



REQUEST FOR PROPOSALS (RFP) to Develop and Implement a Capacity Building Training in Sub-Saharan Africa for Businesses Utilizing U.S. Soy Products

RFP NUMBER: ATP19-RFP-Africa-03-2019
Title: Africa Supply Chain Partner Institutional Capacity Building
Program: World Initiative for Soy in Human Health
Organization: American Soybean Association
Project Duration: Immediately through December 31, 2019
Proposal Due: April 30, 2019

1. Purpose

The purpose of this RFP is to solicit applications from companies and/or individuals to conduct capacity building trainings for a group of African business leaders. The training will take place over the course of one week and will be the first of a series of three training opportunities. This RFP is for the first year of the training program.

2. Background of the WISHH Program

The American Soybean Association (ASA) was founded in 1920 by soybean farmers and extension workers to promote soy for high protein applications in developmental settings. Overseas activities were initiated in the mid-1950s, and to date ASA has worked in over 80 countries. The World Initiative for Soy in Human Health (WISHH) was founded in 2000 to expand the work of the American Soybean Association (ASA) in developing emerging markets to improve health, nutrition and food security, building the groundwork for future soy markets. WISHH provides services in food technology, business development, nutrition services, and program and proposal development. WISHH expertise extends its network into additional areas, such as aquaculture and animal feed.

ASA/WISHH connects trade and development to strengthen agricultural value chains in emerging markets, creating trade and long-term demand for U.S. soy. Trade can improve lives worldwide for both farmers and consumers. U.S. soy trade in emerging markets is pivotal to improve accessibility, affordability, and acceptability of high-quality plant and animal-sourced proteins in developing economies. Rising incomes in emerging economies generate further opportunity for trade. ASA/WISHH builds opportunity for long-term trade by improving agricultural value chains, human and animal nutrition, and farmer net incomes. ASA/WISHH initiatives broadly fit in two arenas: (1) trade-building long-term, early-stage market development, and, (2) trade-building international agriculture and economic development. The St. Louis-based Program operates in sub-Saharan Africa, Asia and Central America.

ASA/WISHH offers over six years of proven feed sector capacity and decades of accumulated knowledge from ASA programs. Principal approaches include market and economic assessments, technical assistance and capacity building, food and feed trials and demonstrations, farmer field days, youth mentorship programs, food and feed value chain development, and market linkages.

ASA/WISHH achieves its mission by working in close partnership with: (1) the public sector (e.g., USDA, USAID, U.S. land grant universities, and host country governments), (2) the private sector (e.g., trade associations: Qualified State Soybean Boards and U.S. Soybean Export Council), and (3) private voluntary organizations. The Program draws upon the resources and

experience of these partners and the services of a cadre of ASA/WISHH consultants with technical expertise in agricultural, international and commercial development spheres. ASA/WISHH relies on decades of experience in food commercial development and agricultural development programming. The Program takes pride in its growing portfolio of success with U.S. government-funded projects, including USDA (Food for Progress, McGovern-Dole, Global Broad-Based Initiative, Foreign Market Development, Market Access Program, Emerging Markets Program, and Quality Samples Program) and USAID funding in both prime and sub-recipient capacities. ASA/WISHH has also attracted both private sector and other complementary funding sources from various donors to build on and leverage core funding from Qualified State Soybean Boards.

The WISHH program receives funding from the United States Department of Agriculture (USDA) through the Emerging Markets Program (EMP), Market Access Program (MAP), Foreign Market Development Program (FMD), Agriculture Trade Promotion Program (ATP) and the Global Broad-Based Initiative (GBI). WISHH's objective is to increase the international consumption of soy protein in the human, livestock, and aquaculture sectors in new markets and thereby create new opportunities for soybeans and providing higher economic returns to U.S. soybean producers.

3. Project Description

WISHH uses a Supply Chain Partner (SCP) model to gain entry into new African markets. This model starts with the identification of a business with the capacity to import U.S. soy products as well as an ability to identify a market for the products and profit from sales. Depending on the capacity of the SCPs their strategy may be to focus on local value addition or sell the products wholesale to interested entities. WISHH invests in the success of the SCPs by providing technical assistance to them and their customers, facilitating transactions with U.S. suppliers, introducing them to new business opportunities, and promoting the consumption of soy products among the public.

ASA/WISHH currently has active SCPs in Senegal, Ghana, Nigeria, Uganda and Kenya as well as an informal partner company in the Cote d'Ivoire. Key personnel from each SCP entity will be invited to an institutional capacity building workshop to tentatively be held in Kampala, Uganda in October, 2019.

Current program goals include:

- Identify greater roles for soy in sustainable nutrition and development programs where soy can fortify locally available foods in developing countries throughout the world.
- Create new and expanded uses for soybeans and soy products, particularly high-protein products, such as texturized protein, soy flour, soy protein concentrates and isolates.
- Demonstrate the importance of soy nutrition in work with the U.S. Department of Agriculture, the U.S. Agency for International Development and other institutions.
- Promote commercial soy food markets in developing countries with food processing and technology expertise and by raising consumer awareness of health benefits.
- Explore new opportunities for U.S. soybean meal for livestock and aquaculture feeds in developing African markets.

