A collaborative approach to sustainability in the global dairy value chain
The vision of the Dairy Sustainability Framework is:

A vibrant dairy sector committed to continuously improving its ability to provide safe and nutritious products from healthy cattle while:

1. Preserving natural resources
2. Ensuring decent livelihoods across the industry
The Dairy Sustainability Framework (DSF) as a global programme has managed to attract attention from the dairy sector, and others around the globe.

The Framework is designed to cater for all types of organisation in terms of size and activity and importantly, it is not selective regarding how long an organisation has been working on sustainability. The important point is that by joining, they have at least started.

The Framework is free to join as the Governors took the active decision to ensure that cost of membership was not a barrier to anyone in the dairy sector becoming involved.

Our progress has been gradual over the first 18 months of activity. As of 21 June 2015 the membership of the Dairy Sustainability Framework stood at:

Implementing members: 20
Affiliate members: 21

From this membership, the Framework is starting to connect with:
- 17.7 million Cows
- 565,000 Farmers
- 584,000 Farms
- 800 Processing plants
- 131 billion litres processed
- 17% of the global milk production

“Clover is a leading dairy company in South Africa and has a strong drive towards sustainable dairy. Clover is a member of the DSF to learn more about sustainable dairy and to stay in touch with global best practices. The framework that the DSF has created provides a good foundation for our own sustainable developments and we learn a lot from sustainable research and development projects from all over the world.”

Tobie de Villiers, General Manager - Milk Procurement, Clover
Sustainability is a journey not a destination

In 2006, the publishing of the FAO Livestock’s Long Shadow report was a wake-up call for the dairy sector globally. More needed to be done by the sector to both improve and demonstrate that environmental issues are being taken seriously. Although there were many positive individual and local initiatives to increase the efficiency of the dairy supply chain and reduce GHG emissions, this was not being communicated and appreciated widely and as such the dairy sector on its own was, and continues to be, reported as one of the major contributory sectors influencing climate change.

In 2009, the Global Dairy Agenda for Action (GDAA) was launched as a response by the international dairy sector to demonstrate that climate change was a major concern for the sector and acknowledge its responsibility in working to address this issue. The sector committed to reducing GHG emissions through a range of actions commencing with the development of the common methodology for calculating GHG emissions from milk production and processing which has just had its second edition published. One of the most powerful components of the GDAA launch was the ‘Green Paper’ which was a public facing website that provided over 380 examples of the dairy sector globally, proactively implementing initiatives aimed at reducing GHG emissions throughout the value chain.

In 2011/12 pressure was mounting from a range of organizations and external stakeholders who had an interest in the ‘impacts’ associated with the production of milk and dairy products. At the same time, the Governors of the GDAA (and many in the industry) recognized that the challenges being faced were more than the single issue of GHG emissions and therefore a more holistic and encompassing approach was necessary if the sector was going to successfully thrive in the future. The sector needed to better appreciate and mitigate impacts and look for opportunities through not only the environmental, but social and economic lenses also.

What followed was a major piece of review work, totally funded by the dairy sector. The Governors of the GDAA engaged the services of the globally recognized, independent and experienced consultancy, SustainAbility, to identify how the global dairy sector could achieve the desired objectives in a manner in which participants of the dairy value chain could actively engage regardless of their level of sophistication, their unique situation or their position in their own sustainability journey.

November 2013 saw the launch of the Dairy Sustainability Framework (DSF) – a program of the GDAA. The DSF is an international dairy value chain initiative designed to align, connect and progress existing activity whilst providing the framework to channel future additional dairy sector sustainability efforts. The DSF is not a ‘tick-box standard’ but an umbrella resource that focuses the sector on demonstrating continuous improvement under eleven key sustainability Criteria and Strategic Intents unique to the whole dairy value chain - not just at the farm level as was the case when the focus was predominantly on GHG emissions.

The DSF consists of 11 Sustainability Criteria

To ensure the desired sector alignment is achieved, the industry has developed for each of the Criteria, a strategic intent. The Strategic Intent is designed to guide the sector when designing mitigation initiatives under any of the Criteria by specifying the desired improvement for each.

Biodiversity

Direct and indirect biodiversity risks and opportunities are understood, and strategies to maintain or enhance it are established.

