

RSPO
**Revised Theory of Change
Narrative Document (draft)**

*For Public Consultation
(14 December 2023 - 26 January 2024)*



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Disclaimer for revised RSPO Theory of Change Narrative Document (draft)

This document has been prepared and provided for the sole purpose of the Public Consultation of the revised RSPO Theory of Change, running from 14 December 2023 to 26 January 2024. The content of this document is adapted from the draft Narrative Document developed for the RSPO revised Theory of Change, and may differ (slightly or significantly) in content, structure and design to the version to be published alongside the finalised revised RSPO Theory of Change.

RSPO appreciates your consideration to participate in this Public Consultation, which will assist in ensuring the revised RSPO Theory of Change is relevant and representative. We welcome your constructive feedback, comments and suggestions. Your responses to the Public Consultation will be evaluated for potential consideration or inclusion to refine, improve and finalise the revised RSPO Theory of Change for publication. This Public Consultation is a requirement under the ISEAL Code of Good Practice for Impacts applying to ISEAL Code-Compliant members, which includes RSPO. This requirement for a Public Consultation is to ensure that RSPO stakeholders have opportunities to provide input in the periodic revision of the RSPO Monitoring, Evaluation and Learning (MEL) system.

RSPO would like to thank our consultants Triple Line Consulting for providing their tremendous experience and expertise in the revision of the RSPO Theory of Change, and creating the technical materials on which this document is based on. RSPO would also like to thank our Impact Advisor Karen Lawrence for her invaluable guidance, support and collaboration over this process.

List of Common Acronyms

CSPO	Certified Sustainable Palm Oil
ISEAL	International Social and Environmental Accreditation and Labelling Alliance
KPI	Key Performance Indicator
MEL	Monitoring, Evaluation and Learning
P&C	Principles and Criteria
RSPO	Roundtable on Sustainable Palm Oil
SDG	United Nations Sustainable Development Goals
ToC	Theory of Change

Key Terms and Concepts of the revised RSPO Theory of Change

Accreditation Body (AB)	Independent organisations selected by RSPO to accredit and evaluate Certification Bodies to conduct RSPO certification.
Causal Pathway	The direction of an expected change in a ToC showing the sequence of Actions > Outputs > Outcomes > Impact
Certification Body (CB)	Third-party, independent organisations accredited to issue RSPO compliance certificates, assessed by audit by the CB’s auditors.
Change	A shift in a current status to a planned better status. Change can occur at several levels (Outputs, Outcomes, Impact). Also referred to as ‘ expected change ’.
Impact	The eventual high-level change intended from the combination of all expected changes in a ToC. Also referred to as ‘ intended impact ’.
ISEAL Code of Good Practice	A tool defining good practices for sustainability systems, applicable to ISEAL members. RSPO is a Code Compliant member of ISEAL.
Member	An Ordinary (7 sectors), Affiliate or Associate member of RSPO
Outcome	An Outcome identifies what the expected change and who will benefit from that change in a ToC. Separated into Intermediate and Long-term.
Output	An Output is the specific direct deliverable of an intervention, and is largely within the control and accountability of the RSPO.
Partner	Non-member organisations/companies with a formal or informal association with RSPO e.g. research institutions/universities, international organisations (IO), governments, technology platforms.
Results Framework	A counterpart to the ToC that measures progress of the expected change and intended impact, based on identified KPIs
RSPO Certification	The certification system/process of RSPO standards (P&C, ISH, SCC), assessed through the independent, third-party assurance model.
RSPO Standards, Systems and Procedures	Collective term for RSPO activities, including: <ul style="list-style-type: none"> - Standards (e.g. P&C, SCC, technical guidance, benchmarks) - Systems (e.g. certification, RSPO Smallholder Support Fund/RSSF, membership, digital traceability, RSPO Complaints System) - Procedures (e.g. New Planting Procedure, Remediation and Compensation Procedure/RaCP, Hotspot Monitoring, Annual Communication of Progress/ACOP, Shared Responsibility).
RSPO Strategies and Activities	The strategic approach of RSPO’s work, expressed as Actions in three Interlocking Themes and Enablers. Also referred to as ‘ intervention ’.
Stakeholder	An individual or group that has an interest in the strategies and activities of RSPO, who may or may not be members or partners.
Supply Chain	The direct network of companies and operations involved in the production, processing and delivery of palm oil, and the RSPO membership sectors involved in the supply chain.
Value Chain	The full chain of activities that builds value in palm oil, including the direct supply chain and indirect supporting functions (e.g. funding by Financial Institutions, oversight by NGOs, public awareness).

The Roundtable on Sustainable Palm Oil (RSPO) was established in 2004 as a non-profit association (under Article 60 of the Swiss Civil Code) with the aim of uniting the multi-stakeholders in the palm oil industry to develop and implement global standards for sustainable palm oil. Our objective is to promote the growth and use of certified sustainable palm oil products through cooperation within the supply chain and the value chain, and our vision is to be a global partnership to make palm oil sustainable.

Since then, RSPO has been continuously working with our members to achieve that vision. As reported in the [RSPO Impact Report 2022](#) and the [RSPO Impact Update 2023](#), collective action from RSPO and our members has achieved positive impacts¹ across a range of social, environmental and economic/commercial indicators. As RSPO marks our 20th anniversary in 2024, we must continue to promote and accelerate delivery of positive impacts through RSPO strategies and activities necessary to scale up the adoption of sustainable palm oil worldwide

To support RSPO's vision, there has been a renewed emphasis on learning and accountability through a structured monitoring, evaluation and learning (MEL) approach within the organisation, implemented and managed by the RSPO Secretariat. A comprehensive Theory of Change (ToC) for the RSPO was published in 2017, and RSPO has undertaken a review of the ToC with a conclusion that it required revision and modification for relevance and alignment with the recent evolution of our organisation. This is also in compliance with the ISEAL Code of Good Practice for Impacts. The revised RSPO Theory of Change is intended to better illustrate how all parts of RSPO, together with our members, partners and stakeholders, must continue to work collaboratively as a global partnership to make palm oil sustainable.

What is a Theory of Change?

A Theory of Change (ToC) is a conceptual framework developed to help organisations determine which social, environmental or economic/commercial change they want their programmes to contribute to and why. In broad terms, a ToC is a description of a sequence(s) of event(s) that is expected to lead to a particular desired outcome(s) and/or impact(s). In general, a ToC identifies the following:

- The long-term change desired (**Impact**);
- What needs to change and why (**Long-term Outcomes and Intermediate Outcomes**);
- The context and necessary steps/objectives required to achieve change (**Outputs**);
- Strategies and activities to initiate the expected change (**Actions & Interlocking Themes, and Enablers**)

These different levels of a ToC are sequenced to depict the interlinked causal pathways (otherwise known as a change or impact pathway). The validity of the causal pathways is dependent on the direct operating context of the organisation and the indirect assumptions that enable successful progress along the causal pathway, which can be subsequently tested and measured. A ToC is often used in conjunction with a results chain or results framework, measuring the level at which expected change is progressing through key performance indicators (KPIs) for each Output and Outcome.

¹ For more information on RSPO impacts, please visit our Impact page at <https://rspo.org/our-impact/>

1.0 Progress in the revision of the RSPO Theory of Change

1.1 Preparing the revised RSPO ToC

The purpose of revising and modifying the RSPO Theory of Change is to update the current ToC (see [Appendix 1](#)) to better articulate the intent and ambition of RSPO and the change we seek to achieve, in order to be consistent with the evolution of RSPO's overarching agenda, activities and strategic approach.

The revision process kicked off in July 2022, beginning with a series of interviews with key internal and external stakeholders in Q3 2022. An initial draft of the revised ToC was developed from this process by the Impacts & MEL (IMEL) Unit within the RSPO Secretariat. An internal validation workshop conducted with a representative cross-section of RSPO Secretariat staff was held in March 2023, followed by informal previews with external RSPO stakeholders and research partners. The draft revised RSPO ToC was continually refined from all feedback received. This current draft is the version provided for an online Public Consultation running from 14 December 2022 to 26 January 2023.

The revised RSPO ToC aims to move away from a linear concept of cause and effect, in order to better depict the interrelated nature of causal pathways to achieving expected change and intended impact. It attempts to negate thinking in terms of 'silos', and instead recognises the interconnectivity of RSPO's work. Our expected changes and intended impacts rely on many different elements, some within RSPO's direct control but also some dependent on external contextual factors which can influence RSPO's strategies and activities (see [1.4 Assumptions](#)). Careful monitoring and measurement of progress in the revised RSPO ToC, and learning from that process to adjust if required, is necessary to identify potential unintended consequences and mitigate any unexpected negative impact.

1.2 Hypothesis of the revised RSPO ToC: Identifying RSPO's Impacts

The main hypothesis driving the work of RSPO is: if we can convene the multiple stakeholders of the palm oil value chain worldwide to collaborate and commit towards change, then palm oil will be sustainably cultivated and harvested where it is produced, and sustainably sourced and consumed where it is used. This is the vision of RSPO as a global partnership to make palm oil sustainable. Fulfilling this involves facilitating global change in defining, enabling, and ensuring sustainable production and consumption practices across the entire palm oil value chain. Our work to achieve this will have an influence on our three impact pillars of People, Planet and Prosperity, where the benefits of expected changes should have equal significance. Hence, the anticipated overall impact of RSPO is that the palm oil value chain equitably balances the interests of People - Planet - Prosperity.

