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**Prof. Bungaran Saragih giving a sustainability lecture for Indonesian stakeholders in RSPO Public Forum, 11 August 2009 organized by RILO**  
Story on page 8-10



**Smallholders having fun on the RSPO P&C training jointly organized by RSPO, Indonesian Department of Agriculture, WWF Indonesia and FFI under the Indonesian Smallholders Working Group. Story on page 14-15.**

The Roundtable on Sustainable Palm Oil (RSPO) is a global multi-stakeholder initiative on sustainable palm oil that was formally established under Article 60 of the Swiss Civil Code on 8 April 2004. The not-for-profit Association will have members representing major players along the palm oil supply chain. RSPO is a unique platform for the pragmatic co-operation to expansion of sustainably produced palm oil and its uses.

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# President's Welcome Message



Dear Sustainable Palm Oil supporters,

The global economy has stopped shrinking, but it is too early to speak of recovery. Although this is in itself good news, there are not many signs that this economic crisis will lead to a rethinking of the way our industries work. Unless we can decouple economic growth from negative environmental impact, restoration of economic growth the old way would lead to exacerbation of environmental problems, the old way.

I might have mentioned this here before, but this subject is so important that I want to mention it again. With population growth set to continue till 2050, when the global population is expected to reach 9.5 billion with only modest economic growth, the world will have to double its output of food in the next 40 years. Many sceptics point to the disappointing yield improvement curves over the last 25 years (with yield improvements of only 1.0 to 1.5 % a year) and claim that this cannot be done. But some scientists beg to differ.

If we consider the low investment in agriculture, in most crops and in most countries, then more investment may well improve yields dramatically. Much land in the world is farmed by subsistence farmers who lack access to the most basic requirements a farmer need: proper seed, fertiliser, simple irrigation, small loans, access to markets, etc. Initiatives such as the Alliance for a Green Revolution for Africa, and the Millennium Villages Programme, are trying to make a difference.

An element often overlooked is the very high waste from the industrialised food system. Some estimate that worldwide, 50 % of the food harvested is never eaten. It is discarded because it does not meet quality specifications, it because of inadequate packaging or dysfunctional distribution systems, and because forgotten it rots away in fridges.

But one has to believe doubling food production can be done, because the alternative is unacceptable: mass famine.

Early December, the next Climate Summit will take place in Copenhagen, Denmark. Many working groups are preparing documents in the background, but it is very difficult to get a reliable reading on any outcome.

End May saw the latest conference and general assembly of the Roundtable for Responsible Soy. After much debate, the Principles & Criteria for responsible soy production were agreed. Unfortunately, the RTRS lost an important stakeholder, the Soy Farmers Association of Mato Grosso, APROSOJA. They were not satisfied with the biodiversity criteria and demanded to have compensation payments up front. When this could not be agreed, APROSOJA decided to leave.

I will keep you informed.

**Jan-Kees Vis**

# Secretary-General's Report



Dear RSPO Members,

A frequent complaint received at the Secretariat is that P&C certification is a slow process, in particular from the time an assessment report is submitted to the Secretariat to when the report is found acceptable by the reviewers. The reasons for the delays are three:

1. The 'delay' is apparent or contrived – the report is dated the completion of the physical audit but only submitted to RSPO well after that, so that there is already a 'delay' on submission. The delay then increases if the Secretariat finds the report unsatisfactory - poorly written (bad language, poor punctuation, making the report, quite literally, incomprehensible), contradictory or lacks basic information, and is returned to be revised but the date of the report remains unchanged;
2. The review takes time. The review is exhaustive, by a panel of independent reviewers from amongst RSPO EB members, and they would need to check on certain issues, in particular social matters and the pre-conditions for partial certification. (At time of writing this article, the RSPO Board have approved a panel of independent 3<sup>rd</sup> party reviewers, and this should expedite the review).
3. The CB takes time to respond to the reviewers' comments, oftentimes having to revert to the auditee. Depending on the response, there may be further comments from the reviewers that require further addressing.

