



GLOBAL ROUNDTABLE FOR
SUSTAINABLE BEEF

Strategic Plan 2016-2021



Strategic Planning

In winter 2016, the Board of the Global Roundtable for Sustainable Beef (GRSB) engaged in strategic planning to create a framework for the coming five years. The purpose of a strategic plan is to prioritize goals and objectives to guide the work of the organization – its members, board, and staff – in meeting the challenges and opportunities of the coming years. The Strategic Plan includes annual planning and budgeting to realize ambitious goals. Annual planning creates an opportunity for the GRSB Board to refine the plan to meet changing conditions and maximize success.

What is the Global Roundtable for Sustainable Beef?

The GRSB is a global, multi-stakeholder initiative that advances sustainability of the global beef value chain through leadership, science and multi-stakeholder engagement and collaboration. Created in 2012, GRSB consists of 75 members in five constituencies: producers and producer associations, the commerce and processing sector, retail companies, civil societies, and national or regional roundtables. GRSB includes a General Assembly of all members, an Executive Board of eleven members, and an Executive Committee of five Board members.

Global Roundtable for Sustainable Beef Vision and Mission

The Global Roundtable developed and approved the following vision and mission.

Vision. We envision a world in which all aspects of the beef value chain are environmentally sound, socially responsible, and economically viable.

Mission. The GRSB mission is to advance continuous improvement in sustainability of the global beef value chain through leadership, science, and multi-stakeholder engagement and collaboration.

Accomplishments to Date

Since its inception in 2012, the GRSB has advanced sustainability through expanded membership, establishing Canadian and U.S. roundtables, creating guiding principles and metrics, holding a global conference, and coordinating global and local efforts. GRSB created its governance structure, by-laws, membership, and member responsibilities. GRSB grew its membership from its founding members to some 75 members across the five sectors. GRSB created and sustained a multi-stakeholder, multi-sectoral process that has increased trust and connectivity across sectors and geographies. GRSB engaged and learned from a pre-established country roundtable – the Grupo de Trabalho da Pecuária Sustentável (the Brazilian Roundtable on Sustainable Livestock) -- and then built momentum for the creation of two new country roundtables, the Canadian and U.S. Roundtables. Through an extensive members process and public consultation, GRSB established five key principles and some thirty-two (32) criteria that provides the guiding framework for establishing regional or country specific indicators and metrics. GRSB has held one global conference and convened members around such issues as antibiotic use. Lastly, through a members-driven process, GRSB created a “Global to Local” framework to help describe and define criteria for the establishment of roundtables and the coordination and cooperation possible between regional roundtables and the global roundtable.

Strategic Planning Challenge

As GRSB evolves beyond the initial years, it faces key questions. These questions include, but are not limited to:

- What role should GRSB play in regard to regional and country roundtables in terms of support, connection, and alignment?
- How can GRSB achieve global reach by connecting with all the major beef producing areas around the world, including less developed markets in Africa and Asia?
- How can GRSB help demonstrate impact on the ground for improved sustainability and communicate that impact?
- How can GRSB sustain itself over time in terms of relevance, funding, and staffing?

With these questions in mind, the GRSB Board engaged in this strategic planning effort.

2016-2021 Strategic Plan Goals

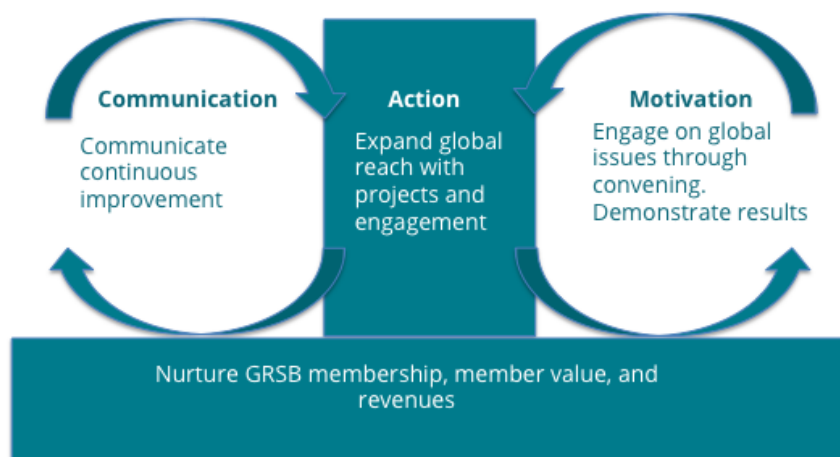
GRSB goals for 2016 to 2021, in order of priority are:

1. Expand global reach through new roundtables, projects, and stakeholder engagement
2. Demonstrate results by creating a data platform, aggregating regional roundtable and project findings, and tracking key global metrics
3. Communicate continuous improvement around the globe
4. Engage on global issues through convening sectors, roundtables, and geographies
5. Nurture GRSB membership, member value, and revenues

2016-2021 Strategic Plan Principles

Underlying these goals are four key guiding principles for this strategic plan.

