

REQUEST FOR PROPOSALS

SOY AND CATTLE VALUE CHAIN AND ECOSYSTEM MAPPING

INTRODUCTION

The [Investor Initiative for Sustainable Forests](#) (IISF), helps investors to understand how deforestation within cattle and soybean supply chains represents a material risk to companies, investors, and the financial system. It coordinates collaborative investor engagement with companies that have either a direct or indirect exposure to commodity-driven deforestation. More than 48 investors are engaging with over 42 companies across the soy and cattle value chains – with a focus on Brazil.

This is a request for proposals to conduct a study mapping:

- (a) the Brazilian soy and cattle supply chains, including interdependencies between companies and sectors, as well as regulator influence;
- (b) the ecosystem of multi stakeholder initiatives with similar asks to IISF for soy and beef – promote sustainable and deforestation/conversion free commodities value chains

The insights derived from this piece of work will be combined with a baseline assessment of investors active within the PRI's deforestation working groups (conducted internally by the PRI) and with the results of a company disclosure benchmarking exercise, to inform future engagement strategy and process.

We are open to receiving proposals focusing on one or both commodities (soy and/ or cattle), depending on consultant expertise.

PROJECT AIMS

- To better understand soy and cattle supply chains leverage points and bottlenecks for investor engagement;

- To map sustainability initiatives relevant to the different supply chain segments in order to promote better alignment and synergies with PRI Sustainable Commodities Programme;
- To evaluate the different initiatives impact and influence towards promoting deforestation free portfolios
- To recommend future actions for investor stewardship on soy and cattle supply chains.

The section below includes more detail on the objectives outlined above, further expanding on the questions we would like to see addressed for each.

ACTIVITIES AND RESOURCES

The PRI will provide a [range of data](#) and resources from partner organisations, which the consultant will be expected to complement through their own research (e.g. on public company disclosures, academic and NGO reports, data platforms). The consultant will also have access to a PRI-commissioned benchmark of the companies engaged by IISF members, covering progress on their policies, disclosure and performance.

Using these resources, the consultant will produce a study addressing the questions associated with each objective below.

1. To better understand soy and cattle supply chains leverage points and bottlenecks for investor engagement.

Questions:

- What is the structure, size and characteristics of the Brazilian markets for cattle and soy production, processing, trading, export and domestic consumption? – ***Please provide these findings in an excel sheet with comparable time series for the data as well as graphs for the relevant analysis***
- What are the key value chain segments, their sizes and key players for addressing deforestation (e.g. those with the largest commodity 'footprint')?
- What are the interdependencies between companies within these supply chains (e.g. supplier relationships, financing or other linkages) and how could these be leveraged by investors seeking to address deforestation?
- How are regulation, certification schemes and other external initiatives influencing supply chain dynamics?
- How does our strategy to date map against relevant supply chain segments, and are there any untapped leverage points?
- Are the right companies being engaged with via the IISF, and are any key companies missing from our engagement list?

2. To map sustainability initiatives relevant to the different supply chain segments to promote better alignment and synergies with PRI deforestation workstreams.

Questions:

- Which are the relevant initiatives the PRI should seek to align and create synergies with (e.g. SOS, French Manifesto, SCF, CFA, IISF, TFA, CMI, Nature 4 Climate)?
- What is the matrix of **asks, actors** (including donors) and **results** for each of the initiatives?
- Which investors and financial institutions are involved in the different initiatives, and how?
- Who are the champions for each initiative and which best practices are promoted?
- What financial incentives available to make the commodities value chain more sustainable?

3. To evaluate the different initiatives impact and influence towards promoting deforestation free portfolios

Questions:

- What **criteria** could be used to evaluate the **impact and influence of each initiative** (multistakeholder and investor led) in promoting deforestation free portfolios? Please include a bubble graph comparing the level of influence of each initiative (including IISF) towards the desired impact
- How can we position **the PRI strategy** against relevant supply chain segments and initiatives?

4. To evaluate the different initiatives impact and influence towards promoting deforestation free portfolios

Questions:

- What are the key **leverage points** in the soy and cattle supply chains that investors should focus on going forward?
- For each sector, what are the **specific changes** needed to influence a shift to sustainability and away from deforestation? What might be the challenges in achieving change, and what might help overcome them?
- **How do engagement asks** to date compare to findings from this analysis?
- Could the **asks be improved**?

DELIVERABLES AND TIMINGS

The key deliverable for this study is a report (in Word) and a presentation (in PPT) containing findings and recommendations covering all the objectives outlined above. An appendix with all references and sources used listed should be included too. The use of graphics and/ or diagrams is encouraged (e.g. to illustrate supply chain relationships, influence and impact of initiatives, and connections between sustainability initiatives, asks and actors).

We would like the study to be completed by 20th of March 2021. Below are suggested timings for the project, to be agreed with the selected consultant:

Activity	Timing
Deadline for RFP responses	20 th of February 2021
Start date / Kick-off meeting	20 th of February 2021
First draft due	15 th of March 2021
PRI review due	17 th of March 2021
Final report due	20 th of March 2021

HOW TO SUBMIT A PROPOSAL

Please send your proposal via email to Ana Lima ana.lima@unpri.org and Isabella Coin isabella.coin@unpri.org by 10th of February 2021.

Proposals must include:

- I. Details of proven experience and knowledge of commodity-driven deforestation and relevant supply chains. Examples of previous or similar work are welcome.
- II. A brief biography of individuals that would be involved with indication of their locations.
- III. A summary of the proposed approach and methodology for carrying out the study.
- IV. Proposed costs of the project for each element and completion dates.
- V. Availability for the requested period / ability to achieve deadlines.

QUERIES

For any questions regarding the project or the requests outlined above, please contact Ana Lima ana.lima@unpri.org and Isabella Coin isabella.coin@unpri.org.