Preliminary Steps in Institutionalizing Multi-Stakeholders Platforms

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ARTICLE INFO	ABSTRACT
Keywords: *Multi-Stakeholder platform, Institutionalization, Sustainability, Case Study, Social Impact.* **Kata Kunci:** Platform Multi-Pemangku Kepentingan, Pelembagaan, Keberlanjutan, Studi Kasus, Dampak Sosial	*Solving complex and multi-faceted social problems requires strong cooperation from various parties. In this regard, Production, Protection, and Inclusion (PPI) Compact social initiative has been introduced as a concrete step of fostering cooperation and collaboration between various stakeholders in order to reduce environmental challenges while promoting inclusive, productive and sustainable business practices in Tebo Regency, Jambi, Indonesia. To promote cooperation between diverse stakeholders, understanding local dynamics as well as mapping involved and interested parties are requisite. Building credibility and trust between parties, maintaining transparency, delegating tasks to intermediaries to ensure neutrality and fairness as well as advancing decision-making processes and effective communication are some of the preliminary steps which should be taken.*
Corresponding author: danang.yudha@pmbs.ac.id	**SARI PATI**
	Penyelesaian masalah sosial yang kompleks dan beraneka ragam memerlukan kerja sama yang kuat dari berbagai pihak. Terkait hal ini, inisiatif sosial Production, Protection, and Inclusion (PPI) Compact telah diperkenalkan sebagai langkah konkret untuk membina kerja sama dan kolaborasi antara berbagai pemangku kepentingan guna mengurangi tantangan lingkungan sekaligus mempromosikan praktik bisnis yang inklusif, produktif, dan berkelanjutan di Kabupaten Tebo, Jambi, Indonesia. Untuk mendorong kerja sama antara berbagai pemangku kepentingan, pemahaman terhadap dinamika lokal serta pemetaan pihak-pihak yang terlibat dan berkepentingan sangat diperlukan. Membangun kredibilitas dan kepercayaan antara para pihak, menjaga transparansi, mendelegasikan tugas kepada perantara untuk memastikan netralitas dan keadilan serta memajukan proses pengambilan keputusan dan komunikasi yang efektif adalah beberapa langkah awal yang harus diambil.

INTRODUCTION

Addressing complex and multi-faceted socio-environmental problems such as deforestation and forest conservation requires real commitments from various sectors. Harmonious and sustainable coordination between involved parties such as the government, private sector, NGOs and local communities is a must. Each of the involved parties has respective roles and functions and must work together to curtail prevalent socio-environmental issues. The role of a multi-stakeholder forum in managing forestry problems has been reported by Achyar (2017), with a case study in Ogan Komering Ilir, North Sumatra, Indonesia, involving 26 different institutions. Meanwhile, Barletti (2020) studied the centrality of contextual challenges in ensuring the success rate of initiatives that are made central to its success. In this regard, cultivating engagement might be the most important aspect in implementing initiatives. In Ghana, Szoke-burke (2021) reported the benefits of multi-stakeholder initiatives in the mining sector has not been optimally experienced due to the predominance of superior parties and the dynamics of local political conditions.

This paper aims to study the establishment of a multi-stakeholder platform in Tebo Regency, Jambi Province, Indonesia. Tebo is known as a producer of several strategic commodities such as palm oil as well as natural rubber and pulp. The regency has a unique characteristic, being the only regency that is flanked by two protected National Parks, namely Bukit Tiga Puluh National Park (TNBT) in the north and Bukit Dua Belas National Park (TNBD) in the south. In TNBT, forest reserves have significantly decreased due to rampant deforestation; the average deforestation rate of TNBT was recorded at 10,266 hectares per year, from the initial baseline area of forest reserves of 155,346 hectares in 2006. In 2017, the size of TNBT's forest reserves were recorded at merely 42,417 hectares. Increasing smallholder farmers' productivity and welfare is the key issue encountered on the ground in promoting sustainable commodities. It is therefore crucial in promoting and contributing to Tebo's Green Growth vision that focuses on the development of a productive and low-carbon-emission economy while encouraging sustainable production, protection of key natural resources, as well as community empowerment.

The Inisiatif Dagang Hijau (IDH) Foundation introduced its Production, Protection, and Inclusion (PPI) Compact program, an initiative with a set of targets/objectives that were formulated through a series of in-depth discussions with local stakeholders, in Tebo regency. The initiative is carried out by all involved parties in the regency. The PPI Compact implementation, however, has yet to be fully institutionalized.

