



Global Roundtable on Sustainable Beef

GLOBAL TO LOCAL REPORT

Aligning Country and Regional Roundtables and GRSB

Ratified by the Global Roundtable
for Sustainable Beef Board
on December 16, 2015



Global Roundtable for Sustainable Beef

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A report prepared by



Consensus Building Institute

EXECUTIVE SUMMARY

In 2014, the Global Roundtable for Sustainable Beef (GRSB) established its Principles and Criteria for Global Sustainable Beef. This document defined the attributes of sustainability to which the GRSB is committed, while also recognizing that production systems and value chains vary substantially across regions and countries. With this in mind, the global principles and criteria must be tailored to different local contexts. GRSB determined that national and regional Roundtables would be responsible for translating the global principles and criteria into nationally or regionally-specific indicators and metrics. In order to do so, these Roundtables and the GRSB sought guidance on how to align their efforts.

From January-June 2015, the GRSB worked with the Consensus Building Institute (CBI) to help develop this guidance framework. This “Global to Local” initiative included the following steps:

1. Research was conducted to understand how other initiatives have aligned broad global guidance with differing local contexts.
2. Interviews were conducted with 16 GRSB stakeholders to understand their initial views on the relationship between GRSB and national / regional Roundtables.
3. A draft matrix of issues and options was prepared, based on the research and interviews, for further discussion at subsequent member workshops.
4. Member workshops were held in São Paulo, Brazil and San Antonio, Texas. During these meetings, GRSB stakeholders discussed the issues and options in depth and formulated recommendations for how to align GRSB and national/regional Roundtables.

This process led to the identification of the following key recommendations which were ratified by the Global Roundtable for Sustainable Beef Board on December 16, 2015:

1. GRSB should encourage and support the creation of Roundtables with robust, multi-sector, supply chain representation.
2. GRSB should also allow for “preliminary” Roundtables and encourage them to join and participate in GRSB.
3. Roundtables will endorse in writing the vision, mission and expectations as outlined in GRSB’s By-Laws as Articles 1, 2 and 3.
4. Roundtables will endorse in writing the GRSB Principles.
5. Roundtables will: 1) endorse in writing the GRSB criteria; 2) prioritize the criteria on which the Roundtable chooses to focus, given the circumstances and needs of its country or region, and explains those choices; and 3) add, if desired, additional criteria under one or more principles.
6. GRSB will review as well as provide support, guidance, and advice on the robustness, value and usefulness of indicators developed by a country/regional Roundtable.
7. GRSB will periodically bring country/regional Roundtables together to jointly compare

- results and actions, support joint learning, in order to bring individual efforts into greater alignment across regions/countries, where possible, over time.
8. If requested voluntarily by a Roundtable, GRSB will review those programs or standards and provide feedback.
 9. In the absence of a Roundtable, GRSB may work with other entities with the goal of helping to move through the process described above for country/regional Roundtables.
 10. GRSB should create an on-line learning community.
 11. GRSB should prepare and issue an annual report.
 12. GRSB should select a limited number of outcome measures for all Roundtables to report on globally.
 13. GRSB should convene working groups across Roundtables and members on particularly challenging international, cross-cutting topics to develop options and solutions.
 14. GRSB should ultimately create a data sharing platform.

The rest of this report presents the initiative and its results in more detail.



Introduction

In January of 2015, the Global Roundtable on Sustainable Beef (GRSB) retained the Consensus Building Institute (CBI) to facilitate a process to help GRSB identify a framework for how regional and national roundtables should align with the global goals, principles and criteria.

Through a participatory process, the GRSB achieved a major milestone in 2014 in developing a set of principles and criteria that define the attributes of sustainability to which it is committed. At the same time, the GRSB recognized that production systems and value chains vary substantially across regions and countries and, therefore, determined that detailed global standards would be neither practical nor advisable. Instead, national or regional Roundtables would be responsible for translating the global principles and criteria into nationally or regionally specific indicators and metrics. However, in order for these national or regional Roundtables to do so, they and the Global Roundtable would need guidance on how to align their efforts. Thus, this project began.

Background on the Global Roundtable on Sustainable Beef

The Global Roundtable for Sustainable Beef (GRSB) is a global, multi-stakeholder initiative with a mission to advance continuous improvement in the sustainability of the global beef value chain through leadership, science and multi-stakeholder engagement and collaboration. It seeks to create positive change in the industry by encouraging organizations to join the Roundtable, adopt the GRSB's sustainability principles and criteria, and implement them in ways that are appropriate for their particular context. GRSB envisions a world in which all aspects of the beef value chain are environmentally sound, socially responsible and economically viable. GRSB has defined sustainable beef as a socially responsible, environmentally sound and economically viable product that prioritizes Planet, People, Animals and Progress.

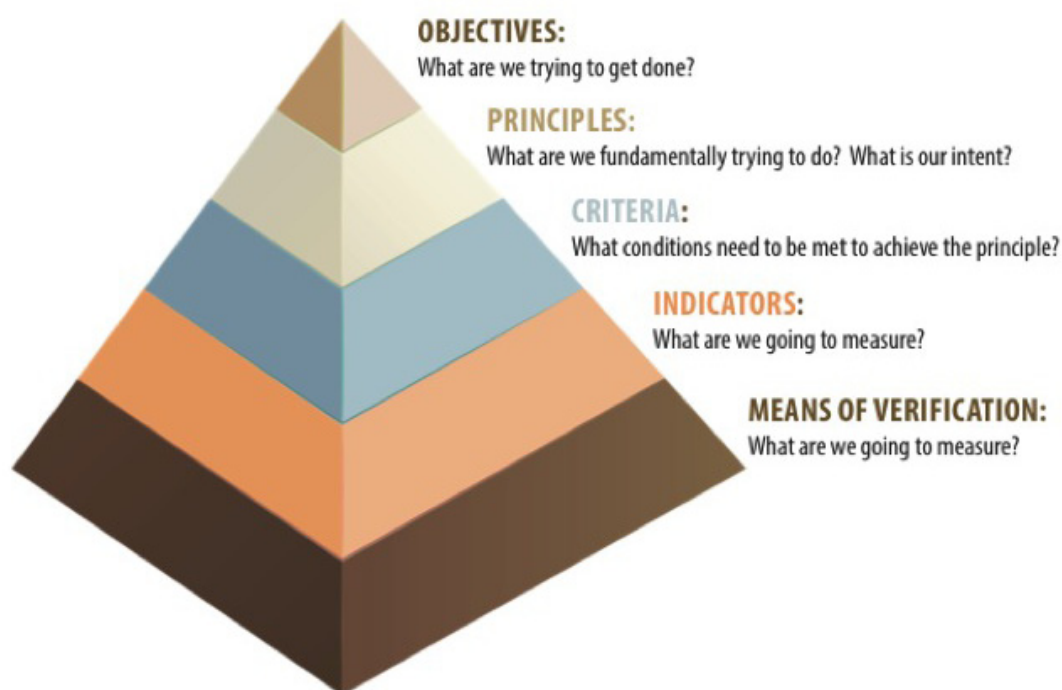
The GRSB is comprised of a number of sectors across and related to the supply chain. These include producers and producer associations, commerce and processing, retail, civil society, and national and regional Roundtables.

The GRSB is governed by a General Assembly, in which all members have voting power with regard to decisions around advancing the mission and vision of the GRSB. Key decisions to date have included governance principles, mission and vision, definitions, and principles and criteria for sustainable beef. The GRSB is overseen by a Board of Directors. It includes three members elected by the General Assembly respectively from each constituency; producers, commerce, retail, and civil society, and four members from established national or regional Roundtables. The Executive Committee is comprised of a President, Vice President, Treasurer and two at-large members. The President, Vice-President, and Treasurer also sit on the Board

of Directors ex officio, with only the President voting in the case of a tied vote. The GRSB may also form various work groups or subcommittees to advance the work of the organization. An Executive Director staffs the GRSB with logistical and administrative support obtained through a contract.

In September 2014, the GRSB issued its Principles and Criteria document. This document provided an overall framework for GRSB goals, objectives, principles, criteria, indicators, and means of verification. The final document was developed through an iterative process that included two rounds of internal consultation and drafting; one expert consultation and subsequent re-draft; one public consultation and subsequent re-draft, in addition to the issuance of a public response to comments and a background document; and final approval through a General Assembly vote.

The overall framework for these principles and criteria are illustrated below:



In this framework, the GRSB established global principles and criteria, but, importantly, determined that the indicators for those criteria as well as the means of verification should be determined at the national or regional Roundtable level.

The GRSB established Natural Resources, People and Community, Animal Health and Welfare, Food, Efficiency and Innovation as key principles, and under each, more explicit criteria for each principle. For instance, under Natural Resources, two criteria, for instance, are: 1) practices are implemented to improve air quality; 2) net greenhouse gas emissions from the beef value chain are minimized on a per unit of product basis. For review of the entire document, please link to: <http://grsbeef.org/principles>.