Identified in the RSPO Impact Framework published in the [RSPO Impact Report 2022](#), the three impact pillars have been mapped against the relevant United Nation Sustainable Development Goals (SDG) target indicators. This analysis has enabled RSPO to identify where we are making direct or indirect contributions to SDG target indicators, in consideration of three levels of linkages:

- Level 1 – where RSPO can show a direct contribution with existing data sources;
- Level 2 – where RSPO can make a contribution, but more data or research support is needed;
- Level 3 – SDG target indicators that may be important for RSPO to contribute towards, but further discussion and consensus is needed before they can be considered for inclusion within RSPO's standards, systems and procedures.

The SDG mapping analysis identified an initial list of 66 linkages between the 248 SDG targets indicators² and the expected change and intended impact of RSPO strategies and activities. From this list of 66 linkages spanning 16 of the 17 SDGs, we have identified nine priority SDGs where RSPO’s expected change is most direct and strategically aligned to the RSPO vision. Neatly, each impact pillar of People, Planet and Prosperity has three priority SDGs connected to it (Figure 1). And, in turn, the nine RSPO priority SDGs are aligned with the nine Long-term Outcomes (L1 to L9) in the revised RSPO ToC.



Figure 1: RSPO impact pillars and priority UN SDGs

1.3 Structure of the revised RSPO ToC: Visualising expected change

The revised RSPO ToC is presented in two visual diagrams: the **full Theory of Change** (Figure 2, providing a comprehensive structure with full descriptive statements) and a **simplified Theory of Change** (Figure 3, providing a conceptual structure depicting the key substance of Outputs, Outcomes and Impact). The full ToC is intended for detailed, technical understanding of the ToC’s causal pathways, while the simplified ToC is intended to show the essence of expected change for general understanding and communications.

In both visual diagrams, the revised RSPO ToC shows the interconnected causal pathways and linkages for expected change and intended impact towards the RSPO vision, divided into distinct layers:

- **Actions & Interlocking Themes, Enablers** - the direct strategies and activities of RSPO
- **Outputs** - Expected change from RSPO strategies and activities
- **Intermediate Outcomes** - Expected change from Outputs
- **Long-term Outcomes** - Expected change and intended impact from Intermediate Outcomes

The revised ToC is designed to be flexible enough to support different directions of visualising RSPO’s expected change and intended impact. The full Theory of Change can be read bottom-up or top-down. The simplified Theory of Change can be read inside-out or outside-in. However, we do recommend a bottom-up (full ToC) or inside-out (simplified ToC) direction as an initial starting point.

² See Appendix 1, Mapping RSPO Impacts and UN SDGs, page 76-79, [RSPO Impact Report \(2022\)](#)

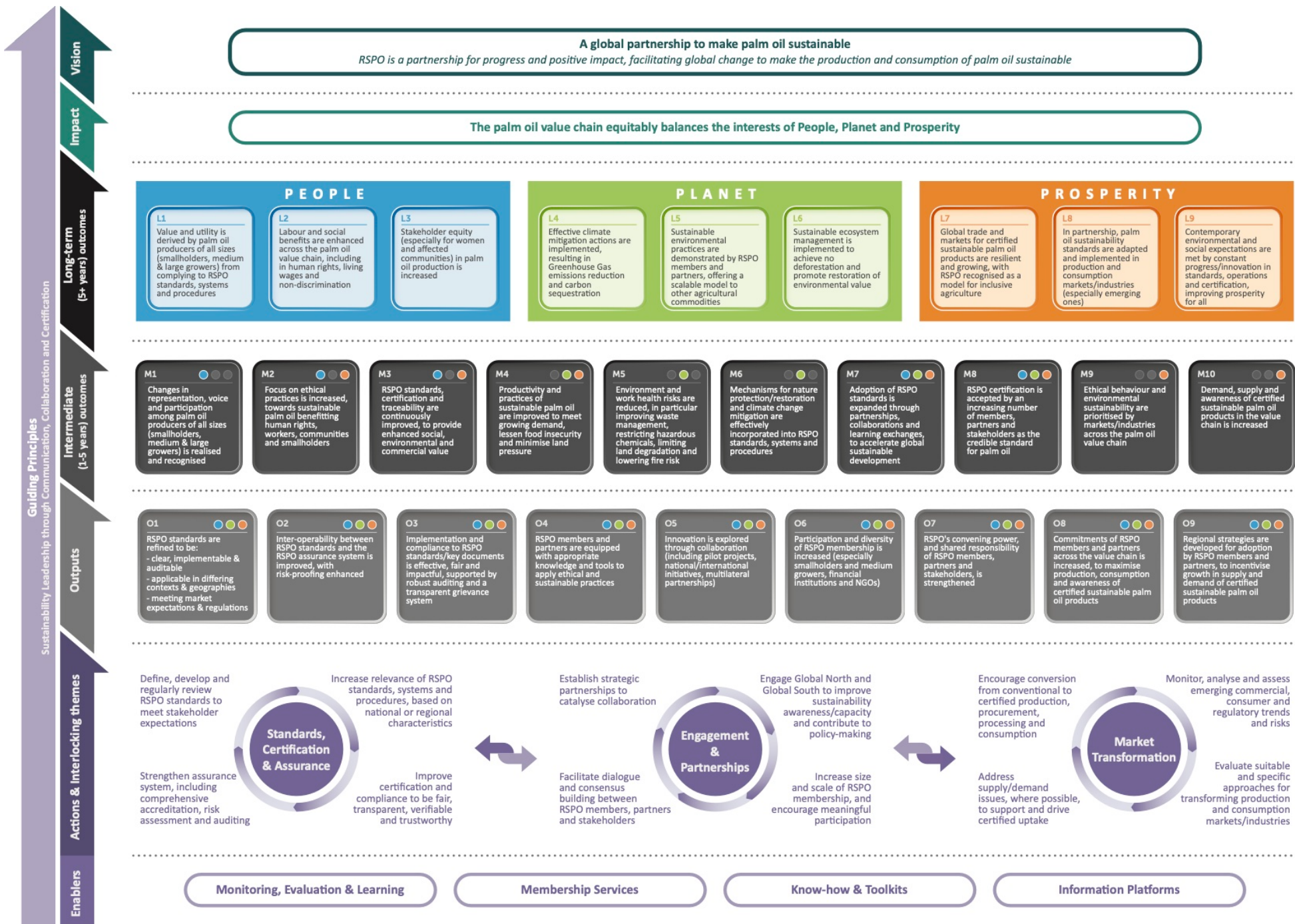
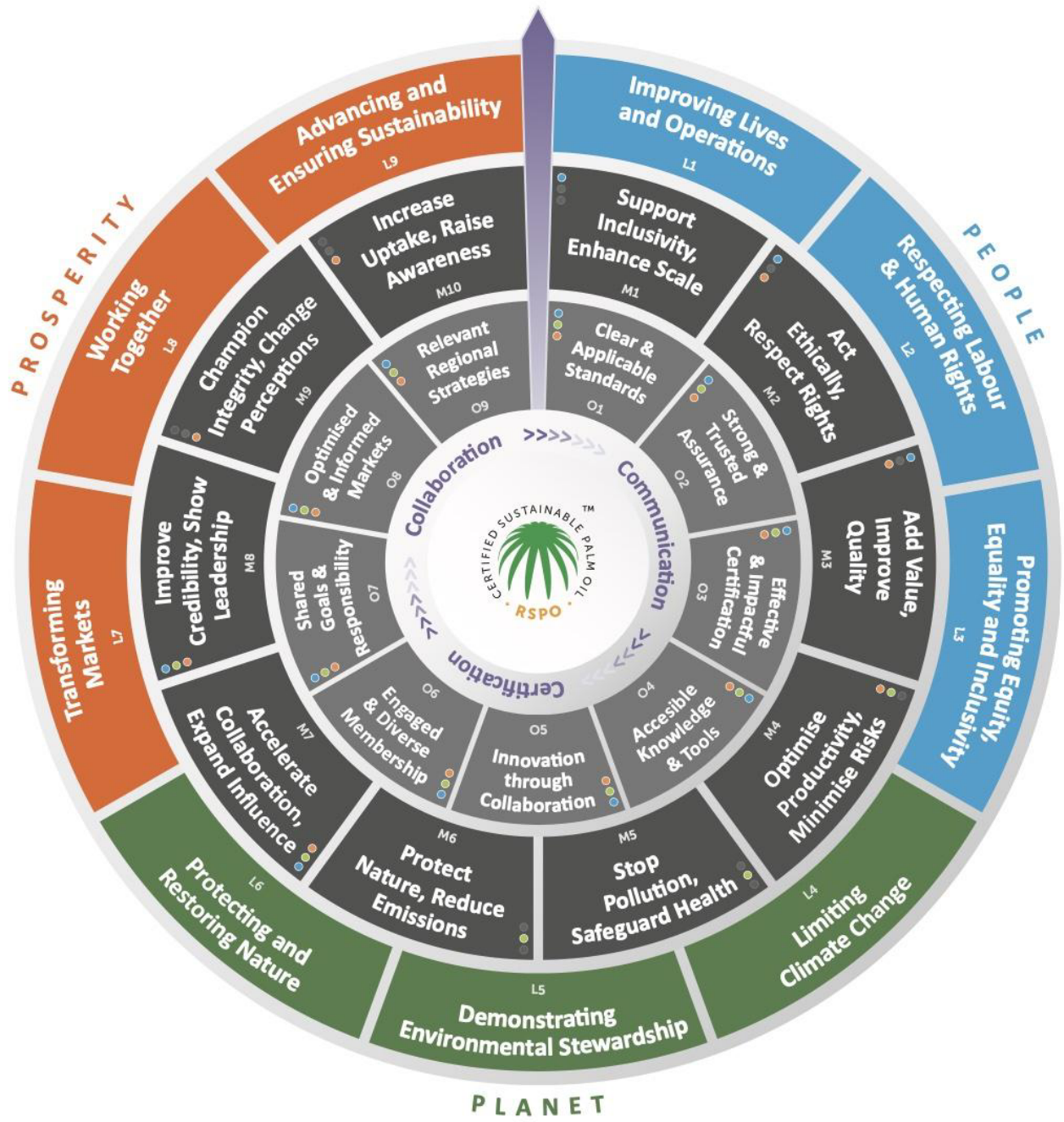