The objective of this research is to provide alternative institutional forms for the multi-stakeholder platform that will be established in Tebo. Multi-stakeholder participation, institutionalised in multi-stakeholder partnerships, makes an essential contribution towards enhanced collaborative processes between scientists, policy-makers and affected communities (Gerkensmeier 2018). Moseley (2014) find that micro-processes of institutionalization are driven by a mixture of large-scale institutional dynamics and how frontline decision-makers understand and interpret these dynamics, given the local social and ecological context in which they operate. Recommendations on the institutional forms are founded upon extensive stakeholder mapping as well as analysis of the needs of local stakeholders, who will become the backbone of the initiative. Their support is thus crucial, particularly in facilitating the set-up of the multi-stakeholder platform and in implementing, monitoring, and evaluating the Production Protection and Inclusion (PPI) Compact, an integral part of the regency's Green Growth Vision.

PPI compact agreement

The PPI Compact is a joint initiative spearheaded by the IDH which encompasses three aspects: production, protection and inclusion. The PPI Compact is an agreement forged between various stakeholders who are committed to working together towards sustainable development. At large, the initiative aims to promote sustainable production, protection of forest areas and social inclusion in several regions across Indonesia, including Tebo Regency.

For the *production* aspect of the initiative, the PPI Compact encompasses efforts to increase smallholder farmers' knowledge about sustainable agricultural practices, double crop productivity per unit area of land as well as determine incentives for mills and plantations to act sustainably. The Production pillar sets its sights on boosting productivity and efficiency in the production of goods and services, all while minimizing the negative impact on the environment. Achieving this objective entails implementing sustainable practices like agroforestry, conservation agriculture, and integrated pest management. Additionally, the Production pillar seeks to improve market access for smallholder farmers by fostering connections with larger buyers, thereby expanding their opportunities.

Protection aims to improve monitoring plantations, mapping risks, tracking the legality and performance of plantation farmers (including smallholders), observing law enforcement activities in forest areas and formulating periodic designation of models to address deforestation in Tebo and strengthen the protection of the TNBT. The Protection pillar places a strong emphasis on safeguarding natural resources and preserving biodiversity, while simultaneously taking measures to reduce greenhouse gas emissions. It involves the conservation of forests, wetlands, and other vital ecosystems to maintain their ecological balance.

Finally, *inclusion* aims to improve the current mechanisms pertaining to land rights and resolution of tenurial conflicts as well as support a better implementation of the labor system in Tebo so that it is more in line with Indonesian legal standards. The Inclusion pillar is all about ensuring that sustainable development benefits everyone and that all stakeholders have a say in the decision-making processes. This means actively involving local communities, smallholder farmers, women, and marginalized groups in shaping the development agenda.

Multi-Stakeholder partnership platform

A multi-stakeholder platform is a collaborative forum where diverse groups of stakeholders come together to address a specific issue or work towards a common goal. The emphasis on issue-focused stakeholder management implies that organizations prioritize identifying and addressing specific issues or concerns that are central to their operations or industry. By engaging with stakeholders who are directly impacted by or have a vested interest in these issues, corporations can tap into a wealth of knowledge, expertise, and resources. This collaborative approach enables a more comprehensive understanding of the challenges at hand and facilitates the development of innovative and sustainable solutions (Roloff 2008). It serves as a space for meaningful dialogue, coordination, and joint decision-making among participants who represent different sectors and interests. The model of multi-stakeholder partnership platform brings representatives from different interest groups to discuss shared challenges, opportunities, policy actions and advocacy strategies (Warner 2005).

The essence of a multi-stakeholder platform lies in its inclusive nature, as it brings together individuals and organizations from various backgrounds such as government, civil society, businesses, academia, and affected communities. This diversity of perspectives, expertise, and experiences enriches the discussions and enables a comprehensive understanding of the

challenges at hand. Acosta (2018) explains the role of multi-stakeholder platforms in enhancing a sense of ownership, developing knowledge, creating linkages between different governance levels and a wide variety of actors (including policymakers and scientists), and, most significantly, improving policy formulation.

