Call for Proposals to Appoint a Consultant

WWF - Tesco Partnership

Reviewing Existing Delivery (in the WWF-Tesco Partnership) and Identifying Mechanisms

to Embed Sustainable Agriculture Principles in Retailer UK Agricultural Supply Chains

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| Summary*WWF-UK and Tesco are working in partnership to spearhead change within the retail sector, including the use of exemplar landscapes to test and deliver sustainable agricultural practices into several UK food produce supply chains. It is well documented, and clearly evident from these exemplar landscapes, that supply chains can be complex and there are many barriers to delivering sustainability.* *WWF wishes to undertake an evaluative consultancy that seeks to explore and unravel the issues tied up in domestic agricultural supply chains. Using live Tesco supply chain examples as working case studies, the selected consultant will drill into these chains to understand how greater agricultural sustainability can be leveraged through overcoming barriers and levels of complexity. Building on this, we want to explore a theoretical sustainable transition for one specific product, and identify the practical routes to “scale-up” our learnings; both within the WWF – Tesco Partnership and at the wider retail sector level.* *We request submissions by Monday 7th February 2022 for a consultancy to run from 23rd February to 26th August 2022 (latest). Consortium proposals are welcome.* |

1. Introduction

WWF-UK and Tesco are working in partnership to spearhead change within the retail sector. A major delivery strand within the Partnership is sustainable agriculture; in particular addressing the environmental impacts that the UK agricultural sector has on soil health, water quality, biodiversity and greenhouse gas emissions. One mechanism through which we work is “exemplar landscapes”, where we aim to demonstrate at farm and landscape level how greater agricultural sustainability can be achieved on the ground, with a view to upscaling and packaging this work into policy and advocacy asks. We hence use our exemplar work to generate the data, evidence and case studies we need to advocate for sectoral and societal change.

The Partnership recognises that the relationship between retailers, suppliers (in particular intermediaries) and farmers, is complicated and not fully understood. There is frequently not a simple farmer / single supplier / single retailer relationship; with there often being more than one supply chain intermediary between farmer and retailer, and produce from a single farm sometimes ending up on the shelves of more than one retailer. This all presents barriers in terms of influencing sector-wide change through supply chains.

WWF wishes to undertake an evaluative consultancy that seeks to explore and unravel the issues tied up in domestic agricultural supply chains. Ultimately, this work will provide WWF, Tesco, other retailers and the wider sector with guidance on the change required to shift the sector towards a more sustainable model.

Further background information on WWF’s areas of focus, and the Partnership with Tesco, is included at Appendix 1.

2. SCOPE, AIMS, OBJECTIVES OF CONSULTANCY

2.1 Scope Considered

2.2.1 Terminology Used in this Consultancy

* Farmers: those individuals, and family and larger businesses, in the UK that grow or rear the food that we eat.
* Produce: all primary foodstuffs produced on UK farms; primarily covering vegetables, potatoes, fruit, salads, meat, eggs and milk.
* Retailers: the large supermarket chains, including Tesco, that sell food goods to the UK public.
* Suppliers: all businesses operating between the farm-gate and retailers, including where there may be multiple suppliers within any one specific supply chain.
* Supply Chain: the total sequence of processes involved in the production and distribution of any specific UK food, from farm through to retail.
* Sustainability: used in its broadest sense incorporating economic, environmental and social sustainability, although with a focus on environmental.
* Year 4: the final “year” of the (extended) WWF – Tesco Partnership; to run from the current time of this consultant procurement process to May 2023.

2.1.2 A landscape lens

WWF-UK has Tesco-related programmes of work across three areas of England and Wales (see Appendix 1) and we wish to retain this geographic focus. Suppliers, retailers, produce and environmental issues may well differ in detail between these three areas, but, crucially, the overall impacts of farming on water, soil, biodiversity and GHG emissions are consistent at this landscape scale and therefore will underpin the work.

This consultancy must be able to create impact by promoting understanding of links within these landscape-scale supply chains; identifying levers to pull locally to drive a sustainable approach for the key products considered. Our ambition is to use this very specific focus to glean key scalable principles that will ultimately push the sustainable agriculture agenda forward in the UK, both within Tesco and also with other retailers.

2.1.3 Produce in scope

The supply chains focused on in our three Tesco exemplars have been:

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| * beef
 | * free-range eggs
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| * milk
 | * potatoes
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| * outdoor pork
 | * root vegetables
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| * salads
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We see the merit in continuing to focus on this list, given the headway made already with work on the ground and the suppliers involved. However, we would also like to consider the lamb supply chain, particularly in the Wye and Usk exemplar landscape, as we wish to challenge Tesco to move forward their agenda.

