# Request for Proposals Consultancy

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| **RFP n#:** | 2021-11-TRC-SOLA |
| **Location:** | Remote (occasional access to London is desirable) |
| **Start date:** | 21 Feb 2022 |
| **End date:** | 30 Nov 2022 (with scope to extend) |

**Better Cotton key contact:**
Jacky Broomhead
Traceability
tender@bettercotton.org

All applications must be sent by email, to Better Cotton's key contact, with the subject header: "Application RFP Traceability Solution Architect – RFP n# 2021-11-TRC-SOLA".

Questions, requests and applications sent after the deadline (19th January 2021) will only be considered in exceptional circumstances.

## Description

Better Cotton is the world's largest cotton sustainability programme. Our mission: to help cotton communities survive and thrive, while protecting and restoring the environment. In challenging times, we are meeting the challenge head on. Through our network of field-level partners we have trained over 2.5 million farmers in 23 countries in more sustainable farming practices. A quarter of the world's cotton is now grown under the Better Cotton Standard. We have united the industry's stakeholders behind our efforts, and by 2030 our aim is to have trained 5 million farmers and doubled global production of Better Cotton.

## Background

We are seeking proposals from skilled individuals or organisations interested in defining the solution architecture for Better Cotton's new traceability platform.

As Better Cotton enters its next strategic phase, to achieve our 2030 vision and drive change on the ground for farmers, BCI will make it possible to trace Better Cotton through the global supply network. By introducing traceability, we will generate additional demand for Better Cotton, supporting our core markets of apparel and textiles while contributing to systemic change in cotton production.

We work with a wide variety of farm types and sizes in multiple countries and cultures. It is crucial that these producers, and the Better Cotton they produce continues to meet customer requirements and rapidly evolving international regulatory frameworks

To offer traceability, we expect to partner with an existing traceability provider. Successfully integrating a traceability solution which meets the business requirements for all relevant stakeholder groups is mission critical for Better Cotton. The Solution Architect will play a pivotal role in delivery.

Better Cotton's traceability programme has been operational for 9 months. We are currently in phase 2 of our 4-phase plan to deliver a solution. Phase 2 includes detailed requirements gathering and vendor selection. We are now seeking to recruit a Solution Architect who will have overall responsibility for:

- Creating and implementing an effective process at Better Cotton for developing, reviewing, and agreeing a traceability solution architecture, enabling Better Cotton to clearly articulate requirements (future state processes, outputs and outcomes) in appropriate technical formats and language
- Ensuring the solution design is capable of meeting all agreed requirements
- Supporting change processes at Better Cotton to optimise the implementation of the designed solution

On a day-to-day basis, the Solution Architect will work closely with the Traceability Product Manager, Sr Manager of IT and the Traceability Programme manager. The solution architect will also support the Product Manager to advise on solution requirements, creation of a vendor RFP and participate in the vendor selection process.

# Scope of Work

## Objectives

The Traceability Solution Architect is tasked with delivering the following:

- clear communicable future-state operational capabilities for all in-scope stakeholders to deliver documented agreed business requirements
- consistent, coherent and maintained descriptions of future state systems and processes at appropriate levels of detail and in forms that are relevant and usable by all traceability solution stakeholders prior to and during implementation
- measurable selection criteria and processes for qualifying, contracting and engaging with relevant 3rd party traceability solution vendors
- agreed interfaces between any 3rd party technology and in-scope Better Cotton enterprise systems – including any new / additional internal systems or interfaces required to deliver the traceability solution

- effective communication mechanisms and pathways – ensuring the right stakeholders are involved at the right time and with sufficient information to make required decisions on key trade-offs in solution capability, budget and timescales
- demonstrating leadership with and through Better Cotton to enable consensus around the proposed traceability solution between stakeholder groups – both internal (leadership, delivery teams, project managers *et al.*) and external (supply chain actors, RB's, solution providers, regulators *et al*.)

