

Terms of Reference:
Assessment of progress towards implementation of climate targets by Behind the Brand (BTB) companies

Background and Purpose:

In 2013, Oxfam initiated a groundbreaking campaign, [Behind the Brands](#), to challenge 10 of the largest food and beverage companies to improve their economic, social, and environmental performance. This initiative has drawn the support of almost a quarter million advocates and spurred well-known companies to make ground breaking commitments on land, climate and gender.

As a result of this campaign, two companies – General Mills and Kellogg’s – announced commitments to set science based targets (SBTs) for reducing GHG emissions including agricultural emissions from their supply chains in 2015. Since then several other BTB companies including Unilever, Nestle, Mars, Mondelez, PepsiCo, The Coca-Cola Company and Danone – have also set SBTs. Companies also committed to engaging suppliers, supporting responsible climate policy and eliminating deforestation from supply chains.
(<https://www.behindthebrands.org/climate-roadmap/>)

2020 is a critical milestone for reviewing the progress companies have made towards implementation of their commitments and is also an important moment for spurring global climate action. To that end, Oxfam seeks to understand: to what extent are companies implementing their climate commitments and identify areas of progress as well as the gaps and challenges that companies need to address.

Objectives and Scope of Assessment:

Assessing all the components of a company’s climate commitment is too big of a task to accomplish in a single evaluation. Rather, this evaluation will focus on core components that Oxfam focused on as part of the BTB campaign and prioritizes in its broader climate and land work using a gender lens:

- **Robustness of the company’s GHG reduction target:** Companies need to have a science-based target that is aligned with limiting global temperature rise to 1.5°C above pre-industrial levels. Does the company’s target align with that goal and does it prioritize Scope 3 GHG emission reductions from its agricultural supply chain? If the company has a “net zero” target, to what extent does the target rely on carbon removals as opposed to emissions reductions in its own operations and supply chains.
- **Data and disclosure:** Companies need to have relevant data on the emissions associated with agricultural commodities in their supply chain because they cannot manage what they don’t measure. Relatedly, they need to be able to disclose detailed emissions breakdown across their supply chain. In this context:
 - Do companies know and show GHG emissions data across different agricultural commodities that are in their supply chain?
 - Does the company have a process to regularly review and update its target and communicate on progress with respect to targets?

- Do companies support the suppliers in collecting quality data on GHG? Support could either be in terms of providing tools or technical support to ensure quality data.
- **Engagement with suppliers on climate:** Implementation requires working through their suppliers. Do companies have plans to engage their suppliers and do they require their suppliers to measure and disclose GHG emissions? Do they provide tools and support to their suppliers to track and reduce emissions?
- **Advocating for ambitious climate policy:** It is increasingly clear that companies can't address these issues on their own and government action and policy reform are critical. In this context, is there evidence that companies are supporting and advocating for policy reform that supports the achievement of long-term climate stability?
- **Supporting alternative agricultural and land use models that are low emissions and equitable.** Addressing emissions from agriculture and land entails supporting a transition to models of agriculture that are low emissions and build ecological and livelihood resilience. Is there evidence that companies are using their leverage to support such models?
- **Progress on implementation of commitments to achieve deforestation and exploitation free supply chains.** Given the considerable evidence that already exists that show that companies are for the most part failing to meet their commitments on deforestation free sourcing, this will not be a focus of the evaluation. However, the consultant will review existing data and evidence to provide recommendations on addressing gaps and challenges around implementation.

Scope

This evaluation will include the eight companies that have set SBTs: General Mills, Kellogg's, Unilever, Nestle, Mars, Mondelez, PepsiCo, The Coca-Cola Company, and Danone.

Relationship to other evaluations

Oxfam is also commissioning other independent evaluations on progress against gender and land commitments made following the Behind the Brands campaign; these evaluations will also be released publicly and will underpin Oxfam's analysis of implementation efforts, to be released in early 2021.

Methodology

Research will primarily be desk and interview-based. Desk research should include press releases, assessments, reports, and other documentation from companies, international institutions, implementation partners, multi-stakeholder initiatives, country and donor governments, etc. Interviews should include companies', selection of suppliers, and other key civil society stakeholders and relevant allies. Oxfam can help facilitate interviews with the companies.

All material that the consultant includes in her/his analysis must be accessible in the public realm (e.g. off-the-record interviews may not be cited).

Deliverables

Deliverable 1: Inception report. The inception report should include a detailed discussion of methodology, provided to Oxfam for review and discussion. The methodology will be informed by inputs from key external stakeholders and allies such as CDP and WRI. The inception report will be shared internally within Oxfam and with companies primarily for ensuring transparency.

Deliverable 2: Draft evaluation report, with draft company recommendations and draft general recommendations. After submitting this deliverable, the consultant will receive one round of feedback from Oxfam and from the companies.

Deliverable 3: Final evaluation report. This is a public report prepared by the consultant which should be approximately 30 pages. The suggested structure is as follows:

1. Executive summary (should serve as a standalone document)
2. Introduction: background Oxfam BtB campaign and company responses
3. Methodology
4. Analysis: areas of good performance/gaps; diagnosis of reasons for lack of progress in any particular components; assessment of progress across countries/regions
5. Conclusions and recommendations

Profile of evaluator

The consultant or consultancy team should have demonstrated expertise on the following: 1) the food/beverage/agricultural sector and climate; and 2) supply chain analysis.

Schedule

May 25 – June 26, 2020	Consultant recruitment and finalization (call for proposals posted, submission reviewed by a panel)
June 29, 2020	Initiate consultancy
August 10, 2020	Deliverable #1 (Inception Report) submitted
October 19 -26, 2020	Deliverable #2 (Draft Evaluation Report) submitted
October 26 – November 27, 2020	Review by Oxfam staff Opportunity to comment (OTC) with companies Deliverable #3 (Final Evaluation Report) submitted

Budget

A budget of USD \$25,000 is available to support this evaluation.

Proposal submissions

Kindly submit expressions of interest (EOI) not exceeding 8 pages (EOIs should include relevant qualifications and budget) to Nnenna Moneke nnenna.moneke@oxfam.org by 8 June 2010. Shortlisted consultants/teams will be contacted for an interview.