Figure 2: Full Theory of Change

A Global Partnership to Make Palm Oil Sustainable



LEGEND

Outputs

Intermediate outcomes

Long-term outcomes

Figure 3: Simplified Theory of Change

Actions & Interlocking Themes, Enablers

This layer of the revised RSPO ToC defines the strategies and activities of RSPO. The three key interlocking Themes are Standards, Certification and Assurance; Engagement & Partnerships; and Market Transformation, each of which is mutually reinforcing and covers a range of Actions that contribute to the ToC's Outputs. The efficiency of the Actions in the three Interlocking Themes is supported through four Enablers – Monitoring, Evaluation & Learning; Membership Services, Know-How and Toolkits; and Information Platforms – as organisational functions necessary to ensure the success of RSPO's strategies and activities. Each of the three Actions & Interlocking Themes and four Enablers is based on the guiding principle of showing sustainability leadership through collaboration, communication and certification. This layer is shown in the full ToC, but is (currently) not depicted in the simplified ToC for design clarity.

Outputs (O1 to O9)

The revised RSPO ToC has identified nine Outputs representing the expected change created by the Actions & Interlocking Themes and Enablers layers that the RSPO has direct control of in terms of responsibility and accountability. These nine Outputs are expected changes that RSPO has a strong level of control and direct influence over, if the underlying assumptions hold true (see [1.4 Assumptions](#)). In general, the expected change in Outputs can be achieved in the short-term (1 year), although this may vary depending on the complexity of the specific Output. In the visual diagrams, each Output contains a colour code that represents its connection to the impact pillars of People, Planet and Prosperity. In the revised RSPO ToC, all Outputs are connected to the expected change of all three impact pillars.

Intermediate Outcomes (M1 to M10)

The revised RSPO ToC has identified ten Intermediate Outcomes representing the expected change that the Outputs layer contributes to. Intermediate Outcomes are likely to be achieved within the medium-term (1-5 years), though this is dependent on progress of expected change in Outputs. At this layer, RSPO is likely to have direct or indirect influence on expected changes with a lesser level of control, given the underlying assumptions (see [1.4 Assumptions](#)). In the visual diagrams, each Intermediate Outcome contains a colour code that represents its connection to one or more of the impact pillars of People, Planet or Prosperity. In the revised RSPO ToC, some Intermediate Outcomes are connected to a single impact pillar, while others are connected to two or all three impact pillars.

Long-term Outcomes (L1 to L9)

The revised RSPO ToC has identified nine Long-term Outcomes representing the expected change and intended impact that the Intermediate Outcomes layer contributes to. The Long-term Outcomes have been divided equitably in threes under each impact pillar of People, Planet and Prosperity, and aligned with the nine RSPO priority SDGs identified in the RSPO Impact Framework. Long-term Outcomes are expected to be achieved only in the long-term (more than 5 years), dependent on the combined progress of Intermediate Outcomes and Outputs. As such, RSPO is likely to only have indirect influence on expected change and intended impact of Long-term Outcomes, particularly given the largely external nature of the underlying assumptions (see [1.4 Assumptions](#)).

Impact and Vision

The revised RSPO ToC groups the nine Long-term Outcomes thematically to one of the three impact pillars of People, Planet and Prosperity. All RSPO strategies and activities ultimately lead to one or more of the three impact pillars, and the overall intended impact of RSPO as an organisation is to ensure that the palm oil value chain equitably balances the interests of People - Planet - Prosperity. In doing so, RSPO will fulfill our role and vision as a global partnership to make palm oil sustainable.

1.4 Assumptions underlying the revised RSPO ToC

In any logic model underlying a Theory of Change, cause and effect from implementing strategies and activities, delivering outputs, achieving outcomes and the ability to demonstrate expected change is dependent on assumptions that have been identified, defined and regularly monitored. This demonstrates a ToC's "if-and-then" relationships, whether viewed bottom-up or top-down (see Figure 4).

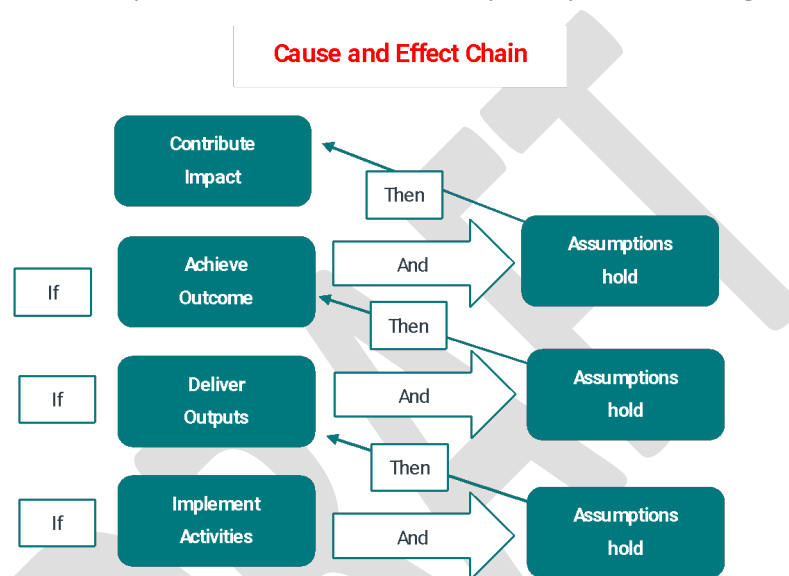


Figure 4: A simplified Theory of Change logic model

Some of these assumptions are internal to RSPO, and therefore the risks associated must be managed by RSPO itself as an organisation. Other assumptions are external, where RSPO has limited influence in managing the associated risks, but the risks should be continually monitored and assessed as factors that can sway progress or direction of expected change within the ToC.

In the revised RSPO ToC, identified assumptions have been mapped to respective layers of Outputs, Intermediate Outcomes and Long-term Outcomes. These assumptions are critical to contributing intended impact and achieving the RSPO vision. The [narrative and description of the revised RSPO ToC in Section 2.0](#) identifies specific key assumptions linked to each interconnected causal pathway. The full list of assumptions is in [Appendix 2](#). In general, the underlying assumptions can be categorised broadly as:

- **Internal to RSPO:** adequate resourcing, effective operations, relevance, engaged membership
- **External to RSPO:** market trends, regulatory environment, political actions, climate patterns

These assumptions need to be monitored closely to evaluate progress of the ToC. Some assumptions may need to be altered over time if the context itself changes, which may require future revisions of the ToC.

2.0 The revised RSPO Theory of Change: Narrative and Description

Whilst the revised RSPO ToC has moved away from a simple linear concept of cause and effect, it is still necessary to identify the main causal pathways towards our three impact pillars. The **Actions & Interlocking Themes** and **Enablers** identifies RSPO strategies and activities that deliver **Outputs** (O1 – O9), which in turn achieve **Intermediate Outcomes** (M1 – M10), and achieving one or more leads to **Long-term Outcomes** (L1 – L9). These causal pathways form the direction of expected change within the ToC to achieve the balance of intended **Impact** sought between People, Planet and Prosperity, and RSPO’s strategic linkages to our nine priority SDGs.

This section provides a narrative and description of the causal pathways for each Long-term Outcome, which in turn defines RSPO’s intended impact. The framework for how each causal pathway is structured is shown below (Figure 5) as a guide for this section of the document. Although delivering all Outputs and Intermediate Outcomes is ultimately important to achieving expected change, the causal pathways only focus on the most ‘significant’ ones, i.e. those making the largest contribution to that particular Long-term Outcome, given key underlying assumptions.