The GRSB also established key credibility principles, which are listed below:

- Sustainability
- Continuous Improvement
- Relevance
- Rigor
- Engagement
- Impartiality
- Mainstream
- Transparency
- Accessibility
- Truthfulness
- Efficiency
- Based on consensus
- Legal compliance
- Adaptable
- Complaint and appeal mechanism



The Approach Taken to Develop This Report

CBI, in close collaboration and engagement with GRSB members, undertook the following steps to prepare this report:

- **Sustainability Systems Research:** CBI undertook a desk review of other voluntary sustainability processes to identify lessons learned, possible models, and ideas for how to translate broad international guidance into country alignment/compliance, requirements (and stages of) admission to an international body, and equivalence methods across countries. These findings are included in Appendix A.
- **Convening Interviews:** CBI interviewed 16 GRSB stakeholders regarding GRSB's effort to formally establish the relationship and the way that it works with national and regional Roundtables. These stakeholders included GRSB board and executive committee members as well as representatives of GRSB's different constituencies: Roundtables (both existing and developing), producers, processors, retailers and civil society groups. A summary of these findings is included in Appendix B.
- **Draft Matrix Development:** From the results of the systems research and convening interviews, CBI prepared a matrix of key issues and options for an overall framework for aligning the global and national efforts. This matrix was used as a primary discussion tool during the member workshops.
- **Member Workshops:** CBI facilitated two member workshops in March and April of 2015. One 1.5-day workshop was held in São Paulo, Brazil on March 30 and 31. The second workshop was held in San Antonio, Texas on April 21 and 22. In each of these workshops the matrix of key issues and options was refined and honed through plenary and small group discussion. Agendas and attendees for these meetings can be found in Appendix C.
- **Final Report:** Using the input and dialogue described above, CBI has prepared this final report, which reflects the views, advice and effort of numerous GRSB members.

The detailed findings of this effort are described further below.

Summary of Sustainability Systems Research

In order to learn from other sustainability initiatives, CBI undertook a desk review of various commodity global sustainability efforts. These included: the Roundtable for Sustainable Palm Oil (RSPO); the Roundtable for Responsible Soy (RTRS); Bonsucro, which involves sugarcane and sugarcane ethanol; the Aquaculture Stewardship Council (ASC); the World Banana Forum (WBF); the Better Cotton Initiative (BCI); and the Pan-European Forest Council. Non-commodity efforts reviewed included the International Council Of Toy Industries (ICTI) and the Global Sustainable Tourism Council.

Most of the efforts reviewed involve some type of certification, however, that certification is at least somewhat tailored to each country and its unique production systems. For instance, the Roundtable on Responsible Soy has national interpretations for the United States, Argentina, Brazil, China, India, Uruguay, Bolivia and Canada (with Paraguay's currently in process).

The Better Cotton Initiative (BCI) is an example where certification has not been the primary tool for supporting more sustainable practices. BCI instead uses 6 components to define a “standard system” rather than formal certification protocol. These components are:

- Production Principles and Criteria: providing a global definition of Better Cotton
- Capacity Building: supporting and training farmers in growing Better Cotton.
- Assurance Program' regular farm assessment and measurement of results through 8 results indicators.
- Chain of Custody: connecting supply and demand in the Better Cotton supply chain.
- Claims framework: spreading the word about Better Cotton by communicating powerful data, information and stories from the field.
- Results and Impact: monitoring and evaluation mechanisms to measure progress/ change, to ensure that Better Cotton delivers the intended impact.

The World Banana Forum (WBF) has also chosen not to pursue certification, but rather relies on stakeholder engagement and consensus building among constituents. The WBF is in the process of producing guidelines recommending standards and indicators for decent wages at the country level, and a “virtual” library on sustainability practices. It has established working groups on sustainable production systems, distribution of value, and labor rights.

More on this background research and these initiatives can be found in Appendix A.

Summary of Convening Interviews

During March 2015, CBI interviewed 16 GRBSB stakeholders regarding GRBSB's effort to formally establish the relationship and way that it works with national and regional Roundtables. These stakeholders included GRBSB board and executive committee members, as well as representatives of GRBSB's different constituencies: Roundtables (both existing and developing), producers, processors, retailers and civil society groups. Interviewee's countries included Australia, Belgium, Brazil, Canada, and the United States plus NGO and company representatives who work in multiple countries.

Key points of general convergence during the interviews included:

- Roundtable membership requirements: In order to join GRBSB, Roundtables should be multi-stakeholder and have an explicit commitment to supporting GRBSB's mission, vision and principles, as well as the criteria that are relevant for their local context. They may also need to commit to developing local indicators. Exceptions or adjustments to membership requirements may need to be made to accommodate certain Roundtables, for instance, those that are just developing and those located in countries with small or limited markets.
- Appropriate GRBSB Roles: GRBSB can play important "high level" roles in supporting and advising Roundtables; convening and coordinating different actors; and facilitating information sharing. Many interviewees said that GRBSB should not try to direct the Roundtables' work, impose extensive requirements, or establish detailed certification standards and procedures.
- Alignment between GRBSB and Roundtables: Roundtables should demonstrate alignment or harmonization with GRBSB in a way that protects GRBSB's credibility but, again, does not generate onerous requirements. This could be achieved, for example, through periodic reporting of progress against self-defined targets. GRBSB should be able to disassociate from Roundtables that are not progressing adequately or making a good faith attempt to do so. Several interviewees recognized that achieving a balance between protecting GRBSB's legitimacy and providing sufficient flexibility for local initiatives is difficult and will require further discussion.

A more detailed summary of the core themes raised during the interviews, as well as interviewees' initial ideas about how GRBSB should interact with local Roundtables, can be found in Appendix A. The purpose of this summary "convening" document was to serve as a tool for further conversations among GRBSB members, including at the meetings in São Paulo and San Antonio in the spring of 2015.

Findings and Recommendations of the GRSB Global to National/Regional Dialogue

Based on the information and processes outlined above, we at CBI include below the final, detailed findings of and recommendations for the effort, as we understand them from advice of stakeholders with whom we worked. The findings are organized into three sections: 1) key characteristics of regional/national Roundtables and how they should associate with GRSB; 2) regional/national alignment with GRSB Vision, Mission, Principles and Criteria; and 3) sharing data, reporting and working together across Roundtables. Please note that while the recommendations were developed in careful consultation with stakeholders and are intended to reflect the consensus advice of those stakeholders, any and all errors and omissions are the sole responsibility of CBI.



Key characteristics of regional/national “roundtables” associated with GRSB

During the interviews, a large majority of interviewees suggested that roundtables with a GRSB affiliation should have a few basic attributes. In particular, they indicated that the roundtables should be multi-stakeholder, open to diverse actors, and attempt to represent the full beef value chain. Options were developed for members to consider ranging from a requirement of a full-scale, multi-stakeholder, complete value chain roundtable to something as simple as one lead entity in a country with willingness to collaborate with others. The São Paulo discussion offered advice that helped create a more tailored and specific approach for GRSB in San Antonio to consider. In final discussions in San Antonio, the members noted several key points or issues to consider. They are:

- Some countries or regions may not have a full supply chain, active NGOs, and/or a formalized enough system to establish a full Roundtable, but might still be interested in learning and participating;
- Roundtables across countries and regions might be organized somewhat differently than by the exact four sector membership categories of the GRSB;
- Roundtables may elect to include more strands of the beef value chain, including tallow, leather, and dairy, though the focus of the global Roundtable is primarily on the production of beef for consumption; and
- The geographic scope of Roundtables should be clear, but may vary in scale depending on the locale, country, and region.

Given the dialogue and final concurrence of participants in the San Antonio culminating workshop, we offer the following recommendations for key characteristics of regional/national “Roundtables” associated with GRSB.

GRSB should encourage and support the creation of Roundtables with robust, multi-sector, supply chain representation. Roundtables that meet the following criteria shall be considered “full voting” member Roundtables.

Regional or national Roundtables that are “full voting members” would have:

- Representation from producers, commerce and processing, retail, and civil society (see GRSB by-laws, Article 4, for definitions) and a reasonable balance across these constituencies;
- Organizations and individuals who can meaningfully represent these constituencies;
- Established by-laws and operating principles ensuring shared governance;

- Established geographic area or boundary; and
- Transparency of membership and by-laws.

With these criteria for voting member Roundtables, please note the following clarifications:

- Roundtables may establish their own categories of constituencies that do not need to reflect the above four categories in the same way as long as the Roundtable has members from each of these four categories.
- Roundtables may embrace more aspects of the cattle industry than solely beef production. This may include dairy, tallow, leather, and others.
- The geographic scope of the Roundtable will be defined by itself. It may include a regional approach (more than one country), a country approach (involving a country as defined by its political boundaries), or a sub-region within a country should that sub-region be sufficiently large to be meaningful.
- The GRSB may consider national/regional Roundtables as sufficient in situations where a key component of the supply chain or constituency groups is missing from that country or region. In addition, the GRSB may be able to suggest global members who can serve to represent a “missing” constituency within that country.
- By-laws and operating principles do not need to be formalized in laws, regulations, or articles of incorporation. However, they should be written, clear, and specific and adopted by the Roundtable in some form of vote or by consensus.

