

*Evidence-Based CSR:  
Advocacy &  
Implementation*



**OXFAM**

# Evidence-based Advocacy

**Erinch Sahan**

Head (acting), Private Sector Team  
Oxfam GB

Singapore  
July 2016



**OXFAM**

## Agenda:

10:00-10:15 Welcome and introduction to advocacy

10:15-10:30 Case-study of Behind the Brands

10:30-10:45 Case-study of Transparency International in Cambodia

10:45-10:55 Introduction to power analysis

10:55-11:15 Group exercise (3 tables)

11:15-11:30 Introduction to advocacy strategies

11:30-11:50 Group exercise (3 table)



11:50-12:10 Report back  
from each group

12:10-12:25 Plenary  
discussion on key learnings,  
new perspectives

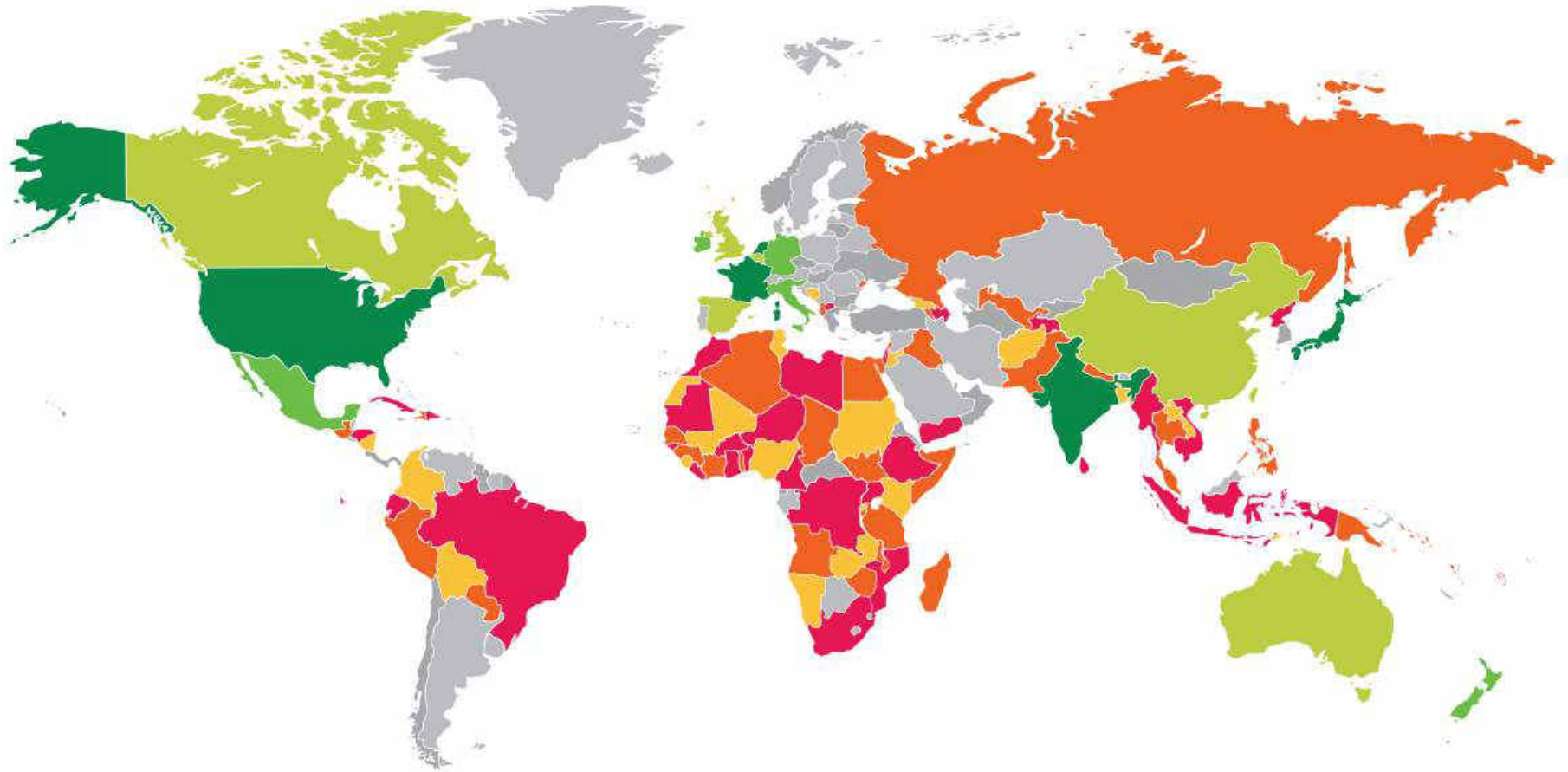
12:25-12:30 Summary and  
conclusion



# 1. Welcome and introduction to advocacy



# OXFAM AROUND THE WORLD



AROUND THE WORLD, OXFAM MOBILIZES THE POWER OF PEOPLE AGAINST POVERTY

OXFAM HEADQUARTER COUNTRIES

COUNTRIES WHERE WE WORK

# Long-term development programmes



Humanitarian  
assistance in disasters  
& conflicts



Campaigns &  
advocacy



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Give a man a fish and you feed him for a day.  
Teach a man how to fish and you feed him for a lifetime.

-LAO TZU





**pollution**

**access to river**

**stock of fish**

**market for fish**

**culture**

**affordability of boats**

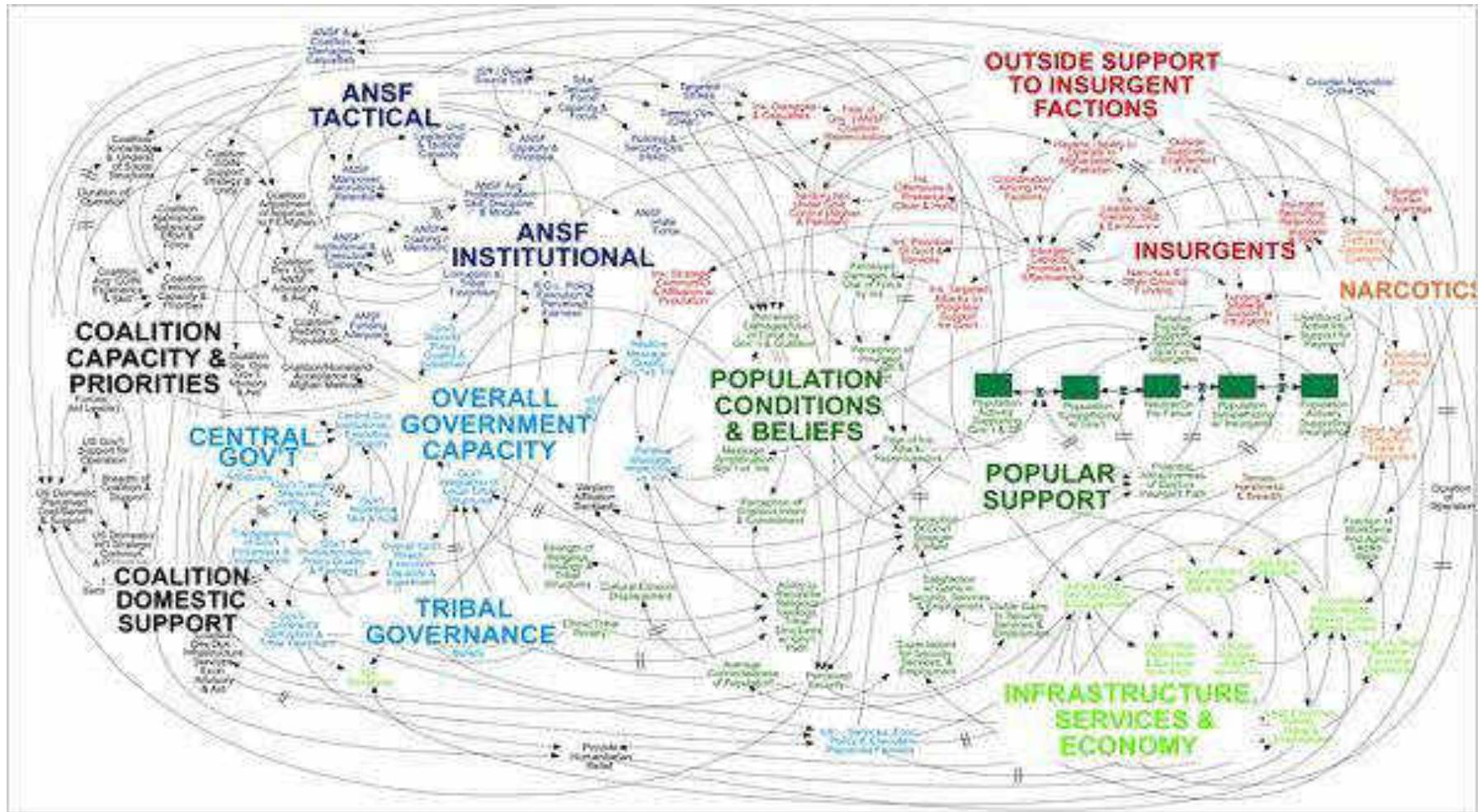
**health/disease**

**infrastructure**

**processing**



# Because the world looks like this



# What is Advocacy?

Systematic efforts to change **power** relationships, **attitudes**, and **beliefs**, and the formulation and implementation of **official policies**, laws/regulations, budgets, and **company policies** and practices, to promote more *just societies without poverty*.

