

**Request for Quotes
USAID CSS RfQ 2019-07**

Subject: Provision of Services for Capacity Building of the Association for the Promotion of Serbian Food (APSF)

Contracting Entity: Cardno Emerging Markets USA Ltd., Washington DC, Belgrade
Representative Office

Location: Serbia, Belgrade

Issuance Date: March 14, 2019;

Submission date: March 28, 2019

Cardno Emerging Markets USA, Ltd. (Cardno), the Contractor, acting on behalf of the U.S. Agency for International Development (USAID) as implementer of the Competitive Economy Project, is soliciting bids from qualified, legally registered US, European or Serbian, non-profit or for-profit companies and organizations, and non-governmental organizations (NGOs) interested in providing the consultancy services as described in Section I. Background and Scope of Work. The successful bidder will be responsible for ensuring achievement of specified tasks/deliverables.

I. BACKGROUND AND SCOPE OF WORK (SoW)

About the Project

USAID Competitive Economy Project (Project) is a four-year activity with overall goal to establish systemic approaches to strengthening Serbia's food-processing sector in order to generate export-led growth, and greater integration with European and global markets. This will be achieved by strengthening selected value chains (VC) with a focus on aggregate sales, particularly exports. The Project will identify gaps in the current competitiveness system and address them by creating platforms for exchange and knowledge sharing between system actors based on clear, market driven principles, making capacity building an integrated process.

While initially focusing on the fruits and vegetables sector, the Project is expected to result in a model that can eventually be applied more broadly across the industry.

SoW Background

There are not many associations, institutes and cooperatives in Serbia that exist for different food categories, processes or industries. These organizations usually provide a basic level of assistance to members, like access to tradeshows and networking. Association for the Promotion of Serbian Food (APSF) provides support to the industry in addressing hot issues and

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ensuring that Serbian processors are equipped with affordable promotional and learning tools, standards, timely information and preparation of resources to meet new demanding markets.

APSF aims to create and strengthen the positive image of Serbian food locally and globally, by leading and developing partnerships among all participants in the specialty food promotion ecosystem: producers (from startups to market leaders), government institutions, HORECA segment, domestic and foreign retail chains, distributor and importers, as well as media and the public – consumers.

APSF promotes domestic food production as a treasure of our country, economy and culture, supports and strengthens Serbian products and producers, making them competitive internationally through education and building networks among stakeholders, public and private entities and markets in a unique ecosystem.

Since APSF is a new and growing organization which successfully completed Belgrade Food Show 2018, it is crucial in 2019 to strengthen its internal capacity and create strong organization with clear rules, relations and procedures which would lead to a long-term sustainability. Focus should be on functionality, transparency and financial sustainability.

In order to accomplish this, significant experience and knowledge in Association Management is required.

Objective of the Request for Quotes

To further complement these efforts, the Project has recognized that attainment of a strong and professionally organized industry association could support Serbian premium food producers to enhance their competitiveness in domestic and international markets, and lead to increase of export and sales of premium products in new markets.

The objective is to select a Consultant, with significant background in the Association management field and practical experience from similar markets in setting up professional and sustainable business association from the food industry and to actively work with APSF on building their organizational and operational capacities.

This activity is in accordance with the adopted Project Work Plan with the designated Outcomes.

Intervention:

I2-3, I2-4 Industry Associations
(building capacity of the existing I2-3; development of the new I2-4)

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Output indicators:

T2-2 Increase in number of associations with improved business practices.

Outcome indicator:

This sub-activity will support Project's Activity Sub-Purpose 2: Business Support Systems Coordination Strengthened Sub IR 2.2.2: Economic and Business Development Services

O2-1. Services offer, and utilization increased (networking index)

II. Tasks

The Consultant is to conduct the following tasks:

- Review APSF Statute;
- Support the Organizational structure building – boards, management, members. Define precise selection criteria for each group of members and decision-making process;
- Create a model for sustainable professional management of APSF and provide support in recruiting and training the business manager;
- Develop criteria and support APSF Board members during the interviewing, identification and hiring of an Executive Manager of the association
- Coach and mentor the Executive Manager in regard to Association management
- Support the Executive Manager in developing a list of potential regular and/or associate members of the association and facilitate meetings with candidates
- Develop and present “internal rules and procedures” document (APSF manual)
- Conduct an one-day-workshop and layout the strategic orientation of the Association for the forthcoming period
- Develop procedures and management practices;
- Develop operational and policy documents;
- Develop a sustainable financial plan;
- Review, revise as needed and finalize the Activity plan;
- Assist in establishing business networks with relevant regional stakeholders (and organize visits to at least 2 associations).