Kuenkel (2018) show two successful examples of collaborative multi-stakeholder change processes illustrate how the strategic design of collaboration leads to tangible results and enhances actors' collaboration literacy in navigating complex change. Attempting to implement stakeholder collaboration is not enough for its success, instead various components need to be incorporated throughout the continuous process, in particular attention is paid to establishing trust across the various stakeholder group (McComb 2017). When designing the organizational structure for a multi-stakeholder platform, it is important to carefully consider various factors. The objective is to create a framework that facilitates effective collaboration, decision-making, and coordination among the diverse range of stakeholders involved. An essential aspect of this design process involves establishing a clear governance structure, which outlines the roles, responsibilities, and decision-making processes within the platform. It is crucial to define the functions of key individuals, such as facilitators, coordinators, steering committees, and working groups, to ensure smooth operations.

Inclusivity plays a pivotal role, as representation from all relevant stakeholder groups should be encouraged to foster a comprehensive understanding of the issue at hand. To facilitate collaborative decision-making, an environment that promotes active participation, expertise sharing, and constructive dialogue is essential. Communication channels, such as online platforms and regular meetings, should be established to enable effective information exchange and knowledge sharing. The findings of

study from MacDonald (2019), have significant implications for both research and practice in the realm of multi-stakeholder partnerships. It suggests that the capacity of a partnership relies on two key factors, the design of decision-making processes and the internal mechanisms that facilitate coordination and monitoring of collaborative activities. In other words, how decisions are made within the partnership and the systems in place to ensure effective coordination and monitoring play crucial roles in determining the partnership's overall capacity. These findings emphasize the importance of carefully considering and designing these aspects when establishing and managing multi-stakeholder partnerships. Creating subcommittees or working groups focused on specific areas or topics allows for deeper discussions and contributions.

Resource allocation and management should be transparent, fair, and accountable, ensuring equal representation and distribution. Implementing monitoring and evaluation mechanisms, including performance indicators and evaluation processes, allows for regular assessment of the platform's activities, outcomes, and impact. Regular review and reflection on the platform's performance are necessary to make necessary adjustments and improvements. Sustainability and continuity are key considerations, requiring strategies to maintain stakeholder engagement, knowledge transfer, and succession planning. The ability to adapt and remain flexible is crucial to address emerging challenges and ensure the ongoing effectiveness of the multi-stakeholder platform. Pera (2016) show that key motives company to participate in such multi-stakeholder value co-creation are reputation enhancement, experimentation, and relationship building. Partnership platforms follow a development lifecycle. Lifecycle platform model by Reid (2014) divides platform lifecycle into several stages: scoping, building, implementing and consolidating phases. This model helps provide a guide in gathering information needed in each stage of its formation. Multi-stakeholder platforms and bridging organizations and individuals play a crucial role in addressing and surmounting the challenges that arise in various

contexts. These entities are recognized as essential components in overcoming such obstacles (Ros-Tonen 2018).

METHODS

Preliminary desk study

Our desk study and preliminary institutional analysis aims to present the legal, sociopolitical and economic contours of Tebo Regency and how the region's particular characteristics may impact the implementation of PPI Compact in the region. To do this, we briefly assessed the PPI Compact, namely its objectives, targets as well as monitoring and evaluation tools. We also assessed previous measurement, verification, reporting, monitoring and evaluation activities which were implemented by the IDH in conducting its PPI Compact initiative. Then, we mapped out Tebo's legal, sociopolitical and economic conditions as well as the positions, interests and needs of key stakeholders in the region based on open-source data. Finally, we encapsulated the findings in a short summary on how Tebo's legal, sociopolitical and economic features (as stipulated in the second section) might potentially pose challenges in the implementation of PPI Compact and realization of its objectives (as stipulated in the first section).

Field study

We carried out three separate field studies to Tebo Regency, during which we conducted a series of in-depth interviews and Focused Group Discussions (FGDs) with key stakeholders from Tebo administration, the private sector, farmer groups and non-governmental organizations (NGOs)/civil society organizations (CSOs). Our field studies first and foremost aimed to further elaborate the findings of our desk study as well as to assess the sociopolitical, cultural and economic contours of Tebo and their relations in regard to key stakeholders in Tebo. In this regard, findings from our field studies would be used as a basis of stakeholder analysis and needs analysis, both of

which were requisite in formulating the most suitable institutional arrangement for the multi-stakeholder platform in Tebo.

