

RSPO REVISED THEORY OF CHANGE

NARRATIVE DOCUMENT



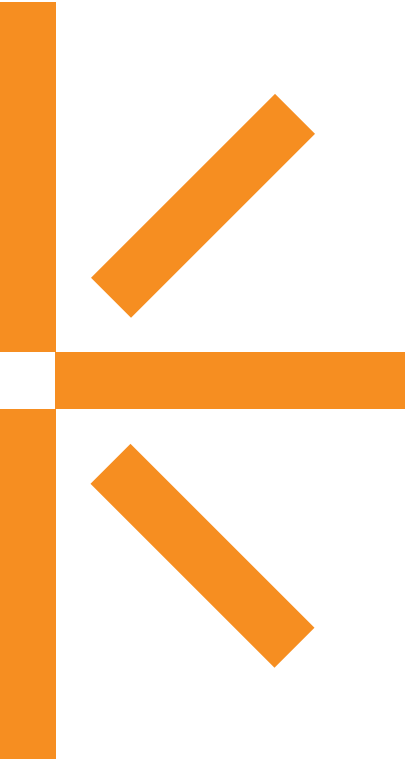


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| Document Title | : | RSPO Theory of Change Narrative Document |
| Document Code | : | RSPO-FWK-P03-001 V2 ENG |
| Scope | : | International |
| Document Type | : | Policy |
| Approval | : | Endorsed by Board of Governors on 3 September 2024 |
| Contact | : | impact.mel@rspo.org |

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LIST OF ACRONYMS

| | |
|-----------------|---|
| ACOP | Annual Communication of Progress |
| CB | Certification Body |
| CSPO | Certified Sustainable Palm Oil |
| FPIC | Free, Prior and Informed Consent |
| IAF | International Accreditation Forum |
| ISH | Independent Smallholder |
| ISEAL | International Social and Environmental Accreditation and Labelling Alliance |
| KPI | Key Performance Indicator |
| MEL | Monitoring, Evaluation and Learning |
| MLA | Multilateral Recognition Arrangement |
| NGO | Non-Governmental Organisation |
| NPP | New Planting Procedure |
| P&C. | Principles and Criteria |
| RaCP | Remediation and Compensation Procedure |
| RSSF | RSPO Smallholder Support Fund |
| RSPO | Roundtable on Sustainable Palm Oil |
| SCC | Supply Chain Certification |
| SDGs | Sustainable Development Goals |
| ToC | Theory of Change |



GLOSSARY OF KEY TERMS AND CONCEPTS

Key Terms and Concepts of the revised RSPO Theory of Change (ToC)

| | |
|------------------------------------|---|
| Accreditation Body (AB) | The organisation that undertakes the accreditation of Certification Bodies. The organisation shall be a signatory to the appropriate International Accreditation Forum (IAF) or Multilateral Recognition Arrangement (MLA), or a full member of the International Social and Environmental Accreditation and Labeling Alliance (ISEAL). |
| Affected Communities | All Communities that are likely to be affected directly and significantly by the proposed development and existing operations, i.e. those with land holdings and other user rights, within the affected area must be included in the assessment and Free, Prior and Informed Consent (FPIC) process. Other communities that are likely to be affected only indirectly, such as by possible longer term changes to the ecosystem services provision due to the water usage of the operation for example, also need to be taken into account. This may include communities that have been dispossessed or forced to abandon their customary land and/or user rights, and nomadic communities. |
| Causal Pathway | The direction of an expected change in a ToC showing the sequence of Actions > Outputs > Outcomes > Impact |
| Certification Body (CB) | A third-party conformity assessment body that undertakes an RSPO Certification assessment and issues a certificate. |
| 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, governments, technology platforms. |
| Results Framework | The eventual high-level change intended from the combination of all expected changes in a ToC. Also referred to as 'intended impact'. A counterpart to the ToC that measures progress of the expected change and intended impact, based on identified indicators and metrics. |
| RSPO Certification | The certification system/process of RSPO Standards (Principles and Criteria/ P&C, Independent Smallholder/ISH, Supply Chain Certification/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/NPP, 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 series of processes/steps through which agricultural raw materials pass from the primary producer through to the end product manufacturer (i.e. oil palm growing, milling, storage, transport, refining, manufacture, end product, etc). |
| 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 non-governmental organisations/NGOs, public awareness). |





Introduction

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 its 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 ToC 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.

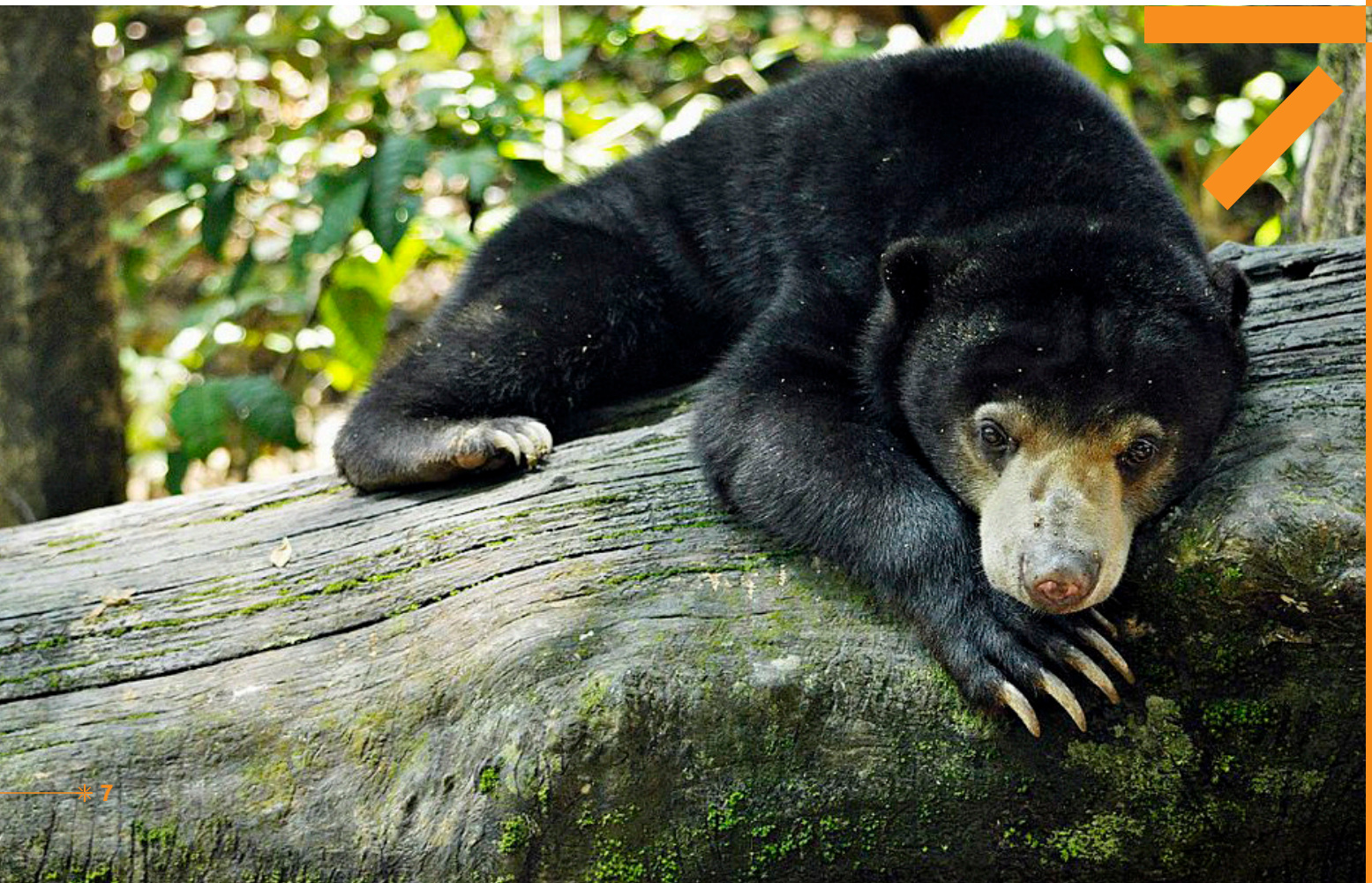
What is a Theory of Change?

