



USAID  
Agribusiness  
Project

## Request for Proposals (RFP) No CMT 0210

### Business Training Program for Cooperative Managers Trainings for Improvement of Business Skills of Managers of Agricultural Cooperatives

Date: October 2, 2009.

Dear Sir/Madam,

Development Alternatives, Inc. (hereinafter referred to as: DAI) is implementing the USAID funded Serbia Agribusiness Project.

The principal goal of the Agribusiness Project is to increase sales by Serbian agribusinesses, either domestic or international, by making these businesses more competitive in their respective markets and to generate more jobs. Over the course of the first year the Project conducted in depth sub-sector analyses that have served to identify the best opportunities for Project intervention. The Project focuses on six selected sub-sectors which offer the greatest potential for growth over the project horizon: (1) tree fruit, (2) berry fruit, (3) vegetables, (4) herbs, spices and mushrooms, (5) dairy, and (6) livestock.

Ministry of Agriculture, Forestry and Water Management of the Republic of Serbia (hereinafter referred to as: the Ministry) and the USAID Agribusiness Project (hereinafter: the Project) plans to launch a comprehensive Business Training Program to support the agricultural cooperatives in Serbia in improving their business and management skills identified as lacking during the value chain assessments and the assessments of producer organizations.

DAI and the Ministry are soliciting proposals from qualified firms to provide one or more specialized services/trainings in the following fields:

1. **Cooperative Business and Strategic Management;**
2. **Financial Planning Tools for Cooperative Managers;**
3. **Marketing, Selling and Communication Skills for Cooperative Managers.**

In addition, proposals will be solicited from qualified firms to **prepare and develop training manuals based on proposed trainings and training materials** that will be used for further dissemination and future trainings and education of agricultural cooperatives in Serbia.

The required services/trainings are described in detail in the enclosed Scope of Work (SoW).

This solicitation includes the following:

- |      |                          |             |
|------|--------------------------|-------------|
| i.   | Instructions to Offerors | (Annex I)   |
| ii.  | Scope of Work (SoW)      | (Annex II)  |
| iii. | Proposal Submission Form | (Annex III) |

DAI and the Ministry intent to award a FFP (firm-fixed price) agreement or Purchase Order to one or more selected service provider(s) firm to perform the services outlined in the SoW.

Yours sincerely,

Louis Faoro,  
Chief of Party

Tel: + 381 11 243.66.11 Fax: + 381 11 344.53.63  
Internacionalnih brigada 57, 11000 Belgrade, Serbia  
[office@agrobiznis.net](mailto:office@agrobiznis.net)

## Annex I

### Instructions to Offerors

#### 1. General

The objective of the RFP is to identify firm/firms capable of providing specialized services/trainings to agricultural cooperatives.

**All individuals and legal entities will have the right to participate in the RFP procedure providing they fulfill requirements set forth in the RFP, with the following exceptions:**

- a) Individuals or legal entities referenced in the Excluded Parties List (<http://www.epls.gov/>); those from Libya, Syria, Cuba, Iran, Sudan and North Korea, or from the countries with which commercial relations are prohibited by any law or standard act of Serbia are not eligible to take part in the tender procedures;
- b) No employee of DAI, or anyone who participated in the preparation of solicitation documents, Scope of Work or other documents related to this procurement may have participated in any activity with the Offeror in which the employee or consultant:
  - o Has any interest, financial or otherwise, direct or indirect;
  - o Participated in any business, transaction or professional activity; or
  - o Incurred any obligation of any nature, which is, or appears to be, or may be, perceived to be in substantial conflict with the proper discharge of the person's professional duties and execution by a person of an objective and independent professional judgment, and/or according to widely recognized professional norms of conduct.

Examples of conflict of interest may include: using confidential information for private advantage, participating in any action in which this person has a financial interest or to which they have a significant relationship, employment of a spouse or other relative of the Offeror, or holding a substantial portion of the shares of the Offeror; using the person's position to gain an advantage or benefit that a person is not otherwise entitled to; and bribery (including giving bribes to somebody and accepting bribes).

Firms wishing to submit proposals must disclose any potential or explicit conflict of interest to DAI prior to submitting a proposal.