All in all, an average 4-6 months are required to fully process an assessment report, excluding those which pre-requisites for partial certification require a more thorough examination. But the matter must be kept in context. An RSPO certificate is valid for 5 years, so 6 months for approval is not inordinately long. The process reflects the earnestness in RSPO certification, without which the whole process falls into disrepute and the certificate becomes not worth the paper it is printed on. That RSPO certification is earning the reputation of being the strictest in the world for agricultural sustainability should be taken as an accolade, not a curse.

Supply Chain Certification (Interim approval) is quicker, taking only 3-5 weeks, because it is essentially a chain of custody assessment, the Secretariat reviewing only the documentation of a facility opting for a particular RSPO Supply Chain option. If the documentation suffices to show that the facility can ensure its CoC against the option chosen, then approval is swift. The document *RSPO Supply Chain Certification Systems* elaborates on the kinds of assurances required. The Trade and Traceability Working Group are developing example templates for use by facilities seeking SC Certification. This would simplify application. Any delay at the Secretariat is due to insufficient or irrelevant documentation being submitted, and there have been many instances where the applicant has had to be held by the hand through the document submission process. The temptation some have succumbed to is to send their whole filing cabinet for Secretariat to trawl through for the relevant documents. At the other extreme, some facilities cite the SAP software they use, period. Alas!

It may be remembered that P&C certification started only in Q3 and S&C only in Q4 LAST YEAR. The year has been the longest for the Secretariat – balancing the demands by the world for the first sustainable produce in agriculture while in uncharted waters and on a steep learning curve, but we struggle on ... warts and all.

**Dr. Vengeta Rao**

# List of RSPO Certified Companies as per October 2009

## Producers

Malaysia:  
 United Plantations  
 Sime Darby Plantation  
 PPB Oil Palms Sdn Bhd  
 Kulim (Malaysia) Bhd  
 IOI Corporation Bhd

Indonesia  
 PT Musim Mas  
 PT Hindoli  
 PT PP London Sumatra Tbk

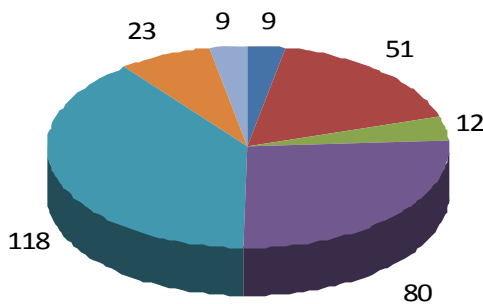
Papua New Guinea  
 New Britain Palm Oil Ltd.  
 Hargy Oil Palms Ltd.

## Supply Chain (Interim Approval)

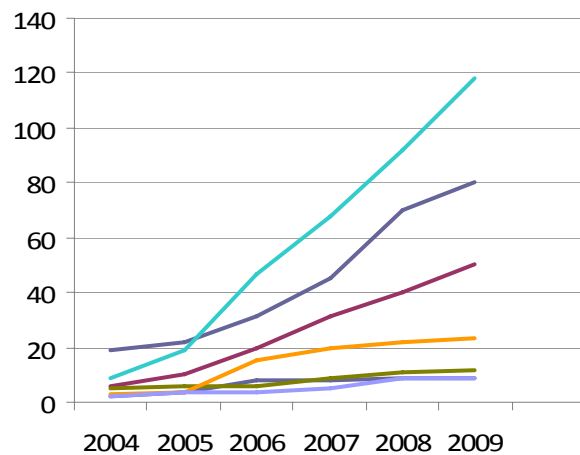
AAK UK Ltd, United Kingdom  
 UniMills B.V. Zwindrecht, The Netherlands  
 Neste Oil Oyj., Finlandia  
 Mewah-Oils Sdn Bhd, Malaysia  
 IOI Edible Oils Sdn Bhd, Malaysia  
 Wilmar International Ltd, Singapore  
 PT Musim Mas, Indonesia  
 IOI Loders Croklaan, Netherlands  
 Mewah Group, Malaysia  
 Sime Darby Plantations Sdn Bhd, Malaysia  
 United Plantations Bhd Unitata  
 Archer Daniels Midland Company, Switzerland