Please note, however, that some countries or regions, for a variety of reasons, may not be able to create a full Roundtable as described above.

Thus, we also recommend that GRSB allow for “preliminary” Roundtables and encourage them to join and participate in GRSB.

These “Preliminary Roundtables” will receive Roundtable “voting status” when they are able to meet the criteria noted above. The GRSB understands that such “Preliminary Roundtables” will be on different timetables for achieving full Roundtable status. Thus, while “Preliminary Roundtables” are encouraged to advance and grow into full Roundtables, there is no set requirement or timetable for doing so. A provisional roundtable should be provisional for up to 2 years. At the end of the two years, the GRSB will review progress and determine if the provisional roundtable has made sufficient progress to become a “full” roundtable. There should be a regular review (at least 6 monthly updates) during the two year period to check on progress and offer support as needed. While “preliminary” Roundtables will not have to meet the membership/sector requirements outline above, they should at least have:

- Representation from producers;
- Established basic by-laws and operating principles; and,
- Established, at least tentatively, a clear geographic area or boundary.

Alignment with GRSB Vision, Mission, Principles and Criteria, and National Roundtable Development of Indicators

During the interviews, a large majority of interviewees suggested that GRSB-affiliated Roundtables should explicitly support the vision and mission of GRSB. Many also suggested that Roundtables should support the principles and many/all of the criteria that are applicable for that particular region. However, a number of options emerged around the extent of that alignment, and how indicators and standards are aligned with GRSB principles and criteria.

These issues were discussed in São Paulo, and the initial options were refined based on advice provided during that discussion. In final discussions in San Antonio, the members noted several key points or issues to consider. They are:

- Roundtables need to endorse the GRSB principles and criteria in order to be truly part of the global effort.
- However, the priorities among those principles and criteria may vary by Roundtable depending the issues within that country or region, the nature and structure of the industry and supply chain in that country, and the geography and habitats of that country or region. For instance, Canada will not likely prioritize deforestation as an issue, but countries such as Brazil will and have prioritized such impacts.
- The role of GRSB is not to approve, sanction, or decide upon each country's or region's specific indicators and verification approach, but rather to support the creation of robust approaches in each country, to aid Roundtables in learning from one another, and, where appropriate, to endorse the quality of the process by which Roundtables arrived at indicators and verification methods.

Given the dialogue and final concurrence of participants in the culminating workshop in San Antonio, we at CBI offer the following final recommendations for regional and country Roundtables aligning with GRSB Vision, Mission, Principles and Criteria.

FACTOR	RECOMMENDATION
Vision and Mission (i.e., the spirit) of GRSB	Roundtables will endorse in writing the vision, mission and expectations as outlined in GRSB's By-Laws as Articles 1, 2, and 3. GRSB recognizes that a country/regional Roundtable's vision and mission may be different so long as it does not conflict with or contradict the GRSB's overarching vision and mission.
GRSB Principles	Roundtables will endorse in writing the GRSB Principles.

FACTOR	RECOMMENDATION
GRSB Criteria	<p>Roundtables will: 1) endorse in writing the GRSB criteria; 2) prioritize those criteria where the Roundtable chooses to focus, given the circumstances and needs of that country or region and explain those choices; 3) add, if desired, set additional criteria under one or more principles.</p> <p>NOTE: In a few cases, country/regional Roundtables have already established criteria prior to the creation of the GRSB Principles and Criteria. In these limited cases, the country/regional Roundtable will seek to connect, align and explain the Roundtable's criteria vis a vis GRSB's criteria.</p>
Indicators and Metrics	<p>GRSB will review as well as provide support, guidance, and advice on the robustness, value and usefulness of indicators developed by a country/regional Roundtable, as requested by that National/Regional Roundtable or by the request of the GRSB Board of Directors. When requested by a Roundtable, upon completion of their indicators, GRSB may review and endorse, if appropriate, a Roundtable's process to arrive at those indicators.</p>
Shared Learning and Coordination across Roundtables	<p>GRSB will periodically bring together country/regional Roundtables to jointly compare results and actions and to support joint learning in order to bring individual efforts into greater alignment across regions/countries, where possible, over time.</p>
Roundtable programs or standards	<p>If requested voluntarily by a Roundtable, GRSB will review those programs or standards, provide feedback, ask for modifications, if needed, and publicly endorse such standards if the program or standards meets GRSB's vision, mission, principles, and criteria.</p>
Country, company, and other entities efforts	<p>In some cases for a variety of reasons (political structure, culture, nature of supply chain, etc.), a national government, individual company, trade association, or other entity may wish to align with GRSB's mission, values, principles, and criteria. In all cases, GRSB will first strongly encourage and support work through country/regional Roundtables. In the absence of such a Roundtable, however, GRSB may work with such entities to move through the process above described for country/regional Roundtables. In no case will GRSB endorse an entity's program or standards until and unless the country/regional Roundtable, if it exists, is also willing to endorse.</p>

Sharing data, reporting and working together

During the interviews, a large majority of interviewees suggested that GRSB should play a role in pulling together data globally and should ask for periodic reports from the Roundtables. At the same time, GRSB could help Roundtables problem-solve on common issues. The São Paulo workshop provided additional advice that has helped refine the initial options. In final discussions in San Antonio, the members noted several key points or issues to consider. They are:

- Reporting should build on what Roundtables are already doing, but it should be robust. Perhaps one of the essential core functions of GRSB is to share globally what efforts are underway toward greater sustainability in the industry.
- Data collection, reporting, and communicating results are and can be an extensive and resource intensive effort. The Board will have to consider what is possible with existing resources to undertake these tasks.

Given the dialogue and final concurrence of participants in the San Antonio culminating workshop, we offer the following recommendations for sharing data, reporting, and Roundtables working together.



FACTOR	RECOMMENDATION
3. Convening for Problem Solving	GRSB should convene working groups across Roundtables and members on particularly challenging international, cross-cutting topics to develop options and solutions. This will require a clear governance process to implement..
4. Data Sharing Platform	GRSB should ultimately create a data sharing platform and request that Roundtables share data on principles, criteria, indicators (as established by each country/region's roundtable), outcomes, and process. The sharing platform would allow a single point of entry to understand the range of efforts and outcomes across Roundtables. This platform is intended to build on and help connect numerous country-specific and other data collection efforts. The GRSB data sharing platform should not be redundant of those numerous and particular efforts nor be an unwieldy, expensive, and time-consuming data collection effort in and of itself. Roundtables would be benchmarked against themselves for continuous improvement. Issues of data privacy, data management, value to whom for what, and funding will all need to be addressed.
1. Networking and Connecting	GRSB should create an on-line learning community through website, webinars, and conference calls to connect Roundtables across subject areas for learning and sharing on specific topics and issues. In particular, these efforts should aim to advance key tools, promote learning about innovations, and support the continuous improvement of the supply chain.
2a. Periodic Global Reporting	GRSB should prepare and issue an annual report. In order to do so, GRSB will need to: 1) define the purpose, audiences, intent, form, and process for reporting; 2) determine what to report on globally; 3) develop templates or guidance for Roundtables and others to report with some consistency for amassing the annual report; and 4) embed the annual report in an overall communications plan.
2b. Impact outcome measures	GRSB should select a limited number of impact outcome measures for all Roundtables to report on globally (including reviewing LEAP, other approaches, developing consistent metrics and methodologies, etc.).

Conclusion

Given the research, convening interviews, and the two dialogues in São Paulo and San Antonio, participating GRBS members have developed a robust set of recommendations to allow for alignment and connection between the Global Roundtable and current and future national and regional Roundtables.

In summary, national and regional Roundtables should:

- Create a robust, multi-sectoral roundtable reflecting the value chain; and,
- Endorse the global principles and criteria.

The GRBS, in turn, should

- Involve accepted national and regional Roundtables into the full work of the GRBS;
- Support and assist regional and national Roundtables in learning, sharing, and coordinating with one another in order to create country-specific, tailored, and robust approaches.

The specific recommendations for both regional and country Roundtables and the Global Roundtable are summarized below.

1. GRBS should encourage and support the creation of Roundtables with robust, multi-sector, supply chain representation.
2. The GRBS should allow for “preliminary” Roundtables and encourage them to join with and participate in GRBS.
3. Roundtables will endorse in writing the vision, mission and expectations as outlined in GRBS’s By-Laws as Articles 1, 2, and 3.
4. Roundtables will endorse in writing the GRBS Principles.
5. Roundtables will: 1) endorse in writing the GRBS criteria; 2) prioritize those criteria where the Roundtable chooses to focus, given the circumstances and needs of that country or region and explains those choices; 3) add, if desired, additional criteria under one or more principles.
6. GRBS will review as well as provide support, guidance, and advice on the robustness, value and usefulness of indicators developed by a country/regional Roundtable.
7. GRBS will periodically bring country/regional Roundtables together to jointly compare results and actions, support joint learning, in order to bring individual efforts into greater alignment across regions/countries, where possible, over time.
8. If requested voluntarily by a Roundtable, GRBS will review those programs or standards provide feedback.
9. In the absence of a Roundtable, GRBS may work with other entities, with the goal of helping them to move through the process described above for country/regional Roundtables.

