**Terms of Reference for consultancy**

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| **Title** | Food campaign 2022: Campaigns and advocacy consultancy |
| **Department** | Advocacy and Campaigns |
| **WWF Contract Manager** | Jack Lundie |
| **Days** | Up to 50 days consultancy support between 28th February and 30th June 2022 |

**Overview**

Following our autumn 2021 climate campaign, We Won’t Forget (https://www.wwf.org.uk/climate-promises/nature), WWF-UK is now developing its campaigning strategy for 2022 and 2023. Our focus will be tackling the most urgent issues that are causing the climate to change.

In the UK and around the world, the food and farming industry’s reliance on intensive practices is unnecessarily destroying precious habitats and accelerating to climate change.

Our Food Goal team has developed and is implementing a government and business advocacy strategy, but we believe that public pressure will be crucial in order for businesses and governments to act at the scale and speed we need. Governments and businesses both need to see consumer demand for changes in policy and practice, and there is a gap in consumer awareness of the impact of food on biodiversity loss and climate change.

Right now, the global food system is having huge adverse impacts on our environment and our climate. Precious habitats and species around the world - as well as here in the UK - are being wiped out to produce the food we eat. But this isn’t the picture that is being painted for the everyday consumer. In 2022, WWF-UK will launch an integrated campaign to continue driving changes in the food industry that will halve the environmental impact of the UK shopping basket, restore nature through regenerative agriculture and broaden the public’s perception of WWF and what we do, driving home our Fight for Your World message and Species+ positioning.

Supported by key partners, such as Tesco which will be key to engaging and influencing audiences beyond WWF’s reach, this campaign will drive awareness with a large audience and action / mobilisation with a more targeted group to help deliver against WWF’s strategic goals. Specifically:

* A regular drum beat of content – supported by science outputs - will raise awareness of the damage the food system is causing on habitats and species as well as the positive impacts of regenerative practices.
* We will mobilise supporters to call on Governments and Businesses to put policies and practices in place that will halve the impact of UK shopping baskets and ultimately lead to investment in regenerative agriculture. The exact goal will be identified through workshops in October/November using the policy objectives identified by the food team as our starting point (public and private procurement, labelling, reporting, environmental standards for UK food, Bill amendments). As well as tackling the problem at its source, the campaign will also offer a range of impactful steps that people – from a range of demographics – can take at home to ensure they feel empowered and that they’re making a difference.
* We will explore new fundraising products.

**Aim of initiative:** By demonstrating public support for radical changes in our food system, we will influence politicians and business leaders to take urgent action in 2022.

Our (draft) objectives:

Our overarching objective – Halving the environmental impact of the food shopping basket in the UK by 2030

* Policy change - There is increased public demand for policy change and action UK plc – exact policy change tbc but have shortlist of ~3 we are working through
* Behaviour change - Individuals shift to more sustainable diets. Target audiences mobilised to campaign for changes in food and diets that are relevant to them (eg schools, employees, rural communities etc).
* Attitude change - Sustainable consumption is normalised and mainstream, avoiding polarisation of debate. People make the connection between the impact of food choices on biodiversity loss and the climate crisis
* WWF brand change - WWF seen to be engaging the public in sustainable diets and as credible and relevant on this issue.

**Role of consultant:** WWF-UK requires a suitably experienced consultant to support the design, launch and management of the campaign:

* provide strategic, campaigning and project management support
* work closely with WWF-UK Communications Team to develop an impactful campaign strategy, including messaging and public CTAs for our diverse audiences
* work closely with the WWF matrix team to develop this as an integrated campaign such that it can be launched in June 2022
* be a linchpin for the team providing consistent support and critical thinking.

The campaign development will be overseen by a Campaign Board, that will report to our Growing Support Goal Group.

The consultant will liaise with WWF-UK’s primarily with the Director of Campaigns and Engagement, and thereby to the Executive Directors of Advocacy & Campaigns.