- **Relevance.** The GRSB must ensure it remains relevant to and for its members, regional roundtables, other international bodies working on similar issues, and key influencers around the globe.
- **Impact.** The GRSB's ultimate goal is to encourage, support, and demonstrate positive, tangible impacts on the ground. All that the GRSB does, whether direct or indirect, is in service to this positive impact.
- **Influence.** GRSB seeks to be a trusted global voice on beef and sustainability. The GRSB seeks to have influence across its members, roundtables, other international bodies, global influencers, and ideally, the public at large.
- **Clarity.** The GRSB must provide and maintain clarity about its role vis-à-vis its members, regional and national roundtables, emerging geographies of opportunity, and other key actors on these issues.



2016-2021 Strategic Plan Goals and Objectives

Goal #1: Expand global reach and impact

Objective 1 (a):

Increase relationships with targeted regions and countries

Strategy

Identify key individuals and organizations in beef producing regions globally and build productive relationships with thought leaders with the purpose of engaging them as members of GRSB.

Tactics

- (1) Country visits.
- (2) Bringing on board new country-specific members – consider invited *ex officio* members from under represented regions
- (3) Complete the process of bringing SAI Platform Beef Working Group in as the European Roundtable, following the process established by Global to Local
- (4) Holding and or participating in select events in countries of interest, such as introductory roundtable meetings, sustainability field days.

Action plan

- i) South and Central America 2016. Argentina, Uruguay, Paraguay, Colombia, Mexico, Southern Africa, Australia & New Zealand.
- ii) Consider introductory memberships – reduced rate memberships for new members, and review observer member status (2016)
- iii) Follow the global to local process for SAI platform beef working group to ensure Europe is well represented.
- iv) Identify planned events that are taking place in the relevant regions request participation, e.g. presentation opportunities. (2016-2021)

Resourcing

Existing ED & Leadership travel budget, leverage existing relationships, FAO meeting in Panama, NGO travel budgets.

Objective 1 (b):

Support the creation of roundtables in identified countries or regions

Strategy

Provide guidance and support where it has been determined there is adequate interest and support to develop a Regional Roundtable for Sustainable Beef.

Tactics

- (1) Country / regional visits by ED and leadership
- (2) Priority given to up to five countries where beef production is a significant land use, and further decision based on the extent of perceived impact of the industry. Thus areas where there is rapid expansion are important as this implies either conversion or intensification. Primary list includes Mexico, Paraguay, Argentina, Uruguay, Colombia

Action plan

- i) South and Central America 2016. Argentina, Uruguay, Paraguay, Colombia, Mexico.
- ii) Plan with existing members, particularly major buyers, retailers and NGOs in the relevant regions to take advantage of their contacts, and preferably arrange coinciding regional visits with them.

Resourcing

Existing ED & Leadership travel budget. This will have implications for staff time and therefore resourcing, for which a detailed action plan and budget will be required each year. Overall staffing needs are likely to increase.

Objective 1 (c):

Recognize sustainable beef systems based on process and demonstrated impact

Strategy

Assess and recognize sustainable beef systems that follow a multi stakeholder process and can demonstrate positive impact.

Tactics

- (1) Form recognition committee for peer assessment of sustainable beef systems.
- (2) Develop robust methodology for assessing both process and impact
- (3) Where systems are national and are in a country with a roundtable, ensure that the national roundtable is fully involved in the assessment and recommendation to recognize.

Action plan

- i) Finalize TWG on accreditation early 2016, with consultant support from SMH projects

Resourcing

No separate financing yet identified. This will be required and a project proposal should be developed. Initial Phase of SMH Project consultancy is funded.

Objective 1 (d):

Connect donors and prospective project proponents

Strategy

Advance five or more projects with key local partners; this may be the first step towards roundtable creation, or an alternative approach where a RT is not viable:

Tactics

- (1) Identify diverse regional opportunities to enhance sustainable beef production practices that may be used to encourage adoption of those practices.
- (2) Identify GRSB members and partner organizations making investments in priority countries where at least 50% of the funds are from private sources. Partner with them to define sustainability goals related to their investments. Seek donor funds to support those goals.

Action plan

- i) 2016-2021; liaise with members developing projects and establish a means by which these can become demonstration projects that involve and inform GRSB, following the example of Solidaridad FSP projects and WWF projects in a range of countries. Create a page on GRSBs site where project information is shared.
- ii) Where possible seek to connect such NGO projects with commercial GRSB members and donors to secure additional funds. In this way GRSB can play a catalyzing role to deliver additional funds. This activity to

Resourcing

Member financial commitment is the trigger to seek donor funds.

