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SUSTAINABILITY REPORT



GLOBAL ROUNDTABLE FOR
SUSTAINABLE BEEF



Who We Are

The Global Roundtable for Sustainable Beef (GRSB) is a global, multi-stakeholder initiative developed to advance continuous improvement in sustainability of the global beef value chain through leadership, science and multi-stakeholder engagement and collaboration. The GRSB envisions a world in which all aspects of the beef value chain are environmentally sound, socially responsible and economically viable.

GRSB is the strategic platform where leading stakeholders from within the beef industry, environmental branch, retailers and others with a close interest in the industry come together to advance continuous improvement in sustainability of the global beef value chain through sharing their knowledge, leadership, science and through multi-stakeholder engagement and collaboration.

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Thoughts from the President and Executive Director

The Global Roundtable for Sustainable Beef (GRSB) was formed in 2012 and since that time we have focused as an organization on bringing together the diverse stakeholders in the beef value chain in order to advance sustainable practices.

One of GRSB's very first achievements was to develop the framework to actually define sustainable beef on a global scale; something that required an inclusive and transparent process involving all segments of the beef industry from around the globe. Based on a framework of five key principles, and supporting criteria within those principles, the following definition was developed:

The Global Roundtable for Sustainable Beef defines sustainable beef as a socially responsible, environmentally sound and economically viable product that prioritizes Planet (relevant principles: Natural Resources, Efficiency and Innovation, People and the Community); People (relevant principles: People and the Community and Food); Animals (relevant principle: Animal Health and Welfare); and Progress (relevant principles: Natural Resources, People and the Community, Animal Health and Welfare, Food, Efficiency and Innovation).

In 2014, GRSB held its first Global Conference in São Paulo, Brazil at which our members overwhelmingly adopted this definition along with the supporting Principles and Criteria. The adoption of this important framework has assisted in the development of regional and national roundtables including the Canadian Roundtable for Sustainable Beef and the U.S. Roundtable for Sustainable Beef. The Brazilian Roundtable for Sustainable of Livestock (GTPS) had led the way in developing a regional roundtable and was of great assistance to others desiring to develop their organizations.

The importance of the regional roundtables cannot be over emphasized because it is at the regional and national level that the on-the-ground work of developing key indicators and metrics to measure sustainability progress can be accomplished.

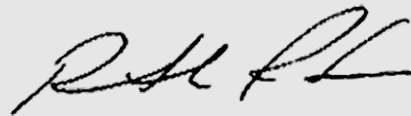
It is exciting to see our members in many areas of the world working toward developing more sustainable practices. This report showcases but a few of these efforts and many more will be shared through our 2016 Global Conference in Banff, Alberta, Canada as well as through the GRSBeef.org website.

Making beef production, processing, transportation, and merchandising more sustainable is the focus of the beef sustainability movement. Simply put, sustainable beef producers are working to do the right thing, the right way, at the right time, for the right reason!

Sincerely,



Dennis Laycraft, *President*
Global Roundtable for Sustainable Beef



Ruairaidh Petre, *Executive Director*
Global Roundtable for Sustainable Beef



Leadership

The framework of the GRSB consists of five constituencies: producers and producer associations, the commerce and processing sector, retail companies, civil societies and national or regional roundtables. The possibility to participate as an observer member also exists.

Of the general assembly, 19 members make up the Board of Directors; and five positions assemble the executive committee, which consists of a president, vice president, secretary-treasurer, and two at-large members.

Committees to cover the workings of the roundtable itself are formed from the membership and include Finance, Membership, Sustainability Definition and Communications Committees.

The board creates the technical working groups and guides their scope of work. It is through these working groups that most of the GRSB's work is accomplished. Some of the industry's issues that the working groups are examining and seeking solutions include deforestation, antibiotics, benchmarking and equivalence, global indicators, communications and the planning of the biennial global conference on sustainable beef.

Executive Committee



President
Mr. Dennis Laycraft
Canadian Cattlemen's Association



Vice President
Mr. Carlos Saviani
World Wildlife Fund



Secretary-Treasurer
Dr. Roger Cady
Elanco



Member at Large
Mr. Cameron Bruett
JBS, USA



Member at Large
Mr. Larry Stewart
McDonald's Corporation



Executive Director
Ruairaidh Petre

Administrative Staff

Director of Administration and Finance
Scott Stuart

Operations Manager/Member Services
Mona Wolverton

Director of Development
Katie Ambrose

Communications Assistant
Polly Welden

Board of Directors

Producer Constituency

- Canadian Cattlemen's Association
- National Cattlemen's Beef Association
- Willow Creek Ranch

Commerce & Processing Constituency

- Cargill
- Elanco
- JBS

Retail Constituency

- Ahold Delhaize
- A & W Food Services of Canada
- McDonald's Corporation

Civil Society Constituency

- Fundacion Solidaridad Latinoamericana
- National Wildlife Federation
- World Wildlife Fund

Roundtable Constituency

- Canadian Roundtable for Sustainable Beef
- GTPS - Brazilian Roundtable for Sustainable Livestock
- U.S. Roundtable for Sustainable Beef

Global Conferences on Sustainable Beef

Brazil 2014

The 2014 Global Conference on Sustainable Beef, held November 2-5 in São Paulo, Brazil, marked a unique and important milestone for the recently-formed Global Roundtable for Sustainable Beef (GRSB). Nearly 300 key stakeholders in the beef value chain from 21 countries, witnessed the release of the first global definition for “sustainable beef.” The Global Conference, co-hosted by GRSB and Grupo de Trabalho da Pecuária Sustentável (GTPS), examined GRSB’s Principles and Criteria for Global Sustainable Beef and cast a vision for sustainable beef’s future.

Overview

Cameron Bruett, GRSB President, opened the conference by announcing that the GRSB membership had overwhelmingly approved the Principles and Criteria — a testament to the diligent work done by the many technical working groups that lent their expertise to craft the definition. According to Bruett, “GRSB’s Principles and Criteria for Defining Sustainable Beef are a solid



foundation from which various regional and local efforts can be empowered to identify sustainable solutions relevant to their particular areas and unique resource challenges.”

With presentations from 30 experts in beef production,

processing, merchandising, and sustainability worldwide, the conference engaged a broad cross-section of participants in discussions of how to continuously improve the use of resources, technologies, and processes while ensuring the people involved in the industry are protected.

Eduardo Bastos, GTPS president, welcomed attendees to Brazil and explained some of the groundbreaking sustainability work occurring in Brazil. GTPS also provided illuminating tours of cattle-producing regions of Brazil including Mato Grosso do Sul and the Alta Floresta area of the Amazon before and after the conference. GTPS and its members have been incredibly involved in developing and promoting sustainable practices in Brazil and beef producers are demonstrating how fragile ecosystems can be protected and even enhanced through stewardship.

Conference Highlights

Definition Evolution

GRSB’s Principles and Criteria Working Group Leaders discussed in detail the five principle areas of defining sustainable beef on a global basis.