# MEMBERSHIP PROFILE as of October 2009

- Banks and Investors
- Consumer Goods Manufacturers
- Environmental/Nature Conservation NGOs
- Oil Palm Growers
- Palm Oil Processors and/or Traders
- Retailers
- Social/Developmental NGOs



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# News from the New Straits Times, Biznews, Pg.B2 Tuesday, 3<sup>rd</sup> November 2009

## RSPO delays greenhouse gas criteria for industry

By Rupa Damodaran

[rupabanerji@nstp.com.my](mailto:rupabanerji@nstp.com.my)

THE Roundtable on Sustainable Palm Oil (RSPO) has delayed its greenhouse gas (GHG) criteria for the industry until its new working group comes up with the methodology in a year, president Dr Jan-Kees Vis (picture) said.



"Unlike the other requirements under the Principles and Criteria in the RSPO Certification scheme, the GHG criteria will be a voluntary element," he said on the sidelines of the Seventh RSPO meeting in Kuala Lumpur yesterday.

"I'm not sure how we are going to work this out in technical terms. Also, the other question it creates is whether there will be two certifications," he added.

The RSPO board, which met on Sunday, discussed the stalemate by the current working group on greenhouse gases.

The Indonesian association of palm oil companies (Gapki) and the Malaysian Palm Oil Association (MPOA) had expressed their unhappiness with the mandatory criteria.

The GHG will be required to meet the demands of the European biofuel programme (feedstock used) and carbon accounting.

Although disappointed with the decision of the growers, Vis said he understood their position as it mirrored that of soyabean growers in Brazil.

As of now, the technical recommendations on running operations will be implemented on a voluntary basis.

"GHG associated with land use change will be looked at by the senior members of the working group and they will come up with a list of recommendations a year from now."

Vis added that there were some large South American and African companies which understood the urgency of addressing climate change and would implement all the recommendations of the current working group.

He also noted that the RSPO had come up with a certification a lot faster than the time taken to develop and implement certification for some crops that stretched 25 years.

A total of 1.4 million tonnes of crude palm oil have been certified, 20 per cent of which has been sold as certified.

Vis said that more far-reaching agreements were needed to reduce greenhouse gas emissions ahead of the climate summit in Copenhagen next month and the Kyoto Protocol, which ends in 2012.

Environment group WWF International, one of the RSPO stakeholders, said it expected demand for certified sustainable palm oil (CSPO) to improve in three years.

Its senior quality officer (food and agriculture) Adam Harrison cited growing optimism of the oil palm planters as a reason.

## RSPO Public Forum: Sustainable Palm Oil - Why It Is More Important

“...companies oblivious to them will merely ostracize themselves in a world increasingly going for ethical and sustainable production and consumption”

With RSPO Certified Sustainable Palm Oil (CSPO) now being traded and three Indonesian companies already RSPO certified, the fourth RSPO public forum was held in Jakarta in the Le-Meridien Hotel on 11<sup>th</sup> August 2009, to discuss the increasing importance of sustainable palm oil today. It was, hence, themed “Sustainable Palm Oil: Why it is more important”. The state of engagement of Indonesian smallholders in RSPO certification was given special attention.

The forum was to update stakeholders on the progress made by RSPO since last year’s forum - “Journey towards Sustainable Palm Oil” – held in conjunction with the commencement of RSPO audits in Indonesia. This year, about 170 stakeholders of various affiliations attended, mostly oil palm growers, an increase from 125 last year.