Market Development

Participants along the dairy value chain are able to build economically viable businesses through the development of transparent and effective markets.

Greenhouse Gas Emissions

GHG emissions across the full value chain are quantified and reduced through all economically viable mechanisms.

Rural Economies

The dairy sector contributes to the resilience and economic viability of farmers and rural communities.

Soil Nutrients

Nutrient application is managed to minimize impacts on water and air, while maintaining and enhancing soil quality.

Soil

Soil quality and retention is proactively managed and enhanced to ensure optimal productivity.

Waste

Waste generation is minimized and, where unavoidable, waste is reused and recycled.

Water

Water availability, as well as water quality, is managed responsibly throughout the dairy value chain.

Working Conditions

Across the dairy value chain, workers operate in a safe environment, and their rights are respected and promoted.

Product Safety & Quality

The integrity and transparency of the dairy supply chain is safeguarded, so as to ensure the optimal nutrition, quality, and safety of products.

Animal Care

Dairy animals are treated with care, and are free from hunger and thirst, discomfort, pain, injury and disease, and are able to engage in relatively normal patterns of animal behaviour.

"We hope to get more frequent and in-depth updates about the sustainability-focused activities of dairy farms and their industry representatives across the world. In particular, we look forward to opportunities to network with other organizations who might be implementing programs similar to ours."

Karen Clark, Assistant Director, Policy and Sustainable Development, Dairy Farmers of Canada
Current Initiatives in place

This section highlights just some of the good work that is already in place amongst the DSF membership, covering the 11 Global Criteria. It includes examples from throughout the dairy value chain and throughout the world. Many of these initiatives already have targets set against them and we will be reporting on these in an aggregated manner in the future.

Greenhouse Gas Emissions
GHG emissions across the full value chain are quantified and reduced through all economically viable mechanisms.
- “Carbon masters” have been appointed to quantify, coordinate and report on the CO2 reduction projects that work towards previously agreed targets.
- The conversion of processing plants to utilise more environmentally-friendly fuels.
- Establishment of a national carbon dairy sector footprint for a number of countries including GB, Canada, US, New Zealand and Australia.
- Research into cow dietary manipulation to reduce environmental profile.
- Investment in technology to provide energy production on farm through anaerobic digestion, solar and wind power.

Soil Nutrients
Nutrient application is managed to minimize impacts on water and air, while maintaining and enhancing soil quality.
- Generation of new application technology that applies nutrients to growing crops at the appropriate time.
- The development of tools that calculate total fertilizer requirement of crops including both manure and purchased fertilizer.
- Education programmes for farmers on best fertilizer management practices to improve efficiency and productivity.
- Increased attention to providing the nutrient balance needed to most efficiently grow food.
- Development and deployment of technologies for providing nutrients only when crops are growing and as the plants need them.

Waste
Waste generation is minimized and, where unavoidable, waste is reused and recycled.
- Reinforcement of good manufacturing practices to ensure only top quality, conforming products enter the supply chain.
- Development of a digester that efficiently and simply reduces volatile solids and extracts methane. The extracted methane in turn powers a CHP generator.
- Collaborated with Government to develop and launch the Biogas Opportunities Roadmap, which outlines voluntary strategies to reduce methane emissions.

Water
Water availability, as well as water quality, is managed responsibly throughout the dairy value chain.
- Water use measurement and control program in place for crop and livestock, assessment and mitigation of pollution risks.
- Water footprint study on the volumetric consumption of GB milk.
- A rescheduling of production to decrease the number of processing plant cleaning times and associated water use.

Biodiversity
Direct and indirect biodiversity risks and opportunities are understood, and strategies to maintain or enhance it are established.
- Implementation of a programme that only uses feed supply companies that are certified for delivering 100% responsible soy (RTRS of equivalent) in specific dairy value chains.

Market Development
Participants along the dairy value chain are able to build economically viable businesses through the development of transparent and effective markets.
- Improved cow genetics yielding higher volumes and higher quality milk and milk products.
- Development of a nutritional platform including infant nutrition, adult nutrition, and pharmaceutical ingredients.
- Development and marketing of branded consumer products with the attributes of a) Human health, b) Sustainability, c) Traceability, and d) More level pricing to bring more value back to the community where the milk is produced.