Following nearly 18 months of work, including a public comment period after which revisions were made to the document, the working groups presented the finished product to the GRSB membership which approved

the definition with a 96% majority. Leaders presenting at the conference included Ruaraidh Petre, GRSB Executive Director; Fawn Jackson, Canadian Cattlemen’s Association; Ed Delate, Keystone Foods; Nicole Johnson-Hoffman, Cargill; Michele Banik-Rake, McDonald’s; and Ian McConnel, WWF-Australia.

Conference Highlights *cont.*



Progress in Brazil

In a most enlightening panel, GTPS President, Eduardo Bastos, led a discussion including panelists from several segments of the Brazilian beef value chain during which the work of GTPS was showcased. Mr. Bastos indicated progress has been possible due to the active participation of the many industry segments and the public. Working in a collaborative fashion, GTPS has led the development of constructive projects that demonstrate the value of incorporating more sustainable practices.

Local Relevance, Global Impact

In summarizing the Global Conference, GRSB President, Cameron Bruett, reiterated that the work of GRSB will continue to be “on the ground empowerment” and not “command and control” in working toward greater sustainability in the global beef industry. Bruett stressed that our collective goal must be to find local solutions with global impact. He thanked the many efforts of the GRSB Executive Board, Executive Committee, Planning Committee and Staff for developing an outstanding conference and gave special appreciation to the many sponsors of the conference who, without their support, the conference could not have succeeded.



Canada 2016

BUILDING ON EXPERIENCE: Regionally and Globally

The 2016 Global Conference on Sustainable Beef, held in Banff Springs, Alberta, Canada, October 4-7, 2016, brought together the world’s leading beef producers, environmental organizations, beef processors, retailers and many other key stakeholders to share continuing work being done on enhancing the sustainability of all segments of the beef value chain.



Co-hosted by
the Global Roundtable for Sustainable Beef and
the Canadian Roundtable for Sustainable Beef



GRSB Now and Forward

Strategic Planning

In early 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.

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

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.*

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:

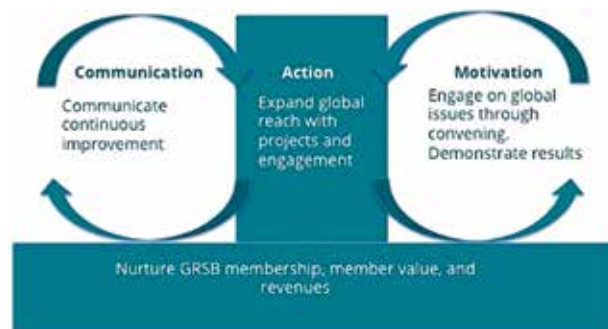
1. Expand global reach through new roundtables, projects, and stakeholder engagement
2. Demonstrate results by creating a data platform, aggregating regional roundtable and project findings, and tracking key global metrics
3. Communicate continuous improvement around the globe
4. Engage on global issues 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 GRBSB.

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, NLP 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



GRSB Principles

The Global Roundtable for Sustainable Beef defines sustainable beef as a socially responsible, environmentally sound and economically viable product that prioritizes Planet (relevant principles: Natural Resources, Efficiency and Innovation, People and the Community); People (relevant principles: People and the Community and Food); Animals (relevant principle: Animal Health and Welfare); and Progress (relevant principles: Natural Resources, People and the Community, Animal Health and Welfare, Food, Efficiency and Innovation). For more information on the criteria related to these principles, please visit GRSBeef.org.



PRINCIPLE 1 Natural Resources

INTENT – this principle is based on the concept that ecosystem processes are managed through adoption of practices designed to sustain and restore ecosystem health throughout the beef production system. Such practices enhance biodiversity and provide ecosystem services including carbon sequestration; water recharge, filtration and conservation; resource use efficiency; managing for healthy soil conditions; and contribute to resilience, including the ability of ecosystems to recover from extreme climate and weather events while supporting continued use. This principle is achieved through continuous improvement across all criteria. Compliance with all local, national and international laws applicable to natural resource usage is mandatory.



PRINCIPLE 2 People & the Community

INTENT – this principle and associated criteria are based upon respect for the rights of all human beings, and recognition and respect for their rich and diverse cultural heritage. Compliance with applicable laws is an underlying assumption and expectation, and we recognize there may be areas of inconsistency between these criteria and applicable laws.

In the absence of law, or where there is a difference between these laws and these criteria, it is expected that the more stringent of the two will be adhered to.



PRINCIPLE 3

Animal Health & Welfare

INTENT – Animal use confers an ethical responsibility to ensure animal welfare; improvements in farm animal health and welfare can improve productivity and food safety, and hence lead to economic benefits. There is an important relationship between animal health and welfare and the fact that the use of animals in agriculture also contributes to human well-being. In line with Office International des Epizooties (OIE; the World Organization for Animal Health) guidance on animal health and welfare, including the five freedoms, this principle and accompanying criteria set expectations for the treatment of cattle throughout the value chain. Continuous improvement is key, consistent with the fact that some regional guidelines exceed OIE. An underlying assumption is that there is compliance with national and international regulations on animal health and welfare.



PRINCIPLE 4

Food

INTENT – This principle and criteria rely upon integrity and transparency for all members of the value chain. Related to this is the expectation that continuous improvements will be made in food safety, beef quality, information-sharing systems and waste reduction. Improvements and indicators should be scientifically-based, and focused on practicable and impactful areas, while taking consumer expectations and behavior into consideration.



PRINCIPLE 5

Efficiency & Innovation

INTENT – The criteria defined under this principle aims to increase the efficiency and innovation, which are seen as key to continuous improvement in the beef value chain. Efficiency improvements should also enhance the ability of the beef industry to adapt to internal and external challenges. Increased efficiency through education, partnerships and shared knowledge and experiences should be underpinned by scientific evidence that ensures environmentally sound and socially responsible beef production, while allowing and improving economic viability.

Sustainability in Action

A request was sent to all GRSB members asking for stories that convey the essence of one of the five GRSB Principles. The stories that follow are the result of that request. Abbreviated excerpts are included in this report. More about each of these featured stories may be found at GRSBeef.org.



HOW A TEXAS PROFESSOR MAY HAVE A SOLUTION TO THE WEST'S WATER WOES

Courtesy TCU

How much water does a head of cattle need? Depending on how hot it is outside, it can be up to 20 gallons a day, a whole lot more than the eight glasses of water you're supposed to be drinking.

Coupled with huge population growth throughout the West, agriculture and ranching are huge users of aquifers and water storage reservoirs. Add historic droughts into the equation and the problem approaches crisis level.

"The Institute of Ranch Management promotes and teaches water resource management in mechanical and technical ways and stresses the importance of adding a 'water conservation' component to an overall management plan," said Texas Christian University professor Jeff Geider.

The Institute engages in partnerships with private industry, water districts and local governments regarding sustainable water management, all while training and educating along the way.

"The goal is to develop an international repository of technology and information that can be shared and applied to the development of sustainable agricultural enterprises worldwide."

