



TERMS OF REFERENCE

DATA CONSULTANT: WWF SOY TRADERS SCORECARD 2021

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Commissioned by: WWF-UK, Living Planet Centre, Brewery Road, Woking, GU21 4LL

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Project duration: September 2020 – January 2021

Introduction: WWF seeks a contractor/specialist in data collection, data management, analysis and scoring to support the production of a WWF Soy Traders Scorecard. The contractor will work in close collaboration with WWF staff based around the world to refine a robust scoring methodology to assess soy traders, manage the data collection and compilation, create materials to engage and interface with companies and analyse the data received to score companies. (See more detailed Tasks and Deliverables below).



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PURPOSE

The purpose of this assignment is to support the development of a WWF Soy Traders Scorecard, showcasing commitments and actions taken and reported upon by soy traders to eliminate deforestation and conversion of other natural ecosystems from their soy supply chains.

BACKGROUND

WWF Soy Scorecards

The WWF Soy Scorecard (much like the WWF Palm Oil Buyers Scorecard) series has represented landmark work by WWF to highlight the urgency of unsustainable soy in animal feed, and move retailers, brands and manufacturers forward on the journey to deforestation- and conversion-free soy. The work has helped position WWF as one of the leading NGOs advocating for sustainable soy sourcing, has contributed to increased supply and demand for certified sustainable soy, and encouraged soy buyers to take action. It is also regularly cited as a key public engagement tool for consumers seeking to understand more about soy production issues and compare the performance of companies that they buy from. In previous years, WWF Soy Scorecards (2014, 2016) have focused on soy buyers; in 2020/2021, we are looking to focus on soy traders for the first time. We will also develop a Soy Buyers Scorecard in 2021 at a second stage – focusing both on non-consumer facing soy buyers like feed manufacturers, but also on consumer-facing buyers like retailers and brands. However, this assignment only focuses on the Soy Traders Scorecard.

Soy traders

In 2020, we are seeking to include soy traders (see simplified representation of the soy supply chain below) for the first time in our Soy Scorecard.



Figure 1: Simplified soy supply chain



Traders represent a significant bottleneck and a highly concentrated segment of the supply chain: Bunge (USA), Cargill (USA), ADM (USA), Louis Dreyfus (Netherlands), Amaggi (Brazil), Gaviola (USA) and COFCO (China) alone accounted for 68% - over two-thirds – of all soy exports from Brazil in 2018¹, and represented significant percentages of the soy exported from Argentina, Paraguay and the United States as well in 2018. The supply chains of these six largest traders also represented more than two-thirds of the total deforestation risk associated with soy expansion 2006 and 2016.

Soy traders are defined here as companies that originate, process and sell soybeans, soybean oil and soybean meal. Soy supply chains present high levels of vertical integration, and therefore many major traders process these products into animal feed, some of them own and manage soy-producing land and some also produce animal products. The biggest soy traders have made considerable investments in transport and export infrastructure in South America, and some of them also provide financing to farmers².

The 2021 WWF Soy Traders Scorecard

The first WWF Soy Traders Scorecard will be published in January 2021. We intend this scorecard to be truly global, ranking the biggest soy traders sourcing and selling soy from all major soy producing countries, focused on the steps and action being taken to eliminate deforestation and habitat conversion from their entire operations. We are currently finalising the list of soy traders in scope, which will be shared and discussed with the selected consultant.

The methodology for this scorecard is under discussion and needs to be refined. It needs to be informative, simple and communicable to enable comparisons to be made, new action to be taken and to inform decision making. Furthermore, we are aiming for this scorecard to be dynamic, moving away from a ‘static’ snapshot in time, and rather build it in a way that will allow data to be updated as new commitments and actions are taken by scored companies. The scorecard will be presented as an interactive website, accompanied by a pdf report.

The project will be overseen by a Steering Group consisting of members of the WWF Soy Working Group and the relevant WWF International Practices.

¹ Trase, <https://trase.earth/>

² Kuepper, B., Steinweg, T., Drennen, Z. (2017), Brazilian Soy Supply Chain – Market Access Risk from Deforestation, Chain Reaction Research. [online] Available at: <http://chainreactionresearch.com/wp-content/uploads/2017/12/risks-and-benefits-in-the-soy-supply-chain-final.pdf>



OBJECTIVES

The objectives of this trader scorecard include:

- **Publicly establishing a clear set of WWF asks for soy traders**, creating a reference for our engagement with traders and other key stakeholders: feed manufacturers, brands, manufacturers, retailers, policymakers, financiers.
- **Acknowledging publicly the role of traders in soy production** and encouraging them to increase in transparency and accountability in helping eliminate deforestation and conversion for soy.
- **Highlighting front-runners** who show that it is possible to source sustainable soy, and encouraging mainstreaming of their practices.
- **Providing soy buyers with a deeper understanding** of what traders should be doing to eliminate deforestation and conversion and a **tool to drive responsible procurement** – effectively applying market pressure on traders from their customers to take more ambitious action. **Holding soy buyers accountable** for the impact of their soy sourcing decisions.
- **Providing other key stakeholder groups including government and the finance sector** with key information to underpin decisions that help **create enabling conditions** for the elimination of deforestation and conversion from soy supply chains.
- **Enshrining ‘conversion-free’ as a core value in soy supply chains.**

By informing companies and their customers ahead of time, and by making their performance public, we intend for the Soy Trader Scorecard to be instrumental in driving progress towards deforestation- and conversion-free soy supply chains. We will apply lessons learned from previous WWF Soy Scorecards and from the WWF Palm Oil Buyers Scorecard.

