

Terms of Reference (ToR)
Recruitment Consultant Local Impact Assessment

Project Title	Local Impact Assessment (LIA) Consultant for Subsidy Programme for Responsible Business (SPVO) project: <i>Fair Pricing for Palm Oil Farmers</i>
Project Location	Jakarta (National level), North Sumatera, and Southeast Sulawesi
Donor	Rijksdienst voor Ondernemend Nederland (RVO)
Consortium Member	1. Oxfam Novib 2. Serikat Petani Kelapa Sawit (SPKS) 3. Penabulu Foundation 4. AS Watson Benelux
Activity Duration	December 2025 – February 2026

Project Background

Subsidy Programme for Responsible Business (SPVO), is a collaborative project between Oxfam Novib, Penabulu, AS Watson Benelux and Serikat Petani Kelapa Sawit (SPKS/Palm Oil Farmers Union). This project will focus on the palm oil sector, which is a main contributor for national economy and important job providers in rural areas of Indonesia. Of the approximately 14.5 million hectares of palm oil plantation, around 6 million hectares are managed by smallholder farmers, 8 million hectares are controlled by the private sector, and only around 500 thousand hectares owned by state-owned enterprises. Behind these numbers, there are more than 2 million farmers and around 4 million workers directly involved in the value chain of the industry. This sector is also the source for livelihood for millions smallholder farmers who produce Fresh Fruit Bunches (FFB). Particularly, this project will focus on the development of RSPO-certified sustainable palm oil, which will pave the way toward a fair and sustainable palm oil. This project also intends to reduce to gender inequality between men and women and overall discrimination in palm oil value chain. Women play a crucial role in palm oil production, though historically their contribution is undervalued and underrepresented in a sector dominated by men.

Palm oil also plays an important role in the Global economy, especially in the Netherlands, it is found in almost half of varying products, including food, personal care, cleaners – starting from pizza and cookies until cosmetics and soap. Globally, more of 80 million tons of palm oil are produced annually, with approximately 8–9% of them going through the port of Rotterdam. The Netherlands is the largest importer of palm oil in Europe and a leader in the commerce of RSPO-certified palm oil - almost 90% of the total palm oil going through Netherland ports are RSPO-certified.

Although palm oil serves to support the livelihood of millions of people, this sector still faces serious challenges related to sustainability, equality, and governance. Considering limited alternative replacement for palm oil, a sustainable production approach became the most realistic and impactful solutions to answer the previously mentioned issues. As the producer of 58–60% of the total palm oil in the world, Indonesia holds a strategic role to drive transformation in the sector. Most of the certified palm oil imported to Europe is from Indonesia, with Sumatra being the key region in the national production and governance of palm oil industry.

Through the project with the theme "Subsidy Programme for Responsible Business (SPVO)", Oxfam Novib, Penabulu, AS Watson Benelux and the SPKS which start on September 1, 2025 with intervention areas in the North Labuhan Batu Regency in North Sumatra Province, and North Konawe Regency in Southeast Sulawesi Province. The main focus of the project is to explore the determination model of a fairer price for certified FFB, through collaboration with smallholder farmers, cooperatives, processing factories, and intermediaries. The goal is to strengthen due diligence for the company, improve transparency, fairness and inclusivity in the process of price determination, so that women and men smallholder farmers can get fair compensation to close the gap of decent living income. We will mainstream gender and intersectionality throughout the project, ensuring that interventions reduce gender inequality and discrimination in the palm oil value chain.

This focus is in line with the SPVO 2025 Whitepaper, "Responsible Sourcing and Supplier Engagement for Social Sustainability" which emphasizes the importance of price determination as the key element to enable responsible procurement. By overcoming the root problem of low and unstable income, this intervention is also expected to have a positive impact to reduce child labor, drive decent living income, and improve work conditions all over the value chain.

