

## Terms of Reference (ToR) for a Consultant to support the Development of a Theory of Change for SBTi

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### 1. Background Information

The Science Based Targets initiative (SBTi) is a corporate climate action organisation that enables companies and financial institutions worldwide to play their part in combating the climate crisis. We develop standards, tools and guidance which allow companies to set greenhouse gas (GHG) emissions reductions targets in line with what is needed to keep global heating below catastrophic levels and reach net-zero by 2050 at latest.

The SBTi is incorporated as a charity, with a subsidiary which will host our target validation services. Our partners are CDP, the United Nations Global Compact, the We Mean Business Coalition, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF).

As part of our journey to become a formal standard setting organisation, to apply for ISEAL Community membership and to develop our strategic alignment and impact tracking, SBTi is seeking to develop a comprehensive Theory of Change (ToC) that clearly outlines the logical pathways from its interventions to long-term global climate outcomes.

This exercise includes building internal capacity to develop, own, revise and if necessary amend the SBTi Theory of Change in the coming years. This Theory of Change will provide the framework for the SBTi Strategy.

### 2. Objective of the Consultancy

SBTi intends to award a Fixed Price type contract for a consultant to assist in:

- Designing, facilitating a process and providing intensive hands-on support to develop a clear, evidence-based Theory of Change that reflects and clarifies SBTi's ambitions, positioning and role as a standard-setting body, outlining the envisaged pathway from SBTi's standards and other interventions (such as advocacy, campaigns, partnerships, among others to be identified by the TOC Process) to measurable climate impact.
- Building internal capacity in the SBTi for Theory of Change development and iteration by guiding a small team of SBTi staff to work closely in the development of the TOC and promote ownership and eventual revision of the Theory of Change and all related outputs (e.g. TOC narrative).
- Providing general recommendations or highlights of the content of the Monitoring and Evaluation Strategy for the Theory of Change (a second stage consultancy project for the full development of the MEL strategy will possibly be required)

### 3. Scope of Work

The consultant will:

1. Review and suggest changes or additions to this scope of work to ensure the project achieves its objectives.
2. Conduct a thorough review of SBTi's existing frameworks.
3. Review the work done during the "listening phase" of the Theory of Change processes to review conceptions of stakeholders regarding the SBTi Theory of Change.<sup>1</sup>
4. Conduct interviews and facilitate participatory workshops to gather input from diverse stakeholders (internal and external, including but not limited to SBTi Colleagues, Board, ELT, Technical Council, partners, civil society, among others).
5. Develop, with the support of a small SBTi dedicated team, a draft Theory of Change that includes logical pathways, assumptions, and mechanisms to measure implementation and impact. This Theory of Change will provide the framework for the subsequent work on SBTi Strategy. The development of the Theory of Change must promote ownership at all levels including Board, Executive Leadership Team, Managers and SBTi Staff,
6. Co-design and deliver a socialisation programme to share and get buy-in to the Theory of Change. This may include iterations, especially with the board of trustees and SBTi staff before the Board Meeting of March 2025. The consultant should budget for two iterations and propose an optional third iteration, cost separately, if required.
7. Build internal capacity in the SBTi for a small team to develop, promote ownership and revise the Theory of Change in the coming years (internal capacity includes mentoring SBTi Head of Strategy and Fundraising to enable them to take TOC forward, develop draft iteration plan -review, recommendations, etc- and other suggestions per consultant's proposal).
8. Incorporate feedback from internal and external stakeholders to finalise the TOC after the Board Meeting of March 2025
9. Work with the SBTi Communications Team to develop the narrative and communications plan around the revised Theory of Change

#### 4. Deliverables:

The below is a list of suggested deliverables, however we are open to edit to include other recommended deliverables based on the consultant's process and the results of a planned 'listening exercise' to be conducted before the project begins.

1. **Project plan** detailing methodology and timeline.
2. **Inception Report** based on first interviews
3. **Draft ToC:** reflecting standard-setting best practices, compliance pathways, and assumptions.
4. **Final Report: presenting the finalised ToC after Board feedback during the March Board meeting**, alongside recommendations for continued alignment with ISEAL and other international bodies.

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<sup>1</sup> This listening phase includes interviews with Trustees, the Executive Leadership Team, SBTi staff and external partners and the final report drafted by SBTi.

