**Request for Information and Quotation:**

**Organisational Change Programme, Advocacy and Campaigns Department, WWF**

**Background**

The environmental impact of human activity on both nature and climate now threatens the survival of all life on our planet.

WWF is the world’s leading independent conservation organisation. Our mission is to create a world where people and wildlife can thrive together. Our vision is that by 2030, nature’s vital signs are improving and we will have halted the loss of nature. To achieve our mission, we are fighting for our world; focusing on some big challenges that will help turn things around; specifically, making our food system sustainable, tackling the climate crisis, and creating thriving habitats and species in the UK and, with our network partners, around the world.

We have 98 months left. To do this, we need to inspire people and institutions to tackle the greatest threats to nature and the future of our planet. Much time has been spent talking about the evidence and providing facts, solutions and policies, but the incentives for change are not there. We now need to be the experts at influencing change.

We are focusing on 3 Impact Goals:

* **Averting dangerous climate change:** we’re pushing the UK for the strongest ambitions and measures to decarbonise, to help tackle the climate emergency
* **Creating a sustainable food system**: we’re fighting to reform our food system, to halt nature loss and ensure the UK leads a global transformation to sustainable production and consumption of food.
* **Restoring threatened habitats and species**: we’re working to halt the loss of habitats and restore natural life-support systems for people and species in some of the world’s most special places.

The overall purpose of WWF’s Advocacy and Campaigns (A & C) department is to influence politics, business and the public in the UK – and, with the WWF Network, internationally - so that politicians and business leaders make the changes identified in our organisational goals.

We will do this by building on our scientific evidence base to develop new, viable policy solutions and to evolve existing policy to support our impact goals. We will also transform the public’s engagement with nature loss and climate change to support our and their influence and impact.

We want our department to focus relentlessly on impact. Our influencing should be directed at achieving the most urgent changes we need to see and to securing policies that will make the biggest, measurable differences to climate change and nature restoration.

The Department is a significant size (approx. 100 FTE) and has a responsibility to our supporters, future generations and the planet, to act well and to act fast.

This will require the team to:

* Maintain a sharp focus on the one or two things that will make the most difference, rather than having too many things on the go at one time
* Be ruthlessly courageous in giving things a go and to do things differently when what we have done before hasn’t worked
* Make a fundamental shift from being recognised for our subject matter expertise to becoming known as the best, brilliant influencers
* Be more agile and comfortable moving between subject matter expertise areas
* Have a willingness to change, adapt and respond as circumstances change.

**Restructure**

A & C has undertaken a programme of significant organisational restructuring since July 2021 to help deliver the shifts described above. We have:

* **Created more of an emphasis on impact**, through organising the department by influencing function rather than policy expertise. We now have Policy Solutions, Advocacy, Campaigns and Community Engagement and Education and Youth Engagement directorates. These are designed to be home teams, where they spend the minority of their time – the place where staff come together with colleagues with similar roles and develop their skills so they are more effective policy, advocacy, campaigns or engagement specialists. However, we are expecting most of people’s time to be spent in project and programme delivery groups working cross-organisationally and cross-team to deliver the organisation’s impact goals (described above).
* **Rebalanced the Department between the policy expertise and influencing expertise.** Over time, the policy expertise had grown significantly (not always strategically) and influencing teams were not resourced sufficiently to support policy teams to achieve the changes they were seeking. We also had policy and advocacy expertise in multiple departments and this restructure has brought like functions together.
* **Reduced, where possible, some of the hierarchy.** Our directorates now have a flatter structure with each directorate having teams led by ‘Heads’ and hence fewer one person to one person line managers. We want to invest in high quality people managers and to have more senior roles responsible for strategy development. Reducing the number of line managers will help with this. We have also invested in more project manager/officer roles to support better project delivery and increased the number of lower-level roles in some teams.
* **Made significant changes to many job descriptions across the department**, so that the skills and experiences align between roles. Job descriptions now include: a focus on measurable impact; strong emphasis on knowing your audiences; using data and evidence to inform all our influencing; an increased awareness of the devolved nature of the UK and what this means for your work; working in cross-organisational teams. They are more generic, to ensure greater flexibility across content areas, and we are expecting annual objectives to become more specific, enabling greater management of performance across the department.
* We did not include two directorates – our Scotland and Wales teams –in the restructure but we want this next phase to help all our teams work more effectively, including **ensuring that we take a ‘whole UK’ approach to all our advocacy and engagement work from the outset** – making all our work ‘devolution smart’.

