Law and the RSPO regarding the use of PKWT in core work areas (processing and harvesting), where the Job Creation Law allows PKWT as part of the training or process before becoming a KTNG. However, this is considered not to be in accordance with the RSPO P&C where PKWT are considered temporary workers who are only limited to seasonal work.

5. Lack of understanding of RSPO Principles and Criteria (RSPO P&C)

This is due to a lack of adequate training regarding RSPO and January 2023 was the first experience for PT XYZ – PKS C and its supply chain to face an RSPO audit.

Limited HR understanding of RSPO P&C causes PT XYZ – PKS C to encounter many obstacles in implementing RSPO, for example:

- a. Knowledge regarding pesticide waste storage which should not be mixed with other non-chemical materials
- b. There is a need for liquid spill facilities (secondary containment)
- c. Knowledge regarding long-tailed monkeys which were initially considered pests but turned out to be a protected species according to the RSPO

6. Cost/budget limitations

There are limited costs from PT

7. Communication, coordination and consultation

One of the obstacles most often faced by PT

8. Recording or Documentation

The obstacle faced by PT XYZ is that the auditor does not believe only in words, the auditor needs evidence. Getting used to recording what is done and doing what is recorded is something that needs to be implemented in implementing RSPO.

Priorities for Resolving Operational Obstacles in RSPO Implementation

Based on the AHP questionnaire which was answered by 9 selected respondents who were staff directly involved in fulfilling the RSPO at PT XYZ -PKS C, it can be concluded:

1. For level 1, between well-being, society and the planet, that becomes priority for resolving operational obstacles in the implementation of RSPO, namely the planet or environment which received a percentage of 46%
2. For level 2 of Welfare, between principle 1, principle 2 and principle 3, which becomes priority for resolving operational obstacles in implementing RSPO, namely principle 2 related to operating legally and respecting rights which obtains a percentage of 47%.
3. For level 2 of society, between principle 4 and principle 6, that becomes priority for resolving operational obstacles in the implementation of RSPO, namely principle 6 related to respecting workers' rights and working conditions with a percentage of 66%.

Strategy for Overcoming RSPO Implementation Obstacles

Based on the obstacles that have been conveyed and supported by priorities for resolving operational obstacles, here are several strategies that can be implemented by PT XYZ in implementing RSPO:

1. Following ISO certification, including:
 - a. ISO 14001:2015 Environmental Management Systems (EMS)



ISO 14001 focuses on how companies care about the environment. ISO 14001 is also related to the term sustainability. In ISO 14001:2015, the PDCA (Plan-Do-Check-Action) systematic approach is introduced to achieve continuous improvement.

Planning/ planning

Based on the results of interviews with several respondents, it is known that the obstacle faced by PT In overcoming this obstacle, implementing ISO 14001:2015 with a Planning approach can be implemented by preparing a time-bound action plan (timeline action plan) so that PT XYZ is able to fulfill all RSPO P&C in a timely manner. Every department involved in RSPO implementation (both at the head office, PKS and plantations) is required to make a list of action plans that need to be carried out, for example socializing P2K3 to all workers, reporting documents to the relevant agencies, etc. and then making an implementation schedule.

Scheduling is a process or way of dividing time based on a work order arrangement plan, usually in the form of an activity table or activity plan with detailed implementation time divisions. Scheduling is needed as a benchmark in carrying out certain activities/activities (IH Sugeha, et al, 2019). Implementation of RSPO P&C compliance can be categorized as an ongoing project that must be fulfilled by the certification unit every year. Several tools that can be used in making scheduling include (Wirawan, 2021): Program Evaluation and Review Technique (PERT), Critical Path Method (CPM), and Gantt Chart.

Do/ execution or operation

Based on the results of interviews with several respondents, it is known that the obstacles faced by PT XYZ – PKS C in implementing RSPO are:

- a) Lack of communication, consultation and coordination so that points are missed
- b) Lack of understanding of RSPO principles and criteria because RSPO is something new for respondents.

These obstacles can be overcome by implementing ISO 14001:2015 in the implementation approach. The implementation or operations approach is not limited only to implementing the action plans that have been prepared, but also requires companies to (Nováková, et al, 2016):

- a) Determine and provide required resources for QMS/EMS
- b) Determine the required competencies of these resources, take action so that the people involved acquire the competencies and evaluate the effectiveness of the actions taken
- c) Establish the processes required for internal and external communications relevant to EMS
- d) Control processes and determine requirements for processes, products and services and establish criteria for these processes.

Check/ Evaluation

Based on the results of interviews with several respondents, it is known that the obstacles faced by PT XYZ – PKS C in implementing RSPO are:

- a) There are no special officers for monitoring
- b) Lack of HR compliance and discipline

These obstacles can be overcome by implementing ISO 14001:2015 in the Check/Evaluation approach. In the check section, the company must (Nováková, et al, 2016):

- a) Evaluating EMS Effectiveness
- b) Determine what needs to be monitored and measured, measurement methods, timing of measurements and should evaluate EMS performance
- c) Conduct internal audits at planned intervals

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- d) Review the organization's quality management system and environmental management system at planned intervals.