Rural Economies
The dairy sector contributes to the resilience and economic viability of farmers and rural communities.
- A significant financial support offering (paid as an investment rebate) for young farmers, farming families and new entrants seeking to grow their business, proactively manage succession or enter the dairy industry.
- Leasing partnerships to offer suppliers or new entrants an alternative to bank debt for business opportunities or industry entry.
- Sponsorship of social/cultural and sporting activities in the rural area surrounding the processing plant.
- A programme of business support and advice for farmers, highlighting opportunities to improve the efficiency of their businesses. The initiative targets traditional family dairy farmers.

Working Conditions
Across the dairy value chain, workers operate in a safe environment, and their rights are respected and promoted.
- Introduction of an Equity Plan for all staff.
- Actions to ensure continued vigilance on safety around machinery, reduced exposure to cleaning and other chemicals, and fair compensation for services provided.
- Workplace health and well-being program which includes, for example, healthy eating and weight loss.
Product Safety & Quality
The integrity and transparency of the dairy supply chain is safeguarded, so as to ensure the optimal nutrition, quality, and safety of products.
- A program designed to help prevent, monitor and reduce food safety risks on farms
- Strict rules established for milk and finished products all along the chain, based on HACCP approach
- A program providing independent certification that a supplier’s food is produced, processed, prepared and handled according to the highest standard, at all levels of the supply chain
- Changes in production processes e.g. thermic treatment of milk
- The adoption of voluntary best practices for enhanced dairy traceability

Animal Care
Dairy animals are treated with care, and are free from hunger and thirst, discomfort, pain, injury and disease, fear and distress, and are able to engage in relatively normal patterns of animal behaviour.
- Research in two areas related to cow behaviour:
  - preferences for housed dairy cows to be indoors or to go out to pasture &
  - social interactions which occur between dairy cattle, and whether position in the social hierarchy affects individual welfare and performance
- Implementation of specific targets for lifespan of dairy cows
- Benchmarking of life span will be developed for dairy farmers. Workshops on improvement of life span
- An animal welfare assessment program, based on the requirements in the Code of Practice for the Care and Handling of Dairy Cattle

Since its inception in 2009, the GDAF has had an active governance group.

Since developing the Dairy Sustainability Framework, efforts have been made to expand governance representation for the major dairying areas around the globe.

Not all positions are filled yet, although it is anticipated these seats will be filled during 2015. Representation is being sought from the regions of Eastern Europe, North Asia and Asia.

The governance of the GDAF consists of dairy sector associations who have a genuine interest in collaboratively solving dairy sector sustainability challenges. The GDAF is owned and managed by the global dairy sector for the dairy sector.

Under the terms of reference for the Governance representatives, two physical meetings are held annually and bi-monthly conference calls take place between these meetings.

Since launching the DSF, the governors have been actively engaged in revising the strategy for the GDAF and in ensuring that robust structures are in place to deliver against the milestones and objectives. As the Framework is a new concept, breaking new ground has not been without its challenges, although to work collaboratively with the membership in solving these challenges has, and continues to be, an exciting and workable process.
2014 Governors

Donald Moore, Chairman, Dairy Sustainability Framework Executive Director, Global Dairy Platform

Donald is the Executive Director of the Global Dairy Platform (GDP), based in Chicago, USA, and also serves as Chairman of the Global Dairy Agenda for Action (GDAA). Formed by the world’s leading dairy companies in 2006, GDP’s mission is to align and support the dairy industry to promote sustainable dairy nutrition.

Before joining GDP in June 2010, Donald spent 10 years with Fonterra Cooperative Group Ltd, most recently as Director Ingredients Marketing. Donald also represented Fonterra on the boards of many of its joint venture businesses in Asia, Africa and Europe.

Prior to his involvement in the dairy industry, Donald spent 10 years as chief executive of New Zealand’s largest independent business and information management consulting firm where he oversaw its international expansion, opening offices across South East Asia.

Support Structures for the Governance of the DSF

Recognising that the governance of the GDAA does not involve external stakeholders, the Governors do desire a consultative and challenging interaction with those that have an interest in the sustainability performance of the dairy sector globally. The formation of the GDAA Advisory Council has been implemented over the past year, starting with the development of a Terms of Reference followed by a process of identification of key stakeholders that should be included in the Council.

