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

**For Capacity Building 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 closely matches the description of the SCAP project as a whole, because the fulfillment of the market strengthening of the users, as well as all associated external collaborators on the project, is required through the project's very indicators of success. Simultaneously, halfway through the project's duration, the need for improving, strengthening, and improving our users' market orientation was identified during the bank's regular mid-term mission during field visits. This critical segment of direct work with users on the development of their business by increasing demand, increasing the number of customers, increasing production, volume, and competitiveness are the activities that indicate the project’s success. As a result, we are very interested in empowering users on that basis.

We are interested in external consultants as well as PSSS (Public extension and advisory services) colleagues being trained, in addition to be adequate support to our beneficiaries. As a result, in addition to strengthening users, it is critical to improve the training of external consultants and associates in agricultural services.

# Objective of the assignment

# The main objective of this assignment is to improve the market competitiveness of selected project's beneficiaries through various capacity building activities, actions and events.

# We recognize partner institutions as essential supporters of the project. In this regard, it is critical that we involve all partners in capacity building. Members of the Ministry, the Directorate for Agrarian Payments, external consultants, and agricultural advisory services are all included. The task is to strengthen not only capacities, but also the institution and its divisions.

# Capacity building is one of the steps that will significantly aid in the achievement of the main goal as well as the quantifiability of what has been accomplished. Capacity Building is associated to the concept of increasing or developing skills and competencies at an individual level, i.e. level of our users. However, with this task, we seek to introduce a much broader concept that should be considered from a systemic standpoint, involving various clusters such as individuals, organizations, institutions, and society. Capacity refers to the ability of individuals and institutions to make and implement decisions and perform functions in an effective, efficient, and sustainable manner.

# To accomplish this, MAFWM will hire an experienced Consultant (Consulting company) to support our primary objectives, and help Scap stakeholder which are divided into two groups:

# Individual (project user) capacity building through the enhancement of knowledge, skills, awareness, expertise, and examples for expanding production and entering the market

# All external partners who have a direct or indirect influence on the project's development and quality, such as advisors, Ministry colleagues, DAP team members, and external consultants. The goal of improving their skills and gaining a better understanding of the project and its objectives will result in the full impact that the project seeks to achieve.

# This activities will lead to the improvement of a general framework within which individuals, our users, and organizations can work better, more organized, and more market-oriented while maintaining high quality. This means that we want to establish standards for the entire production cycle, from growing and producing to selling on domestic and international markets.

# The objective of the assignment is closely linked to the loop type of support: SCAP will support selected users to improve their level of competitiveness, and as a result of these activities, users will support SCAP to reach the end target PDO indicators, and end target Intermediate Result Indicators, as explained in the result framework.

# Scope of Services

# Capacity building 2023

# Services to be provided by the Consultant under the Contract include:

# Development of the training program as a document outlining how capacity building activities will be carried out. This document shall describe the strategic goals and steps, as well as the completion timeline and list of activities. A detailed education program with training modules should be included in the implementation plan.

# The following are the most important parameters for developing this implementation plan:

# a) Beneficiaries of the First Call for proposals, Fruits, vegetables, grapes and flower growers.

# The consultant should create a training modules and plan that includes areas that will contribute to the set of goals to improve our users' market orientation. We anticipate receiving an implementation plan that includes a detailed description of each training module, such as targeted communication development, negotiation, association, standards and qualifications for market participation, and so on. We also expect the consultant to make recommendations on how the user can make the best use of their investment.

# b) Other project partners, such as external consultants, Ministry members, DAP members, and other parties who are directly or indirectly interested. The consultant should present a detailed implementation plan that includes both the Education Program for external consultants and the Education Program for Ministry project collaborators.

# The expected training modules, which can be modified based on the needs, should include but not be limited on:

# Business planning and implementation of a business plan

# Marketing, branding and management

# Entrepreneurship skills development

# Development of agricultural entrepreneurship, with a particular emphasis on the expansion of female entrepreneurship

# Identifying and responding to agricultural challenges by sector

# Identifying and responding to market opportunities in the user's sector

# Required agricultural standardization for inclusion in bigger trade chains

# Soft skills:

# Focused communication and negotiation

# Encouraging creativity and flexibility

# Assertiveness, resilience, and flexibility

# Teamwork and association

# Training program should be discussed and accepted by the Project Management Team (PMT).

# Training program should foresee 3 (three) program related sessions consisting of certified modules, workshops, trainings and capacity building activities, preferably on the 3 (three) different, separate locations, across Serbia, in order to cover the whole or the majority of country geography.

# The consultant shall perform selection of users for a capacity building program for the year 2023 among 817 beneficiaries of the First call for proposals, supporting Fruits and vegetable growers. These beneficiaries are all in the later stage of the implementation of their business plans, and having the activities under this ToR will enhance their skills, update their knowledge and provide additional information for the competitiveness of their agriculture production. The selected beneficiaries will also represent a statistically relevant sample of SCAP beneficiaries under the 1st Call for proposals upon which the SCAP PMT will report on achieving PDO targets related to financial and production increase.