- Disseminating **evidence and research** strategically
- Leveraging of **projects, investments and practices**
- Lobbying**, and **campaigning** (including coalition building, research, policy development, lobbying, media, digital tools)
- Mobilisation** (of activists, supporters, citizens)
- Coordinated worldwide **communicating** and **networking**
- Capacity development** (of citizens, partners, civil society, duty bearers)
- Partnerships** and alliances



# It's about shifting power, not just decisions

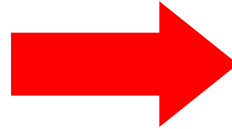


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# MAIN STEPS IN ADVOCACY

## 1. WHAT IS THE PROBLEM AND SOLUTIONS?

What is the situation we want to change? What is happening?  
And what are the solutions?



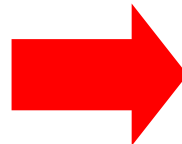
## 2. WHAT DO WE WANT TO CHANGE?

Is it a law or policy? Is it the implementation of a law or policy? Is it behaviours?



## 3. WHO WILL BE OUR TARGET?

Who are the people or institutions that have power to change the things we want to change on our issue?  
Where are they?



## 4. HOW ARE WE GOING TO DO IT?

How are going to achieve these changes?

Which tools are we going to use?  
Research, media, alliances, lobby, public engagement...etc



# Changing what?

**Policy**

**Practice**

**Ideas**

**Beliefs**





# Prioritising what to work on

- (1) Important to the people we want to help?
- (2) Are we (and allies) well placed to focus on this issue
  - e.g. right expertise, programme evidence, networks, credibility
- (3) External opportunity
  - e.g. reform process, market disruption, public interest
- (4) Is there energy
  - e.g. Emerging movement





# THIS SHOULD BE HEADLINE NEWS

An extra 50 million people  
will be at risk of hunger by 2050  
due to climate change.

Parry et al., 1999 Photo: Nick Danziger/Oxfam



**GROW**  
FOOD. LIFE. PLANET.



Issues are complex but  
the problem must be  
**communicated  
clearly**

## FOSSIL FUELS



## THE CLUE'S IN THE NAME

STOP CLIMATE CHANGE. FIGHT HUNGER.

**COAL =  
CLIMATE  
CHANGE =  
HUNGER**

STOP CLIMATE CHANGE. FIGHT HUNGER.



Must know **what**  
we're trying to  
change, **why**  
and have  
**positive**  
vision for  
**alternative**



**POWERING UP  
AGAINST POVERTY**

**#COALNOSOLUTION**

Photo: John Magrath/Oxfam

**OXFAM**  
Australia

Sometimes it's about  
changing attitudes  
and challenging  
misconceptions

THIS IS NOT ABOUT  
REFUGEES.

THIS IS ABOUT PEOPLE.



# SYRIA: THEN AND NOW

[www.oxfam.org/syria](http://www.oxfam.org/syria)



Homs, 2005



Homs, 2013



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Who needs to be influenced?

What will influence them?



ADB ECONOMICS  
WORKING PAPER SERIES



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# BEHIND THE BRANDS

Change the way the food companies that make your  
favourite brands do business.

What's this about? 

Select a brand 

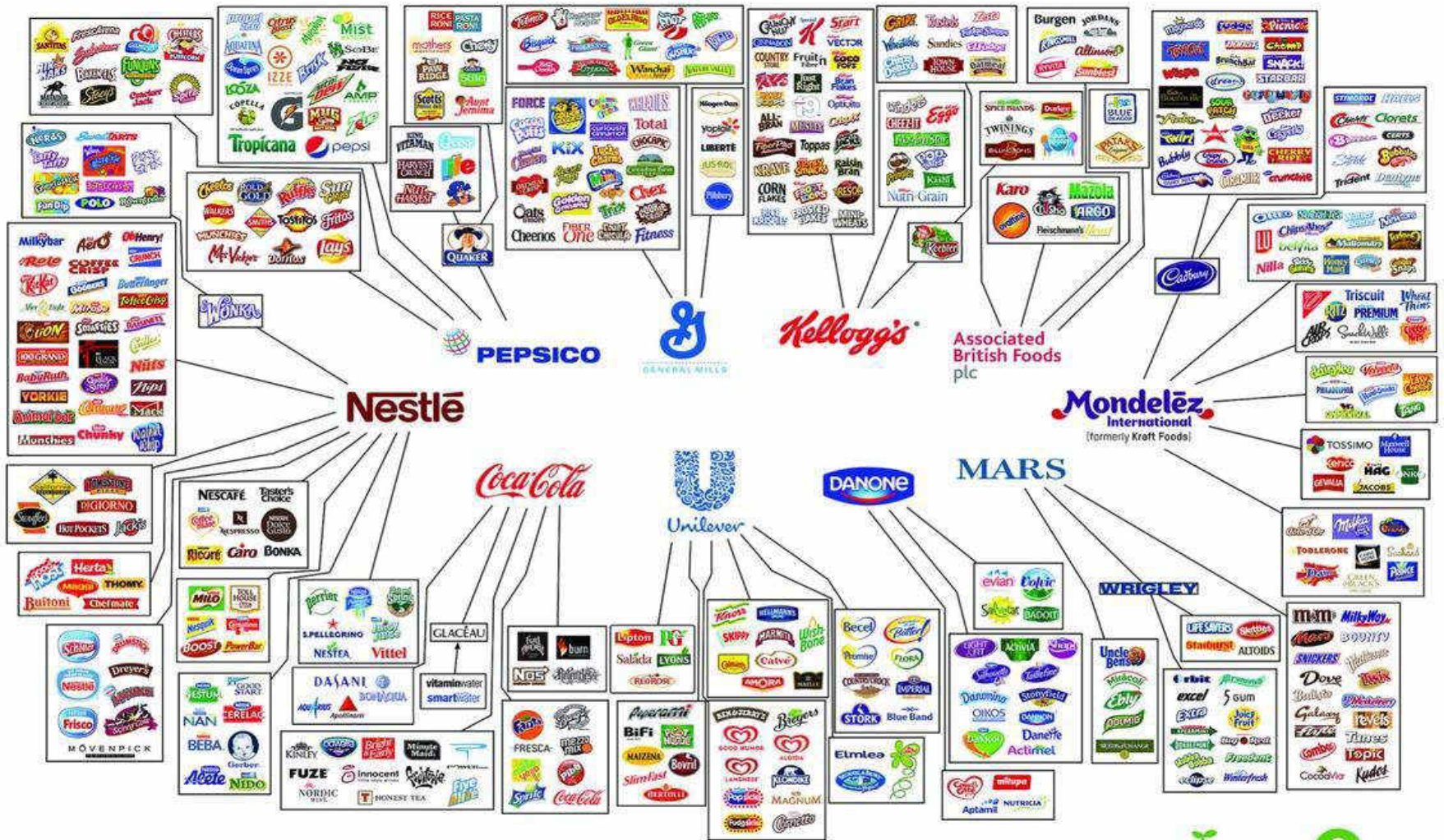
Scroll



ACTIONS TAKEN SO FAR

8 5 2

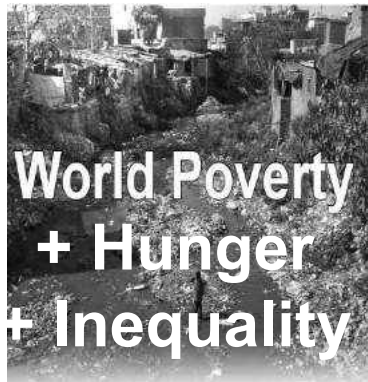
# Captains of the food industry



# Forces to Shape Business

## 1. Power

Of workers,  
communities  
and farmers



## 2. Government



## 3. Consumers

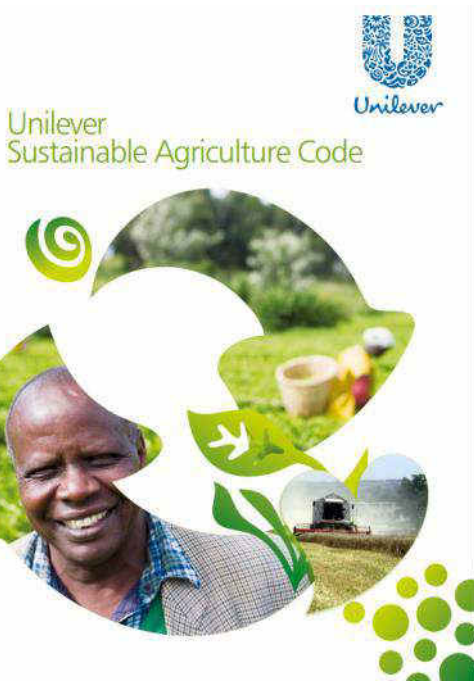


## 4. Investors



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# What do we assess?



Associated British Foods plc

## CORPORATE RESPONSIBILITY REPORT 2013



Investor CDP 2013 Information Request  
PepsiCo, Inc.

Module: Introduction

Page: Introduction

0.1 Introduction  
Please give a general description and introduction to your organization



**Coca-Cola Sustainable Agricultural Guiding Principles**  
April 2013

Agriculture is at the heart of the sustainability challenge. Population growth and increasing standards of living create additional demand for food and agricultural products. In an era marked by scarcer resources, greater demand, and price volatility, water, food and energy demands increasingly intersect with businesses, communities and farmers.