ED, largely within current contract, with member input. Also draws on donor funds to support development. This will have implications for staff time and therefore resourcing, for which a detailed action plan and budget will be required each year. Overall staffing needs are likely to increase, and donor funds will need to support that.

Goal #2: Demonstrate impact

Objective 2 (a):

Create a global platform for data reporting and sharing;

Strategy

Develop a highly functional, accessible, and transparent system through which relevant and timely research and information on beef sustainability may be collated and shared.

Tactics

- (1) Create a web based portal and systems that allow for automatic data collection and dissemination.
- (2) Provide a system through which regional roundtables' and project information may be collected and stored so that it may be used to evaluate progress in becoming more sustainable. Ideally this connects automatically to the above, so that when regional roundtables produce reports they are automatically shared with GRSB.
- (3) Development of the system described to involve national roundtables at all stages to ensure that the data collection and dissemination fits with their own needs and capacities.

Action plan

- i) Develop project plan for platform architecture (2016-2017) First step will be to look at equivalent systems in other contexts and identify preferably open source or commonly used systems that allow for flexibility.
- ii) Begin collection project reporting from GRSB-related efforts with global import (2017-2021), in partnership with national / regional roundtables.

Resourcing

This will require a project plan, budget etc., to be developed and financed.

Objective 2 (b):

Identify key global metrics and develop methods to track from publicly available data

Strategy

Identify global short list of metrics that are meaningful in evaluating sustainability and can demonstrate progress. This will require identifying *public* data sources that are regularly updated to measure improvements in beef sustainability and connect to the global platform. National roundtables will be fully consulted and involved in the identification of appropriate public sources for their own country, and selection of global science based output metrics that align with their national indicators.

Tactics

- (1) Collection and analysis of currently available data (TWG). Maintain a system within which meaningful comparisons of sustainability projects may be housed and made available for future research. Ensure reporting allows comparison within countries and projects for continuous improvement over time but not for comparing across distinct and different geographies.
- (2) Respect national and regional roundtables' autonomy and accountability in developing indicators and metrics specific to each region and its stakeholders
- (3) Provide assistance, when requested, in providing input, evaluation, and information to regional roundtables as indicators are developed.

Action plan

- i) Global Indicators TWG (2016-2021)

Resourcing

Initially within current budget under TWGs and ED time. Going forward this will have implications for staff time and therefore resourcing, for which a detailed action plan and budget will be required each year. WWF has indicated willingness to share some work they are doing in this regard.

Goal #3: Communicate continuous improvement

Objective 3 (a):

Increase awareness and knowledge of sustainability improvements made both by members and others throughout the entire beef value chain and disseminate content to and through members

Strategy

Develop and provide to members a collection of shareable content that visually demonstrates the mission of GRSB from a global perspective through a dashboard showing improvements. Host a public information platform for transparency, access, and connection.

Tactics:

- (1) Identify latest trends, interesting facts, quotes and studies.
- (2) Create a dashboard showing relevant infographics and metrics.
- (3) Utilize a robust website through which sustainability information may be made available to the public on a real time basis.
- (4) Use website as repository of knowledge. Share newly posted material through social media, newsletters and member e-mailings.
- (5) Report on member commitments and progress towards sustainable beef.
- (6) Leverage the skills, expertise, and resources of members' existing communications staff and channels.
- (7) Ensure sharing of sustainability is balanced across regions and principle areas on a global basis.

Action plan

- i) Provide shareable content in newsletter, on website and make available to members (2016-21)
- ii) Identify and develop relationships within GRSB members' communications representatives in order to ensure positive information flows. (2016-21)
- iii) Share aggregated content developed by GRSB members is across GRSB as well as publically in order to demonstrate improvements in sustainability. (2016-21)

Resourcing

Communications budget, NLPA contract and ED. This will have implications for staff time and therefore resourcing, for which a detailed action plan and budget will be required each year. Overall staffing needs are likely to increase.

Goal #4: Engage on global issues

Objective 4 (a):

Work with members to identify and share key innovations, tools, and actions

Strategy

Identify and evaluate innovations on a global basis in order to share with GRSB members.

Tactics

- (1) Host regional events connecting existing members and lessons learned to new regions and countries
- (2) In collaboration with regional roundtables provide information to stakeholders along the beef value chain on ways to improve sustainability in identified regions.

Action plan

- i) Catalogue significant tools and innovations being implemented by members or others who contribute to continuous improvement. (2016-2017)

Resourcing

Covered by communications budget as well as ED contract.

Objective 4 (b):

Identify key global and emerging issues, initiate and support issue-action working groups

Strategy

Through GRSB members and relationships within the global sustainability network identify issues that will affect the continuous improvements in beef sustainability.

Tactics:

- (1) Develop process for identification and prioritization of issues to be addressed.
- (2) Establish procedure for creation of TWGs.
- (3) Partner / align with relevant sustainability initiatives e.g. feed, and identify gaps.