Derom Bangun, Vice-President II of RSPO, opened the forum, followed by a keynote speech by Dr. Luki Eko Wuryanto, MSc, Deputy Minister for Investment Planning, Indonesian Investment Coordinating Board. Dr. Wuryanto addressed the need for adequate planning on the use of land for planting oil palm. He anticipated an increasing role of government, GAPKI and Indonesian Palm Oil Board to help smallholders improve their yield and adopt the best practices as required by RSPO.

RSPO was honored to have Prof. Bungaran Saragih, former Minister of Agriculture and Professor of Agricultural Social Economics of Bogor Agricultural University, as Guest Lecturer. It was truly an inspired talk that “woke up” the participants to the need for sustainable palm oil production. In a loud voice, professor style, he intoned the increasing importance of sustainable palm oil and RSPO today, and stated that companies oblivious to them will merely ostracize themselves in a world increasingly going for ethical and sustainable production and consumption. He encouraged growers to comply with the sustainability criteria as a form of support and contribution to defending the Indonesian palm oil industry.

In the 1<sup>st</sup> session, several major stakeholders along the palm oil supply chain shared their views and experiences on the value, trade and commitment in supporting the production and use of CSPO. Moderated by Olivier Tichit (PT Tolan Tiga/oil palm grower), the panel members were Dr. Vengeta Rao (RSPO Secretary-General), Dr. Gan Lian Tiong (Musim Mas/oil palm grower), Muhammad Saleh (PT Unilever Indonesia/consumer goods manufacturer), Adrian Suharto (Neste Oil/consumer goods manufacturer, oil refining) and Wiwin Effendy (WWF-Indonesia/environmental NGO).

The RSPO Secretary-General started the discussion with a

brief update on the volume of CSPO traded and the options for supply chain mechanisms. The under-review criteria and indicators in the RSPO P&C were elaborated on, among which was GHG emissions. The proposed amendment was on a public comment period during the forum and a GHG public consultation meeting was to be held in Jakarta on 7<sup>th</sup> September 2009. A hard copy of the proposed amendment was provided in the forum kit. Dr. Gan Lian Tiong spoke about the values of CSPO from the producer’s point of view:

- simply being a responsible producer leads to stakeholder acceptance, and to improve the economic, environmental and social performance of the company;
- an opportunity to continuously improve plantation operations by adopting the best practices;
- an ability to meet the demand for CSPO as well as to show case Indonesian palm oil produced in a sustainable way;
- economic value from the premium of CSPO and CSPKO, although this may be lower than expected due to the poor uptake by buyers, even those members of RSPO.

The market was represented by Muhammad Saleh of PT Unilever Indonesia and Adrian Suharto of Neste Oil, who shared their companies’ commitment to sustainable palm oil. When questioned by Hari of PT ANJ Agri about the premium for CSPO and CSPKO, it was replied that the premium should not be the motivating factor for producing sustainable palm oil.



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*“In the 2<sup>nd</sup> session, the state of preparing Indonesian smallholders for RSPO certification was discussed “*

## RSPO Public Forum (continued)

Freddy Wijaya of GAPKI asked that consumers like Unilever announce their yearly programme for uptake of CSPO until 100 percent uptake. This will give market certainty to oil palm growers and encourage them to expedite their certification process.

In response to the poor uptake of CSPO, Wiwin Effendy of WWF-Indonesia shared the WWF's recent experiences in introducing the palm oil buyers' scorecard, to ensure "promise followed by action".

In the 2<sup>nd</sup> session, the state of preparing Indonesian smallholders for RSPO certification was discussed. Dwi Asmono of PT Sampoerna Agro moderated, with panel members of Mukti Sardjono (Ministry of Agriculture-MoA/government), Asril Darussamin (INA-SWG), Anthony Yeow (PT Hindoli/oil

palm grower), Iman K. Nawireja (BSI/CBs), Rukaiyah Rofiq (SETARA/NGOs) and Agung Prawoto (PT BioCert Indonesia/CBs).

