

**REQUEST FOR INFORMATION AND QUOTATION (RFIQ):**

**WWF-UK: Procurement health check and benchmarking review**

**Background – WWF Strategy**

The environmental impact of human activity on both nature and climate now threatens the survival of all life on our planet.  Since 1970, we have seen a calamitous decline in vertebrate wildlife population sizes of, on average, 68%.  Over the next decade, we face a triple challenge; to meet the needs of a growing human population against a backdrop of a dramatically changing climate and a biodiversity crisis across land and sea.

Underpinned by science, WWF-UK’s strategic vision is that **by 2030 nature’s vital signs are improving – we will have halted the loss of nature**.  We are working to avoid the sixth mass extinction of life on our planet.  If we are to ‘bend the curve’ on nature loss, we need to inspire people and institutions to tackle the greatest threats to nature and the future of our planet.

This is a **Fight for Our World** and we will focus on the following Impact Goals:

1. Accelerate the transition to a sustainable and just global food and agriculture system;
2. Avert dangerous climate change and safeguard the Polar Regions for people and nature; and
3. Protect and restore threatened habitats and species and improve rights of communities and indigenous peoples.

To achieve this impact, we need to deliver the following enabling Goals:

1. Grow support for our work and better enable our supporters to act with us; and
2. Be an inclusive, agile, accountable and continuously learning organisation with a shared mission.

WWF-UK Procurement directly contributes to Goals 4 and 5, to enable the other Goals to be progressed and impacts maximised. It is imperative that WWF-UK Procurement is optimised to support the successful operation and strategic success of WWF-UK, delivering high quality commercial outcomes at pace.

**Procurement at WWF-UK**

WWF-UK currently spends approximately £30m per annum on procurement of external goods, services and works. Procurement activity is predominantly focused towards Marketing Services and Professional Services categories followed by IT, Digital and Operational Services. Procurement is governed by the Procurement Policy and Procedure (Appendix 1).

WWF UK’s Procurement and Environmental Management Unit supports the function of purchasing of goods and services from suppliers and aims to operate within WWF-UK at a strategic level, providing professional and qualified procurement expertise to its executive & staff, focusing on delivering value for money from supplier spend in a sustainable and responsible manner. The Unit supports Departments, Teams and Goals within WWF-UK with their strategic direction in regard to procurement. The Procurement Strategy (Appendix 2) sets out the strategic aims for the function and roadmap to achieving these. The Strategy Action Plan (Appendix 3) represents the corporately agreed actions and changes that have been set out to provide a mature procurement solution that is proportionate to the opportunity and risk associated with procurement.

The Procurement and Environmental Management Unit does not undertake operational procurement/purchasing (such as seeking quotes, placing individual purchase orders, expediting deliveries etc.) which take place at a devolved level within the organisation. Procurement within WWF-UK is devolved to authorised staff who are empowered to purchase within a framework of Financial & Procurement Procedures designed to ensure probity, accountability and Value for Money. All purchase orders and invoices are generated via the organisation's purchase to pay system, Panda Purchasing (pandapurchasing.com). The procedures followed by suppliers are illustrated at Appendix 4.

**Staffing and operating context**

WWF-UK currently has four operational offices and approximately 450 staff. These are Woking (The Living Planet Centre see https://www.wwf.org.uk/get-involved/living-planet-centre) with 220 desks, Edinburgh with 16 desks, Cardiff with 12 desks and a London Hub with 12 desks. All offices have a hot desk system in place for all staff, with no allocated desk, although there are often hubs/areas which teams congregate in, except for Front of House staff in Woking and the London Hub, who are fixed in the reception area. The majority of staff now work remotely from the offices for at least part of their working week, and this change in working dynamic is relevant to the design and operation of the procurement function.

**Factors leading to this RFIQ**

Procurement at WWF-UK has been underpinned by consistent procedures and systems since 2013, and changes to these arrangements have been relatively minor, but the operating context for WWF-UK procurement has been subject to some more pronounced changes, especially since 2020:

* The UK procurement context is subject to change and reform following on from the UK’s departure from the European Union.
* WWF-UK adopted a new strategy (Appendix 5) which has led to a move away from linear internal structures to a more matrix-based way of working.
* Procurement expenditure has grown from circa £24m per annum to £32m per annum.
* The staff headcount has at WWF-UK has grown from circa 350 to 450.
* A new internal operating model has been implemented in 2021 which has implemented new approval gateways for approval of new expenditure.

At present, WWF-UK Procurement Performance expenditure appears to exhibit a higher level of retrospective purchasing than was previously observed, and it has not been possible to demonstrate improvement in compliance with the procurement procedures. It is therefore timely to consider whether WWF-UK procurement procedures, strategies, systems, structures and resourcing would benefit from changes to respond to the above factors, and whether the arrangements align with leading practice exhibited by comparable procurement operations.

**The Requirements**

The objective of the project is to conduct a focused review to determine the ‘health’ of WWF-UK procurement, the extent to which WWF-UK procurement arrangements are proportionate to the level of risk and opportunity, and whether there are notable needs and opportunities for change and development of the function.

