



Burning Questions Fellowship

for Academic Researchers Interested in Helping to Address
Negative Impacts of Global Industrial Food Animal Production

Fall/Winter 2019 Fellowships

Application Opens: September 23, 2019. Closes: November 27, 2019

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All inquiries: min@tinybeamfund.org

I. FELLOWSHIP PROGRAM OVERVIEW

WHAT IS THE "BURNING QUESTIONS INITIATIVE" THAT HOUSES THE FELLOWSHIP PROGRAM?

- The fellowship program sits within Tiny Beam Fund’s initiative called *Burning Questions Initiative (BQI): Coming to grips with pressing practical questions on tackling negative impacts of global industrial food animal production.*
- BQI first came into existence in 2016/7 as a small pilot initiative. It was fiscally sponsored by an organization of environmental funders. In January 2019 the non-profit tax-exempt private foundation Tiny Beam Fund was set up, and BQI became its flagship initiative.
- BQI was launched to address a particular need – the need for a deeper understanding of the problem of industrial food animal production, especially in low- and middle-income countries.
 - There is an assortment of persons grappling with this problem. BQI uses the term “*front-line persons*”^{**} as shorthand to refer to these persons.
 - A nuanced understanding of the problem is essential to these front-line persons’ search for and implementation of solutions. They also have practical questions they would like to see answered.
 - But it is very challenging for these persons to acquire a deep, clear, firm understanding of the problem because of a multitude of reasons (e.g. the scarcity of reliable data available to them).
- In order to give these front-line persons the help they need, BQI turns to the academic research sector.
 - Academic researchers – with their unique set of skills, knowledge, perspectives, and resources – are well-positioned to answer front-line persons’ questions.
 - Academics themselves are also showing increasing interest in studying negative aspects of global industrial animal production for their own research purposes.
- BQI builds bridges to connect front-line persons with academic researchers.

- The reality is that the NGO [non governmental organizations] sector and academe each has its own orbit and “language”. Crossing borders to ask or answer questions is not easy.
- A grant-maker which has affinities with the academic research sector as well as front-line persons is ideally suited to play the role of matchmaker and bridge-builder.
- BQI was therefore launched with the dual aim to:
 1. Help front-line persons identify and prioritize their burning questions. And make academic research relevant to these questions available to them in comprehensible and usable form.
 2. Motivate academics to pursue topics that shed light on front-line persons’ “burning questions” as well as align with their own research interests.

*: “*Front-line persons*” is a term we use as shorthand to refer to an assortment of persons who are trying to grapple with various complex negative impacts of global industrial food animal production, especially in low- and middle-income countries. Broadly speaking, they include:

- Staff and volunteers in organizations working collaboratively with different stakeholders to address aspects of the problem (e.g. conducting projects with multiple partners to raise animal welfare standards).
- Activists mounting public campaigns to raise awareness of or oppose certain practice or principle in this system of production.
- Groups experiencing unfavorable impacts first-hand and contending with their predicaments (e.g. small-scale farmers, communities affected by environmental pollution).
- Major philanthropic grant-makers to all these groups of persons.

WHAT IS THE PURPOSE OF THE FELLOWSHIP PROGRAM?

Academic researchers:

- There are academics – from PhD candidates to senior scholars – researching issues and concerns associated with industrial animal agriculture in developing countries. Not only are they interested in examining these issues for their own scholarly purposes, they would like their research findings to be of practical value to those addressing these concerns. But they face challenges:
 - It is not always obvious where the most urgent needs are. And it is not easy to find out.
 - Disseminating their research findings to those who need them may pose another conundrum.
 - Furthermore, academic researchers are often not incentivized or rewarded for work intended primarily to serve societal needs.
- The program supports these academics with fellowships that give them the opportunity to spend four months to research and write about topics of great interest to themselves as well as to front-line persons.

Front-line persons:

- This program is also aimed at benefiting front-line persons. It offers them academic research findings, perspectives, and suggestions relevant to questions they themselves have asked. It gives them succinct documents in plain language, made available within months of their completion.

WHERE DOES THE CURRENT LIST OF “BURNING QUESTIONS” COME FROM?”