Objective of Local Impact Assessment

This initiative aims to conduct a Local Impact Assessment (LIA) as part of the SVPO Project Framework. The assessment will include several key activities: mapping and analysis of the palm oil value chain, problem analysis, a study on RSPO standards and fair pricing, stakeholder analysis, gender analysis, baseline study, and the integration of a gender perspective across all these components.

The activities will be implemented across three geographical scopes: National level, Southeast Sulawesi, and North Sumatra Province. Based on the identified knowledge gaps in each area, the living income component will be studied in all locations, while labor conditions and child labor issues will be explored in greater depth in selected areas.

To support the research process in each location, a field assistant from SPKS (Serikat Petani Kelapa Sawit) will accompany the consultant during fieldwork. The field assistant will facilitate introductions and engagement with local cooperatives and key stakeholders in the respective regions.

Specifically, the fieldwork will be conducted in collaboration with:

- Koperasi Karya Desa Mandiri in North Konawe, Southeast Sulawesi, which consists of approximately 500 independent smallholder members and has been a registered RSPO member since 2024.
- Koperasi Produsen Oheo Laiwoi Utara in Labuhan Batu Utara, North Sumatra, which comprises around 500 independent smallholders across 30 villages.

These cooperatives will serve as key local partners to facilitate data collection, stakeholder engagement, and validation processes during the assessment.

Scope of Work

1. Geographical Coverage

The assessment will cover project interventions in:

- North Konawe Regency, Southeast Sulawesi Province
- North Labuhan Batu Regency, North Sumatra Utara
- Jakarta – as the national coordination

2. Methodology Development

- Design study using the approach combining desk study and data collection using quantitative and qualitative methods with a gender and intersectional lens, elaborating on the participatory approaches that will be included.
- Formulating a strong, relevant, and contextual methodology framework, as well as in harmony with the project objective and sustainability standards analysis (RSPO, decent price, gender, and governance).

3. Data Collection and Analysis

- Identify, collect, and analyze primary and secondary data related to the palm oil value chain, FFB price structure, and the role of stakeholders.
- Mapping the main actors, including smallholder farmers, cooperatives, processing factories, intermediaries, as well as the private sector and local governments.
- Integrating gender, social, and economic perspective analysis into the study.
- Collect data on a list of baseline indicators

4. Planning and Coordination

- Prepare a detailed workplan with a clear timeline and agreed with the implementing team.
- Coordinate closely with Oxfam Novib, Penabulu, and SPKS to ensure synergy in implementing the study.
- Ensure the involvement of relevant stakeholders in the data collection process and validation of results.

5. Reporting and Dissemination

- Prepare an interim report that includes initial findings and preliminary analysis.
- Comprehensive final report, including conclusions and strategic recommendations.
- Report findings through the presentation forums to the implementing team and stakeholders to obtain input and validation.

6. Strategic Framework Development

- Give input to the existing Theory of Change (ToC) Framework based on study findings to support the achievement of project objectives.
- Providing practical and strategic recommendations regarding improving FFB price governance, value chain transparency, and strengthening the capacity of smallholder farmers.

Deliverable

The consultant will be responsible for ensuring the quality and timely delivery of the following outputs (details to be provided in the Scope of Work document):

- **Living Impact Assessment (LIA) Research Plan** - A comprehensive research plan that includes a summary of the desk study, detailed research approach and methodology, timeline, key research questions, and an outline of the final report structure.
- **Draft LIA Report** - A draft report presenting the findings from the baseline study, value chain mapping, stakeholder analysis, problem analysis, and a comprehensive gender and intersectional analysis. The draft will be submitted to the consortium members following data collection for review and feedback. Multiple rounds of review may be conducted, depending on the report's quality and the extent to which feedback is addressed in subsequent revisions.
- **Coordination and Facilitation of Validation Session** - The consultant will coordinate and facilitate a validation session to review and verify key findings and recommendations.
- **Final LIA Report** - A finalized report incorporating all feedback from consortium partners, submitted in both Bahasa Indonesia and English.

