

Request for Proposal

CalfWays Pilot Replication: Regional Beef from Dairy
Pilot Expansion

Project Sponsor

GARDINER 
FOUNDATION



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1. Introduction

1.1. The Opportunity

The dairy and beef industries have a significant opportunity to create greater value from non-replacement dairy calves by strengthening connections between dairy producers and beef supply chains. However, regional differences in production systems, market access, supply chain structures, and stakeholder relationships mean that pathways identified in one region may not be directly transferable to another.

Building on the successful methodology developed through the Alpine Valleys pilot, CalfWays is seeking to expand this work into Western Victoria and Gippsland to better understand region-specific opportunities, constraints, and pathways for beef from dairy animals. The project aims to generate practical insights into supply chain requirements, market demand, production economics, and pricing benchmarks while strengthening collaboration between dairy producers, backgrounders, feedlots, processors, and other supply chain participants.

The opportunity for this procurement is to engage suitably qualified consultant(s) to deliver one or more regional pilot projects that will provide evidence-based recommendations, strengthen industry relationships, and identify commercially viable and sustainable pathways for non-replacement dairy calves. The outcomes will support improved producer decision-making, greater market transparency, increased confidence to invest in calf quality, and the development of region-specific implementation strategies that can inform future CalfWays activities across Australia.

1.2. Purpose of this Request for Proposal

The purpose of this Request for Proposal (RFP) is to:

- invite each Respondent to submit a fully costed proposal,
- provide Respondents with general information to assist in the preparation and lodgement of proposals,
- detail the project background, objective, and business requirements,
- disclose the Evaluation Criteria which will be used to evaluate proposals, and
- detail the proposal requirements to be provided by Respondents in order to satisfy the Evaluation Criteria.

1.3. Response Instructions

Late responses will not be accepted.

Dairy Australia may at its discretion choose to ask additional questions or conduct interviews with Respondents. While Respondents will have the opportunity to present on their solution and the solution's adherence to the stated business requirements, all written responses should be full and complete with no dependency on the presentation for context.

The issuing of this document or the submission of a response in no way obligates Dairy Australia to proceed. Dairy Australia reserves the right to not proceed with this project. Respondents should not make a submission under any other understanding or condition.

1.4. Timetable

Milestones	Date
RFP Issued	September 25 th 2026
Closing date for RFP response	October 16 th 2026
Preferred vendor selected	October 28 th 2026
Preferred implementation start date	November 2 nd 2026

1.5. Submission & Enquiries

Respondent must direct all requests for clarification and/or additional information to below contact, preferably by email.

Name	Dr Bec Barnewall
Position	CalfWays Co-Innovation Lead
Email	calfway@dairyaustralia.com.au
Phone	0447 817 123

1.6. Responding to the RFP

Vendors must email the following response items by closing date as per timetable to the first point of contact at Dairy Australia:

- Adherence to Business Requirements,
- Project costing breakdown,
- Proposed approach to delivering the project including region/s,
- Vendor organisational profile and / or experience,
- Review and acceptance of the Service Agreement Template terms, or completion of the Table of Departures outlining any proposed amendments and supporting rationale,
- Any additional information to assist on evaluation the response.
- Ability to deliver in timeframe

1.7. Treatment of Information

The following rules apply to the treatment of information exchanged between Dairy Australia and the vendor:

- All information provided by Dairy Australia to the Vendor shall remain the property of Dairy Australia and the Vendor must respect the confidentiality of this information. A Vendor shall not use any of the information in this Request for any purpose other than the preparation of its Proposal submission.

- Vendors are to submit documents in response to this RFP on the basis that Dairy Australia may use and retain the information in those documents for evaluation purposes. Dairy Australia will treat all information provided in a proposal submission as confidential and will not use or disclose it other than for purposes related to the evaluation of the proposal.
- When submitting confidential material to Dairy Australia, the vendor must clearly mark it as such.
- No references to Dairy Australia can be made by the vendor in any literature, promotional material, brochures, or sales presentation without written consent.
- This RFP must not be forwarded to third parties for evaluation or for any other purpose without the express written consent of Dairy Australia.