But the Institute doesn't just focus on global solutions from the minds of tenured professors. Undergrad students are getting involved as well.

"Low-impact farming methods, selecting plants specifically designed to be grown in low rainfall areas and advanced irrigation systems are other ways to decrease the amount of water necessary for production," Geider said. Picking grazing plants appropriate for the climate is a huge factor. For example, a water-wasting alfalfa crop for livestock feed can be replaced with naturally occurring grasses.

Geider suggested that using land in smart ways could actually help its natural water features. "Animal agriculture, when sustainably managed, can actually improve natural water resources such as ponds, streams and aquifers." He went on to explain that maintaining a proper number of animals for the land is an important consideration, as well as responsibly maintaining grazing land to ensure it is not overtaxed.

Geider said the need for natural resource management and proper land stewardship has never been more important. With the world's population expected to reach 9 billion by 2050, the Institute's efforts to balance water use and agriculture is crucial.

"There is no question that increasing populations will impact the demand for water and all resources. The key to managing this competition is exactly trying to find a balance between the two," he said.

If these sustainable practices become the new standard for agriculture, then the Institute has achieved what it set out to do. ●

THE APPROVAL OF LAW 12.651/2012 CONCERNING THE PROTECTION OF NATIVE FORESTS, ORDINARILY CALLED THE NEW FOREST CODE, WAS THE RESULT OF AN INTENSE DEBATE AND NEGOTIATION PROCESS IN SOCIETY AND IN THE NATIONAL CONGRESS.



BRAZIL'S NEW FOREST CODE: A GUIDE FOR DECISION-MAKERS IN SUPPLY CHAINS AND GOVERNMENTS

(an excerpt) Challenges of the Rural Environmental Registry – CAR

CASE STUDY – BEEF

WWF-BRAZIL

Original texts/authors

Frederico Machado (WWF-Brasil)

Kate Anderson (WWF-US)

The approval of Law 12.651/2012 concerning the protection of native forests, ordinarily called the new Forest Code, was the result of an intense debate and negotiation process in society and in the National Congress. Compliance with the Rural Environmental Registry (CAR, the acronym in Portuguese), the Code's main legal instrument, is not yet complete, partly because landowners in some regions still have concerns about CAR registration. In this context, challenges, incentives, and even tangible market support may become essential.

Here are some examples:

- At the end of 2015, the Government informed that 60% of all rural areas was already registered in the CAR. However, to include the remaining 40% is likely to be more challenging as it consists of the more resistant producers. In addition, given the

variable quality of already registered data in the CAR, improvement of this data for subsequent stages in the compliance process will also be challenging.

- Some modules of the national system for rural environmental registration (SICAR, the acronym in Portuguese) are still under preparation which makes it all the more important to accelerate the process in order to avoid delays in the analysis of existing data, monitoring and the implementation of the environmental compliance program.
- The federal and state governments missed the two-year deadline to implement their Environmental Compliance Program (PRA, the acronym in Portuguese). Three years have passed and the majority of the states still have not implemented their programs.
- Rural sector leaders are already stating their desire to revise the legislation, due to their disagreement with many aspects of the law. The same is true for civil society organizations. Both movements may cause legal insecurity and divert attention from what really matters, which is the sound and effective implementation of the Forest Code.

CASE STUDY — BEEF *(continued)*

A variety of initiatives, platforms and organizations in Brazil and beyond are working on issues related to deforestation and best ranching practices, such as the GTPS (the Brazilian Roundtable for Sustainable Beef), the GRSB (Global Roundtable for Sustainable Beef) and the Leather Working Group. For example, the government is holding the beef industry more accountable for unsustainable production practices through a new Conduct Adjustment Agreement; the tannery sector established an environmental auditing protocol; and the Brazilian association of supermarkets developed initiatives for sustainable purchasing.

Large meatpackers have been working to ensure that their supply does not come from illegally deforested areas. Since 2009, Greenpeace has been working with the three biggest meatpackers in Brazil—JBS, Marfrig and Minerva—to commit to avoid buying cattle from properties linked to deforestation, legal or illegal, in the Amazon biome. These meatpackers have implemented deforestation monitoring systems of their supply chains with a certain degree of success. However,

there have been reports of loopholes in the quality control mechanism due to deficiencies of the Animal Transport Guide (GTA, the acronym in Portuguese) (Datu Research, 2014).

Among the sector's challenges are adding value to or establishing favorable conditions for production without deforestation and in compliance with the law, as well as the question as to how to influence other meatpackers and slaughterhouses not to purchase from sources in recently deforested areas. At a minimum, suppliers should register their properties in the CAR and, once their environmental deficits with respect to Areas of Permanent Protection (APPs) and Legal Reserves have been verified, submit their terms of commitment and ban the deforestation of native ecosystems.

Recommendation: Promote registrations of suppliers in the CAR and the implementation of monitoring systems that ensure deforestation-free supply chains. In addition, stimulate the adoption of best agricultural and cattle ranching practices, including the payment of a premium to producers with the best production and environmental performance. ●



LIVING OFF THE LAND

TCU's Institute of Ranch Management sends graduates abroad to improve the world's agricultural practices.

By Caroline Collier

Amanda Dyer '08 grew up on her family's ranch near Fort Davis in West Texas. After working as an investment banker in New York City, she returned to rural life and Rancho Espuela Cattle Company with a keen environmental and business acumen for ranching in a sustainable manner.

After earning a ranch management certificate at TCU, Dyer toured agricultural operations in Scotland as an Institute of Ranch Management fellow. She said the assignment allowed her to teach the skills she acquired in the program and recommend improvements in Scottish operations.

The rancher had a head start in considering farming conditions in other countries. Fort Davis is about 30 miles from Mexico.

"Some people, they grow up on a ranch and they're kind of in their own little bubble," said Dyer. "They're not thinking globally."

In Scotland, the climate is cooler and more humid than in West Texas. Scotland subsidizes its agricultural sector, but Rancho Espuela has to turn a profit to survive.

The differing realities necessitate different priorities, but Dyer felt a kinship with Scots who also earn their living off the land. "We have the same vision to preserve the land, to produce a safe product and to conserve our natural resources," she said.

Outmigration and Exploration

While demand for food is at an all-time high, young people continue to leave America's farming regions. U.S. Department of Agriculture data shows total population in non-metro areas is in slow decline.

“WE HAVE THE SAME VISION TO PRESERVE THE LAND, TO PRODUCE A SAFE PRODUCT AND TO CONSERVE OUR NATURAL RESOURCES.”

“Not too many people in our generation know how to make a living off a piece of land,” said Clay Bebee ’06, who traveled to Panama as a 31-year-old Institute fellow.

After receiving a degree in management from the Neeley School of Business and working in real estate development, Bebee shifted gears and entered the ranch management program.

Bebee is one of 10 fellows to take an international assignment to observe and exchange ideas about 21st century ranching and food production techniques with ranchers and farmers in other parts of the world.