The government strategy on smallholders and sustainability was presented by Mukti Sardjono. Asril Darussamin updated on the work of INA-SWG in training of MoA-Local Facilitators on the RSPO P&C, and the subsequent training of smallholders by the trained Facilitators. He invited participants to comment on the draft of Indonesian National Interpretation of RSPO P&C for scheme smallholders (INA-NI scheme smallholders), the hard copy of which was provided in the participants' kits.

Anthony Yeow shared PT Hindoli's experience in preparing its scheme smallholders for certification. On 13-18 July 2009, a

trial audit of its smallholders against the INA-NI Scheme for Smallholders was carried out by Charlie Ross of BSI, the results then presented by Iman K. Nawireja. There were eight major non-conformities found, 6 related to safe storage, use and disposal of pesticides.

A question on whether it is possible to certify independent smallholders was answered in the affirmative by Rukaiyah Rofiq from SETARA, who was herself preparing independent smallholders in Jambi towards RSPO certification. Finally, Agung Prawoto closed the discussion by updating participants on the status of the group certification protocol for smallholders.

The RSPO Indonesia Liaison Officer then thanked all speakers, moderators and participants for contributing to and supporting the public forum.

*Desi Kusumadewi -  
RSPO Indonesia Liaison Officer*



**Dwi Asmono of PT Sampoerna Agro moderated the 2nd session, with panel members of Mukti Sardjono (Ministry of Agriculture-MoA/government), Asril Darussamin (INA-SWG), Anthony Yeow (PT Hindoli/oil palm grower), Iman K. Nawireja (BSI/CBs), Rukaiyah Rofiq (SETARA/NGOs) and Agung Prawoto (PT BioCert Indonesia/CBs)**

# TRADE IN SUSTAINABLE PALM OIL HAS TAKEN OFF

## More than 250,000 tonnes of RSPO-certified oil sold so far

KUALA LUMPUR/BRUSSELS, 30 October, 2009 – A growing number of product manufacturing and retail companies is purchasing sustainable palm oil for use in their consumer products.

Today, the Roundtable on Sustainable Palm Oil (RSPO) announced that more than a quarter of a million tonnes ('metric tons') of RSPO-certified sustainable palm oil or corresponding certificates have been purchased since becoming available late last year. In the last two months alone, more than 100,000 tonnes of palm oil or corresponding certificates were acquired by companies in Europe and elsewhere. "Six years after the foundation of the Roundtable on Sustainable Palm Oil, we are witnessing the first stages of a viable market for sustainable palm oil," said Jan Kees Vis, the RSPO's President. He added: "Now is a great time for more producers and users of palm oil to join the endeavor, so that one day all palm oil will be produced in a socially and environmentally sustainable way."

### Growing market uptake

By late October 2009, plantations in Malaysia, Indonesia and Papua New Guinea have produced more than 1.1 million tonnes of certified sustainable palm oil (CSPO) since they were officially certified. They can sell sustainable palm oil at a premium through various RSPO channels. After a slow start, product manufacturers and retail companies began purchasing sustainable palm oil this past summer, bringing millions of dollars in extra revenue to certified producers far away. Over the last twelve months, certi-

fied producers were able to sell over 22 percent of their sustainable oil at a premium price. In September and October, market uptake rose to about 50 percent.

2

Theoretically speaking, the combined sales so far could have been used to manufacture billions of packs of margarine. Many consumer goods contain smaller oil fractions, however, so an even larger number of products will probably be affected by the time they reach retail shops. Companies may claim the use of sustainable palm oil on their packaging if they follow RSPO's guidelines.

The rise in sales of sustainable palm oil coincides with a growing number of companies publicly pledging to fully switch to sustainable palm oil within a certain time frame (many choose 2015), as all RSPO members are required to do. Worldwide, an estimated forty million tonnes of palm oil is produced annually. About eighty percent comes from Malaysia and Indonesia; countries in West Africa, Latin America and Papua New Guinea supply the rest. About four percent of global production capacity has so far been RSPO-certified.

