

### Sustainable Business Management for Independent Smallholders' Group Managers Workshop

#### 1. Background

One of the RSPO smallholder groups' key challenges is the complexity of the RSPO Standard, which poses challenges, particularly for unorganised smallholders with budget constraints.

Since 2014, smallholder groups have increased from 6 to 80 in 2023. Nevertheless, challenges persist in the sustainability of the smallholder group management regarding finances. From the various backgrounds of the groups' managers, group management is their crucial challenge, as well as the sustainability of the group business plan.

Three primary models of smallholder group management in Thailand are independent, mill backup and cooperative management. Each model has a different scale of dependency. The long-term RSPO smallholders' membership has been through trial and error until they are secure.

We will provide technical support on this topic in theory and practice to ensure the new smallholders will be secure and confident in the sustainable independent smallholder (ISH) group's business management. A good business plan will have a roadmap to start-up, profitability, and growth of the smallholder groups.

The comprehensive business plan will be an essential first step for any size business of the smallholder groups, even simple or complex. A strong business plan will help the ISH groups get organised and act as the group guide, which will help the ISH group managers think carefully about why they want to operate and what they want to achieve in the future. Over time, they can look at the group's business plan and determine whether they are achieving their goals.

The RSPO Thailand team will organise a workshop on sustainable business management for independent smallholder groups to build the capacity of the new independent smallholder groups' managers or chairpersons. Hence, we need economic specialists and the experienced smallholder groups in each model to design the workshop course curriculum and conduct the 3-day workshops for 80 ISH groups' Managers/Chairpersons in the south of Thailand.

#### 2. Objectives

**2.1** To build the capacity of independent smallholders' group managers/leaders on sustainable business ISH group management.

**2.2** To ensure our smallholder groups have sufficient skills to maintain the group's financial management effectively.

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#### Roundtable on Sustainable Palm Oil

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#### Other RSPO Offices

Jakarta, Indonesia

Beijing, China

Zoetermeer, Netherlands

London, United Kingdom

Bogota, Colombia

New York, USA

2.3 To share lessons learned and experiences from precise long-term smallholder group leaders.

2.4 Develop a structure/outline of a guide/manual for preparing a business plan for ISH groups.

### 3. Scope of Work

To build the capacity of the new independent smallholder groups' managers or chairpersons, the vendor must have experience in creating a business plan and business management for oil palm smallholders for at least 5 years.

Below are the activities that will be included to complete the workshop:

1. Collecting relevant, sustainable business management for oil palm smallholders and organising technical discussions with the RSPO Thailand team
2. Developing the workshop curriculum and workshop materials on sustainable business management for oil palm smallholders.
3. Conducting the 3-day workshop on sustainable business management for oil palm smallholders to identified participants.
4. Reporting the workshop in brief.
5. Developing structure/outline of a guide/manual for preparing a business plan for ISH groups

The contracted vendor is expected to liaise and coordinate closely with the RSPO Thailand team in developing and conducting the workshop.

### 4. Timeline, Deliverables and Budget

Expected delivery timeline to complete this work upon contracting a selected vendor is **May 2024**. The table below summarises the monthly activities:

Time	Deliverables
February	1. Collecting relevant, sustainable business management for oil palm smallholders and organize a technical discussion with the RSPO-Thailand Team
April	2. Developing the workshop curriculum and workshop materials on sustainable business management for oil palm smallholders.
May	3. Conducting the 3-day workshop on sustainable business management for oil palm smallholders to identified participants.

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4. Reporting the workshop in brief with a structure /outline of a guide/manual for preparing a business plan for ISH groups

## 5. Expected Deliverables

1. A Workshop Curriculum and material on sustainable business management for palm oil smallholder groups.
2. Completed the 3-day workshop on sustainable business management for palm oil smallholders.
3. A Workshop E-report.
4. A Structure/Outline of a guide/manual for preparing a business plan suitable for independent smallholder groups in Thailand.

Interested consultants may submit their expression of interest to [thailand@rspo.org](mailto:thailand@rspo.org) by 6:00 PM MYT (GMT+8) on 28 February 2023.

For any queries, kindly contact Radda Larpnun, Thailand Technical Manager, at [radda@rspo.org](mailto:radda@rspo.org) or Piyaporn Lohutangoon, Executive, Technical (Thailand), at [piya.l@rspo.org](mailto:piya.l@rspo.org)

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