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 and 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



The purpose of revising and modifying the RSPO ToC 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, as well as an online Public Consultation running from 14 December 2022 to 26 January 2023. The draft revised RSPO ToC was further refined from all feedback received.

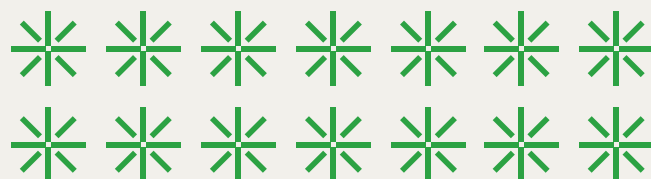
The revised RSPO ToC aims to move away from a linear concept of cause and effect, in order to better depict the interrelated nature of causal pathways to achieving expected change and intended impact. It attempts to negate thinking in terms of 'silos', and instead recognises the interconnectivity of 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.



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 Sustainable Development Goals (SDGs) 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 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 3, providing a comprehensive structure with full descriptive statements) and a **simplified Theory of Change** (Figure 4, 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 direction of causal pathways and linkages for expected change and intended impact towards the RSPo vision, divided into distinct layers (Figure 2: Direction of the causal pathway):

- * **Actions and 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

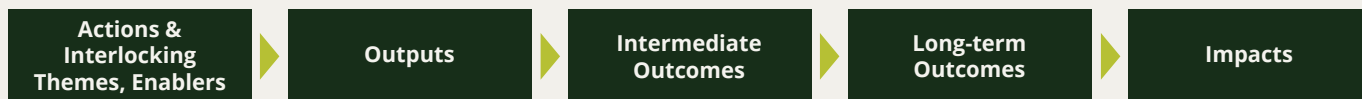


Figure 2: Direction of the causal pathway

The revised ToC is designed to accommodate various approaches to visualising the expected change and intended impact of RSPo. The full ToC can be navigated both bottom-up and top-down, while the simplified ToC allows for inside-out or outside-in reading. However, we recommend starting with a bottom-up approach for the full ToC or inside-out for the simplified ToC, as this depicts the direction of change from inputs to results.

² See Appendix 1, Mapping RSPo Impacts and UN SDGs, page 76-79, RSPo Impact Report (2022)

A global partnership to make palm oil sustainable

RSPO is a partnership for progress and positive impact, facilitating global change to make the production and consumption of palm oil sustainable

The palm oil value chain equitably balances the interests of People, Planet and Prosperity

