



USAID
Agribusiness
Project

Request for Proposals (RFP) No. BTP_1203

**Business Training Program
Trainings for Improvement of Business Skills of Agribusiness producers and processors**

Date: March 24, 2009.

Dear Sir/Madam,

Development Alternatives, Inc. (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.

The USAID Agribusiness Project (hereinafter: the Project) plans to launch a comprehensive Business Training Program to support the agricultural producers and processors in Serbia in improving their business skills identified as lacking during the value chain assessments.

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

- 1. Strategic and business plan development,**
- 2. Finance for non-finance managers,**
- 3. Professional selling skills,**
- 4. Integrated marketing communications,**
- 5. Business Networking and Trade Fairs.**

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 intends 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

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Annex I

Instructions to Offerors

1. General

The objective of the RFP is to identify firm/firms capable of providing specialized services/trainings to Agribusiness producers and processors.

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 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**, 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 reserves 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 and DAI 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.
- Company profile, to include overall description of business and the main business activity. (**Not more than 1 page**)
- 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.	Activity/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.	Strategic and business plan development training	4		
02.	Finance for non-finance managers training	4		
03.	Professional selling skills training	4		
04.	Integrated marketing communications training	4		
05.	Business Networking and Trade Fairs training	4		

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

- 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.

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 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. BTP_1203”

“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 April 3, 2009, 5:00 PM CET.**

Delivery to the post by 5:00 PM CET on April 3, 2009 will be consider timely delivery.

DAI 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 April 6, 2009 at DAI office, Internacionalnih brigada 57, 11000 Belgrade.

At the opening, DAI 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 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 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 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 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

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	30					
2.	Qualifications and Experience of the Company	20					
3.	Qualifications and Experience of Key Personnel	20					
Total		70					

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 reserves the right to reject any Proposal if:

- The Offeror's qualification or Proposal data are proven to be false;
- The selected Offeror refuses to enter into a subcontract; or
- 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 is 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 reserves 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

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 Agribusiness producers and processors

Background

The USAID Agribusiness Project (hereinafter: the Project) plans to launch a comprehensive program of support to the agricultural producers and processors in Serbia related to improving their business skills identified as lacking during the value chain assessments. The primary goal of the Program is to improve the competitiveness of the Serbian agricultural companies in order to improve their market performance; while the second goal is to strengthen business service providers by improving sales of their services and facilitating new business linkages.

Through the targeted technical assistance and financial support, the Project aims to provide the agricultural producers and processors with the opportunity to learn about the benefits of proper business planning process, better understanding of companies' 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 in the Serbian agriculture production and processing, the Project is planning to deliver specialized trainings through the selected service provider(s) in the following fields:

- 6. Strategic and business plan development;**
- 7. Finance for non-finance managers;**
- 8. Professional selling skills;**
- 9. Integrated marketing communications; and**
- 10. Business Networking and Trade Fairs.**

The potential service provider 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. The potential training provider shall submit the overall budget (financial proposal), and a separate detailed budget for each of the proposed fields.

Specific Requirements

Duration of each Training: 2-3 days maximum

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.

- *Strategic and business plan development*

Targeted audience: Top management (CEO, sales manager, production manager, marketing manager). This training should be tailored for the top managers who would need to have strategic approach while conducting their businesses.

SP/BP (Strategic plan /Business plan) is the document which states companies' business strategy and idea and the ways of its realization. SP/BP is the description of company business which shows where to go and how to get there (mission, vision, strategy). BP/SP is a must while defining company's strategy or checking the feasibility of some new ideas. Well prepared BP serves as a reference tool and ensures easier tracking of

the company performance. BP is of the highest importance while applying for the bank loan or attraction of the potential investors.

The training program/curriculum should include:

- Strategic planning;
- Strategy development;
- Business planning;
- Business analysis;
- Marketing and sales plan and the financial plan;
- Real life examples and interactive approach.

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

- Develop comprehensive strategy and SP;
- Develop comprehensive BP;
- Monitor and evaluate the business from the strategic point of view;
- Easier access bank loans and negotiate with investors;
- Perform as better managers and run business with more competence.