Out of the Bubble

Craig Cowden ’10 and his wife, Jessica Corn Cowden ’10, were two of the first participants in the fellowship program. The couple met as students in the ranch management program and later married. Today, they live and raise cattle outside of Pampa in the Texas Panhandle.

In 2013, the couple spent two weeks in Panama. They crossed the country from east to west in a whirlwind tour of cattle ranches on behalf of the Institute.

Craig Cowden said the experience “really opened [his] eyes.” Cowden’s wife documented the trip with photos and videos while he conducted interviews with the Panamanian cattle ranchers. He asked about watering schedules, beef prices, common diseases and learned that the ranchers are “still struggling with the same things that we’re struggling with here.”

Bebee also toured ranches in Panama as a fellow in 2014. By his summer assignment, the World Health Organization had partnered with the Institute to find ways to increase milk production in the Central American nation’s dairy farming operations.

The Fort Worth businessman visited 21 Panamanian farmers to observe and recommend practices that could produce a 50 percent increase in overall milk

production. Doing so is “easily attainable by some education, some knowledge and some technology,” said Bebee, who owns a ranch real estate and consulting business.

Worlds Apart

During Dyer’s eight-day fellowship, she learned that Scottish farmers approach their land resource problems in different ways.

“The focus in the U.S. is more on profitability and economics,” she said. But in Scotland, the emphasis is on “climate change, renewable energy and sustainability.”

One place Dyer visited was Peelham Farm in Berwickshire. The organic farm-to-table operation has local distribution channels and generates enough energy through wind turbines to achieve self-sufficiency.

Dyer said the fellowship “got the wheels turning as far as considering implementing some different practices.” In the future, she plans to consider grazing field rotation and raising multiple species. “There are ways to actually use the livestock and your natural resources to improve the land versus using chemicals.”

But learning is a continuous process, especially in the age-old practice of land management. Given the pressing problems of resource management and feeding a growing human population in a changing climate, teamwork is a necessity. “We’re all trying to feed the world,” said Dyer. ●





SUSTAINABLE BEEF
Changing the Supply Chain

The Nature Conservancy

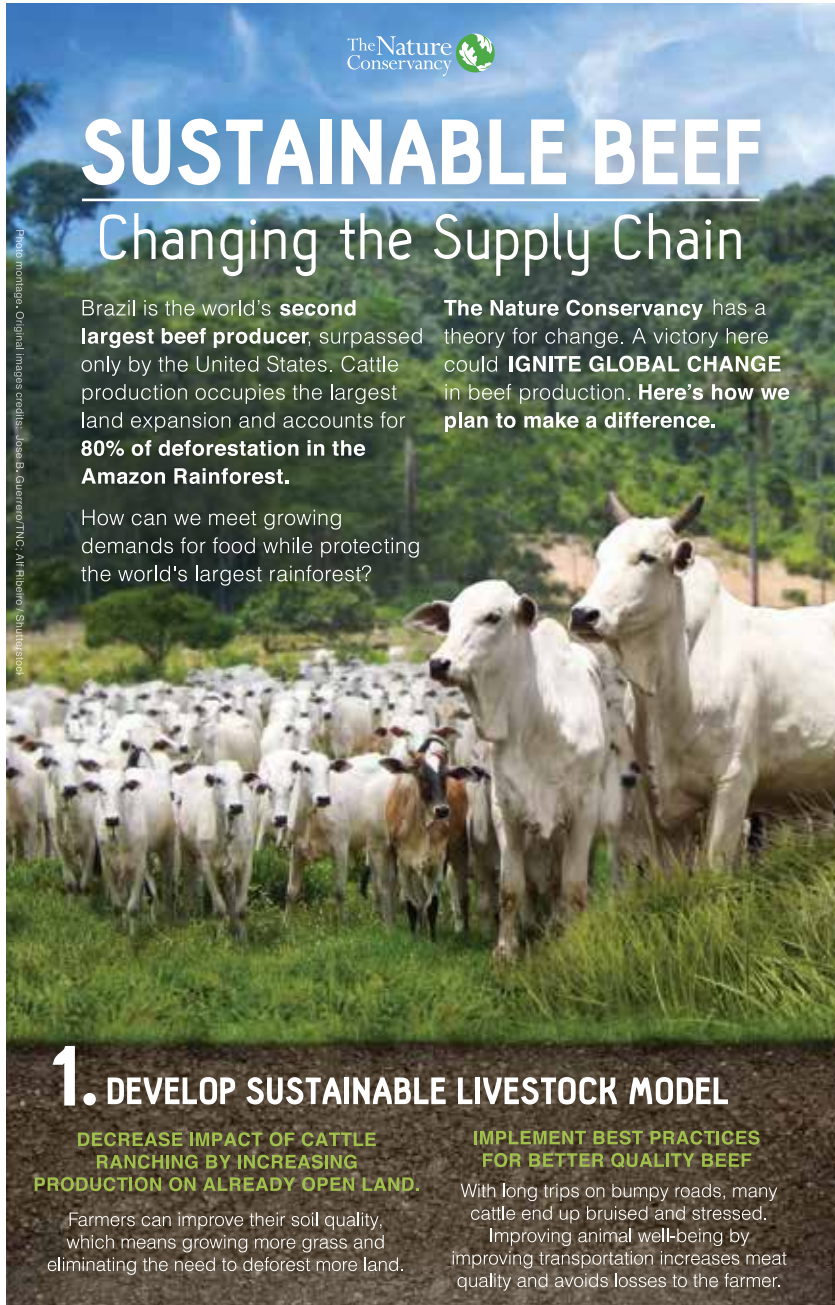


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SUSTAINABLE BEEF
Changing the Supply Chain

Brazil is the world's **second largest beef producer**, surpassed only by the United States. Cattle production occupies the largest land expansion and accounts for **80% of deforestation in the Amazon Rainforest.**

How can we meet growing demands for food while protecting the world's largest rainforest?

The Nature Conservancy has a theory for change. A victory here could **IGNITE GLOBAL CHANGE** in beef production. **Here's how we plan to make a difference.**

1. DEVELOP SUSTAINABLE LIVESTOCK MODEL

DECREASE IMPACT OF CATTLE RANCHING BY INCREASING PRODUCTION ON ALREADY OPEN LAND.

Farmers can improve their soil quality, which means growing more grass and eliminating the need to deforest more land.

IMPLEMENT BEST PRACTICES FOR BETTER QUALITY BEEF

With long trips on bumpy roads, many cattle end up bruised and stressed. Improving animal well-being by improving transportation increases meat quality and avoids losses to the farmer.

2. CHANGE THE SUPPLY CHAIN

WORK WITH COMPANIES TO ADOPT SUSTAINABLE PRACTICES AND ONLY PURCHASE MEAT FROM DEFORESTATION FREE RANCHES. THIS IS ALSO AN INCENTIVE FOR RANCHERS TO STOP DEFORESTING THEIR LAND.

The Nature Conservancy is working with the **Marfrig Group** in São Félix do Xingu to only buy beef produced by deforestation-free ranches.