#### 2. Cost of Proposal

The Offeror shall bear all costs associated with the preparation and submission of the Proposal, and DAI and the Ministry will under no circumstances be responsible or liable for those costs, regardless of the outcome of the solicitation.

#### 3. Contents of Solicitation Documents

Proposals must comply with all requirements of this RFP. Proposals partially complying with the requirements may be rejected. The Offeror is expected to examine all corresponding instructions, forms, terms and specifications contained in the solicitation documents. Failure to comply with these documents will be at the Offeror's risk and may affect the evaluation of the Proposal.

#### 4. Clarification of Solicitation Documents

A prospective Offeror may request clarifications or ask questions in writing through e-mail: **office@agrobiznis.net** or fax number 011/344 53 63. DAI will respond **in writing by posting on the Project web site [www.agrobiznis.net](http://www.agrobiznis.net)**, to any request for clarification of the Solicitation Documents which is received earlier than **three days** prior to the deadline for the submission of Proposals. **Prospective Offerors are advised to visit the web site regularly.**

If the prospective Offeror request additional information, DAI would endeavor to provide information expeditiously, but any delay in providing such information will not be considered a reason for extending the submission date of Proposals.

## 5. Amendments of Solicitation Documents

DAI and the Ministry reserve the right to modify RFP at any time prior to Proposal submission deadline. Deadline for submission may be extended depending on the scope of a modification. Proposal validity extension may be requested as well. In special circumstances, a modification may take place after the proposals are received and opened, such as when USAID cancels the project or there is a stop-work order issued to the DAI under the project. Modifications after the receipt of Proposals will be communicated only to those Offerors who submitted Proposals.

## 6. Documents and Language of the Proposal

The Proposals prepared by the Offeror and all correspondence and documents relating to the Proposal exchanged by the Offeror, DAI and the Ministry shall be written in both English and Serbian language. Any printed literature e.g. proof registration and similar furnished by the Offeror may be written in Serbian language.

Documents required to be submitted as part of the Proposal:

- Registration documents - Agency registration, and tax registration if applicable, as well as documents issued by the respective competent authorities certifying that the Offeror:
  - has not declared bankruptcy nor is the subject of pending bankruptcy proceedings;
  - does not have any outstanding financial obligations to the relevant Tax Department if applicable.

The Proposal should contain the following sections:

### A. Technical Proposal

- **Methodology/Training Curriculum (Not more than 5 pages)** - A clear, brief description of how each of the specific requirements listed in the Scope of Work will be approached i.e. training curriculum; draft (sample) power point presentation, detail training agenda.
- **Training Materials/Manuals (Not more than 5 pages)** - A clear, brief description of the content, volume and education approach of training manuals, based on proposed methodology/curriculum for each of the trainings.
- **Company profile**, to include overall description of business and the main business activity. **(Not more than 1 page)**
- **References** - Descriptions of a minimum 3 similar projects conducted or 3 similar services provided in Serbia in the past three years **(not more than 1 page per project)**. The description should include:
  - project /service title,
  - client and client's contact information,
  - approximate project value (mandatory),
  - what exactly your company did at this project (task and product / result), and
  - names and titles of key personnel on these projects.
- **CVs of Key Personnel** offered for this assignment. A brief description, **not more than 2 pages**, of key professionals' respective roles in the assignment. (*Note:* The personnel offered in the proposal are supposed to work on the project/task, and the proposal should state that the personnel included in the proposal will be working on the project/task.)

### B. Cost Proposal

The Cost Proposal for performing this assignment shall include all cost elements necessary to perform the activity, and must be presented in the following formats:

- Cost Proposal Format

No.	Training	Anticipated number of trainings *	Unit Cost / \$ (USD) (per training /group size 10-15 persons +/-2)	Total Cost/\$ (USD) (3*4) for all anticipated trainings*
01.	Cooperative Business and Strategic Management	2		
02.	Financial Planning Tools for Cooperative Managers	2		
03.	Marketing, Selling and Communication Skills for Cooperative Managers	2		

\*Note: The final number of trainings may vary based on participants' selection.