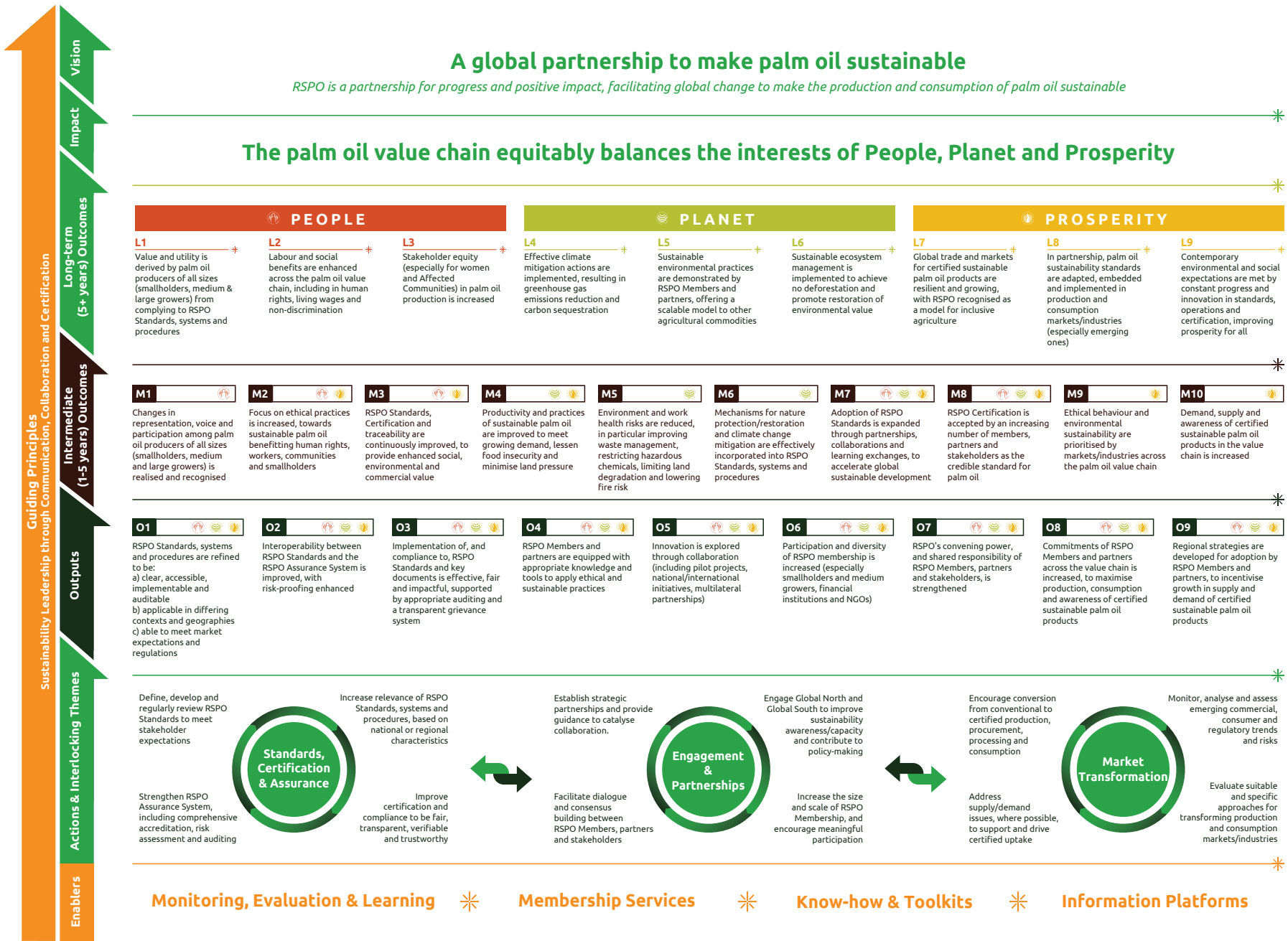


Figure 3: The full Theory of Change

A Global Partnership to Make Palm Oil Sustainable

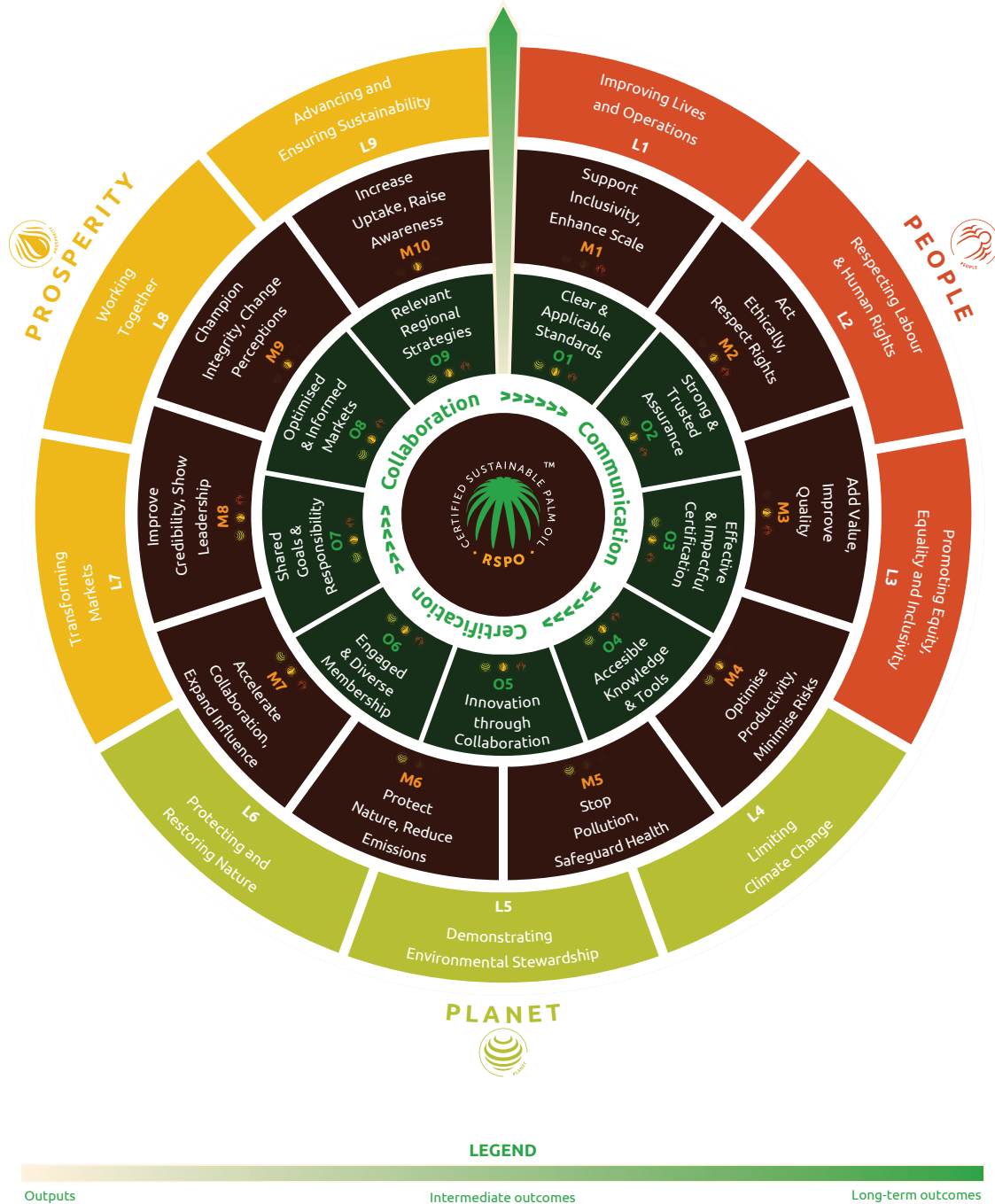


Figure 4: The simplified Theory of Change

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 and inputs 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 and each Output may contribute to the achievement of one or more Intermediate Outcomes.

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. The realisation of Intermediate Outcomes may hinge on the accomplishment of one or more 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 five years), dependent on the combined progress of multiple 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.

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 5).

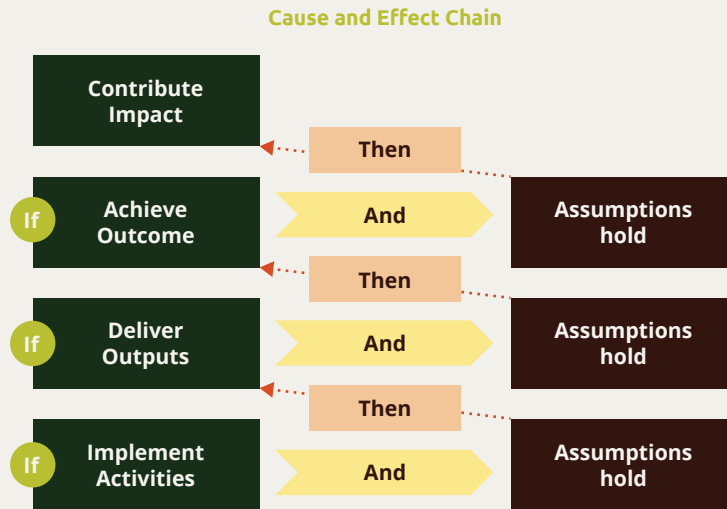


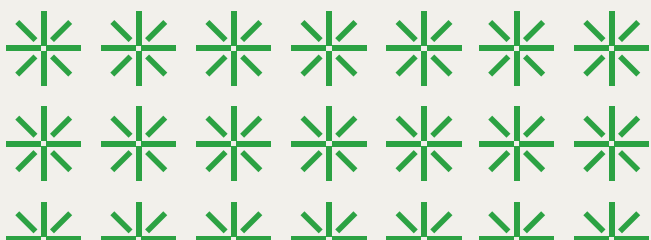
Figure 5: A simplified Theory of Change logic model

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

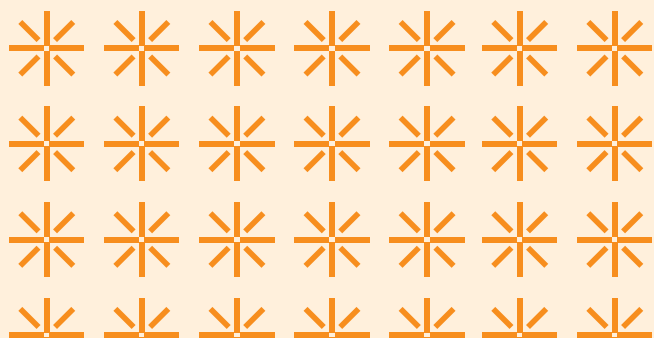
Whilst the revised RSPO ToC has moved away from a simple linear concept of cause and effect, it is still necessary to identify the main causal pathways towards our three impact pillars. The **Actions and Interlocking Themes** and **Enablers** identifies RSPO strategies and activities that deliver **Outputs** (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 6) 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.

| (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 | <p>(Intermediate Outcome Code) Relevant Intermediate Outcome statement from simplified ToC and full ToC.</p> <p><i>Note: Intermediate Outcomes with significant direct and large contributions to Long-term Outcome</i></p> |
| Indirect Links to Intermediate Outcomes | <p>(Intermediate Outcome Code) Relevant Intermediate Outcome statement from simplified ToC and full ToC</p> <p><i>Note: Intermediate Outcome with indirect connections contributing to Long-term Outcome</i></p> |
| Linkages to Outputs | <p>(Output Code) Relevant Output statement from simplified ToC and full ToC</p> |
| Key Actions for Outputs | <p>(Interlocking Theme) Action statement from relevant Interlocking Theme</p> |
| Key Assumptions | <p>(Assumption Code) Identified assumptions relevant to the causal pathway</p> <p><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></p> |

Figure 6: Framework of RSPO revised Theory of Change causal pathways



Value and utility is derived by palm oil producers of all sizes (smallholders, medium and large growers) from complying to RSPO Standards, systems and procedures

Direct Links to Intermediate Outcomes

- M3. Add Value, Report Progress** - RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.
- 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.
- 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.
- M10. Increase Uptake, Raise Awareness** - Demand, supply and awareness of certified sustainable oil palm products in the value chain is increased.

