

WWF-UK Invitation to Tender Brief

FUTURE FITNESS REPORT - SCOPING

March 2024

# Contents

1 Summary 3

2 Tender Requirements 3

3 Background 4

4 key objectives 5

5 service requirements 5

6 Service level guidelines 7

7 Response guidelines 8

8 BUDGEt 8

9 TIMELINE 8

10 WWF-UK Contact Information 8

## 1 Summary

This document provides information to tendering Agencies to enable them to submit tenders to WWF for the provision of services.

## 2 Tender Requirements

Tendering suppliers must follow the instructions below to be eligible for consideration:

* Confirm receipt of this documentation by email to the Economist, Vassilis Gkoumas ([vgkoumas@wwf.org.uk](mailto:vgkoumas@wwf.org.uk)) by **12 April, 2024**.
* Confirm intention to submit a tender by email to the Economist by close of play **12 April, 2024** and nominate a primary point of contact for your organisation.
* Tendering suppliers are invited to submit questions via email before submitting their tender response. Questions submitted by close of play **12 April, 2024** will be responded to – we will do our best to respond within 48 hours. Contact details of relevant WWF-UK staff are included at the end of this document. All requests for further information will be monitored by the Economist and where appropriate all tendering suppliers will be provided with additional information requested.
* Tender documentation is to be submitted by email to [vgkoumas@wwf.org.uk](mailto:vgkoumas@wwf.org.uk).
* Tender documentation must be complete - no other information will be considered as part of the initial selection process.
* Tender documentation by email must be received at WWF-UK by **12:00pm** on **19 April, 2024**
* Please confirm that key personnel will be available to attend a zoom call with WWF-UK staff week commencing **22 April, 2024** during which you will deliver a pitch if you are short listed to this stage and talk us through your approach to implementation planning.

WWF will:

* Consider all tenders in a fair way and ensure that no tender has an unfair advantage and adhere to internal policies for the management of tenders. The process will be overseen by a Tender Board.
* Notify all agencies of the initial outcome of this tender process by close of play 25 March, 2024.
* Not consider tenders that are submitted after the deadline.

The Invitation to Tender is comprised of:

* This Word document.
* Appendices A-E inclusive.

We are aiming to go live with a new supplier on **03 May, 2024**.

**Important information**: Please use the same numbering structure in your tender response as this document, ensuring it is clear where numbered questions are being responded to.

## 3 Background

This Request for Proposals relates to tasks that are part of a wider WWF project, the Future Fitness Report. The Future Fitness Report is looking to develop and socialise a set of metrics that provide a more forward-looking approach to assessing the efficacy of the UK Government’s economic decision-making, and which can provide a commentary on the economic performance of the UK in terms of its ability to provide ongoing prosperity, sustainability and resilience in the face of future threats and opportunities including climate change and nature loss.

The main aim of the project is to shift economic policymaking priorities in the UK towards securing ongoing prosperity, sustainability and resilience, and away from the current predominant focus on short-term GDP growth, thus making it easier to align economic decision making with the achievement of a resilient, net zero, nature positive economy.

Currently economic policymaking is overly short-termist, focused for example on promoting GDP growth, getting inflation down, or reducing government debt. This makes it harder for government to prioritise other aspects of economic performance that are important for longer-term prosperity, sustainability and resilience, and which are also necessary for the achievement of a net zero, nature positive economy. For example, a focus on getting debt down reduces public spending available for supporting the transition to renewable energy or energy efficiency measures. A focus on GDP growth often reduces policymakers’ willingness to regulate the private sector’s environmental impact if it is perceived to increase costs in the short-term.

The strong incentives for short-termism in economic policymaking are driven partly by the mainstream media’s commentary which focuses predominantly on GDP growth and on other short-term impacts and changes announced at fiscal events like the Budget, such as the amount of tax that will be charged on certain products such as beer. There is much less discussion of the longer-term implications of policy decisions taken at those fiscal events, for the country’s future wealth and wellbeing. Thus, we need to rebalance the narrative coming from mainstream media on economic issues, in order to increase the spotlight on Treasury’s performance in these other areas, and the accountability of government.