Stakeholder analysis

Stakeholders are defined as individuals and organizations who are involved in or affected by an action or policy and can be directly or indirectly included in the decision-making process. Stakeholder analysis and engagement strategies offer significant advantages when it comes to addressing the intricate aspects of environmental complexity in projects. This includes managing various stakeholders, navigating shifting policies and regulations, and adapting to changes in the natural environment (Nguyen 2018). In environmental and conservation planning, stakeholders typically include government representatives, businesses, scientists, landowners, and local users of natural resources (Vogler 2017). In this regard, stakeholder analysis is carried out to help map the relevance of stakeholders involved in the process. A stakeholder analysis is also needed to determine the limitations in the discussion of its function in the ecosystem (Raum 2018).

In this study, stakeholders were initially mapped based on open-source data and the Memorandum of Understanding (MoU) on the PPI Compact implementation in Tebo Regency signed by a number of key stakeholders, including those from the private sector, local administration, NGOs and community representatives. We later conducted a series of FGDs and in-depth interviews with the identified stakeholders. The discussions were designed to observe and identify which group of key stakeholders is the most prominent or holds the most influence and/or interest in the region concerning the PPI Compact through institutional approach, during which stakeholders' cultural, social as well as economic capital will be analyzed.

Needs analysis

The findings from our FGDs and in-depth interviews with relevant stakeholders in Tebo were then employed to carry out a needs analysis. In this regard, we identified

and analyzed the perspectives and specific needs of local stakeholders as well as their expectations about the implementation of PPI Compact and the establishment of a multi-stakeholder platform in Tebo. We also assessed the challenges that the local stakeholders may encounter in implementing the PPI Compact initiative as well as the challenges in establishing the multi-stakeholder platform in Tebo.

Explaining research chronological, including research design, research procedure (in the form of algorithms, Pseudocode or other), how to test and data acquisition. The description of the course of research should be supported references, so the explanation can be accepted scientifically.

RESULTS AND DISCUSSION

The IDH formulated a three-faceted approach focusing on Production, Protection and Inclusion (PPI Compact) to bolster sustainable landscape management. The aspect of production aims to increase the productivity of key commodities and its farmers sustainably. By doing this, agriculture production could be de-linked from deforestation. Meanwhile, the protection aspect centers on developing and implementing measures to conserve forests including by supporting local governments in enforcing forest protection laws, implementing deforestation monitoring systems, capacity building projects to communities, and providing financial incentives such as conditional loans or tax reductions to farmers in exchange for protection. The inclusion aspect aims to improve farmers and forest-dependent communities' livelihood by creating local ownership through participatory land-use planning.

IDH's commitment to achieve the targets set in the PPI Compact is primarily founded upon three objectives. First, PPI Compact could serve as a platform to implement Green Economic Growth in Jambi Province, which is intended to be part of

Jambi 2021-2025 mid-term regional development plan (RPJMD), a derivative of the province's 2005-2025 long-term regional development plan (RPJPD). This objective is further supported by the Jambi administration's initiative to formulate a legal umbrella for the issuance of regional regulations concerning the Green Economy Master Plan. Second, PPI Compact also aims to boost Jambi regional budget (APBD) from the tax revenue sector derived from regional trade transactions. This could be realized by raising the quality of popular commodity products, particularly rubber and palm oil, through ensuring access to market and finance as well as attracting more investment in Tebo. PPI Compact may act as a buffer to anticipate or mitigate the impacts of the recently passed Job Creation Law. Stakeholder mapping is carried out in accordance with the collaboration targets in the PPI compact. The stakeholders involved are listed in Table 1.

Table 1. Stakeholder analysis

Stakeholder	Stakeholder Interest	Level of Support	Strategy
Government	Conservation policy, reduce deforestation rate	Strongly support	Support from communities
Private Sector	Forest management, better product quality	Strongly support	Support and commitment from headquarters
NGO	Improve livelihoods, reduce deforestation	Strongly support	Risk mitigation
Farmer	better income with better product quality and price in commodities	Strongly support	Fair trade

During our field studies, four themes were generally discussed during in-depth discussions and FGDs, namely forest and environment protection, land tenure, labor and livelihoods. We divide this section into three sub-sections, with each section representing the professional backgrounds of the interviewed stakeholders: the local government, the private sector, smallholder farmers and NGOs/CSOs. In this way, both the differences and similarities of perspectives and needs between or within each professional background could be delineated and, thus, provide the best outline for the platform's future operations.