3. IMPROVE PUBLIC POLICY

WORK WITH LOCAL, STATE AND FEDERAL GOVERNMENT TO ADOPT OR IMPROVE POLICY THAT STRENGTHENS SUSTAINABLE LAND MANAGEMENT AND PROMOTES LOW-CARBON AGRICULTURE.

The Nature Conservancy uses its expertise in satellite imagery mapping systems to help the government monitor land use and Forest Code compliance.

The Conservancy works with government to make public credit programs available to ranchers who need investment to adopt sustainable practices.

4. INFLUENCE MARKET DEMAND

INSPIRE CONSUMER DEMAND THAT POSITIONS SUSTAINABLE FOOD AS THE DESIRED NORM.

The Nature Conservancy is working with Wal-Mart in Brazil to buy meat from Marfrig, who only buys from deforestation-free ranches. When sustainable beef reaches the mass market, we can prove it is economically viable and inspire a new norm for beef production.

WITH YOUR SUPPORT, THE CONSERVANCY BELIEVES BRAZIL CAN DOUBLE FOOD PRODUCTION WITHOUT HABITAT LOSS — A WIN FOR RANCHERS, FOR OUR GROWING POPULATION AND FOR CONSERVATION.



THE TURQUINO FAMILY

The Turquino family history in the Amazonian Frontier resonates a love of the land nurtured by the pioneer spirit. Italian immigrants to Brazil in the early 20th Century, the Turquinos first settled a homestead in the then frontier of Paraná; the second generation set off in 1979 to their own frontier, Mato Grosso, with a vision of carving a large-scale beef cattle operation out of the wilderness.

This “go west young man” mentality was instilled by the federal government, which encouraged expansion into the interior with the slogan “integrar para não entregar”, a play on words meaning “integrate the Brazilian interior before it’s taken from us!” Settling the “nortão” was a patriotic duty to help Brazil grow into a developed country. Life was tough, characterized by horrific dirt roads, no electrical grid, only short wave radio for communications and non-existent government support.

The Turquinos shouldered the expense of constructing twenty-four miles of road to get to the property, build and maintain a ranch-based school, and operate their own health clinic. The closest frontier town, hardly big enough to be called a town, was ninety miles away on a poor muddy road cutting through the forest.

During the 1980s the family cleared 12% of their forested land. At the time the Brazilian Forest Code required private property owners in the Amazon Basin to maintain 50% of their landmass in native vegetation with no incentive other than a slightly reduced property tax; perhaps the reason very few obeyed it. There was no extension service to help guide producers in what were the best forages to plant, salt and mineral programs to use, etc. Trial and error over the course of twenty years raising crossbred commercial cattle proved that the region was best suited to mixed livestock and crops, principally due to the poor acidic soils that demanded high inputs. The ideal crop season with seven months of rain in the growing season and five dry months during harvest and soil preparation helped the transition to farming.

By the 1990s the soil fertility was waning, degraded pastures began to brush up, and production was declining. The family buckled down, reduced costs, and held on. In 2000 the Turquinos began to convert their pastureland to soybeans and corn in a plan to improve soil fertility and intensify. New technological advances in crop science enabled this change, but required large investments in machinery, storage, lime, improved roads, etc. The family stresses that all of this was done without any government incentive program or crop insurance.

Their initial plan was to clear 50% of the area as the law allowed. However, in 1998 the government raised the required forest reserve from 50% to 80%, further hindering the economic potential of the property.

After 29 years of extreme hard work Flávio Turquino transferred management responsibilities to his daughter Gisele in 2008. Gisele partnered with professional grain farmers to farm the degraded pasturelands that had yet to be put into cropland. This allowed her to focus on coming into compliance with the rigorous environmental code, which involved reforesting riparian zones and completing complicated permitting processes, all at



SUSTAINABILITY IN ACTION



their own cost. She also focused on improving living conditions for their employees while making substantial investments in grain storage infrastructure. Although they began the transition to soybeans in 2003, they only turned profitable in 2013.

The term “sustainability” is a powder keg in this part of Brazil. To the farmer and rancher, the Brazilian environmental legislation is complex, hard to apply, and financially punitive to producers. It seems that the government wants to punish those who work instead of incentivizing them to do the right thing. Added to

this, multinational environmental groups pressure for economically unfeasible outcomes, e.g. that retailers should only purchase “zero deforestation” products.

Producers don't deny the inherent need to preserve while producing. To them, long-term sustainability of the landscape really depends upon the private landowners as they have a vested interest in responsible natural resource management. It is clear that in the Amazon Basin, where 25% of the landmass is private property, the future integrity of the ecosystem will in large part weigh on their shoulders as the remainder, divided into conservation units, indigenous lands, etc., will have limited and fragmented federal oversight, ultimately leading to its demise.

The Turquinos embrace the philosophy that soils, water, forests, and human resources all have to be treated with respect. They understand that environmental and social issues are in the eye of the consumer today. The big question is, after they invest in those issues not accounted for in commodity prices, who is going to invest in them? To preserve water and forests is not an *option*, it is a *necessity*, but humans need to produce food, energy, and fiber as well. Somehow, the Turquinos stress, we need to give the same financial emphasis to the “green” to keep the farmer and rancher out of the “red.” ●





SOLIDARIDAD Farmer Support Project —Namibia

Mid-term evaluation report

Moira Alberts

EXECUTIVE SUMMARY

Solidaridad, NL commissioned a mid-term evaluation of the Farmer Support Project (FSP) in Namibia for the reporting period 01 November 2013 until 28 February 2015. The mid-term report aims to evaluate the progress made by the implementing partners, Meatco Foundation and the Conservation Agriculture Namibia (C.A.N). It is the aim of the report to review performance of the key indicators to be reviewed against originally set targets in line with the implemented activities, namely,

- 1) rangeland management training,
- 2) 'better' bulls for improved breed genetics,
- 3) livestock commercialisation training and
- 4) Meatco Owned Cattle Scheme (MOC).

The key outcomes to be addressed are:

- 1) direct and indirect benefits,
- 2) level of adoption,
- 3) efficacy of the practices,
- 4) level of uptake,
- 5) scale, sustainability and resilience.

Quantitative and qualitative data were collected during a field survey from 16-25 March 2015. 18 farmers were interviewed in the three project sites and 7 key informant interviews were conducted. A qualitative and quantitative research approach was adopted for the broad purpose of breadth and depth of understanding as well as corroboration. The quantitative data tools consisted of a survey questionnaire, structured key informant interviews and historical data. The qualitative data tools consisted of focus group discussions with project staff, structured key informant interviews and historical record. A desktop review of the periodic reports from C.A.N and Meatco was conducted as well as a revision of the November 2014 M&E interim report.

The implementation of the Solidaridad FSP Namibia was prompted by the recognition that the largely rural

population of Namibia is highly dependent on natural resources for their livelihoods. The livelihood patterns of the northern rural communities primarily resemble that of pastoralist, semi-nomadic people, practising a combination of traditional livestock farming and dryland rain-fed crop production. At project start, it was assumed that the activities will lead to increased sector output by value and volume, increased channelling of production through formal marketing structures, increased smallholder participation, increased access to higher-end markets, a higher producer price relative to the commercial price, and improved ability to withstand potential environmental related shocks in case of droughts.

