

**REQUEST FOR PROPOSAL  
SUBMISSION DEADLINE  
17:00 CST, 02/08/21**

**RFP TITLE:** Developing Capabilities of the next generation of Ag-Business Leaders: Practical and Strategic Education for the next generation of Ag-Business Leaders

**RFP CONTACT:**

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**INTRODUCTION:**

USSEC is a non-profit organization that promotes sustainable US soybeans and soybean products to customers through knowledge transfer, on-site trainings, seminars, workshops, conferences, industry tours and demonstrations. The specific goal of the USSEC Americas is to promote the use of United States soy products, in animal nutrition and human nutrition as well. A key program objective is to see a growing, long-term, high-quality, feed and food-based industry in the Americas Region and globally.

USSEC requests proposals to assist in the continued development, implementation and execution of strategies and programs within the Americas Region. For contractors, the expectations are to carry out the deliverables of the activities they are managing and are summarized in associated contracting documentation.

Through a global network of international offices and strong support in the U.S., USSEC helps build a preference for U.S. soybeans and soybean products, advocate for the use of soy in feed, aquaculture and human consumption, promote the benefits of soy use through education and connect industry leaders through a robust membership program.

**BACKGROUND AND PORPUSE OF THE PROJECT**

The Dominican Republic imports 540,000 metric tons of soybean meal, 30,000 metric tons of crude degummed soybean oil and 28,000 metric tons of soybeans that are used in animal feed manufacturing are imported each year from the U.S. This makes the DR an important market for U.S. Soy product.

The country has a thriving livestock sector formed by animal feed manufacturers, poultry and swine producers. Most of these large feed, poultry and swine producers are integrated and have become complex businesses.

These companies were founded between 20 and 40 years ago by one owner or a group of partners that are still involved in the business. These mavericks created successful companies

and now their descendants (sons and daughters) are getting involved. In order for these businesses to continue flourishing, the descendants of the founders need to develop certain capabilities that will allow them to assess their business from a new perspective and develop strategies for future success.

Through this project USSEC will work closely with the next generation of ag-business leaders, helping them to acquire the capabilities that will allow them to recognize the needs of the future in managing their businesses, avoiding the comfort of past visions and the safety of old routines, thus ensuring the permanence of the company in an ever-changing, ever more complex business environment.

**PURPOSE OF RFP:**

The purpose of this RFP is to seek proposals from qualified universities and/or educational organization that will be responsible for:

- Developing a tailored executive education program for USSEC’s clients in the Dominican Republic. This program will be split in 2 portions:
  - o Virtual portion
  - o Face to face portion
- Developing one virtual regional event for USSEC’s clients in the Americas Region.

NOTE: Should it become impossible or inadvisable to develop the face-to-face sessions due to the COVID-19 global pandemic or any other Force Majeure event, both parties agree to negotiate in good faith to agree upon alternative dates for this course and adjust timelines accordingly, which shall remain within the contract term dates.

**TARGET AUDIENCE:**

For the tailored executive education program, the target audience will be not more than 25 and no less than 20 ag-leaders that will take over large animal feed plants, swine and poultry operations in the Dominican Republic. The selected group of men and women are within ages of 30 to 45 years of age.

For the regional event, the target audience will be contacts from USSEC throughout the Americas Region operating family owned businesses. It is expected that at least 50 clients throughout the Americas Region will participate in the event.

**SCOPE (SERVICES) OF WORK:**

The selected contractor will be responsible for:

**1. Executive Education Program**

Developing a tailored executive education program that will include training in, but not be limited to, the following areas:

- a. Decision making and analytical thinking.

- b. Strategic thinking.
  - c. Strategic competencies for leadership.
  - d. Agribusiness.
  - e. Supply Chain Management.
  - f. Economic environment.
  - g. Financial risk.
  - h. Business plan.
  - i. Other topics of interest.
  - j. In addition, the program should include a workshop about Planning and Organization: Implementing the Strategy.
- The program should not exceed 80 hours. It is recommended that not more than 50% of the program is develop virtually and that the remaining part of the program is done face-to-face. The proposal should indicate tentative dates for the face-to-face sessions and the virtual sessions.
  - The contractor will provide all the materials and visual aids required for each of the sessions.
  - The agenda, for each of the sessions will be developed by the contractor and approved by USSEC's consultant. Any changes to the agenda afterwards, shall be approved in advance by USSEC's Consultant in charge of the project.