In principle, the majority of the interviewed stakeholders expressed their enthusiasm, or at least open-mindedness, for IDH's initiative. Support from each professional background bring its own advantage to the implementation of IDH's initiative: smallholder farmers and NGOs' support could help ensure the sustainability of the initiative implementation at the grassroots level, government backing could grant the initiative a legitimacy, while the private sector's support could bring market knowledge, resources and technical expertise. Our interviews with the stakeholders indicate that stakeholders, including those who are often engaged in environmentally destructive activities, have gradually acknowledged the urgency of environmental conservation and its centrality in ensuring future production, as evident in the numerous collaborative forest protection efforts, such as joint patrols and monitoring programs, between the local government, private companies

and the locals. Another example is smallholder farmers' willingness to consider crop diversification. Several crop diversification initiatives have been implemented, such as the practice of multi-cropping by smallholder palm oil farmers. Promotion for crop diversification have been amplified as well by the local government, particularly Tebo Agriculture Agency which actively endorses the cultivation of three alternative crops: rice, maize and soy.

Our interviews with several government officials suggest that rampant illegal logging, in particular, is one of the most serious problems plaguing the government's forest conservation efforts, especially since illegal logging activities often precede land disputes; after illegal logs are sold, the cleared land plots are often illegally transacted and, thus, illegally occupied. In this regard, illegal logging activities have often triggered a domino effect and prompted protracted land disputes.

Forest and environmental protection efforts are further complicated by the convoluted network of actors involved in illegal logging and land occupation, a considerable number of which are migrants. For one, it was pointed out that illegal transactions and occupations of land are, to a certain extent, precipitated by the depleting available land in Jambi's neighboring areas, particularly North Sumatra, which explains why the illegal practices of land transaction and occupation in Tebo are allegedly predominated by migrants. Previous research on community-based conservation by Stormer, et. al. (2019) show that the concept of

community-based conservation is able to positively change the attitude towards wildlife. A limitation that was also conveyed was the factor of individual experience that allows for different views on wildlife.

Disputes over land ownership and management are one of the most prevalent social conflicts in Tebo. Involved in most of the recurring land disputes in Tebo are private companies, which have often embroiled in land conflicts with the locals, migrants and even the local government. Nevertheless, private companies do not always play the role of perpetrators in land disputes. For instance, locals and indigenous communities have reportedly encroached private companies' concessions on several occasions. Indeed, land encroachment itself is often interwoven with the social grievance of the locals, most of whom perceive the arrival of private companies and the existence of their concessions in Tebo as a major threat against their means of livelihoods. In the case of indigenous communities, in particular, the fact that they had lived in concession areas long before the establishment of Indonesia as a nation state further complicates efforts to address their land disputes with the private sector. In this regard, the encroachment of companies' concession areas is deemed as legitimate.

Stakeholders from private companies concurred that fomenting partnerships is the most ideal solution to mitigate land disputes. From Roloff (2008), issue-focussed stakeholder management dominates in multi-stakeholder networks, because it enables corporations to address complex problems and challenges in cooperation with stakeholders. A source from a private company stated that the success of partnerships between private companies and smallholder farmers could be ensured by first building trust between the involved actors. One apparent incentive for smallholder farmers to join partnership schemes is their lack of capital, which could be solved by the private sector. McComb (2017) highlights that the mere attempt to

implement stakeholder collaboration does not guarantee its success. Instead, the study emphasizes the need to incorporate various components consistently throughout the entire process. Of particular importance is the establishment of trust among the diverse stakeholder groups involved. The paper emphasizes that building trust is a critical factor in achieving successful stakeholder collaboration. In order to foster effective collaboration, attention must be given to nurturing trust and fostering positive relationships among the stakeholders involved. This finding underscores the significance of trust-building as an ongoing and integral part of the collaborative process.