**Nestlé General Responsible Sourcing Guidelines**  
for Materials of Agriculture, Forestry, Fishery and Aquaculture Origin

A Framework for Continuous Improvement



# BEHIND THE BRANDS: FOOD COMPANIES SCORECARD

8-10 Good

6-7 Fair

4-5 Some progress

2-3 Poor

0-1 Very poor

Rank	Company	Score	Land	Women	Farmers	Workers	Climate	Transparency	Water	Total
1	Nestlé	54%	3	4	5	6	6	7	7	38/70
2	Unilever	49%	3	2	7	6	5	5	6	34/70
3	Coca-Cola	41%	1	5	3	6	5	5	4	29/70
4	PEPSICO	31%	2	2	3	3	3	4	5	22/70
5	MARS	30%	1	1	5	4	3	5	2	21/70
=6	DANONE	29%	1	1	1	3	3	6	5	20/70
=6	Mondelez International	29%	1	2	4	4	3	4	2	20/70
=8	GENERAL MILLS	23%	1	2	1	3	2	2	5	16/70
=8	Kellogg's	23%	1	2	1	2	2	4	4	16/70
10	Associated British Foods plc	19%	1	1	2	3	1	3	2	13/70

# BEHIND THE BRANDS: FOOD COMPANIES SCORECARD

0-1 Very poor    2-3 Poor    4-5 Some progress    6-7 Fair    8-10 Good

Rank	Company	Score	Land	Women	Farmers	Workers	Climate	Transparency	Water	Total
1	Unilever	74%	7	6	8	8	9	7	7	52/70
2	Nestlé	69%	8	5	7	6	8	7	7	48/70
3	Coca-Cola	57%	8	6	3	6	6	5	6	40/70
4	Kellogg's	53%	5	6	5	3	8	5	5	37/70
=5	MARS	49%	4	5	5	4	6	6	4	34/70
=5	PEPSICO	49%	7	4	3	3	7	5	5	34/70
7	Mondelēz International	41%	4	6	4	4	5	4	2	29/70
8	GENERAL MILLS	40%	2	3	3	3	6	5	6	28/70
=9	Associated British Foods plc	36%	5	3	3	4	4	3	3	25/70
=9	DANONE	36%	2	2	3	3	6	5	4	25/70

Apr 2016

Updated April 2016.  
The latest version of this scorecard is available at <http://oxfam.org/behindthebrands>



Feb 2013

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=8	GENERAL MILLS	23%	1	2	1	3	2	2	5	16/70
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10	Associated British Foods plc	19%	1	1	2	3	1	3	2	13/70

OWNED BY

Coca-Cola

Sprite

Dr Pepper

Oasis

OVERALL  
SCORE

28%

### HOW DO KELLOGG'S SCORE?

Not quite the real thing, Kellogg's score highly on attitudes towards worker's rights, climate change, transparency and the treatment of women, but is left trailing the top companies due to poor performance on land rights and support for farmers.



#### How are the scores formed?

Maecenas faucibus mollis interdum. Sed posuere consectetur est at lobortis. Vivamus sagittis lacus vel augue laoreet rutrum faucibus dolor auctor. Gurabitur blandit tempus porttitor.

[Find out more >](#)

### WHAT DO THE SCORES MEAN?

8-10 Good

6-7 Fair

4-5 Needs improvement

2-3 Extremely poor

0-1 Failing



WOMEN

SCORE:

2



Lorem ipsum dolor amet consectetur adipiscing elit blandit arcu lectus maecenas non ultrices ante.

Morbi lacus at arcu tristique convallis pharetra lectus tempus quisque libero necque porta imperdiet eu molestie

# GENDER



**OXFAM**

April 23, 2013



## Mondelēz International's Cocoa Life Extends its Leadership Advancing Women's Rights in Cocoa Farming

- Commits to Report on Gender Rights, Extend Programs and Advocate for Industrywide Action
- Signs United Nations Women's Empowerment Principles
- Supports Key Pillar of Company's \$400 Million Cocoa Life Sustainability Initiative

### Nestlé's work with women farmers in its supply chain



Nestlé is committed to scaling-up its business-related activities and programmes to focus on promoting gender equality and education for women and girls.

The company supports the United Nations' 'Every Woman Every Child' initiative that encourages governments, businesses and organisations to play a greater role in improving the health and wellbeing of women and children.

This includes exploring how it can do more to help improve the lives of women in its supply chain.

**VIDEO - EMPOWERING WOMEN:** Nestlé sponsors training for livestock workers in Renala, Pakistan. Experts pass on vital skills about water management and sustainable dairy practices, enabling women to manage their cattle more efficiently.



Nestlé

### Mars Chocolate And Oxfam America Agree On Intentional Approach To Empower Women In Cocoa Growing Communities

Global Chocolate

MARS



Mars Chocolate is announcing that it will be implementing a set of actions in the short, medium, and long-term that will help Mars Chocolate and the cocoa industry evaluate and strengthen their current programs to ensure that women are able to both fully contribute to and benefit from development programs in cocoa.

WOMEN'S EMPOWERMENT PRINCIPLES



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LAND



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# STOP LAND GRABS

Farmers are being kicked off their land to supply sugar for big food companies - like Coke, Pepsi and Associated British Foods - who own some of our favourite brands...

## COCA-COLA

- > THE WORLD'S BIGGEST BUYER OF SUGAR AND OWNER OF HOUSEHOLD NAMES INCLUDING:



## PEPSICO

- > SELLS 18% OF ALL SOFT DRINKS WORLDWIDE AND PRODUCES FAMILY FAVOURITES LIKE THESE:



## ASSOCIATED BRITISH FOODS

- > THE BIGGEST SUGAR PRODUCER IN AFRICA IS BEHIND SOME OF OUR BEST-LOVED BRANDS:



# Sugar wars: 35 years of bitter feuds

01 AUG 2014 00:00 | COLLINS MTIKA



Illovo Malawi is locked in a dispute with farmers who claim it has occupied their land for decades.



For 35 years now, more than 400 subsistence farmers at Chisita in Malawi's central region have been traversing the country's courts, nongovernmental organisations and the offices of the ombud in a bid to reclaim 600 hectares of land, which Illovo Malawi occupied in 1979.

The farmers claim the company, in collusion with a senior chief, pushed them off their land and illegally converted it into part of its behemoth sugar cane plantation.

"I lost three hectares which were my livelihood. They pushed us to the hills where the land is infertile. Now, I am







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FRONT PAGE > STORIES > SOURCING SUSTAINABLY: COKE TAKES LEADERSHIP ROLE TO PROTECT LAND RIGHTS OF FARMERS AND...

# Sourcing Sustainably: Coke Takes Leadership Role to Protect Land Rights of Farmers and Communities

Dim

RSS

Print

By: Journey Staff | Nov 7, 2013

Tags & Topics: [COMMUNITY](#) [ENVIRONMENT](#) [SUSTAINABILITY](#) [BUSINESS](#)



## ANOTHER SIP



**From Farm to Table:** Sustainability in our Supply Chain

Ben Jordan

**Sustainable Agriculture** Guiding Principles

The Coca-Cola Company

**Sustainable Agriculture**

Journey Staff

**CLICK THE TILES TO EXPLORE MORE STORIES ON JOURNEY**

**YOU SPOKE UP  
WITH FARMERS  
LIKE ANGELA.**



**OXFAM**



**LISTENED**



**OXFAM**

# SWEET!



**OXFAM**  
OXFAM

# Others now following Coke's lead



## GLOBAL SUPPLIER CODE OF CONDUCT

### Land Rights

Suppliers must respect the land rights of women and communities affected by their operations and sourcing practices, and must ensure transparent reporting and disclosure of concession agreements and/or operating permits to affected communities. Suppliers must ensure fair negotiation on land transfers and must refrain from cooperating with any host government's illegitimate use of eminent domain to acquire land that will be used to provide products and services to Kellogg, adhering to the principle of Free, Prior and Informed Consent. Suppliers must identify small-scale producers to ensure they have access to fair market value for their crops, goods or services.

## Supplier Code of Conduct:

### Land Acquisition

We adhere to the principle of free, prior and informed consent of all communities when acquiring land. The rights of communities and traditional peoples to maintain access to land and natural resources will be recognised and respected.

### LAND RIGHTS

With regard to land rights in our palm oil supply chains, Unilever is committed to the principle of Free, Prior and Informed Consent. This principle is included in the UN Declaration on the rights of Indigenous People and the UN Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries & Forests in the context of National Food Security. Unilever supports the implementation of these guidelines by national authorities.

For other commodities including sugar, tea and soy, Unilever has now endorsed the same approach and will require our suppliers to follow our commitment in order to protect the land rights of local communities.

Unilever will be transparent on the progress made with our suppliers in our annual Unilever Sustainable Living Plan Progress Report. We will also disclose the top three suppliers and countries of origin for these key commodities.



**Associated  
British Foods  
plc**

# ILLOVO-NEWSBRIEF

19 March 2014



## Illovo Sugar Limited Launches its Group Guidelines on Land and Land Rights

Illovo Sugar Limited is pleased to announce the launch of its Group Guidelines on Land and Land Rights, which may be found on our website at [www.illovosugar.com](http://www.illovosugar.com).

These Guidelines, formulated in consultation with local and international experts on land matters, complement our Strategic Intent which encapsulates our aim to be welcomed in the communities in which we operate and without whose support our businesses would not be sustainable. The Guidelines also complement our Group Code of Conduct and Business Ethics which embodies our commitment to respecting internationally recognised human rights and to adopt policies and practices to protect against human rights abuses, including land rights.