No.	Training Manuals*	Anticipated number of manuals	Unit Cost / \$ (USD) (per manual)	Total Cost/\$ (USD)
01.	Cooperative Business and Strategic Management	1		
02.	Financial Planning Tools for Cooperative Managers	1		
03.	Marketing, Selling and Communication Skills for Cooperative Managers	1		

\*Note: Requested services do not include costs of printing the training materials/ manuals, just their preparation in the format for the printing and/or posting at the internet/web-site.

- Detail Cost Proposal

Cost category	Rate	Quantity	Cost (USD)
STAFF SALARIES	USD/day	# of days	
DIRECT COSTS			
<List each item in a separate row, such as: travel, accommodation, publications, printing material, brochures, data, etc. >			
.....			
TOTAL			

- Detail Cost Proposal Narrative (**Not more than 1 page**)

The Cost Proposal Narrative shall provide sufficient detail and the explanation on each cost category so that the reasonableness of the proposed costs can be assessed as part of the evaluation of the proposal (e.g. employee compensation, firm-specific loading, including statutory loadings; brief explanation of how the other cost items were determined). All local taxes and benefits to be paid pertaining to labor related to this assignment should be included in the Cost Proposal.

**Currency: All costs must be expressed in US Dollars.**

Taxes: USAID Agribusiness Project is exempted from the VAT in accordance with the Article 26, paragraph 1, subparagraph 6, items 1 and 2 of the Law on Value Added Tax. All costs must be proposed net of VAT.

For the delivered services that will be paid by the Ministry, payments will be executed with VAT included. Therefore, when issuing invoice to the Ministry please make sure to calculate VAT

**C. Proposal Submission Form (Please see Annex III)**

**7. Period of validity of Proposals**

Proposals shall remain valid for 60 (sixty) days after the Proposals' opening. A Proposal valid for a shorter period may be rejected by the Program as non-responsive.

In exceptional circumstances, DAI and the Ministry may solicit the Offeror's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. Offerors will not be required nor permitted to modify their Proposals.

**8. Deadline for submission of Proposals**

Sealing and marking of proposals.

The Offeror shall seal the Proposal in one outer and two inner envelopes, as detailed below.

(a) The outer envelope shall be:

Addressed to –

**DAI – USAID Agribusiness Project  
(Attn. Procurement Manager)  
Internacionalnih brigada 57  
11000 Beograd**

And,

Marked with -

**“RFP No. CMT\_0210”**

**“NOT TO BE OPENED BY REGISTRY”**

(b) Both inner envelopes shall indicate the name and address of the Offeror. The first inner envelope shall contain the Technical Proposal. The second inner envelope shall contain Cost Proposal

Note: if the inner envelopes are not sealed and marked as per the instructions in this clause, DAI will not assume responsibility for the Proposal's misplacement or premature opening.

Proposals must be submitted in a hard copy and on a CD which must be marked accordingly and submitted along with the Technical Proposal in the sealed envelope.

Proposals must be submitted at the above stated address in a manner described above, **no later than October 21, 2009, 5:00 PM CET.**

Delivery to the post by 5:00 PM CET on October 21, 2009 will be consider timely delivery.

DAI and the Ministry may, at its own discretion, extend Proposals' submission deadline. The Offerors will be informed in writing of such extension trough Project web site.

**9. Late Proposals**

Any Proposal received by DAI after the deadline for submission of proposals will be rejected.

**10. Modification and withdrawal of Proposals**

The Offeror may withdraw its Proposal after the Proposal's submission, provided that written notice of the withdrawal is received by DAI prior to the deadline prescribed for submission of Proposals.

## 11. Opening of Proposals

**Proposals shall be publicly opened at 2:00 PM CET, on October 23, 2009 at DAI office, Internacionalnih brigada 57, 11000 Belgrade.**

At the opening, DAI and the Ministry staff shall declare the names of the Offerors. Proposals that have not been opened and declared during the opening procedure will not be admitted for further evaluation regardless of any circumstances.

**After the opening of Proposals, DAI and the Ministry shall determine and announce dates for evaluation of Proposals and final selection.**

## 12. Clarification of Proposals

To assist in the examination, comparison and evaluation of Proposals, DAI and the Ministry may at its discretion, ask the Offeror for clarification of its Proposal. The request for clarification and the response shall be in writing and no change in price or substance of the Proposal shall be sought, offered or permitted.

