

Request for Proposals - Large Farm Value Proposition

RFP n#: 2025-12-PR-LFVP

Location: Global (Remote) with preference for Australia, Brazil, Europe or the United States

Start date: 1st Feb 2026

End date: 31st March 2026

Technical Team: Programmes



All applications must be submitted via this [form](#).

You may submit questions to tender@bettercotton.org - RFP n# 2025-12-PR-LFVP until 2nd January 2026, noting that the **final submission deadline for bids is the 12th January 2026**.

Please note that the responses over the Christmas and new year period may be delayed, however we will endeavour to work on these as quickly as possible.

Questions, requests and applications sent after the deadline will only be considered in exceptional circumstances.

Important Submission Process Information:

After submitting your details through the [form](#), you will receive a separate email to upload your supporting documents to a secure platform.

AT THE END OF THIS DOCUMENT, THERE IS A QUESTION AND ANSWER SECTION WHICH YOU ARE ENCOURAGED TO GO THROUGH IN PREPARATION FOR SUBMITTING YOUR BIDS

Description

The Better Cotton Initiative (BCI) is the world's largest cotton sustainability programme. Our mission: to help cotton communities survive and thrive, while protecting and restoring the environment. In difficult times, we are meeting the challenge head on. Through our network of field-level partners we promote more sustainable farming practices to more than 1.6 million

cotton farmers in 15 countries. More than a fifth of the world's cotton is now grown under the BCI Standard and our membership network includes more than 2,600 members.

More information about BCI can be found on our website: www.bettercotton.org

Background

The Better Cotton Standard System (BCSS) is structured around six components, including a farm-level standard covering six principles: crop protection, natural resources management, fibre quality, decent work, livelihoods, and management systems; plus two cross-cutting themes: climate change and gender. Producers that are certified by BCI follow the Better Cotton Standard System and can market their cotton as BCI Cotton to a global membership network that includes well known apparel and home textile brands.

The Large Farm programme at BCI encompasses Australia, Brazil, Greece, Israel, Pakistan, Spain, Turkey, the United States, and Uzbekistan. Large farms as per the BCI definition typically grow cotton on area above 200 hectares; and either have mechanised production or are structurally dependent on permanent hired labour. BCI has both a *recognition model*, where BCI recognises as equivalent to the BCSS other credible, voluntary, and publicly available standards implemented by a Strategic Partner, and a *direct implementation model*, where BCI staff in-country work with partners to implement the Better Cotton Standard System.

The current value proposition for large farms at BCI is stated below:

*BCI is the **pathfinder** of more sustainable cotton production at **large scale for large scale impact**.*

*We will do it by positioning ourselves as the **global hub for cutting-edge knowledge sharing and enabling strong market connections**.*

The hub: promoting cross-country collaboration in the community of practice and support research and extension

Market connections: making the best out of our membership and connecting farmers to retailers and brands

Pathfinder: raising the bar of more sustainable cotton production while considering field realities

Large scale impact: monitor progress towards key sustainability areas and enable continuous improvement claims through traceability

BCI operates in a very different context compared to when it first launched its large farm programmes a decade ago. Today, BCI's strategic focus on mobilizing resources and driving farm-level investment is shaped by a challenging global economic climate for cotton production, as well as rising market expectations and stricter legislative requirements in areas such as regenerative agriculture, certification, traceability, impact reporting, and outcome measurement.

BCI is actively shaping a strong value proposition for large farms as market demands evolve. By connecting farms to global markets for more sustainable cotton, BCI enables producers to benefit from growing retailer and brand commitments to sustainability. In most countries, this access remains a key advantage. BCI also seeks to understand if increased market expectations

which require certification and additional data collection tasks make business and financial sense for large farms today, and if not, how to most effectively address this within BCI's remit.

Through this consultancy, **BCI aims to further strengthen and clearly communicate its value proposition for large farms**, building on the established Benchmarked Countries Value proposition through this consultancy.

Scope of Work

The expected outcome will be the successful development of a value proposition for large farms that is aligned with BCI's mission to help cotton communities survive and thrive while protecting and restoring the environment, the principles promoted in the Better Cotton Standard System, and BCI's strategic focus areas.

BCI supports large farm programmes across eight countries. For this consultancy, the primary focus will be on strengthening the value proposition for large farms *in Australia, Brazil, and the United States*. We also aim to include perspectives from Greece, Spain, Pakistan, Türkiye, and Uzbekistan wherever possible, ensuring that insights and opportunities benefit all regions.