**Project Timeline:** The project timeline is below.

* March: brief creative
* March: brief collateral
* March: finalise communications plan
* April: manage creative development
* April: develop amplification approach
* April: launch planning
* May: finalise media and social media plans
* May: finalise creative
* May: finalise risk management
* Jun: launch

**General scope of work**

* Provide strategic and campaigns support to the WWF matrix food campaign team supporting the development of a food-related campaign.
* Provide project management support to ensure the food campaign is developed in a way that support brand, fundraising and advocacy objectives.
* Provide campaigns capacity to work with – and lead - insights, campaigners, movement building specialists, and with partners such as Tesco.
* Produce campaign strategy, board papers, first stage delivery plan.

**Background**

We want this to be a large-scale, high impact campaign. It needs to make sense to our supporters, and help us shift our brand beyond saving species, to the work we do on systemic issues – like tackling the causes of climate change. This pressure will need to come from a diverse range of voices, because the changes we need to see will impact everyone.

Food production and consumption are very sensitive subjects to communicate and campaign on. The challenges include:

* Dietary choices are deeply embedded in people’s ways of life and cultural identities.
* A significant proportion of people in the UK have no choice. They cannot afford to make ethical decisions about what food to buy. They are struggling to put food on the table for their family.
* The food and agriculture industries are large employers, making the impact of our policies directly relevant to the livelihoods of supporters, their friends and their families.
* Farmers are responsible for looking after a considerable proportion of our landscape. It is the government and businesses that drive how landscapes are managed. We want to be supportive of farming communities. Farmers are agents of change.

WWF-UK is also not historically associated with food communication or campaigns, and this makes positioning WWF in this space difficult:

* We are often concerned that some of our supporter base is more comfortable with us talking about species and habitats at risk around the world.
* However, our own data also shows us that some supporters at least are looking to us for information or ways to take action. The food challenges on the App are the most popular challenges.

**Key deliverables**

The draft overall campaign deliverables (and person accountable for delivery) are:

1. Insights and market research that enable us to determine the best way to engage existing and potential supporters. e.g. are people likely to sign up to become members (as an example) if they think they’ll tackle climate through our food work, or if they’ll save tigers through our food work. (Head of Campaign Insights)
2. Suite of materials for the public wanting to know more about sustainable diets, including, but not necessarily limited to, updated web pages and activities in the MyFootprint app
3. Science-output(s) linking species and food
4. Diets focused integrated campaign reaching and mobilising substantial numbers to take action to help halve the environmental impact of the UK shopping basket
5. Face-to-face engagement (potentially with WWF-UK Partners) to sit alongside a digital campaign enables WWF to have the conversation with stakeholders and grow income.
6. Integrated Fundraising NPD testing aligned to Food/sustainable diets proposition​.
7. Specific advocacy asks for government and business asks on food and diets (Procurement Standards, Mandatory reporting, Eco Labelling: [National Food Strategy White Paper briefing FINAL.docx (sharepoint.com))](https://wwforguk.sharepoint.com/:w:/s/proj-QCfoundation/EXdX8rViF8pFvhGt6UFQp_sBzFywXycuSMhotlXV1GDH4Q?e=pefBrs&CID=838C4232-F052-4971-84F4-3F6F80FB15EC&wdLOR=c72329D0F-B0A5-431C-93C5-919F491FB851)

The Consultant will be responsible for the development of a food campaign strategy and plan that delivers (4) and manages the risks and challenges outlined above. They will work closely with WWF-UK staff developing 1 – 7, so that they ladder up to and support the overall campaign goals. They will also work closely with the WWF-UK Partnerships Team, to ensure that relationships with key corporate partners are managed and opportunities are maximised. The proposed campaigning focus (diets) is within scope.

**Budget**

WWF-UK envisages a budget range of £15,000 to £25,000 for this engagement. We anticipate that the activity may require up to 50 days of support.

**Responding to this opportunity**

Interested parties should send written proposals to Jack Lundie (Director of Campaigns and Engagement) by email to [jlundie@wwf.org.uk](mailto:jlundie@wwf.org.uk) by 12:00 Midday on Friday 4th March.

Please include the following in your proposal.

1. Your proposed approach and methodology for delivering support to this cross-functional campaign.
2. Summary of relevant experience of delivering campaigns solutions, ideally relating to this sector.

3. Your proposed fees and costs (including VAT if applicable).