Illovo is committed to the implementation of the principles contained in these Guidelines through various initiatives which will be implemented through a phased approach. Using the benefit of our long-term experience as a major land user on the African continent, and with the assistance of other key stakeholders including representatives of the local communities in which we operate, local

# CLIMATE



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	Recognize need to reduce agricultural emissions	Annually report and disclose agricultural emissions	Commit to target for reducing agricultural emissions	Disclose suppliers of commodities that are drivers of emissions	Require suppliers to set clear emissions reductions targets
Associated British Foods plc	Yes	No	No	No	No
Coca-Cola	Yes	Yes	Partial	Partial	No
DANONE	Yes	Yes	No	No	No
GENERAL MILLS	Yes	No	No	No	No
Kellogg's	Yes	No	No	No	No
MARS	Yes	Yes	No	No	No
Mondelēz International	Yes	Yes	No	No	No
Nestlé	Yes	Yes	No	Partial	No
PEPSICO	Yes	Yes	No	Partial	No
Unilever	Yes	Yes	Partial	Partial	No

■ Yes
 ■ Partial
 ■ No





**TOMORROW'S MENU !!!**

- CEREAL** *Crops flooded*
- JUICE** *Trees destroyed by storms*
- PASTRIES** *Harvest failed*
- FRUIT** *Last to drought*

A hungry world in a hungry world. Tell the companies who make our breakfasts to help stop climate change.

BEHINDTHEBRANDS.ORG

**TELL GENERAL MILLS**   
**AND KELLOGG** *Kellogg's*  
**TO HELP STOP CLIMATE CHANGE**

[BEHINDTHEBRANDS.ORG](http://BEHINDTHEBRANDS.ORG)

**GRÖW**   
THE UNITED STATES

**OXFAM**  
AMERICA

**KELLOGG'S POLICIES  
ON CLIMATE CHANGE...  
THEY'RE G-R-R-RIM!!!!**



**BEHIND THE  
BRANDS**



**SECRET  
SENSATION?**

Häagen-Dazs

SECRET  
SENSATIO

**BEHIND THE  
BRANDS**

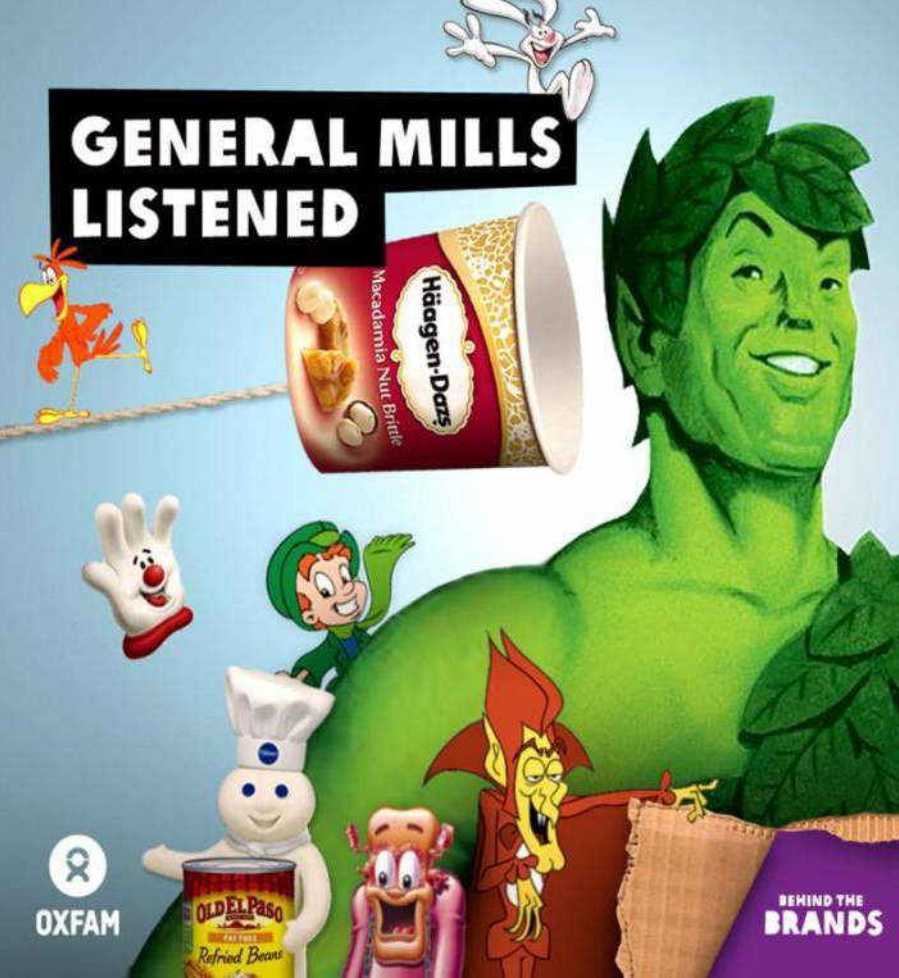


**OXFAM**



**OXFAM**

# GENERAL MILLS LISTENED



BEHIND THE BRANDS

PHOTO: ANNA FAWCUS

YOU SUPPORTED FARMERS LIKE EMILY

NOW KELLOGG IS STEPPING UP TO TACKLE CLIMATE CHANGE

BEHIND THE BRANDS

# 1,5 YEARS BEHIND THE BRANDS ACHIEVEMENTS



LISTENED  
TO YOU!



Committed to create  
equality for women  
cocoa workers



Nestlé

Mondelez  
International

MARS



Committed to take zero  
tolerance approach to  
land grabs



Coca-Cola

PEPSICO



Committed to take  
real climate action



GENERAL  
MILLS

Kellogg's



OXFAM

WWW.BEHINDTHEBRANDS.ORG

BEHIND THE  
BRANDS

# LESSONS













# 1. Race to the top

*Leverage the competitive spirit*

## BEHIND THE BRANDS: FOOD COMPANIES SCORECARD

0-1 Very poor    2-3 Poor    4-5 Some progress    6-7 Fair    8-10 Good

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Updated April 2016.

The latest version of this scorecard is available at <http://oxfam.org/behindthebrands>

**GRÖW**



**OXFAM**

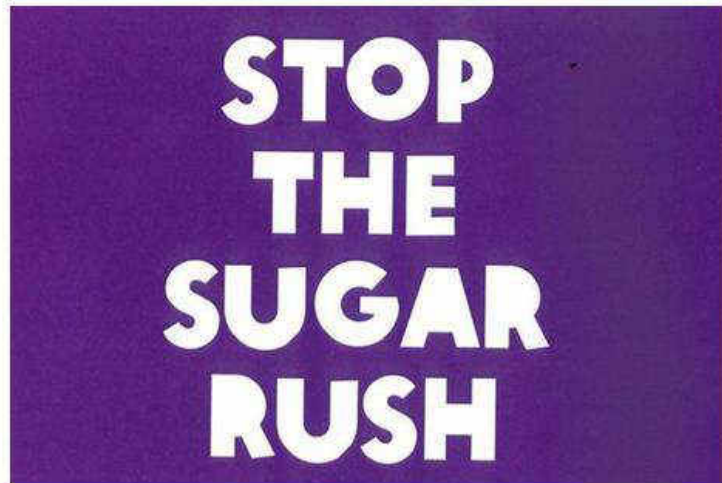
# 2. Critical Friend

*highlight good & bad*

## Oxfam attacks Coke, Pepsi and ABF over 'land grab' policies

by Gemma Charles, 02.10.2013

Tweet 19 Like 1 +1 1 in share 4



Oxfam: turning fire on big food brands

Oxfam has slammed Coca-Cola, PepsiCo and Associated British Foods (ABF) as part of its ongoing 'Behind the Brands' drive which aims to highlight the ethical policies of big food companies.

A new Oxfam report, "Nothing Sweet About It: How Sugar Fuels Land Grabs", claims that people are at risk of losing their homes as the demand for land for



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# 3. Deep engagement *with companies & industry*





# 4. Engage Influentials

## *with industry, investors & thought leaders*

BEHIND THE BRANDS – INVESTOR STATEMENT

Signatories as of September 14, 2013

As investors, we are increasingly struck by the risks and opportunities presented by a range of global sustainability challenges, such as poverty and climate change. The Food and Beverage Sector faces a particularly difficult set of sustainability challenges. Given its dependence on land, water, proximity to local communities and exposure to volatile commodity prices, we recognize that several social and environmental forces are at play – such as climate change and resulting water scarcity, the poverty and gender inequity of small scale production that magnifies inefficiencies, and lack of suitable water and land tenure protections for communities and producers.

Due to a lack of transparency within the sector, it is difficult to fully evaluate the risk and opportunity that our companies bear within their supply chains. We welcome Oxfam's efforts to improve transparency and accountability within the Sector. Oxfam's Behind the Brands project evaluates the supply chain policies of the ten largest food and beverage companies in comparison with their peers. The scorecard examines company policies in seven areas critical to sustainable agricultural production: women, small-scale farmers, farm workers, water, land, climate change, and transparency.

While the scorecard rankings show some companies performing better than others, all companies within the sector have low scores. The data show there is a broad and urgent need for significant improvement across the sector.

We support Oxfam's call for adequate protection for local communities from land and natural resource displacement, with policies in place to ensure the equal treatment of women. And we back the need for urgent action to tackle agricultural greenhouse gas emissions as part of efforts across the highest emitting sectors of the economy.

We will work closely with our companies to achieve the changes necessary to positively impact the communities and environments at source. The areas identified in the Behind the Brands report provide a strong basis for that engagement.

Behind The Brands will run for at least three years, with a dynamic, online scorecard, which will be updated on a regular basis. We hope this will promote a "race to the top"; a race within which we want to participate.

There is a clear and growing consumer interest in understanding the impacts made by the supply chains of the brands they purchase. Consumers and investors recognise the problems identified as real and urgent. We will continue to engage with this project to support improved policies and practices that guarantee future commodity supplies and to reduce social and environmental risks - all as part of the process of establishing sustainable business models in the Food and Beverage sector for the 21<sup>st</sup> Century.