10. GRSB should create an on-line learning community.
11. GRSB should prepare and issue an annual report.
12. GRSB should select a limited number of impact outcome measures for all Roundtables to report on globally.
13. GRSB should convene working groups across Roundtables and members on particularly challenging international, cross-cutting topics to develop options and solutions.
14. GRSB should ultimately create a data sharing platform.



APPENDIX A

Sustainability Systems Research

Roundtable for Sustainable Palm Oil [RSPO]

Mission/Vision	Certification	National Interpretations	Other Information
<ul style="list-style-type: none"> • To make sustainable palm oil the norm • Advance the production, procurement, finance and use of sustainable palm oil products • Develop and review global standards for supply chain • Monitor economic, environmental and social impact of uptake of sustainable palm oil in the market • Engage stakeholders throughout the supply chain 	<p>YES</p> <p>Process:</p> <ul style="list-style-type: none"> • Verification of adherences to Principles and Criteria • Accreditation by certifying body • Annual audits • Re-accreditation every five years 	<p>YES</p> <p>Certification requirements are adapted to take into account national differences</p> <p>Interpretation for larger nations are available for download from their website.</p> <p>Interpretations for smaller nations are still being developed. If a local interpretation is not available, the grower can request one.</p>	<p>History</p> <p>2003: inaugural meeting. Formally created in 2004</p> <p>2005: P&C drafted for pilot implementation period of 2 years by 14 companies</p> <p>2007: RSPO certification system approved. Finalized in 2008</p> <p>2010: First RSPO certification issued</p> <p>January 2015 – 2043 members, 3.16 million hectares certified (18% of global palm oil)</p>

Roundtable for Responsible Soy [RTRS]

Mission/Vision	Certification	National Interpretations	Other Information
<ul style="list-style-type: none"> • Encourage soybean production that reduces social and environmental impact while improving economic status for producer by: • Facilitating global dialogue • Creating consensus among stakeholders • Promoting standards of sustainability • Monitoring global soy production • Mobilizing diverse sectors 	<p>YES</p> <p>Apply for certifications</p> <p>Undergo certification audit</p> <p>If passed, receive five year certification</p>	<p>YES</p> <p>The certification adjusts to country variations. RTRS has national interpretations for USA, Argentina, Brazil, China, India, Uruguay, Bolivia and Canada (Paraguay in process).</p> <p>Process:</p> <ul style="list-style-type: none"> • National Technical Group representatives of each RTRS constituency analyzes RTRS standard vis-a-vis the reality of the relevant county then Drafts National Interpretation • Field tests in relevant county then Holds public consultation to receive feedback • Revise and submit to Executive Committee for approval and Standards reviewed at least once every five years 	<p>History</p> <p>2006: RTRS created</p> <p>2009: Approval of P&C</p> <p>2010: Certification process developed</p> <p>2011: First certification</p>

Bonsucro: Sugarcane and Sugar-cane Ethanol

Mission/Vision	Certification	National Interpretations	Other Information
<ul style="list-style-type: none"> • Promote sustainable sugarcane with focus on economic, social, environmental sustainability. They use a four point methodology to reach this objective in the short, medium, and long term: Certify/Improve/ Market/Grow 	<p>YES</p> <ul style="list-style-type: none"> • Bonsucro sets the process and procedures for certifications. Determines standards for production and chain of custody standards. Also provides audit guidance. • Bonsucro create infrastructure for certification (licensed trainers, auditors, etc.) • Members of Bonsucro demonstrate support for certified companies by buying from certified sellers, or purchasing credit as part of their credit trading system. 	<p>NO</p> <p>Bonsucro created a single protocol setting standards, but this allows for some differences across nations:</p> <ul style="list-style-type: none"> • Includes criteria to comply with national laws. • Relies on other international standards such as International Labor Organization requirements 	<p>N/A</p>

Better Cotton (BCI)

Mission/Vision	Certification	National Interpretations	Other Information
<ul style="list-style-type: none"> • Promote sustainable cotton using a holistic approach to sustainability that involves: • Monitoring mechanisms to show results and impact, • Working together to support a standard system that will ensure exchange of good practices • Encourage scaling up collective action. • Promoting six main principles: <ul style="list-style-type: none"> - Minimize harmful impact of crop protection - Use water efficient, - Care for soil; - Conserve natural habitats, - Preserve quality of fiber; and - Promote decent work conditions. 	<p>NO</p> <p>BCI uses 6 components to define a “standard system” rather than formal certification protocol:</p> <p><i>Production Principles and Criteria:</i> providing a global definition of Better Cotton</p> <p><i>Capacity Building:</i> supporting and training farmers in growing Better Cotton.</p> <p>Assurance Program’ regular farm assessment and measurement of results through 8 results indicators.</p> <p><i>Chain of Custody:</i> connecting supply and demand in the Better Cotton supply chain.</p> <p><i>Claims framework:</i> spreading the word about Better Cotton by communicating powerful data, information and stories from the field.</p> <p><i>Results and Impact:</i> monitoring and evaluation mechanisms to measure progress/change, to ensure that Better Cotton delivers the intended impact.</p> <p>Divides farms into</p>	N/A	<p>March 27, 2015: Kick-off to most recent review of standards.</p> <p>Other programs</p> <p><i>Capacity building:</i> partners help farmers adopt practices consistent with sustainability. BCI’s role is to endorse partners, train-the trainer, monitor performance during implementation, and foster learning between partners.</p> <p><i>Supporting Chain of Custody:</i> created better cotton traceability tool for members to more closely understand supply chain actors and allow retailers to make accurate claims about Better Cotton procurement.</p> <p><i>Results and Impacts:</i> creates indicators to quantitatively measure sustainability achievements. Also publishes case studies to gather qualitative information about experience with Better Cotton</p>

Mission/Vision	Certification	National Interpretations	Other Information
	<p>small, medium, and large farms.</p> <p>Participants fill out a self-assessment at the “Producer Unit” level (a collection of small or medium farm or one large farm).</p> <p>Participants undergo 2nd party credibility check by BCI (or partner) and 3rd party verification by independent body.</p> <p>Farms are licensed as growers of “Better Cotton” if they meet minimum requirements for pesticide use, water management, decent work, record keeping and training.</p> <p>Farmers asked to assess their ongoing improvement by answering yearly questionnaire.</p> <p>The better a farm scores, the longer the license they receive: pass = 1 year; advanced = 3 years; Masters = 5 years.</p>		

Aquaculture Stewardship Council (ASC)

Mission/Vision	Certification	National Interpretations	Other Information
<ul style="list-style-type: none"> • Aims to be the worlds leading certification and labeling program for responsibly farmed seafood by managing the global standards for aquaculture developed by the WWF Aquaculture Dialogues. 	<p>YES</p> <p>Certifications performed by third party. Farm agrees to a contract with an independent certifier</p> <p>Independent certifier prepares audit</p> <p>Audit is announced publically to ASC 30 days in advance to allow stakeholder input</p> <p>Audit team assesses compliance and sound farm administration</p> <p>Audit team verifies information through interviews with management and staff and visual assessment of farm.</p> <p>Certificate is valid for three years</p>	NO	<p>History</p> <p>WWF held series of Aquaculture dialogues between 2004 and 2015 collecting input from 2000 representatives of the industry. Divided feedback into sustainable practices into eight standards:</p> <ul style="list-style-type: none"> • Legal compliance • Preservation of natural environment and biodiversity - Preservation of water resources - Preservation of species diversity and wild populations - Responsible use of animal feed - Animal health (no unnecessary antibiotics and chemicals) - Social responsibility • ACS left to operationalize these. • Impact – 454 certificate holders by end of 2014.