Indirect Links to Intermediate Outcomes

- M1. Support Inclusivity, Enhance Scale** - Changes in representation, voice and participation among palm oil producers of all sizes (smallholders, medium and large growers) is realised and recognised.
- M2. Act Ethically, Respect Rights** - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.
- M7. Accelerate Cooperation, Expand Influence** - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

Linkages to Outputs

- O1. Clear and Applicable Standards** - RSPO Standards, systems and procedures are refined to be:
- clear, accessible, implementable and auditable
 - applicable in differing contexts and geographies
 - able to meet market expectations and regulations
- O3. Effective and 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.
- O4. Accessible Knowledge and Tools** - RSPO Members and partners are equipped with appropriate knowledge, constructive advice, and tools to apply ethical and sustainable practices.
- O8. Ambitious and Tangible Commitments** - Commitments of RSPO Members across the value chain are increased and applied, to maximise production and consumption of certified sustainable oil palm products.
- 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 oil palm products.

Key Actions for Outputs

Standards, Certification and Assurance

- Define, develop and regularly review RSPO Standards to meet stakeholder expectations.
- Strengthen RSPO Assurance System, including comprehensive accreditation, risk assessment and auditing.
- Increase relevance of RSPO Standards, systems and procedures, based on national or regional characteristics.
- Improve certification and compliance to be fair, transparent, verifiable and trustworthy.

Key Assumptions

AL1. Palm oil production systems continue to function well overall under prevailing climate, labour and market conditions.

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.

AL5. Stakeholders in the palm oil value chain have sufficient voice and capacity to contribute to policy-making.

AM2. RSPO Certification provides viable financial, social and environmental advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.

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.

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.

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.

AO3. Technical infrastructure (e.g. data systems, guidance, training, translations) developed by RSPO is effective, informative, productive and valuable to members, partners and auditors.

L2

Respecting Labour & Human Rights

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

M2. Act Ethically, Respect Rights - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.

Indirect Links to Intermediate Outcomes

M3. Add Value, Improve Quality - RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.

M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

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.

M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets/industries across the palm oil value chain.

M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable oil palm products in the value chain is increased.

Linkages to Outputs

O1. Clear and Applicable Standards - RSPO Standards, systems and procedures are refined to be:

- a) clear, accessible, implementable and auditable
- b) applicable in differing contexts and geographies
- c) able to meet market expectations and regulations

O3. Effective and 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.

Linkages to Outputs

04. Accessible Knowledge and Tools - RSPO Members and partners are equipped with appropriate knowledge and tools to apply ethical and sustainable practices.

05. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).

06. Engaged & Diverse Membership - Participation and diversity of RSPO membership is increased (especially smallholders and medium growers, financial institutions and NGOs).

07. Accelerate Collaboration, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

Key Actions for Outputs

Standards, Certification and Assurance

- Define, develop and regularly review RSPO Standards to meet stakeholder expectations.
- Strengthen RSPO Assurance System, including comprehensive accreditation, risk assessment and auditing.
- Increase relevance of RSPO Standards, systems and procedures, based on national or regional characteristics.
- Improve certification and compliance to be fair, transparent, verifiable and trustworthy.

Engagement and Partnerships

- Increase the size and scale of RSPO membership, and encourage meaningful participation.
- Engage Global North/Global South to improve sustainability awareness capacity and contribute to policy-making.

Key Assumptions

AL1. Palm oil production systems continue to function well overall under prevailing climate, labour and market conditions.

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.

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.

AL5. Stakeholders in the value chain have sufficient voice/capacity to contribute to policy-making.

AM1. All RSPO Members, partners and stakeholder groups uphold their commitments to ethical labour practices, responsible environmental stewardship, substantive climate action, respectful conduct and smallholder inclusion.

AM2. RSPO Certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.

AM8. Effective multi-stakeholder achievements attract growing participation, especially financial institutions, NGOs and Global South.

AO4. Accreditation Bodies can capably oversee the independent, third-party assurance process, to ensure high standards of quality, integrity and impartiality in Certification Bodies and auditors.

AO5. There is sufficient availability, proficiency and geographical coverage of Certification Bodies, auditors and Accreditation Bodies to support strong assurance of effective compliance for certification.

Stakeholder equity (especially for women and Affected Communities) in palm oil production is increased

Direct Links to Intermediate Outcomes **M1. Support Inclusivity, Enhance Scale** - Changes in representation, voice and participation among palm oil producers of all sizes (smallholders, medium and large growers) is realised and recognised.

M2. Act Ethically, Respect Rights - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.

Indirect Links to Intermediate Outcomes **M3. Add Value, Improve Quality** - RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.

M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

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.

M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets/industries across the palm oil value chain.

M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable oil palm products in the value chain is increased.

Linkages to Outputs **O1. Clear and Applicable Standards** - RSPO Standards, systems and procedures are refined to be:

- a) clear, accessible, implementable and auditable
- b) applicable in differing contexts and geographies
- c) able to meet market expectations and regulations

O3. Effective and 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.

O4. Accessible Knowledge and Tools - RSPO Members and partners are equipped with appropriate knowledge, constructive advice, and tools to apply ethical and sustainable practices.

O6. Engaged and Diverse Membership - Participation and diversity of RSPO membership is increased (especially smallholders and medium growers, financial institutions and NGOs).

O7. Accelerate Collaboration, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

Key Actions for Outputs **Standards, Certification and Assurance**

- Define, develop and regularly review RSPO Standards to meet stakeholder expectations.
- Strengthen RSPO Assurance System, including comprehensive accreditation, risk assessment and auditing.
- Increase relevance of RSPO Standards, systems and procedures, based on national or regional characteristics.
- Improve certification and compliance to be fair, transparent, verifiable and trustworthy.

Key Actions for Outputs

Engagement and Partnerships

- Establish strategic partnerships and provide guidance to catalyse collaboration.
- Facilitate dialogue and consensus building between RSPO Members, partners and stakeholders.
- Engage Global North/Global South to improve sustainability awareness capacity and contribute to policy-making.
- Increase the size and scale of RSPO membership, and encourage meaningful participation.

Key Assumptions

- AL1.** Palm oil production systems continue to function well overall under prevailing climate, labour and market conditions.
- 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
- 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.
- AL5.** Stakeholders in the value chain have sufficient voice/capacity to contribute to policy-making.
- 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.
- AM2.** RSPO Certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.
- AM8.** Effective multi-stakeholder achievements attract growing participation, especially financial institutions, NGOs and Global South.
- 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.

L4

Limiting Climate Change

Effective climate mitigation actions are implemented, resulting in greenhouse gas emissions reduction and carbon sequestration

Direct Links to Intermediate Outcomes

- 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.
- M6. Protect Nature, Reduce Emissions** - Mechanisms for nature protection/restoration and climate change mitigation are effectively incorporated into RSPO Standards, systems and procedures.

Indirect Links to Intermediate Outcomes

- M3. Add Value, Improve Quality** - RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.
- 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.
- M7. Accelerate Cooperation, Expand Influence** - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

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.

M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets/industries across the palm oil value chain.

M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable oil palm products in the value chain is increased.

Linkages to Outputs

01. Clear and Applicable Standards - RSPO Standards, systems and procedures are refined to be:

- a) clear, accessible, implementable and auditable
- b) applicable in differing contexts and geographies
- c) able to meet market expectations and regulations

03. Effective and Accountable Certification - Implementation of, and compliance with, RSPO Standards and key documents is effective, fair and impactful, supported by appropriate auditing and a transparent grievance system.

04. Accessible Knowledge and Tools - RSPO Members and partners are equipped with appropriate knowledge, constructive advice, and tools to apply ethical and sustainable practices.

05. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).

07. Accelerate Collaboration, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

Key Actions for Outputs

Standards, Certification and Assurance

- 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.

Engagement and Partnerships

- Establish strategic partnerships and provide guidance to catalyse collaboration.