- [Here’s the current list of “burning questions”.](#)
- The Burning Questions Initiative (BQI) approached individuals knowledgeable about various negative impacts of industrial food animal production. 24 persons responded.
- They were invited to submit one to three pressing practical questions they considered to be of most significance and salience to their work, questions that perplexed them and that they did not think have been answered satisfactorily.
- Roles of contributors: 10 practitioners; 3 researchers /practitioners; 5 academic researchers; 2 non-academic researchers; 4 funders.
- Areas of expertise /interest (one person can have multiple areas): 13 environment /food and agriculture; 15 animal welfare; 1 public health; 3 farm workers, owners; 2 agribusiness; 4 local communities.
- BQI received a total of 65 questions. Almost all questions include a “context statement”.
- After collecting the “burning questions”, all question-contributors were invited to prioritize them using an exercise modified from a well-established process for prioritizing healthcare treatment uncertainties.
- BQI then shortened the questions for clarity and grouped them into broad categories.

- For the fellowship program, BQI has chosen the eight questions ranked as top priorities plus 40 other questions focused on low- and middle-income countries.
- Note:
 - The “burning questions” are not (and are not meant to be) academic research questions.
 - The current list of “burning questions” is an inaugural list. New and improved lists will be made available every two years when a new cycle of questions collection and prioritization takes place, with new question-contributors from areas inadequately represented in the past.

II. FELLOWSHIP AWARDS KEY INFORMATION

- The fellowship awards are meant primarily for individuals affiliated with academic institutions. Independent scholars and researchers can also apply.
- All applicants must hold PhD/doctoral degrees or be enrolled in these degree programs.
- Early career as well as senior academics are equally welcomed to apply.
- There are no restrictions as to applicants’ residence / citizenship / location.
- The award period is four months.
- There are three award categories. The number of fellowships offered in each category is not fixed. The plan is to provide no more than a total of six fellowships in each round. The key decisive factor is the quality of the applications. Tiny Beam Fund may not provide any fellowship in a particular round if none of the applications from that round meets its standard:
 - Category 1: US\$15,000 award for a single individual enrolled in a PhD/doctoral university program.
 - Category 2: US\$20,000 award for a single individual with a PhD/doctoral degree.
 - Category 3: US\$25,000 award for a team of two to four researchers that has at least one person with a PhD/doctoral degree.
- Payment schedule: Half at the start, and half at the end of the award period when Tiny Beam Fund is satisfied that all the requirements mentioned in the Letter Of Agreement have been fulfilled.
- Award funds are sent to *individuals’ personal bank accounts*.
- Individuals who have won fellowships must leave a gap of two rounds before applying again.
- A Fellowship recipient’s tasks and obligations:
 1. Main deliverable at the end of the award period is one 5,000 – 7,000 word Guidance Memo written in plain language.
 - Guidance Memos are written specifically to assist front-line persons* (see page 2 above for an explanation of these persons) who are the target audience and end users.
 - Topics addressed in Guidance Memos must be relevant to the “burning questions”.
 - Guidance Memos’ primary objective: To provide sound information and clear explanations that deepen front-line persons’ understanding of the issues addressed; to highlight key considerations that they may not be aware of; to offer practical advice that helps their decision-making and work.

For a detailed description of what is a Guidance Memo, see Section VI.
 2. An annotated bibliography of 7 – 15 items relevant to the content in the Guidance Memo.
 3. A short personal narrative (1,000 – 2,000 words) on the experience with the fellowship.
- All applicants must provide concrete evidence to show the main thrust and substance of their Guidance Memo has been considered by their academic peers.
- Tiny Beam Fund retains copyright of the Guidance Memos. But Fellows are strongly encouraged to use materials in their Guidance Memos in academic and non-academic publications and settings.
- Fellows must be available for a mid-point check-in via phone or Skype. They must also submit writing samples from their draft Guidance Memos 4 – 6 weeks before sending the final version.
- Fellows may use award funds for research work that goes beyond the fellowships’ required deliverables. But such work should still be related to the Fellows’ chosen topics.
- Part of the award funds can be used for subsistence-level living expenses. An accounting of how the funds have been used is required by the U.S Internal Revenue Service (IRS).

III. APPLICATION PROCESS

WHAT DOES AN APPLICATION CONSIST OF?

An application has three separate parts:

Part 1. Applicant's general information

- 1.1 Name and contact information of applicant.
- 1.2 Name and full address of applicant's institution.
- 1.3 Short CV of applicant.