# Logistic and Timing

The trainings will include users from all across Serbia, which means that the Consultant must provide logistics in all locations where the trainings will be held. Because of the various locations of our users, the Consultant is required, in cooperation with the PMT team, to form groups based on the number of participants and the venue.

The Consultant shall provide training facilities and shall be responsible for the organization of entire events throughout Serbia.

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 | The Draft Training program must contain following information: training module’s name, duration, main objective of the training, expected outcome, list of potential participants, number of participants, time frames, method used, and number of trainings. Furthermore, the implementation plan must include information about lecturers, including their backgrounds and biographies, as well as an explanation of what qualifies them to be lecturers. | Up to 30 days after contract signing. |
| 2 | Methodology for the selection of applicants | The selected Consulting company must develop methodology for the selection process of applicants from the First call for proposals in line with the SCAP project documents, in order to have the best value for money, meaning, the best possible impact. The selection of users criteria, and the methodology, should be explained and documented in details. This methodology needs to be approved by the SCAP relevant representative. | Up to 40 days after contract signing. |
| 3 | Final Training program | Based on the comments, reviews and suggestions by the SCAP PMT and relevant representatives, Consultant will prepare a final version of the Training program and submit it for approval. The Training program must foresee 3 (three) program related sessions for SCAP beneficiaries, consisting of certified modules, workshops, trainings and capacity building activities, preferably on the 3 (three) different, separate locations, across Serbia, in order to cover the whole or the majority of country geography. The Final Training program must include plan for preservation and dissemination of trainings and workshops from the activity to other interested SCAP beneficiaries, or other interested parties related to SCAP. | Up to 60 days after contract signing. |
| 4 | Interim Training Program progress report for the Training I | Interim Training Program progress report I will be submitted after the first training. It shall include feedback from the trainers, all of the participant information, certificates of completion for all participants, and recommendations for next steps identified by the consultant during the training shall be integral part of the Final report.  In addition, the report must include findings, recommendations and conclusions that will be used in future planning. It must also include relevant market related outputs and indicators relevant to SCAP PDO. | Up to 90 days after contract signing. |
| 5 | Interim Training Program progress report for the Training II | Interim Training Program progress report II will be submitted after the second training. It shall include feedback from the trainers, all of the participant information, certificates of completion for all participants, and recommendations for next steps identified by the consultant during the training shall be integral part of the Final report.  In addition, the report must include findings, recommendations and conclusions that will be used in future planning. It must also include relevant market related outputs and indicators relevant to SCAP PDO. | Up to 120 days after contract signing. |
| 6 | Interim Training Program progress report for the Training III | Interim Training Program progress report III will be submitted after the third training. It shall include feedback from the trainers, all of the participant information, certificates of completion for all participants, and recommendations for next steps identified by the consultant during the training shall be integral part of the Final report.  In addition, the report must include findings, recommendations and conclusions that will be used in future planning. It must also include relevant market related outputs and indicators relevant to SCAP PDO. | Up to 150 days after contract signing. |
| 7 | Final Report | A final report of the participants, the program implemented, an evaluation of the program's quality, and recommendations for further improvement within the framework of user and project partner capacity building. The Coordinator and the Market Specialist will be given this report. It should include a thorough description of the Consultant's activities as well as the end result. | 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:

* The Consultant shall be registered as a legal entity;
* The Consultant shall have appropriate professional, organizational and logistical capacities necessary for carrying out the assignment on the territory of the Republic of Serbia;
* The Consultant must have at least 30 full time employees, 10 or more employees with PhD level of education related to the assignment will be considered a strong asset;
* Experience in organization of agricultural related, small business development or entrepreneurship trainings;
* Minimum of 10 trainings (modules) with at least 150 participants per year in the previous three years,
* Organization and implementation of workshops, seminars, trainings or other relevant capacity building events supporting farmers, farmers associations, extensions services or agriculture related organizations, with more than 500 participants per year in the past 2 years, will be considered a strong asset;
* The Consultant should be accredited to provide at least 2 training/teaching modules custom made for the farmers needs;
* Experience in EU related educational, transfer of knowledge and scientific platforms, such as Erasmus and Horizont 2020 projects, as well as donor funded projects aiming rural development, capacity building of agricultural education, digitalization and innovation, will be considered an advantage.

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.

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 – Branding, Marketing and Management Expert

- 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.

Key Expert 3 – Agriculture and Rural Development Expert

- Minimum Master’s degree in agriculture, environment, biotechnology, or other related natural science field;

- At least 15 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

- Proven experience in improving knowledge transfer towards production competitive agricultural products, processed on family farms in the dairy, meat, fruit and vegetable agriculture sectors will be considered a strong asset;

- Experience in World Bank, FAO, IPARD related professional training and seminars will be considered an asset.

**Consultant must provide adequate proof for all of the requirements presented.**

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

The Republic of Serbia

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

The intended start date is July 1, 2023 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:**

|  |  |
| --- | --- |
| Consultant’s specific experience related to the assignment | 40 points |
| Relevance of the proposed key staff to the assignment | 60 points |
| **TOTAL:** | **100 POINTS** |