5. Guidelines and recommendations to the Communications team to build the narrative around the SBTi Theory of Change and Communications Plan
6. Consideration of MEL foundations & strategy (pricing)

## 5. Timeline

SBTi aims to have a final Theory of Change by April 2025. This includes providing enough time for Board revision and feedback at the SBTi Board meeting of March 27th, 2025 (draft document to be ready for the Board by March 7th, 2025).

The consultancy will take place over 4.5 months, beginning on December 15th, 2024 and concluding by April 30th, 2025. Key deliverables are due by the following dates:

- Inception Report: January 10th, 2024
- Stakeholder Consultations: February 14th, 2025
- Draft ToC: March 7th, 2025
- Final ToC April 15th, 2025

## Deployment and Conclusion

- This project includes transfer of the publication, research, and all related intellectual property to SBTi.

## 6. Qualifications and Experience

The consultant should have:

- Extensive experience developing Theories of Change.
- Experience in participatory facilitation and working with multi-stakeholder initiatives.
- Experience working with international NGOs (experience in the climate sector would be relevant).

Desired experience:

- Expertise in monitoring and evaluation of sustainability standards, ideally aligned with the ISEAL Code of Good Practice.
- Experience working with standard setting bodies.
- Understanding of science-based targets, corporate sustainability, voluntary sustainability standards, international climate frameworks and relevant sustainability regulation and climate policy landscape.

## 7. Budget and Payment Terms

We welcome proposals that do not exceed £30,000

Payments will be made in instalments as follows:

- 20% upon submission of the Inception Report.
- 40% upon submission of the Draft ToC.

- 40% upon submission of the Final ToC

## 8. Application Process

Interested consultants should submit the following by November 29th, 2025.

1. A cover letter explaining relevant experience.
2. A proposal outlining the approach; including an outline of the proposed methodology and workplan. (max. 10 pages)
3. CV(s) of the consultant(s).
4. A financial proposal, with a breakdown of costs per deliverable (including pricing if the project scope included MEL strategy and if not)
5. Examples of and references for similar previous work.
6. An account of how the work and/or organisation is sustainable.
7. Confirmation of short term availability for the duration of the project.
8. An outline of how any actual or perceived conflicts will be managed in the course of project delivery. Specifically, a description is required of any actual or perceived conflict of interest and/or loyalty arising from work history of the Contractor that could introduce bias toward or against any methods, and how these will be managed.
9. A signed and dated statement acknowledging that any intellectual property resulting from this engagement will belong exclusively to the SBTi.
10. A statement of terms and conditions relating to:
  - a. Data sharing agreements.
  - b. Confidentiality agreements.
  - c. Geographical location(s) for data storage.

Submit applications to [monserratnarvaez@sciencebasedtargets.org](mailto:monserratnarvaez@sciencebasedtargets.org)

## 9. Contact Information

All questions about this RFP must be received via email to:

monserratnarvaez@sciencebasedtargets.org by **November 20th 2024**. SBTi has the right to share answers to project questions with all parties who have asked questions or otherwise expressed interest.

## Evaluation and Selection

SBTi allocated staff will assess all proposals, solutions and potential providers against the same RFP assessment criteria. A cross-functional team including members of the interim-CEO's office, MEL, Quality, Compliance and the Technical Department Research Team will together consider proposals and conduct the assessment to ensure that a fair and rigorous selection is made.

The following elements will be the primary considerations in evaluating all proposals submitted in response to this RFP:

- Completion of identified required elements.
- The extent to which the consultant's proposal fulfils the stated requirements as

set out in the RFP.

- Experience with similar projects.
- Lack of Conflicts of Interest and minimal risk profile of consultancy
- Sustainability – SBTi values sustainability and all other factors being equal, and will favour a proposal to more sustainably perform the work.
- Overall cost of the proposal.
- Demonstrable knowledge of the SBTi target-setting standards.

**The bidder offering the best overall value will be selected. For this procurement, price and non-price aspects are of approximately equal importance.**

**Selection process:**

**Interviews are anticipated to be held end of November and early December 2024**

No proposal development costs shall be charged to SBTi / all expenses are to be borne by the bidders. SBTi may award to the bidder offering best value without discussions.

However, SBTi reserves the right to seek bidder clarifications and to negotiate with those bidders deemed to be within a competitive range.

SBTi may, at its discretion and without explanation to the prospective consultants, choose to discontinue this RFP without obligation to such prospective consultants or to make multiple awards under this RFP.