

Request for Quote

WA Grains Industry Strategy 2035+

The Grain Industry Association of Western Australia Inc (GIWA) is seeking quotations from suitably qualified consultants (individuals or teams) to facilitate and document the development of a new **WA Grains Industry Strategy 2035+**.

Closing date: 5.00pm AWST 7th June 2024

Background

Established in 2008, the Grain Industry Association of Western Australia Inc (GIWA) is a not-for-profit, whole of value chain member industry association. Its' purpose is to support an effective and efficient Western Australian grain industry. GIWA facilitates communication, information exchange, capacity building and grain supply chain solutions for Western Australia (WA).

The WA grain industry accounts for around 50% of the farm gate value of agriculture in the state, and around 40% of the value of grain exports from Australia. The **WA Grains Industry Strategy 2025+** (hereafter Strategy 2025+) to double the value of the WA grains industry by 2025 was launched in February 2015.

The strategy was produced by GIWA, funded by the WA Government. GIWA members and invited stakeholders provided supply chain contributions over a consultation period from every sector of WA's export-oriented grain supply chain, including researchers, plant breeders, growers, grower groups, agronomists, farm business advisers, input service providers, banks, feed and food grain processors, bulk handlers and accumulators, container exporters, marketers, and industry organisations.

The strategy (available [here](#)) comprised eight industry wide actions, as well as a raft of specific recommendations (available [here](#)) for the major grain commodities grown in WA, being wheat, barley, oats, oilseeds and pulses (lupins, field peas, faba beans, chickpeas and red lentils).

As this strategy comes to an end, the WA Government is funding GIWA to facilitate the development of a new **WA Grains Industry Strategy 2035+** (hereafter Strategy 2035+), covering the ten-year horizon 2025-2035. The purpose of Strategy 2035+ is unchanged from that of Strategy 2025+, that being to provide a shared whole-of-value-chain focus on actions that will make the biggest contribution to achieving an increase in the value of the industry, and to do this by guiding investment and projects on behalf of the State's grains industry.

The strategy should reflect the current and future political, economic, social and environmental climate and provide a path forward for the industry. The strategy must also include a list of justifiable, proposed actions, not just aspirational goals, and propose a lead organisation for each strategy or action as applicable.

In Strategy 2025+, commodity specific strategies were addressed individually and captured in a separate accompanying document (available [here](#)). GIWA's preference for Strategy 2035+ is that strategies and actions applying to WA's major grain commodities (wheat, barley, oats, oilseeds and pulses) are addressed under relevant focus areas within the Strategy 2035+ document. However, GIWA is willing to consider alternative approaches to structuring Strategy 2035+, including the need for commodity specific strategies, based on the advice of the engaged consultant(s) and the outcome of the stakeholder consultation process.

The consultant(s) engaged to develop Strategy 3035+ will report to a Strategy Steering Committee comprised of the GIWA Executive Officer and representatives of the GIWA Board.

Project Aims

- To Review the WA Grains Industry Strategy 2025+
- To facilitate and document the development of a new WA Grains Industry Strategy 2035+

Terms of Reference

Stage 1: Review of Strategy 2025+ and current industry landscape

The consultant(s) will undertake a review of Strategy 2025+ and the current industry landscape and from this prepare:

- 1) A short (~10 page) Position Paper that will inform planning for Stage 2 and act as background for the Stage 2 stakeholder consultation process.
- 2) A Stakeholder Consultation Plan that defines the key stakeholders to be consulted and the means by which this will be undertaken in order to develop Strategy 2035+.

While undertaking the review of Strategy 2025+, it is expected that the consultant(s) will as a minimum consider the following:

- What is the current status of strategies/actions identified in Strategy 2025+?
- What has been the impact of those strategies/actions that have been completed?
- What is the relevance of strategies/actions that have not been completed, and will continued effort realistically achieve the planned outcome? If so, what is the projected timeframe to complete?
- How has the industry landscape changed since 2015? How will this affect or need to be accounted for in Strategy 2035+?

Stage 2: Industry consultation and development of Strategy 2035+

Guided by Stage 1 outcomes, in Stage 2 the consultant(s) are to:

- 1) consult extensively with industry stakeholders,
- 2) prepare a consultation report (~10-20pages) summarising the proceedings and key outcomes of the stakeholder consultation process,
- 3) develop and document the draft Strategy for review by the Steering Committee, then, after addressing any Steering Committee comments,
- 4) give an in-person (face-to-face preferred) presentation on the draft Strategy to the GIWA Board, then after addressing any comments,
- 5) undertake a public comment process for the draft Strategy then collate, analyse, and report on stakeholder feedback to the Steering Committee, then after addressing any Steering Committee comments,
- 6) finalise the Strategy. It is expected that the final strategy will be no more than 50 pages including graphics and forewords.