For example, RSPO’s Action to increase the size, scale and engagement of membership delivers the Output of increasing diversity/participation of members, which helps achieve the Intermediate Outcome of strengthening the representation/voice of medium growers and smallholders, to contribute to the Long-term Outcome where palm oil producers of all sizes derive social, environmental and commercial benefits.

The RSPO Secretariat would like to note that we are exploring the possibility of developing an interactive web-based version of the full and simplified ToC visual diagrams to more effectively depict the direction of expected change and interconnected linkages of each causal pathway.

(Long-term Outcome Code) Long-term Outcome statement from simplified ToC	
(Long-term Outcome Code) Long-term Outcome statement from full ToC	
Direct Links to Intermediate Outcomes	(Intermediate Outcome Code) Relevant Intermediate Outcome statement from simplified ToC and full ToC <i>Note: Intermediate Outcomes with significant direct and large contributions to Long-term Outcome</i>
Indirect Links to Intermediate Outcomes	(Intermediate Outcome Code) Relevant Intermediate Outcome statement from simplified ToC and full ToC <i>Note: Intermediate Outcome with indirect connections contributing to Long-term Outcome</i>
Linkages to Outputs	(Output Code) Relevant Output statement from simplified ToC and full ToC
Key Actions for Outputs	(Interlocking Theme) Action statement from relevant Interlocking Theme
Key Assumptions	(Assumption Code) Identified assumptions relevant to the causal pathway <i>Note: Assumption Codes are grouped as AO (Outputs), AM (Intermediate Outcomes) and AL (Long-term Outcomes). See Appendix 2 for the full list of assumptions.</i>

Figure 5: Framework of RSPO revised Theory of Change causal pathways

L1. Improving Lives and Operations	
L1. Value and utility is derived by palm oil producers of all sizes (smallholders, medium & large growers) from complying to RSPO standards, systems and procedures	
Direct Links to Intermediate Outcomes	<p>M3. Add Value, Report Progress - RSPO standards, certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value</p> <p>M4. Optimise Productivity, Minimise Risks - Productivity and practices of sustainable palm oil are improved to meet growing demand, lessen food insecurity and minimise land pressure.</p>
Indirect Links to Intermediate Outcomes	<p>M1. Support Inclusivity, Enhance Scale - Changes in representation, voice and participation among palm oil producers of all sizes (smallholders, medium & large growers) is realised and recognised.</p> <p>M2. Act Ethically, Respect Rights - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.</p> <p>M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p> <p>M8. Improve Credibility, Show Leadership - RSPO certification is accepted by an increasing number of members, partners and stakeholders as the credible standard for palm oil.</p>
Linkages to Outputs	<p>O1. Clear & Applicable Standards - RSPO standards are refined to be clear, implementable & auditable; applicable in differing contexts & geographies; meeting market expectations & regulations.</p> <p>O3. Effective & Accountable Certification - Implementation of, and compliance to, RSPO standards and key documents is effective, fair and impactful, supported by appropriate auditing and a transparent grievance system.</p> <p>O4. Accessible Knowledge & Tools - RSPO members and partners are equipped with appropriate knowledge and tools to apply ethical and sustainable practices.</p>
Key Actions for Outputs	<p>Standards, Certification and Assurance</p> <ul style="list-style-type: none"> - Define, develop and regularly review RSPO standards to meet stakeholder expectations. - Strengthen assurance system, including comprehensive accreditation, risk assessment and auditing. - Improve certification and compliance to be fair, transparent, verifiable and trustworthy.
Key Assumptions	<p>AL1. Palm oil production systems continue to function well overall under prevailing climate, labour and market conditions.</p> <p>AL4. There is tangible political will and urgent cooperation across all levels of global administration, industry and society to tackle detrimental global issues encompassing the SDGs.</p> <p>AL5. Stakeholders in the palm oil value chain have sufficient voice and capacity to contribute to policy-making.</p> <p>AM2. RSPO certification provides viable financial, social and environmental advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.</p> <p>AM3. The global market for palm oil products remains strong and does not deteriorate, with the downstream value chain and consumers willing to support sustainability price premiums.</p> <p>AO1. The RSPO Secretariat has adequate resources, capacity and knowledge to execute RSPO strategies and activities, to improve RSPO systems, and to effectively support members.</p> <p>AO2. Stakeholders in the palm oil value chain view RSPO as a neutral custodian for sustainable development and an ally, and are willing and able to support development/implementation of RSPO strategies and activities effectively.</p> <p>AO3. Technical infrastructure (e.g. data systems, guidance, training, translations) developed by RSPO is effective, informative, productive and valuable to members, partners and auditors.</p>

L2. Respecting Labour & Human Rights

L2. Labour and social benefits are enhanced across the palm oil value chain, including in human rights, living wages and non-discrimination

Direct Links to Intermediate Outcomes	<p>M2. Act Ethically, Respect Rights - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.</p> <p>M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p>
Indirect Links to Intermediate Outcomes	<p>M3. Add Value, Improve Quality - RSPO standards, certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.</p> <p>M8. Improve Credibility, Show Leadership - RSPO certification is accepted by an increasing number of members, partners and stakeholders as the credible standard for palm oil.</p>
Linkages to Outputs	<p>O1. Clear & Applicable Standards - RSPO standards are refined to be clear, implementable & auditable; applicable in differing contexts & geographies; meeting market expectations & regulations.</p> <p>O2. Strong & Trusted Assurance - Inter-operability between RSPO standards and the RSPO assurance system is improved, with risk-proofing enhanced.</p> <p>O3. Effective & Accountable Certification - Implementation of, and compliance to, RSPO standards and key documents is effective, fair and impactful, supported by appropriate auditing and a transparent grievance system.</p> <p>O4. Accessible Knowledge & Tools - RSPO members and partners are equipped with appropriate knowledge and tools to apply ethical and sustainable practices.</p> <p>O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).</p> <p>O6. Engaged & Diverse Membership - Participation and diversity of RSPO membership is increased (especially smallholders and medium growers, financial institutions and NGOs).</p>
Key Actions for Outputs	<p>Standards, Certification and Assurance</p> <ul style="list-style-type: none"> - Define, develop and regularly review RSPO standards to meet stakeholder expectations. - Strengthen assurance system, including comprehensive accreditation, risk assessment and auditing. - Improve certification and compliance to be fair, transparent, verifiable and trustworthy. <p>Engagement and Partnerships</p> <ul style="list-style-type: none"> - Increase size and scale of RSPO membership, and encourage meaningful participation. - Engage Global North/Global South to improve sustainability capacity and contribute to policy-making.
Key Assumptions	<p>AL1. Palm oil production systems continue to function well overall under prevailing climate, labour and market conditions.</p> <p>AL2. Government policies and constructive regulations support, empower and advance good practices in sustainable production and consumption; labour welfare and stakeholder equity; responsible ecosystem management</p> <p>AL4. There is tangible political will and urgent cooperation across all levels of global administration, industry and society to tackle detrimental global issues encompassing the SDGs.</p> <p>AL5. Stakeholders in the value chain have sufficient voice/capacity to contribute to policy-making.</p> <p>AM1. All RSPO member, partner and stakeholder groups uphold their commitments to ethical labour practices, responsible environmental stewardship, substantive climate action, respectful conduct and smallholder inclusion.</p> <p>AM2. RSPO certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.</p> <p>AM8. Effective multi-stakeholder achievements attract growing participation, especially FIs, NGOs and Global South.</p> <p>AO4. Accreditation Bodies can capably oversee the independent, third-party assurance process, to ensure high standards of quality, integrity and impartiality in CBs and auditors.</p> <p>AO5. There is sufficient availability, proficiency and geographical coverage of CBs, auditors and Accreditation Bodies to support strong assurance of effective compliance for certification.</p>