Vendor will be responsible of providing and delivering a hard copy diploma / certificate of participation to each participant that complete the executive education program

1. **2.Regional Event** The contractor will be responsible for organizing a regional virtual event, where USSEC's clients from the Americas Region will be invited to participate. This event format/dynamic should be as a masterclass that will focus on the **GENERERAL /IN COMMON Challenges and Dynamics of Family Owned Ag-Businesses in Latin America**. For this regional virtual event, the contractor will:
  - a. Develop the agenda allowing the participation of staff from USSEC and a grower leader, which must be approved by USSEC's consultant
  - b. Send invitations, convoke and follow up with potential participants. USSEC will provide contractor with a list of contacts to invite.
  - c. Be responsible for providing and managing a virtual platform for the event.
  - d. Working with USSEC staff to ensure that USSEC event complies with USSEC procedures and regulations
  - e. All the virtual and face-to-face sessions will have to be recorded and edited. If one of the participants is not able to attend the one of the sessions, the organization will facilitate the recording of the session and provide follow up to make sure that the participant viewed the recording

## **Budgeting:**

1. For the Executive Education Program, the cost per participant should be presented as follows:
  - a. The cost per participant for the virtual part of the program. This particular cost will include:
    - I. Platform cost
    - II. Speakers breakdown- Rate & unit (hours or day) per speaker must be included
    - III. Overhead cost
    - IV. All cost related to this service should be broken down
    - V. Recording of sessions
  - b. The cost per participant for the face-to-face part of the program. This particular cost will include:
    - i. Venue
    - ii. Meals and coffee breaks. (breakdown per meal per person)
    - iii. Projector, sound, screen, clickers, etc.
    - iv. Travel expenses for contractor's staff and professors.
    - v. Translation services if speakers are non-Spanish speakers.
    - vi. Wireless Internet service for participants.
    - vii. Recording of sessions
    - viii. Any other additional expenses.

Note: Most of the target audience will be located on Santiago de los Caballeros in the Dominican Republic and the face-to-face part of the program will take place in that city.

2. For the regional virtual event, the cost should reflect the total amount for developing the activity.

## **ADDITIONAL CONSIDERATIONS**

- The target audience usually have complicated agendas and it is recommended to have sessions that do not exceed four (4) hours, from 4:00 to 8:00 PM. A strategy that could be considered is to have two consecutive sessions of four hours each, one week on and one week off.
  - o Organizations are invited to recommend on the best strategy for developing the sessions. Specially the virtual sessions, where four (4) hours might be a lot of time.
- The contractor will keep track on the attendance and performance of each of the participants and provide reports to USSEC's representative in the DR.
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**TENTATIVE DATES TO BE CONSIDERED:**

**Executive Education Program:**

- March 5, 2021: Participate in a kick-off call with the representative of the United States Soybean Export Council in the Dominican Republic.
- March 17-18, 2021: First two-day session.
- March 31 – April 1st, 2021: Second two-day session.
- April 14-15, 2021: Third two-day session.
- April 28-29, 2021: Fourth two-day session.
- May 12-13, 2021: Fifth two-day session.
- May 26-27, 2021: Sixth two-day session.
- June 9-10, 2021: Seventh two-day session.
- June 23-24, 2021: Eighth two-day session.
- July 6-7, 2021: Ninth two-day session.
- July 21-22, 2021: Tenth two-day session.

**Regional Virtual Event:**

The regional virtual event will take place on:

- July 29, 2021

**PROJECT CLOSING**

For the Executive Education program, the contractor will provide a final report by July 20<sup>th</sup>, 2021 indicating:

- a. Achievements of each participant.
- b. Overall impressions of the project.
- c. Follow up required.
- d. Recommendations.
- e. Conclusions on how the project will benefit these companies.
- f. Action pictures, screen captures.
- g. Final remarks.

For the virtual regional event, the contractor will provide by July 20<sup>th</sup>, 2020 a list of final participants with the following information: name, company, position, phone (office/cell), email.

**DELIVERABLES:**

<b>Completion Date</b>	<b>Description of Deliverables</b>
March 5, 2021	Present the agendas for each of the sessions that will be developed during the Executive Education Program.

Within 15 days of each session or event completion	1. Detailed report including: a. Interactions with the participants b. Developments c. Recommendations for next step.
May 15, 2021	Present the agenda for the Virtual Regional Event.
July 20, 2021	Present final report.

**RFP TIMELINE:**

- **RFP Distribution:** January 8, 2021
- **Last Day to Submit Questions:** January 29, 2021 by 17:00 CST
- **Project Proposals Due:** February 8, 2021 by 17:00 CST
- **Selections Made by** February 12, 2021
- **Prospective Contractors Notified By:** February 12, 2020

**INSTRUCTIONS:**

Proposals must contain at a minimum the specific criteria listed below:

1. Please email the proposal to [RFP@USSEC.ORG](mailto:RFP@USSEC.ORG) by **5:00PM Central Time on 2/8/21**
2. A description of Prospective Contractor's capabilities, resources and experience. Emphasis should be placed on experience related to this RFP.
3. A thorough proposal outlining Prospective Contractors planned work, deliverables and timeline to complete the work.
3. Resumes for each of the Prospective Contractor's personnel assigned to work directly on the implementation of the contract.
4. Provide a minimum of two names and contact information for other similarly sized clients for reference purposes.
5. Detailed Budget
  - All bids for services must provide a breakout of how the fee was derived including but not limited to a breakdown of hourly rate and the amount of effort they anticipate to do the work.
6. Proposals should be no longer than **10 pages** (8 ½" x 11").

