



GLOBAL ROUNDTABLE FOR  
**SUSTAINABLE BEEF**

# Strategic Plan 2030

## Strategic Planning

In spring of 2019, the Board of the Global Roundtable for Sustainable Beef (GRSB) undertook a strategic planning exercise including membership survey, interviews and design thinking workshop to create a framework for the coming five to ten 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. Subsequent supplements to the Strategic Plan will include 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 sixteen members, and an Executive Committee of six members.

## Global Roundtable for Sustainable Beef Vision and Mission

In May 2019, the Global Roundtable approved the following updated vision and mission.

**Vision:** We envision a world **where beef is a trusted part of a thriving food system** in which the beef value chain is environmentally sound, socially responsible and economically viable.

**Mission:** The GRSB mission is to advance, **support, and communicate** 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, stimulation formation of many national and regional roundtables, creating guiding principles and metrics, holding biennial global conferences, issuing an antimicrobial stewardship statement 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 that helped influence the creation of several new country roundtables in Canada, the US, Paraguay, Colombia, Argentina, Europe, Southern Africa. 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 global conferences every two years and convened members around such issues as antibiotic use and greenhouse gas emissions. 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.

### **2030 Strategic Plan Priorities**

GRSB priorities for 2030:

1. Establish a limited number of “Global Goals” for the GRSB Network;
2. Communicate to ensure that beef is a trusted part of a thriving food system.
3. Support the Roundtable Network.
4. Develop an information system to report progress on the GRSB Global Goals;
5. Develop and Strengthen partnerships to meet the Global Goals;

## Strategic Plan Principles

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

- *Relevance and Value*: 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.





## 2030 Strategic Plan Priorities and Objectives

**Priority #1:** Set Global Goals for the GRSB network

### Objective 1.1

To be recognized as a global leader and to ensure the GRSB network is successful in achieving its vision of a world where beef is a trusted part of a thriving food system in which the beef value chain is environmentally sound, socially responsible and economically viable, GRSB will set a number of aspirational Strategic Goals to drive our work forward and create impact. Goals will build on the GRSB Principles & Criteria, focusing action on the biggest opportunities and be formulated for the whole beef value chain.

**Who are the goals for?** The goals will be set **on behalf of the GRSB itself**; once the GRSB global goals have been set, national and regional roundtables will have the opportunity to ratify them through their own decision-making mechanisms and may report this ratification and their progress towards the goals to the GRSB through the information system (see Priority #4). Individual members would also have the opportunity to become signatories to these GRSB Goals, reporting the actions they will take to support the achievement of goals at global and local levels.

GRSB will report the status and progress of the goals globally based on what is received from members.

### ***The Goal Development Process and Decision Making:***

The process to select the global goals will start with a collation of the existing materiality analyses, goals and priorities of the national and regional roundtables.

In addition, key relevant international goals and existing member commitments will be reviewed in order to ensure the global goals of the GRSB contribute to the achievement of a thriving global food system. This materiality analysis will conclude in a list of topics with a priority rating. Thus examples of possible goal areas could include animal welfare, worker health and safety, climate impact, biodiversity or antimicrobial stewardship.

**Global goal topics will be refined based on discussion with the Strategic Steering Group who will make a recommendation to the Board for ratification.** The Strategic

Steering Group consists of all of the national and regional roundtables the Board and GRSB Executive Committee.

This will result in an agreed list of a focused number (4-6) of topics for goal development. **Draft goals will be refined based on discussion with the Strategic Steering Group who will make a recommendation to the Board for the goal to be subject to a GRSB member consultation and approval.**

After confirmation by the members, these goals and targets will be finalized and published. Once the GRSB global goals have been set, national and regional roundtables will have the opportunity to ratify them through their own decision-making mechanisms and develop individual implementation plans relevant to their nation or region.

Members of GRSB and national roundtables will also be encouraged to individually offer demonstration of progress towards the goals thus enabling accumulated reporting globally.

Reporting criteria and governance will then be developed. A baseline of the actual performance on the goals will then be established (please see GRSB Priority #4).