The Council representation covers the key topics of a holistic sustainability approach and importantly seeks both consumer and scientific input in these areas.

The Advisory Council has the role of considering and challenging strategic developments by the Governors from their respective areas of expertise. Here again, similar to the governance of the GDAA, it is the desire to have the Council globally representative.

As such, research members are still being identified and candidates will be approached accordingly in the coming months.

The Council is chaired by a Governor to ensure direct contact and accountability between the two groups.

Governor’s Profiles

Dr. Ariel Londinsky, Secretary General, Pan-American Dairy Federation – FEPALE

Dr. Londinsky, 45, is a veterinarian who graduated in 2002 from the University of the Republic of Uruguay. He holds a postgraduate degree and diploma in Education (San Martin University – Argentina) and in Distance Education Project Management (CAECE - University - Argentina).

He received dairy training in Spain (University of Santiago de Compostela) and Brazil Ministry of Agriculture and the Agency for International Cooperation- MADRAS.

He joined FEPALE in 2002 as an assistant in the Training area, becoming Coordinator in 2005 and Technical Coordinator in 2006. He was Manager from 2013-14 before assuming duties as the Secretary General of the Federation in 2015.

As the Secretary General, Ariel is responsible for the overall coordination of the technical work of the Federation and represents FEPALE in various forums and events where the dairy sector is concerned.

Peter Erik Ywema, General Manager SAI Platform

Peter Erik Ywema has been the General Manager of SAI Platform since 2007, a global food and dairy initiative for sustainable agriculture, SAI Platform members,orgenizations, brands, processors and retailers to traders and farmers.

Peter is an analytical chemist by education and holds an MBA in strategic sustainability consultancy. He has been a consultant, researcher and manager since 1996 focusing on the implementation of pragmatic sustainability concepts in companies and policy for governmental institutions. In the early nineties he was amongst the researchers that developed life cycle assessment as tool to better understand real and significant environmental impacts.

Peter Mwaniki Ng'oyia, Executive Director of the Eastern and Southern Africa Dairy Association (ESADA)

Peter Mwaniki Ng’oyia is the Executive Director of the Eastern and Southern Africa Dairy Association a position he has held for the last five years.

Peter joined the association eight years ago as the overall ESADA program manager. Prior to joining ESADA, he worked for the Center for Corporate Governance where he helped establish the Institute of Directors (Kenyatta).

Peter studied for his undergraduate degree (Bachelor of Commerce) and Master in Business Management (MBA – Strategic Management) in the University of Nairobi.

He has led various national, regional and international programs in the African Dairy sector for the last five years.

The Secretariat

The Governors have purposely designed the operational aspects of the GDAA to be low cost and highly efficient, supported by a dynamic database and interactive website (launched February 2015) for the DSF members, the Secretariat function is resourced by the equivalent of 1.5 individuals. The role of the Secretariat is to support the membership in providing their annual progress reporting, and subsequently generating the reports that demonstrate the sustainability progress of dairy globally.

The Secretariat is also tasked with increasing the number of new members from the dairy value chain and representing the sustainability interests of dairy in other fora using the outcomes of DSF analysis as a basis for their input.

Brian Lindsay - Development Director

Stakeholder Advisory Council

Current members of the Advisory Council are:

- Asda/Walmart – Dr Chris Brown, Senior Director Sustainable Business www.your.asda.com
- American Humane Association - Dr Robert Jantzen, President and CEO www.americanhumane.org
- Global Round Table for Sustainable Beef - Rusmard Peter, Executive Director, www.grabbeef.org
- Food and Agriculture Organization of the United Nations - Vinod Ahuja, Livestock Policy Officer www.fao.org
- Rabobank - Kevin Bellamy, Senior Analyst, Dairy. www.rabobank.com
- Solidaridad - Gert van der Bli, Program Coordinator Soy & Livestock www.solidaridadnetwork.org

Philippa Stagg - Membership and Communications

13

A vibrant dairy sector committed to continuously improving its ability to provide safe and nutritious products from healthy cattle while: 1. Preserving natural resources 2. Ensuring decent livelihoods across the industry...
The Dairy Sustainability Framework has two membership categories to enable a truly supportive and engaging approach to the delivery of sustainability along the value chain.