*RSPO EU Communications*

# MVO Information Meeting RSPO

On 25 September MVO held a seminar on the state of the RSPO Certified Sustainable Palm Oil and how to purchase it. The seminar was attended by representatives of more than 50 companies.

Jan-Kees Vis, of Unilever and RSPO president spoke about the state of certified palm oil including the latest market information. Caroline Sicking of Cargill then inveighed with the trading information.

Adam Harrison of WWF Scotland followed with the WWF Scorecard Initiative intended at increasing the demand for RSPO Certified Palm Oil and Johan Verburg

The full presentations of the speakers can be found in [www.mvo.nl](http://www.mvo.nl)

Jan Kees Vis, Unilever, [Update State of Play within RSPO](#)  
 Caroline Sicking, Cargill, [Update on Buying RSPO Certified Palm Oil](#)  
 Adam Harrison, WWF Scotland, [WWF Scorecard Initiative](#)  
 Johan Verburg, Oxfam/Novib, [RSPO Reporting on Progress Initiative](#)  
 Hugo Byrnes, Ahold, [Ahold policy towards sourcing sustainable palm oil](#)  
 Arjen Brinkmann, [Update RSPO Greenhouse Gas Working Group](#)

More information on the seminar can be found on <http://www.mvo.nl/Kernactiviteiten/Duurzaamheid/Grondstoffenvoorziening/Nieuwsarchief/08102009RSPOgecertificeerdepalmolieuim/tabid/1121/language/nl-NL/Default.aspx> (in Dutch)

*Marrieke Leegwater  
 MVO  
 RSPO Communication and Claim*

**GO TO [www.rspo.org](http://www.rspo.org)**

**Guidelines on Communication and Claim (latest version):**

[http://rspo.org/resource\\_centre/RSPO-CommsClaims-Guidelines-28Sep2009.pdf](http://rspo.org/resource_centre/RSPO-CommsClaims-Guidelines-28Sep2009.pdf)

# Update on National Interpretations of RSPO P&C

## Ghana National Interpretation Working Group

The Ghana National Interpretation Working Group (GNIWG) was established on the 30th of September 2009 and the First GNIWG Meeting will take place on:

Date: 27 and 28 October 2009

Time: 8h30 - 17h

Venue: Centre for African Wetlands Building, University of Ghana, Accra.

The objectives of the meeting are to:

- Discuss the palm oil sector in Ghana;
- Discuss the RSPO certification system and RSPO key documents;
- Develop the first draft of the Ghana National Interpretation by:
  - determining the national indicators and their importance;
  - developing guidelines for large producers and smallholders.

After the meeting, the first draft will be posted on the RSPO website ([www.rspo.org](http://www.rspo.org)) and GNIWG website ([www.rspo-in-ghana.org](http://www.rspo-in-ghana.org)) for public consultation.

## Report from the 1st Thailand - NIWG Meeting

On 16 – 18 September 2009, the Thai Oil Palm and Palm Oil Association, Palm Oil Refinery Association, Palm Oil Crushing Mill Association, Biodiesel Producer Association and GTZ held the 1<sup>st</sup> **National Interpretation Working Group for the RSPO (Roundtable on Sustainable Palm Oil in Thailand)** meeting for stakeholders in the Thai oil palm and palm oil industries, as well as interested members of the public and media representatives. Attended by over 200 participants, the event was aimed to launch the process for drawing the National Interpretation for RSPO in Thailand. This means developing indicators for RSPO principles and criteria relevant to the specific conditions of Thai palm oil production.

Focus on the first day was mainly on preparing all the participant on a similar understanding and/or common ground on RSPO and its related issues. Hence, a series of presentation were conducted followed by Q&A.

Most of day 2 was devoted to the establishment process of the NI-WG including recruitment of members, assessing of the representation, selec-

tion of chairperson and deputy, selection of general secretary and secretariat office, as well as approval of the ToR for all these positions. The last part of the day was a test-run working group meeting to discuss lesson learned.