***Timelines:***

The process described above will begin in 2019 and goals drafted by the end of 2020. Some of the global goals may be agreed upon earlier based on both the degree of alignment as well as the current state of knowledge to be able to set a credible, relevant and SMART goal at the global level. As from that date progress and performance will be monitored through annual reporting to GRSB (please see Priority #4) on the metrics defined

GRSB global goals will be reviewed every 3-5 years to ensure that emerging issues for the global beef value chain can be adequately addressed in line with the GRSB Vision and Mission.

**Objective 1.2**

***Create Goal-specific global action teams (where needed) to collaborate within the GRSB network to support and accelerate progress towards the goals.***

## Strategy

Through GRSB members and relationships within the external global sustainability network identify opportunities to accelerate progress towards the GRSB Goals through global collaboration to address common challenges and opportunities.

## Tactics:

Develop process for identification and prioritization of Goal-related common challenges and opportunities to be addressed.

- (1) Establish procedure for creation of Action Teams.
- (2) Create an Action Plan
- (3) Partner / align with relevant external sustainability initiatives e.g. feed, and identify gaps.
- (4) Conduct a yearly inventory and prioritization of challenges and opportunities.
- (5) Identification of when partnership with external groups is required to achieve the objectives (see Priority #5).

## Resourcing

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

**Priority #2:** Communicate to ensure that beef is a *trusted* part of a thriving food system

**Objective:**

Establish and implement an up-to-date Global Beef Sustainability Communications Strategy and narrative that supports the GRSB Vision for a world where beef is a **trusted** part of a thriving food system and recognizes existing achievements by member roundtables and companies towards establishing and meeting its global goals.

**Strategy:**

Based on the mandate from the GRSB Board following the 2019 GRSB Communicators Summit, a fast-action team should be formed for the purpose of creating a communications work-stream that will (ultimately) result in a compelling, inclusive, credible and aligned Global Beef Sustainability Communications Strategy and Narrative, identifying and prioritising the key issues to be leveraged by GRSB constituents and roundtables.

The fast action team should report at regular intervals with the GRSB Board of Directors and membership to ensure multi-stakeholder and global input and relevance. The team will provide a recommendation to the Board on the communications strategy, annual work plan and resource needs for Board decision.

The Fast Action team will identify:

- The key target audiences
- The objective: what the GRSB wants this audience to think, feel and do differently?
- Who GRSB is speaking on behalf of?
  - National Roundtables, members and Initiatives creating positive impact.
- The process to develop the narrative and core messages
- The resources (internal to GRSB or external) to execute the strategy, including consideration of Ambassadors/ Advocates (see below)
- The strategy, review and reporting process and milestones
- The ambassador / advocate
  - Within the GRSB
  - Criteria – who can be an ambassador / advocate – e.g. for credibility and independence do we need to hire them as part of GRSB staff.
  - How do we develop/equip our ambassadors and when and where do we send them to support the GRSB Communications Strategy Objectives.



## Priority #3: Support the Roundtable Network

### Objective 3 (a):

#### ***Provide targeted support for roundtables, update Global to Local Framework***

##### Strategy

Whilst striving for common global sustainable goals it is important to understand that not all roundtables are the same. It is important to recognize their diversity. Roundtables are part of the structure developed by GRSB, and are aligned through policies and frameworks. The GRSB will review and update these policies and frameworks with member roundtables every three years.

##### Tactics

###### (1) Mature Roundtables:

These roundtables communicate with the GRSB and are actively and robustly participating in GRSB meetings and decision-making processes, making the relationship one of collaboration with information and ideas flowing both ways.

###### (2) New/Developing Roundtables:

This category needs guidance not only from GRSB, but also from other established roundtables where they can offer specific assistance. Monitoring and evaluation to achieve alignment should be carried out by GRSB.

The sustainability concerns in many developing countries are often focused around more basic needs than in wealthier countries. Food security and social issues are likely to be much higher on the agenda with good reason. The differing priorities of national roundtables need to be embraced and recognized by GRSB.

All stakeholders in the GRSB need to work to ensure relevance with Governments, Donors and NGO's. The knowledge of GRSB should be global so that development projects on the beef value chain include consultation with and acknowledgement of the GRSB and the principals it stands for.

