



The Kitbag

CERTIFICATION FOR THE 21ST CENTURY

The RSPO Standard

GAP Analysis: continuous improvement (& metrification)

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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

- ▶ ISEAL Code of Good Practice on Setting Social and Environmental Standards (Version 6:2015)
 - ▶ 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

www.isealliance.org

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



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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.
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CI approaches

- 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.
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What can work for RSPO?

Desirable

- ▶ Simple for users
- ▶ Accessible to all
- ▶ Incentivise improvement
- ▶ Reward improvement
- ▶ Improvement is ongoing
- ▶ Stakeholder support
- ▶ Clear market signals

Undesirable

- ▶ Hard to implement
 - ▶ Discourage weak farms
 - ▶ Set the bar too high
 - ▶ Reward only a few
 - ▶ Improvement not clear
 - ▶ Stakeholder opposition
 - ▶ Confuse the markets
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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.
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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
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Metrification recommendations

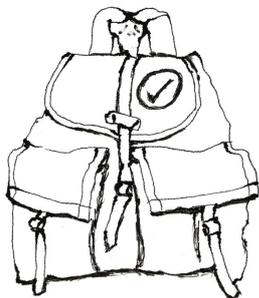
- ▶ Audience:
 - ▶ *Write for the user of the standard.*
 - ▶ Focus:
 - ▶ *What to I have to do to get certified?*
 - ▶ Readability:
 - ▶ *Clear, simple language for an international readership*
 - ▶ Auditability:
 - ▶ *Clear objective, measure and threshold*
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Process

- ▶ 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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