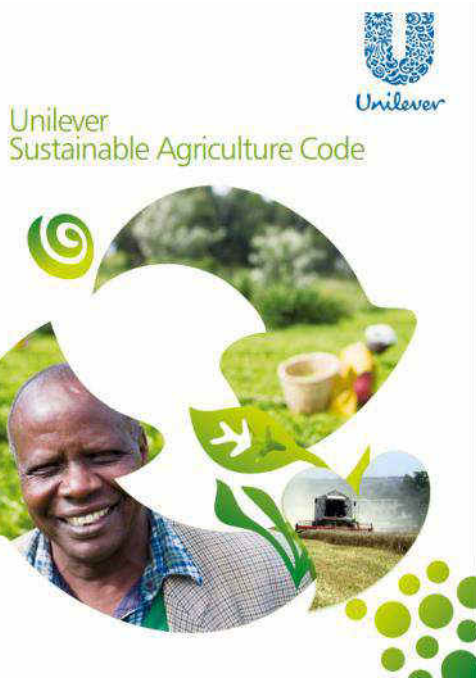
Aviva  
BNP Paribas  
Boston Common Asset Management LLC  
Calvert Investments  
Catholic Health Partners  
Christian Brothers Investment Services  
Co-operative Asset Management  
Dignity Health  
Domini Social Investments  
Everence Financial and the Praxis Mutual Fund  
F&C Investments  
Fresh Pond Capital  
GES Investment Services  
Goodfunds Wealth Management  
Interfaith Center on Corporate Responsibility  
Mercy Investment Services  
Midwest Coalition for Responsible Investment  
Newground Social Investments  
Northwest Coalition for Responsible Investment  
Pax World Management LLC  
Sisters of Charity of Cincinnati  
Saint Joseph Health System  
Sustainalytics  
The Social Justice Committee of the Unitarian Universalist Congregation at Shelter Rock  
The Sustainability Group of Loring, Wolcott & Coolidge  
Tri-State Coalition for Responsible Investment  
Trillium Asset Management LLC  
Unitarian Universalist Association  
Unitarian Universalist Service Committee  
Veris Wealth Partners  
Walden Asset Management, a division of Boston Trust & Investment Management Company  
WHEB Asset Management  
Zevin Asset Management

**Total number of organizations: 33**

**Total AUM: over \$1.4 trillion USD**

# 5. Focus on public information

*Assessed publicly available data only  
(to incentivise transparency)*



Investor CDP 2013 Information Request  
PepsiCo, Inc.

Module: Introduction

Page: Introduction

0.1  
Introduction  
Please give a general description and introduction to your organization

Associated  
British Foods  
plc

**CORPORATE  
RESPONSIBILITY  
REPORT  
2013**



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**Nestlé General Responsible Sourcing Guidelines  
for Materials of Agriculture, Forestry, Fishery and Aquaculture Origin**

**A Framework for Continuous Improvement**

# 6. Full Transparency

## Scorecard Details Fully Disclosed

### Workers

### Associated Brands

www.behindthebrands.org/en/about

Nestle  
PepsiCo  
Unilever  
Mondelēz  
Coca-Cola  
Mars  
Danonē  
Associated British Foods (ABF)  
General Mills  
Kellogg's

#### THE ISSUES

The Scorecard looks at seven themes, weighing each theme equally. The seven themes are:

1. Transparency at a corporate level
2. Women farm workers and small-scale producers in the supply chain
3. Workers on farms in the supply chain
4. Farmers (small-scale) growing the commodities
5. Land, both rights and access to land and sustainable use of it
6. Water, both rights and access to water resources and sustainable use of it
7. Climate, both relating to reducing green house gas emissions and helping farmers adapt to climate change

#### THE INDICATORS

The Scorecard approaches six of the seven themes (all except transparency) in a similar way. Within these six themes, the indicators are grouped into four indicator categories (each worth one quarter of the score available for that theme): (i) awareness; (ii) knowledge; (iii) commitments; and (iv) supply chain management.

Oxfam is committed to being fully transparent and accountable for all its relationships with companies including the Big 10 in the context of the Behind the Brands campaign.

**OPEN DATASHEETS**

Interactive Excel spreadsheet of indicator data (MS Excel)  
Access the raw data used to create our scorecard. All indicators, categories and scores organised by theme and company.

**A GUIDE TO UNDERSTANDING OUR DATA**

Behind the Brands methodology summary (PDF - English language only)  
A more detailed version of this page and the ideal companion to understanding the indicator data.

**THE SCORECARD**

The latest version of our companies scorecard as a print-quality PDF.  
*Behind the Brands Companies Scorecard - March 2015* (PDF)  
Read what the top ten food and beverage companies had to say about

Code		Weight	Answers	Sub-score	Score	
W3	<b>Commitment to Good Practices on Labor</b>	100.00			35.94	
W3.1	Has the company made a commitment to uphold the UN Guiding Principles on Business and Human Rights?	12.50	No	0.00	0.00	
W3.2	Has the company made an explicit commitment to living wage?	12.50	partial	3.13	3.13	ABF, Corp
W3.3	Has the company made an explicit commitment to:	12.50	-		1.56	
W3.3.1	- improving conditions for precarious workers?	6.25	No	0.00		ABF, Corp
W3.3.2	- reducing precarious work?	6.25	Partial	1.56		
W3.4	Has the company made an explicit commitment to eliminating child labor?	12.50	Partial	3.13	3.13	
W3.5	Has the company made an explicit commitment to eliminating forced or involuntary labor?	12.50	partial	3.13	3.13	
W3.6	Is the company a member of any stakeholder groups which have as their aim the improvement of labor conditions in the supply chain?	12.50	Yes	12.50	12.50	ABF, Corp
W3.7	Is the company a member of an organization aimed at sharing supply chain information and minimizing parallel audits?	12.50	Yes	12.50	12.50	ABF, Corp
W3.8	Does the company have a commitment to constructive dialog with the IUF?	12.50	No	0.00	0.00	

### Land

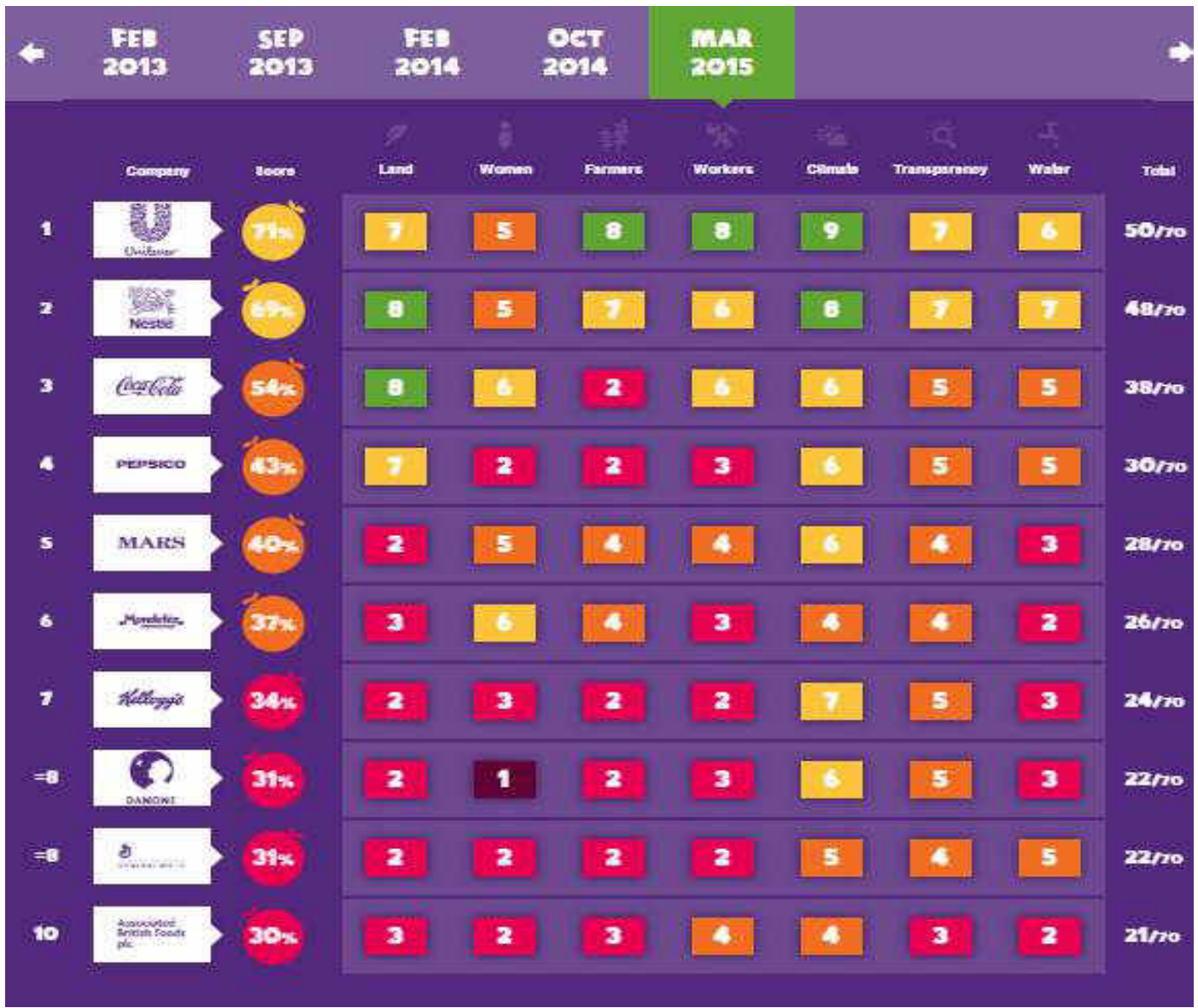
### Unilever

Code		Weight	Answers	Sub-score	Score	
LA2	<b>Knowledge of company impacts</b>	100			16.67	
LA2.1	Has the company identified countries it sources from where (i) land tenure security canNot be assured, or (ii) poor land governance is of particular concern?	33.33	No	0.00		
LA2.2	Has the company identified countries or commodities with environmental issues where it sources from?	33.33	-	16.67		



# 7. Update Scores & Sharpen Indicators

*key = regularity and remaining objective*



# 8. Engage the Public

Information must be accessible, need to simplify

BEHIND THE BRANDS

Home Brands Issues Company leadership About the campaign Campaign news

OXFAM

FROSTED FLAKES OWNED BY

**Kellogg's**

Cocoa Sprite Ripper OASIS

OVERALL SCORE **28%**

**HOW DO KELLOGG'S SCORE?**

Not quite the real thing. Kellogg's score highly on attitudes towards workers' rights, climate change, transparency and the treatment of women, but is left trailing the top companies due to poor performance on land rights and support for farmers.