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

### Resourcing

#### **Objective 3 (b):**

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

### Resourcing

### **Objective 3 (c):**

#### ***Membership within and across sectors and geographies.***

##### Strategy

Identify potential and strategic GRSB members across the constituency groups in order to ensure the beef value chain is fully represented and engaged within GRSB. Once the GRSB Global Goals are developed, potential new members should be targeted and prioritized based on their ability to further advance and accelerate progress towards the GRSB goals. The goals themselves should also enable us to recruit additional members.

##### Tactics

- (1) Invest in membership recruitment; develop strategy including producer outreach.
- (2) Look for more participants in end users (retail/ food service), financial institutions, 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

### **Objective 3 (d):**

#### ***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 3 (4)**

#### ***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

**Priority #4:** Develop an information system to record and report progress on the GRSB Global Goals

**Objective 4a:**

Establish a relevant, robust and credible information system and reporting expectations to inform progress on the global goals set, identify opportunities for improvement as well as any systemic barriers or gaps to progress, and support the communication activities of the GRSB through Priority #2;

**Objective 4b:**

Establish a relevant, robust and credible information system to inform progress on the global goals and identify opportunities for improvement

**Who will be reporting?** As the global goals will be set **on behalf of the GRSB itself**, GRSB will report annually on the status and progress of the goals globally based on what is received from roundtables and individual members.

GRSB will create frameworks to enable national and regional roundtables to report on the progress of their roundtable towards the goals. GRSB does not envisage a mechanism to collect individual producer data but rather would collect aggregate data through the roundtables. The type of information requested will be publicly available industry-wide information such as a country level life cycle assessment, as well as activities that the national and regional roundtables are undertaking in order to support continuous improvements towards the goals.

Individual members of GRSB who are signatories to the GRSB Goals will also be asked to report the actions they have taken to support the achievement of goals at global and local levels.

Strategy

- Convene constituencies
  - Set membership expectations
- Determine reporting frequency for all membership
- Using GRSB's Global metrics report and national RT metrics and indicators, define the metrics to be used.
- Develop a communications plan for dissemination of scorecard
- Identify a review committee
- Identify desired data points based on goals and identify hot spots

- Develop a mechanism and appropriate confidentiality for reporting
  - Determine how information will be shared
- Develop a process for data verification (e.g., "3<sup>rd</sup> party")

#### Timeline

This will be developed after the GRSB goals have been set.

**Priority #5:** Develop and Strengthen Partnerships to achieve the GRSB Global Goals and Priorities

GRSB will form strategic partnerships to advance progress towards the GRSB Global Goals and objectives. Partner organisations could include:

- A. Influencers: with overlapping objectives with the GRSB network – e.g. Bill and Melinda Gates Foundation, Media, WHO, Google, WRI, food Industry sustainability initiatives, IFAD, FAO etc.
- B. Researchers: all value chain partners need to be included in advancing towards the goals. GRSB needs to be more inclusive, and needs to involve itself in research to help support and accelerate progress towards its 2030 goals, once set. This can also help create alignment, credibility and trust beyond the GRSB Network, further advancing the GRSB Communications Objectives.

The GRSB network would then seek co-funding of new research projects/ challenges that could involve the whole value chain, in order to overcome common global barriers or gaps, combining the resources of both GRSB members and strategic partners, to support and accelerate progress towards the GRSB 2030 Goals.

- C. Financial partners:
  - a. GRSB needs to show the banks that the business of sustainable beef is sound; a model to prove that it is economically more viable.
  - b. Governments; a model that shows both the economical and social benefit in employment and community terms as well.
  - c. Financial partnerships should also embrace skeptics, encouraging them to invest in the research or a GRSB initiative.
  - d. Value chain actors
- D. Allied industries  
Dairy, leather, feed, agricultural standards organisations
- E. Adversaries: recognize that adversaries have some common goals. Focus on areas of alignment.
  - Potential partners e.g. env / nature organisations



- Cross training – education for / by allied industry partners.

Activities:

Formalise partnerships through a Memorandum or Agreement with partners, with public communication as to whom these are with and the purpose and outcomes of each.

Regular review of partnerships including an annual report to the Board on the nature and benefits of each.