**Implementing Members:** Those who can implement initiatives to address the Criteria and Strategic Intents, e.g. farming groups, dairy manufacturers. This category requires the member to commit to an annual reporting process to the Secretariat of the DSF.

**Affiliate Members:** Those close to or part of the sector who are able to endorse the Sustainability Criteria and Strategic Intents, though not in a position to directly implement sustainability initiatives e.g. research organizations. Sometimes, this may even be a sector member just starting their sustainability journey and are supportive whilst they become organized to progress to implementing member status.

### Membership - Membership Commitments:

- **The key commitments of Implementing Members are:**
  - Endorse the 11 key sustainability Criteria and Strategic Intents – by seeking membership of the DSF. Implementing Members are endorsing these.
  - Establishing appropriate governance for the ‘delivery’ of the DSF within the organization – a management structure of appropriate stakeholders. (See diagram below for an example of the types of groups that may be involved). This is an extremely important aspect of the DSF. One of the key points of differentiation of the DSF is the identification of local issues and developing local solutions through a process that involves a wide-ranging set of stakeholders. It is important that the Implementing Member establishes and coordinates a management structure of key stakeholders and as a group they undertake the following key tasks:
  - **A prioritization of sustainability issues at a more local level.** The management structure will have different angles of thoughts on what they perceive are the real sustainability issues for the region or part of the supply chain under consideration. The process of reaching consensus on the priority order of the DSF Criteria and Strategic Intents will support key areas of focus locally.
  - **Implementing initiatives to address the priorities.** Once the prioritisation process is complete, the management structure agrees how best to try and address some of the priorities. The DSF does not encourage members to try and address all 11 Criteria at once. It is recommended they focus on a small number and ensure they are implemented effectively and delivering real results. As important is agreeing timelines, KPIs and targets for each initiative that is implemented.
  - **Delivery of the Plan, Do, Check and Adjust actions on existing programs to ensure they are continually evolving and addressing the key areas of interest.** Many organisations will have existing sustainability initiatives already in place when they join the DSF. Aligning these initiatives with those of the DSF will allow us to highlight all the great work already being done within the Criteria. To ensure (new and existing) projects are effective, the membership must implement a structured approach to designing, implementing and reviewing the implementation of initiatives or programs.
  - **Provision of annual reporting and updating of shared initiatives with the DSF.** For the DSF to effectively demonstrate the continuous improvement of both individual initiatives as well as those at an aggregated level, and to be able to report on dairy globally, one of the key requirements of any DSF related initiative or program implemented by members is the inclusion of timescales, KPIs and targets against which the individual project’s performance will be quantified. Annually, Implementing Members must provide the DSF with a report on performance of their initiatives or projects. This report will be against the self imposed KPIs and targets and will have the ‘sign off’ of the stakeholders on the management structure. Importantly, if the project is not performing well against the agreed measures, as part of the reporting process, the DSF will also be informed of the changes that have been agreed by the management structure to rectify the situation.

### Reporting Process:

#### YEAR 1
- **Endorse the Criteria and Strategic Intents through the application process.**
- **Establish appropriate governance (management structure) for the ‘delivery’ of the DSF within the organization.**
- **Prioritize and report on the 11 Criteria and Strategic Intents for the local region.**
- **Provide basic company and existing scheme information to the DSF Secretariat including existing sustainability efforts (within 3 months of membership approval).**

#### YEAR 2
- **Review existing schemes and amend accordingly in line with DSF Criteria and Strategic Intents as prioritized for the local region.**
- **Revise or develop new KPIs/targets for existing schemes.**
- **Introduce new, aligned schemes based on prioritisation as appropriate to local needs including KPIs/targets.**
- **Report all new activity and KPIs/targets to DSF Secretariat.**
- **Provide progress reports to the DSF Secretariat on existing schemes.**

#### YEAR 3
- **Implement new programs with KPIs/targets where appropriate.**
- **Relvant progress reporting to update existing schemes to DSF Secretariat.**
- **Provide required metric reporting on aggregation and profiling to DSF Secretariat.**

#### YEAR 4
- **Evaluate existing schemes.**
- **Reporting to DSF of changes/ progress.**
- **Provide required reporting for aggregation and profiling to DSF Secretariat.**
The Governors of the GDAA have invested considerable time in strategy planning to ensure the GDAA and its DSF program continue to evolve in a manner that ensures delivery for both the global dairy sector and its stakeholders.

