

Third-party Organisational Review of RSB

Call for Proposals

Proposal Submission Deadline: 31 January 2021

RSB is seeking a consultant, or team of consultants, with extensive knowledge of voluntary certification organisations, to undertake an external review of RSB's strategy and operations based on a benchmark of RSB against similar organisations. The review should enable the RSB Board to clearly understand where RSB is positioned in the voluntary certification market, including strengths, weaknesses, opportunities and threats. Strategy, operations and governance may also be included in the review.

Interested consultants are invited to submit proposals **by 30 January 2021** including: 1) an overview of relevant experience; and 2) a short plan outlining the approach to implement the review based on the following Terms of Reference.

Background

Initiated in 2007, RSB is a global multi-stakeholder standards organisation registered as an Association in Switzerland. It is widely considered the 'gold standard' for the certification of bio-based and waste-based liquid fuels and has expanded to cover a range of biomaterials including polymers and chemicals, textiles & fibres and biomass to energy. RSB's scope allows it to provide a one-stop sustainability solution for the bioeconomy as well as covering important aspects of circularity by certifying processes using both bio-based and fossil waste (gases, plastics, municipal waste) for energy and products.

The RSB standard is highly regarded by industry, especially the aviation sector, and increasingly in the chemicals/plastics, textiles and consumer goods sectors. Despite the credibility of the RSB standard, income generating certifications have been lower than expected over recent years and a better understanding of these insights will be important for setting and implementing the right strategy for RSB over the medium term.

RSB is fully compliant with ISEAL Codes for certification organisations and its certification is recognised by the European Union (biofuel), the International Civil Aviation Organisation (ICAO) (CORSIA Eligible Fuels) Japan (biomass to power), Queensland (Australia) (biofuel), and New South Wales (Australia) (biofuel). Its standard has also influenced biofuel policy development in a range of countries including Mexico, Mali, Mozambique, Brazil, China and Japan, as well as ICAO.

Currently RSB has a diverse portfolio of innovative and multi-stakeholder projects to promote the uptake of sustainability principles by industry and policy makers. It has active projects in Brazil, China, South Africa, Ethiopia as well as H2020 projects in the EU. RSB has the skills and capacity to provide advisory services to industry and policy makers based on the RSB sustainability standard and regularly performs work in this area.

The RSB Board has initiated an external review of RSB to better understand the operational strengths and weaknesses of RSB as an organisation. In particular this will help the board understand the voluntary certification market competitive landscape and may result in recommendations to improve the effectiveness of its operations, governance and strategic direction. Like any organisation, RSB relies on funding (some self-generated and some from third parties) to employ staff and perform its services. It is hoped this review will help guide the board

on strategic matters to both maximise its impact as a leading advocate for sustainability integrity while also ensuring the cashflow of RSB is adequate and the balance sheet strengthens.

Key objectives

1. Identify the operational strengths, weaknesses, opportunities and threats of RSB as an organisation.
2. Make recommendations to improve the effectiveness of its operations, governance and strategic direction.

Key areas for review

i. Strategy & Operations

- Benchmark RSB against similar organisations in terms of positioning, memberships, market share, structure and operations.
- Review of RSB's strategic direction.
- Identify organisational strengths and gaps with regard to implementing the strategic plan including human resource capacity and allocation, and Board structure and capacity.

ii. Governance and administrative processes

- Review of organisational costs, systems and tools (including HR rules and procedures).
- Review organisational governance rules (Articles of Association).

Timeline:

- 5 February: selection of consultant
- 19 March: submission of draft report
- 2 April: feedback from RSB
- 9 April: submission of final report and presentation

Expected level of effort: 2-3 person months.

Proposals:

Proposals should outline how the consultant(s) will go about the review including the key sources of information and knowledge that they will draw on. The relevant areas of expertise of the consultant, or team, should be highlighted. Please note that knowledge and experience of voluntary certification organisations is an important prerequisite for undertaking this review.

Proposals should be submitted in Word or PowerPoint by 31 January to info@rsb.org