The identified target sites are located in the Northern Communal Areas (NCAs) and are comprised of grazing areas in the Okongo community (Ohangwena region), the Otjetjekua Community (Omusati region) and the Omuramba community (Kunene region). The activities were implemented according to the assessed needs of the farmers and the suitability of the environment. Rangeland and livestock management training was conducted in the Okongo and Otjetjekua communities.

The introduction of 'better' bulls took place in the Okongo, Otjetjekua and Omuramba grazing areas. Training to improve the commercialisation of livestock was primarily conducted at the Otjetjekua and Omuramba grazing areas. A pilot of the MOC scheme was launched in the Kavango West region with the collaboration of 30 small-scale cattle farmers providing guidance and technical support in the production of better quality animals for slaughter by means of quality feed supplements feeding and licks.

The target group performance at mid-term should be seen in the context of the perpetual drought over the past three years, of which two poor rainy seasons occurred during the project period, 2013/14 and 2014/15. The distribution of rainfall has been uneven,



**THE SOLIDARIDAD FSP
NAMIBIA WAS PROMPTED
BY THE RECOGNITION
OF THE DIFFICULTY
COMMUNITIES FACE IN
COMMUNAL MANAGEMENT
OF NATURAL RESOURCES
THAT ARE KEY TO THEIR
LIVELIHOODS.**

FSP NAMIBIA *(continued)*

unpredictable and unreliable both in time and space. In essence, the drought has devastating consequences for the farmers and their environment.

The desktop scan of historical records has shown that a total of 2,430 people received rangeland management training during the period 2013-2014 in a wide range of agricultural techniques. Thereof, a total of 350 farmers were trained in livestock commercialisation by the Meatco procurement staff. Conservation Agriculture Namibia (CAN) trained a total of 2,080 people in the target sites, adjacent villages and regions in rangeland and livestock management.

During the field survey, the farmers indicated that the condition of their land and animals seem to be 'the same' as before training because they could not apply the acquired knowledge due to the perpetual drought conditions, the bush encroachment and the consequently poor condition of the soil. It can be concluded that rangeland and livestock management training does not lead to instant increase in carrying capacity and would require a simultaneous accompaniment of a 'change management' strategy crafted in a community participatory process to

ensure some 'willingness to change' at the grassroots and facilitate a better understanding of climate change adaptation.

Considerable progress has been made with regard to commercialisation of livestock marketing in the project sites. The Omuramba community received a multi-purpose crush pen through the project, which is utilised in full by the village members as well as by members of surrounding villages. This multi-purpose crush pen is used to hold cattle in preparation of livestock auctions, to brand and vaccinate the cattle as well as to separate sick animals from the herd for treatment and recovery.

The village women run some additional food and craft stalls during livestock market days at the crush pen to increase their household income. The custom-made mobile crush-pen-scales, accrued through the project, are useful to the procurement staff in the process of reaching the remotely located farmers for weighing and scoring the animals on site, thus shortening the preparation of purchase transactions between Meatco and the farmer. An estimated number 1,233 cattle were sold at the Omuramba livestock auctions from March 2014 until February 2015 at an estimated gross

output of N\$6.1 million Namibia dollars. The combined target group at all three sites sold a total of 4,724 animals since inception of the project, amounting to an estimated aggregated output of N\$28.3 million Namibia dollars, of which 391 metric tonnes were A&B grade beef (Meatco data, 2015). The principal at the Hungua Primary School communicated that the timely payment for school fees and uniforms has notably improved. The headman at the Omuramba community also confirmed that no further incidences of cholera outbreaks were reported since January 2014, which could be attributed to the improved availability of diesel for pumping clean water.

Meatco has been instrumental in paving the way for improved livestock marketing infrastructure and provision of technical service in the remote rural areas both north and south of the veterinary cordon fence to ensure a place for the small-scale communal farmer in the meat supply chain. It is a win-win situation, Meatco increases loyalty and supplies for business growth and the farmers have better and secured access to markets, improve their farm practices and have increased income.

A 'Better' Bull scheme was initiated in an attempt to improve the herd structure of the small-scale communal farmers project sites north of the veterinary cordon fence as well as in selected communal areas south of the veterinary cordon fence, a total of 24 pedigree bulls were procured from commercial farms south of the veterinary cordon fence and deployed at the project sites during the period of 2013-2015. The Meatco procurement team reported that meanwhile, 56 'crossbreed' calves were born in the southern communal areas since deployment of the bulls, showing early signs of a larger body frame. Meatco is cementing the foundation for availability of better quality beef from producers across the country including the remote communal areas north and south of the veterinary cordon fence. This will not only give the organisation a competitive advantage but also contribute to customer satisfaction in local, regional and international markets. The small-scale farmers are receiving an opportunity to improve their herd structure, gain entry into the value chain and improve their livelihoods.

The innovative MOC was launched in the Kavango West region and a total of 30 small-scale cattle farmers have agreed to enter into the so-called, MOC pilot scheme with Meatco in March 2015. As part of the agreement,

an advance of N\$2.625 million Namibia dollar was paid out to the respective farmers for their total 'base-stock' of 750 cattle at a 'hoof-price' of N\$3,500 per head. As part of the agreement, a proportion of the hoof price (N\$600) is channelled to the Kavango Farmers Union for collective procurement of feed supplements on behalf of the farmers. It is expected that the small-scale cattle farmers in the Kavango will benefit, not only in monetary terms but also in experience and knowledge through the process of purposely improving the condition of their cattle for slaughter.

To strengthen the initiative, the farmers are also receiving mentoring and advisory services from the Meat Board mentors and Meatco procurement staff. With this innovative concept, Meatco, in joint facilitation with the Kavango Farmers Union and the Meat Board is encouraging the small-scale cattle farmers to improve the quality of their animals. Meatco consistently increases its loyalty and builds the business. The farmers now have improved access to quality supplementary feeds and licks as well as technical support contributing to better practice and an increase in income.

It can be concluded that the role of livestock's contribution to mitigating poverty (vulnerability) in the Northern Communal Areas of Namibia is complex and although income derived from livestock is one of the most important contributors in the income composition, it appears not to be the main factor influencing degree of wealth. The contribution of livestock is not necessarily direct because the animals are also used as draught animals in the crop fields (indirect). However, livestock represents social capital in the rural areas and contributes to mitigating the vulnerability of the households. The findings of the field survey revealed that in the composition of the main sources of the household income, livestock's contribution ranks second to off-farm income.