## Activities

The Solution Architect will be required to lead the traceability technical solution design process – ensuring the selected (and implemented) design is fit-for-purpose across agreed technical, commercial and cultural parameters. There are three key activities

# 1. Trust, relationship and knowledge building

- Support the development and creation of relationships, forums and rituals to enable effective interaction with Better Cotton operations teams (and relevant traceability project team members) and their direct stakeholders (from fibre production and supply chain through to retailer/ brand) to develop clear, documented and shared understanding of the traceability requirements
- Define, agree and implement effective and efficient working practices with Better Cotton technical delivery and development teams (IT and Enterprise Architecture functions) to facilitate strategic planning and change management
- Work closely with Better Cotton's Data Consultant to incorporate relevant data standards and adjacent datasets

### Activity 1 Outputs

o A system and schedule of planned interactions (daily stand-ups, weekly meetings, workshop series, periodic surveys etc.) between in-scope Better Cotton operations teams and their direct external stakeholders (supply chain) with clear objectives, appropriate participation and effective facilitation
o Effective and efficient requirements documentation processes suitable for solution design and validation
o A seamless, trusted technical interface between the Traceability project and Better Cotton's IT & Data teams
o Identified integration points between 'to be' Traceability services and relevant adjacent / external data and standards

# 2. Design development and validation

- Build and maintain a comprehensive library of accurate, relevant design documentation – utilising UML and / or relevant cloud solution modelling tools together with other widely recognised tools and techniques
- Develop and curate a library of clear, concise communications assets optimised for defined audiences.

- Lead and /or support effective knowledge and feedback processes (webinars, workshops, consultations, pilots etc.)

### Activity 2 Outputs

o Controlled, structured, accessible, accurate and up-to-date technical design documentation library containing schemas, diagrams and supporting text to allow successful implementation of a traceability solution that meets defined requirements

o A curated library of effective communications assets – capable of bridging different operational languages and worldviews between stakeholder groups

## 3. Change control and planning

- Implement appropriate technical / design processes and controls with selected 3$^{rd}$ party solution providers to ensure efficient, secure and mutually beneficial engagement with Better Cotton
- Act as a member of the change advisory board (CAB) (or other change control mechanisms) to support solution implementation planning and roll out

### Activity 3 Outputs

o An effective and efficient technical design interface between Better Cotton and any selected 3rd party vendors within the scope of the traceability requirement

o Appropriate traceability implementation strategies and plans which fully incorporate technical design considerations

# High-level Timeline

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| 19 January 2022 | Applications deadline<br><br>All applications must be submitted by email, headed "Application RFP Traceability Solution Architect – RFP n# 2021-11-TRC-SOLA addressed to Jacky Broomhead at [tender@bettercotton.org](mailto:tender@bettercotton.org). |
| 20 January to 04 February 2022 | Applications review & shortlisting / Interviews |
| By 09 February 2022 | The successful applicant will be notified<br><br>Unsuccessful shortlisted applicants will also be notified |

| 21 February 2022 | Start of the consultancy |
| --- | --- |
| By 14 March 2022 | Defined approach and plan for requirements gathering |
| By 13 May 2022 | Draft requirements and technical design documentation for traceability solution |
| By 17 June 2022 | Final requirements and technical design documentation to submit in RFP |
| By 30 November 2022 | Draft technical interface design for shortlisted vendors and implementation plan |

# Required Skills & Knowledge

| Skills, Knowledge and Experience |
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| *Essential* |
| The Solution Architect – Traceability will be the accountable role for the overall design of Better Cotton traceability capability. The following expertise is essential: |
| At least 5 years' experience as a Solution Architect in a demonstrably relevant domain |
| At least 5 years' experience of traceability in global commodity supply chains |
| A degree in a relevant field |
| Outstanding leadership and communications capabilities |
| Excellent stakeholder engagement skills and experience working with stakeholders from diverse backgrounds |
| Fluent in English: Better Cotton's language of operation is English |
| Experience in application or data integration patterns/best practices:<br>o API definition and development background with some infrastructure knowledge<br>o Public cloud knowledge (AWS, Azure)<br>o Proven risk management and mitigation skills<br>o Experience in enterprise-level SOA governance |
| *Desirable skills* |
| OMG Certified UML Professional (OCUP) – Advanced level |
| BCS Practitioner Certificate in Enterprise and Solutions Architecture |

# Application Requirements

Proposals responding to this Request for Proposals should be a maximum of 12 pages (excluding CVs), and include the following:

- Overview of relevant experience;
- Proposed methodology and timeline;

- Detailed and transparent budget, preferably in EUROS, including time allocation and day rates.

This role will be remote, however occasional access to London is highly desirable.

We thank all applicants for their interest; however only shortlisted applicants will be contacted.

Better Cotton is committed to good practice and transparency in the management of natural, human and financial resources. All applications will be reviewed under the principles and subject to Better Cotton's policies on equal opportunity, non-discrimination, anti-bribery & corruption and conflict of interest.