

Assessing and planning the implementation of beef sourcing commitments



The Beef Toolkit supports companies in the responsible sourcing of beef, highlighting a wide range of tools and initiatives which aim to decouple beef production and trading from deforestation, conversion of native vegetation and human rights violations. This document summarises the key points on timebound implementation plans from the full briefing note, available at www.beef toolkit.net.

- **Prior steps to developing an implementation plan include understanding the supply chain and setting company commitments.**
- **An effective timebound implementation plan typically addresses five key elements: scope; activities; targets, timelines and KPIs; resources and responsibilities; and review and reporting.**

01 What is a timebound implementation plan and why is it important?

A timebound implementation plan sets out the actions a company will take over a given time period to ensure that their beef and cattle product sourcing delivers on their responsible sourcing commitments.

Having this plan is important for a company to:

1. Have a clear understanding of what it must do to meet its commitments
2. Show buyers and other stakeholders that it is serious about delivering sustainable beef and indicate when it will achieve this.

02 Develop your implementation plan

In order to develop a coherent and systematic implementation plan, companies sourcing beef and cattle products are advised to take the following preliminary steps:

- Understand the supply base
- Develop a sound responsible sourcing policy

To effectively develop an implementation plan for the responsible sourcing of beef and cattle products, a company should ensure that five key elements below are addressed.



A. Scope

The timebound implementation plan should cover the company's whole beef supply chain, including its own operations, joint ventures, all direct and indirect suppliers, and all sourcing areas. The scope might be affected by numerous factors including:

- Company size and resources
- Volume of commodity and supply chain footprint
- Position within the supply chain
- Location of operations in high or low risk geographical areas

B. Activities

The timebound implementation plan should include actions both within and beyond the supply chain to address and mitigate negative impacts of beef production and deliver positive outcomes.

1. **Actions within the supply chain** – relating to beef and cattle product volumes purchased and the performance of suppliers. These actions might include:
 - Assessing direct beef and cattle products suppliers' performance and the risk they are exposing the company to;
 - Developing a process for supplier engagement and monitoring;

- Developing clear grievance processes and mechanisms for managing and remediating social and environmental non-compliances;
- Developing monitoring and reporting systems for measuring progress.

2. Actions beyond the supply chain – relating to the places beef and cattle products are produced and systemic issues within the sector. These actions might include:

- Engaging and/or supporting initiatives and projects tackling sustainability issues in the landscapes, jurisdictions, and areas where the company sources beef;
- Engaging in sector discussions and initiatives in the beef sector to challenge systemic issues linked to the production of beef.

C. Targets, Timelines, and KPIs

The implementation plan should include clear targets with robust milestones. The milestones need to be SMART (specific, measurable, attainable, relevant, and time-bound) and have clear actions or Key Performance Indicators (KPIs) associated with them.

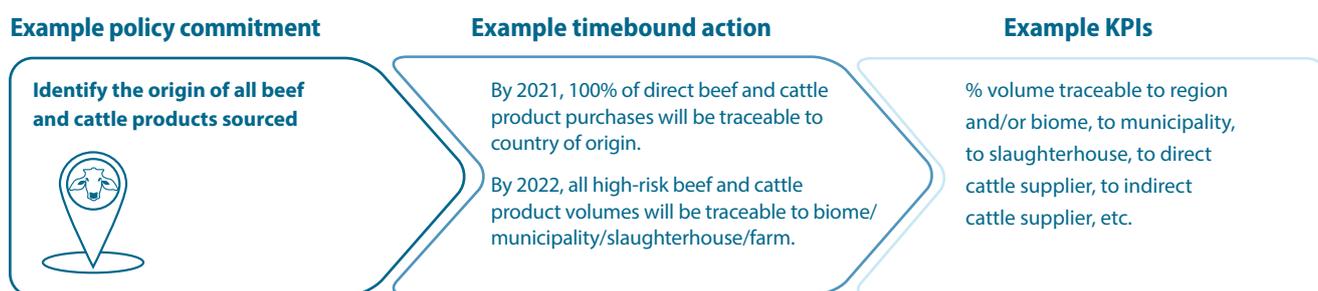


Table 1: Example of targets with timebound actions and associated KPIs

D. Resources and Responsibilities

The timebound implementation plan should cover who in the company will take responsibility for delivering on different actions and how resources will be allocated. In order to effectively plan and implement a responsible beef sourcing strategy, a company must:

- Identify a leader or a lead-team to coordinate;
- Ensure integration of responsible beef/cattle product sourcing objectives into the wider business sourcing strategy;
- Identify teams that will be involved in the implementation and involve them from the beginning;
- Empower the teams involved through awareness raising and capacity building activities;
- Determine if an external partner is needed to support the implementation and when actions are expected to be taken by suppliers.

E. Monitoring, Verifying and Reporting

The company should regularly monitor and review the implementation of plans and assess if the actions and timelines set are delivering the desired outcomes. Results should be fed back to review the strategy and update the plan, adjusting milestones and timeframes, if needed. They should regularly report on progress in implementing the plan and delivering on policy commitments (for more information, see [Briefing Note 5](#)).

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