In terms of building trust, one common strategy employed by private companies is donating funds for public infrastructures, such as public health, education, and road construction, and corporate social responsibility programs. One proposal is to synergize private companies' social funding with Regional Development Planning Board (Bappeda), which also enforces similar social responsibility programs. To date, Bappeda and companies have attempted to synergize their programs, but it has never reached beyond discussion, according to several business players. Tebo Plantation, Livestock and Fisheries Agency reported that it planned to establish a forum specifically responsible for overseeing the realization of company social responsibility programs in Tebo. The forum will consist of representatives from the local administration, NGOs, indigenous leaders, the media and, most importantly, the companies themselves. Another objective of the forum is to ensure that companies' social responsibility programs do not superimpose the government's programs by, among others, assessing on-ground situations and determining which locations that companies could implement their social responsibility programs. The establishment of the forum is founded upon the lack of comprehensive data or records about companies' social responsibility programs in the past, which often

resulted in an overlap of initiatives launched by the government and the private sector. It is particularly feared that the lack of communication between the government and the private sector could lead to fragmented and uncoordinated policies. Improving production might play a pivotal role in reducing social conflicts and, eventually, increasing protection. Numerous stakeholders believe that increased production could improve the welfare of the locals and, thus, resolve some of the underlying motives behind the rampant practices of illegal logging and deforestation. In this regard, increased production would eventually increase the inclusion and welfare of smallholder farmers.

During our FGD with representatives of farmer groups, a number of aspects pertaining to their needs and expectations were highlighted. Among their needs are capital assistance, which may be addressed by providing access to new sources of loans or assisting the smallholder farmers to fulfill legal requirements to acquire loans from the government; managerial and financial skills to, among others, actively and effectively participate in IDH's initiative and multi-stakeholder platform, which may be addressed by enrolling the smallholder farmers in capacity building and monitoring their progress; access to market, which may be addressed by equipping smallholder farmers with marketing skills through capacity building and promoting independence in the farmers from brokers/middlemen, and; incentives and guarantees that sustainable practices will not harm their sources of both short-term and long-term income.

Based on aforementioned key findings, it may be concluded that the multi-stakeholder platform must adopt some guiding principles. Taking into account the sociopolitical, legal and economic contours and challenges in Tebo, the guiding principles of the multi-stakeholder platform that we propose are as follows:

- Foster trust among stakeholders and create understanding of similarities in their interests and needs as well as the advantages of forming partnerships;
- Spearhead impartial and independent procedures in formulating business objectives and priorities while ensuring stakeholders and business partners' compliance with the protection, production and inclusion aspects, and;
- Promote institutional and individual capabilities to engage businesses, including in developing strategies, gaining access to market and partnering skills.

In general, the multi-stakeholder platform will serve its functions through a number of steps, in line with the development lifecycle formulated by Reid. These steps are:

- Scoping, which encompasses the process of analyzing local circumstances and contexts, mapping previous initiatives, identifying most interested and influential stakeholders as well as their needs and promoting awareness.
- Building, which encompasses stakeholder engagement, securing support and commitment, formulating objectives and strategies, identifying leading sectors and forming management structure.
- Implementing, which encompasses cementing operational structures within the platform, building capacity and skills for the implementers, developing monitoring and evaluation systems and implementing long-term business models.

According to Reid (2014), there are nine building blocks which enable a platform to perform effectively. The nine building blocks are business model, governance, operational structure, communication strategy, value added service, core competencies, membership engagement, performance monitoring and evaluation, and partnership culture.

The main objective of the multi-stakeholder

platform is to transform Tebo regency into a competitive region which supplies green commodities. The multi-stakeholder platform will serve as a meeting point where stakeholders are encouraged to actively discuss and seek solutions pertaining to the issues surrounding green development in Tebo, particularly those related to the protection, production and inclusion aspects. Bowen (2005) show stakeholder involvement theory posits that collaboration increases the productivity of resources and creates the conditions for community-driven development. Learning from Truex (2010), more broadly, the Construction Sector Transparency Initiative experiences suggest that multi-stakeholder groups are best used as a means of promoting dialogue and building consensus, not as the locus of policy implementation and oversight. Multi-stakeholder platform will become a driving force which promotes the empowerment of local communities, particularly in regard to sustainable business development. From Akpo (2015), beyond focusing on outcomes, initiatives in multi-stakeholder processes should also document and analyze social processes in order to better understand the mechanisms by which such processes foster socio-technical change, as well as identify potential institutional barriers to such processes. Empowerment will be carried out through training and capacity buildings that are well measured and in line with the locals needs. Based on this function, several activities that must be carried out in a multi-stakeholder platform are building a partnership network, innovation in sustainable business models, and human resource development.