Market Transformation

- Encourage conversion from conventional to certified production, procurement, processing and consumption.
- Evaluate suitable and specific approaches for transforming production and consumption markets/industries

Key Assumptions

AL1. Palm oil production systems continue to function well overall under prevailing climate, labour and market conditions.

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.

AL3. Countries and industries enforce their deforestation and climate change commitments and pledges, while supporting standards and solutions for sustainable practices.

AM4. Effective support and services by RSPO retain and attract oil palm grower members, avoiding attrition, and ensuring growers of all sizes remain committed to sustainable practices.

Key Assumptions

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.

AO3. Technical infrastructure (e.g., data systems, guidance, training, translations) developed by RSPO is effective, informative, productive and valuable to members, partners and auditors.

L5

Demonstrating Environmental Stewardship

Sustainable environmental practices are demonstrated by RSPO Members and partners, offering a scalable model to other agricultural commodities

Direct Links to Intermediate Outcomes

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.

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.

Indirect Links to Intermediate Outcomes

M3. Add Value, Improve Quality - RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.

M6. Protect Nature, Reduce Emissions - Mechanisms for nature protection/restoration and climate change mitigation are effectively incorporated into RSPO Standards, systems and procedures.

M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

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.

M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets/industries across the palm oil value chain.

M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable oil palm products in the value chain is increased.

Linkages to Outputs

03. Effective and 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.

04. Accessible Knowledge and Tools - RSPO Members and partners are equipped with appropriate knowledge, constructive advice, and tools to apply ethical and sustainable practices.

05. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).

07. Accelerate Collaboration, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

Key Actions for Outputs

Standards, Certification and Assurance

- Define, develop and regularly review RSPO Standards to meet stakeholder expectations.

- Strengthen RSPO Assurance System, including comprehensive accreditation, risk assessment and auditing.

Key Actions for Outputs

- Increase relevance of RSPO Standards, systems and procedures, based on national or regional characteristics.
- Improve certification and compliance to be fair, transparent, verifiable and trustworthy.

Engagement and Partnerships

- Establish strategic partnerships and provide guidance to catalyse collaboration.

Market Transformation

- Encourage converting from conventional to certified production, procurement, processing and consumption.
- Evaluate suitable/specific approaches to transform production and consumption markets/ industries.

Key Assumptions

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.

AM4. Effective support and services by RSPO retain and attract oil palm grower members, avoiding attrition and ensuring growers of all sizes remain committed to sustainable practices.

AM8. Effective multi-stakeholder achievements attract growing participation, especially financial institutions, NGOs and the Global South.

AM10. RSPO traceability is sufficiently credible, reliable and adaptive to support compliance to new regulations or legislations.

AO4. Technical infrastructure (e.g., data systems, guidance, training, translations) developed by RSPO is effective, informative, productive and valuable to members, partners and auditors.

L6

Protecting and Restoring Nature

Sustainable ecosystem management is implemented to achieve no deforestation and promote restoration of environmental value

Direct Links to Intermediate Outcomes

M6. Protect Nature, Reduce Emissions - Mechanisms for nature protection/restoration and climate change mitigation are effectively incorporated into RSPO Standards, systems and procedures.

Indirect Links to Intermediate Outcomes

M3. Add Value, Improve Quality - RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.

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.

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.

M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

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.

M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets/industries across the palm oil value chain.

**Indirect
Links to
Intermediate
Outcomes**

M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable oil palm products in the value chain is increased.

**Linkages to
Outputs**

O1. Clear and Applicable Standards - RSPO Standards, systems and procedures are refined to be:

- a) clear, accessible, implementable and auditable
- b) applicable in differing contexts and geographies
- c) able to meet market expectations and regulations

O3. Effective and 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.

O4. Accessible Knowledge and Tools - RSPO Members and partners are equipped with appropriate knowledge, constructive advice, and tools to apply ethical and sustainable practices.

O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).

O7. Accelerate Collaboration, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

**Key Actions
for Outputs**

Standards, Certification and Assurance

- Define, develop and regularly review RSPO Standards to meet stakeholder expectations.
- Increase relevance of RSPO Standards, systems and procedures, based on national or regional characteristics.

Engagement and Partnerships

- Establish strategic partnerships and provide guidance to catalyse collaboration.
 - Facilitate dialogue and consensus building between RSPO Members, partners and stakeholders.
 - Engage Global North and Global South to improve sustainability awareness capacity and contribute to policy-making.
 - Increase the size and scale of RSPO membership, and encourage meaningful participation.
-

**Key
Assumptions**

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.

AL3. Countries and industries enforce their deforestation and climate change commitments and pledges, while supporting standards and solutions for sustainable practices.

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.

AL5. Stakeholders in the value chain have sufficient voice/capacity to contribute to policy-making.

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.

Key Assumptions

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.

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.

L7

Transforming Markets

Global trade and markets for certified sustainable oil palm products are resilient and growing, with RSPO recognised as a model for inclusive agriculture

Direct Links to Intermediate Outcomes

M3. Add Value, Report Progress - RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.

M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

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.

M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets/industries across the palm oil value chain.

M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable oil palm products in the value chain is increased.

Indirect Links to Intermediate Outcomes

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.

Linkages to Outputs

O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).

O6. Engaged & Diverse Membership - Participation and diversity of RSPO membership is increased (especially smallholders and medium growers, financial institutions and NGOs).

O7. Accelerate Collaboration, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

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.

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 oil palm products.

Key Actions for Outputs

Standards, Certification and Assurance

- Define, develop and regularly review RSPO Standards to meet stakeholder expectations.
- Strengthen RSPO Assurance System, including comprehensive accreditation, risk assessment and auditing.
- Increase relevance of RSPO Standards, systems and procedures, based on national or regional characteristics.

Key Actions for Outputs

- Improve certification and compliance to be fair, transparent, verifiable and trustworthy.

Engagement and Partnerships

- Establish strategic partnerships and provide guidance to catalyse collaboration.

Market Transformation

- Encourage converting from conventional to certified production, procurement, processing and 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

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.

AM2. RSPO Certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.

AM3. The global market for oil palm products remains strong and does not deteriorate, with the downstream value chain and consumers willing to support sustainability price premiums.

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.

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.

L8

Working Together

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

M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

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.

M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable oil palm products in the value chain is increased.

Indirect Links to Intermediate Outcomes

M2. Act Ethically, Respect Rights - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.

M3. Add Value, Report Progress - RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.

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.

M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets across the palm oil value chain.

Linkages to Outputs

05. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).

06. Engaged & Diverse Membership - Participation and diversity of RSPO membership is increased (especially smallholders and medium growers, financial institutions and NGOs).

07. Accelerate Collaboration, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

09. Relevant Regional Strategies - Regional strategies are developed by RSPO and adopted by RSPO Members and partners, to incentivise supply and demand of certified sustainable oil palm products.

Key Actions for Outputs

Standards, Certification and Assurance

- Strengthen RSPO Assurance System, including comprehensive accreditation, risk assessment and auditing.

Engagement and Partnerships

- Establish strategic partnerships and provide guidance to catalyse collaboration.

Market Transformation

- Encourage converting from conventional to certified production, procurement, processing and consumption.

- Evaluate suitable/specific approaches to transform production and consumption markets/ industries.

Key Assumptions

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.

AL5. Stakeholders in the value chain have sufficient voice/capacity to contribute to policy-making.

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.

AM2. RSPO Certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.

AM3. The global market for oil palm products remains strong and does not deteriorate, with the downstream value chain and consumers willing to support sustainability price premiums.

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.

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.

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

M2. Act Ethically, Respect Rights - Focus on ethical practices is increased, towards sustainable palm oil benefitting human rights, workers, communities and smallholders.

