# Serbia Competitive Agriculture Project (SCAP) Terms of Reference and Scope of Services

**For Capacity Building 2 of SCAP Beneficiaries -**  **Increasing competitiveness, resilience and sustainability of agriculture production and market**

# Background

The Serbia Competitive Agriculture Project (SCAP), a US$50 million investment, was approved by the World Bank in December 2019 and ratified by the National Assembly of the Republic of Serbia in February 2020. The objective of the Project is to improve access to markets and information systems for agricultural producers in Serbia. This will be achieved through a) improving productivity of small and medium scale farmers by strengthening advisory and technical support; b) supporting market access of small and medium scale farmers (including finance and business planning capacity); c) improving government systems to strengthen the enabling environment for all agricultural producers (including capacity building for the Ministry, information systems, and data platform).

The Project will provide financial and technical support to all productive investments in agriculture in Serbia through the national rural development program1and will not finance direct payments (subsidies). This delimits the scope of Project interventions outside of all IPARD measures that the country has been accredited for or plans to be accredited for and puts it in the center of national rural development program.

Beneficiaries: Small and medium scale agricultural production units (including producers, producer groups, agribusinesses/agro-processors that can provide direct link to smallholder farmers) that has or can have commercial focus and are not covered by accredited IPARD measures. Although large producers will not be directly targeted, the project will also benefit them with the enabling environment it will create through the improvements in information systems and the financial services provided. Small and medium size producers are defined by the economic size of holding expressed in euros of standard output. For the purposes of this project and the context of Serbia, small producers are those with an economic size of up to EUR 8,000; medium producers are those with an economic size between EUR 8,000 and 25,000.

Project Description: The Project activities are structured into three Components. Component 1) will focus on improving the productive and entrepreneurial capacity of small and medium farmers by supporting business and financial planning for productive investments, as well as supporting market access and strengthening sector competitiveness. Component 2) will focus on improving the capacity of the Ministry of Agriculture, Forestry and Water Management (MAFWM) to provide core public goods for improving sector performance. This includes establishing and information system aligned with EU CAP requirements to enable evidence- based policy making and monitoring of results, enhance market information for stakeholders and build capacity for regulatory roles aligned with EU CAP. Component 3) will focus on project management.

1In 2018, the program received 8,000 applications from small and medium scale producers.

By addressing sector needs at the level of producers (Component 1) and the MAFWM (Component 2), the Project will support a broader policy reform process in the agriculture sector through: i) improved targeting of policy instruments to different typologies of producers, ii) strengthened enabling environment for investment for small and medium agricultural producers, by improving the delivery of services to these productive segments (advisory, financial, information, etc.), iii) improving the monitoring of public resources and their utilization, as well as sector performance. It is expected that this will bring about a significant shift in the utilization of public resources in agriculture from subsidies (direct payments) to rural development investments.

The Project will be implemented over a period of 5 years starting in December 2019. The Project has been prepared under the World Bank’s new Environment and Social Framework (ESF).

More information on the project can be found at: [https://projects.worldbank.org/en/projects- operations/document-detail/P167634](https://projects.worldbank.org/en/projects-%20operations/document-detail/P167634)

This Capacity Building 2 is a strategic evolution of the SCAP project, as it targets the specific needs of the beneficiaries from the 2nd and 3rd calls. Our approach is enriched by the insights gained from the inaugural Capacity Building 1 phase, ensuring that the market strengthening efforts for users are finely tuned to the nuanced challenges and opportunities identified. Along with the comprehensive survey conducted, we recognize the imperative to improve our beneficiaries' market orientation further. The activities now focus not only on increasing demand, customers, and production volume but also on integrating the practical application of lessons learned to amplify competitiveness.

The training of external consultants and Public Extension and Advisory Services (PSSS) colleagues will also be enhanced, building upon the foundation laid previously. This new phase will place a strong emphasis on implementing the feedback received, ensuring that the support provided to our beneficiaries is both substantial and directly conducive to the growth and success of their business ventures. The emphasis remains steadfast on enabling users and external collaborators alike, reinforcing the project's overall success through practical, experience-based education and market entry strategies.

# Objective of the assignment

The overarching aim of Capacity Building 2 is to enhance the market competitiveness of the beneficiaries from the 2nd and 3rd calls of the SCAP project. This will be achieved through a series of refined capacity building activities, actions, and events, all of which are informed by the experiences and feedback garnered from the initial Capacity Building phase.

Acknowledging the integral role of partner institutions in the project’s success, we will extend our capacity-building initiatives to envelop all stakeholders. This includes members of the Ministry, the Directorate for Agrarian Payments, external consultants, and agricultural advisory services. By involving these partners, we strive to not only improve individual capacities but also to fortify the institutions and their respective divisions.

To achieve these ambitious goals, the MAFWM will engage a seasoned Consultant or Consulting company to underpin our primary objectives and support the varied SCAP stakeholders. These stakeholders are categorized into two pivotal groups:

* **Project User Empowerment**: This involves equipping individual users with the necessary knowledge, skills, awareness, and expertise, drawing from both theoretical insights and practical examples, to scale up production and penetrate the market effectively.
* **Enhancing External Partnerships**: Recognizing the influential role of all external partners, efforts will be made to enhance the competencies of advisors, Ministry colleagues, DAP team members, and consultants. Improving their understanding of the project and its aims will be pivotal in achieving the substantial impact that SCAP endeavors.