From this strategy the Governors have identified the aspirations for the GDAA

What will the GDAA look like in 5 years time - prioritized

1. A system of data collection, alignment and reporting that demonstrates the continuous sustainability progress by the sector globally
   • The commitment made by members of the DSF program will enable effective reporting of continuous improvement and global trends in line with the 11 Sustainability Criteria. External Stakeholders respect and utilize the data made available by the GDAA
   • The database will also provide the membership with a valuable ‘good practice’ sharing hub
2. A Program that has the respect of external stakeholders
   • As the DSF is a continuous improvement framework not a certification scheme or standard, additional effort will be invested in demonstrating its robustness and value. This effort must result in the respect of external stakeholders
3. Membership from the majority of dairy regions of the world
   • The GDAA is a global initiative and will be developed in a manner that supports membership contributions from all dairy regions
4. A viable governance model and business structure that provides the required support and outputs on behalf of the sector
   • The Governance model for the GDAA is both representative of global dairy and able to provide the necessary leadership to continually improve its sustainability credentials
5. A critical mass of membership that is representative of the sector and able to influence major aggregate change
   • Through a critical mass of membership the GDAA will be recognized as the representative body for sustainable dairy globally
6. Membership engaged in future development
   • The GDAA will continue to be governed by the sector for the sector and as a result, the membership will continue to have the opportunity to have input into the development of future programs

The Governors of the GDAA

Implementation Guide
Dairy farming and processing systems vary greatly all over the world, this being particularly apparent between developed and emerging dairy countries. Coupled with this are differences in the local environment, regulations and stakeholder interest.

Rather than striving for a single global ‘standard’, it makes more sense to seek regional/local implementation, given that regions share similar sustainability challenges and opportunities.

A regional implementation guide has been developed to help facilitate the implementation of the DSF at regional/local level. This includes support and guidance to members.

The DSF has a range of communication channels through which it operates to ensure it is accessible and transparent to both members and external stakeholders alike.

Website/Extranet
The new website has been launched at dairysustainabilityframework.org. It gives all the relevant information about the program including the background, governance, benefits of membership and includes an online form to join.

Once membership has been accepted, there is an Extranet with links to useful documents and access to information on initiatives being run by other members.

Sharing resources and learning from each other is at the core of the DSF and as a result, the membership will be able to share resources and information on initiatives being run by others.

A new brochure has been designed as a useful ‘calling card’ for the DSF. So far it is available in English, Spanish and Chinese versions.

Newsletter
The DSF has produced six newsletters since its inception. Its delivery has been upgraded to that of an HTML email that can be sent directly to the mailing list. The content will continue to include profiles of members as well as updates on the work of the DSF around the world. Sign up at dairysustainabilityframework.org

The Secretariat is currently charged with implementing this work program. The Governors receive progress reports regularly and monitor the evolution of the GDAA against this strategy.

This Strategy has four key priority work areas:

1. Develop the required data collection, sharing and reporting systems that support the objectives of the GDAA
2. Establish appropriate Governance / Support structures
3. Ensure that the GDAA is truly representative of the diversity of the dairy sector
4. Development and implementation of an efficient secretariat function.

The DSF has produced six newsletters since its inception. Its delivery has been upgraded to that of an HTML email that can be sent directly to the mailing list. The content will continue to include profiles of members as well as updates on the work of the DSF around the world. Sign up at dairysustainabilityframework.org

A new brochure has been designed as a useful ‘calling card’ for the DSF. So far it is available in English, Spanish and Chinese versions.

A regional implementation guide has been developed to help facilitate the implementation of the DSF at regional/local level. This includes support and guidance to members.

The Secretariat is currently charged with implementing this work program. The Governors receive progress reports regularly and monitor the evolution of the GDAA against this strategy.

This Strategy has four key priority work areas:

1. Develop the required data collection, sharing and reporting systems that support the objectives of the GDAA
2. Establish appropriate Governance / Support structures
3. Ensure that the GDAA is truly representative of the diversity of the dairy sector
4. Development and implementation of an efficient secretariat function.
The Road Ahead

Although a successful start to the GDAA’s development of the DSF, the Governors of the GDAA recognise the road ahead is one that needs particular focus and investment in order to meet the aspirations of both internal and external stakeholders.