L3. Promoting Equity, Equality and Inclusivity	
L3. Stakeholder equity (especially for women and affected communities) in palm oil production is increased	
Direct Links to Intermediate Outcomes	<p>M1. Support Inclusivity, Enhance Scale - Changes in representation, voice and participation among palm oil producers of all sizes (smallholders, medium & large growers) is realised and recognised.</p> <p>M2. Act Ethically, Respect Rights - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.</p>
Indirect Links to Intermediate Outcomes	<p>M3. Add Value, Improve Quality - RSPO standards, certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.</p> <p>M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p>
Linkages to Outputs	<p>O1. Clear & Applicable Standards - RSPO standards are refined to be clear, implementable & auditable; applicable in differing contexts & geographies; meeting market expectations & regulations.</p> <p>O2. Strong & Trusted Assurance - Inter-operability between RSPO standards and the RSPO assurance system is improved, with risk-proofing enhanced.</p> <p>O3. Effective & Accountable Certification - Implementation of, and compliance to, RSPO standards and key documents is effective, fair and impactful, supported by appropriate auditing and a transparent grievance system.</p> <p>O4. Accessible Knowledge & Tools - RSPO members and partners are equipped with appropriate knowledge and tools to apply ethical and sustainable practices.</p> <p>O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).</p> <p>O6. Engaged & Diverse Membership - Participation and diversity of RSPO membership is increased (especially smallholders and medium growers, financial institutions and NGOs).</p>
Key Actions for Outputs	<p><u>Standards, Certification and Assurance</u></p> <ul style="list-style-type: none"> - Define, develop and regularly review RSPO standards to meet stakeholder expectations. - Strengthen assurance system, including comprehensive accreditation, risk assessment and auditing. - Improve certification and compliance to be fair, transparent, verifiable and trustworthy. <p><u>Engagement and Partnerships</u></p> <ul style="list-style-type: none"> Establish strategic partnerships to catalyse collaboration. Facilitate dialogue and consensus building between RSPO members, partners and stakeholders. Engage Global North/Global South to improve sustainability capacity and contribute to policy-making. Increase size and scale of RSPO membership, and encourage meaningful participation.
Key Assumptions	<p>AL1. Palm oil production systems continue to function well overall under prevailing climate, labour and market conditions.</p> <p>AL2. Government policies and constructive regulations support, empower and advance good practices in sustainable production and consumption; labour welfare and stakeholder equity; responsible ecosystem management</p> <p>AL4. There is tangible political will and urgent cooperation across all levels of global administration, industry and society to tackle detrimental global issues encompassing the SDGs.</p> <p>AL5. Stakeholders in the value chain have sufficient voice/capacity to contribute to policy-making.</p> <p>AM1. All RSPO member, partner and stakeholder groups uphold their commitments to ethical labour practices, responsible environmental stewardship, substantive climate action, respectful conduct and smallholder inclusion.</p> <p>AM2. RSPO certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.</p> <p>AM8. Effective multi-stakeholder achievements attract growing participation, especially FIs, NGOs and Global South.</p> <p>AO2. Stakeholders in the palm oil value chain view RSPO as a neutral custodian for sustainable development and an ally, and are willing and able to support development/implementation of RSPO strategies and activities effectively.</p>

L4. Limiting Climate Change	
L4. Effective climate mitigation actions are implemented, resulting in Greenhouse Gas emissions reduction and carbon sequestration	
Direct Links to Intermediate Outcomes	<p>M6. Protect Nature, Reduce Emissions - Mechanisms for nature protection/restoration and climate change mitigation are effectively incorporated into RSPO standards, systems and procedures.</p> <p>M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p>
Indirect Links to Intermediate Outcomes	<p>M3. Add Value, Improve Quality - RSPO standards, certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.</p> <p>M4. Optimise Productivity, Minimise Risks - Productivity and practices of sustainable palm oil are improved to meet growing demand, lessen food insecurity and minimise land pressure.</p> <p>M5. Stop Pollution, Safeguard Health - Environment and work health risks are reduced, in particular improving waste management, restricting hazardous chemicals, limiting land degradation and lowering fire risk.</p> <p>M8. Improve Credibility, Show Leadership - RSPO certification is accepted by an increasing number of members, partners and stakeholders as the credible standard for palm oil.</p>
Linkages to Outputs	<p>O1. Clear & Applicable Standards - RSPO standards are refined to be clear, implementable & auditable; applicable in differing contexts & geographies; meeting market expectations & regulations.</p> <p>O3. Effective & Accountable Certification - Implementation of, and compliance to, RSPO standards and key documents is effective, fair and impactful, supported by appropriate auditing and a transparent grievance system.</p> <p>O4. Accessible Knowledge & Tools - RSPO members and partners are equipped with appropriate knowledge and tools to apply ethical and sustainable practices.</p> <p>O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).</p> <p>O9. Relevant Regional Strategies - Regional strategies are developed for adoption by RSPO members and partners, to incentivise growth in supply and demand of certified sustainable palm oil products.</p>
Key Actions for Outputs	<p><u>Standards, Certification and Assurance</u></p> <ul style="list-style-type: none"> - Define, develop and regularly review RSPO standards to meet stakeholder expectations. - Strengthen assurance system, including comprehensive accreditation, risk assessment and auditing. - Improve certification and compliance to be fair, transparent, verifiable and trustworthy. <p><u>Engagement and Partnerships</u></p> <ul style="list-style-type: none"> - Establish strategic partnerships to catalyse collaboration. <p><u>Market Transformation</u></p> <ul style="list-style-type: none"> - Encourage converting conventional to certified production, procurement, processing & consumption. - Evaluate suitable/specific approaches to transform production and consumption markets/industries.
Key Assumptions	<p>AL1. Palm oil production systems continue to function well overall under prevailing climate, labour and market conditions.</p> <p>AL2. Government policies and constructive regulations support, empower and advance good practices in sustainable production and consumption; labour welfare and stakeholder equity; responsible ecosystem management.</p> <p>AL3. Countries and industries enforce their deforestation and climate change commitments and pledges, while supporting standards and solutions for sustainable practices.</p> <p>AM4. Effective support and services by RSPO retains and attracts oil palm grower members, avoiding attrition and ensuring growers of all sizes remain committed to sustainable practices.</p> <p>AO2. Stakeholders in the palm oil value chain view RSPO as a neutral custodian for sustainable development and an ally, and are willing and able to support development/implementation of RSPO strategies and activities effectively.</p> <p>AO3. Technical infrastructure (e.g. data systems, guidance, training, translations) developed by RSPO is effective, informative, productive and valuable to members, partners and auditors.</p>

L5. Demonstrating Environmental Stewardship	
L5. Sustainable environmental practices are demonstrated by RSPO members and partners, offering a scalable model to other agricultural commodities	
Direct Links to Intermediate Outcomes	<p>M5. Stop Pollution, Safeguard Health - Environment and work health risks are reduced, in particular improving waste management, restricting hazardous chemicals, limiting land degradation and lowering fire risk.</p> <p>M8. Improve Credibility, Show Leadership - RSPO certification is accepted by an increasing number of members, partners and stakeholders as the credible standard for palm oil.</p>
Indirect Links to Intermediate Outcomes	<p>M3. Add Value, Improve Quality - RSPO standards, certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.</p> <p>M4. Optimise Productivity, Minimise Risks. Productivity and practices of sustainable palm oil are improved to meet growing demand, lessen food insecurity and minimise land pressure.</p> <p>M6. Protect Nature, Reduce Emissions - Mechanisms for nature protection/restoration and climate change mitigation are effectively incorporated into RSPO standards, systems and procedures.</p> <p>M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p> <p>M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets/industries across the palm oil value chain.</p>
Linkages to Outputs	<p>O1. Clear & Applicable Standards - RSPO standards are refined to be clear, implementable & auditable; applicable in differing contexts & geographies; meeting market expectations & regulations.</p> <p>O3. Effective & Accountable Certification - Implementation of, and compliance to, RSPO standards and key documents is effective, fair and impactful, supported by appropriate auditing and a transparent grievance system.</p> <p>O4. Accessible Knowledge & Tools - RSPO members and partners are equipped with appropriate knowledge and tools to apply ethical and sustainable practices.</p> <p>O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).</p> <p>O9. Relevant Regional Strategies - Regional strategies are developed for adoption by RSPO members and partners, to incentivise growth in supply and demand of certified sustainable palm oil products.</p>
Key Actions for Outputs	<p><u>Standards, Certification and Assurance</u></p> <ul style="list-style-type: none"> - Define, develop and regularly review RSPO standards to meet stakeholder expectations. - Strengthen assurance system, including comprehensive accreditation, risk assessment and auditing. - Improve certification and compliance to be fair, transparent, verifiable and trustworthy. <p><u>Engagement and Partnerships</u></p> <ul style="list-style-type: none"> Establish strategic partnerships to catalyse collaboration. <p><u>Market Transformation</u></p> <ul style="list-style-type: none"> - Encourage converting conventional to certified production, procurement, processing & consumption. - Evaluate suitable/specific approaches to transform production and consumption markets/industries.
Key Assumptions	<p>AL2. Government policies and constructive regulations support, empower and advance good practices in sustainable production and consumption; labour welfare and stakeholder equity; responsible ecosystem management.</p> <p>AM4. Effective support and services by RSPO retains and attracts oil palm grower members, avoiding attrition and ensuring growers of all sizes remain committed to sustainable practices.</p> <p>AM8. Effective multi-stakeholder achievements attract growing participation, especially FIs, NGOs and Global South.</p> <p>AM10. RSPO traceability is sufficiently credible, reliable and adaptive to support compliance to new regulations or legislations</p> <p>AO4. Technical infrastructure (e.g. data systems, guidance, training, translations) developed by RSPO is effective, informative, productive and valuable to members, partners and auditors.</p>