Day 3 began with 4 sub-group meetings. Each group was assigned an area of responsibility to assess understanding among its members. Second step was to find ways for the group members to work together effectively. For instance, what would they need to know more and from where, and who could help them obtain the needed information before a decision could be made. Third was to plan series of meeting ahead for each group independently. In the afternoon, the groups reported their meeting results to a panel. Some issues was discussed and agreed upon before closure by the Deputy Chairperson, Khun Juladis, and the General Secretary, Khun Sanin.

As the working group recruitment could not be finished yet, the meeting agreed to select an interim chairperson and

secretariat. Results of the selection are as follow:

Chairperson: Dr. Prakarn Werakul

Deputy Chairperson: Khun Juladis Chunkamrai

General Secretary: Khun Sanin Triyanonda

Secretariat Office: Office of Pathum Oil Co. Ltd.

These positions would be reconfirmed or reselected by all NIWG members with the entire working group present on September 29, 2009.

*Thailand NI-WG*

## RSPO P&C for Scheme Smallholder Training in Indonesia

*“An adult training method was applied with simulations to convey the P&C in smallholder language.”*

RSPO together with the Indonesian Department of Agriculture, World Wildlife Fund (WWF) Indonesia and Fauna and Flora International (FFI) under the Indonesian Smallholder Working Group (INA-SWG) jointly organized smallholder training in Jambi, South Sumatera, Riau and West Kalimantan provinces. The series of training was conducted under the MoU between RSPO and Minister of Agriculture RI.

The host of the training was PT Agrowiyana, PT Kresna Duta in Jambi province, PT Musim Mas and PT Inti Indosawit Subur (Asian Agri) in Riau province, PT Sampoerna Agro and PT PP London Sumatra in South Sumatera province, PT Sime Indo Agro and PT Mitra Austral Sejahtera in West Kalimantan province. In total there were 360 smallholders trained. The smallholders were plasma members of the company. Thus, the company also joined the training to identify any gaps in their knowledge so that they can help their smallholders get certified.

The regional facilitators trained on RSPO Principles and Crite-

ria (P&C) for smallholders by the INA-SWG were the trainers. The training module and syllabus developed by the facilitator was expected to motivate the smallholders to comply with the P&C. The facilitators demonstrated how to motivate farmers and convey the P&C. Each cooperative was trained for 3 days. The training syllabus was: RSPO introduction, the importance of partnership with the company and government, RSPO P&C for scheme smallholders and group certification processes.

An adult training method was applied with simulations to convey the P&C in smallholder language. This was to make the P&C easier to digest and to give an understanding of the benefits that will accrue to them and their partners, including mills, communities and environment. The participants were also encouraged to comment, question and give their views on achieving sustainability through the problem-solving approach.

The feedback obtained from the training will help the Indonesia Smallholder Working Group improve their drafting of the

P&C for scheme smallholder from the perspective of the farmer.

Some of the participants mentioned their enjoyment of the 3 days' training and their happiness in learning about the P&C. Their understanding of why sustainability is important in growing oil palm will motivate them to put more effort to comply with the P&C.

After the training, it is expected that the trainees will become trainers to plasma smallholders to move to RSPO certification and continually improve their best practices to fulfill the sustainability requirements.

The INA-SWG will organize training for scheme smallholders in another 3 locations each for 60 smallholders after the 7<sup>th</sup> Roundtable Meeting on Sustainable Palm Oil (RT7).

*Dani Rahadian -  
WWF Indonesia,  
member of INA-SWG.*



# Snapshots from Smallholder Training



The training method is by doing simulation such as trading paper airplane as an analogy to CSPO trading, or a train as an analogy for partnership.

# 7th Roundtable Meeting on Sustainable Palm Oil

## SPONSORS



**Rabobank**

**Plantation**



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