2.1.4 Key stakeholders

We expect the successful consultant(s) to work collaboratively with:

* The main contacts at WWF and Tesco and in particular the Agriculture and Responsible Sourcing Teams at Tesco.
* Our three Delivery Partners in the exemplar landscapes – Norfolk Rivers Trust, Trent Rivers Trust and the Wye and Usk Foundation.
* Suppliers who are involved in the focus supply chains in the three exemplar landscapes (see Appendix 1 for full list of the focus chains linked to landscapes)
* Potentially some of the farmers in particular supply chains.

The WWF and Tesco Teams will facilitate contact with the various stakeholders. It will be the role of the consultant to identify and build new contacts within suppliers, if necessary, and to facilitate new and closer relationships between suppliers and other stakeholders.

2.2 Aims

Through the exemplar landscapes approach, WWF-UK has already started to consider the role suppliers and retailers can have in implementing sustainable agriculture in key UK sourcing landscapes, although we accept work to date has been at a relatively small-scale. Tesco, as market leader, wants to lead an approach whereby suppliers in its numerous food supply chains are expected to support more sustainable farming practice within the UK. They also want to explore how this approach can be taken on board by other retailers.

We aim to answer three overarching questions with this consultancy:

1. *How can greater sustainability be built into UK agricultural production through the co-ordinated actions of the whole supply chain from farmer to retailer, without over-burdening individual parts of the chain?*
2. *What are the barriers present within supply chains that prevent the step-change required?*
3. *How can WWF and Tesco build on the conversations already started within the three exemplar landscapes; using the end of the current Partnership in May 2023 to deliver some short-term potential measures and interventions, and also identifying what will have to be delivered after May 2023?*

2.3 Objectives

The objectives below are matched to the outputs we anticipate. Each objective can be seen as a chapter of work, contributing step-by-step towards the consultant’s final report for the WWF – Tesco Partnership.

1. **Map and detail key agricultural produce supply chains and define the overall scope of the consultancy**

Work with WWF and our delivery partners, and then the Tesco Agriculture Team, to map the key supply chains currently being worked on and the effectiveness of those chains to deliver on-farm environmental outcomes. As part of this, define the scope of each supply chain and what is and isn’t going to be considered within the consultancy (e.g. whether fertiliser or animal feed sources are in scope or not).

*Outputs – facilitated detailed workshop with WWF and our delivery partners, followed by a session with the wider Tesco Team to explore findings. A first chapter of the report will present a summation of this phase, detailing recommendations for next steps and clear scope boundaries.*

1. **Create a series of more detailed supply chain case studies**

Undertake a cross-stakeholder review of sustainability barriers of some agreed products (at least three) from the Exemplar Landscapes; developing these as more detailed case studies. This will involve providing an assessment of existing sustainability practice within each supply chain, alongside a gap analysis to highlight key vulnerabilities in terms of shifting towards more sustainable agriculture. For example, can greater sustainability be leveraged through the chain and to what extent; and how do the different barriers and complexities within each supply chain impact sustainability?

*Outputs – a series of in-depth case studies that will serve as an information mine to identify areas for actions; both within each focused supply chain and beyond where relevant to others. As part of this, we will expect the consultant to prioritise certain products/landscapes to enable us to push for change during the final year of the partnership (April 22 – May 23).*

1. **Develop one case study further by creating a theoretical sustainable transition study for one agreed product**

Using an agreed product and landscape within the scope of the consultancy, demonstrate how the various stakeholders involved could feasibly move towards greater sustainability throughout the whole supply chain, providing overall direction through a developed concept of transition.

*Outputs – an expanded case study for at least one product/supply chain, to include a theoretical sustainable transition to demonstrate what a total sustainability shift would look like.*

1. **Recommend interventions that we can implement during Year 4 of the WWF-Tesco Partnership**

Provide a set of ‘quick wins’ that can be delivered, both within and beyond our Exemplar Landscapes, off the back of the momentum that will have been created with key stakeholders within the supply chains investigated. Input will be required early in the study and therefore objective 4 will need to run in parallel with objectives 1-3. Objective 4 will need to deliver its outputs (ideally in full) by mid/end April: we recognise this is a tight timescale, but it is needed to enable a full “Year 4” of Exemplar Landscapes delivery up to May 2023.