L6. Protecting and Restoring Nature	
L6. Sustainable ecosystem management is implemented to achieve no deforestation and promote restoration of environmental value	
Direct Links to Intermediate Outcomes	<p>M6. Protect Nature, Reduce Emissions - Mechanisms for nature protection/restoration and climate change mitigation are effectively incorporated into RSPO standards, systems and procedures.</p> <p>M5. Stop Pollution, Safeguard Health - Environment and work health risks are reduced, in particular improving waste management, restricting hazardous chemicals, limiting land degradation and lowering fire risk.</p>
Indirect Links to Intermediate Outcomes	<p>M3. Add Value, Improve Quality - RSPO standards, certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.</p> <p>M4. Optimise Productivity, Minimise Risks. Productivity and practices of sustainable palm oil are improved to meet growing demand, lessen food insecurity and minimise land pressure.</p> <p>M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p> <p>M8. Improve Credibility, Show Leadership - RSPO certification is accepted by an increasing number of members, partners and stakeholders as the credible standard for palm oil.</p> <p>M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets/industries across the palm oil value chain.</p>
Linkages to Outputs	<p>O1. Clear & Applicable Standards - RSPO standards are refined to be clear, implementable & auditable; applicable in differing contexts & geographies; meeting market expectations & regulations.</p> <p>O4. Accessible Knowledge & Tools - RSPO members and partners are equipped with appropriate knowledge and tools to apply ethical and sustainable practices.</p> <p>O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).</p> <p>O6. Engaged & Diverse Membership - Participation and diversity of RSPO membership is increased (especially smallholders and medium growers, financial institutions and NGOs).</p> <p>O7. Accelerate Collaboration, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p>
Key Actions for Outputs	<p>Standards, Certification and Assurance</p> <ul style="list-style-type: none"> - Define, develop and regularly review RSPO standards to meet stakeholder expectations <p>Engagement & Partnerships</p> <ul style="list-style-type: none"> - Establish strategic partnerships to catalyse collaboration. - Facilitate dialogue and consensus building between RSPO members, partners and stakeholders. - Engage Global North/Global South to improve sustainability capacity and contribute to policy-making. - Increase size and scale of RSPO membership, and encourage meaningful participation.
Key Assumptions	<p>AL2. Government policies and constructive regulations support, empower and advance good practices in sustainable production and consumption; labour welfare and stakeholder equity; responsible ecosystem management.</p> <p>AL3. Countries and industries enforce their deforestation and climate change commitments and pledges, while supporting standards and solutions for sustainable practices.</p> <p>AL4. There is tangible political will and urgent cooperation across all levels of global administration, industry and society to tackle detrimental global issues encompassing the SDGs.</p> <p>AL5. Stakeholders in the value chain have sufficient voice/capacity to contribute to policy-making.</p> <p>AM1. All RSPO member, partner and stakeholder groups uphold their commitments to ethical labour practices, responsible environmental stewardship, substantive climate action, respectful conduct and smallholder inclusion.</p> <p>AM4. Effective support and services by RSPO retains and attracts oil palm grower members, avoiding attrition and ensuring growers of all sizes remain committed to sustainable practices.</p> <p>AO2. Stakeholders in the palm oil value chain view RSPO as a neutral custodian for sustainable development and an ally, and are willing and able to support development/implementation of RSPO strategies and activities effectively.</p>

L7. Transforming Markets	
L7. Global trade and markets for certified sustainable palm oil products are resilient and growing, with RSPO recognised as a model for inclusive agriculture	
Direct Links to Intermediate Outcomes	<p>M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p> <p>M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets/industries across the palm oil value chain.</p>
Indirect Links to Intermediate Outcomes	<p>M4. Optimise Productivity, Minimise Risks. Productivity and practices of sustainable palm oil are improved to meet growing demand, lessen food insecurity and minimise land pressure.</p> <p>M8. Improve Credibility, Show Leadership - RSPO certification is accepted by an increasing number of members, partners and stakeholders as the credible standard for palm oil.</p> <p>M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable palm oil products in the value chain is increased.</p>
Linkages to Outputs	<p>O1. Clear & Applicable Standards - RSPO standards are refined to be clear, implementable & auditable; applicable in differing contexts & geographies; meeting market expectations & regulations.</p> <p>O3. Effective & Accountable Certification - Implementation of, and compliance to, RSPO standards and key documents is effective, fair and impactful, supported by appropriate auditing and a transparent grievance system.</p> <p>O4. Accessible Knowledge & Tools - RSPO members and partners are equipped with appropriate knowledge and tools to apply ethical and sustainable practices.</p> <p>O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).</p> <p>O8. Optimised Markets - Commitments of RSPO members and partners across the value chain is increased, to maximise production and consumption of certified sustainable palm oil products.</p> <p>O9. Relevant Regional Strategies - Regional strategies are developed for adoption by RSPO members and partners, to incentivise growth in supply and demand of certified sustainable palm oil products.</p>
Key Actions for Outputs	<p><u>Standards, Certification and Assurance</u></p> <ul style="list-style-type: none"> - Define, develop and regularly review RSPO standards to meet stakeholder expectations. - Strengthen assurance system, including comprehensive accreditation, risk assessment and auditing. - Improve certification and compliance to be fair, transparent, verifiable and trustworthy. <p><u>Engagement and Partnerships</u></p> <ul style="list-style-type: none"> - Establish strategic partnerships to catalyse collaboration. <p><u>Market Transformation</u></p> <ul style="list-style-type: none"> - Encourage converting conventional to certified production, procurement, processing & consumption. - Address supply/demand issues, where possible, to support and drive certified uptake. - Monitor, analyse and assess emerging commercial, consumer and regulatory trends and risks. - Evaluate suitable/specific approaches to transform production and consumption markets/industries.
Key Assumptions	<p>AL4. There is tangible political will and urgent cooperation across all levels of global administration, industry and society to tackle detrimental global issues encompassing the SDGs.</p> <p>AM2. RSPO certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.</p> <p>AM3. The global market for palm oil products remains strong and does not deteriorate, with the downstream value chain and consumers willing to support sustainability price premiums.</p> <p>AO1. The RSPO Secretariat has adequate resources, capacity and knowledge to execute RSPO strategies and activities, to improve RSPO systems, and to effectively support members</p> <p>AO2. Stakeholders in the palm oil value chain view RSPO as a neutral custodian for sustainable development and an ally, and are willing and able to support development/implementation of RSPO strategies and activities effectively.</p>

L8. Working Together

L8. In partnership, palm oil sustainability standards are adapted, embedded and implemented in production and consumption markets/industries (especially emerging ones)	
Direct Links to Intermediate Outcomes	<p>M8. Improve Credibility, Show Leadership - RSPO certification is accepted by an increasing number of members, partners and stakeholders as the credible standard for palm oil.</p>
Indirect Links to Intermediate Outcomes	<p>M2. Act Ethically, Respect Rights - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.</p> <p>M3. Add Value, Report Progress - RSPO standards, certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.</p> <p>M4. Optimise Productivity, Minimise Risks - Productivity and practices of sustainable palm oil are improved to meet growing demand, lessen food insecurity and minimise land pressure.</p> <p>M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p> <p>M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets across the palm oil value chain.</p> <p>M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable palm oil products in the value chain is increased.</p>
Linkages to Outputs	<p>O2. Strong & Trusted Assurance - Inter-operability between RSPO standards and the RSPO assurance system is improved, with risk-proofing enhanced.</p> <p>O4. Accessible Knowledge & Tools - RSPO members and partners are equipped with appropriate knowledge and tools to apply ethical and sustainable practices.</p> <p>O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).</p> <p>O8. Ambitious & Tangible Commitments - Commitments of RSPO members across the value chain is increased and applied, to maximise production and consumption of certified sustainable palm oil products.</p> <p>O9. Relevant Regional Strategies - Regional strategies are developed by RSPO and adopted by RSPO members and partners, to incentivise supply and demand of certified sustainable palm oil products.</p>
Key Actions for Outputs	<p><u>Standards, Certification and Assurance</u> - Strengthen assurance system, including comprehensive accreditation, risk assessment and auditing.</p> <p><u>Engagement and Partnerships</u> Establish strategic partnerships to catalyse collaboration.</p> <p><u>Market Transformation</u> - Encourage converting conventional to certified production, procurement, processing & consumption. - Evaluate suitable/specific approaches to transform production and consumption markets/industries.</p>
Key Assumptions	<p>AL4. There is tangible political will and urgent cooperation across all levels of global administration, industry and society to tackle detrimental global issues encompassing the SDGs.</p> <p>AL5. Stakeholders in the value chain have sufficient voice/capacity to contribute to policy-making.</p> <p>AM1. All RSPO member, partner and stakeholder groups uphold their commitments to ethical labour practices, responsible environmental stewardship, substantive climate action, respectful conduct and smallholder inclusion.</p> <p>AM2. RSPO certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.</p> <p>AM3. The global market for palm oil products remains strong and does not deteriorate, with the downstream value chain and consumers willing to support sustainability price premiums.</p> <p>AO1. The RSPO Secretariat has adequate resources, capacity and knowledge to execute RSPO strategies and activities, to improve RSPO systems, and to effectively support members.</p> <p>AO2. Stakeholders in the palm oil value chain view RSPO as a neutral custodian for sustainable development and an ally, and are willing and able to support development/implementation of RSPO strategies and activities effectively.</p>