4. Scope of Work

As a part of this program, ASA/WISHH seeks to retain a consultant to perform the following key activities to facilitate the goals of the SCP training:

1. Research background issues that apply to institutional capacity strengthening in sub-Saharan Africa,

2. Survey SCP entities to determine opportunities for institutional strengthening in a business environment,
3. Design an institutional capacity building training program that includes yet not limited to the following topics:
 - a. Lean Management Techniques
 - b. Value Stream Mapping
 - c. Problem Solving
 - d. Strategic Planning
 - e. Team Culture
 - f. Workplace Organization and Visual Systems
4. Provide feedback and recommendations regarding needs of the SCPs as observed in order for future program development by ASA/WISHH.

The training should be designed to help the SCPs achieve their business goals. WISHH has funding to implement these trainings on a yearly basis for three years. The first training should be viewed as an opportunity to establish a baseline and build the capacity of the SCPs with progressively more advanced and relevant training materials to be used in the future. The goal of this program is to build the capacity of the SCPs over a three year period.

Preparation: The trainer will interview trainees to determine the specific needs of each company and the most relevant training topics. The trainer should be available for monthly planning calls with WISHH staff to discuss the progress of the project and coordinate with WISHH staff. The trainer should be able to provide a final agenda for the training three weeks prior to the actual training. WISHH staff will arrange the travel and logistics required for the training to take place overseas.

Implementation: The trainer will be responsible for facilitating a 3 day training based on the above identified topics. The training should be adapted to meet the needs of the group.

Follow-up: Pre and post training surveys should be created to assess the effectiveness of the training. The trainer should be willing to take on additional contracts with WISHH as part of a three year training strategy to build the institutional capacity of SCP participants.

5. Deliverables

1. Proposals must contain at a minimum the specific criteria requested in the Request for Proposal and should be limited to 5 pages. The proposal should include the following sections:
 - a. Company background and relevant experience
 - b. Proposal summary
 - c. Responses to key activities listed in Section 4
 - d. Proposed budget including materials and service fees
 - e. Proposed timeline for meeting deliverables
2. Proposals should be submitted no later than 5:00 pm CST on Tuesday, April 30. To be considered for the award, proposals must be submitted by email to Chris Slempe (cslempe@soy.org).
3. Pre and post workshop questionnaires to be completed two weeks prior to the actual training.
4. All proposals should be submitted with the RFP NUMBER: ATP19-RFP-Africa-03-2019 and your company name in the subject line.

6. Skills/Knowledge

The desired candidate should have at least 10 years of experience providing business trainings to audiences from various professional and cultural backgrounds. The candidate should have practical

experience working in the private sector in addition to being a skilled trainer. Other desirable skills include:

- Excellent communication skills in both verbal and written English
- The ability to convey information accurately and clearly at meetings or in reports, to personnel and clients with different backgrounds or levels of business competency
- Demonstrated skill in leading technical trainings in multi-cultural settings
- The ability to network with SCP companies to identify needs and training possibilities
- Computer literacy and knowledgeable in the use of word processing software as well as in use of the internet
- Willingness to travel to African countries
- Passion for people and the strengthening of private business capacity
- Tolerance for stress
- Proven intercultural communication skills
- Ability to be flexible and meet strict deadlines

7. Notes:

Award: This RFP does not commit the ASA/WISHH to award a contract or to pay any costs incurred in the preparations or submission of proposals, or costs incurred in making necessary studies for the preparation thereof or to procure or contract for services or supplies. The ASA/WISHH reserves the right to reject any or all proposals received in response to this RFP and to negotiate with any of the vendors or other firms in any manner deemed to be in the best interest of the ASA/WISHH. The ASA/WISHH reserves the right to negotiate and award only a portion of the requirements; to negotiate and award separate or multiple contracts for the elements covered by this RFP in any combination it may deem appropriate, at its sole discretion to add new considerations, information or requirements at any stage of the procurement process, including during negotiations with vendors; and reject proposal of any vendor that has previously failed to perform properly or in a timely manner contracts of a similar nature, or of a vendor that, in the opinion of the ASA/WISHH, is not in a position, or is not sufficiently qualified, to perform the contract.

This RFP contains no contractual proposal of any kind, any proposal submitted will be regarded as a proposal by the vendor and not as an acceptance by the vendor of any proposal by the ASA/WISHH. No contractual relationship will exist except pursuant to a written contract document signed by the authorized procurement official of the ASA/WISHH and by the successful vendor(s) chosen by the ASA/WISHH.

Conflict of Interest: All team members must provide a signed statement attesting to a lack of conflict of interest, or disclosing any real or potential conflicts of interest.

Non-Discrimination Statement: In accordance with Federal Law and U.S. Department of Agriculture (USDA) policy, ASA/WISHH prohibits discrimination in its programs and activities against its customers, employees, and applicants for employment on the basis of race, color, national origin, age, disability, sex, gender identity, religion, reprisal, and where applicable, political beliefs, marital status, familial or parental status, sexual orientation or all or part of an individual's income is derived from any public assistance program or activity conducted. ASA/WISHH is an equal opportunity provider and employer.

Questions: Please send questions to Chris Slemp at cslemp@soy.org.