Action Plan

- i) Create process for issue identification and TWG formation (2016)
- ii) Conduct a yearly inventory and prioritization of issues.

Resourcing

Staff and executive committee. This may have implications for staff time and resourcing, for which a detailed action plan and budget will be required each year.

Objective 4 (c):

Host global conferences

Strategy

On a biennial basis host a Global Conference on Sustainable Beef in order to provide a forum within sustainable research and practices may be shared with the global beef value chain.

Tactics

- (1) Biennial conference. Review frequency and nature of event if level of activity warrants it – aim to position it as the leading beef sustainability conference that delivers a revenue stream for GRSB.

Action Plan

- i) Purview of the conference planning committee

Resourcing

Staff and planning committee, self-financing – revenue generating. If frequency and or scale is increased this will have consequences for staff and resourcing that needs to be covered by the conference itself, which would be part of the detailed conference planning.

Objective 4 (d):

Strengthen communication with and participate in domestic, regional, and international bodies and fora such as the FAO

Strategy

Develop and maintain strong relationships such that GRSB is viewed as a credible spokesman for global beef sustainability.

Tactics

- (1) Attend GASL (FAO), IADG (Donor group) and IMS etc meetings regularly.
- (2) Determine which other organizations GRSB has the capacity to interact with and ensure that members or representatives are engaging where possible.

Action Plan

- i) Identify which of these and others we are involved with (2016)
- ii) FAO meeting Panama 20-24th June 2016.
- iii) Prepare an annual calendar of relevant events for the website and determine how GRSB can be best represented by staff, leadership and members.

Resourcing

ED & leadership travel budget, FAO membership (in kind contribution), NGO support.

Goal #5: Nurture GRSB

Objective 5 (a):

Continuously articulate, refine, and adjust the GRSB value proposition for members to stay engaged and active

Strategy

Maintain strong leadership at the Board, Executive Committee, and staff levels so that the mission of GRSB is fully served so that the value proposition may be readily understood and communicated.

Tactics

- (1) This needs to be built with members and requires continuous engagement to ensure that we are meeting expectations.
- (2) Staff requirements in order to implement the Strategic Plan will need to be brought in line with needs.

Action Plan

- i) Use regular member feedback and where necessary specific surveys to ensure GRSB is meeting member expectations.

Resourcing

Increased staffing will be required for the implementation of the plan overall and thus financial resources will have to be raised to make this possible.

Objective 5 (b):

Expand the membership within and across sectors and geographies.

Strategy

Identify potential GRSB members across the constituency groups in order to ensure the beef value chain is fully represented and engaged within GRSB.

Tactics

- (1) Invest in membership recruitment; develop strategy.
- (2) Look for more participants in land grant colleges, agricultural faculties, and foundations that have an interest in sustainability of food systems.

Action Plan

- i) Create a list of organizations with potential to become members (as previously) with existing member input.
- ii) Review and revise materials to contact potential new members.
- iii) Dedicate time to systematically approach organizations on the list.
- iv) Involve existing members to actively approach potential new members

Resourcing

ED & NLPA contracts; some additional dedicated membership recruitment time from NLPA is likely to be required going forward.

Objective 5 (c):

Conduct annual work planning prior to budgeting under these five-year goals and objectives

Strategy

On an annual basis ensure GRSB leadership and staff thoroughly review and update strategies and tactics in order to achieve GRSB goals and objectives.

Tactics

- (1) Annual plan to be prepared each year concurrently with the budget and ready for the General Assembly meeting in October.

Action Plan

- i) ED prepares annual plan in the lead up to GA meeting in October, reviewed by EC in the (telephone) meeting before the GA, and presented to the General Assembly.

Resourcing

Current resourcing meets this objective.

Objective 5 (d)

Refine the current revenue model

Strategy

Develop and maintain a revenue generating process that will provide adequate funding for GRSB to achieve its mission on an ongoing basis.

Develop and maintain an equitable membership fee structure in order to ensure maximum membership in both the GRSB and regional roundtables.

Tactics

- (1) As a matter of urgency propose a complementary model to regional roundtables, in full consultation with and acceptable to all national roundtables.
- (2) Compare membership fees among country and regional roundtables and the global organization.
- (3) Consider other membership categories (e.g. from RSPO of buyers).
- (4) Other revenue avenues; NGOs contribution to projects, advisory services
- (5) Expand revenue model to generate income from events

Action Plan

- i) Director of Administration, ED and staff to implement above review of membership with national roundtables.
- ii) Draw up comparison of fees from different roundtables.
- iii) Collect information from other organizations on membership categories and options.
- iv) Reevaluation of observer status – membership committee (EC), change bylaw.
- v) Plan for conferences to generate income.

Resourcing

Staff & executive committee.

NGOs agreement