M10. Increase Uptake, Raise Awareness - Demand, supply and awareness of certified sustainable palm oil products in the value chain is increased.

Indirect Links to Intermediate Outcomes

M1. Support Inclusivity, Enhance Scale - Changes in representation, voice and participation among palm oil producers of all sizes (smallholders, medium and large growers) is realised and recognised.

M3. Add Value, Report Progress - RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value.

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.

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.

M6. Protect Nature, Reduce Emissions - Mechanisms for nature protection/restoration and climate change mitigation are effectively incorporated into RSPO Standards, systems and procedures.

M7. Accelerate Cooperation, Expand Influence - Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development.

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.

M9. Champion Integrity, Change Perceptions - Ethical behaviour and environmental sustainability are prioritised by markets across the palm oil value chain.

Linkages to Outputs

O1. Clear and Applicable Standards - RSPO Standards, systems and procedures are refined to be:

- a) clear, accessible, implementable and auditable
- b) applicable in differing contexts and geographies
- c) able to meet market expectations and regulations

O2. Strong and Trusted Assurance - Interoperability between RSPO Standards and the RSPO Assurance System is improved, with risk-proofing enhanced.

O3. Effective and Accountable Certification - Implementation of, and compliance with, RSPO Standards and key documents is effective, fair and impactful, supported by appropriate auditing and a transparent grievance system.

O4. Accessible Knowledge and Tools - RSPO Members and partners are equipped with appropriate knowledge, constructive advice, and tools to apply ethical and sustainable practices.

O5. Innovation through Collaboration - Innovation is explored through collaboration (including pilot projects, national/international initiatives, multilateral partnerships).

O6. Engaged & Diverse Membership - Participation and diversity of RSPO membership is increased (especially smallholders and medium growers, financial institutions and NGOs).

Linkages to Outputs

O8. Ambitious and Tangible Commitments - Commitments of RSPO Members across the value chain are increased and applied, to maximise production and consumption of certified sustainable oil palm products.

Key Actions for Outputs

Standards, Certification and Assurance

- Define, develop and regularly review RSPO Standards to meet stakeholder expectations.
- Strengthen RSPO Assurance System, including comprehensive accreditation, risk assessment and auditing.
- Increase relevance of RSPO Standards, systems and procedures, based on national or regional characteristics.
- Improve certification and compliance to be fair, transparent, verifiable and trustworthy.

Engagement and Partnerships

- Establish strategic partnerships and provide guidance to catalyse collaboration.

Market Transformation

- Encourage converting from conventional to certified production, procurement, processing and 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

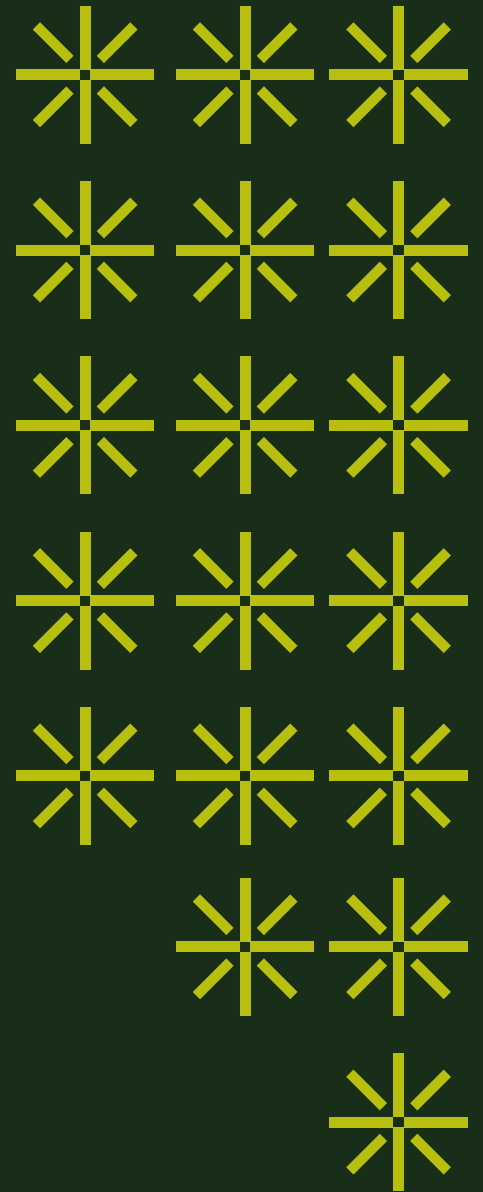
AL4. There is tangible political will and urgent cooperation across all levels of global administration, industry and society to tackle detrimental global issues encompassing the SDGs.

AM2. RSPO Certification provides viable social, environmental and commercial advantages that outweigh the (extra) costs/ obligations associated with implementation and compliance.

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.

AM10. RSPO traceability is sufficiently credible, reliable and adaptive to support compliance to new regulations or legislations.

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.



3.0

Measuring
progress of the revised
RSPO Theory of Change

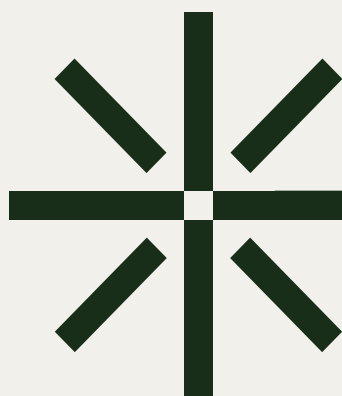
Incorporating robust MEL mechanisms into the ToC is imperative, as it allows RSPO to systematically monitor and evaluate its progress towards realising the results stipulated in the ToC.

To measure progress and achievement of the revised RSPO ToC, a comprehensive Results Framework has been developed. This framework incorporates KPIs for each Output, Intermediate Outcome and Long-term Outcome, identified based on available data and information sourced from within the organisation and from RSPO Standards, systems and procedures. These KPIs serve as indicators of actions taken, changes made, or goals achieved. They will be measured and monitored to enhance RSPO's ability to inform and adapt its strategies and activities.