*Outputs – contribute to Year 4 planning process, assisting the Partnership by identifying opportunities to shape our ongoing programme of work in the Exemplar Landscapes.*

1. **Through stakeholder discussion and engagement, report on all the potential, practical routes to ‘scale-up’ the supply chain work in the UK Exemplar Landscapes and through the wider WWF - Tesco Partnership**

Based on your research to this point, propose and advise on suggested next steps; considering, amongst other approaches, the role of sector scale-up platforms, such as the Courtauld 2030 Water Roadmap and similar. This acknowledges that there are very complex supply chains in existence, with suppliers often supplying more than one end of chain retailer. This objective is to include a consideration of a potential developing platform for soils, led by the Sustainable Soils Alliance.

*Outputs – communicate and share your findings with key stakeholders at a workshop, bringing the stakeholders’ expertise together with yours to generate a confirmed and flexible set of next steps.*

1. **Prepare a series of longer-term, ambitious messages, principles and, where feasible, more in-depth solutions** **that WWF and Tesco can use to advocate for sector-wide change in agricultural supply chains and that other / all retailers would need to implement to deliver sustainable agriculture at the UK scale**

This will facilitate an understanding of how to promote and support sustainable agriculture on the ground within varying supply chains – from relatively simple to complex*.* Principles will be built around the following (which are not an exclusive set): action for sustainable agriculture on the ground; recommendations leading to retailer actions e.g. retailer sourcing policies; supply chain design; how supply chain and wider actors can work together to promote greater sustainability; and taking part in sector platforms – existing and proposed.

*Outputs – final detailed chapter of an effective suite of advocacy messages, principles and transferable solutions. Whilst this will be written as the final chapter of the consultant’s report to the WWF-Tesco Partnership, it must be written in a way that it can be communicated to, and used with, external audiences, including supply chains and food retailers.*

2.4 Additional Information for Consultant Consideration

Previous consultancies within the WWF - Tesco Partnership have been very Tesco-specific and a key challenge to the Partnership has been using findings beyond Tesco and within the wider sector. We believe the way the objectives are written in this consultancy enables the Tesco-specific elements to be undertaken, as appropriate, in the earlier objectives. But Objective 5, and especially Objective 6, need to consider and draw in the wider food sector/retailers. However, we do accept that there will probably be complexities and commercial sensitivities around supply chain relationships between the major retailers.

The geographic scope within this consultancy is diverse. Whilst we do expect some inter-Exemplar Landscape commonalities in terms of produce type and farming practice, there are also very significant differences too - chiefly economic drivers, landscape type and the scale of production. The consultant will need to build this into the study.

The ultimate output for this piece of work is a set of principles and we acknowledge that there are different frameworks that could be used to approach the work. Our collective decision to use the impacts of farming on soil, water, biodiversity and GHG emissions is based on our work to date and a shared appreciation of the co-benefits that a shift to sustainable agriculture can achieve.

3. Evaluation Approach, Deliverables, Timeline and Budget

3.1 Anticipated Tasks / Methodology

As part of the consultant’s submission, we require a proposal with a reasonably detailed approach to the consultancy and a proposed methodology set out for assessment in the selection process.

The consultancy will commence with an Initiation Meeting at which (and/or in preparation) WWF will supply any relevant background material required. There will be regular update / progress meetings with the Consultancy Steering Group; chaired and minuted by the consultant.

3.2 Deliverables

Initially, the consultant will produce a detailed workplan and methodology to deliver the consultancy. This can be discussed in detail at the Initiation Meeting and submitted for approval to an agreed timescale afterwards.

At present, we anticipate requiring one single report that presents results and findings across all aims and objectives. The report must be visual and engaging, using images and representing/summarising findings through graphs, charts and case study boxes. The report should ideally be a maximum of 40 pages, plus appendices, and additionally have an executive summary of max. 3 pages. It shall initially be presented in draft format for revisions and agreement by the Consultancy Steering Group. Note that, as detailed in Sections 2.3 and 2.4, some parts of the report will need to be suitable for sharing with external audiences, outside the WWF – Tesco Partnership, and exact formats for this will be agreed with the Consultancy Steering Group.

Should, during the contract, the consultant advise the Steering Group that a single report is undeliverable due to the wealth of findings obtained, then we will consider breaking this into smaller reports in discussion with the consultant. The guiding principle we will follow is that we want to obtain consultancy deliverables most suited to our Partnership and advocacy needs.