A snapshot of the total average household expenditure per person in the field survey area amounts to N\$344.33 per month in 2014. A review of poverty and inequality by the National Bureau of Statistics (2008) in Namibia determined two new poverty lines, 'poor' and 'severely poor', where consumption levels per adult equivalent are lower than N\$262.45/month per person (poor) and N\$184.56/month per person (severely poor). The average household expenditure on basic needs in the survey area is 23.8% above the poverty line 'poor.' ●



MCDONALD'S PILOT ESTABLISHES PATH FOR CANADIAN BEEF INDUSTRY ON JOURNEY TO A VERIFIED SUSTAINABLE BEEF SUPPLY

McDonald's envisions a world in which all aspects of the beef value chain are environmentally sound, socially responsible and economically viable. Being synonymous with burgers and as one of the largest purchasers of beef globally, McDonald's has a responsibility to lead the industry toward better and more sustainable outcomes when it comes to beef.

In 2014, McDonald's made a global commitment to begin sourcing sustainable beef in 2016. Launching a Sustainable Beef Pilot project was the next step in a long-term strategy towards that vision and enabled proactive and responsible engagement of the global beef value chain.

McDonald's intended for the Sustainable Beef Pilot project (Pilot) to accomplish the following three objectives, which were successfully completed:

- 1) Begin purchasing a portion of our beef from verified sustainable sources in 2016
- 2) Bring the GRSB's Principles and Criteria to life through a locally-relevant, outcomes-based initiative
- 3) Support and accelerate development of an industry-led beef sustainability framework in the host geography

Pilot Structure

Stakeholder engagement – From the outset, McDonald's enlisted leaders across the Canadian beef community to serve as thought partners during the Pilot's development and to help educate their broader peer groups about both the Pilot and the value of a Canadian beef sustainability framework. Many of the more critical contributions came from leaders of industry organizations, who not only supported peer education but also helped recruit a diverse set of producer participants for the Pilot.

Communications – With industry partners McDonald's hosted 33 workshops and presentations, which reached approximately 3,200 beef community stakeholders directly. Broader outreach and enrollment initiatives focused on educating the industry on the Pilot's

objectives and progress were also executed.

Indicator development – It was important to McDonald's that the Pilot's indicators be locally-relevant, outcomes-based and aligned with the GRSB's Principles and Criteria. It was recognized that these indicators would necessarily differ for the distinct key segments of the Canadian supply chain (ranchers/backgrounders, feedlot operators and processors). The development effort required enlisting the help of 11 respected advisors and gathering insights from dozens of discussions with Canadian ranchers, feedlot operators and processors as well as representatives from retail, foodservice, academia, non-governmental organizations, government and industry associations. A beta-test group of producers also supported early testing and refinements of drafted indicators.

Scoring Methodology – Once the indicators were drafted and McDonald's had confirmed the decision to verify based on outcomes, there was a need for a consistent method of scoring individual performance across the indicator set. A performance scale was developed and tested through significant feedback from advisors and other Canadian beef industry subject matter experts. It was used by independent third-party verifiers to assign each participating operation with a performance score for each indicator using the three techniques of interview, observation and records-checking during on-site verifications.

Verifications – Where Food Comes From, Inc. (WFCF) was engaged to develop a robust and credible verification process. WFCF recruited and trained independent professionals with extensive knowledge of and experience in Canadian beef production systems to conduct all on-site verifications. WFCF then tested the verification process with a beta-test group of producers. Refinements were made to the on-site process based on the beta test results, and WFCF incorporated an independent second-level review process after each verifier's on-site verification to ensure consistency of results delivered across all three verifiers, all types of operations and all four seasons. Each pilot participant



received a confidential Verification Report from WFCF that included high-level verifier comments tied to each indicator score. Each participant also

received a Benchmark Report that compared their performance to that of their peers within the same value chain segment (i.e., rancher/backgrounder, feedlot, processor). WFCF resourced a processing plant expert and a dairy verification expert to conduct verifications at three beef processing facilities and two dairy operations, respectively.

Chain of custody – Chain of custody refers to the process used to track cattle from the ranches where they are born through the beef supply chain to the processing plants where they are harvested. The Beef InfoXchange System (BIXSco Inc.) was engaged to adapt its existing platform in a way that would allow BIXS to confidentially analyze the chain of custody of cattle from birth to harvest through only those operations verified sustainable under the Pilot. BIXS then generated monthly reports (with operation identification details blinded) which demonstrated how many cattle could be tracked through a fully-verified sustainable supply chain into the two verified packers (Cargill and JBS) that supply McDonald's.

By the Numbers

- 183 on-site verifications completed (178 beef cattle operations, 2 packers, 1 patty plant and 2 dairy farms)

- 154 Cow-calf & Backgrounders
 - Herd Size: smallest: 12; largest: >7,000
- 24 Feedlots
 - One-time capacity: smallest: 580; largest: >65,000

During the pilot timeframe of January 2014 through April 2016:

- **8,967 head of cattle were tracked through an entirely verified sustainable supply chain**
 - This translates to nearly 8 million lbs of Canadian hot carcass weight
 - Using a mass balance calculation, McDonald's sourced just over 300,000 lbs of Canadian beef trim from entirely sustainable sources during the Pilot

Final Thoughts

The Pilot outcomes confirmed that cattle are raised in Canada using diverse and innovative practices to deliver responsible and sustainable outcomes, with a widespread commitment to continuous improvement. The majority of verified operations in the Pilot met or exceeded the scoring threshold.

The Pilot did identify areas of opportunity for improvement, such as:

- Increasing documentation and record keeping within the cow/calf producer segment
- Going beyond simply recording completion and developing more proactive documentation of how procedures and practices were completed
- Implementing more formalized safety programs
- Scanning and logging RFID tags more consistently when cattle enter and leave operations
- Encouraging further alignment between private systems and industry-wide tracking program

The Pilot successfully demonstrated that the GRSB Principles and Criteria are well-suited to enable the development and verification of locally-relevant indicators. The Pilot also successfully demonstrated that not only can sustainable practices and outcomes be verified through the entire Canadian beef supply chain, cattle from verified sustainable beef operations can also be tracked through these operations.

McDonald's is extremely proud of the success of this initiative and looks forward to further supporting the global beef industry on this important journey. ●



UNLOCKING INVESTMENT FOR LANDSCAPE RESTORATION AT SCALE IN THE AMAZON

Rainforest Alliance

Recommendations

This analysis highlights the need and opportunity for public- and private-sector investments to restore degraded ranching lands in the Ecuadorian Amazon. Such findings are critical for local governments, to help inform the development of their national restoration agenda; for impact investors and bilateral and multilateral funders, to assist in the design of their investment programs and financing instruments; and for local financial institutions, to develop financial products that are adapted to restoration needs.