## 13. Preliminary examination

DAI and the Ministry staff will examine the Proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the Proposals are in compliance with the requirements of this RFP.

Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Offeror does not accept the correction of errors, its Proposal will be rejected.

DAI's and the Ministry's determination of a Proposal's responsiveness is based only on the materials included in the Proposal and their applicability and relevance to the proposed work, and responsiveness to the RFP requirements.

## 14. Evaluation of Proposals

DAI will, together with the Ministry, conduct a selection of most skilled and competent service provider(s) to deliver services required in SoW. The 6-member Review Board consisted of three representatives of the Ministry and three representatives of DAI will review and decide upon received applications.

Evaluation will be based on both technical merits and cost. The award will be made to the Offeror with the highest overall score. **The maximum points obtainable for technical merits and cost are 100.**

A two-stage procedure will be utilized in evaluating the Proposals, with evaluation of the Technical Proposal being completed prior to any Cost Proposal being reviewed and compared.

The Cost Proposal will be reviewed only for those Offerors whose Technical Proposal meets the requirements for the assignment.

The Offerors who's Technical Proposal achieves 70% of each evaluation criteria obtainable points, will qualify for the Cost Proposal evaluation.

### A. Technical Evaluation Criteria

**The maximum number of points obtainable for the Technical Proposal is 70 points.**

The technical proposal will be evaluated on the basis of its responsiveness to the Scope of Work (SoW) using the following criteria:

Summary of Technical Proposal Evaluation Forms		Points Obtainable	Company / Other Entity				
			A	B	C	D	E
1.	Proposed Methodology/Training Curriculum and Materials/Manuals	30					

2.	Qualifications and Experience of the Company	20					
3.	Qualifications and Experience of Key Personnel	20					
	<b>Total</b>	<b>70</b>					

## B. Cost Evaluation

**The maximum number of points obtainable for the cost proposal is 30.**

The maximum number of points will be allotted to the lowest Cost Proposal of technically qualified Proposals (i.e. Proposals which obtained the threshold points in the evaluation of the technical component). All other price proposals will receive points in inverse proportion to the lowest price; e.g,

$$[\text{Total points Cost Proposal}] \times [\text{US\$ lowest}] / [\text{US\$ other}] = \text{points for other Offeror's Cost Proposal.}$$

Cost/Price analysis and reasonableness assessment will be performed as a part of Proposals' evaluation.

### 15. Award Criteria and Proposals Rejection

The award will be issued based on the above stated evaluation criteria.

DAI reserves the right to accept or reject any Proposal, and to terminate the solicitation process at any time prior to award, if:

- a. Funding is not available for this activity;
- b. No proposals have been submitted in response to the RFP within the specified date;
- c. None of the Offerors' proposals meets the requirements of the RFP; and
- d. Other urgent and unforeseen reasons.

In addition to the considerations above, DAI and the Ministry reserve the right to reject any Proposal if:

- o The Offeror's qualification or Proposal data are proven to be false;
- o The selected Offeror refuses to enter into a subcontract; or
- o The Offeror commits a proven unfair or dishonest act in order to acquire rights for the award.

In case of termination, DAI shall notify all Offerors as soon as practicable of the decision to terminate. DAI and the Ministry are not obligated to provide the Offerors with detailed information or specific reasons for terminating the RFP.

### 16. Right to vary requirements at the time of award

DAI and the Ministry reserve the right at the time of award, to vary the quantity of services specified in the RFP without any change in price or other terms and conditions.

### 17. Payment

DAI and the Ministry will hire selected Service provider(s) to deliver requested services through separate contracts. DAI shall be responsible for financing 50% of the costs of the trainings for agricultural cooperatives managers via direct contracting and payment for performed services to the selected service providers, in accordance with the separate contract. The Ministry shall be responsible for financing 50% of the costs of the trainings for agricultural cooperatives managers via direct contracting and payment for performed services to the selected service providers, in accordance with the separate contract.

The costs of preparing the training materials/manuals for printing and publishing at internet/web-site shall be covered by DAI via direct contracting and payment for performed services to the selected service providers, in accordance with the separate contract.