Part 2. Topics to be addressed in Guidance Memo

- 2.1 What are the topics to be addressed in your Guidance Memo?
- 2.2 Which "burning question(s)" is/are relevant to your chosen topics?
- 2.3 Why do you think the explanations and advice in your Guidance Memo will deepen front-line persons' understanding of the topics addressed and help them with their endeavors?
- 2.4 How will you go about your work on the Guidance Memo?
- 2.5 What concrete evidence can you provide to show that the main thrust and substance of your Guidance Memo has been considered by your academic peers?

Part 3. Personal statement

- 3.1 Why do you want to help front-line persons? Why is the work connected with the fellowship important to you personally?
- 3.2 How will the work done during this fellowship fit into your academic research interests and professional goals in the coming 1 – 3 years? How do you plan to keep developing this work for your own research purposes?
- 3.3 Is there anything else that is very important to your application that you want us to know?
- 3.4 Complete this sentence in 50 words or less: "In a nutshell, I am/we are applying for this fellowship mainly because . . ."

Part 1: Applicant's general information

1.1 Name and contact information of applicant

- Include at least one e-mail address.
- For a team, provide name and contact information for every person on the team.

1.2 Name and full address of applicant's institution

- Write "independent scholar" if not currently affiliated with an institution.
- For a team, provide name and full address of each person's institution.

1.3 Short CV of applicant

- Indicate clearly in the CV whether you currently hold a PhD/doctoral degree, or are enrolled in a PhD/doctoral program (this includes PhD candidates expecting their degrees soon).
- For a team, provide a short CV for every person on the team.

Part 2: Topic(s) to be addressed in Guidance Memo

Note: Please read *VI. Explanation of "Guidance Memo"* before preparing this part of your application.

2.1 What are the topics to be addressed in your Guidance Memo?

To answer this question:

- Describe each topic separately.
- If a topic has multiple parts, list each part separately.
- Be as clear, succinct, and specific as possible.
- Use no more than 150 words.

Tips:

- Example of a topic that is well defined and described:
"The restructuring of the Chinese dairy industry in the past decade that has forced out small dairy farmers in favor of large vertically coordinated producers."
- The topics can be very broad or very narrow. Many or few topics can be addressed in a Guidance Memo. The number and range of topics do not affect the success of an application.

2.2 Which "burning question(s)" is/are relevant to your chosen topics?

To answer this question:

- Refer to [the current list of burning questions](#).
- Indicate clearly the unique ID number of each "burning question" to which the topics are relevant. ID numbers always begin with a # mark (e.g. #PT)
- Even if a topic is relevant to a small part of a "burning question", state the ID number of that question.
- If your topics are relevant to one part of a "burning question" and one part of another "burning question", state the ID numbers of all questions concerned.

Tips:

- "Burning questions" that are high priorities score higher in the review process.

2.3 Why do you think the explanations and advice in your Guidance Memo will deepen front-line persons' understanding of the topics addressed and help them with their endeavors?

To answer this question:

- Organize your reasons and answer in bullets and short paragraphs.
- Use no more than 750 words.

Tips:

- Example of a well-written reason:
"One of the three topics my Guidance Memo will address is the characteristics of large-scale aquaculture in Asia-Pacific countries.

I will focus on explaining those features that make tackling the rapid development of this sector particularly challenging for front-line persons (e.g. the Asia-Pacific aquaculture production sector's incredibly and uniquely wide stakeholder network).

I will also point to areas where front-line persons can provide their practical support that may not be obvious to them. For example: Front-line persons can initiate projects in partnerships with governments to train personnel needed for proper implementation of policies and regulations aimed at mitigating negative impacts of large-scale aquaculture. This is of practical significance because the main reason for delays in these policies and regulations taking effect is the governments' lack of financial resources and skilled personnel to implement them."

• Note: Your answer to this question is critically important to reviewers.

2.4 How will you go about the work on the Guidance Memo?

To answer this question:

- Explain the steps, process, methods, etc. that will be involved in planning and writing the Guidance Memo.
- Use no more than 500 words.

Tips:

- Give a clear and specific description. For example, if one of the things you plan to do is an in-depth literature review to augment a preliminary one already in hand, provide some detail about this work. Do not just say “I will do a thorough literature review”.
- We want to see that you have put some serious thought into planning your work and we want to understand your direction of travel.

2.5 What concrete evidence can you provide to show that the main thrust and substance of your Guidance Memo has been considered by your academic peers or advisors?

To answer this question:

- Present the evidence in a list, briefly explaining each item.
- Use no more than 250 words.

