



**The Cluster Competitiveness Activity (CCA) Project in Bosnia and Herzegovina**  
Administered by the Emerging Markets Group, Ltd. as a Contractor for the US Agency for International Development

**Subject: Request for Proposal**

Dear Sir / Madam,

We invite you to submit your best proposal/quotation for the preparation and delivery of:

**“Initial training in  
Quality Management Systems (QMS) for Wood processing companies”**

The quotation must be prepared in accordance with the Terms of Reference, deadlines and other terms and conditions enclosed with this document.

If you have any questions, please contact the person below or those listed on Page 7.

We look forward to receiving your quotation.

Sincerely,

Goran Štefatić

USAID CCA  
Business Finance Team Leader

*Enclosed:*

1. *Statement of Work*
2. *Draft outline of training program “Quality Management Systems for Wood Processing Companies”*

## USAID CCA – Statement of Work

### Preparation and delivery of “Initial training in Quality Management System (QMS) for Wood processing companies”

#### Background

**The Cluster Competitiveness Activity (CCA)**, sponsored by the U.S. Agency for International Development (USAID), is a four year project to assist businesses in two sectors with great potential for economic development in Bosnia and Herzegovina: **wood processing** and **tourism**.

**The goal of the CCA** is to increase the rate of economic growth in BiH by working with its partners in these sectors to raise productivity, profitability, and employment. BiH businesses can help increase prosperity by increasing demand, creating new jobs and raising wages.

**The project assists** groups of firms and their supporting institutions in these sectors to develop and implement plans to innovate, add value, and realize the potential of BiH's abundant resources. CCA provides consulting, training, analysis, information on trade opportunities and support with access to finance. Additionally, the CCA is a leader in the public-private dialogue to improve the overall business environment and to foster the increased competitiveness of BiH businesses.

#### Objective of this assignment

As a part of comprehensive program to assist selected B-H wood processing companies to improve their performance in meeting appropriate quality standards, CCA wishes to engage a suitable Organization to prepare and deliver an Initial Training Course in QMS (the Course) for Wood Processing companies, in order to:

- Improve the companies' understanding of major reasons for development of a QMS according to one of internationally recognized models, as one of major areas of development needed to improve competitiveness and export ability.
- Help companies to understand that building of appropriate Quality Management System is the best way to improve their organization, satisfy the customers' needs and thus increase their competitiveness and their ability to penetrate both domestic and export markets, increasing the probability of long term survival,
- Show to companies' top management that benefits/advantages of building of a consistent QMS are far superior to inherent “disadvantages” related to human and financial resources invested in whole exercise,
- Prepare companies' top management for making a firm decision, at the end of the training, to join the follow up (co-funded) program for comprehensive development of QMS in WP Companies.
  
- *The ultimate objective of this assignment is to encourage Wood processing companies management to make the decision to start the process of developing, implementing and eventually obtaining a certificate of compliance of their Quality Management System with the requirements of ISO 9001:2001 standard.*

### **Format of the proposed training course**

The final format of the “Initial training in QMS for Wood Processing companies” course will be agreed with the organization selected through this tender. At this stage, we expect that the course will take the following format:

<b>Content and scope</b>	<i>See draft content at the end of this document</i>
<b>Duration of the course</b>	<i>Delivery of this training would take one full training day</i>
<b>Participants – the target audience</b>	<i>Owners/General Directors and General Managers of wood products and furniture companies</i>
<b>Groups</b>	<i>Group size - 10 to 15 participants from 5 to 8 companies in each session</i>
<b>Number of groups to be trained</b>	<i>Expected 4 groups</i>
<b>Examples / case studies</b>	<i>Yes – from wood products / furniture businesses (preferably) and/or equivalent.</i>
<b>Location</b>	<i>The training will be delivered by the selected Organization, at specific locations to be decided, in the Una Sana, Srednja Bosna, and Ze-Do cantons.</i>

### **Specific Tasks**

Precise specific tasks to be performed will be agreed and specified taking in account the input of the organization selected through this tender (the Organization). Essential tasks include the following activities:

#### Phase 1

1. Develop a draft schedule, content, format, modules and materials for the Course and obtain CCA approval comprising suggestions for the final version of same,
2. Develop and deliver to CCA the final version of training materials (including one set of presentations, teaching notes, case studies, examples, exercises, handouts and feedback form) needed for the Course, based on the approved version, as per item 1, for final approval,
3. Deliver the Course, based on the approved final version of materials, in Una - Sana kanton, to the first group of participants at a time to be determined by CCA,
4. Provide to CCA copies of all feedback forms filled up and signed by participants,
5. Provide reports on the completion of each contracted phase of the Assignment, in the format provided by CCA.

#### Phase 2

6. Deliver the Course in other locations for follow-up groups of participants, at times to be determined by CCA, and provide the feedback forms after each additional course

## **Roles and Responsibilities**

The Organization shall be responsible for the completion of all tasks from 1 to 6, above and for providing the deliverables listed below.