**How are the scores formed?**

Material needs to be credible. Our products are made up of a variety of countries. Oxfam Rights and Aid are looking for brands across the globe to help us profile. Find out more >

**WHAT DO THE SCORES MEAN?**

10 - 10 Good 8 - 9 Fair 6 - 5 Needs improvement 4 - 3 Extremely poor 0 - 1 Failing

WOMEN SCORE: **2**

## STOP LAND GRABS

Farmers are being kicked off their land to supply sugar for big food companies - like Coke, Pepsi and Associated British Foods - who own some of our favourite brands...

**COCA-COLA**

> THE WORLD'S BIGGEST BUYER OF SUGAR AND OWNER OF HOUSEHOLD NAMES INCLUDING:

**PEPSICO**

> SELLS 18% OF ALL SOFT DRINKS WORLDWIDE AND PRODUCES FAMILY FAVOURITES LIKE THESE:

**ASSOCIATED BRITISH FOODS**

> THE BIGGEST SUGAR PRODUCER IN AFRICA IS BEHIND SOME OF OUR BEST-LOVED BRANDS:

www.behindthebrands.org

GRÖW OXFAM

YOU SPOKE UP WITH FARMERS LIKE ANGELA.

OXFAM

**LISTENED**

STOP THE SUGAR RUSH

TELL COKE, PEPSI AND ASSOCIATED BRITISH FOODS TO MAKE SURE THEIR SUGAR DOESN'T LEAD TO LAND GRABS

www.behindthebrands.org

GRÖW OXFAM



# BEHIND THE BRANDS: FOOD COMPANIES SCORECARD

0-1 Very poor    2-3 Poor    4-5 Some progress    6-7 Fair    8-10 Good

Rank	Company	Score	Land	Women	Farmers	Workers	Climate	Transparency	Water	Total
1	Unilever	74%	7	6	8	8	9	7	7	52/70
2	Nestlé	69%	8	5	7	6	8	7	7	48/70
3	Coca-Cola	57%	8	6	3	6	6	5	6	40/70
4	Kellogg's	53%	5	6	5	3	8	5	5	37/70
=5	MARS	49%	4	5	5	4	6	6	4	34/70
=5	PEPSICO	49%	7	4	3	3	7	5	5	34/70
7	Mondelēz International	41%	4	6	4	4	5	4	2	29/70
8	GENERAL MILLS	40%	2	3	3	3	6	5	6	28/70
=9	Associated British Foods plc	36%	5	3	3	4	4	3	3	25/70
=9	DANONE	36%	2	2	3	3	6	5	4	25/70

Apr 2016

Updated April 2016.  
The latest version of this scorecard is available at <http://oxfam.org/behindthebrands>



Feb 2013

Rank	Company	Score	Land	Women	Farmers	Workers	Climate	Transparency	Water	Total
1	Nestlé	54%	3	4	5	6	6	7	7	38/70
2	Unilever	49%	3	2	7	6	5	5	6	34/70
3	Coca-Cola	41%	1	5	3	6	5	5	4	29/70
4	PEPSICO	31%	2	2	3	3	3	4	5	22/70
5	MARS	30%	1	1	5	4	3	5	2	21/70
=6	MAGGI	29%	1	1	1	3	3	4	5	20/70
=6	Mondelēz International	29%	1	2	4	4	3	4	2	20/70
=8	GENERAL MILLS	23%	1	2	1	3	2	2	5	16/70
=8	Kellogg's	23%	1	2	1	2	2	4	4	16/70
10	Associated British Foods plc	19%	1	1	2	3	1	3	2	13/70

# Case study 2 – Transparency International



# Group work

<p><b>Policy, practice, attitude or behavioural change objective</b></p>	<p><b>Who are the key decision-makers?</b></p> <p><b>What is their current position on the issue:</b></p> <p>Champion (potential driver of change)</p> <p>Swingers (undecided and persuadable)</p> <p>Blocker (opposed)</p>	<p><b>Who can influence them?</b></p> <p>(e.g. regulator, competitor, peer, customer, supplier, the public, financier, employee etc),</p> <p>Their current position on the issue (champion, swinger or blocker)?</p> <p>Level of influence (high or low)?</p>	<p><b>What will influence the decision-maker(s)?</b></p> <p>Ideas: evidence &amp; research, peer pressure, popular pressure, interest from employees, political interest, pressure from customers, shocks (e.g. economic crisis)</p>	<p><b>What strategies and activities should you adopt?</b></p> <p><b>Lobbying, public campaigning, coalition building, Leveraging of programme experience, research, media, digital tools, mobilisation, capacity development</b></p> <p>Include looking at: which actors need to be involved, what information/evidence is needed, how will the public be engaged, how will potential allies within companies be supported, what tone will be taken?</p>

