

REQUEST FOR PROPOSALS

5-Year Organisational Strategic Plan

Invitation to tender

Bonsucro is inviting proposals for a qualified consultant or consulting firm to work with the Senior Leadership and membership of Bonsucro to develop and complete a Strategic Plan for approval by the Chief Executive and Board of Directors.

About Bonsucro

Bonsucro is a global multi-stakeholder non-profit organisation that exists to promote sustainable sugarcane production, processing and trade around the world. Bonsucro supports a community of over 200 members in over 40 countries, from all elements of the sugarcane supply chain, including, farmers, millers, traders, buyers and support organisations. Together they represent 27% of sugarcane land and approximately 25% of global sugar demand.

As an ISEAL Alliance full member, we comply with all of ISEAL's Codes of Good Practice, which provide a globally recognised framework used by leading credible sustainability standards.

The phases of organization development to date have been

1.0 The initiative (2005-2010)

Built a credible multi-stakeholder organisation for better sugarcane, initially focused on creating a global, objective performance standard for everything that mattered about producing sugarcane and its primary derived products.

2.0 The certification scheme (2011-2015)

Launched certification in 2011 under the Bonsucro brand and for the next four years demonstrated the ability to manage and maintain both the framework behind the Standard as well as a credible third-party certification.

3.0 The global sugarcane platform (2016 onwards)

Responding to stakeholders and recognising significant shifts in industry and development thinking on to the role of certification and standards organisations, Bonsucro is repositioning itself to become the global change platform for sugarcane.

In 2017 Bonsucro changed its governance model to an independent Board of Directors who appointed a new CEO in 2018. Some restructuring and prioritisation of strategic objectives followed, based on a light-touch evaluation and analysis, but without a full strategy review.

Deliverables

The consultant/s appointed to work with Bonsucro on this project will need to produce a clear, actionable strategic plan for the organisation for the period 2021 to 2026.

The plan must be completed by January 2021 and will include:

- A Theory of Change supported by a five-year strategic plan:
 - Strategic objectives, targets, indicators
 - Key activities to deliver the targets, with milestones
 - Bonsucro organisational structure and development
 - High-level income and expenditure
 - Effective and realistic business model and funding roadmap
 - Risks and mitigation

The plan must be supported by evidence based on:

- High level evaluation of Bonsucro impact and value proposition
- Analysis of Bonsucro organisational and financial capabilities
- Identification of strategic issues that will have the largest impact on Bonsucro in the future
- Assessment of critical trends in sustainability with regard to sugarcane value chains
- Assessment of the organisational and financial resources to deliver
- The experience and opinions of Bonsucro board, staff, members, donors and partners.

Consultant profile

The consultant/s appointed for this work will need to evidence:

- Substantial and proven expertise in strategic planning and in developing business models
- Deep understanding of sustainability in agriculture and related value chains
- First-class project management skills
- Stakeholder engagement and research expertise
- Global perspectives
- Excellent English language and communication abilities in both reading and writing.

Proposal requirements

Consultants interested in tendering for this work are invited to submit a proposal which provides:

1. Methodology to develop the strategic plan including stages and timing
2. Plan of engagement with staff and stakeholders
3. Requirements for input from the Bonsucro Senior leadership Team
4. Description of relevant experience related to the required consultant profile with examples of previous relevant projects and clients

5. Contact information for three referees for whom similar assignments have been completed
6. Individual profiles of the consultant/s to work on this project
7. Fixed cost quotation together with estimates of the time and day rates of those assigned to this work. Costs can be broken down into phases/deliverables.
8. A clear indication what is in scope and out of the scope of the proposal.

Tender process

1. We will provide an opportunity to ask questions by e-mail up to **27 May 2020**.
2. We will consolidate and anonymise all questions received with our responses by not later than **2 June May 2020**. We will share the responses with all candidates.
3. The final date for submission of proposals is **1700 GMT on 9 June 2020**.
4. Based on the written submissions, we will invite one or more consultancies to discuss their proposals and reach a decision on appointment **by 30 June 2020**
5. The strategic plan must start by July 2020 and be completed and agreed by not later than **January 2021** with interim stage reviews and approvals to be agreed with the Chief Executive.

Contact

The sole Bonsucro contact for this assignment is:

Danielle Morley, Chief Executive Officer

Please email strategy@bonsucro.com

www.bonsucro.com