It is DAI's policy not to issue advance payments to vendors. Payment shall be made upon completion of the assignment and/or upon completion of specific deliverables. Currency of the Firm Fixed Price (FFP) agreement or Purchase Order will be US Dollar. Payments will be executed in Serbian dinars based on valid buying exchange rate of the NBS.

## Annex II

### SCOPE OF WORK

#### **Trainings for Improvement of Business Skills of the Management of Agricultural Cooperatives**

##### ***Background***

Ministry of Agriculture, Forestry and Water Management of the Republic of Serbia (hereinafter referred to as: the Ministry) and the USAID Agribusiness Project (hereinafter: the Project) plan to launch a comprehensive Business Training Program for the managers of agricultural cooperatives related to improving their business skills. The primary goal of the Program is to improve the competitiveness of the Serbian agricultural cooperatives in order to improve their business and market performance; while the second goal is to strengthen business service providers by improving sales of their new services to agricultural cooperatives and facilitating new business linkages.

Through the targeted technical assistance and financial support, the Project aims to provide the agricultural cooperatives and producers with the opportunity to learn about the benefits of proper business planning process, better understanding of cooperatives' financial statements and banking requirements, development of market plans, development of sales techniques, and the importance of marketing.

##### ***Description of Required Services***

In order to offer an additional incentive in the process of improving business skills of the Serbian agricultural cooperatives, the Project and the Ministry are planning to deliver specialized trainings through the selected service provider(s) in the following fields:

- 1. Cooperative Business and Strategic Management;**
- 2. Financial Planning Tools for Cooperative Managers; and,**
- 3. Marketing, Selling and Communication Skills for Cooperative Managers.**

In addition, potential service provider(s) have to:

- 4. Develop and prepare training materials/ manuals** for the each field they offer to deliver the training.

Each training should comprise maximum two days of classroom training sessions. To maximize the learning experience, the training should emphasize real life examples and interactive, participative approach between participants and trainers, and among participants, combining lectures and practical exercises. The optimum size of the group for single training, in order to get active participants' involvement, maximum attention and full utilization from the training, will be limited to between 10-15 persons.

The potential service provider(s) may offer training for one, several or all required fields. Should more than one specialized field training is offered, service provider must submit training program/curriculum, training agenda, power point presentation and key personnel for each proposed field separately. In addition, service provider must submit a clear, brief description of the content, and volume and education approach of the training manuals, based on proposed methodology/curriculum for each of the offered trainings. The potential training provider shall submit the overall budget (financial proposal), and a separate detailed budget for each of the proposed fields.

##### ***Specific Requirements***

Printed materials such are: publications, brochures and similar shall be included in the Proposal as applicable. Video and audio material shall be included in the Proposal as applicable. Draft one day Power Point Presentation shall be prepared and included in the Proposal.

Details on required trainings are described bellow.

## **1. Cooperative Business and Strategic Management**

**Targeted audience:** Management of agricultural cooperatives. This training should be tailored for the agricultural cooperative managers who would need to have strategic approach while conducting their businesses.

The first purpose of this training module is to introduce the basics of running an agricultural cooperative. Marketing and supply services can be provided effectively only if the cooperative leaders understand the "economics" of running a co-operative business. In addition participants will learn about benefits of Strategic and Business Planning, go through the Planning Process so that they will understand its basic components and be able to develop a strategic and business plan for their own cooperative.

The training program/curriculum should include:

- What is cooperative manager?
- Role and responsibility of agricultural cooperative manager (their characteristics, activities, roles and responsibilities vs. Board of Directors and cooperative assembly);
- Basic economics of running agricultural cooperatives (Marketing Services, Supply Services, How to use cooperative Net Surplus);
- How do cooperative members differ from nonmembers and contracted farmers? (Benefits; Distribution of surplus; Reduced cost of services, access to additional services; Decision-making rights, Inter-cooperative ventures, investments)
- Strategic planning (purpose and importance, essential elements, SWOT analysis, mission statement, goals, objectives, strategies)
- Cooperative Business planning;

After successful completion of this training attendees should be able to:

- Understand the roles and responsibilities of the management of agricultural cooperatives;
- Gain clear and applicable knowledge on basics of running agricultural cooperative;
- Better understand the benefits and serve the needs of cooperative members;
- Develop comprehensive strategy and SP;
- Develop comprehensive BP;
- Improve access to bank loans and investments;
- Track the company performance from the strategic point of view
- Perform as better managers and run cooperatives with more competence.