The report(s) shall include:

* A basic outline of the final methodologies followed, with all stakeholders engaged clearly identified.
* An introduction to each landscape and produce in scope.
* Chapters based on the consultancy’s 6 objectives, in-line with the outputs highlighted above.
* Case studies linked to the relevant objectives to illustrate key points and findings – with at least one case study anticipated from each Exemplar Landscape.

The final report is to be delivered in Word and pdf formats, with agreed wording / branding recognising the financial support delivering the report and the target audiences agreed with the Consultancy Steering Group during its production.

We also require a presentation and slide-deck(s) to communicate the main findings to senior stakeholders in our target audiences. The exact target audiences will be agreed during the consultancy with the Steering Group.

3.3 Skill Set Required for Consultant/Consortium

* Expert knowledge and experience across all aims and objectives, with the ability to integrate across all subject areas to achieve maximum benefit across the whole consultancy.
* Experience of working with a wide-range of stakeholders representative of the whole supply chain, from farmer to retailer.
* Expert knowledge of agricultural supply chains in the UK and a demonstrable knowledge of the social, economic and technical drivers within them.
* Specifically:
	+ ability to undertake research on sensitive subjects.
	+ in-depth expertise in crystallising complex findings into key deliverable actions.
	+ ability to synthesise and communicate complex findings and results into clear language suitable for diverse audiences.
	+ track-record in delivering meetings/workshops to a hybrid model.

Given the range of skills required, consortia proposals will be welcomed, provided they have a clear, lead consultant.

3.4 Proposed Timeline

* Return of submissions 7 February 2022 (midday)
* Appointment of consultant 17 February 2022
* Contract Initiation meeting  23 February 2022 (morning)
* (Predominant) delivery of Objective 4 mid/end April 2022
* Delivery of draft report 4 July 2022
* Final completion 26 August 2022

3.5 Budget

The indicative budget is £50,000, including VAT, workshop organisation /facilitation, visits to UK Exemplar Landscapes and any associated costs, e.g. travel.

4 Application Process and Appointment

4.1 Submission of Proposals

Please submit your proposal electronically by midday on Monday 7 February 2022 to Emma Martin at eemartin@wwf.org.uk , copying in Simon Aguss at saguss@wwf.org.uk Your proposal must contain:

* Your approach and proposed methodology to address the consultancy.
* A timeline to deliver the consultancy across the start and completion dates.
* An analysis of how you fulfil the required skill set, with supporting evidence.
* Names and CVs of all staff who will work on the consultancy, and proposed roles.
* A completed WWF-UK Sustainable Procurement Questionnaire
* An all-inclusive fee proposal including:
	+ Total days and day rates for each member of staff who will work on the consultancy.
	+ Any travel/ancillary costs.
	+ Your VAT status with VAT, if applicable, clearly identified.
* Acceptance of, or comments on, WWF-UK's standard terms and conditions

4.2 Success Criteria

WWF will consider proposals and appoint the successful consultant through a mix of qualitative and quantitative assessment, to include:

* Quality of the submission and adherence to the brief.
* Expertise and skills of staff in relation to the brief.
* Cost and overall resource inputs, including value for money.
* Quality and effectiveness of the proposed methodology and ability to deliver the brief.
* Responses to sustainable procurement questionnaire

4.3 Appointment of Consultant

We plan to select and verbally appoint the chosen consultant by 17 February 2022. WWF will be the formal client for the consultancy contract and a Purchase Order will follow through WWF’s electronic Panda Purchasing system, on which the consultant will need to be registered. The appointment will use WWF’s standard Terms and Conditions. Consultants submitting proposals are requested to keep the morning of 23 February 2022 free for an Initiation Meeting.

Appointment of the chosen consultant, and delivery of the consultancy, will be overseen by a Steering Group with a proposed core membership of:

* Alice Ritchie, Responsible Sourcing Manager (Tesco)
* Tesco Agriculture Team Rep TBC (Tesco)
* Simon Aguss, UK Catchment Manager (WWF)
* Emma Martin, UK Landscapes Grants & Project Manager (WWF)
* Callum Weir, Sustainable Agricultural Specialist Tesco Partnership (WWF)
* Potential other members might be:
	+ Alec Taylor, Quadrature Programme Manager (WWF)
	+ Potential third party either from academia or The Rivers Trust.