Global Sustainable Tourism Council

Mission/Vision	Certification	National Interpretations	Other Information
<ul style="list-style-type: none"> • Promotes sustainable tourism based on two sets of criteria: Destination Criteria and Hotel & Tour Operator Criteria. • Identifies minimum sustainability requirements. 	<p>NO</p> <p>GSTC does not certify destinations but encourages destinations to pursue certification from GSTC approved or accredited programs.</p> <p>GSTC has three levels of approval for other sustainable tourism standards:</p> <ul style="list-style-type: none"> • Recognition: standards must be equivalent to GSTC standards. • Approval: program must not only meet requirements, but must also pass an audit from GSTC. • Accredited: fully endorsed as certifying agent by GSTC. 	<p>YES/NO</p> <p>Not officially, but they can effectively create different national standards by relying on different third party certification programs.</p>	<p>Other Programs</p> <p><i>GSTC Training Program:</i> Provides sustainability training across the globe in many languages.</p> <p><i>GSTC Destination Program:</i> GSTC developed criteria that outlines the most widely accepted sustainable tourism programs touching on 1) sustainability management; 2) economic benefits to the host community; 3) community, visitor, and cultural well-being; and 4) environmental protection.</p>

World Banana Forum (WBF)

Mission/Vision	Certification	National Interpretations	Other Information
<ul style="list-style-type: none"> • Inspire collaboration between stakeholders to improve the banana industry and create consensus on best practices regarding workplace issues, gender equity, environmental impact, sustainable production and economic issues. Only looks at internationally traded bananas. 	<p>NO</p> <p>No certification process currently. Instead relies on stakeholder engagement and consensus building among constituents:</p> <ul style="list-style-type: none"> • WBF is in the process of producing guidelines recommending standards and indicators for decent wages at the country level, and a virtual library on sustainability practices. • Has working groups on sustainable production systems, distribution of value, and labor rights. 	N/A	<p>Held two international conferences and currently organizing a third.</p> <p>Conducted Banana Occupational Health and Safety Initiative: create a coalition of banana companies, retailers, and civil society organization to identify health and safety best practices and develop a practice manual and tailored training materials. Also aims to implement training workshops and capacity building programs.</p>

International Council Of Toy Industries (ICTI)

Mission/Vision	Certification	National Interpretations	Other Information
<ul style="list-style-type: none"> • Convene discussions and distribute information on trends and issues important to toy industry. Promote safety standards, reduce barriers to trade, and advance social responsibility. 	<p>NO</p> <p>ICTI membership is open to all national toy associations. ICTI relies on national toy associations to set standards or conduct certifications.</p>	<p>YES</p> <p>National toy associations set the standards.</p>	<p>Other programs</p> <p>Annual award to NGO that ensures welfare of children around the world</p> <p>ICTI CARE: Specific program to ensure safe and human workplace and ethical practices. Provides education, training, and monitoring of toy factories. Currently piloting in Asia. Audits factories by selected auditing firms to ensure compliance with ICTI CARE requirements (website is unclear how standards were determined)</p> <p>Provides list of international toy safety standards by country</p> <p>Produces ICTI Code of Business Practices</p>

PEFC - Forests

Mission/Vision	Certification	National Interpretations	Other Information
<ul style="list-style-type: none"> Promote sustainable forest management through independent third-party certification that works throughout the forest supply chain and aims to ensure ecological, social, and ethical standards. 	<p>YES</p> <p>PEFC is an umbrella organization that endorses national forest certification systems through multi-stakeholder processes.</p> <p>Each national certification system undergoes third-party assessments against PEFC sustainability benchmarks to ensure consistency.</p> <p>PEFC's benchmarks are developed through intergovernmental processes and are regularly revised.</p>	<p>YES</p> <p>Each national certification is tailored to local priorities and conditions.</p> <p>PEFC currently has endorsed 36 national systems.</p>	<p>Members of PEFC are not only nations, but also international stakeholders that operate in two or more countries or are legally registered international organizations, and organizations that support the objectives of PEFC (e.g. Union of European Foresters). These members can support working groups and shape PEFC's standards.</p>

APPENDIX B

Convening Interview Results

Introduction

During March 2015, CBI interviewed 16 GRSB stakeholders regarding GRSB's effort to formally establish the relationship and the way that it works with national and regional roundtables. These stakeholders included GRSB board and executive committee members, as well as representatives of GRSB's different constituencies: roundtables (both existing and developing), producers, processors, retailers and civil society groups.

Key points of general convergence during the interviews included:

- *Roundtable membership requirements:* In order to join GRSB, roundtables should be multi-stakeholder and have an explicit commitment to supporting GRSB's mission, vision and principles, as well as the criteria that are relevant for their local context. They may also need to commit to developing local indicators. Exceptions or adjustments in membership requirements may need to be made to accommodate certain roundtables, for instance those that are just beginning to develop and those located in countries with small or limited markets.
- *Appropriate GRSB Roles:* GRSB can play important "high level" roles in supporting and advising roundtables; convening and coordinating different actors; and facilitating information sharing. Many interviewees said that GRSB should not try to direct the roundtables' work, impose extensive requirements, or establish detailed certification standards and procedures.
- *Alignment between GRSB and roundtables:* Roundtables should demonstrate alignment or harmonization with GRSB in a way that protects GRSB's credibility but, again, does not generate onerous requirements. This could be achieved, for example, through periodic reporting of progress against self-defined targets. GRSB should be able to disassociate from roundtables that are not progressing adequately or making a good faith attempt to do so. Several interviewees recognized that achieving a balance between protecting GRSB's legitimacy and providing sufficient flexibility for local initiatives is difficult, and will require further discussion.

This rest of this document summarizes in more detail the core themes raised during the interviews, as well as interviewees' initial ideas about how GRSB should interact with local roundtables. The purpose of this document is to serve as an input for further conversations among GRSB members, including at the meeting in Texas in April 2015. A list of interviewees, the interview protocol utilized, and a summary options matrix are included as annexes. Neither this document nor its annexes reflect conversations held at the meeting in Brazil in March 2015.

Detailed Interview Findings

I. Membership Criteria

Most interviewees suggested that regional and national roundtables should have to meet the following two criteria order to be GRSB members:

1. *Multi-stakeholder initiatives.* Roundtables must be multi-stakeholder in order to be GRSB members. Being multi-stakeholder means including different sectors (e.g. industry and civil society) as well as different sections of the beef supply chain (e.g. producers, processors and retailers). This is important for ensuring that roundtables include a diversity of views, rather than the perspectives of just one sector, which in turn helps protect the credibility of their work. A few interviewees noted, however, that some existing initiatives include just one sector (e.g. industry) or part of the supply chain (e.g. producers). Most of these interviewees suggested that GRSB should be open to these groups as well. Others indicated that how to address these single-actor initiatives will require further discussion.
2. *Support for GRSB's mission, vision, principles and (most) criteria.* A large majority of interviewees indicated that GRSB-affiliated roundtables should explicitly support the vision and mission of GRSB. Many also suggested that roundtables should support the principles, as well as those criteria that are applicable for their particular local context. Interviewees generally suggested expressing this support in written and oral public statements, and potentially in other roundtable materials as well. Several interviewees added that for some roundtables, it might be more appropriate to express a commitment or aspiration to align with the GRSB's mission, vision, principles and criteria in the future.

Other membership criteria mentioned by interviewees were:

- *Development of local indicators.* Many interviewees suggested that local roundtables should have to commit to establishing local indicators for GRSB's Principles and Criteria (P&Cs) in order to be GRSB members. A few added that they would need to provide justification for deeming any principles and/or criteria irrelevant for their region. One interviewee said that roundtables should have to implement a public comment period as they develop their indicators.
- *Established entity.* Some interviewees said that roundtables must be formally established in some way, for example through a charter or incorporation as a non-profit organization; they cannot be loose groupings of individuals.
- *Active participation in the GRSB.* One interviewee indicated that roundtables must actively participate in the GRSB in order to be a member. "Active participation" could mean, for example, attending one in-person meeting per year.

Other ideas around roundtable membership included:

- *Membership costs.* A few interviewees noted that the costs of participating in GRBSB meetings could be prohibitive for some organizations and roundtables. They posed questions around how costs could be managed to ensure that any roundtable can participate. One interviewee referenced another sustainability initiative in which membership is subsidized for groups that cannot afford to join, and asked whether GRBSB could do something similar in some cases.
- *Ease of participation.* A few interviewees said that in general, it should be as easy as possible to join and participate in GRBSB. Some added that this is important because it is better to have big industry and other key players “inside the tent” than removed from GRBSB and its efforts.
- *Smaller or Developing Countries.* A few interviewees mentioned that some countries have unique characteristics that could affect their membership requirements. For example, some countries primarily cover one component of the supply chain (e.g. production in Uruguay), while others do not have a formal industry despite broad production (e.g. India). Still others are heavily under-resourced (e.g. some countries in Africa). These countries might need less complete membership requirements.

II. Relationship between GRBSB and national and regional roundtables

All interviewees indicated that GRBSB should have a relationship with the national and local roundtables. Many said that this relationship should focus on providing support to local initiatives that want it; ensuring an appropriate degree of alignment; and promoting sustainable beef at the global level. These interviewees envisioned the GRBSB providing high-level support and fostering coordination to the extent possible, given the differing contexts of local initiatives.

Most interviewees emphasized that GRBSB should not seek to “enforce” its views or otherwise try to “direct” the activities of local initiatives, nor should it impose heavy requirements on them, for example around verifying compliance, standard setting, or extensive reporting. Some interviewees, however, expressed concern that if GRBSB is not rigorous and consistent enough across countries and regions, it will be difficult for companies (and others) to obtain a multi-country sustainable supply chain without having to create their own frameworks and standards.

Interviewees from countries or regions with established roundtables emphasized although that GRBSB can be helpful, it needs to ensure that it does not “get in the way of” or try to alter the course of their work. Interviewees from newer roundtables noted that GRBSB’s principles and criteria framework has been helpful for establishing their own general framework.