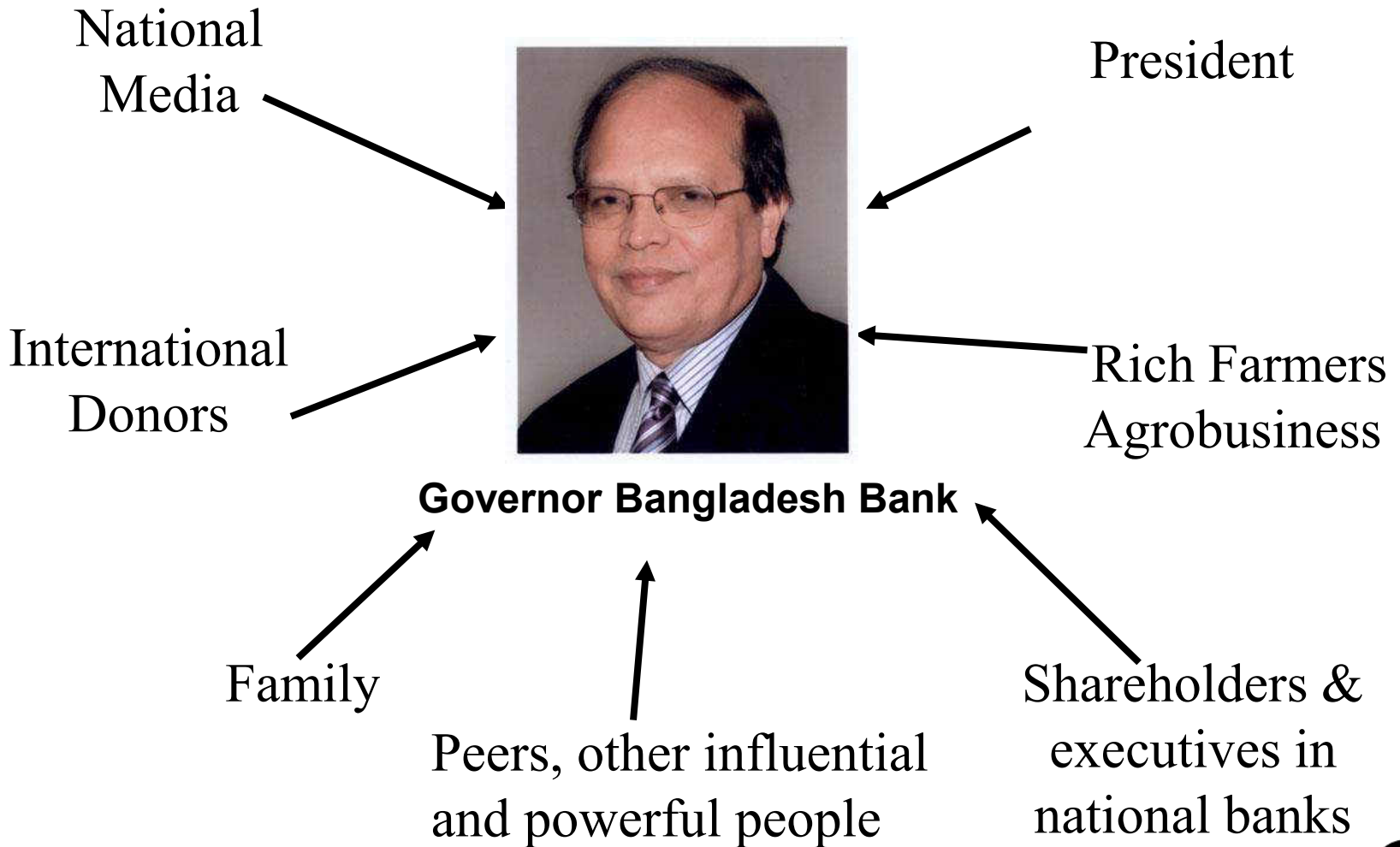


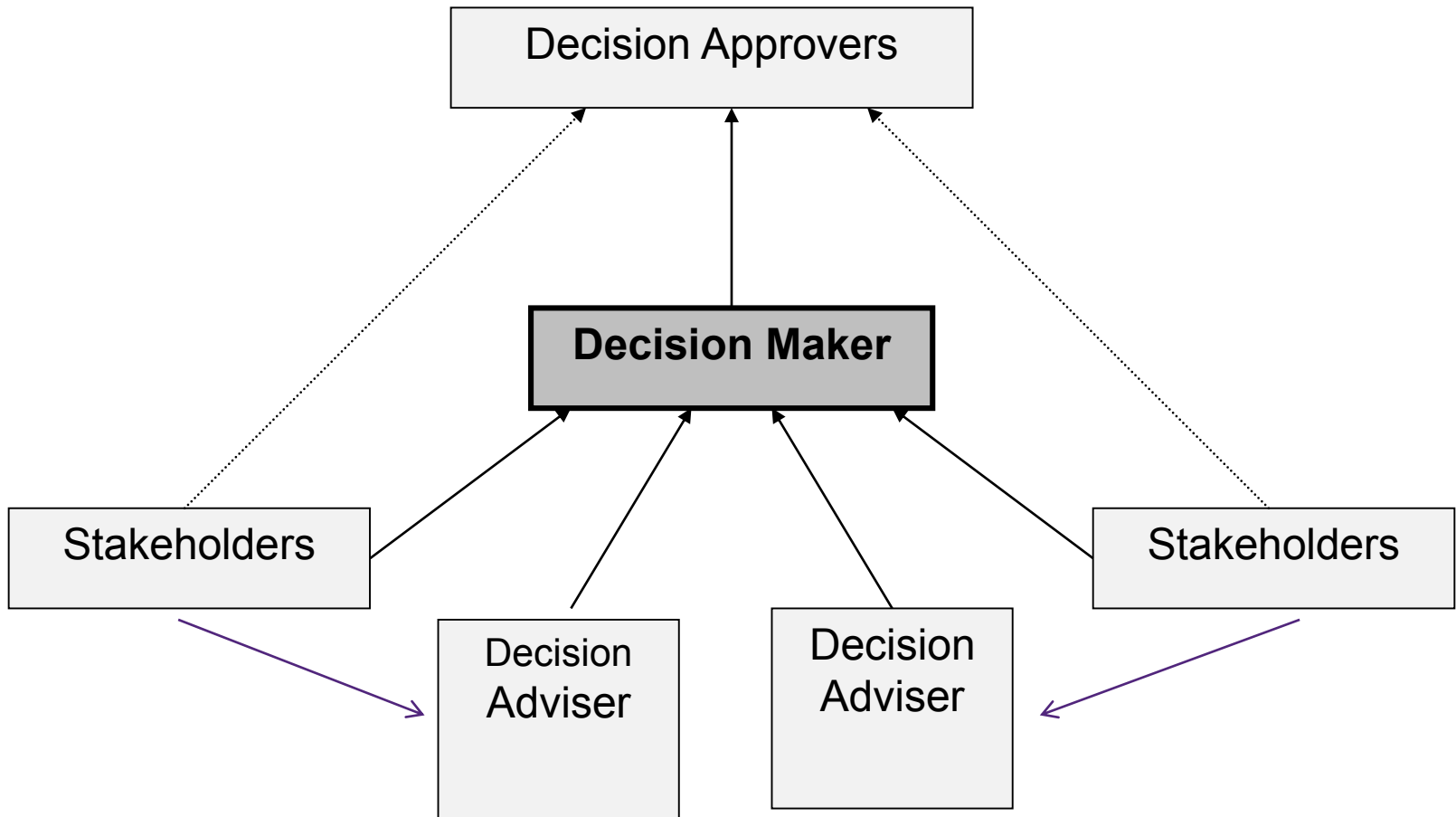


# 2. Power Analysis

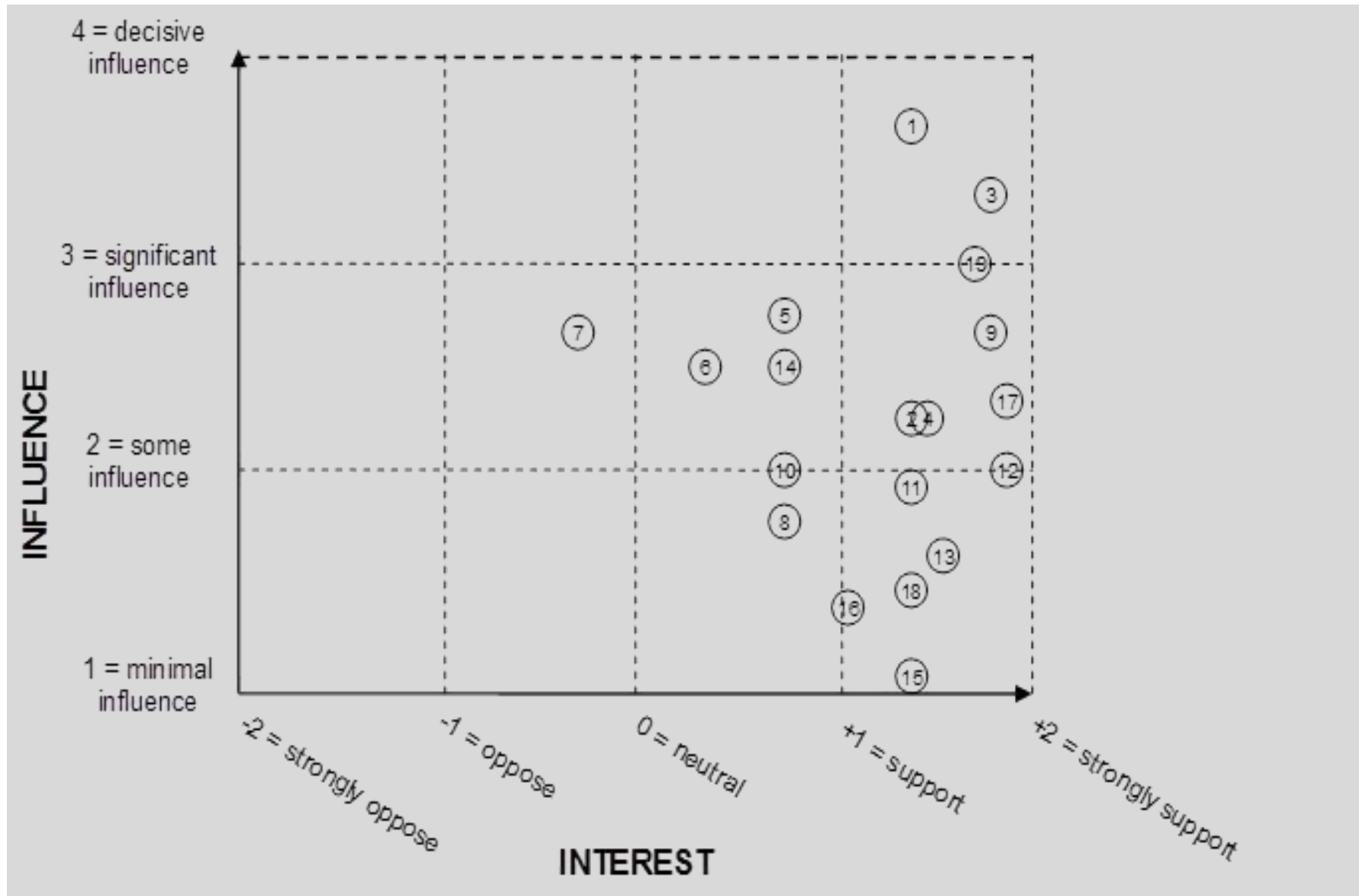


# Who influences the power holder?

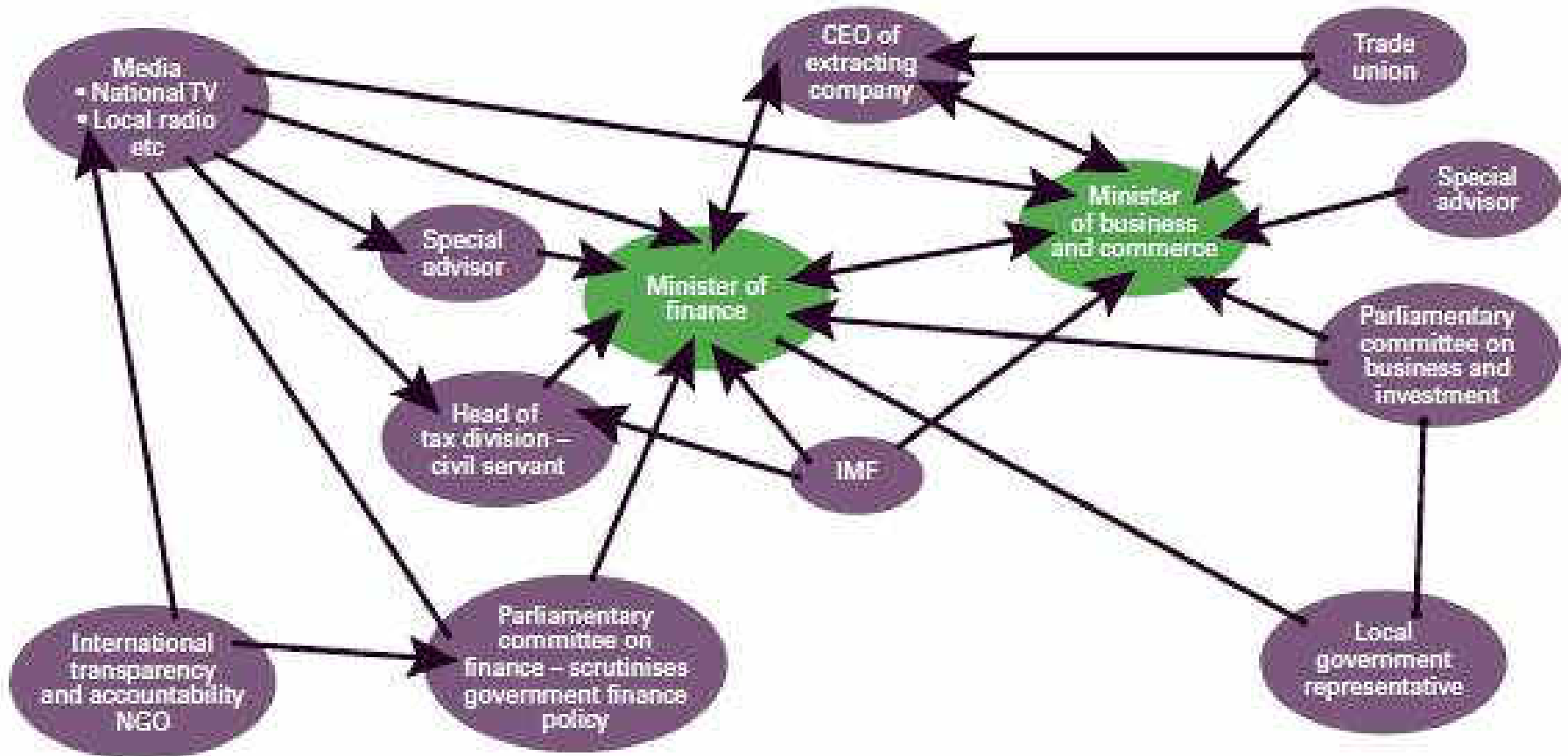




# Allies, blockers or swinger?



# A visual power map





# Power mapping



High Influence			
Medium Influence			
Low Influence			
	Opposed – likely to block change	Neutrals – could be persuaded	Supportive – could be Champions



# Group work

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# 3. Advocacy Strategy

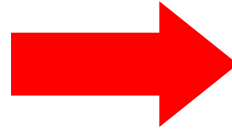




# Main Steps

## 1. WHAT IS THE PROBLEM AND SOLUTIONS?

What is the situation we want to change? What is happening?  
And what are the solutions?



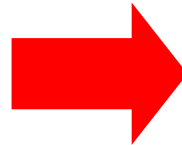
## 2. WHAT DO WE WANT TO CHANGE?

Is it a law or policy? Is it the implementation of a law or policy? Is it behaviours?



## 3. WHO WILL BE OUR TARGET?

Who are the people or institutions that have power to change the things we want to change on our issue?  
Where are they?



## 4. HOW ARE WE GOING TO DO IT?

How are going to achieve these changes?

Which tools are we going to use?  
Research, media, alliances, lobby, mass mobilization...etc





Who needs to be influenced?

What will influence them?



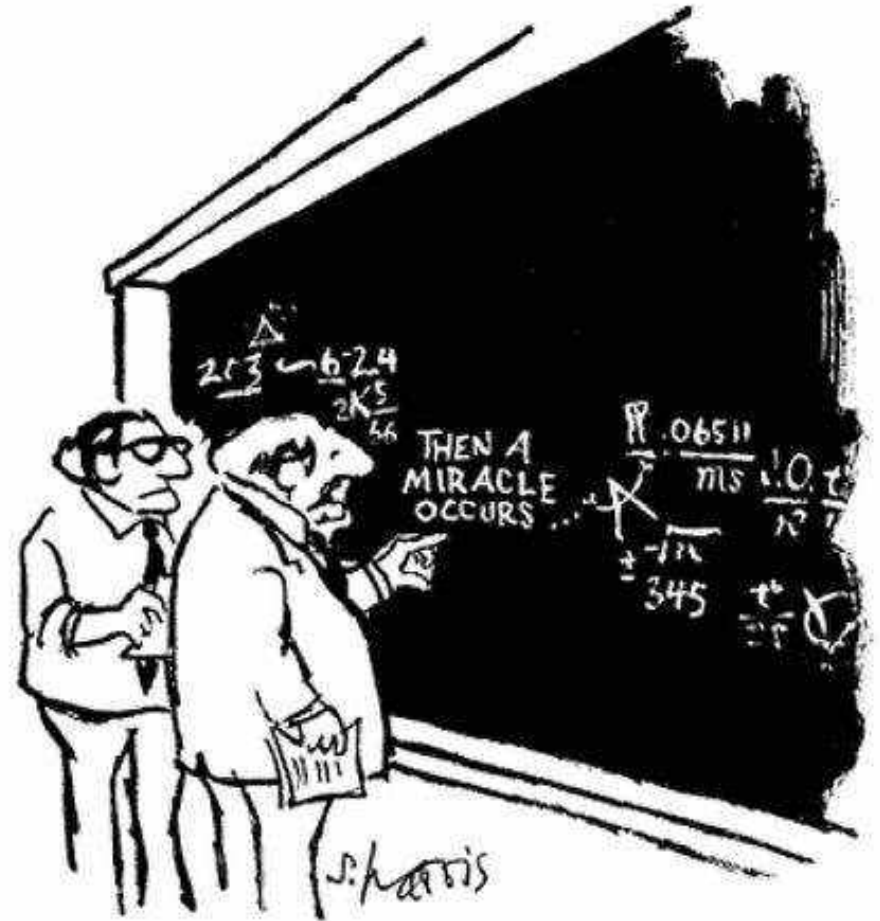
ADB ECONOMICS  
WORKING PAPER SERIES



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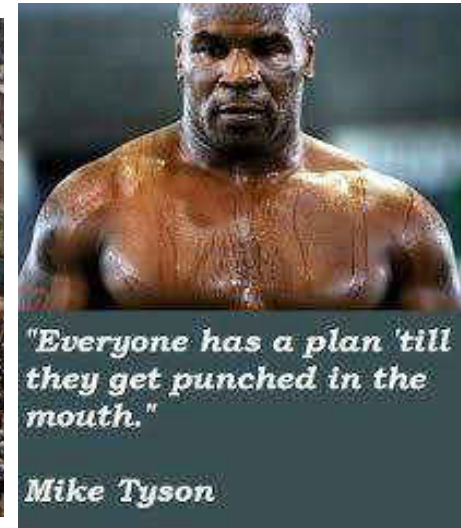
# A Power and Systems Approach

- How we think/work
- The questions we ask (and keep asking)



"I think you should be more explicit here in step two."

# Shocks & disruptions: planning and adapting



# Who plays which role?

- Different organisations / individuals need to play different roles
- Surprising voices can be most powerful, lend credibility
- Broad-based alliance can sometimes be key, sometimes less effective



# E.g. Myanmar



Published on Tuesday, 07 July 2015

# Myanmar wage could “cripple” garment sector

Written by Brett Mathews



deposit photo Bagan Pagodas - @iStock

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**YANGON** – Garment factories in Myanmar will struggle to afford the proposed new minimum wage of 3,600 kyatts (US\$3.2) per day which is “several times” what the market currently sets as a minimum and could cripple the local industry - according to the Myanmar Garment Manufacturers Association recently met more than 200 domestic and international investors and factory owners to discuss the proposed new wage which was agreed by a national tripartite committee of government, employers and unions.