The Future Fitness report will build a narrative using a set of alternative metrics of economic performance, including those that already exist but receive little attention, and potentially by producing our own RAG ratings of how well the government is doing on specific objectives, to generate media interest. It will demonstrate the importance of this wider and more forward-looking view of economic performance by providing examples or case studies which show that taking this approach would have generated better economic outcomes if it had been adopted previously. For instance, illustrate how the use of forward-looking metrics can lead to lower vulnerability to the cost of living crisis, greater energy security, lower energy prices, reduced government expenditure as a result of increased resilience (e.g. to flooding costs), reduced costs of climate mitigation, and increased exports of new technologies.

## 4 key objectives

As part of this wider project we are looking to hire consultants / researchers to:

1. Scope out and assess the metrics that could be used in the Future Fitness Dashboard, building on initial scoping work already done by WWF.
2. Start to develop a possible narrative for this report, and test the narrative value of the proposed metrics, by using historical time series of some of those metrics or relevant proxies, to develop case studies to show how using a more forward-looking approach might have resulted in better economic decision-making, and better economic outcomes over time.

## 5 service requirements

Activity and outputs required from a consultant:

Output 1: Initial Scoping

1. A review of relevant existing metrics, indices, and frameworks on resilience, sustainability, and prosperity. WWF-UK can provide a non-exhaustive list of initial focus areas for the research, based on our initial scoping. However, the focus would be refined through discussions during the scoping phases.
2. Examples of relevant frameworks that have been adopted in other countries, an assessment of the factors that led to their adoption and the level of uptake / efficacy for shifting the narrative – to inform the metrics and approach used for this work.
3. In their scoping exercise we expect the consultants/researchers to engage with relevant stakeholders with expertise in this area. This involves identifying a small number of relevant stakeholders and experts and arranging meetings with them to initially get their input and ideas and then obtain feedback on the proposed approach.

Output 2: A Future Fitness Dashboard

1. Based on the results of the scoping phase and review of relevant frameworks, and discussion with WWF, propose a set of possible candidates for a dashboard of ‘Future Fitness’ metrics for the UK. This could constitute an initial ‘longlist’ for testing and discussion, and from which a ‘shortlist’ can subsequently be selected.

Output 3: Produce a mock-up

1. Produce a mock-up or a simplified version of the dashboard, showing the UK’s results (using the metrics identified previously in task b). Use existing datasets and metrics, where available, or proxies where they do not, or developing a possible RAG rating approach. Ideally the analysis would include some time series data where that is available, to show trends and progress, and that WWF could potentially update and renew in the future on an ongoing basis.

Output 4: Apply the mock-up to interpret the outcome of a specific case study

1. Based on some of the metrics in the dashboard, provide some commentary on how well the country would have navigated one or two specific challenges in recent years, such as the impact of early investment into renewables on energy price inflation during the war in Ukraine or the effect of investment in green skills on competitiveness and market share in specific sectors. It would be ideal if the commentary included a comparison to other countries.
2. The aim of this task is to illustrate how using a more forward-looking approach, using the kinds of metrics we are proposing, would have resulted in better outcomes.

Each output should be discussed with WWF and the next steps should be agreed with WWF before moving on to the next output. All the outputs need to be presented in a single report following the draft outline below. The outline aims to provide a broad illustration of WWF’s expectations and is subject to further development.