The key focus areas for the GDAA over the forthcoming year are:

- Increasing the share of global milk production involved in the DSF:
  - The DSF has made an encouraging start to its membership. However, it is the aspiration of the Governors to increase the share of the world’s milk production operating under the umbrella of the DSF.
  - Continued efforts will be invested in seeking new members for the Framework from the world’s established and emerging dairy regions.

- A greater number of emerging dairy nations involved in the DSF:
  - Currently the percentage of the DSF membership from emerging dairy nations is lower than that to which the Governors aspire. Over the course of the next years, efforts will be made to connect with, and seek membership from, these important dairy nations.

- The DSF is an innovative and new approach, increased efforts need to be made in communicating both the process and the value it will add to both individual members and the global dairy sector as a whole.

Increased membership support:

- The DSF is about collaboration at a pre-competitive level. Sharing information will allow sustainability issues to be tackled quicker and more effectively and therefore is a key measure of success for the DSF.
- Importantly, the Governors of the DSF see the role of the Framework is to provide support to members in aiding them deliver on the commitments to which they agreed when joining the DSF.
- The Secretariat will ensure that appropriate time will be invested in supporting members, either directly or through support mechanisms, which will assist each in delivering on the requirements of the DSF.
- An enhanced database that allows members to better connect and share their sustainability solutions to enable the sector to move at an increased rate to solving sustainability challenges:
  - As above, considerable effort has already been invested in developing a powerful database that will allow members to access information and connect with fellow members, regardless of where they are in the world.
  - The accessibility and usefulness of the database will continue to be a major work program for the DSF in the coming years. As technology advances so too will the DSF resources to ensure that members are able to use their time efficiently and the DSF captures exactly and only what is required for reporting purposes.

The development and implementation of standardised metrics for each of the 11 DSF Criteria:

- The Governors of the GDAA have agreed to the development of standardised metrics for each of the 11 Sustainability Criteria to be able to provide this global picture of dairy’s performance.
- The local nature of the projects and associated performance measures implemented by DSF members makes the curation and aggregation of these (to demonstrate the continuous improvement of the global dairy sector) impossible.
- Reporting back to the DSF on an annual basis of the performance using the standardised metric will take place at the same time as their annual reporting process.
- Work will be implemented over the next year to develop the first three of these metrics and members undertaking activities under each of the Criteria will add the standardised metric to their own ‘local’ indicators or performance.

The collection and reporting of continuous improvement of the dairy sector’s sustainability performance:

- This is both a challenge and an opportunity. Previously, many agriculture initiatives have been implemented with no real targets/key performance indicators developed as part of the delivery strategy.
- Hence, many projects undertaken by our members previous to their membership may not have these. The DSF requires Implementing Members to Incorporate Targets and KPIs into existing programs and any new programs need to have these as an integral element.
- The membership need to know that their programs are working (or not) so that they can actively demonstrate their continuous improvement.
- The collection of this progress data is fundamental to the success of the DSF. The DSF needs to make this process as simple and un-bureaucratic as possible to ensure that the membership continues to invest the efforts in uploading their annual reports.

The successful development and implementation of an aggregation approach to reporting progress by DSF members:

- In many dairying nations/regions, there are already collaborative sustainability programs, where supply chains or even countries have united to collectively address sustainability challenges that affect them. Instead of seeking an annual report from each of the organisations, the Governors of the DSF are exploring if there is a feasible way that the sustainability performances of each of these organisations involved in collective projects could be ‘aggregated’ through one organisation.
- Recognising the need to make the DSF as efficient as possible, the Governors of the GDAA are motivated to explore this opportunity, although will not agree to any approach that potentially compromises the integrity and robustness of the current individual member reporting approach.

A vibrant dairy sector committed to continuously improving its ability to provide safe and nutritious products from healthy cattle while:

1. Preserving natural resources
2. Ensuring decent livelihoods across the industry
The DSF welcomes those working in the dairy value chain who wish to either share existing initiatives or establish new sustainability programs that will align with the global vision and key criteria.

Interested parties are encouraged to contact:

info@dairysustainabilityframework.org
www.dairysustainabilityframework.org