L9. Advancing and Ensuring Sustainability

L9. Contemporary environmental and social expectations are met by constant progress/innovation in standards, operations and certification, improving prosperity for all	
Direct Links to Intermediate Outcomes	<p>M2. Act Ethically, Respect Rights - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.</p> <p>M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable palm oil products in the value chain is increased.</p>
Indirect Links to Intermediate Outcomes	<p>M1. Support Inclusivity, Enhance Scale - Changes in representation, voice and participation among palm oil producers of all sizes (smallholders, medium & large growers) is realised and recognised.</p> <p>M3. Add Value, Report Progress - RSPO standards, certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.</p> <p>M4. Optimise Productivity, Minimise Risks - Productivity and practices of sustainable palm oil are improved to meet growing demand, lessen food insecurity and minimise land pressure.</p> <p>M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p> <p>M8. Improve Credibility, Show Leadership - RSPO certification is accepted by an increasing number of members, partners and stakeholders as the credible standard for palm oil.</p> <p>M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets across the palm oil value chain.</p>
Linkages to Outputs	<p>O1. Clear & Applicable Standards - RSPO standards are refined to be clear, implementable & auditable; applicable in differing contexts & geographies; meeting market expectations & regulations.</p> <p>O2. Strong & Trusted Assurance - Inter-operability between RSPO standards and the RSPO assurance system is improved, with risk-proofing enhanced.</p> <p>O3. Effective & Accountable Certification - Implementation of, and compliance to, RSPO standards and key documents is effective, fair and impactful, supported by appropriate auditing and a transparent grievance system.</p> <p>O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).</p> <p>O7. Accelerate Collaboration, Expand Influence - Adoption of RSPO standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.</p>
Key Actions for Outputs	<p><u>Standards, Certification and Assurance</u></p> <ul style="list-style-type: none"> - Define, develop and regularly review RSPO standards to meet stakeholder expectations. - Strengthen assurance system, including comprehensive accreditation, risk assessment and auditing. - Improve certification and compliance to be fair, transparent, verifiable and trustworthy. <p><u>Engagement and Partnerships</u></p> <ul style="list-style-type: none"> - Establish strategic partnerships to catalyse collaboration <p><u>Market Transformation</u></p> <ul style="list-style-type: none"> - Encourage converting conventional to certified production, procurement, processing & consumption. - Address supply/demand issues, where possible, to support and drive certified uptake. - Monitor, analyse and assess emerging commercial, consumer and regulatory trends and risks. - Evaluate suitable/specific approaches to transform production and consumption markets/industries.
Key Assumptions	<p>AL4. There is tangible political will and urgent cooperation across all levels of global administration, industry and society to tackle detrimental global issues encompassing the SDGs.</p> <p>AM2. RSPO certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.</p> <p>AM3. The global market for palm oil products remains strong and does not deteriorate, with the downstream value chain and consumers willing to support sustainability price premiums.</p> <p>AM10. RSPO traceability is sufficiently credible, reliable and adaptive to support compliance to new regulations or legislations.</p> <p>AO1. The RSPO Secretariat has adequate resources, capacity and knowledge to execute RSPO strategies and activities, to improve RSPO systems, and to effectively support members.</p>

3.0 Measuring progress of the revised RSPO Theory of Change

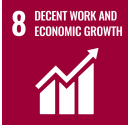

To measure progress of the revised RSPO ToC, a comprehensive Results Framework has been prepared. Key Performance Indicators (KPIs) for each Output, Intermediate Outcome and Long-term Outcome have been identified based on available data and information within the organisation and from RSPO standards, systems and procedures. These KPIs will be monitored and measured internally to better inform and adjust RSPO strategies and activities.

The RSPO Impact Framework, as published in RSPO Impact Report or Update, will be the mechanism by which RSPO publicly reports progress on the revised ToC. In 2022, RSPO recalibrated our approach to reporting impacts into a new Impact Framework, consisting of an initial set of seven Impact Themes and 15 Impact Indicators aligned with the UN SDGs (see [RSPO Impact Report 2022](#) and [RSPO Impact Update 2023](#)). Upon finalisation of revised ToC, the Impact Framework will be adjusted for alignment and coherence.



The alignment is necessary to identify ToC causal pathways where RSPO data or information alone may be insufficient to measure progress of expected change and intended impact. In such cases, research and evidence may be required to validate if RSPO's interventions are effective and if expected changes are actually happening on the ground. RSPO is expanding our research network and hosted the first RSPO Research Symposium in September 2023 with Monash University Malaysia, where the revised ToC was discussed at a Research Workshop in order to update the [RSPO Research Agenda](#) in 2024 to focus attention on aspects of the ToC where research is necessary to supplement RSPO data and information.

The ToC Results Framework and updated Impact Framework will be completed upon finalisation of the revised RSPO ToC. For this Public Consultation, we are providing three examples of how progress of the revised ToC is intended to be measured and reported, drawing on multiple data and information sources. KPIs in the ToC Results Framework and updated Impact Framework will be assessed based on significance or importance, availability of data or information, and capacity or resources of the RSPO Secretariat. Continuous improvement of RSPO's standards, systems and procedures will support refining, evolving or expanding our ability to measure progress of the ToC over time.


Example of measuring Long-term Outcome L2/Respecting Labour & Human Rights

L2. Respecting Labour & Human Rights	
L2. Labour and social benefits are enhanced across the palm oil value chain, including in human rights, living wages and non-discrimination	
Priority SDG(s)	 
Impact Indicator(s) (RSPO Impact Framework - to measure, monitor and report progress)	<p>Labour Index (example of KPIs)</p> <p>Respecting workers' rights and labour conditions through RSPO certification:</p> <ul style="list-style-type: none"> - Ability of RSPO certified units to address labour and community grievances through internal grievance systems (<i>e.g. % of certified units with formal internal system to address complaints</i>) - Extent of labour issues in RSPO certified units (<i>e.g. scale of labour-related RSPO complaints cases disaggregated by issues and by region; closure levels of such cases</i>) - Presence of vulnerable labour groups (<i>e.g. % of non-locals of total workers; % of non-permanent contracts of total workers</i>) - Providing equal opportunities (<i>e.g. % of non-management workers trained of total non-management workers trained</i>) - <u>To be supplemented with research and evidence on general or specific aspects of labour issues connected to RSPO certification, potentially targeted based on known thematic or geographical risks</u> <p>Human Rights Risk (example of KPIs)</p> <p>Status and risk level of human rights breaches within RSPO certification:</p> <ul style="list-style-type: none"> - Extent of human rights risks in RSPO certified units (<i>e.g. scale of human rights-related RSPO complaints cases, disaggregated by issues- FPIC, Land, Labour, Gender - and by region; closure levels of such cases</i>) - <u>To be supplemented with research and evidence on general or specific aspects of human rights connected to RSPO certification, potentially targeted based on known thematic or geographical risks</u>

Example of measuring Long-term Outcome L4/Limiting Climate Change

L4. Limiting Climate Change	
L4. Effective climate mitigation actions are implemented, resulting in Greenhouse Gas emissions reduction and carbon sequestration	
Priority SDG(s)	 
Impact Indicator(s) (RSPO Impact Framework - to measure, monitor and report progress)	<p>Emissions Management - Avoidance and Mitigation (example of KPIs)</p> <p>Progress on climate change goals through emissions avoidance and reduction within RSPO certification:</p> <ul style="list-style-type: none"> - Ability of RSPO standards, systems and procedures to support GHG emissions avoidance in members and certified units (<i>e.g. total GHG emissions avoided in tCO₂eq/tCPO of new development areas under RSPO New Planting Procedure; total area of tropical peatlands inventoried for conservation or rehabilitation</i>) - Ability of RSPO certified units to manage and reduce GHG emissions (<i>e.g. % of certified members demonstrating reduction in PalmGHG emissions profiles in tCO₂eq/tCPO; average PalmGHG emissions profiles and trends over time, disaggregated by region</i>) - <u>To be supplemented with research and evidence on general or specific aspects of climate change and GHG emissions management connected to RSPO certification, including potential mechanisms for RSPO to support a wider scope for downstream monitoring and traceability of palm oil product-linked GHG emissions</u>

Example of measuring Long-term Outcome L7/Transforming Markets

L7. Transforming Markets	
L7. Global trade and markets for certified sustainable palm oil products are resilient and growing, with RSPO recognised as a model for inclusive agriculture	
Priority SDG(s)	
Impact Indicator(s) (RSPO Impact Framework - to measure, monitor and report progress)	<p>Certified Supply and Consumption (example of KPIs)</p> <p>Progress on shifting global production and consumption of palm oil products towards sustainability:</p> <ul style="list-style-type: none"> - Extent and progress of Certified Supply (<i>volume and growth of CSPO, CSPK, CSPKO, CSPKE production and supply, disaggregated by region/country, and as proportion of global/regional production</i>) - Extent and progress of Certified Consumption (<i>volume and growth of CSPO, CSPK, CSPKO, CSPKE sourcing and consumption, disaggregated by region/country, and as proportion of global/regional production; trends in consumption patterns by supply chain model</i>) - <u>To be supplemented with research and market analysis on general or specific, global or regional/national. aspects of palm oil product supply and consumption trends in relation to RSPO certification and in connection with the wider market for vegetable oils</u> <p>Shared Responsibility/SR (example of KPIs)</p> <p>Ensuring certified consumption matches certified production, and RSPO members follow in the spirit of RSPO’s intended impacts:</p> <ul style="list-style-type: none"> - Scale and ability of RSPO members to drive Certified Consumption (<i>e.g. % of RSPO members to whom SR requirements apply that met SR annual uptake targets</i>) - Scale of awareness, commitment and recognition of sustainability policies and practices (<i>e.g. average and trends over time of SR Scorecard scores by membership sector and individual members; % of members with SR scores above an agreed threshold as a proportion of RSPO members with SR scores, disaggregated by membership sector; members recognised with SR Awards</i>) - <u>To be supplemented with qualitative perspectives or testimonials on effect and progress of Shared Responsibility, such as published opinions by members from RSPO interviews, events or conferences</u>

4.0 Finalising the revised RSPO Theory of Change

The revised RSPO Theory of Change is intended to provide an updated and appropriate structure to understanding the interconnected causal pathways to achieve RSPO's vision, in particular our role in advancing practical solutions to critical issues for the palm oil value chain. The ToC is intended to be used as an internal tool for monitoring, evaluation and learning; and as an external communication tool to engage members, partners, stakeholders and the public on RSPO's vision, impacts and role.