Tips:

- This evidence is requested for the sake of “quality control”, to make sure that even though Guidance Memos are written for non-academics, their gists have been seen or heard by the authors’ academic peers or advisors.
- An example of an item on this list of evidence:
“All the topics addressed in my Guidance Memo are discussed in a manuscript I submitted recently to peer-reviewed journals. The working title of this manuscript is”
- Other kinds of evidence and explanations that are satisfactory:
 - The Guidance Memo will be based on the applicant’s peer-reviewed papers.
 - Important data in the Guidance Memo will be taken from the dissertation the applicant is writing.
 - Key points in the Guidance Memo have been mentioned in a conference presentation by the applicant.

Part 3: Personal statement

3.1 Why do you want to help front-line persons? Why is the work connected with the fellowship important to you personally? [250 words or less]

3.2 How will the work done during the fellowship period fit into your academic research interests and professional goals in the coming 1 – 3 years? How do you plan to keep developing this work for your own research purposes? [250 words or less]

3.3 Is there anything else that is very important to your application that you want us to know? [250 words or less]

3.4 Complete this sentence in 50 words or less: “In a nutshell, I am/we are applying for this fellowship mainly because”

WHERE AND WHEN TO SEND APPLICATIONS?

- Inquiries and applications should be sent by email to: min@tinybeamfund.org
- Application opens: September 23, 2019 [0800 U.S. Eastern Daylight Time]
- Application closes: November 27, 2019 [1800 U.S. Eastern Standard Time]

WHEN WILL APPLICANTS KNOW WHETHER THEY ARE OFFERED THE FELLOWSHIP?

- All applications will be acknowledged within 72 hours of their receipt.
- Applicants may hear from Tiny Beam Fund requesting further information.
- All applicants will know no later than December 10, 2019 whether they are offered the fellowship.

All researchers interested in these fellowships are strongly encouraged to contact us as early as possible so there is ample time for us to answer their questions, give feedback to their drafts, and help them prepare strong applications.

Please note that these fellowships are best for academic researchers who:

- Want to address real-world problems and be of help to front-line persons.
- Already have a solid understanding of the topics they plan to focus on during the award period. *Applications from researchers who want to use the fellowship to jumpstart their journeys to explore topics they are not familiar with (e.g. pre-dissertation PhD students intending to use the award period to do little else other than conduct preliminary literature reviews) are **unlikely** to be shortlisted.*
- Relish the experience of preparing documents that require academic research skills as well as excellent acumen regarding practical decision-making.
- Are good at explaining complex topics concisely and decisively to non-academics.
- Are interested in work that is somewhat unconventional for academics and off their beaten tracks.
- Are committed to build on the work they do during the award period for years to come because that work will be a good fit for their own long-term research plans and/or professional goals.

In particular, applicants should make sure they are comfortable with writing Guidance Memos. We are happy to answer questions about Guidance Memos. Please feel free to ask!

IV. REVIEW AND SELECTION PROCESS. PAYMENT SCHEDULE

- All applications received are divided into three pools according to the categories of the awards.
- Reviewers rank applications in each pool according to four criteria:
 1. How relevant are the applicant's chosen topics to the "burning questions"? Are they relevant to high-priority "burning questions"?
 2. How useful will the Guidance Memo be to front-line persons? [This is the key consideration.]
 3. How well does this fellowship fit into the applicant's own research plan and interests?
 4. What is the overall quality of the application (e.g. is it thoughtfully prepared; does it indicate the applicant's commitment and ability to write an excellent Guidance Memo)?
- Selection is based solely on the above criteria as well as comparisons with applications in the same pool. It is not based on an applicant's field, discipline, career stage, location, etc.
- The fellowship program may contact applicants to request further information.
- Directors of Tiny Beam Fund will make the final selection of winners.
- Payment schedule: Half of the fellowship award will be paid at the start, and half at the end of the award period when Tiny Beam Fund is satisfied that all the requirements mentioned in the Letter Of Agreement have been fulfilled.
- Award funds are sent directly to fellowship recipients' personal bank accounts. They are normally issued in U.S. dollars, but may be converted into other currencies at the recipients' request, to be determined on a case by case basis.

V. OBLIGATIONS AND DELIVERABLES EXPECTED FROM FELLOWSHIP RECIPIENTS

- Each recipient of a fellowship award must sign a Letter Of Agreement with Tiny Beam Fund.
- Fellows must be available for a mid-point check-in in the form of a conversation over the phone or Skype that lasts no more than an hour.
- 4 – 6 weeks before submitting the final version of their Guidance Memos, Fellows should send writing samples taken from their drafts.