We aim to implement Reid's nine building blocks combined with the results of field observations, which results in two alternative models of institutions that may serve as an intermediary institution to maintain the neutrality of the multi-stakeholder platform as well as its compatibility with the needs of local stakeholders. The first alternative (Fig. 1) is to establish a green committee consisting of representatives from each interest group who work under an executive director, who in turn carries out the functions described above. The second alternative is a green committee consisting of representative stakeholders, each of whom act as a leader in realizing the multi-stakeholder platform's functions according to their respective strength (Fig. 2). In the two alternative institutional structures, accommodating a multi-stakeholder platform can become an arena for discussion or dialogue between parties, which constitutes an important instrument for maintaining the principles of democracy, governance, conflict prevention and being the orchestrator of the parties involved. The two alternatives could also help facilitate the promotion of a common understanding on social problems as well as foster capabilities and skills among stakeholders for problem solving purposes. The process of dialogue and skill sharing can help nurture mutual trust and confidence, which is the basis of successful joint action. Multi-stakeholder platforms and bridging organizations and individuals are seen as key in overcoming such challenges (Ros-Tonen 2018).
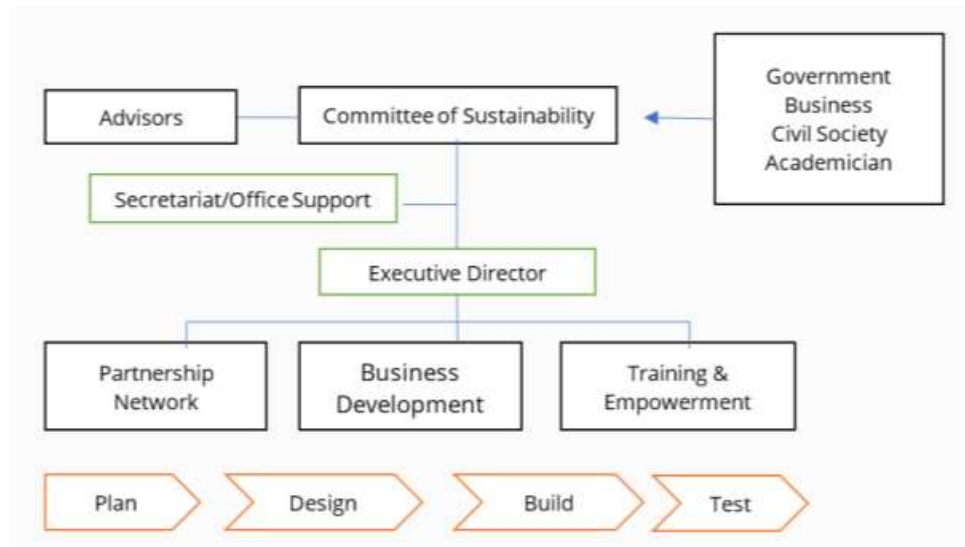
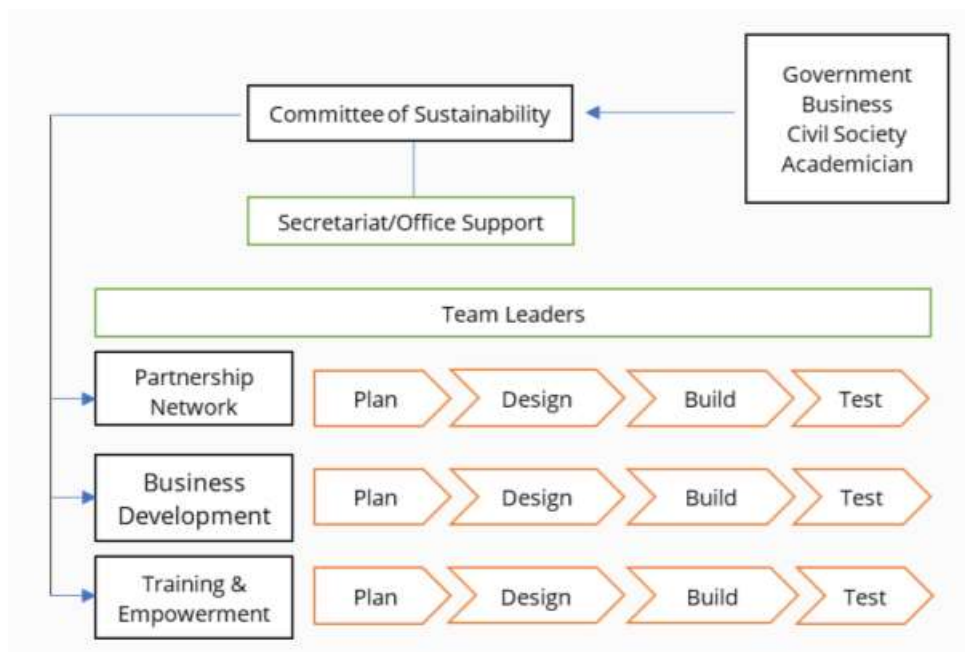**Figure 1.** First alternative organization model.