III. Period of Performance

Tentative period of performance of the contracted services is from **April 1, 2019, until October 1, 2019.**

IV. Deliverables

- 1. Existing APSF documents reviewed and Consultant's work schedule delivered – by April 10, 2019.**
- 2. The Statute reviewed and Recommendations for strategic documents delivered – by April 30, 2019.**
- 3. Document on organizational structure developed – by April 30, 2019.**
- 4. SoW and profile of professional manager developed - by April 30, 2019.**
- 5. Procedures and management practices developed - Internal regulation documents created – by May 30, 2019.**
- 6. Operational and policy documents developed – rules of procedures defined – by May 30, 2019**
- 7. Financial planning document developed – by June 15, 2019.**
- 8. Revised annual Activity plan – by June 15, 2019.**
- 9. Business networks with relevant regional stakeholders established**
- 10. Report on monitoring of implementation of developed procedures and processes – by September 30, 2019.**
- 11. Evaluation report with overall status and further recommendation – by September 30, 2019.**

All reporting documents will be prepared in English.

V. Requirements for eligible bidders

Legally registered U.S., European or Serbian, non-profit or for-profit companies and organizations, and non-governmental organizations (NGOs), with the following Consultant(s) requirements:

- At least 10 (ten) years of professional experience in association management field
- Proven track record in organization restructuring, strengthening and organizational development including strategic and business planning
- Proven track record in Capacity development and institutional strengthening, operational management, lobbying, strategic planning and performance analysis, and international cooperation initiatives
- At least 2 (two)-year experience and demonstrated knowledge in working with regional and/or Serbian food processing sector companies on export promotion, marketing and management activities
- Strong analytical, processing and reporting skills.
- Relevant experience in working with donor-agencies' programs.
- Extensive networking, communication and facilitation experience.
- Fluent written and oral command of English language.

VI. Award

Cardno/the Project anticipates awarding one Service Agreement under this Request for Quotes, up to **15,000.00 in USD (US Dollars)**, in funding to be allocated over a 6-month period. The price of the Service Agreement to be awarded will be an all-inclusive fixed price. No profit, fees, taxes, or additional costs can be added after award. Under a Service Agreement all payments will be a fixed-sum, payable upon completion of deliverables. Deliverables and payment amounts, and dates will be defined in detail during negotiations.

Cardno/the Project will select the bid that offers the best value based upon the following evaluation criteria:

1. Management, Professional Qualifications (30)

The bidder should describe their overall capability to undertake work in this area. A description of proposed Consultancy qualifications and relevant experience to carry out the Scope of Work should be included.

2. Past Performance and Experience (50)

Bidder's experience and capabilities in undertaking similar activities should be detailed here, including references and certifications (if relevant). If desired, bidders may share website links to relevant examples for consideration.

3. Cost proposal (20 points)

Ensure consistency of the costs with the proposed effort for implementing specified tasks in line with technical approach.

The selection of the Offeror for award will be made by the Cardno/the Project Evaluation Committee based on the evaluation criteria above. The award is to be made based on the best overall (i.e., best value) proposal that is determined to be the most beneficial to USAID's Competitive Economy Project with appropriate consideration given to the three evaluation factors: Qualifications, Experience and Price. The non-price factors, when combined, are significantly more important than the Price factor.

Submission and deadline of bids

The bidders should submit firm fixed price cost proposal broken down per tasks and deliverables. All cost information must be expressed in US Dollars. Bids including CV and references of proposed staff clearly showing adequate technical background and relevant work

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experience should be sent by e-mail to: konkursi@konkurentno.rs, **by March 28, 2019, 3 p.m.** CET. Bidders can submit any questions concerning this RfQ in writing via email to konkursi@konkurentno.rs.

VI. FORMAT OF QUOTE/OFFER

I. Offeror's Identification

Full Name of the Offeror	
Solicitation Ref. No.	USAID CSS RfQ 2019-07
Address of the Offeror	
Registration number	
Tax/VAT number	
Account number and the bank name	
Title and name of the person authorized to sign a contract	
Telephone/fax and mobile phone	
E-mail	
Supporting documents:	_____ Proof of Registration

Stamp / Signature of the authorized person

Date: _____

**II. Offeror's Brief description of professional capacities, past performance and experience
Ref: USAID CSS RfQ 2019-07**

Maximum length: one page.

Offeror should describe their qualification, overall professional capacities, experience and past performance relevant and similar to the Scope of Work/Tasks of the subject RfQ. Also, Offeror should present the work plan and describe approach to the tasks at hand.

Obligatory/Required Attachment: CVs

Optional Attachments: Other attachments Offeror deems appropriate (e.g. certificates; awards, website links to relevant examples, etc.)