



WWF-UK Invitation to Tender Brief
National Sectoral Pathways and Policy Recommendations
February 2023

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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) by **24 February, 2023**.
- Confirm intention to submit a tender by email to the Economist by close of play **24 February, 2023** 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 **24 February, 2023** 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.
- 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 noon on **03 March, 2023**
- Please confirm that key personnel will be available to attend a zoom call with WWF-UK staff week commencing **06 March, 2023** and **13 March, 2023** 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 an independent Tender Board.
- Notify all agencies of the initial outcome of this tender process by close of play 20 March, 2023.
- 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 **20 March, 2023**.

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

Background:

WWF has been championing the concept of a Nature Positive Economy, one which results in increasing natural capital over time. This would require significant changes to the economic system. Many countries have now made a commitment to achieve a nature positive economy, and to halt and reverse nature loss by 2030 – for example through the Leaders Pledge for Nature and the G7 Nature Compact. Such targets have been included in both domestic and international legislation. In the UK, the Environment Act 2021 includes a target to halt the decline in species populations by 2030, and then increase populations by at least 10% to exceed current levels by 2042. Internationally, at the CBD COP15 in December 2022, a new set of global biodiversity goals and targets were agreed with the overarching mission to halt and reverse biodiversity loss by 2030 – a global goal hailed as nature’s equivalent to climate’s 1.5C.

Moreover, there is a scientific consensus that “limiting global warming to ensure a habitable climate and protecting biodiversity are mutually supporting goals, and their achievement is essential for sustainably and equitably providing benefits to people” ([Pörtner et al., 2021](#)) There are strong interlinkages between the delivery of climate and nature outcomes, but climate and nature related policy have tended to be developed in silos. In 2020, the Climate Change Committee published sectoral pathways to Net Zero ([The Sixth Carbon Budget: The UK’s Path to Net Zero](#)), which have been definitive in guiding the transition of multiple sectors towards net zero, but have not included nature and biodiversity. This project aims to create and pilot an approach for developing nature positive sectoral pathways to be integrated into net zero sectoral pathways, in order to capitalise on the overlap between the nature positive and net zero agendas. The output of this project will enable businesses and governments to operationalise high-level targets that are included in national and international legislation.

Aviva and WWF have been calling for a whole economy transition plan, which includes a sectoral plan to reach net zero. This work will help identify how nature should be considered as part of that transition planning at government level and will also enable the private sector to embed nature-positive actions into their own transition planning.

Why WWF-UK needs this project to be carried out:

- To date, the UK government has made important commitments to reach Net Zero and Nature Positive targets by passing the UK Environment Act 2021 and the Climate Change Act. However, the UK government needs to produce a policy framework to fully implement the UK Environment Act 2021 and guide the economy through a net zero and nature positive transition.
- Much work has already been done to set out net zero transition pathways for different sectors of the economy, both globally and in the UK, which has helped companies and financial institutions to understand what they need to align with in their own transition, and what policies are required to support this transition. For example, the net zero pathways developed by the UK Climate Change Committee, have led to major reforms and reviews in multiple sectors of the economy, including: [construction](#), [heating and housing](#), [transportation](#), [energy](#), and [local authorities](#).
- However, we do not have a similar understanding of what a transition to a nature positive economy would look like. Mapping out what it would take for different

sectors in the UK to become nature positive, would help companies and government understand what this transition may look like and how to align their activities and policies with these pathways. It will thus help businesses to break down high-level environmental targets into company level ones, in a way that enables them to operationalise them and act upon them. And it would inform the development of targeted policy recommendations for the UK government to support and incentivise the necessary transition by the private sector.

- As many companies and financial institutions will already be looking at sectoral pathways to net zero to guide their strategies, how nature-positive pathways can be integrated with/build upon this existing work in net zero should be core to this analysis. Sectoral nature-positive pathways should be designed to be easily integrated with net zero pathways and transition planning.

4 KEY OBJECTIVES

The main aim of the project is to create and pilot an approach for developing nature positive sectoral pathways to be integrated into net zero sectoral pathways in the UK and to provide policy recommendations to the UK government to effectively guide the economy through the transitions.

Exam questions:

1. What are the transitions that key sectors of the UK economy need to undergo to align with the targets set out in the Environment Act 2021 and the CCC Path to Net Zero?
2. What policy actions are required to effectively guide the UK economy to fully align with the Environment Act 2021 and the CCC Path to Net Zero – including economic and fiscal incentives, regulations, and reporting and target-setting frameworks, such as SBTN and TNFD?

5 SERVICE REQUIREMENTS

Activity and outputs required from a consultant:

Part 1 – An illustration of nature positive sectoral transition pathways in key sectors

1.1 A report presenting the need for nature positive transition and highlighting what that would look like in selected sectors of the economy. This report should demonstrate how this links with the whole economy net zero transition planning approach and how companies/FIs can benefit from an integrated view on nature and net zero:

- **A recap** of existing legislation in the UK and international commitments that are expected to define the direction of the nature positive transition in the UK, such as the Environment Act 2021 and associated targets, and the Global Biodiversity Framework (GBF) agreed at COP15. The recap may extend beyond the Environment Act 2021 to include other targets and pieces of legislation that are pertinent to this project.