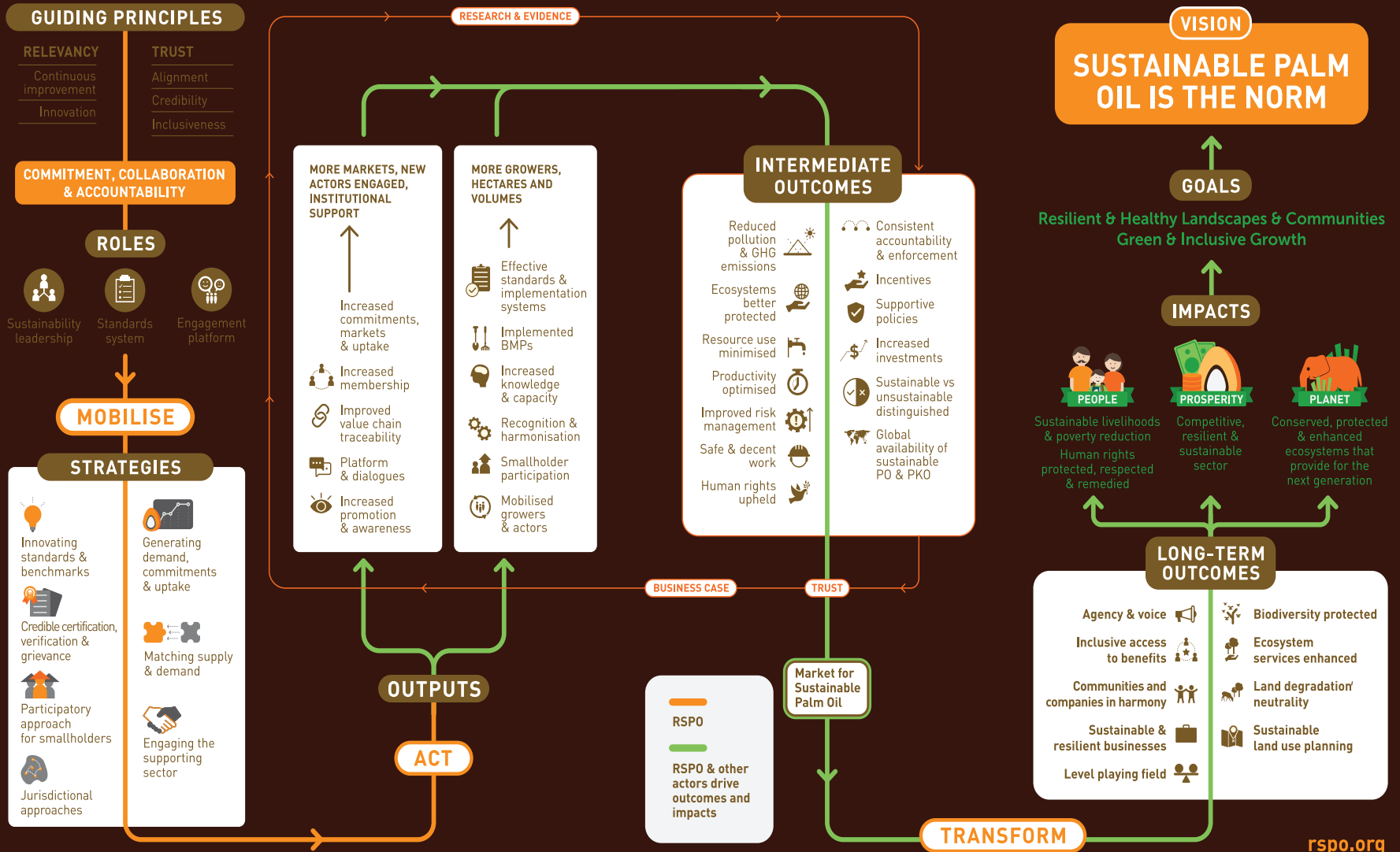
Furthermore, the RSPO Impact Framework, as delineated in the RSPO Impact Report or Update, will be utilised to publicly report progress on the revised ToC. In 2022, RSPO recalibrated its approach to reporting impacts through a new Impact Framework. This framework consists of an initial set of seven Impact Themes and 15 Impact Indicators aligned with the UN SDGs (see RSPO Impact Report 2022 and RSPO Impact Update 2023). With the finalisation of the revised ToC, adjustments have been made to the Impact Framework to ensure alignment and coherence.

Alignment is crucial for identifying ToC causal pathways. RSPO data or information alone may be insufficient to measure progress towards expected change and intended impact. In such instances, additional research and evidence may be required to validate the effectiveness of RSPO's interventions and ascertain whether anticipated changes are occurring on the ground, and if so, whether these changes can be attributed to RSPO. Expanding its research network, RSPO convened the inaugural RSPO Research Symposium and Workshop in September 2023, in collaboration with Monash University Malaysia. The Research Workshop facilitated discussion on the RSPO Research Agenda around the revised ToC, focusing attention on aspects of the ToC where research is necessary to supplement RSPO data and information.

KPIs in the ToC Results Framework and updated Impact Framework are assessed based on significance or importance, availability of data or information, and capacity or resources of the RSPO Secretariat. Within the RSPO Secretariat, the IMEL Unit (Impacts and Monitoring, Evaluation and Learning) will be responsible for overseeing measurement and reporting progress of the ToC, using data and information provided by different Divisions across the Secretariat. From time to time, this information will be used to test the effectiveness of RSPO's actions and interventions from our strategies and activities in influencing expected change. 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.

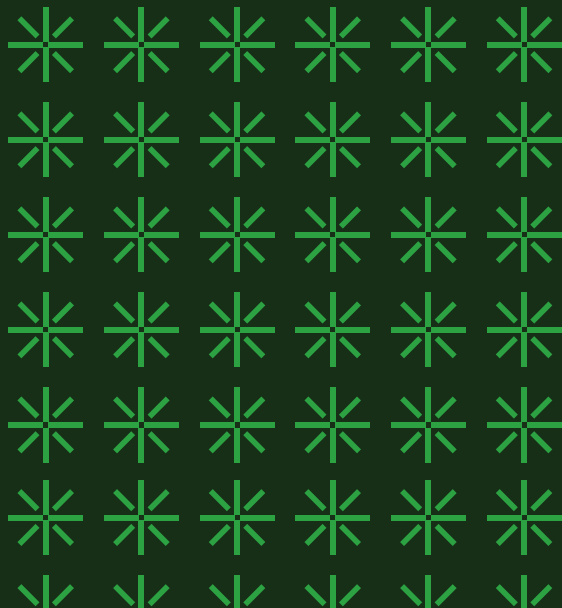


Appendix 1: The current RSPO Theory of Change (published 2017)



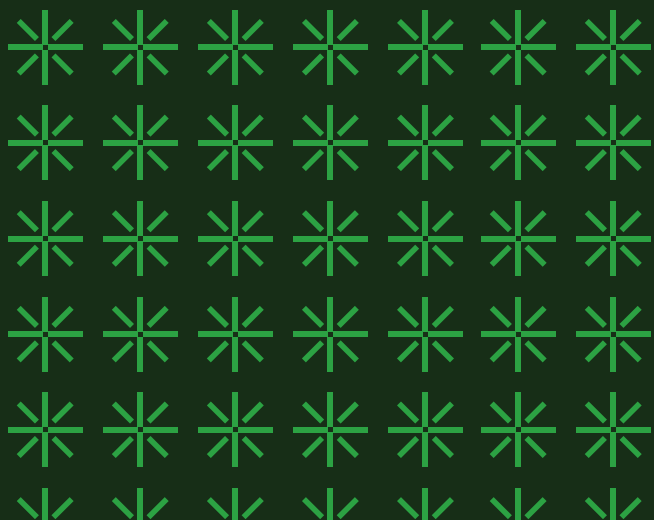
Appendix 2: Underlying assumptions of the revised RSPO Theory of Change

| Code | Assumption | Linkage(s) | | | | | | | | | Internal/ External? |
|---|---|------------|----|----|----|----|----|----|----|----|------------------------|
| | | L1 | L2 | L3 | L4 | L5 | L6 | L7 | L8 | L9 | |
| Long-term Outcomes assumptions to enable Impact | | | | | | | | | | | |
| 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 | Assumption | Linkage(s) | | | | | | | | | | Internal/ External? | |
|---|---|------------|----|----|----|----|----|----|----|----|-----|------------------------|-----------------------|
| | | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | | |
| Intermediate Outcomes assumptions to enable Long-term Outcomes | | | | | | | | | | | | | |
| 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 oil palm 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 | | | | | * | * | | * | * | * | | External |
| AM5 | RSPO Standards, Certification System 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 financial institutions, 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 | | | * | | | | | * | | | | External |