Many interviewees suggested the following core roles for GRBSB vis-à-vis local roundtables:

- 1) *Support, education and technical assistance.* Given its global nature and access to experts and resources, GRSB is well positioned to provide support, education and technical assistance to local initiatives. For example, it can provide guidance to local roundtables around issues like creating governance structures and addressing challenges. It can also educate roundtables about its P&Cs and can provide information about difficult and/or controversial technical and scientific issues.
- 2) *Convener and network facilitator.* Many interviewees said GRSB can push the beef industry forward by convening and making connections among different actors; promoting alignment to avoid “re-inventing the wheel” in each region; and helping different stakeholders address tough issues collaboratively. Some added that GRSB has the credibility and membership needed to lead the sector at a high level.
- 3) *Information clearinghouse.* All interviewees agreed that GRSB can facilitate knowledge sharing across regions. Information sharing is described further below.

Other roles mentioned for the GRSB were:

- *Ensuring alignment around the principles and criteria.* Some interviewees emphasized that the beef sector should adopt a common vision of sustainability, rather than having a patchwork of different principles and visions. These interviewees suggested that GRSB’s P&Cs are an appropriate “definition” of sustainability and could form the basis of this common vision. Some added that as a global organization, GRSB is well placed to ensure alignment around its P&Cs while allowing flexibility to accommodate differences among local contexts (e.g. differences in local supply chain and environmental characteristics). One interviewee added that GRSB should help demonstrate how well local initiatives are aligned with its P&Cs, to help indicate “equivalence” among regions and make it easier for outside parties to recognize how well different initiatives are meeting sustainability standards.
- *Guidance on indicator development.* Some interviewees suggested that GRSB could review and provide guidance on the robustness and usefulness of indicators being developed at the regional and national level.
- *Thought leadership on challenging and controversial issues.* A few interviewees said that GRSB can provide leadership on tough issues, such as antibiotics, for instance by providing information, convening discussions and providing broad frameworks or considerations. Some said GRSB could go further by taking clear policy positions on these types of issues, though this would be more likely to create controversy among GRSB members.
- *“Consolidated voice” for communicating externally.* A couple of interviewees said that GRSB can communicate with external stakeholders, such as consumers, about the beef sector. One of these interviewees emphasized that GRSB can use this role to promote the sector’s progress on sustainability issues.

- *Quantifying and reporting beef sector progress.* One interviewee emphasized that GRBS is well placed to collect data and report on how the beef sector is progressing globally on sustainability issues. This person added that quantifying progress and providing aggregated reporting across regions could help demonstrate continuous improvement and show the impact of GRBS's work.
- *Support for managing media.* One interviewee mentioned that GRBS can be extremely helpful to local roundtables with regard to managing the media.

Interviewees expressed different opinions about whether or not GRBS should join national and regional roundtables. On the one hand, some interviewees suggested that GRBS should join local initiatives to help ensure alignment and provide guidance in a more consistent and formalized way. A few of these interviewees recognized that participating in local initiatives could be costly, indicating that GRBS would have to seek a cost-effective way to do so. Other interviewees, however, said that GRBS should not join local initiatives, since it does not need to be so deeply involved in what the roundtables are doing. Some of these interviewees added that there is currently plenty of cross-membership between local roundtables and GRBS, so it is not actually necessary for GRBS to formally join the roundtables. One interviewee suggested that if GRBS does not actually join roundtables, it could offer to provide advisors to them as needed.

A few interviewees noted that relationships already exist between GRBS and existing roundtables, but said that mechanisms for developing these relationships should be formalized in some way. For instance, it should be clear to new roundtables how they can be represented on GRBS's board.

III. Demonstration of roundtables' alignment with the GRBS's principles and criteria

Most interviewees agreed that there should be some way of ensuring that local roundtables are aligned or "harmonized" with the P&Cs, adding that this is important for protecting GRBS's credibility. At the same time, many interviewees emphasized that measures for demonstrating alignment should not be "heavy handed" or onerous for local roundtables to comply with. Some interviewees noted that it is important to be clear about what is being asked this regard; they posed the question, do roundtables need to "align," "harmonize," "conform," "be approved," or do something else?

By contrast, a couple of interviewees said that roundtables should not necessarily have to "demonstrate" alignment with the P&Cs. These interviewees added that requiring alignment could be irritating and seen as meddling by roundtables that have already advanced significantly. Moreover, in a few countries any notion of "requirements" would likely inhibit that country's industry from participating at all.

Specific ideas for demonstrating alignment were:

- *Periodic reporting.* Several interviewees suggested that roundtables should have to report their progress to GRSB periodically, for example annually. In general, these interviewees said that roundtables should set their own goals and indicators for implementing the P&Cs, and then report their progress to GRSB. While some said that just reporting should be required, others imagined an additional process through which GRSB could accept or reject the report, and also decide whether or not the roundtable should remain (or become) a member. These interviewees suggested that before GRSB takes such decisions, there should be a period or process during which GRSB and the roundtable could work together to clarify any issues and/or make any needed improvements. A few interviewees suggested that each roundtable should have to demonstrate continuous improvement in order to remain “in good standing” with the GRSB. A couple of interviewees recommended providing templates or other tools to make reporting as easy as possible for the roundtables. By contrast, a few interviewees said that reporting should be strictly voluntary.
- *Indicator development.* As mentioned above, some interviewees suggested that GRSB could review and provide guidance on the robustness and usefulness of indicators being developed at the local level. A few interviewees imagined an even deeper GRSB role in indicator development, in which GRSB could reject indicators that it feels do not meet the spirit and intent of the P&Cs. It could also perhaps require a minimum number of indicators to be met. Other interviewees said that indicator development should be left to the local initiatives, with little or no role for the GRSB.
- *Staged alignment.* Some interviewees suggested that roundtables should have a “staged” process for aligning with GRSB. That is, GRSB should set limited alignment expectations for nascent local initiatives (and provide technical support if requested), and these expectations should become more robust as roundtables progress in their development. Some of these interviewees added that there should be a general expectation of continuous improvement, but that no formalized set of stages or expectations should be instituted. By contrast, other interviewees favored setting basic expectations for all roundtable members, regardless of where they are in the development process.
- *Membership categories.* One interviewee suggested that GRSB could create different membership categories that reflect different expectations around implementation of the P&Cs. For instance, roundtables that are well developed and actively working toward implementing the P&Cs could be “implementing members,” and therefore have to meet higher expectations around P&C implementation and reporting. Roundtables that are just forming, on the other hand, could have a different level of membership and therefore have to meet lower expectations around implementation and reporting. This interviewee suggested that this kind of model could help GRSB be inclusive while accounting for differences among roundtables.

- *GRSB endorsement during the roundtable process.* One interviewee suggested that GRSB could provide feedback, as well as informal “stamps” or “approvals”, throughout a roundtable’s process. That is, it could provide assistance and informal acceptance or endorsement at key points in the roundtables’ efforts. For example, during the formation of the roundtable it could “endorse” the group as multi-stakeholder. As another example, during local indicator development, GRSB could “approve” the indicators, thereby indicating that they are sufficient in number and quality, and that the roundtable has reasonably justified any criteria deemed inapplicable to the local context. GRSB could also “endorse” a roundtable’s continuous improvement against a given set of expectations. Some interviewees suggested that GRSB could play this type of role in company standard-setting processes as well. Many added that GRSB should only play this role if requested by a given roundtable (or company). By contrast, some interviewees said GRSB should play little to no role in “standard setting” by any individual roundtable (or company).

Many interviewees said that there must be some repercussion for roundtables that are not able to demonstrate alignment or improvement. As mentioned above, several of these interviewees said the GRSB should be able to decide whether or not to allow a roundtable to remain a member based on its progress. A few people specified that this decision should be flexible and subjective, and could be left to the Executive Board. Others, however, highlighted that these decisions must be transparent and cannot be arbitrary, and therefore suggested establishing some kind of guidance around this issue.

IV. Information sharing

As mentioned above, all interviewees indicated that information sharing is an important and valid role for GRSB. Overall, interviewees indicated that this information should be geared toward supporting local roundtables and facilitating knowledge sharing among them. Specific ideas for information that the GRSB should generate and share included:

- *Reporting on the beef sector’s progress on sustainability.* A few interviewees suggested that GRSB is well positioned to gather information and report on how well the sector is progressing on sustainability issues at the global level. That is, it can consolidate and report this data across regions. Some interviewees expressed the importance of this task for establishing GRSB’s legitimacy and providing important information to roundtables and their members (among others). A few interviewees suggested that instead of gathering and sharing this type of information itself, GRSB could require roundtables to share their progress. One interviewee added that GRSB should share any external commentary on how well the beef sector – and the GRSB itself – is doing on sustainability.
- *Convening for problem solving.* Some interviewees suggested that GRSB could facilitate information sharing around particular problems. More specifically, it was suggested

that GRSB could convene working groups across local initiatives on particularly challenging topics to advance ideas, create white papers, and potentially even modify the P&Cs in light of new information and learning.