**The Requirement**

WWF is looking to appoint an external partner or partners (we would consider splitting the work to match elements of the programme to the best placed external partner) to work

alongside the Executive Directors of Advocacy and Campaigns, with support from the People and Culture team, to create and implement a transformational change programme that enables the department to recover and re-energise following recent structural changes and delivers tangible positive impact on our goals whilst developing our leadership capability, culture and employee experience. We anticipate this partnership will last for between 9 and 12 months.

**The Audience**

This project is focused primarily on staff in the Advocacy and Campaigns Department.

The programme will focus on developing and supporting:

* Senior A & C leadership - 2 x Executive Directors and 7 direct reports) (approx. 30% focus) \*
* Other critical project or initiative leaders within our department (~20-25 organisational roles at levels 5 and 6) and the role they play in leading projects and initiatives within the goals (approx. 70% focus).

We have staff based in England, Scotland and Wales. These staff have key leadership roles both in their home departments and in our matrix structure. In the matrix, they work with others from around the organisation by leading or taking part in the delivery of major initiatives and projects within the three goals described above.

Some of this group has been in their current roles or similar roles for some time, some are newly moving into these posts from within the department, and during the next 6 months we will be recruiting internally and externally to fill a significant number of vacancies.

Some programme delivery may include team members to aid their development and to ensure their engagement with the new shape of the department.

\*This leadership group will also be participating in an organisation wide leadership standards and development programme launching in early 2022. The two programmes will need to be aligned and consistent.

**Programme Objectives**

We are looking for one provider to partner with us in creating and leading an overall transformation plan. Additionally, below are 4 key areas of focus that we believe will inform this plan – we are open to suggestions and challenge on this content and whether these areas are delivered one at a time or concurrently. We are also open minded at this stage about different partners working together on different elements.

***Work package 1: Establishing our culture – creating the environment for success***

* Support staff in a period of “recovery” to build resilience after months of uncertainty and change; the pace needs to be high but the environment supportive
* Enable staff to reconnect with the overall WWF strategy – identifying, remembering and repositioning “why we do what we do”
* Keeping WWF global values (Courage, Integrity, Respect, Collaboration) at the heart of the work and making them live for A&C
* Develop a culture of joy, fun, energy and kindness at work - balancing expertise and focus with emotional intelligence and mindful behaviour.
* Create an A & C “signature experience” at all stages of the employee lifecycle that sets a benchmark for best practice across and beyond our sector

***Work package 2: Becoming brilliant influencers – upskilling us in the work we do***

* Build a professional development process for all staff to grow and flourish in their fields of expertise:
	+ Specifically, develop brilliant campaigners, advocates, policy innovators, engagers and influencers.
	+ Enable individuals to focus on impact and ‘doing fewer things but creating better results’
* Support and enable senior leaders to embed talent development in their team – and the department’s programme – this could include:
	+ Improving how we use the PDR system to support talent development
	+ Conscious career development and nurturing our talent pipeline
	+ Helping us maximise the impact of learning and development opportunities taken inside and outside our organisation and our sector

***Work package 3: Working and leading in a matrix environment***

* Grow responsibility and empowerment in all staff, so that they can have a tangible impact through the goal structure rather than through hierarchy
* Develop core skills for leaders, including project leadership, matrix teamworking and innovation
* Create an iterative process for identifying and developing project leaders who can influence and lead across the organisation
* Embed small matrix project team working within a flatter and more agile structure that responds to evolving goal needs with a shared sense of focus and progress.