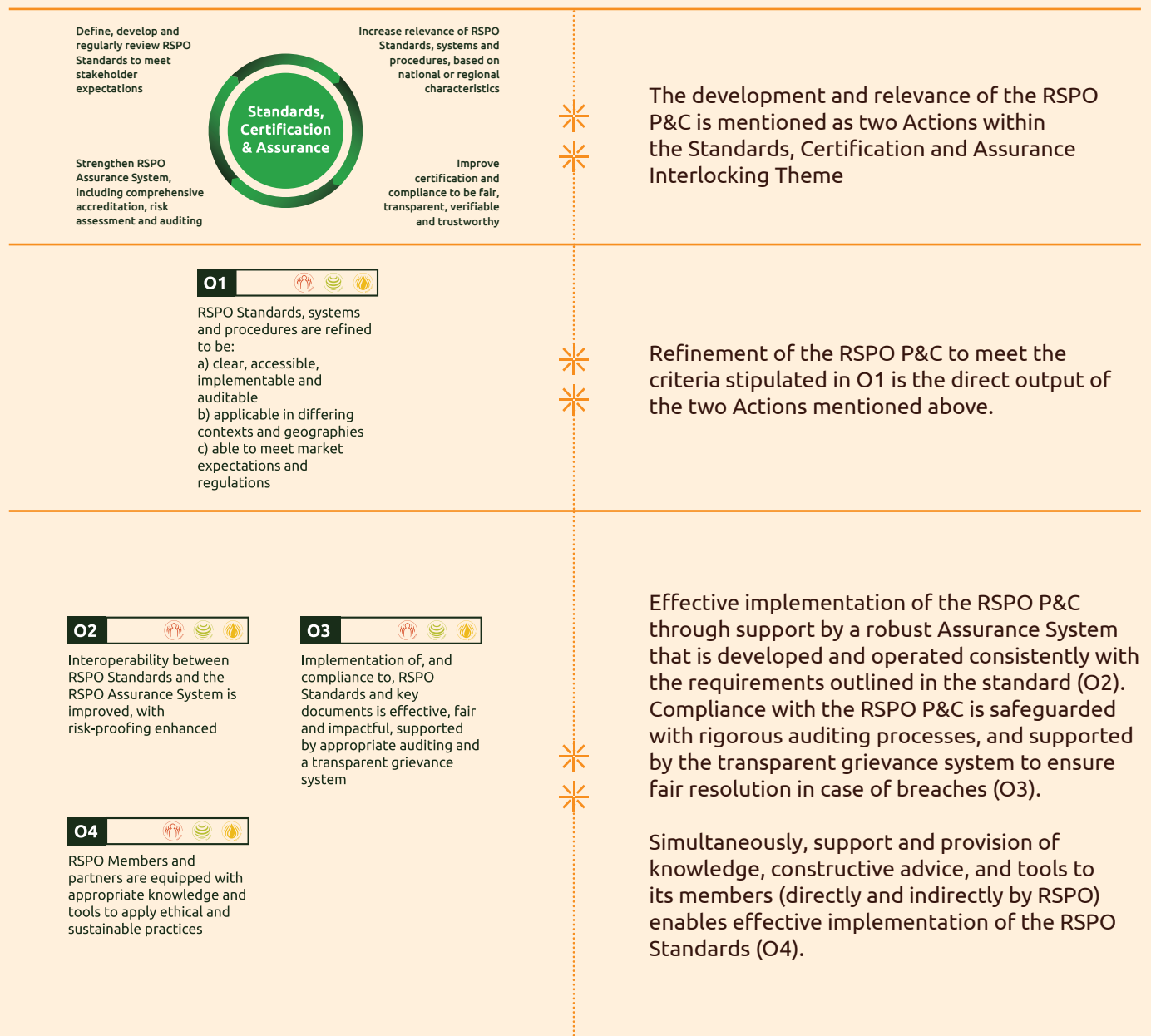
| Code | Assumption | Linkage(s) | | | | | | | | | Internal/ External? |
|--|---|------------|----|----|----|----|----|----|----|----|------------------------|
| | | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | |
| Outputs assumptions to enable Intermediate Outcomes | | | | | | | | | | | |
| AO1 | The RSPO Secretariat has adequate resources, capacity and knowledge to execute RSPO strategies and activities, to improve RSPO systems, and to effectively support members | * | * | * | * | * | * | * | * | * | External |
| 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 Certification Bodies and auditors | | | * | | | | | | | External |
| AO5 | There is sufficient availability, proficiency and geographical coverage of Certification Bodies , auditors and Accreditation Bodies to support strong assurance of effective compliance for certification | * | * | * | | | | | | | External |



Appendix 3: How the RSPO Theory of Change links to the RSPO Principles and Criteria Standard

The RSPO Principles and Criteria (P&C) Standard is a pivotal mechanism of RSPO’s vision as a global partnership to make palm oil sustainable. The P&C Standard is the foundation upon which all RSPO initiatives revolve. The standard outlines the crucial aims, objectives and mandatory requirements for the production and procurement of RSPO Certified Sustainable Palm Oil (CSPO), designed to be inclusive and applicable to palm oil producers of all sizes (smallholders, medium and larger growers).

Therefore, ensuring alignment and coherence between the RSPO ToC and the RSPO P&C Standard is paramount. In the table below, we delineate the pertinent interconnections of the P&C with each layer of the ToC, highlighting the causal linkages between these results. The ToC also provides a structured framework for monitoring, evaluating, and reporting on the outcomes and impacts of the P&C Standard, enabling continuous learning and improvement over time.



M2

Focus on ethical practices is increased, towards sustainable palm oil benefiting human rights, workers, communities and smallholders

M3

RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value

M4

Productivity and practices of sustainable palm oil are improved to meet growing demand, lessen food insecurity and minimise land pressure

M5

Environment and work health risks are reduced, in particular improving waste management, restricting hazardous chemicals, limiting land degradation and lowering fire risk

M3

RSPO Standards, Certification and traceability are continuously improved, to provide enhanced social, environmental and commercial value

M7

Adoption of RSPO Standards is expanded through partnerships, collaborations and learning exchanges, to accelerate global sustainable development

As requirements on social, environmental, economic, livelihood and traceability aspects are embedded in the P&C, effective implementation of the standard, together with other outputs, leads to:

- Increased focus on ethical practices within the supply chain (M2),
- Improved productivity and practices for sustainable palm oil (M4),
- Reduced environmental and work health risks (M5), and
- Better mechanisms for nature protection/restoration and climate change mitigation (M6).

At the same time, continual improvement and relevance of RSPO Standards enhances their values to RSPO Members (M3).

This is crucial for accelerating sustainability across the whole palm oil industry through increased adoption of the RSPO P&C Standard (M7). This intermediate outcome (M7) is also dependent on the Output(s) and Action(s) across the Engagement and Partnerships theme.

PEOPLE

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

L2

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

L3

Stakeholder equity (especially for women and Affected Communities) in palm oil production is increased

PLANET

L4

Effective climate mitigation actions are implemented, resulting in greenhouse gas emissions reduction and carbon sequestration

L5

Sustainable environmental practices are demonstrated by RSPO Members and partners, offering a scalable model to other agricultural commodities

L6

Sustainable ecosystem management is implemented to achieve no deforestation and promote restoration of environmental value

PROSPERITY

L7

Global trade and markets for certified sustainable palm oil products are resilient and growing, with RSPO recognised as a model for inclusive agriculture

L8

In partnership, palm oil sustainability standards are adapted, embedded and implemented in production and consumption markets/industries (especially emerging ones)


L9

Contemporary environmental and social expectations are met by constant progress and innovation in standards, operations and certification, improving prosperity for all

The combined progress of multiple Intermediate Outcomes and Outputs leads to Long-term Outcomes. Ultimately, the long-term outcomes of effective implementation of the RSPO P&C Standard is:

- Increased benefits to People within the supply chain (producers, labours and stakeholders) (L1, L2 & L3),
- Increased benefits to the Planet (climate mitigation actions, sustainable environmental practices, and sustainable ecosystem management) (L4, L5 & L6).

These benefits are crucial to expanding and improving Prosperity for all stakeholders in the palm oil value chain through increased trade in certified sustainable palm oil products, continued recognition of RSPO, collaborative partnerships, and constant progress/innovation for relevance (L7, L8 & L9).



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

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