- Each fellowship recipient should deliver the following **three documents** at the end of the award period:
 1. **A Guidance Memo** which meets the scope and requirements described in Section VI.
 - The Guidance Memo should satisfy the seven criteria described in Section VI, part B.
 - It should be a stand-alone document in PDF format. Its layout need not reach professional design standard, but should not be too informal. It must be easy to read and navigate, and free of fancy, distracting designs.
 - Tiny Beam Fund will hold copyright to the Guidance Memos. But Fellows are strongly encouraged to use materials in their Guidance Memos in academic and non-academic publications and settings.
 2. **An annotated bibliography** of publications relevant to the content in the Guidance Memo.
 - Different kinds of publications can be included (e.g. peer-reviewed academic papers, books, government reports, feature articles by investigative journalists).
 - Information and commentaries in the publications listed must be sound and reliable.
 - A publication listed in the bibliography need not focus in its entirety on the topics addressed in the Guidance Memo. (For example, if one chapter of a book with five chapters contains relevant, valuable data and perspectives, then the book can be included.)
 - In addition to standard bibliographic information, each item should contain an annotation (no more than 250 words) which highlights key parts of the publication that are of most relevance, their strengths and limitations, unique features, etc.
 - The bibliography should contain a minimum of seven and a maximum of fifteen items.
 - Any citation style commonly seen in academic writing can be used.
 - The bibliography should be a stand-alone document in PDF format.
 - Tiny Beam Fund will hold copyright to the bibliographies, but it will not make them available to the general public.
 3. **A short personal narrative** on the experience with the fellowship.
 - The narrative should have a minimum of 1,000 and a maximum of 2,000 words.
 - It should cover the following topics:
 - Lessons learned (e.g. What are the insights you have gained and takeaways you would like to share?)
 - Challenges (e.g. Did you face challenges? Why or why not?)
 - Surprises (e.g. Did anything surprise you, big or small, pleasant or otherwise?)
 - Expectations (e.g. Does the work overall and/or are there particular things that far exceed or fall short of your own expectations?)
 - Any other reflections are welcome.
 - The personal narrative should be a stand-alone document in PDF format. It can be presented as an essay or in any other non-academic writing style.
 - The narrative is for Tiny Beam Fund’s internal use only.
- Also required is an accounting of how the award funds have been used, based on broad categories (e.g. travel expenses for fieldwork) for the U.S. Internal Revenue Service.

VI. EXPLANATION OF “GUIDANCE MEMO”

A. General characteristics of documents commonly referred to as guidance memos, staff guides, or practice briefs

1. The main purpose of these documents is to provide explanations and clarifications. They are not laundry lists of facts and figures. They are not key points for debate teams.
 - The function of these documents is to explain rules or scenarios that may appear complicated, confusing, or ambiguous to persons who need to base their decisions on them.
 - Authors of these documents also spell out practical implications and offer guidance on interpretations and applications.

- Government departments and agencies often issue decision-makers guides, staff guides, practice briefs. For example: The education department of a U.S. state issues a guidance memo on the state's financial aid for adult learners to assist university administrators in that state.
2. Each document focuses on very specific topics and addresses a particular audience. These documents are not directed at the public at large.
- For example: (i) A guidance memo from the American Bar Association to law schools on using admission tests. (ii) A new head of the housing department requests a veteran staff member to prepare an "action memo" on reorganizing the department's internal structure in the coming months.
3. Concise and succinct presentation. These documents are not essays.
- Bullets and short paragraphs are invariably used. Lengthy, discursive narratives are eschewed.
4. The following are good examples of the kind of "Guidance Memos" we have in mind. These examples are chosen for their tone and approach to explaining the topics concerned (not for their lengths or design styles):
- ["Promoting Bilingual Children's Communication Development"](#)
 - ["Ensuring Climate-Smart Agriculture 'Leaves No One Behind'"](#)
 - ["Preparing for Literacy"](#)

B. The fellowship program's Guidance Memos

Fellows have flexibility in determining how they want to structure and present their Guidance Memos. All Guidance Memos must meet the following requirements and criteria:

1. Relevant to front-line persons' "burning questions"

- *A Guidance Memo must be directly relevant to at least part of a "burning question".*
- For example, the Guidance Memo of a Fellow named Pat B. focuses on the topic of supply chains of pork and poultry products from medium- and large-scale facilities in China. This topic is relevant to the following "burning question":
 What percentages are animals raised for food in China and in India "factory farmed"? Which are the companies involved with "factory farming" in the two countries? What do the supply chains for "factory farmed" products look like?