- **A rationale** – to be previously agreed with WWF - for the selection of the key environmental targets and economic sectors that will be the focus of the work for this study, recognising that some prioritisation will be needed, and that this study is only designed to illustrate an approach to mapping out nature positive pathways, rather than delivering a comprehensive mapping for all relevant sectors and targets. The project can focus on a small number of sectors to allow for in-depth analysis.
- **A pilot test for developing national sectoral pathways** that will illustrate how key sectors of the economy will need to transform to deliver outcomes aligned with those required by existing legislation and commitments on nature. Each sector depends on and impacts on different ecosystem services, and as such will need to undergo different transitions. This project will identify the main transitions that are required to deliver a nature positive economy in the UK, thus, laying the foundation for each sector to develop a detailed transition pathway. [The Future of Nature and Business report](#) published by the World Economic Forum will serve as a foundation for the analysis, though it will need to be adapted to the UK economy and policy framework.
- Indication for how nature positive pathways might be **integrated with existing net zero pathways** developed by the UK Climate Change Committee and how they fit into the wider net zero landscape, including whole economy transition planning. It is inefficient for businesses and government to think about the net zero transition separately from the nature positive transition given the close interconnections between nature and climate. Integrated pathways will allow government and business to act more effectively.

Part 2 – Develop policy recommendations for UK government to facilitate and incentivise the nature positive economic transition

2.1 A report evaluating the adequacy of the existing policy framework in the UK to deliver the transition, which has been set out in part 1, and to deliver on the goals of the GBF, and providing policy recommendations where current policies are insufficient to bring about or support the required transition. The UK Government has published a net zero strategy, and continues to develop that policy framework, but there is no equivalent for the nature positive transition. The Government's Environmental Improvement Plan / 25 Year Environment Plan does not envisage an economic transition pathway, akin to the net zero strategy. This report will point to some of the key elements that would be required in such a policy framework. In addition to recommending policy incentives and regulations it will also consider the role of reporting and target-setting frameworks in guiding sectors towards a nature positive and net zero economy.

Examples of areas the consultant will explore are:

- Identify key sectors of the economy that the report should focus on
 - Which sectors of the economy should be analysed in the report?
 - What are the criteria for selecting sectors to focus on?
- Map existing policy framework in the UK
 - Which major existing policies and pieces of legislation are pertinent to the exam question, beyond the UK Environment Act (if any)?
- Identify the transitions that will be covered/acknowledged by the report
 - Which transitions should the report focus on?
 - What is the methodology to be used for defining transitions that should be followed?
- Link the selected sectors of the economy with the transitions that apply to them
 - Which transition is each of the selected sectors expected to undergo?
- Define and describe the transitions that each sector needs to undergo
 - What does each of the selected transitions involve for the sectors?
- Evaluate the capacity of the existing policy framework to guide the transitions that have been identified in Part 1.
 - What policies are missing from the existing framework?
- Provide policy recommendations:
 - What policy actions (including economic and fiscal incentives, regulations, and reporting and target-setting frameworks, such as SBTN and TNFD) are needed to guide the transition to align with the Environment Act 2021?
- Assess alignment with net zero pathways/frameworks and how to have an integrated approach to net zero and nature.

Whilst we are particularly interested in the above issues, we do not wish to limit the work to these topics and methodologies, if there are other proposals that emerge which help to answer the key question above.

6 SERVICE LEVEL GUIDELINES

The outputs in this project need to:

- Produce clear, concise and digestible analysis on both exam questions.
- Be delivered in the form of two reports, presented to WWF-UK.
- The reports should be suitable for potential publication.
- The reports should cover, but should not be limited to, the areas described in the previous section.

Expertise Required from Consultancy:

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

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.
- 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 completed Environmental Procurement Questionnaire
- 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 between **£45,000-70,000** [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

| Date | Action |
|--|--|
| 30 th Jan | Issue Invitation to Tender |
| 24 th Feb | Supplier to confirm intention to tender and submit any questions |
| 03 rd Mar (12:00pm) | Supplier to submit proposal and relevant documents |
| 06 th Mar – 17 th Mar | Assess applications, conduct interviews, and select consultant |
| 20 th Mar | Notify Suppliers of outcome of tender |
| 20 th Mar | Onboard Consultant |
| 20 th Mar – 02 th June | PART 1: National Sectoral Pathways, Ongoing contact and work with consultant |
| 05 th May – 28 th Jul | PART 2: Policy Recommendations, Ongoing contact and work with consultant |

10 WWF-UK CONTACT INFORMATION

WWF-UK
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Surrey
GU21 4LL

For information regarding the tender process:

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APPENDIX

- A. WWF Supplier Terms
- B. WWF-UK Supplier Code of Conduct
- C. WWF Supplier Sustainable Procurement Questionnaire
- D. WWF Panda Purchasing Guide
- E. Expenses Policy for 3rd Parties Hired by WWF