These activities are designed to cultivate a comprehensive framework in which individuals, our users, and organizations can function with greater efficiency, organization, and market orientation while upholding high standards of quality. The intent is to set benchmarks for the entire agricultural production cycle, from cultivation to marketing, both domestically and internationally.

The assignment’s objective is inherently tied to a loop type of support mechanism: by assisting selected users to advance their competitiveness, these enhanced capabilities will, in turn, bolster SCAP’s efforts to meet the end-target Program Development Objective (PDO) indicators and Intermediate Result Indicators, as delineated in the Results Framework. This symbiotic relationship underscores the project’s commitment to a sustained and collaborative approach to agricultural development within Serbia.

# Scope of Services

**Capacity Building 2024**

For 2024, the Consultant's services are envisioned to shape a flexible training program for beneficiaries from the 2nd and 3rd calls. This program may outline strategic goals, suggest timelines, and propose a variety of activities. It is expected to include customized six training modules, that would also incorporate feedback and lessons learned from previous capacity-building efforts.

Key areas for potential module development might cover:

* Strategies for enhancing market orientation, including effective communication, negotiation tactics, and meeting market participation standards.
* Guidance on leveraging investments for greater market penetration and success.

Additionally, the Consultant may extend services to project partners, which could include the development of proposed education programs tailored specifically to the needs of external consultants. There may also be suggested specialized training sessions designed to enhance the capabilities of Ministry collaborators and other key stakeholders involved in the project. These tailored programs and sessions are aimed at reinforcing the overall institutional support structure that underpins the project's success.

The anticipated training modules are expected to address a diverse range of subjects, potentially including:

* Business planning and its practical application.
* Advanced marketing strategies, branding, and management.
* Entrepreneurial skill enhancement, with an emphasis on promoting female entrepreneurship.
* Tackling sector-specific challenges and capitalizing on market opportunities.
* Adherence to agricultural standardization required for integration into larger trading networks.

Soft skills development areas could involve:

* Techniques for focused communication and successful negotiation.
* Cultivating creativity, assertiveness, and resilience.
* Building teamwork skills and fostering collaboration.

The Consultant is to engage with the Project Management Team (PMT) to discuss and refine the training program. The finalized program is likely to include sessions held in various strategic locations across Serbia to ensure extensive coverage and accessibility.

In 2024, the Consultant may select participants from the pool of 2nd and 3rd call beneficiaries, aiming to enhance their market competitiveness and align them with SCAP's strategic objectives. The training sessions are intended to improve participants' competencies, update their industry knowledge, and provide them with the tools to be more competitive in their agricultural production.

**Logistics and Timing**

The logistical planning for the training sessions may include:

* Coordinating with the PMT for the selection of suitable locations and venues across Serbia.
* Organizing groups based on participant numbers and geographic considerations.
* Managing the provision of training facilities and overseeing the organization of events throughout the country.

1. **Deliverables**

The selected Consultant shall prepare and deliver the following documents in the corresponding stages of the assignment.

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| --- | --- | --- | --- |
| Number | Deliverable | Description | Timeline |
| 1 | Draft Training program | A comprehensive draft that outlines each training module, including its name, duration, objectives, expected outcomes, potential and actual number of participants, timeframes, methods used, and session count. The draft should also detail lecturers' qualifications and biographies. | Up to 30 days after contract signing. |
| 2 | Methodology for the selection of applicants | A well-defined methodology for selecting applicants from the 2nd and 3rd calls, focusing on achieving the best impact. This document should clearly state the selection criteria and process, requiring approval by the SCAP representative. | Up to 40 days after contract signing. |
| 3 | Final Training program | A finalized training program, adjusted based on feedback from the SCAP PMT. This should plan for three program-related sessions across diverse Serbian locations. The program must also include a strategy for preserving and sharing the training content with other SCAP beneficiaries or interested parties. | Up to 60 days after contract signing. |
| 4 | Interim Training Program progress report for the Training I | The first progress report, capturing feedback from the initial training session, participant details, certifications issued, and actionable recommendations for subsequent sessions. It should also report on market-related outputs aligned with SCAP PDOs. | Up to 90 days after contract signing. |
| 5 | Interim Training Program progress report for the Training II | The second progress report, encompassing feedback from the second training, participant data, certifications, and consultant-identified recommendations for moving forward. It should continue to align findings with SCAP PDOs. | Up to 120 days after contract signing. |
| 6 | Interim Training Program progress report for the Training III | The third progress report, following the same structure as previous reports, summarizing the final training outcomes, feedback, and consultant recommendations for future capacity-building efforts. | Up to 150 days after contract signing. |
| 7 | Final Report | A conclusive report evaluating the program's effectiveness, participant engagement, and overall quality, along with recommendations for future initiatives. This report should provide a detailed account of the Consultant's activities and outcomes, to be submitted to the Coordinator and Market Specialist. | Up to 180 days after contract signing. |

The selected Consultant shall be paid the lump sum contract amount linked to the defined deliverables.