Figure 2. Second alternative organization model.

While promoting the practices/activities of sustainable business development, the multi-stakeholder platform may evolve into a commercial institution such as social enterprise or cooperative. Social enterprises, for one, use a business approach to solve social problems included in the United Nations Sustainable Development Goals. Some of the common business models run by social enterprises are providing fair trade prices, developing by-products or waste, opening up new market access, and providing education or knowledge about a sustainable economy. The success of a social enterprise is determined by the values of the founder(s) or the founding team (Rostiani 2014). Di Domenico (2019) propose that corporate—social enterprise collaborations are shaped by (1) the value that each member of the collaboration attributes to their partner's inputs, (2) competing practices and priorities intrinsic to the corporation and the social enterprise, and (3) expected benefits of the collaboration to each partner. The most difficult obstacle is maintaining values above profit. In the case of Tebo, the multi-stakeholder platform in Tebo may evolve into a social enterprise as it could

accommodate the local stakeholders' values as well as the PPI Compact objectives while ensuring the stakeholders' welfare through its commercial activities.

Another potential commercial form is cooperatives. One significant advantage of cooperatives is its popularity in Indonesia due to its long history as a model of people's economy in Indonesia. Cooperatives adopt a clear legal basis and a set of rules, complemented by regular monitoring and evaluation in their operations. In this regard, the multi-stakeholder platform may establish a cooperative while still prioritizing the objectives of the PPI Compact, namely the implementation of the PPI Compact.

The initial programs of the forum should focus on the smallholders. The information that we gathered from the interviewed stakeholders as well as our field observation suggest that the multi-stakeholder platform should begin its operations from the smallholder farmers, who will serve as the initiative's starting point. This is because we believe the focal point of the convoluted challenges, the diverse needs and aspirations of the stakeholders as well as the long-term prospect lie on the smallholder farmers, specifically how to boost the farmers' productivity and, thus, welfare, which could subsequently negate their motives for engaging in environmentally destructive practices.

MANAGERIAL IMPLICATION

By focusing on smallholders, we could also achieve other objectives, especially the objectives of the Tebo administration. For example, one of the Tebo Agriculture Agency's expectations for the establishment of the multi-stakeholder forum is to help the agency encourage rubber and palm oil farmers to shift to other commodities, especially soybean. Also, Tebo Plantation, Livestock and Fisheries Agency planned to establish a forum specifically responsible for overseeing the realization of private companies' social responsibility programs

in Tebo. This multi-stakeholder forum could serve the agency's purpose by creating a program that would synergize the private sector's CSR program with the Tebo administration's social program. Therefore, there is no need to create another forum.

The progression of the multi-stakeholder platform into a commercial institution can be started by jointly developing a business model and proactive implementation. An attractive business model is formed through innovation and development of a multi-stakeholder platform (Adekunle 2012). An effective multi-stakeholder platform must be able to develop products, prepare markets, and support the right regulations to achieve goals (Garrido 2016).

CONCLUSION

The multi-stakeholder platform established in Tebo Regency must first and foremost uphold social values of the stakeholders related in implementing PPI Compact's objectives. In the case of Tebo, the multi-stakeholder platform serves as an intermediary institution to maintain neutral, transparent and sustainable dialogues and collaboration between local stakeholders. Once the platform is established, its self-sufficiency must be ensured by, among others, promoting local empowerment and skill sharing. The platform may also evolve into a commercial institution. Two potential forms of commercial institutions are social enterprise and cooperatives. This research has limited application in the societies at large, considering that local sociopolitical, cultural, economic and legal circumstances could significantly impact the suitability of certain institutional forms. Additional data is needed for communities outside Tebo Regency. The need of monitoring and stewardship of multistakeholder platforms in the future are critical components for ensuring effective governance and achieving desired outcomes.

ACKNOWLEDGEMENTS

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