2. Business Requirements

2.1. About Dairy Australia

Dairy Australia (DA) is a not-for-profit organisation that is the national services body for the Australian dairy industry.

Dairy Australia's purpose is to support the profitability and sustainability of dairy farming by working closely with dairy farmers and other important stakeholders to understand their needs and shape its investment priorities. Dairy Australia provides practical tools, services and advice to assist farming operations and the dairy supply chain. Its investments in innovation are focused on increasing farm productivity and the global competitiveness of the Australian dairy industry.

Dairy Australia's structure comprises a head office in Melbourne which supports on the ground delivery of services by eight regional teams located in dairy regions across the country. In addition, Dairy Australia works closely with a wide range of industry, government and research organisations to advance the interests of dairy farmers.

2.2. Project Background and Objective

The CalfWays Regional Pilot Expansion Project will build on the proven Phase 1 Alpine Valleys pilot model by expanding its delivery into the Gippsland and Western Victoria dairy regions. The project responds to a recognised need for region-specific, data-driven insights into the economics and supply chain requirements of beef-from-dairy systems. Currently, many dairy producers face inconsistent pricing signals, unclear market expectations and limited confidence to invest in non-replacement calf quality due to fragmented supply chains, variable production systems and a lack of understanding between dairy and red meat sectors.

The project will deliver regionally tailored analysis of supply chain requirements, market opportunities and production economics, supported by producer and supply chain engagement. Data and models will be collected in such a way to make them adaptable to other regions. Specifically, the project will:

- Clarify red meat supply chain requirements and market specifications for beef-from-dairy animals.
- Establish region-specific baseline calf pricing and cost-of-production benchmarks.
- Assess current and emerging market opportunities and identify barriers and enablers to market participation.
- Undertake economic scenario modelling of viable beef-from-dairy pathways, including sensitivity analysis of key cost drivers and assumptions.

- Strengthen relationships and understanding between dairy producers and red meat supply chain participants.
- Identify and collect relevant Scope 3 emissions datasets to inform future sustainability initiatives.
- Develop practical recommendations and region-specific implementation considerations to support future CalfWays activities and industry investment.

The findings from the pilot studies will inform implementation strategies to assist with region specific beef from dairy challenges. This project is exploratory and relationship building in nature, aimed at strengthening connections and understanding across the supply chain. Expected outcomes include improved producer decision making, clearer market signals, increased confidence to invest in calf quality, and the development of multiple region based case studies to inform future CalfWays implementation phases.

2.3. Project Scope

The consultant/s will undertake a comprehensive assessment of opportunities to expand and strengthen beef from dairy pathways across the Gippsland and Western Victoria regions. The project is intended to improve understanding of regional supply chain dynamics, economic drivers and future market opportunities, while identifying practical pathways to support increased participation and value creation from non-replacement dairy calves.

Supply Chain and Stakeholder Assessment

- The consultant/s will undertake supply chain mapping and stakeholder analysis to identify key participants, relationships, constraints and opportunities across the regional beef from dairy value chain. This should include engagement with producers, calf rearers, backgrounders, processors, agents, feedlots and other relevant industry stakeholders to understand current practices and opportunities for future collaboration.

Economic and Market Analysis

- The consultant/s will develop baseline calf pricing and cost-of-production analysis to improve understanding of the economics underpinning current and emerging beef from dairy production systems. This should include assessment of key cost drivers, market influences and factors affecting producer decision-making.
- The consultant/s will also undertake a market assessment to identify existing and emerging market opportunities for beef from dairy animals. This should include analysis of supply chain requirements, market specifications, barriers to participation and potential pathways that could support increased value capture within the region.

Scenario Modelling and Pathway Development

- The consultant/s will undertake scenario modelling of viable beef from dairy pathways, including economic sensitivity analysis. The assessment should evaluate a range of production, supply chain and market scenarios to identify opportunities, risks and critical success factors associated with future industry development.

Regional Stakeholder Engagement

- The consultant/s will deliver regional farmer engagement activities, including workshops, consultation and stakeholder discussions, to validate findings, understand regional priorities and ensure project recommendations are informed by industry perspectives and practical considerations.

- The consultant/s will deliver findings from the project and the de-identified version of the final report in an industry briefing either in-person or online.