1. **Reporting**

The Company/Consultant will be work under the authority of the MAFWM/Directorate for Agrarian Payments and will report to the Coordinator and Market Specialist on a regular basis regarding the pace of the Project implementation. Reports should be submitted on time with all necessary information and provide predictive analysis for specific issue. Report and deliverables will be submitted: Reports in both Serbian and English, deliverables in Serbian and English language, sent via email as well as 2 hard copies for approval to the MAFWM. All reports shall be approved by the MAFWM (Project management Team – Coordinator and Market Specialist).

1. **Qualification requirements**

The Consultant is to meet the following requirements:

1. The Consultant shall be registered as a legal entity for a minimum of 10 years,
2. The Consultant shall have appropriate professional, organizational and logistical capacities necessary for carrying out the assignment on the territory of the Republic of Serbia,
3. The Consultant should have at least 3 employees with university degree of education,
4. The Consultant should have an experience of minimum 10 years in the organization of agricultural related, strategic planning, accounting, small business development or entrepreneurship trainings and consulting projects,
5. Organization and implementation of workshops, seminars, trainings or other relevant capacity building events for farmers (primary agricultural producers) -minimum 3 trainings with total minimum of 200 participants in the previous 2 years,
6. Capacity Building for agriculture producers funded by the World Bank refference will be considered as a strong asset.
7. At least two consulting assignments in the field of strategy development for a company in agriculture sector in Serbia in the last 5 years.

The Consultant can be a joint venture (JV) between maximum two legal entities.

A letter of intent or a copy of an existing JV agreement shall be submitted as a part of the documentation, together with a power of attorney for the authorized representative of each JV member, or a power of attorney for the representative of the lead member to represent all JV members. Requirements under 1 and 2 are necessary requirements for both members of JV, if the Consultant is a JV. Requirements under 3, 4, 5 and 7 need to be fulfilled by either one of the JV members.

The Consultant shall provide a team of experts covering the following requirements:

Key Expert 1 – Team Leader

* Must have at least 15 years of professional experience
* Work experience in national and international companies
* Proven experience in financial management, human resource management and organization of events
* Proven experience in developing educational programs or multimedia educational content
* Master's degree in economics, law, diplomacy or international relations, or creative industries

Key Expert 2 – Head of Training Programme

* Must have at least 10 years of consulting and educational experience,
* University degree, preferably PHD degree
* Active academic role in business area (preferably in the field of strategy),
* Possession of at least one professional certificate in business area (CFA, FRM or ACCA),
* Active involvement in at least 10 professional business training courses or workshops in the last 5 years,
* Leading at least one consulting assignment in the field of national strategy development in Serbia in the last 5 years,
* Leading at least one consulting assignments in the field of strategy development for a company in agriculture sector in Serbia in the last 5 years,
* Proven experience in human resource management and organization of events,
* Proven experience in developing educational programs or financial/bussiness advisory.

Key Expert 3 – Strategic planning and Business Development Expert

* Minimum MSc University degree in management or economy,
* Active academic role in business area (management or strategic planning),
* At least 10 years of work experience in providing trainings of educational content, lectures or knowledge transfer in the area of strategic planning, management, business planning,
* Active involvement in at least 5 professional business training courses or workshops in the last 5 years in the field of management and strategy,
* Proven experience in developing educational programs or financial/business advisory.

Key Expert 4 – Agriculture and Rural Development Expert

* Minimum University degree in agriculture, economy, environment or other related science field;
* At least 10 years of work experience related to providing trainings of educational content, lectures or knowledge transfer in the areas related to agriculture, rural development, extension services or other related agriculture capacity building relevant areas
* Experience in World Bank, FAO, IPARD related professional training and seminars will be considered an asset.

Key Expert 5 – Branding & Marketing

- Minimum Master’s degree in marketing, management, organizational sciences, economy or business

- At least 5 years of work experience in providing trainings of educational content, lectures or knowledge transfer in the area of marketing, or management, or branding

- Proven experience in leading projects related to branding strategy, branding initiatives and measures, and brand platform design (values, strategy and identity) is required

- Educating and mentoring experience of businesses will be considered a strong asset.

Consultant shall submit CVs of all key staff in its Expression of Interest.

1. **Logistic and timing**
   * **Location**

The Republic of Serbia

* + **Start date & period of implementation of tasks**

The intended start date is June, 2024 and the period of contract implementation will be 6 (six) months from the contract signature.

1. **Selection**

The Consultant will be selected in accordance with CQS method set out in the World Bank’s Procurement Regulations for IPF Borrowers (July 2016, revised November 2017 and August 2018).

**Expressions of interest will be evaluated based on the following criteria:**

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| --- | --- |
| General experience in the field of assignment | 10 points |
| Consultant’s specific experience related to the assignment | 40 points |
| Knowledge of the relevant Serbian framework, profession and professional environment | 20 points |
| Experts’ qualifications and competence for the assignment | 30 points |
| **TOTAL:** | **100 POINTS** |