The RSPO Standard
GAP Analysis: continuous improvement (& metrification)

Topics

- A note about the ISEAL Standards Code
- Continuous Improvement (CI)
  - What it means
  - What others are doing
  - What the options are
  - What RSPO could do
- Metrification
  - What it means
  - What the best are doing
  - What RSPO could do
ISEAL Code of Good Practice on Social and Environmental Standards

- RSPO is a member of ISEAL and so must conform to this code.

- The ISEAL code brings together rules (WTO), global norms (ISO), and best practices.

ISEAL requirements

  - Section 5.8 Review and Revision of Standards
  - Section 6 Standards’ Structure and Content
    - 6.1 Sustainability Outcomes
    - 6.2 Performance Level
    - 6.3 Consistent Interpretation
    - 6.4 Local Applicability

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Continuous Improvement

- Requirements have built in measures or systems that require performance improvements that are verified in annual audits.

Review of other systems

**Metric Based**
- Better Cotton Initiative
- Bonsucro
- Sustainable Rice Platform
- UTZ

**System Based**
- Equitable Food Initiative
- ISO 9001:2015
- Kaizen
- Six Sigma
CI approaches

A. Allow for less intensive surveillance or longer certification for certificate holders that demonstrate performance improvements.

B. Set an increasing number of requirements over the term of the initial certification so that full conformity is achieved within the term of the first certification.

C. Create tiered claims so high performing certificate holders that demonstrate ongoing performance improvement can claim a higher level of certified performance.

D. Adding specific, auditable requirements for performance improvements that are to be achieved in set periods of time.

E. Establishing a process to monitor and evaluate performance and set clear, measurable targets for improvement.

F. Require training for all employees to establish a process for all workers to manage and improve performance.
What can work for RSPO?

<table>
<thead>
<tr>
<th>Desirable</th>
<th>Undesirable</th>
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<tbody>
<tr>
<td>Simple for users</td>
<td>Hard to implement</td>
</tr>
<tr>
<td>Accessible to all</td>
<td>Discourage weak farms</td>
</tr>
<tr>
<td>Incentivise improvement</td>
<td>Set the bar too high</td>
</tr>
<tr>
<td>Reward improvement</td>
<td>Reward only a few</td>
</tr>
<tr>
<td>Improvement is ongoing</td>
<td>Improvement not clear</td>
</tr>
<tr>
<td>Stakeholder support</td>
<td>Stakeholder opposition</td>
</tr>
<tr>
<td>Clear market signals</td>
<td>Confuse the markets</td>
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</tbody>
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CI recommendations

- Include requirements for improvements to be implemented in the 2nd and 3rd certification cycle.

Consider:

- Require certified operations to monitor and evaluate their own performance; set clear, measurable targets for improvement; and, demonstrate that the targets are being achieved.

- Require training all employees to set up a process for employees to participate in managing issues related to the implementation of the RSPO standard and performance improvements.
Metrification

- Each requirement contains:
  - A clear outcome,
  - A measure for the outcome
  - A threshold for determining conformity
  - Any allowance for professional judgement is clearly defined

Metrification recommendations

- Audience:
  - Write for the user of the standard.
- Focus:
  - What do I have to do to get certified?
- Readability:
  - Clear, simple language for an international readership
- Auditability:
  - Clear objective, measure and threshold
Process

- Training and support to standards writing committee
- Identify target readers
- Agree technical guide
  - Readability
  - Terminology
  - Measures and thresholds
  - Formatting/presentation

Thank you

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