Act/ Repair

The Act/Repair approach is the final stage if the PDC approach still contains discrepancies or is not working as it should. In this Act approach, companies must (Nováková, et al, 2016):

- a) Determine and select opportunities for improvement
- b) React by reviewing and analyzing, and determining the cause
- c) Take whatever action is necessary
- d) Review the effectiveness of corrective actions taken

b. ISO 9001:2015 Quality Management Standard (QMS)

Based on the results of interviews with several respondents, it is known that the obstacle faced by PT These obstacles can be overcome well if PT XYZ has implemented ISO 9001:2015.

ISO 9001:2015 is a standard document that lists requirements that must be implemented by organizations and must be consistent (Purwanto, A, 2021). One of the benefits of implementing ISO 9001:2015 is increasing company productivity, improving internal communication and documented systems. In addition, the implementation of the clauses in ISO 9001:2015 is broadly similar to ISO 14001:2015. The results of several international studies show that most companies implement ISO 9001:2000 first, followed by ISO 14001:2004, and then OHSAS 18001:1999 (Nováková, et al, 2016).

2. Consult with sustainability teams from other palm oil companies that have implemented RSPO, especially regarding the use of PKWT in core company activities (criterion 6.2.7)

Based on the results of interviews with several respondents, it is known that the use of PKWT in core activities (such as harvesting, production, etc.) at PT XYZ has complied with the Job Creation Law (Omnibus Law) in Indonesia. However, this is contrary to the RSPO Principles and Criteria where PKWT are considered temporary workers who are limited to temporary or seasonal work.

According to the respondent's explanation, PKWT are workers on probation/training and will be appointed as Permanent Non-Class Employees (KTNG) if they have worked for 2 years and are able to work well. The appointment of PKWT to KTNG requires a 2 year selection process in accordance with law regulations. In overcoming this problem, researchers have conducted a review of RSPO reports on other companies specifically on criterion 6.2.7 and found:

- a. PTPN III - PKS Sei Mangkei has fulfilled criteria 6.2.7 with verification results:
 - i. Some contract workers are involved in recertification audits for harvests
 - ii. The company has evaluation and promotion documents: Promotion assessment is indicated through HR Department Letter No. BSDM/SE/50/2023 dated 18 January 2023 concerning "Selection of PKWT Harvester workers to become Permanent Non-Class Employees" for all PKWT Harvesters.
 - iii. The company will carry out recruitment and selection of PKWT harvesters to become KTNG.
- b. PT Perkebunan Nusantara V – PKS Sei Garo has fulfilled criteria 6.2.7 with verification results:
 - 1) On October 29 2021 PTPN V sent letter No. 5/SDM/X/445/X/2021 regarding the development of increasing the status of PKWT harvest employees to permanent or permanent employees of the Provincial Government. Riau.
 - 2) In 2021 PTPN V is committed to appointing PKWT harvests to 400 PKWTT employees or permanent employees.



- 3) Based on the results of interviews with the Riau Province Manpower and Transmigration Service, PTPN V is committed to appointing PKWT harvest workers to PKWTT in stages, in 2021 as many as 400 people.
- 4) The company is committed to upgrading PKWT status to PKWTT employees, referring to Memo No. 5/SDM/AB/M/289/XII/2020 dated 3 December 2020 addressed to all District General Managers and all Esatates Managers, regarding increasing the status of PKWT harvesters to Non-Class Employees.
- 5) Example of proof of appointment of PKWT employees to PKWTT (KNG), Decree No. 5.SDM/AB/M/39/III/2022 dated 2 March 2022 concerning the Appointment of 27 KNG PTPN V Sei Garo Estate Employees. Previously, these employees had an employment relationship as PKWT.

Through this review, the researcher suggests that PT

3. Design a buffer area by planting plants consumed by long-tailed monkeys.
Based on the results of interviews with several respondents, it is known that the presence of long-tailed monkeys was initially considered a disturbing and destructive pest (criterion 7.12.6). This is because:
 - a. The number of long-tailed monkey colonies in Garden 1 and Garden 2 is very large
 - b. The presence of long-tailed monkeys which tend to be active and "nosy" is considered disturbing because they can enter the house, kitchen and room to take food, damage property and so on.
 - c. The fruit of oil palm (*Elaeis guinensis*), which is still easy, is a favorite food for long-tailed monkeys, thereby reducing the yield of oil palm production and destroying oil palm plants.

However, after the HCV assessment and in accordance with the RSPO Criteria, the long-tailed monkey was included in the protected animal category. In overcoming these obstacles, researchers consulted with one of the experts who once served as Certification Manager at RSPO and said that one of the strategies that could be implemented by PT long-tailed monkey food.