WWF-UK is seeking to appoint an external consultancy partner to provide the following services, underpinned by a risk-based and strategic approach that accounts for the needs of the business.:

1. **Internal research**: Using existing information relating to procurement strategies, systems, structures, resourcing and performance, conduct research to determine the health of WWF-UK Procurement holistically, and sub-divided into appropriate themes and processes (access to key stakeholders and suppliers will be provided):
   * **Procedural Health**: *Review procurement procedures and supporting guidance, templates, training and dissemination.*
   * **Strategic Health**: *Review procurement strategies, action plans, performance review mechanisms, and future proofing.*
   * **Systems Health**: *Review robustness, integrity and user experience (buyer, internal approver and supplier) of procurement systems.*
   * **Resourcing Health**: *Review extent, empowerment, capability and boundaries of responsibility of procurement resourcing within the Procurement and Environmental Management Unit and the decentralised/devolved buyer group.*
   * **Operational Health**: *Review timeliness, responsiveness and agility of procurement operations during a typical operating period.*
2. **External benchmarking**: To follow on from, and be informed by, the Internal Research, identify a selection of procurement organisations based on their comparability and noted leading practice to benchmark WWF-UK Procurement quality and capability, using an appropriate method of measurement:
   * **Proportionality of processes and procedures**: *Determine whether thresholds and governance associated with procurement are appropriate.*
   * **Alignment to organisation**: *Model whether alternative structures or resourcing could improve responsiveness, internal engagement and resulting quality of procurement.*
   * **Technology approach**: *Identify issues and gaps within procurement systems and workflows that, if addressed, could be capable of delivering improvement through technology.*
   * **External environment:** *Identify external factors that should influence planning and strategic approaches to developing the procurement function over a three year period.*
3. **Report production**: Production of a report to summarise the outcome of the internal and external research, to provide an independent conclusion, with supporting recommendations for beneficial development of WWF-UK Procurement:
   * Summary of research approach and identification of appropriate data.
   * Health check information to be presented in an engaging format, with links to supporting evidence and analysis, indicating current and target positions.
   * Benchmarking review to present of alignment to relevant peers and key areas of differentiation.
   * Evidence based conclusions and recommendations for developing the WWF-UK procurement function, demonstrating appropriate ambition, balanced with proportionality to the WWF-UK Procurement context. The recommendations should include, but not be limited to:
     + Appropriate risk-based setting of thresholds for competitive procurement activity.
     + Procedural steps to optimise timeliness of procurement transactions.
     + Mitigations relating to key pressure points and compliance risks.
     + Essential components for optimal system design and workflows to align with business needs.
     + Approaches to enhance integration of sustainability issues into procurement policies, systems, processes and procedures.
     + Fast-track process options for exceptional circumstances.
     + Tools and training to aid the development of a deeper negotiation culture to drive improved value and competitiveness.

**An external partner must be able to demonstrate and evidence ability to deliver to a high quality:**

1. Understanding of this brief and propose options for the approach. *Please outline proposed methodology possible time frames and requirements of WWF-UK.*
2. Depth and breadth of expertise in this field in the charity /not for profit / NGO and comparable commercial / public sector procurement. *Please include names of recent clients for who you have delivered similar work, highlighting comparable features.*
3. A strong team that can provide responsive service – i.e. not key person dependent – continuous service available. *Please provide short biographies of those who would be supporting us.*
4. A strong understanding of WWF’s vision and mission with your own set of values that respect environmental sustainability, equality and inclusivity. *Please provide a short statement on this and how you evidence your values in your work.*
5. Value for money; competitive pricing for expertise. We need fees and expenses to be clear and structured in a flexible way. *Please state day / hourly rates and price per project element, ideally with capped fees.* *Include details of any added value services or offerings that would be included.*
6. *Please provide two referee clients.* (We would not approach without your permission).

For any provider contracting directly with us, it is WWF’s preference that any partner agree to WWF’s standard terms and conditions of engagement (Appendix 6). *Please indicate whether or not this is possible.*

**The Selection Process**

A team of WWF Stakeholders will consider the responses and make an appointment decision based on the following criteria:

* 1. **The provider’s proposed approach**
  2. \***Depth and breadth of expertise as evidenced by recent client work**
  3. **Alignment to WWF values**
  4. \***Price – value for money and Added Value offers.**

*\*In the event of a large number of responses to this opportunity, WWF-UK reserves the opportunity to shortlist proposals based on these criteria.*

**Timelines and Next Steps**

This RFIQ issue date is 17 November 2021

We request that all responses are returned to us by 17:00 on Friday 10th December**.**

A decision will be made as soon as possible During December 2021 depending on the degree to which we need to follow up. The project is proposed to start in January 2022.

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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.

**Tim Lowe, Head of Procurement, WWF-UK Project Lead.**

**Correspondence and Responses to this RFIQ should be sent to the Procurement & Environmental Management Unit by email:** [**Procurement@wwf.org.uk**](mailto:Procurement@wwf.org.uk)

**Budget Guidance:**

There is no specific budget cap or minimum costing for this project but a guidance range of £15k to £40k (inclusive of VAT) is advised.

**List of Appendices**

* Appendix 1: WWF-UK Procurement Policy and Procedure.
* Appendix 2: WWF-UK Procurement Strategy
* Appendix 3: WWF-UK Procurement Strategy Action Plan
* Appendix 4: Panda Purchasing Supplier Guide
* Appendix 5: WWF-UK Strategy
* Appendix 6: WWF Standard Terms and Conditions of Contract

**Note to interested parties:**

*Any costs incurred in responding to this opportunity are entirely at risk the risk of the bidding organisation. WWF-UK is not obliged to appoint a supplier through this process, and if no response is considered satisfactory, no appointment will be made. In particular, WWF-UK is not required to select the lowest priced provider.*