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

- *Finance for non-finance managers*

Targeted audience: Top management (CEO, sales manager, production manager, marketing manager). This training should be tailored for non-finance managers who have the need for understanding the basic financial reports and principals.

It would be also useful for the beginners in finance in order to get the full picture of the company's finance in order to prepare themselves for the more responsible positions within the company.

The training program/curriculum should include:

- Financial goals – definitions;
- Basic financial reports – Income Statement, Balance Sheet, Cash Flow;
- Key ration numbers (EBITDA, EBIT, ROE, CFO, D/E...);
- Taxes;
- Real life examples and interactive approach.

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

- Understand financial reports Income Statement, Balance Sheet, Cash Flow as well as its practical application;
- Understand financial consequences of management decisions;
- Gain knowledge to effectively communicate with the professional finance managers.

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

- *Professional selling skills*

Targeted audience: Sales managers who are communicating with the clients on a daily basis, sales personal with the ambition to improve themselves and promote to leading positions.

The training program/curriculum should include:

- Sales person role (theirs characteristics, activities, sales processes, sales psychology);
- Sales process (market conditions, info re competition and buyers, SWOT)
- Initial phase (sales pitching, verbal and non verbal communication, asking question techniques, active listening);
- Presentation (presentation, understanding of the product/service, resolving of complaints and conflicts);

- Closing of the deals (sales techniques, follow up sales)

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

- Gain clear, systematic and applicable knowledge in the sales field;
- Improve sales skills and will advance in the career;
- Improve company's sales.

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

- Integrated marketing communications (IMC)

Targeted audience: Marketing managers, brand, product and category managers, business development managers, sales managers, communication managers, top management in order to get full picture re marketing management.

The training program/curriculum should include:

- IMC planning process;
- Market strategy, plan and analysis;
- Development of the market plan;
- Understanding of the consumer behavior;
- Setting up goals and budgeting;
- Media plan and the strategy.

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

- Develop market strategies and plan the activities;
- Better understand the whole marketing process;
- Create sound media strategy and more effectively position the company;
- Better understand and serve consumer needs.

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

- Business Networking and Trade Fairs

Targeted audience: Marketing, PR, sales and top managers who are communicating with the clients at the trade shows, sales personal with the ambition to improve themselves and promote to leading positions – especially from the companies that we are taking to the trade shows.

This unique training module should provide basic techniques for getting the most out of business networking situations and participation at trade fairs. The issues addressed here should be focused on making the best use of time and opportunities for sales.

The training program/curriculum should include:

- Definition of what the Business Networking is;
- Network Psychology;
- Approaching New People;
- Understanding Needs;
- Getting the Meeting/Closing the Sale.

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

- Understand the importance of the business networking;
- Easier approach new people and understand their needs;
- Get more meetings and sales.

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

The proposed trainings should be based on real life scenarios which will enable participants to instantly use their newly acquired skills in their working environments.

Expected number of participants

The Project estimates that no less than **60** agriculture related companies, agribusinesses and farmers within the producer organizations 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 four anticipated locations: Novi Sad, Beograd, Nis and Cacak. The exact locations will be jointly determined by Program and service provider, based on the 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 April 3, 2009, the USAID Agribusiness Project receives Proposals ;
 - By April 10, 2009 the USAID Agribusiness Project will conduct a selection of service provider(s) for trainings.
 - By April 15, 2009 the USAID Agribusiness Project will contract selected service provider(s) to conduct the following:
 - One-day presentation of the proposed training(s) to Program staff and beneficiary, in Belgrade- exact location TBD;
- By April 30, the Agribusiness Project will select the final participants for trainings;
During week of May 4-8, 2009 locations will be determined; final training plan accepted and FFP/Purchase Order issued to the selected service provider;
- By May 11, 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

Funding

The financial assistance from the Project will cover trainings and renting of space for trainings on the selected locations. Participants will contribute with covering costs of travel, per diem and lodging for their representatives.

Businesses interested to qualify for trainings will be able to apply for the USAID Agribusiness Projects assistance through the Program. The training participants will be selected by the Review Board.

Information to be provided to the selected provider(s) by the USAID Agribusiness Project:

- Exact date and location for Proposals presentations;
- List of interested business for each training; 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 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