- *Guidance documents for roundtables.* Several interviewees said GRSB should create and provide guidance documents, for example around how to implement the P&Cs, how to set up a local roundtable, etc. A few interviewees noted that existing GRSB guidance documents have already been helpful to newly forming roundtables.
- *Beef sector trends, development and news.* Some interviewees suggested that GRSB could share information about what is happening in the beef sector in different regions and globally.
- *Experience sharing.* Some interviewees suggested that GRSB can gather and share information about how different roundtables (including GRSB itself) have dealt with challenges, for example around forming the roundtable or managing controversial issues. They added that even though different roundtables face different local contexts, such information could still be helpful.
- *Scientific information and developments.* A few people said that GRSB can provide information on key technical and scientific issues and developments (e.g. different options for GHG mitigation). This could help inform local roundtables and help them look at what is ahead for the beef sector.
- *Position papers on controversial issues.* As noted above, one interviewee suggested that GRSB could provide thought leadership by developing position papers on tough issues (e.g. antibiotics).
- *Consumer preferences.* One interviewee suggested that GRSB could develop and share information on what the average consumer “really” wants in different places.

Interviewees suggested that GRSB could share information through different means:

- *Website* – GRSB could create an online community and/or provide information on its website. This would make information easily accessible for any roundtable (or anyone else) that needs or wants it.
- *Webinars and conference calls* – GRSB could set up webinars and conference calls to connect different roundtables and provide them with the opportunity to learn and share information on specific topics or issues. On the other hand, few interviewees said that individual roundtables should set up webinars and conference calls as they see fit.

- *Newsletter* – A few interviewees noted that GRSB’s newsletter already includes relevant information, though others suggested it could include more information.

A few interviewees added that any information shared by GRSB needs to be “packaged” in a way that is simple and easy to digest by different stakeholders in different regions. Others emphasized that information provided by the GRSB should be advisory only. That is, local roundtables should not have to “adopt” GRSB materials, guidelines, perspectives or information; rather, GRSB should provide relevant information without making requirements or demands around it.

V. Role for GRSB where there is no existing national/regional roundtable

Many interviewees suggested that GRSB should play a proactive role in places where no roundtable currently exists. In particular, interviewees suggested that the GRSB could help bring together individuals and organizations that may be interested in starting a local initiative and help them think through how to do so. A few people added that GRSB could make guidance materials publicly available so that any organization or individual that is interested in starting an initiative can utilize it; this information could include, for example, guidance for setting up a roundtable structure and advice from existing roundtables.

A few people suggested that individual GRSB members could engage in countries where there is no roundtable, or where GRSB faces resistance, rather than GRSB engaging as an organization. A few interviewees said the GRSB should not try to get involved in places where it is not welcome.

VI. Other key issues

Interviewees raised the following key additional issues:

Communication. Several interviewees indicated that GRSB needs to improve its communications, for example how it messages its work and the beef sector’s progress on sustainability. A few people mentioned that GRSB faces the challenge of generating global messages that are applicable to local markets and contexts; they emphasized that GRSB messages and materials need to be simple, easy to understand, and recognize that what works in one place or for one level of the supply chain does not necessarily work for others. A couple of interviewees said that GRSB could do better at communicating its progress to roundtables and other members, including by providing better meeting follow-up. One interviewee suggested that GRSB could use its board meetings to improve communication among members, for instance by including opportunities for roundtables to present updates.

GRSB resource constraints. A few interviewees noted that the GRSB’s resources – including funds and committee member time - are limited. Accordingly, GRSB needs to be careful and cost effective in how it works and engages. For example, a couple of interviewees said that GRSB should study the economic feasibility of engaging in regions that currently have no roundtable.

Measuring success. A few interviewees suggested that it is important for GRBS to consider how it will define and measure success, and how it will demonstrate the impact its P&Cs have had in improving sustainability in the beef sector. Related to this point, a few interviewees said it was important to ensure credible monitoring of outcomes along the value chain and in different regions.

Clarification of costs and benefits. A few interviewees said that GRBS needs to clarify the value proposition of the P&Cs. In particular, while the value proposition is relatively clear for retailers, it is not as clear to producers, who bear the brunt of the costs associated with implementing the P&Cs yet have trouble seeing the economic benefits of doing so. One interviewee suggested that GRBS should quantify the costs and potential benefits for different value chain members.

Annex 1: List of Interviewees

- Matthias Almeida, Marfrig
- Michele Bannik Rake, McDonald's
- Roger Cady, Elanco
- John Carter, Aliança da Terra
- Cherie Copithorne Barnes, Canadian Roundtable for Sustainable Beef
- Jacques De Groot, Van Drie Group
- Ed Delate, Keystone Foods
- Tony Gleeson, Australian Land Management Group
- Kerry Grisley, Operation Grassland Community in Alberta, Canada
- Fawn Jackson, Canadian Cattleman's Association
- Nicole Johnson Hoffman, Cargill
- Keith Kenny, McDonald's Europe
- Brian Lindsay, Sustainable Agriculture Initiative (SAI)
- Kim Stackhouse, National Cattlemen's Beef Association
- Bryan Weech, Holistic Management International
- Andrea Malmberg, Savory Institute

Annex 2: Interview Protocol

- 1) Please describe your interaction with GRBS over the years.
- 2) How do you imagine the relationship between GRBS in national/regional roundtables going forward?
- 3) How should regional/national roundtables demonstrate that their efforts are aligned with the GRBS's principles and criteria?
- 4) What information should be shared, and how?

- 5) What criteria should GRSB use in admitting roundtables as members?
- 6) How should GRSB proceed in areas where there is no national/regional roundtable to date, but there is interest from individual actors to work with GRSB
- 7) Anything else you would like to share?

Annex 3: Summary Options Matrix

Note: options are per each component in rows; columns do not necessarily represent a package of options across components.

Key characteristics of regional/local “roundtables” that are associated with GRSB <ul style="list-style-type: none"> A large majority of interviewees suggested that roundtables with a GRSB affiliation should have a few basic attributes, in particular that they should be multi-stakeholder, open to diverse actors, and attempt to represent the full beef value chain. However, some options emerged on the below points. 			
COMPONENT	Option 1	Option 2	Option 3
<i>What type of entity could “represent” a country or region</i>	A roundtable with clear supply chain and cross-sectoral representation, staffing, funding mechanism/budget, and by-laws or charter	A government agency, trade association, or non-government organization willing to work collaboratively with others with a legitimate structure (mission, charter, by-laws, funding, etc.)	A hybrid with roundtables for larger, developed systems and a single entity for smaller or less developed countries
<i>Representation of the full value chain</i>	Each roundtable or entity must engage across the supply chain and develop indicators and metrics for all sectors	Each roundtable or entity may only engage part of the supply chain, at least at first, and develop indicators and metrics only for one or some parts of the supply chain (such as only producers)	

Alignment with GRSB Vision, Mission, Principles and Criteria

- A large majority of interviewees suggested that GRSB-affiliated roundtables should explicitly support the vision and mission of GRSB. Many also suggested that roundtables should support the principles as well as the criteria that would be applicable for their region.
- However, a number of options emerged around the extent of that alignment, and how indicators and standards should be aligned with GRSB principles and criteria.

COMPONENT	Option 1	Option 2	Option 3
<i>Endorsement of Vision and Mission (i.e., the spirit) of GRSB</i>	Endorse in writing and publicly in their country of the vision and mission of GRSB	State aspiration to align/harmonize in country work with GRSB	No endorsement
<i>Endorsement of GRSB Principles and Criteria</i>	Endorse in writing and publicly the specific GRSB Principles and Criteria	Endorsement of the principles, and a commitment to adopt the appropriate criteria, based on the regional/country context	State general aspiration to align/harmonize in-country work with GRSB
<i>Indicators and Metrics (or Key Performance Indicators or KPIs)</i>	Each entity is responsible for creating the KPIs based from the GRSB principles/criteria that the entity wishes to agree to and monitor. GRSB has little to no role.	GRSB reviews and provides advice/guidance on robustness, value, and usefulness of such KPIs	GRSB reviews KPIs for rigor and may reject ones that the GRSB feels do not meet the spirit and intent of GRSB. GRSB may require a minimum number of them to be met.
<i>Country (or company) standards</i>	If requested, GRSB reviews standards/approaches, provides feedback, or even potentially 'certifies' that the submitted approach is aligned with the GRSB principles/criteria	GRSB plays little to no role in any individual country or company's "standard setting"	

Sharing data, reporting and working together

- A large majority of interviewees suggested that GRSB should play a role in pulling together data globally, and also could ask for periodic reports from the roundtables.
- They suggested that GRSB could also help roundtables problem solve on common issues.
- A range of specific options emerged.