To further build on the study's findings, the following recommendations are advanced:

- 1) Explore opportunities for the coordinated delivery of financial incentive programs via the Ministry of Agriculture (i.e., the Sanitation Program and the Commercial Reforestation Incentives Program) and the Ministry of the Environment (i.e., Socio Bosque and REDD+) to bundle the financing that's available to producers as they work to restore degraded lands, and harmonize or streamline processes so that producers can access these programs.
- 2) In conjunction with the appropriate government ministries, development banks, and financial institutions, opportunities should be reviewed for adapting existing debt-financing mechanisms or developing new ones to help ranchers invest in productivity improvements or land transformation.
- 3) Structure public-private partnerships whereby the government's financial incentives and private debt-financing mechanisms can be worked in concert to offer financing that covers the cost of the most critical land-restoration practices.
- 4) Identify the role of REDD+ financing as an enabling investment that can strengthen the technical capacities of local actors—such as extension agencies, governments, producer associations and/or REDD+ project proponents—to support the 39 Althelia Ecosphere, the Moringa Fund, Premian Global, Terra

Bella, and Rare have jointly indicated their intention to invest a total of \$365 million USD to support Initiative 20X20.

- 5) Facilitate discussions between impact investment funds and/or bilateral and multilateral funders that are committed to supporting landscape restoration under Initiative 20x20. Further engagement could be achieved at the landscape level or at the national level in the form of discussion workshops or consultations.

The methodological approach that was taken in this study in Ecuador could be applied in other Amazon countries (such as Colombia and Brazil) that are seeking to promote the productive restoration of degraded lands at a subnational or national scale.

Replication of this work would facilitate an assessment of the nature and scope of the investments that are needed to restore degraded ranching lands at scale, and it would also promote learning among those Amazon countries that have commonalities in their approaches to productive restoration.

The transfer of regional knowledge could be promoted by:

- A comparative analysis of findings across different country contexts
- Sharing experiences and lessons learned among prioritized national and regional networks (including the Tropical Forest Alliance and others) on topics such as restoration, REDD+, and the production of sustainable commodities—a process that would also enhance the possibility of replication
- Establishing shared work agendas across countries, coordinating learning exchanges and site visits, and enhancing the technical capacities of key stakeholders in other Amazon countries to learn about how other countries approached financing restoration and applied these lessons to their own programs. ●



POVERTY REDUCTION THROUGH INTENSIFICATION OF SMALLHOLDER RANCHES IN INDIGENOUS RESERVES IN THE BRAZILIAN AMAZON

Solidaridad / GRSB / GTPS Farmer Support Programme Mata Azul

In partnership with ABCZ - Associação Brasileira dos Criadores de Zebu (Brazilian Association of Zebu Breeders) and with Aliança da Terra

This challenging project in the Eastern Xingu region of the State of Mato Grosso (Brazil) managed to alleviate poverty in one of the poorest municipalities and to protect the environment in a region that was once famous for its deforestation. Many families in the region used to sell their plots after 7 to 10 years to move deeper into the forest to continue their cycle of subsistence living. By improving livestock productivity in the settlement of Santo Antonio da Mata Azul, a community of more than 300 families, and in Maraiwatsede Indigenous Reserve in Xingu river basin, the Farmer Support Programme (FSP) used the beef market to inch these families towards a better future.

During the three-year implementation period of this project, the main achievement was the genetic improvement of the herd through AI (artificial insemination) and Sire sales. The project partnered with ABCZ - Associação Brasileira dos Criadores de Zebu (Brazilian Association of Zebu Cattle Breeders), who promoted the first Sire Sales (Pro Genetics) Event in the region. This was a very important and relevant event for the region because it facilitated the acquisition of high quality genetic bulls by local producers, enabling them to improve cattle quality.

The project achieved 6.732 artificial inseminations during this three-year project. With an average pregnancy rate of 35%, more than 2.500 calves were born. In addition, an extra 1.280 calves were born from natural breeding as the result of the purchase of the "Pure Origin" bulls. Through this project, calves with improved genetics had a better quality and a weight increase of 20% per Nelore calf, resulting in an 80% average increase in their sales price: from USD250 to USD450 per calf. This had a huge impact on regional economics. Before, smallholders used to be exploited by price-setting middlemen who had a near monopoly.

Now with the increase in opportunities, this vicious circle of middleman paying whatever price was broken. Ranchers are earning more money now, alleviating poverty.

The Xavante cattle herd had a 5% increase, towards 671 animals and 202 calves. Throughout the project time, the field team monitored and assisted during the vaccinations and health care of all animals. Overall the field team provided technical assistance in animal husbandry and herd health to all smallholders benefiting from this initiative.

An important bottleneck for the small scale producers turned out to be the limited access to credit lines by settlers to improve their productive infrastructure, mostly due to the absence of clear land titles. Consequently, project staff managed to negotiate and agree to a credit line extension to Mata Azul smallholders with Banco do Brasil.

An environmental diagnosis was concluded on more than 270.000 hectares in the region, which consists of an important buffer between cultivated areas and the Araguaia State Park. The region is considered as one of the most important ecological sanctuaries in Brazil, located in the transition zone between the Amazon and the Cerrado with highly diverse fauna and flora. Part of the year pastures are flooded, giving way to special grass species.

Knowledge and experience acquired by these producers will be carried on to other community members. The Mata Azul Association is now a member of the Grupo de Trabalho de Pecuaria Sustentavel (the Brazilian Roundtable on Sustainable Beef) and is leading the way for other small-scale producers to be well represented in the political arena. ●

GRSB Members

The global beef industry supports millions of people worldwide and the global demand for beef is projected to rise significantly by 2050, placing greater constraints on the planet's resources.

From across the global beef industry the following companies and organizations are hosting and supporting the Global Roundtable for Sustainable Beef, working to share better management practices, bringing together stakeholders from across the industry to have constructive dialog on the science and data, and building consensus on the key production impacts to identify the way forward.

GRSB consists of five constituencies: producers and producer associations, the commerce and processing sector, retail companies, civil societies and national or regional roundtables. The possibility to participate as an observer member also exists.

PARTICIPATING MEMBERS

Producer and Producer Group Constituency

Producers, organizations and associations who are actively engaged in the ownership and management of live cattle used to produce beef.



Jack Hanson, Willow Creek Ranch | Forrest Roberts, K3 Cattle Company
Dr. Laurie Marker, Elandsvreugde | Mt Brisbane Pastoral Company

Commerce and Processing Constituency

Organizations and associations who supply producers with goods and services or process live cattle into salable product.



Retail Constituency

Organizations and associations who bring beef and beef-related products to consumers.



Civil Society Constituency

Academic institutions, non-government and non-commercial institutions, foundations and associations with a stake in the beef value chain.



Roundtable Constituency

Local, national or regional multi-stakeholder initiatives who share the vision, mission, and statement of purpose and objectives of GRSB.



OBSERVING MEMBERS

Observing Members are individuals or representatives of organizations including regulatory authorities, governmental agencies and multi-lateral organizations with an interest in the global beef value chain and are willing to provide subject matter expertise to the GRSB.



Observing Individuals Dr. Judith Capper | Dr. Holly Gibbs | Dr. Kate Varela





GLOBAL
ROUNDTABLE FOR
**SUSTAINABLE
BEEF**

13570 Meadowgrass Drive, Suite 201
Colorado Springs, CO 80921
P +1-719-355-2935
F +1-719-538-8847
GRSBeef.org