Based on research from Quinda B., et al (2013), there are 10 types of plants that are a source of food for long-tailed monkeys, namely hampelas (*ficus tinctoria*), dahu (*dracontomelon dao merr. et rolfe.*), bayur (*pterosperrun javanicum*), matoa (*pometia pinnata jr & g. forst*), waluhan (*cucurbitaceae*), waru (*hibicus tiliaceus*), jackfruit (*arthocarpus integra*), keranji (*dalium plattysepalum*), bamboo (*bambusa sp.*), and melinjo (*gnetum gnemon*). Long-tailed begs usually eat the fruit, leaves and flowers of these types of plants. By having land that can be used as a place to live and a source of food for monkeys, it can reduce the number of young palm fruit eaten or damaged by monkeys and the number of monkeys that enter residential areas or offices to disturb them. Apart from that, this strategy also aims to ensure that PT

CONCLUSION

The conclusions obtained in this research include:

1. In general, PT XYZ is aware that the obstacles faced in adopting RSPO include:
 - a. Limited HR capabilities
 - b. Limited number of human resources
 - c. Limited budget funds/costs
 - d. Lack of communication coordination and consultation
 - e. Legal Regulations
2. Priorities for resolving operational obstacles in the implementation of RSPO, which were obtained based on the answers of nine respondents to the AHP questionnaire, namely:
 - a. For level 1, between well-being, society and the planet, that becomes priority, namely the planet or environment which gets a percentage of 46%
 - b. For level 2 welfare, between principle 1, principle 2 and principle 3, which becomes priority, namely principle 2 related to operating legally and respecting rights which gets a percentage of 47%.

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- c. For level 2 of society, between principle 4 and principle 6, that becomes priority, namely principle 6 related to respecting workers' rights and working conditions with a percentage of 66%.
3. The results of the AHP questionnaire are in line with the non-compliance (NC) obtained by PT XYZ in the 2018 RSPO P&C audit, where:
 - a. For level 1 ie planet or environment with a percentage of 46%, PT XYZ has 13 NC, which means that PT
 - b. For level 2 welfare namely principle 2 with a percentage of 47%, PT XYZ has 1 NC that must be corrected to meet the RSPO criteria
 - c. For level 2 society namely principle 6 with a percentage of 66%, PT
4. If the obstacles faced by PT
 - a) Damage to the reputation of PT XYZ
 - b) There is no additional income for PT XYZ obtained from premium sales of RSPO certified oil
5. In order for PT XYZ to avoid the negative impacts of obstacles to implementing RSPO P&C, PT The implementation of policies and strategies must focus on priorities for resolving obstacles that have been obtained through the AHP questionnaire so that they are more effective, effective and efficient.
6. Effective policies and strategies to overcome/solve the obstacles faced by PT
 - a. Following ISO certification, including:
 - 1) ISO 14001:2015 Environmental Management Systems (EMS)
ISO 14001:2015 requires companies to implement the PDCA (Plan-Do-Check-Act/Evaluate) system so that PT implementation, and conducting performance evaluations.
 - 2) ISO 9001:2015 Quality Management System (QMS)
ISO 9001:2015 requires companies to have a complete and clear documentation system, systematic work flow and analyze the risks that occur regarding the quality of implementation not being carried out well. With the existence of ISO 9001:2015, it is hoped that PT XYZ can be more disciplined in terms of recording and documentation.
 - b. Consult with sustainability teams from other palm oil companies that have implemented RSPO to obtain input, especially regarding the use of PKWT in core company activities (criterion 6.2.7)
 - c. Design a buffer area by planting plants consumed by long-tailed monkeys

Suggestion

There are several suggestions that researchers can give, including:

1. Suggestions that can be given to PT XYZ – PKS C in implementing policies and strategies to overcome/solve the obstacles faced by PT
 - a. Improved management by establishing a special department that focuses on the field of certification. The team will be better off if it has a background in environmental science and good administrative management skills with support from the company which also facilitates the team with several trainings that support increasing the understanding of the certification team. This certification team is tasked with designing and implementing ways to fulfill ISO clauses, RSPO P&C, and other certification criteria.
 - b. Management's commitment to increasing the effectiveness of RSPO implementation which is beneficial for the environment, social and economic aspects of workers and the surrounding community.
 - c. Management's commitment to carrying out routine monitoring, routine evaluation and continuous improvement of the company's performance in implementing RSPO certification in order to make improvements.



2. It is hoped that RSPO and other companies that have implemented RSPO can provide support to PT XYZ in implementing RSPO, especially in carrying out RSPO audits for the first time. Support that can be provided to PT XYZ includes consultation, training, financial assistance, and so on.
3. For future researchers who wish to continue this research, it is recommended that they be able to analyze the effectiveness of RSPO implementation on external companies, including environmental, economic and social changes in the surrounding community.

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