The Project will monitor and evaluate training based on the above stated criteria

## **2. Financial Planning Tools for Cooperative Managers**

**Targeted audience:** Management of agricultural cooperatives. This training should be tailored for cooperative managers without accounting or finance backgrounds who have the need for understanding the basic cooperative financial principles, statements and reports, financial consequences of management decisions, and put that understanding to work. They need to learn how to use these tools for the financial planning of the cooperative business to determine activities, resources, equipment, and materials as well as the timeframes needed to achieve its strategic goals and objectives.

The training program/curriculum should include:

- Financial goals – definitions;
- Basic components of financial planning;
- Basic financial record keeping;
- Basic accounting forms and financial reports and statements – Income Statement, Balance Sheet, Cash Flow, etc.;
- Key financial ratios;
- Combination of lectures and practical exercises emphasizing real life examples and interactive, participative approach

After successful completion of this training, managers will be better equipped to interpret and discuss financial information with professional finance personnel within the cooperative or outsourcing finance, accounting, and bookkeeping service providers.

Training attendees should be able to understand:

- Basics of record keeping and essential financial records for the cooperatives;
- Fundamentals of accounting and financial information;
- Basic accounting forms and financial reports, such as balance sheets, income statement, profit and loss statements;
- Cash Flow - how money flows through (into and out of) a cooperative;
- What information each financial statement provides as well as its practical application;
- How financial statements are used to develop financial forecasts, revenue requirements and overall cooperative financial goals and objectives;
- Importance of key financial ratios and what they mean;
- Financial consequences of cooperative management decisions;

The Project will monitor and evaluate training based on the above stated criteria.

### 3. Marketing, Selling and Communication Skills for Cooperative Managers

**Targeted audience:** Management of agricultural cooperatives. This training should be tailored for cooperative managers and sales personal who are communicating with the clients on a daily basis.

This training should address three vital skills for an effective manager to sell cooperative products and services. The first is basic knowledge of the marketing process – marketing essentials. The second component is effective selling skills and strategies. This focuses on marketing strategies which is the process of identifying and satisfying customer requirements *profitably* by serving them in a convenient, cost effective, and timely manner. These skills include understanding the basic elements of a sale, building a reliable client list, making personal contacts, and setting sales goals and objectives based on sales strategies so that sales turnover is maintained or increased over time. The third component of a good marketing manager is being able to communicate effectively, both within the cooperative and outside it with suppliers and buyers.

The training program/curriculum should include:

- Marketing Essentials (What is Marketing, Identify market opportunities, Current products and services offered in market, Potential target markets not being satisfied, Evaluate target markets, Market conditions, Information on competition and buyers, SWOT);
- Develop market strategy, plan and analysis;
- Effective selling skills and strategies (Building a client list, Understand the basic elements of a sale, Setting sales goals based on sales strategies, Establishing rapport in the sales call, Getting information from the client, Gaining a commitment, cementing the relationship, closing the sale, Following up after the sale to cultivate long-term relationships, Sales prospecting strategies);
- Effective Listening and Communication Skills for Managers (Types of Communication, Behaviors that support effective listening, Behaviors that hinder effective listening, Asking question techniques)

After successful completion of this training, managers should be able to:

- Better understand the whole marketing process;
- Understand process of planning and executing the pricing, promotion and distribution of goods and services
- Identify market opportunities and evaluate potential target markets
- Develop marketing strategies and plan the activities;
- Set sales goals based on sales strategies
- Understand the basic elements of a sale and gain applicable knowledge in the sales field;

- Better understand and serve client needs and the needs of members of cooperative;
- Improve sales skills;
- Improve cooperative's sales;

The Project will monitor and evaluate training based on the above stated criteria.

#### ***4. Develop and prepare training materials/ manuals***

Based on proposed methodology/curriculum for each of the trainings, training manuals should be developed and prepared for printing, publishing and posting on internet. Training manuals will be used for further dissemination to agricultural cooperatives in Serbia and future trainings and education. The volume of the each training manual should be up to 30 pages of A4 format.