SCOPE AND DELIVERABLES

This assignment will focus on soy traders only (although companies included may have activities in other areas of the supply chain as well). Tasks and expected deliverables are outlined below:



Tasks

1. Liaising with WWF's Steering Group and nominated National Office staff to finalise a list of soy traders to include in the scorecard.
2. Consulting with WWF on final scoring methodology including scoring criteria, scoring system and verification of action, to ensure practicality and alignment with expectations (including testing the methodology with a few companies before finalising it).
3. Supporting and managing the interface with the soy traders, including the design and distribution of surveys, pursuing responses and managing questions from companies. Serve as point of contact for all communications with soy traders
4. Liaising with relevant external partners (including Soy Transparency Coalition) to collect necessary data and then incorporate this into the Scorecard (including publicly available information on the web).
5. Finalising the design of a simple database template capable of consolidating and analysing the incoming data, that can be subsequently updated as needed, and that will inform the 'back end' of a designed website. Work with the web developer as necessary to ensure compatibility of the data with the website structure.
6. Supporting with reaching out to companies to clarify questions or inconsistencies in data and – if required – support the development of a webinar and/or guidance to companies to complete the questionnaire.
7. Collating the data and finalising the scores.
8. Analysing final data and scores to suggest trends and accompanying commentary for the analysis piece and communications materials that will accompany the Scorecard.
9. Proofreading draft iterations of published Scorecard scoring tables and read and comment on draft analysis. A robust quality assurance process must be followed and demonstrated.
10. Attending regular calls with the Steering Committee and Project Managers and other key staff as required, providing regular progress updates.

Deliverables

- A final **list of 20-30 soy traders to be included***, based on an initial draft established by the project's Steering Committee;



- A refined **scoring methodology*** that is aligned with the Accountability Framework initiative³, based on an initial draft developed by the project's Steering Committee;
- An **email survey for companies** (with any necessary adaptations for specific subgroups) – to be drafted and sent by the consultant;
- A system for tracking opening of email surveys and responding to company inquiries;
- Materials to develop an **FAQ** for responding companies
- A **webinar** for survey completion support;
- A **completed scoring database** (in an appropriate template designed by the consultant), including company scores and evidence to support them;
- A final set of **company scores** (including detailed evidence and comments), **ranking** and **analysis**;
- An **analysis of key trends and accompanying commentary** to inform WWF communications materials;
- Support to the development of a final **WWF written report** (see our 2016 Soy Scorecard report⁴ for reference) in Word format, including an executive summary, full results and recommendations for traders, buyers across the supply chain, end consumers, policymakers and financiers. WWF will lead the development of the report but will count on the consultant's support on the analysis and verification of the data revealed by the scorecard. The design of the report and related website are not included in the scope of this assignment.

*WWF has begun establishing a list of companies to be included and a draft assessment methodology, which will be provided to the successful tenderer as a starting point.

INDICATIVE PROJECT TIMELINE

This Terms of Reference has been published on Wednesday 19th August 2020. The deadline for submission of proposals is 17:00 BST on Wednesday 9th September. The consultant will be selected by Wednesday 23rd September, with an expected project kick-off on the week commencing on 28th September.

³ <https://accountability-framework.org/>

⁴ https://soyscorecard.panda.org/files/WWF_Soy_Scorecard_2016.pdf



We are seeking to complete this project **between September 2020 and January 2021**, with an aim to publish the scorecard in January 2021. The timeline below is indicative and will be refined by the successful tenderer and WWF upon appointment.

w/c	28/09	5/10	12/10	19/10	26/10	2/11	9/11	16/11	23/11	30/11	7/12	14/12	21/12	28/12 04/01
Kick off project														
Refine scope and methodology														
Notify all companies about inclusion														
Collect and analyse data														
Send draft scores to companies														
Consolidate feedback from companies														
Draft report														
Finalise report														
Steering Committee calls	x			x				x			x			

METHOD OF WORK

The consultant will be responsible for data collection and engagement with targeted companies, and for developing final deliverables, with support from WWF's project team and steering committee.

A WWF steering committee for this project will meet at least every month, at key project milestones, to provide guidance and any required input.

SUBMISSION AND ASSESSMENT OF PROPOSALS

Proposals should include:

- Approach for completion of the project;
- Relevant experience (and case studies if applicable);
- CVs of consultants who will participate in the project;



- A precise budget broken down by key tasks, including consultant daily rates;
- The estimated number of person-days required;
- A detailed timeline for delivery.

The application should be no longer than 6 sides plus CVs of participating consultants.

Please find attached a copy of WWF-UK's standard terms and conditions. In your response, please indicate your acceptance of these terms or return with your comments.

Proposals will be assessed according to the criteria below:

- Fit to brief (30 points);
- Robustness of proposed approach (30 points);
- Relevance of previous experience (20 points);
- Value for money (20 points).

Closing date to submit proposals: 17:00 BST on Wednesday 9th September 2020.

Final deadline for all project deliverables: Friday 8th January 2021.



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