## NOTES:

- Prospective Contractors are hereby notified that proposals will be duplicated for internal review only. Every effort will be made to maintain confidentiality of all information presented. The appropriate representatives from staff and legal counsel will review proposals. Proposals will not be returned.
- USSEC reserves the right to retain all proposals submitted. Submission of a proposal indicates acceptance by the submitter of the conditions contained in the request for proposal, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between USSEC and the contractor selected.
- Confidentiality - Without USSEC's prior written consent, Prospective Contractors and its officers, employees, agents, representatives, affiliates, and subcontractors shall not disclose to any third party any documents, materials or information that the Prospective Contractors learns from or is provided in relation to the RFP request.
- During the evaluation process, USSEC reserves the right to request additional information or clarifications from proposers, or to allow corrections of errors and omissions.
- USSEC reserves the right to reject any proposal that is in any way inconsistent or irregular. USSEC also reserves the right to waive proposal defects or deficiencies, to request additional information, and/or to negotiate with the Prospective Contractor regarding the proposal.
- Prospective Contractor agrees that Fees are in lieu of any and all other benefits, including, but not limited to, repayment of any and all taxes related to contractor service fees, health and life insurance, administrative costs and vacation.
- Prospective Contractor agrees that any income taxes, value added taxes or any other form of direct or indirect taxes on compensation paid under the contract shall be paid by Contractor and not by USSEC or Funding Sources.
  - Prior to any payment to a Contractor, a contractor must provide a W-9, W-8, or W-8BEN upon agreement signature
- Non-Competition. Contractor shall not act as agent or representative for any product or service directly or indirectly competitive with U.S. soybeans or soybean products for the length of the contract.
- USSEC and Prospective Contractor agrees to comply with the provisions of Equal Employment Opportunity (EEO). USSEC provides EEO to all employees and applicants for employment without regard to race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, disability, genetic information, marital status, amnesty, or status as a covered veteran in accordance with applicable federal, state and local laws.

## SUPPLEMENTAL INFORMATION AND BACKGROUND

*BUILDING A PREFERENCE FOR U.S. SOY*

USSEC's strategy can be found here: <http://ussec.org/about-ussec/vision-mission/>

**USB's Long Range Strategic Plan** can be found here: <http://unitedsoybean.org/about-usb/strategic-planning/>

We are a dynamic partnership of key stakeholders representing soybean producers, commodity shippers, merchandisers, allied agribusiness and agricultural organizations.

Through a global network of international offices and strong support in the U.S., we help build a preference for U.S. soybeans and soybean products, advocate for the use of soy in feed, aquaculture and human consumption, promote the benefits of soy use through education and connect industry leaders through a robust membership program.

Our 15-member board of directors is comprised of four members from the American Soybean Association (ASA), four members from the United Soybean Board (USB), and seven members representing trade, allied industry, and state organizations.

New board members are seated annually. We are receiving funding from a variety of sources including soy producer checkoff dollars invested by the USB and various state soybean councils; cooperating industry; and the American Soybean Association's investment of cost-share funding provided by the United States Department of Agriculture's (USDA) Foreign Agriculture Service.

The United Soybean Board, created by the 1990 Farm Bill to manage and direct the National Soybean Checkoff, is dedicated to marketing and research for the soybean industry. USB is comprised of 73 volunteer soybean farmers representing the interests of fellow growers nationwide. Each board member is nominated by Qualified State Soybean Boards (QSSBs) and appointed by the U.S. Secretary of Agriculture.

Because of the limitations on administrative and salary costs established in the Act, USB outsources the majority of its program management responsibilities to USB's three primary contractors:

- SmithBucklin-St. Louis for domestic marketing, new uses, production research and Board initiative activities;
- Osborn & Barr Communications for communications/public relations activities and;
- U.S. Soybean Export Council (USSEC), Inc. for international marketing and global opportunities activities.

As one of these three primary contractors USSEC may also undertake initiative activities on behalf of USB. USB considers primary contractor staff (approximately 60 people) as core USB staff. These three primary contractors use a number of subcontractors and, together, these entities carry out approximately 450 projects each year for USB. USB also manages approximately 10 subcontractors.



## **Non-Discrimination Statement**

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident.

Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotope, American Sign Language, etc.) should contact the responsible Agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.

To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at [How to File a Program Discrimination Complaint](#) and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) email: [program.intake@usda.gov](mailto:program.intake@usda.gov).

USDA is an equal opportunity provider, employer, and lender.

## **Civil Rights Clause**

Contractor agrees that during the performance of this Agreement it will not discriminate against any employee or applicant for employment because of race, color, religion, gender, national origin, age, disability, political beliefs, sexual orientation, marital or family status, parental status or protected genetic information. Contractor further agrees that it will fully comply with any and all applicable Federal, State and local equal employment opportunity statutes, ordinances and regulations, including, without limitation, Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act of 1990, the Age Discrimination in Employment Act of 1967, and the Equal Pay Act of 1963. Nothing in this section shall require Contractor to comply with or become liable under any law, ordinance, regulation or rule that does not otherwise apply to Contractor.