COMPONENT	Option 1	Option 2	Option 3
<i>Sharing of Data</i>	GRSB provides a data portal or other means for entities to share data on specific principles/criteria, if they wish	GRSB requires that the entity shares data on the KPIs that it develops and utilizes	GRSB requires that the entity share data on some core, specific principles/criteria
<i>Periodic Reporting</i>	GRSB does not require any particular reporting or sharing of information, unless volunteered	GRSB requires periodic (every 1, 2 or 3 years) reports on roundtable/entities progress on the KPIs and areas the roundtables and GRSB have identified	GRSB requires and accepts/rejects periodic (every 1, 2 or 3 years) reports on roundtable/entities progress on the KPIs and areas the roundtables and GRSB have identified
<i>Convening for Problem Solving</i>	GRSB convenes working groups across roundtables/entities on particularly challenging topics to advance ideas, create white papers, and modify the principles/guidelines, as needed, given new information and learning	GRSB leaves this role to individual roundtables/entities	
<i>Networking and Connecting</i>	Create an on-line learning community through website, webinars, and conference calls to connect regional/country tables across subject areas for learning and sharing on specific topics issues	Do not provide any established networking across roundtables, but rather allow that to occur as individual roundtables see fit	

Developing a staged or evolving process

- Some interviews noted that the process for engaging with GRSB should be a staged or evolving one with very limited expectations in early phases and more robust alignment in later stages.
- Some options emerged regarding this approach.

COMPONENT	Option 1	Option 2	Option 3
<i>Evolving or staged participation</i>	No stages. Basic expectations set from the start	Limited expectations from early or nascent roundtables with strong technical support followed by increasing expectations as roundtables mature	Expectation of continuous improvement but no particular, formalized set of stages and expectations or requirements

APPENDIX C

Meeting Agendas

Meeting #1 Agenda

- GRSB Discussion
- Global to Regional/Country
- March 30 and 31, 2015, 2015
- Instituto Biológico, Avenida Conselheiro Rodrigues Alves, 1.252 - Vila Mariana, São Paulo – SP

Workshop Objective

- To explore the options for the most effective relationship between GRSB and regional/national roundtables

Process Notes

- Exploring options and their pros and cons for various components and themes
- Not seeking agreement today
- Identifying preferences from participants in the room, where possible
- Helping shape and focus the San Antonio GRSB Executive Board discussions to come

Monday, March 30

- | | |
|-------|---|
| 12:00 | <i>Lunch</i> |
| 13:00 | Welcome, Agenda Review, Introductions
<i>Eduardo Bastos, GTPS, President, opening remarks</i>
<i>Barbara Oliveira, Ecosynergy and CBI International Network and Patrick Field, CBI, facilitators</i> |
| 13:15 | Context Setting
<i>Ruaraidh Petre, GRSB</i> <ul style="list-style-type: none"> • Review of the GRSB work to date, key principles and current status of efforts |
| 13:40 | Summary of Interviews and Introduction of Matrix of Options
<i>Patrick Field, CBI, facilitator</i> <ul style="list-style-type: none"> • Summary of findings from interviews • Questions |

14:00 Small Group Initial Discussion

- What are the key issues you want to make sure we cover regarding global to regional/national?
- Report Outs

The group will then move through the following discussion questions, using the matrix of themes and options developed from interviews.

14:30 Key characteristics of regional/local “roundtables” that are associated with GRSB

- In small groups, discuss the following questions:
 - What type of entity could “represent” a country or region
 - Does it have to be multi-stakeholder (industry, NGOs, government)?
 - Does it have to include the full supply chain (production to retail)?
- Full Group Discussion
- Facilitators summary of Discussions

15:30 Break**15:45 Alignment with GRSB Vision, Mission, Principles and Criteria**

- In small groups, discuss the following questions:
- Do affiliated roundtables need to endorse/align/acknowledge GRSB mission, vision, principles and criteria?
- What role does GRSB play in the development of indicators and standards by roundtables?
 - None
 - Technical assistance by country as needed?
 - Sharing best practices and lessons across countries?
 - Reviewing indicators / standard and providing detailed input?
 - “Approving” indicators / standards?
- Full Group Discussion
- Facilitators summary of Discussions

17:00 Final Discussion and Summary of Day**17:30 Adjourn**Tuesday, March 31**7:30 Breakfast****8:00 Summary of Day One**

Patrick Field, CBI, facilitator

- 8:30 **Sharing data and reporting**
- In small groups, discuss the following questions:
 - How is data shared? What data?
 - What, if any, reporting requirements does GRSB have for affiliate roundtables?
 - Nothing
 - Compiles what is published by countries, should they choose to share
 - Annual or every other year reports for information and sharing only
 - Annual reports, reviewed by GRSB, and input into draft before final
 - Annual reports, reviewed and accepted or rejected by GRSB
 - Full Group Discussion
 - Facilitator summary of Discussions
- 9:45 *Break*
- 10:00 **Working together**
- Should GRSB convene working groups across roundtables to work on shared issues?
 - How should GRSB support networking and connecting?
 - Facilitator Summary of Discussions
- 10:20 **Resources Required to Achieve the Options**
- Facilitator Summary of Discussions
- 10:50 **Summary of Day: Pulling it all together**
- Summary of Dialogue from Facilitators
 - Next Steps: *Ruaraidh Petre, GRSB*
- 11:00 *Adjourn*

Meeting #2 Agenda

- GRSB Discussion
- Global to Regional/Country
- April 21 and 22, 2015
- San Antonio, Texas

Handouts

- Session Agenda
- Matrix of Options
- GRSB Principles and Criteria Document
- Summary of Interviews
- Summary Slides of Sao Paulo workshop

- Matrix of Other Sustainability Initiatives

Workshop Objective

- To explore the options for the most effective relationship between GRSB and regional/national roundtables

Process Notes

- Hone the approach upon the foundations of the interview data and the Sao Paulo workshop
- Exploring options and their pros and cons for various components and themes
- Identifying preferences from participants in the room
- Honing specific language and recommendations to the Board

Tuesday, April 21

12:00 *Lunch*

1:00 **Welcome, Agenda Review, Introductions**

Cameron Bruett, GRSB President

Patrick Field, CBI, facilitator

1:15 **Context Setting**

Ruaraidh Petre, GRSB

- Review of the GRSB work to date including structure, vision and mission, key principles and criteria and current status of efforts

1:45 **Summary of Interviews, Sao Paulo Workshop and Introduction of Matrix of Options**

Patrick Field, CBI, facilitator

Eduardo Bastos, President, GTPS

- Summary of findings from interviews
- Summary of recommendations from Sao Paulo workshop
- Questions

2:15 **Small Group Initial Discussion**

- What are we trying to accomplish by detailing an approach to the global to regional/national roundtables? What are our goals and how might we know if we are successful in this area?
- Report Outs

The group will then move through the following discussion questions, using the matrix of themes and options developed from interviews.

- 3:00 **What are the key characteristics of regional/local “roundtables” that are and can be associated with GRBS? What is “too little” to be associated with the GRBS?**
- Review, discuss, and modify as a full group the approach honed in Sao Paulo
 - Facilitators summary
- 3:45 *Break*
- 4:00 **How and to what extent do regional/national Roundtables align with the GRBS Vision, Mission, Principles and Criteria?**
- In small groups, discuss the options in the matrix regarding alignment, refine or revise options as needed, and identify small group preferences
 - Vision and Mission
 - Principles and criteria
 - Indicators and Metrics
 - Equivalence across countries
 - In-Country or Company standards
- 17:25 **Brief Summary of the Day**
- 17:30 *Adjourn*

Wednesday, April 22

- 8:00 *Breakfast*
- 8:30 **Summary of Day One**
Patrick Field, CBI, facilitator
- 8:45 **How and to what extent do regional/national Roundtables align with the GRBS Vision, Mission, Principles and Criteria?**
- Report Outs by Small Groups
 - Full Group Discussion of results
 - Facilitators summary
- 10:00 *Break*
- 10:15 **How best should regional/country Roundtables and GRBS share data and reporting?**
- In the full group, discuss the following options/issues from the matrix:
 - Sharing of output and outcome data (measuring impact)
 - Periodic reporting

- Convening for Problem Solving
 - Networking
- How does GRSB learn from the roundtables?
- Full Group Discussion
- Facilitator summary of Discussions

- 11:15 **Regional/National Roundtable Sharing**
 - A chance for each roundtable to share recent learning, challenges, questions, or innovations with one another

- 12:00 **Assignment of Tasks to Hone Recommendations**
 - Facilitator reviews morning
 - Group identifies key tasks/recommendations to be written and assigns small groups to work over long lunch

- 12:30 *Working Lunch*
 - During longer lunch break, small work groups craft recommendations in detail based on discussions
 - Others not assigned tasks “free to roam”

- 2:30 Reconvene for Reviewing Draft Recommendations
 - Small groups share language and receive feedback from the full group
 - Facilitator summary

- 3:45 **What resources does GRSB need?**
 - Given the direction the dialogue is pointing GRSB and regional/country work, what resources might GRSB need to be successful?
 - Group discussion
 - Facilitator Summary of Discussions

- 4:15 **Next Steps and Closing**
 - Next Steps and Closing: *Ruaraidh Petre, GRSB*

- 4:15 *Adjourn*



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