2. 5,000 – 7,000 words in plain language/English

- *A Guidance Memo should have a minimum of 5,000 words and a maximum of 7,000 words (not including charts, graphs, endnotes, etc.) In addition there should be an abstract of no more than 350 words.*
- For more information on what is "plain language", consult websites from reputable organizations and governments that support and promote its use.
- The Guidance Memo can be written in a language other than English. This is subject to approval on a case by case basis. Applicants must raise this issue early in the application process. And if awarded the fellowship, they must be involved in steps to arrange for translation of the original into English.

3. Clarity

- *Clarity and succinctness in every aspect is essential, from how the content of a Guidance Memo is organized to the content itself.*
- Clarity can come from teasing out strands as well as pulling scattered strands together. Synthesis of disorderly information and "joining up dots" to form a clear coherent picture is especially welcome in Guidance Memos.
- Another highly desirable feature in Guidance Memos is explaining precisely the points of disagreement when something is controversial or confusing. Such clarification is much better than merely stating "not enough research is done" or "more research is needed" which is not helpful to front-line persons.

4. Solid information and sound judgment

- *Fellows should try their best to use the most reliable sources and research findings in their Guidance Memos.*

- Information, data, evidence, ideas, and viewpoints presented or used in a Guidance Memo need not be definitive, undisputed, or comprehensive. The determining factor for their acceptability is whether it is fair, reasonable, and defensible to use them. Fellows' own sound judgment is therefore very important.

5. Explanations that deepen understanding, but are easy for non-academics to grasp

- *The goal of Guidance Memos is to help front-line persons gain a deeper, more sophisticated and nuanced understanding of the topics being addressed. Therefore unpacking complex, obscure, opaque issues should play an important role in a Guidance Memo. But it should be done in a way that is easy for non-academics to comprehend.*
- In the course of providing a thorough explanation it may be unavoidable to make reference to concepts, methodologies, contexts, or research works that may not be familiar to non-academics. But that should be kept to a minimum.
- Citations to scholarly and other kinds of publications are very important and should be given, but they should not clutter up and interfere with the flow of explanations.

6. Practical advice that is useful to front-line persons

- *Guidance Memos should include practical advice that helps front-line persons with their endeavors (especially with planning, strategizing, decision-making, etc.), with how to come to grips with complex issues.*
- Front-line persons have their own experience, opinions, and approaches. Guidance Memos are intended to complement and supplement these with practical advice that is based on the perspectives and knowledge of academic researchers.
- Advice can be concerned with how to view, approach, analyze, interpret, contextualize something and/or what concrete actions to take.
- All advice should pertain to practical (not theoretical or philosophical) matters.
- Some categories of advice worth considering when Fellows prepare their Guidance Memos:
 - Advice which reminds front-line persons that certain seemingly good solutions are probably "not that simple" when they are implemented in real life and there may well be risks, trade-offs, and unintended consequences.
 - Suggestions to frame or communicate an issue in a new light (e.g. suggest how front-line persons can emphasize the history of certain practices which resonate with local communities, or how to take into account the level of training /education of farmers).
 - Advice on how front-line persons can employ certain strong evidence to persuade and influence stakeholders such as corporations or legislators.

7. Do not dwell on "the usual suspects"

- *Guidance Memos should pay special attention to information, insights, concerns, and research findings that front-line persons may **not** be aware of.*
- Front-line persons are not clueless about the topics addressed in Guidance Memos. They are not the general public who may need to have the most basic things explained to them. (For example, front-line persons are very familiar with the FAO's 2006 report "Livestock's Long Shadow".)
- But front-line persons often cannot access peer-reviewed literature behind paywalls.
- One of the most valuable features in a Guidance Memos is its ability to highlight things that are not "the usual suspects", things that are not obvious even to those with some understanding of a topic, things that may be ignored, misconstrued, or counter-intuitive.
 - For example, Pat B's Guidance Memo on supply chains of pork and poultry products in China can highlight the following points which are not commonly known or discussed, but which provide additional target areas for front-line persons:
 - the pig production sector's activities relating to contracting with small-scale farmers
 - the continuing popularity of "wet markets" in rural areas
 - a number of farm-gate transactions still happening between small traders and small pork producers which do not involve the modern supply chain