Qualification

The lead consultant should have the following skills and knowledge:

1. Proven experience in leading projects, with a strong research background in value chain studies and program evaluations in the palm oil sector, and demonstrated expertise in gender justice and women's rights research — including gender and intersectionality-responsive research, evaluations, and advisory services in agricultural value chains — supported by a solid portfolio or prior publications
2. Have skills in mixed research methods (quantitative and qualitative), including survey, interview, FGD, and participatory research;
3. Strong analytical, synthesis, and report writing skills, with the ability to translate complex data into actionable recommendations;
4. Strong communication skills and cross-cultural sensitivity, able to work effectively with smallholder farmers, cooperatives, local governments, companies, international partners, and community-based organizations throughout the palm oil value chain;
5. Strong understanding of sustainability standards in the palm oil sector, such as RSPO and ISPO, FFB pricing models, and living income calculation methodologies;
6. Familiarity with living income benchmark and living income gap assessment, and experience in measuring working conditions and child labor issues.
7. Able to manage consulting work assignments in accordance with agreed results, schedules and quality standards;
8. Strong report writing and presentation skills in Bahasa Indonesia and English, tailored to a wide range of stakeholders (farmers, companies, donors)

Timeline

This project is expected to start in December 2025 and is expected to be completed in February 2026.

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4	Implementation of LIA									
5	Formulation of LIA Report									
6	Initial Meeting & Feedback from the Consortium									
7	Final Report									

Travel and Accommodations

Travel and accommodations to project locations in the target locations will be required. All associated travel-related costs (flights, accommodations, per diems, and local travel) need to be incorporated within the proposed budget/financial proposal

Application Information

Applicants must submit their applications via email to pengadaan@penabulu.id no later than 24 November 2025 at 23.59 WIB. Please write “LIA_SPVOPROJECT_(Applicant’s Name)” in the email subject line, and include the following documents:

1. The latest team curriculum vitae
2. Relevant Portfolio
3. Outline Work Plan
4. An Estimated Budget

Values and Commitments of the Penabulu Foundation

The Penabulu Foundation is committed to preventing all forms of undesirable behavior in the workplace, including sexual harassment, exploitation and abuse, lack of integrity, and financial misconduct; and is committed to promoting the well-being of children, adolescents, adults, and beneficiaries working with the Penabulu Foundation. The Penabulu Foundation expects all staff and volunteers to share this commitment through our code of ethics. The Penabulu Foundation places a high priority on ensuring that only those who uphold and demonstrate these values work with the Penabulu Foundation.

All job offers made by Penabulu will be based on appropriate checks/screenings for criminal records and financial checks related to terrorism. The Penabulu Foundation will request information from job applicants through their previous workplaces regarding findings of sexual violence and sexual harassment during employment or incidents that are currently under

investigation. By submitting an application, the applicant understands the recruitment procedures of the Penabulu Foundation.

The Penabulu Foundation is committed to ensuring diversity and gender equality within the organization and encourages applicants from diverse backgrounds to apply.

Terms and Conditions

- Penabulu Foundation may conduct background checks on shortlisted candidates within 5–7 working days,
- Only shortlisted candidates will be contacted by Penabulu Foundation,
- Penabulu Foundation is not responsible for any false information provided by applicants,
- Penabulu Foundation does not charge any fees in connection with the recruitment process,
- Please note that all applications will be reviewed by our administration team, and the acceptance of applicants will be determined based on the terms and conditions set by Penabulu Foundation,
- All required information and documents must be submitted accurately and within the deadlines established by Penabulu Foundation

Jakarta, November 13th , 2025

A handwritten signature in black ink, appearing to be 'Sardi Winata', with a stylized, cursive script.

Sardi Winata

Project Manager Subsidy Programme for Responsible Business (SPVO) project: *Fair Pricing for Palm Oil Farmers*