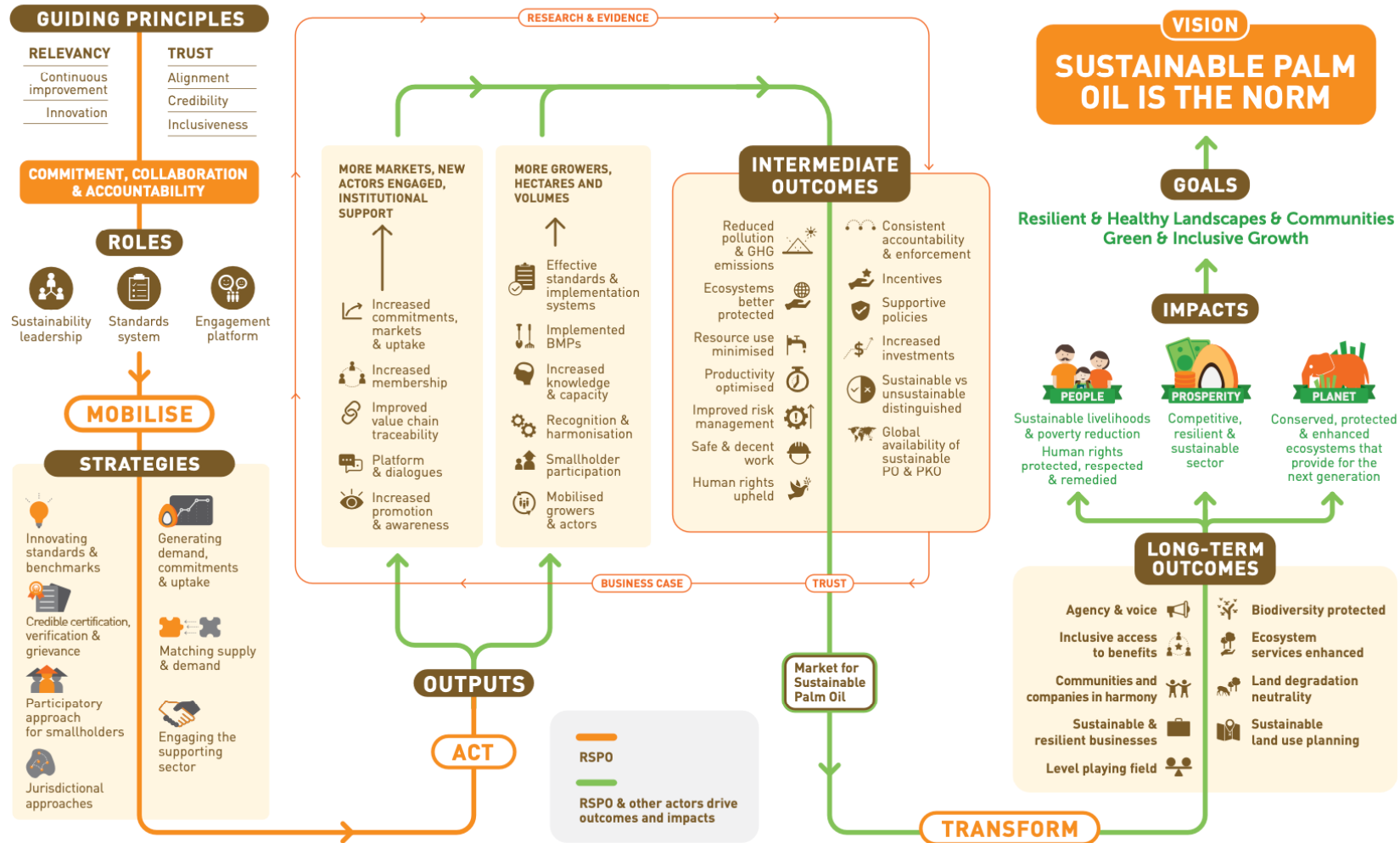
Following the Public Consultation, the ToC may be revised further based on the perspective of a wider representation of RSPO members, partners and stakeholders. Pending the scale, volume and level of feedback, comments and suggestions from the Public Consultation, the revised RSPO ToC is expected to be finalised and formally published in mid-2024. The visual ToC diagrams (full ToC, simplified ToC) are planned to be available in English, Bahasa Indonesia, Thai, Spanish and French.

Within the RSPO Secretariat, the IMEL Unit (Impacts & Monitoring, Evaluation and Learning) will be responsible for overseeing measurement and reporting progress of the ToC, in order to test the effectiveness of RSPO's actions and interventions from our strategies and activities to influence expected change. Progress reporting will be based on the ToC Results Framework (see [3.0 Measuring Progress](#)), where identified Key Performance Indicators (KPIs) will be measured regularly over time. We expect to be able to provide an updated on the progress of the revised RSPO Theory of Change in the bi-annual RSPO Impact Report, the next publication of which is scheduled for November 2024.

Appendix 1: The current RSPO Theory of Change (published 2017)

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**THEORY OF CHANGE
RSPO'S ROADMAP FOR SUSTAINABLE PALM OIL**



Appendix 2: Underlying assumptions of the revised RSPO Theory of Change

Code	Assumption	Linkage(s)									Internal/ External?	
Long-term Outcomes assumptions to enable Impact		L1	L2	L3	L4	L5	L6	L7	L8	L9		
AL1	Palm oil production systems continue to function well overall under prevailing climate, labour and market conditions											External
AL2	Government policies and constructive regulations support, empower and advance good practices in: - sustainable production and consumption; - labour welfare and stakeholder equity; - responsible ecosystem management											External
AL3	Countries and industries enforce their deforestation and climate change commitments and pledges, while supporting standards and solutions for sustainable practices											External
AL4	There is tangible political will and urgent cooperation across all levels of global administration, industry and society to tackle detrimental global issues encompassing the SDGs											External
AL5	Stakeholders in the palm oil value chain have sufficient voice and capacity to contribute to policy-making											Internal/ External

Code	Assumptions	Linkage(s)										Internal/ External?
Intermediate Outcomes assumptions to enable Long-term Outcomes		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	
AM1	All RSPO member, partner and stakeholder groups uphold their commitments to ethical labour practices, responsible environmental stewardship, substantive climate action, respectful conduct and smallholder inclusion											Internal/ External
AM2	RSPO certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance											External
AM3	The global market for palm oil products remains strong and does not deteriorate, with the downstream value chain and consumers willing to support sustainability price premiums											External
AM4	Effective support and services by RSPO retains and attracts oil palm grower members, avoiding attrition and ensuring growers of all sizes remain committed to sustainable practices											Internal
AM5	Standards, certification systems and audits are synchronised to ensure RSPO standards are implemented as designed											Internal/ External
AM6	Improving awareness and informed choices by consumers leverage pressure to incentivise increased certified uptake											External
AM7	RSPO certification remains the most relevant and recognised market standard for sustainable palm oil											Internal/ External
AM8	Effective multi-stakeholder achievements attract growing participation, especially FIs, NGOs and Global South											Internal/ External
AM9	Verifiable positive change through RSPO strategies and activities shifts public perception of RSPO and palm oil											Internal/ External
AM10	RSPO traceability is sufficiently credible, reliable and adaptive to support compliance to new regulations or legislations											Internal

Code	Assumptions	Linkage(s)									Internal/ External?	
Outputs assumptions to enable Intermediate Outcomes		O1	O2	O3	O4	O5	O6	O7	O8	O9		
AO1	The RSPO Secretariat has adequate resources, capacity and knowledge to execute RSPO strategies and activities, to improve RSPO systems, and to effectively support members											Internal
AO2	Stakeholders in the palm oil value chain view RSPO as a neutral custodian for sustainable development and an ally, and are willing and able to support development/implementation of RSPO strategies and activities effectively											Internal/ External
AO3	Technical infrastructure (e.g. data systems, guidance, training, translations) developed by RSPO is effective, informative, productive and valuable to members, partners and auditors											Internal/ External
AO4	Accreditation Bodies can capably oversee the independent, third-party assurance process, to ensure high standards of quality, integrity and impartiality in CBs and auditors											External
AO5	There is sufficient availability, proficiency and geographical coverage of CBs, auditors and Accreditation Bodies to support strong assurance of effective compliance for certification											External

RSPO is an international non-profit organisation formed in 2004 with the objective to promote the growth and use of sustainable oil palm products through credible global standards and engagement of stakeholders.

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