## **Deliverables**

The Organization shall be responsible for delivery of the following deliverables:

- Training materials (including: schedule, program, presentations in .ppt format and as hard copy, teaching notes, case studies, examples, exercises, handouts, feedback blank form),
- Delivery of the Course in venue and time to be specified by CCA (four Courses in total),
- Filled up feedback forms from all Courses' participants,
- Report on completion of the assignment phases after each delivery.

## **Language**

Training and training materials for the Course shall be delivered in one of the local (BH) languages.

## **Completion date**

This Assignment shall start by end January 2006 and be completed by September 30, 2006.

## **Instructions for bidders**

### ***Information***

The information available to bidders is the following:

- Request for Proposals, including Statement of Work and draft Outline of the training program
- Sample Purchase Order which shall be used as the official contract template between CCA project and the Organization.

### ***Questions***

All questions related to necessary clarifications should be sent to the CCA by January 12, 2005.

### ***Structure of proposal prepared by the Organization***

All bids are to be delivered in the following form:

- Understanding of CCA request (maximum one page)
- Questions and comments regarding the Statement of Work (maximum one page)
- Methodology – short review of number of people involved, time schedule; etc. (two pages maximum)
- Team and allocation of time (two pages maximum)
  - Names of people who will implement the activities and brief (five lines) description of their knowledge and skills
  - Allocation of time to the different people who will implement the activities, specifying tasks and the person / people who will be responsible for each task.
- Information on the organization submitting the bid – status, period in operation, structure, staff, support available (one page maximum)
- References (two pages maximum)
- Short CV for each member of the team (maximum one page for each CV)

- Price breakdown per budget items

**Price**

Bidders shall state the price according to the following instructions:

- *Fixed lump sum price to carry out Tasks 1 to 5 (phase 1).*
- *Fixed lump sum price for each additional Course delivery (phase 2)*

**Sales Tax and VAT**

The prices shall be shown without (excluding) sales tax or Value Added Tax.

**Evaluation criteria**

The criteria and scoring to be used for the evaluation of proposals shall be the following:

<b>Criterion</b>	<b>Sub-criterion</b>	<b>Maximum Score</b>	<b>Subtotal score</b>
Proposal quality	Understanding	3	
	Suitability	10	
	Methodology	10	
	Subtotal		<u>23</u>
Team	Suitability	10	
	Experience (based on submitted CVs and references)	20	
	Time allocation	2	
	Subtotal		<u>32</u>
Organization	Resources	10	
	References	10	
	Subtotal		<u>20</u>
Compliance with bidding instructions	Length	2	
	Information requested	3	
	Subtotal		<u>5</u>
Price	For Phase 1	10	
	For Phase 2	10	
	Subtotal		<u>20</u>
	Total score	<u>100</u>	<u>100</u>

**Deadline for submitting proposals**

All proposals shall be submitted **in English** to one of the addresses stated below by 12 o'clock on the January 20, 2006.

***Intellectual property***

The intellectual property for this training course, all its contents and all the data collected shall be the property of USAID-CCA project, who shall be free to use same for any purpose without any further consideration.

**Address and Contact Information:**

USAID CCA – Sarajevo

Att. to: Svjetlana Vukmirović  
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71000 Sarajevo

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Tel. 033-206-912 / 907

Fax. 033-202-972

USAID CCA – Banja Luka

Att. to: Željka Knežević  
Petra Kočića 33  
78000 Banja Luka

[sknezevic@usaidcca.ba](mailto:sknezevic@usaidcca.ba)

Tel. 051-316-441 / 442

Fax. 051-316-443

## **Outline contents of the “Initial training in QMS for Wood Processing Companies”**

What do you need to attain to become a successful exporting company? (Short overview of the requirements for product security, CE sign, conformance with EU directives and QMS according to recognized standards)

Why develop a QMS based on internationally recognized standards in your company?

- Benefits and advantages

What are available models of up to date QMS?

What is the idea behind the QMS based on ISO9001:2000 requirements?

What are the principles and requirements for a QMS based on ISO9001:2000 standard?

What the Company has to do, and what resources are needed to build and certify a QMS

- Overview of activities and typical draft plan – Gantchart

- Requirement for consultancy support

- Financial resources needed – expenses

  - Internal staff time

  - Other internal costs

  - Cost of external consultancy and certification

  - Financial assistance available – EBRD-BAS and Chamber / CCA etc support

Emphasize role of top management commitment in QMS development

Wrap up of further CCA and local authorities support as introduction to decision making by top management to start the activities by joining the Fund for support to WP&F Companies of USK program.

Help Companies' to bring the Decision at the end of the Course (joint activity with CCA representatives)

Note: Above outline contents is indicative only. Organizations bidding for this project are encouraged to propose other items that might better tackle the Objectives of the Assignment. Proposals will be evaluated taking in account Organizations' contribution to final Course outline and its suitability for its ultimate goal; to stimulate the Companies' management to make the decision to start the QMS development activities.