***Work package 4: Improve our impact UK-wide, by becoming ‘devolution smart’ in all our work***

* Embed a ‘devolution smart’ planning, decision-making, and delivery mindset for our work, that does not solely rely upon staff in the devolved offices.
* Grow an understanding in staff of political devolution in the UK as well as other differences important to our work, including legal, education, culture, and language.
* Develop brilliant influencers by helping staff to recognise the opportunities and challenges devolution and other differences means for our work – policy, advocacy, communication, campaigns, education and engagement.
* Improve the understanding of the role, capacity, and activities of the devolved offices on the delivery of our strategy, best approaches to involve them, and the investment needed.

These objectives should be delivered by:

* Bringing the WWF Values to life incorporating the leadership style and overall personality of A & C.
* Ensuring a strong D, E & I foundation in all deliverables – conscious inclusion - this is a key strategic people and culture focus for WWF.
* Supporting a hybrid working environment – we are currently in a hybrid working “test & learn” phase whilst we undertake research into our longer-term future of work vision.
* By the end of the programme, creating self-sufficiency within A & C to maintain and develop its approach in ways that align with WWF-UK wide programmes.
* Producing outputs and developing processes that have the potential to be adopted across the organisation, as this programme is a cultural development pilot for WWF-UK.

**Supplier Requirements**

Please ensure your response clearly sets out which components you are bidding for and how your proposed programme of work would meet all the objectives in one or more of the four work packages.

External partners must be able to demonstrate and evidence:

1. Understanding of the requirements and what the proposed programme of works will look like including key deliverables, delivery methods, associated timeframes and evaluation measures. We are particularly interested in innovation, challenge and best practice being used to shape this programme
2. Qualifications and expertise to undertake the work: change leadership, cultural transformation, project and programme management, employee engagement and development
3. Depth and breadth of expertise in this field in the charity /not for profit / NGO and commercial / private sectors. Experience of working across the UK nations is essential if your proposal covers work package 4. *Please include names of recent clients for who you have delivered similar work with high impact and who could act as referees (we wouldn’t approach without permission)*
4. A responsive service – i.e., not key person dependent – continuous service available. *Please provide short biographies of those with whom we would be working*
5. A strong alignment with WWF’s vision and mission with values that respect diversity, equity and inclusivity and evidence of partnership working. We would welcome proposals that are innovative and align with our mission. *Please provide a short statement on how these are evidenced in your work*
6. Value for money; competitive pricing for expertise. We need fees to be clear and structured in a flexible way. *Please state the total price of each work package, including an estimation of hours per package, and also provide a rate card.*

Please note that WWF-UK would prefer to contract these services using our attached Standard Terms and Conditions.As part of your response, please indicate whether you would be content to use these terms or if you would wish to propose alternatives.

**The Selection Process**

In line with our procurement process, we are inviting several organisations who might be able to partner with us. A panel including the Executive Directors of Advocacy and Campaigns, Advocacy and Head of Organisation Development will consider the responses and decide based on the following criteria, with approximate weightings shown:

40%: The organisation’s proposed approach – see above

15%: Depth and breadth of expertise as evidenced by recent client work

15%: Values, partnership, inclusivity – see above

20%: Price – overall value for money.

10%: Sustainable procurement

**Sustainable Procurement**

WWF-UK prefers to work with sustainable suppliers; organisations that meet their needs in a way that achieves value for money on a whole-life basis, whilst benefitting society and minimising damage to the environment. Please complete our attached Sustainable Procurement Questionnaire, providing copies of any relevant certification where applicable.

**Timelines and Next Steps**

This invitation will be issued by 4th February, and the following timetable has been set:

* Deadline for receipt of clarifying questions -18th February
* Deadline for submission of responses – 23rd February
* Dates of first interviews – likely to be - 9th or 16th March

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Thank you for expressing an interesting in working with and supporting WWF-UK with this important piece of work. We look forward to receiving your response.

Kate Norgrove and Katie White,

Executive Directors of Advocacy and Campaigns, WWF

For further information please contact Claire Young cyoung@wwf.org.uk