# Myanmar Minimum Wage, a race to the bottom



**OXFAM**

# Flipping the narrative, when only business can



MYAN  
BBC TV  
after

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## High-profile foreign brands back minimum wage for all

By Laignee Barron | Thursday, 23 July 2015

Thich 169 G+ 0 Tweet Share 1

Big-name clothing brands sourcing from Myanmar have waded into the minimum wage debate, urging its implementation even as their own suppliers dispute the proposed salary and request an exemption from the law.



## Burma's minimum wage pledge welcomed by UK retailers

Fashion brands say move to pay workers £1.82 for an eight-hour day will help Burma's garment industry become 'thriving economic driver'



OXFAM



# Business advocating for progressive policy

1. **Busting myth** that a policy is bad for business / growth (e.g. Climate change) – evidence of commercial support
2. **Credibility** for position (e.g. Coca Cola and land rights)
3. Perception of **diverse support** (e.g. Myanmar wages)
4. Your **networks** and contacts



**Tackling climate change is one of America's greatest economic opportunities of the 21st century**  
(and it's simply the right thing to do).

**What made America great was taking a stand.** Doing the things that are hard. And seizing opportunities. The very foundation of our country is based on fighting for our freedoms and ensuring the health and prosperity of our state, our community, and our families. Today those things are threatened by a changing climate that most scientists agree is being caused by air pollution. We cannot risk our kids' futures on the false hope that the vast majority of scientists are wrong. But just as America rose to the great challenges of the past and came out stronger than ever, we have to confront this challenge, and we have to win. And in doing this right, by saving money when we use less electricity, by driving a more efficient car, by choosing clean energy, by inventing new technologies that other countries buy, and creating jobs here at home, we will maintain our way of life and remain a true superpower in a competitive world. In order to make this happen, however, there must be a coordinated effort to combat climate change—with America taking the lead here at home. Leading is what we've always done. And by working together, regardless of politics, we'll do it again.

**Ski Areas Support Climate Declaration**

**BICEP**  
BUSINESS INDUSTRY CLIMATE ECONOMIC POLICY

[www.climatedeclaration.us](http://www.climatedeclaration.us)



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