Outline

1. **Future-casting:** What might the future look like - threats and opportunities to the UK economy based on what we know about the impact of climate change and nature loss and other major risks – such as those identified by OBR, the Bank of England, Green Finance Institute.
2. **Commentary and analysis of performance:** Provide some commentary on how well the country has been navigating challenges in recent years, using new or existing metrics and comparisons with other countries to tell a story, and case studies to show how using a more forward-looking approach would have resulted in better outcomes. For example:
   1. how investing in renewables has or would have helped us weather the storm caused by energy insecurity and the Russian invasion of Ukraine,
   2. how a different approach to supporting farmers to invest would have resulted in a more productive and resilient agricultural sector,
   3. how investment in green technology and skills would have increased our share of globally growing markets for green products.
3. **The case for a more forward-looking approach:** Based on that analysis, discuss how the current economic policy framework is inadequate and needs to shift to a more forward-thinking approach. For instance, we need clear vision from the government on how to navigate future challenges, which includes a strategy for a just transition to a net zero, nature positive economy, stronger policies to ensure the private sector delivers that vision for the economy, and increased accountability of both the government and private sector in terms of their delivery of that vision.
4. **A Future Fitness Dashboard:** In order to improve that accountability, propose a dashboard of ‘Future Fitness’ metrics for the UK, which we would call for govt to publish on an annual basis, alongside the Budget This could include both metrics that may not yet exist, but that we would recommend are produced (or are already advocating for), proxies for those metrics for use until those metrics are developed, as well as other existing metrics that deserve greater attention and monitoring. For example, these could include:
   1. The Net Zero delivery Tracker – to measure public spending’s contribution to the transition
   2. Progress against the Net Zero Investment Plan – to measure both public and private finance flows to the transition.
   3. A metric to capture the level of Transition plans implementation by private sector or the overall shift of the private sector towards alignment with climate goals.
   4. Some metrics capturing the UK’s natural capital – such as ONS Natural Capital Accounts
   5. Other relevant metrics to be discussed

Between them, these metrics should capture a range of important aspects of economic performance that will determine how well the UK navigates future risks from climate change, nature loss and potentially other challenges too.

1. **Produce a mock-up** of what it could look like using relevant metrics where they exist, or proxies where they do not. Ideally data that has a time series to show trends and progress, and that we can update on an annual basis if we want to continue to publish this on an ongoing basis.

## 6 Service level guidelines

The outputs in this project need to:

* Produce clear, concise and digestible analysis.
* Be delivered in the form of short reports, presented to WWF-UK.
* The reports should be suitable for potential publication.

Expertise Required from Consultancy:

* Deep understanding of sustainable transitions
* Good knowledge of UK national and international economic and environmental policy and legislation
* Excellent communicator and presenter, with the ability to make technical information digestible for WWF-UK colleagues.
* Can come from a variety of backgrounds: academia, economics or public policy experts, and think tanks.

## 7 Response guidelines

In your response, please provide:

* A 3-4 page overview on the approach and key areas outlining the approach to meeting the programme objectives.
* Demonstrated knowledge of relevant initiatives and metrics that may be useful to include in the scoping exercise.
* Case studies or examples of work related to sustainable or economic transitions of a previous client who would be willing to provide a reference (we will not contact them without your consent)
* CVs of core team
* A breakdown of costs and day rates, including any Charity or NGO discount you might offer
* Acceptance of our T&Cs and Third-Party Expenses policy or any comments thereto
* Acceptance to register on WWF Panda Purchasing PO system, should you be successful
* Please also indicate your availability for an interview w/c 06 March or 13 March, 2023

## 8 BUDGEt

We Invite bids up to **£40,000** [inc VAT] for this analytical work.

This is to include all work carried out and expenses. Please state the daily rate as part of your bid.

## 9 TIMELINE

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| --- | --- |
| Date | Action |
| 22nd Mar 2024 | Issue Invitation to Tender |
| 12th Apr 2024 | Supplier to confirm intention to tender and submit any questions |
| 19th Apr (12:00pm) | Supplier to submit proposal and relevant documents |
| 22nd– 29th Apr | Assess applications, conduct interviews, and select consultant |
| 03rd May 2024 | Notify Suppliers of outcome of tender |
| 03rd May 2024 | Onboard Consultant – Start of the Project |
| 28th Jun 2024 | Project Completion date |

## WWF-UK Contact Information

WWF-UK

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For information regarding the tender process:

Economist, Vassilis Gkoumas – **[vgkoumas@wwf.org.uk](mailto:vgkoumas@wwf.org.uk)**

APPENDIX

* + - * 1. WWF Supplier Terms
        2. WWF-UK Supplier Code of Conduct
        3. Expenses Policy for 3rd Parties Hired by WWF