Sustainability and Future Opportunities

- The consultant/s will identify and collate relevant Scope 3 emissions datasets and supporting information that may inform future sustainability initiatives, emissions reporting activities and related project opportunities. The project should identify key data gaps, opportunities and considerations relevant to future industry investment and program development.

Out of Scope

The project will not progress beyond the assessment, analysis and recommendations phase. Activities specifically excluded from the scope include implementation of supply chain solutions, commercial programs or market pathways identified through the project; development of accreditation, assurance, credentialing or traceability systems; provision of individual farm business advice or financial recommendations to participating producers; ongoing extension, adoption, market facilitation or industry development activities beyond project completion; establishment of commercial supply agreements, procurement arrangements or contractual partnerships; development or implementation of emissions accounting frameworks, reporting systems or carbon programs; and capital investment, infrastructure development or commercial feasibility assessments for individual enterprises.

3. Evaluation Criteria

The evaluation of Proposals will be based on the information provided by Respondents in their Proposals completed in accordance with this RFP. This information may be supplemented by additional material submitted with Proposals, as well as material provided in response to requests for clarification from Dairy Australia.

The evaluation of Proposals will be conducted by determining which Proposal achieves the overall best value for money by taking into account a range of considerations, including the adherence of meeting business requirements stated, service delivery, and implementation and the extent to which it meets the project objectives.

Dairy Australia will also consider the following factors in its evaluation:

Criteria	Description	Weighting
Adherence to Business Requirements	Ability of the Respondent to demonstrate the ability to meet the specified business requirements.	20%
Price	The rates that the Respondent will charge DA as a maximum rate for services. This must include all costs over the duration of the contract and any ongoing operating costs.	10%
Relevant experience	Previous experience of the respondent needs to be assessed in relation to the fields of expertise required to achieve the intended outcomes of the project. Recent experience is more valuable than historic experience.	15%
Management skills and systems	The availability within the Respondent's organisation of personnel with appropriate management skills together with effective management systems and methods appropriate to the successful management of the project.	10%
Technical skills	The competence of key management, professional and technical personnel that the Respondent proposes to employ on the project needs to be assessed with particular emphasis on the skills and experience in technical areas comparable to the project.	15%
Methodology	The procedures or innovative methods the Respondent proposes to use to achieve the specified end results, or the special processes detailed in tender documents.	20%
Other	Industry networks & stakeholder engagement capability.	10%

3.1. Business Requirements

Respondents must demonstrate their capability to deliver a comprehensive regional assessment of beef-from-dairy opportunities in Gippsland and Western Victoria, including supply chain analysis, market assessment, economic modelling and stakeholder engagement by June 30, 2027.

Proposal should be submitted with a maximum total value of \$45,000 per region.

Respondents must demonstrate their ability to deliver:

- Project Inception Report.
- Supply Chain and Market Assessment.
- Baseline Pricing and Cost of Production Analysis.
- Economic Scenario Modelling.
- Regional Stakeholder Engagement Activities.
- Scope 3 Data Assessment.
- Final Reports (internal and de-identified external versions) and Industry briefing Presentation.

Respondents must provide:

- A full costed out quote including a proposed methodology and workplan.
- Details of key personnel and their roles.
- Examples of comparable projects completed within the last five years.
- At least two client referees.
- A detailed fee proposal and budget breakdown.
- Any assumptions, limitations or exclusions.

4. Attachments

- Service Agreement – template Dairy Australia.pdf
- Table of Departures to Contract template – Dairy Australia

CalfWays



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calfways.com.au

Acknowledgement and support

CalfWays, the dairy industry's roadmap to more sustainable calf management has been developed by Dairy Australia with the assistance of Schuster Consulting Group. Through the course of the development, more than 150 stakeholders from the dairy and beef industries were consulted on key challenges to improving surplus calf management and the opportunities surplus calves presented to both industries. An advisory committee, comprised of dairy farmers, dairy processors and representatives from the red meat and livestock industry, assisted in the development of the roadmap. Dairy Australia and Schuster Consulting Group gratefully acknowledge the contribution made by these stakeholders and their support in the development and implementation of CalfWays.

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