#### ***Expected number of participants***

The Project estimates that no less than **25** managers of agriculture cooperatives will attend the trainings. The Project's intention is to organize group trainings. Based on previous experience, the assumption is that the optimum size of the group for a single training in order to get the maximum attention and full utilization from the training, should be approximately **10 to 15 persons (plus/minus 2 participants)**. The Proposal should entail price of the specific training per one group based on the above stated estimate number of participants in one group, and the total as per the anticipated number of trainings stated in the Cost Proposal Format.

#### ***Training Locations***

The Project expects that trainings will be delivered on at least two anticipated locations: Novi Sad, and Beograd. Other potential locations could be Cacak, and/ or Nis. The exact locations and final number of trainings will be jointly determined by the Project, the Ministry and selected service provider(s), based on the number and geographical location of participants. The above description of training location serves only for cost estimation purpose. The Project reserves the right to decide on final locations and negotiate proposed costs accordingly with the service provider.

#### ***Level of Effort***

The prospective service providers are free to offer the appropriate level of effort having in mind the above described requirements.

#### ***Overall Expected Time Frame***

- By October 21<sup>th</sup>, 2009, the Project receives Proposals;
- By October 30<sup>rd</sup>, 2009 the Project and the Ministry will conduct a selection of service provider(s) for trainings.
- By November 2nd, 2009 the Project and the Ministry will contract selected service provider(s) to deliver services required in SoW;
- By November 2nd, 2009 the Project and the Ministry will select the final participants for trainings;
- By November 6th, 2009 locations will be determined; final training plan accepted and FFP/Purchase Order issued to the selected service provider(s);
- By November 9<sup>th</sup>, 2009 commencement of trainings

#### ***Deliverables***

- Trainings;
- Final report – upon completion of all trainings containing all relevant details including service providers' self evaluation, comments and recommendations as applicable;
- Training materials/ manuals prepared for printing and posting at internet/ web-site

## ***Funding***

The financial assistance from the Project and the Ministry will cover trainings, training manuals, renting of space and equipment for trainings on the selected locations, and providing refreshments and meals for the training participants as well as lodging if it is necessary. Participating agricultural cooperatives will contribute with covering costs of travel and per diem for their representatives.

DAI and the Ministry will hire selected Service provider(s) to deliver requested services through separate contracts. DAI shall be responsible for financing 50% of the costs of the trainings for agricultural cooperatives managers via direct contracting and payment for performed services to the selected service providers, in accordance with the separate contract. The Ministry shall be responsible for financing 50% of the costs of the trainings for agricultural cooperatives managers via direct contracting and payment for performed services to the selected service providers, in accordance with the separate contract.

The costs of preparing the training materials/manuals for printing and publishing at internet/web-site shall be covered by DAI via direct contracting and payment for performed services to the selected service providers, in accordance with the separate contract.

Agricultural cooperatives interested to qualify for trainings will be able to apply for the USAID Agribusiness Project's and the Ministry's assistance through the Ministry. The training participants will be selected by the Review Board according to criteria defined by DAI and the Ministry. The training's eligible participants are the management of agricultural cooperatives registered in the Serbian Business Registers Agency that have a minimum of ten members, registered farming households with a strong record of the jointly implemented activities such as mutual sale, purchase of raw materials, attendance of the fairs, training, etc.

### ***Information to be provided to the selected provider(s) by the Project and the Ministry:***

- List of selected agricultural cooperatives for each training;
- Final number of trainings; and
- Locations for trainings

**Annex III**

**PROPOSAL SUBMISSION FORM**

Dear Sir / Madam,

Having examined the Solicitation Documents, the receipt of which is duly acknowledged, we, the undersigned, offer to provide Professional Services for the Business Training Program for Cooperative Managers, for the sum as may be ascertained in accordance with the Cost Proposal attached herewith and made part of this Proposal.

We undertake, if our Proposal is accepted, to commence and complete delivery of all services specified in the final agreement or Purchase Order in the time frame stipulated.

We agree to abide by this Proposal for a period of 60 days from the date fixed for opening of Proposals in the Request for Proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

We understand that you are not bound to accept any Proposal you may receive.

Dated: month /day/year

\_\_\_\_\_  
(In the capacity of)

\_\_\_\_\_  
Duly authorized to sign Proposal for and on behalf of