

Coffee Barometer



Keys for a Successful Sustainable Sourcing Program (Cosa, 2018).

Definition

Function & Credibility

1. Clear Strategic Objectives

Document that outlines the time – bound goals and the key processes and resources required to achieve desired outcomes

- Engage stakeholder's participation to create it
- Consider first desired long-term impacts, then the mid-term outcomes that would lead to those, then the activities and investments that generate desired outcomes
- Measurable, time –bound goals that are clearly articulated to supply chain stakeholders
- Highlight key processes and resources to demonstrate how the program will be operationalized and managed

2. Key Performance Indicators

Simple metrics that clearly measure the progress toward objectives – Performance is replacing the static approach to scorecards

- Formulate S.M.A.R.T. KPIs (Specific, Measurable, Actionable, Realistic, Time-bound)
- KPIs align with international norms to facilitate accountability and benchmarking or comparability across origins and supply chains
- Integrated KPIs into a functional management system that encourage their active use in decision-making
- Documented guidance is key for applying KPIs to ensure consistency and credibility

3. Code of Conduct Guidelines

Pragmatic guidelines that address policies and practices for vital areas such as occupational safety, social norms, environmental responsibility, and economic transparency

- Define clearly and state expectations realistically Interpretations of ethical business practices vary place to place. Local regulations are a necessary basis but may be insufficiently aligned with global expectations
- Coherent approach should apply appropriately for different levels: aggregators, processors, producers, and hired labor
- Guidelines should be auditable, have clearly defined metrics, and enforceable consequences
- Ideal to quantifiably assess specific risks or sustainability attributes associated within the supply chain

4. Traceability Protocol

The defined system for ensuring the ability to reliably identify the product source and all intermediaries along the supply chain

- Define clearly. Interpretations of ethical business practices vary place to place. Local regulations are a necessary basis but may be insufficiently aligned with global expectations – state expectations realistically
- Coherent approach should apply appropriately for different levels: aggregators, processors, producers, and hired labor
- Guidelines should be auditable, have clearly defined metrics, and enforceable consequences
- Ideal to quantifiably assess specific risks or sustainability attributes associated with individual suppliers or the entire supply chain and mapping, to the farm level, offers a much better layer of understanding

5. Sustainable Production and Processing Criteria

Program to promote best practices in sustainable coffee cultivation and processing

- Ensure delivery of services are prioritized with local stakeholders and are based in a credible needs assessment methodology
- Establish a clear process for monitoring farmers, aggregators, and processors
- If specific activities such as training, credit, soil analysis, or inputs are delivered, include a system to monitor delivery and quality of services

6. Verification

Criteria and procedures to ensure compliance and that the information reported is accurate

- Apply verification as a learning process for continuous improvement not just as an enforcement tool
- Provide a checklist of required information and clarity on how suppliers will be evaluated on key aspects of the sourcing program
- Integrated systems for validating data sources to reduce verification costs and target field audits towards specific risks
- Improve accuracy with some electronic or even remote sensing verification in addition to traditional observational inspections

7. Impact

The intended and unintended effects (both positive and negative) that can be attributed to specific interventions or investments

- Utilizing targeted impact assessment can identify reasons for an outcome. Knowing how interventions such as training or credit affect an impact opens up solutions and better investments or policies
- Engaging the scientific rigor of quantitative and qualitative tools offers the most credible assessment possible.
- Look beyond single dimensions to include the environmental, social, and economic manifestations of change to usefully illuminate the realistic dynamics or trade-offs of farming and supply chains.

8. Information Management

A functional information system goes beyond data to enable the actors within the Sustainable Sourcing Program to share and learn from results

- Visualisation of results to track progress of Sustainable Sourcing objectives
- Results based on a common or shared set of KPIs
- Permitted access to ensure sharing information is restricted based on the suppliers role in the supply chain
- Stimulate continuous improvements including the ability to easily rate supplier sustainability performance.

Colophon

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