4.4 Contacts:

Emma Martin, UK Landscapes Grants & Project Manager, WWF-UK, eemartin@wwf.org.uk. T: 01483 412224

Simon Aguss, UK Catchment Manager, WWF-UK saguss@wwf.org.uk

T: 01483 412514 (note: Simon on leave 21st to 28th January inclusive)

Appendix 1

Background Information

**The Triple Challenge:** WWF is fighting to tackle The Triple Challenge - our articulation of the climate and nature emergency, plus the very central issue of how we produce and consume food. We ground our work in the UK by testing and trialling the solutions we think are needed to implement change at all levels of society. Work is funded through donations and grants given by corporate partners with a stake in tackling The Triple Challenge, and the WWF-Tesco Partnership is the largest of these.

**The WWF-Tesco Partnership and The Basket Metric:** The Partnership launched in 2018 and has just been extended by six months, to end in May 2023. WWF and Tesco are working together to implement industry-level change through a range of high-impact projects, including the creation of a [sustainable shopping basket](https://www.tescoplc.com/sustainability/taking-action/environment/wwf/sustainable-shopping-basket/creating-a-sustainable-shopping-basket/) metric. This has recently been broadened into the [WWF Basket](https://www.wwf.org.uk/basket-metric), with the target to halve the environmental impact of UK baskets by 2030. On 6th November 2021 at COP 26, WWF announced that Co-op, M&S, Sainsbury’s, Tesco and Waitrose have pledged to slash their impact across climate, deforestation and nature by 2030 in the “[Retailers Commitment for Nature](https://www.wwf.org.uk/sites/default/files/2021-11/WWF-Retailers-Commitment-for-Nature.pdf)”.

The role of the WWF UK Landscapes team within the Partnership is to demonstrate at farm and supplier level how greater sustainability can be achieved in terms of agricultural production and thereby is intrinsically linked to the Basket Metric.

**Exemplar Landscapes:** In the UK, WWF has developed a series of Exemplar Landscapes through which we test and trial innovative approaches to land and freshwater management. Although each landscape is unique in character, commonality exists in terms of the complex mosaic management of land and water, set against a backdrop of equally complex policy and regulation. For the WWF and Tesco Partnership, we work in three Exemplar Landscapes, as shown in Fig 1 and described in more detail below.

In each landscape, we seek to drive the uptake of more sustainable agricultural practices through farm advice to Tesco producers, working with the intermediary suppliers as gateways to the individual farmers. Our learnings from these Exemplar Landscapes drives the Partnership’s policy-, market- and finance-based advocacy, as well as identifying the social means to shift behaviour.

This farm advice work is delivered by local rivers trusts, acting as our delivery partners, to specific supply chain focuses in each of the following locations:

* The Wye & Usk catchments on the England / Wales border: delivery by the Wye and Usk Foundation, focusing on dairy, free-range eggs, and coir re-use from polytunnel soft fruit.
* The Soar catchment in the East Midlands: delivery by Trent Rivers Trust, focusing on beef and dairy.
* The Broadland Rivers and Cam & Ely Ouse catchments in Norfolk, Suffolk and Cambridgeshire: delivery by Norfolk Rivers Trust with a focus on potatoes, root vegetables, salads and outdoor pigs, as well as sugar beet.

Fig 1 Map of WWF-Tesco Exemplar Landscapes

Our Exemplar Landscapes work is becoming increasingly relevant as legislation, policy drivers and growing consumer awareness is beginning to change the way we eat. In the UK, our research shows that whilst many farmers are motivated to shift towards more sustainable farming practice, they are constrained by the economic, social, and environmental complexities that underpin UK agriculture. At a recent WWF and Tesco Exemplar Landscapes Partnership Workshop, the role of supply chains and intermediary buyers and their relationship with farmers was unanimously flagged as a major barrier to enhanced producer sustainability:

*“A key lesson learned through all our work has been how to form strong working relationships with suppliers and how essential this is. Having the support of the supplier helps when you're giving farm advice on the ground, as without the supplier’s support the farmer’s engagement is just voluntary.”* *Head of Land Use, Wye and Usk Foundation*

*“How can Tesco lean in and be more proactive to work with other business leaders and suppliers to create momentum*?”

Head of Environment Team, Tesco

The common learning from all three landscapes is the value of supplier engagement and we expect that this resonates across many areas of UK agriculture. Our delivery partners have begun to develop good working relationships with some Tesco suppliers, including Muller, Cranswick and Branston. However, response and buy-in is inconsistent, whilst engagement is time-consuming and requires significant resource.

Building a common and shared understanding of supplier structure within our three key sourcing areas is therefore an essential next step for WWF and Tesco. We recognise that working with suppliers is essential as we move forward with work on the ground and challenge the sector to embed best practice and scale-up solutions.