The consultant(s) may wish to use a mix of stakeholder consultation techniques, in-person and phone interview, online survey, and a limited number of strategically targeted workshops. GIWA can assist in convening any such workshops.

When undertaking Stage 2, it is expected that the consultant(s) will as a minimum consider the following:

- What is the Current State of the WA Grains Industry?
- What should be the vision for the grains industry for 2035?
- What global and domestic trends will impact on the WA grains industry or components of it?
- What are the key drivers of growth and/or profit for the WA Grains Industry? (opportunities and threats)
 - Are the drivers the same across all commodities?
 - Are the drivers the same across all aspects of the value chain?
 - Are the drivers the same across all regions?
- What should be the key Focus Areas/ Pillars for the WA grains Industry to facilitate growth and prosperity?
- What should be the priorities and subsequent targets for the WA grains industry?
- How will the grains industry measure progress towards this strategy?

Resources

The GIWA Executive Officer Peter Nash will manage this consultancy.

Representatives from the GIWA Board will act as a steering committee for this work.

If required, GIWA can bring together working groups to refine information collected during stakeholder consultation to develop key pillars and strategies.

The successful applicant should review other current strategies/plans/reports for relevance to Strategy 2035+, including but not limited to the following key resources:

- SA Grain Industry Blueprint
- GRDC, GAL, GTA, CBH, GGL and GPA Strategic Plans
- GGL Carbon & Cropping Report
- Australian Agriculture Sustainability Framework
- WA State Govt Sectoral Emissions Reduction Strategy
- AEGIC market insight reports

Project Deliverables and Payment Milestones

Deliverable	Detail	Due	Payment Milestone *
Commencement	Contract signed	31 June 2024	10%
Stage 1:			
Grains Industry Strategy 2025+ Position Paper	Will form background to new strategy and introduction for stakeholder engagement.	31 Aug 2024	10%
Stakeholder consultation plan	For approval by the steering committee.	15 Sept 2024	10%
Stage 2:			
Consultation report	Will outline the proceedings and key outcomes of the stakeholder consultation process.	31 Mar 2025	20%
Draft WA Grains Industry Strategy 2025+	For consideration by the steering committee and GIWA Board	31 Apr 2025	10%
Draft WA Grains Industry Strategy 2025+	To be provided for public comment	15 May 2025	10%
Public comment summary	Following public comment, collate, analyse and report on feedback from stakeholders and provide to steering committee for review and inclusion into final strategy	31 July 2025	10%
Final WA Grains Industry Strategy 2025+	To be launched at GIWA AGM October 2025	31 Aug 2025	20%

* % of total fee to be paid on completion of deliverable

Budget

The indicative budget for this engagement is in the range of \$80,000 (GST incl).

Assessment Criteria

GIWA will consider the following when selecting consultant(s) to undertake this work:

- 1) Quotations are invited from individuals or teams of consultants, but preference will be given to teams demonstrating a range of applicable knowledge and complimentary skills, and preferably with some member(s) of that team being located in WA.
- 2) A demonstrated knowledge of the Australian (broadly) and Western Australian (specifically) grain industries.
- 3) Knowledge of stakeholder groups/organisations/businesses that are critical to the development of the strategy.
- 4) A current, active and extensive network of contacts within the key stakeholder groups/organisations/businesses.
- 5) The proposed methodology for undertaking stakeholder consultation.
- 6) Demonstrated prior experience in developing strategies of an applicable nature.
- 7) Value for money.

GIWA reserves the right to negotiate with applicants before awarding a contract.

Closing Date and Lodgement of Quotations

Closing date: 5.00pm AWST 7th June 2024

Quotes are to be emailed to Peter Nash, GIWA Executive Officer at pnash@giwa.org.au

Enquiries can be directed to Peter Nash, GIWA Executive Officer at pnash@giwa.org.au or by calling 08 6262 2128 or 0413 032 654.

APPENDIX 1: Abbreviations

AEGIC	Australian Export Grains Innovation Centre
DPIRD	Department of Primary Industries and Regional Development (WA)
GAL	Grains Australia Limited
GGL	Grain Growers Limited
GIWA	Grain Industry Association of Western Australia
GPA	Grain Producers Australia
GRDC	Grains Research and Development Corporation
GTA	Grain Trade Australia