With the support of the BCI Large Farm Working Group, the consultant will be responsible for the following activities:

Internal Consultation with the BCI Large Farm Working Group

- Understand organizational strategic focus areas and priorities for large farm programmes at BCI
- Review existing country-level strategy development work where available, including the competitive environment, the number of farmers enrolled/amount of certified cotton by country, and trends over time
- Identify and prioritize opportunities and challenges from an internal perspective

Conduct consultations with external stakeholders

- Understand the needs of a range of stakeholder groups which could include Group Managers, Strategic Partners, producers/farmers, researchers, investors, gins, national cotton industry associations
- Identify and prioritize opportunities and challenges from an external perspective
- Identify areas of consistency across countries where one solution or approach could improve the value proposition
- Identify areas where a unique solution based on the context may be warranted and could have an outsized impact towards progress on BCI's strategic focus areas

Develop Report with Recommendations

- The final output is a report with recommendations that would improve the value proposition for large farms engaged with BCI in the short, medium and long term. The report should

identify and quantify areas where one approach could improve the value proposition of BCI across all countries within the scope of this work, as well as areas of opportunity that may be unique to a specific context but could have an outsize impact towards progress in BCI's strategic focus areas. The report should include estimated resources to implement the recommendations, including the cost, time, and capabilities required and quantify the value that could be generated for farms and associated field-level stakeholders via their engagement with BCI.

High-level Timeline

12th Jan 2026	Applications deadline All applications must be submitted via this form .
By 19 Jan 2026	The successful applicant will be notified Unsuccessful shortlisted applicants will also be notified
1st Feb 2026	Start of the consultancy
Feb – Mar 2026	Conduct interviews with cotton stakeholders and research approaches that BCI could take to improve its value proposition for large farms in the short, medium, and long-term that is aligned with the organization's stated mission and objectives.
By 31st Mar 2026	Final report with recommendations shared with BCI Team.

Required Skills & Knowledge

Skills, Knowledge and Experience
<i>Essential</i>
Experience with certification schemes and standards systems
Knowledge of cotton production systems in Australia, Brazil, and/or the United States
Knowledge of cotton market and trade dynamics
Excellent time and project management skills
Fluent in English
<i>Desirable</i>
Established relationships with cotton producers, gins, merchants, and/or producer organizations in Australia, Brazil, and/or the United States
Knowledge of cotton production systems in Uzbekistan, Pakistan and Turkiye
Fluent in Portuguese

In addition to skills, competencies and expertise, we will consider value for money and demonstrable commitment to the sustainability field to evaluate applications.

Application Requirements

Please note that we have changed our RFP submission protocol, and this is now in two phases;

- **Phase 1: Initial details will be submitted on the form found in this [link](#).**
- **Phase 2: You will receive an email with live links to upload relevant documents (please check your Spam and Junk folders)**

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

- Overview of relevant experience
- Proposed methodology and timeline
- Detailed and transparent budget, in EUR, including time allocation and day rates

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

BCI 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 BCI's policies on equal opportunity, non-discrimination, anti-bribery & corruption and conflict of interest.

Evaluation Criteria

Proposals will be evaluated based on the following criteria:

Technical Evaluation Criteria

- Demonstrated understanding of this RFP
- Quality and clarity of the proposed approach and methodology
- Feasibility of the proposed activity plan and timeline, and appropriateness of time allocated to delivering each task
- Relevant professional experience of the proposed consultant(s)
- Quality and relevance of the sample work submitted

Financial Evaluation Criteria

- Quality and clarity of budget provided, and level of detail included
- Alignment of the budget to the activity timeline detailed in the technical proposal
- Value for money
- Adherence to the available budget

Questions & Answers For RFP 2025-12-PR-LFVP

Question 1

The report is expected to "quantify the value that could be generated for farms and associated field-level stakeholders".

What level of detail is BCI expecting from this aspect of the report? Given the timelines for the project are quite tight, am I right in suggesting that this will be high-level estimates, rather than a detailed economist-level analysis?

Answer

You are correct in assuming that this report will look for high-level estimates.

Question 2

Will BCI be providing a budget range to tenderers?

Answer

The budget range is between 20,000 – 30,000 EUR.

Question 3

What is the current gap to entry for Large Farm partners as you understand it today?

Answer

The following are barriers to entry for Large Farm partners in their engagement with BCI:

- **The cost (both time and financial) for partners (typically merchants, traders, gins or national cotton industry associations) to fund and manage the enrollment and certification of groups of producers or individual producers**
- **Aspects of the BCSS are not well-adapted to large-scale production contexts (particularly the approach to pesticide use)**
- **Increased cost and complexity to participate without the associated financial benefit**
- **Organizational communications are not well-adapted to a Large Farm audience**

Question 4

What is the intended strategic function for BCI's future mode for Large Farms?

Answer

To clearly define and strengthen the value proposition that BCI offers to large-scale producers—ensuring the program remains relevant, commercially compelling, aligned with sustainability outcomes and can maintain/grow its presence in key countries (measured by number of producers enrolled in the BCI Program).

Question 5

Beyond interviews, will BCI provide access to existing quantitative data on large farms (e.g., number of enrolled farms, certified volumes, trends over time, or available performance indicators)?

Answer

Yes, we can provide this information to the successful supplier after contracting.