

REQUEST FOR PROPOSAL (RFP)

SUBMISSION DEADLINE

January 8, 2026 - 12:00 PM SGT (GMT +8)

RFP TITLE: USSEC COUNTRY REPRESENTATIVE (THAILAND)

RFP CONTACT:

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INTRODUCTION:

U.S. Soybean Export Council (USSEC), Inc. formally requests proposals for the costs of engaging a Country Representative to provide professional services for Thailand.

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.

PURPOSE OF RFP:

USSEC's standard practice is to RFP every 3 years in an open and competitive manner. This type of cost analysis and benchmarking will assist in determining the fair market value for the services to be performed and allows USSEC the opportunity to evaluate qualified proposals and select the best contractor for the job based on technical qualifications, related industry experience, managerial abilities, strength of industry connections and contacts and suitable cost and time that matches the needs under this contract.

The purpose of this RFP is to seek proposals for engaging a Country Representative to provide trade and implementation support services for USSEC's initiatives, projects, and activities in Thailand. This includes, but is not limited to, planning, implementing, and managing public and private in-house activities and events that focus on building preference for and increasing exports of U.S. Soy into the country. Overall, the Country Representative will provide strategic direction, administrative and operational support, as well as leadership and representation on behalf of USSEC for all matters that concern, and towards developing, Thailand as a major destination market for U.S. soybeans, soybean meal, and soy products.

BACKGROUND & PURPOSE OF PROJECT:

The Contractor, an independent business entity, will have dual reporting lines to USSEC's Regional Director (SE Asia) and USSEC Executive Director for the whole East Asia region. Based in Bangkok, Thailand, the Contractor will serve as USSEC's Country Representative preserving and expanding USSEC's interests in this market.

As USSEC's Country Representative for Thailand, the Contractor will work closely with USSEC's regional Focus Area Leads (i.e. Animal, Aquaculture, Soy Food and Beverage, Soy Excellence Center, Communications and Value Chain) to implement USSEC's programs and activities for the Thai market. The core responsibility of the Country Representative will be to ensure market access for U.S. Soy – to ensure there is no technical or trade disruption or barriers to the flow of U.S. Soy into the Thai market.

Given the cultural, political, and social variations across different countries/markets, the Contractor's success in promoting U.S. Soy will rely on their ability to establish strong relationships, maintain regular communication, and build trust with key customers, trade representatives, relevant institutions, and government bodies. This will be achieved by understanding and respecting local cultures, customs, and languages. The primary objective is to ensure that USSEC has a proactive and strategic presence in Thailand, facilitating favorable conditions for U.S. Soy exports into the country.

SCOPE (SERVICES) OF WORK:

- The Contractor will represent USSEC in Thailand before food, feed, livestock and other related industry members, associations, and government bodies.
- The Contractor will provide trade and technical support to local agribusinesses, trade organizations, and government bodies and use that interaction/opportunity to achieve USSEC's objectives and to promote U.S. soy.
- The Contractor will conduct essential networking and market intelligence gathering activities that is meaningful to USSEC's mission.
- The Contractor will promote/build strong and positive relationships between USSEC and key local industry and government contacts.
- The Contractor will assist USSEC in compiling accurate customer contact details and industry profiles, gather and evaluate relevant data on soy use in the industry, conduct trade surveys and customer feedback initiatives to benefit or facilitate USSEC's mission.
- The Contractor will fully support USSEC's Technical and Trade Programs and Country-Level activities/events to increase U.S. Soy exports.
- The Contractor will collaborate closely with USSEC Staff and Focus Area Consultants on U.S. Soy marketing events and activities.
- The Contractor will plan and arrange trade and technical visits for USSEC leadership, U.S. Soy Industry Stakeholders, and other Collaborators or as and when requested by USSEC leadership.
- The Contractor will interact with local food, feed and livestock industries, identify key importers using U.S. soy, and support the execution of the Unified Export Strategy (UES) and other initiatives under USSEC's management.
- The Contractor will ensure key industry representatives attend major regional conferences and events that is organized or backed by USSEC.
- The Contractor must meet all agreed Services, Deliverables, and KPIs in accordance with the

Master Agreement and Addendum. They will maintain USSEC's Core Values and project a respectable representation of USSEC and of the U.S. Soy Industry as a whole.

- The Contractor will not participate in any events or activities that conflict with USSEC's mission, goals and objectives.
- The Contractor will be relied upon to provide their insights and input towards future U.S. Soy market development programs.
- The Contractor must stay well informed about the country's overall commercial environment and its driving factors, and equally important the state of its agricultural industry and developments.
- The Contractor will play a crucial role in fostering and facilitating collaborative Initiatives and partnerships with relevant stakeholders in the soy industry. They will actively engage with industry associations, government bodies, research institutions, and other key players to build strong relationships.
- The Contractor will communicate and work closely with USSEC's Project Support Specialists Teams, Accounting and Compliance Teams, Focus Area Teams, while reporting directly to the Regional Director and Executive Director.

ADDITIONAL CONSIDERATION (if applicable)

Additional Considerations to include any specific information regarding the proposal that could affect the Prospective Contractors ability to submit a proposal.

DELIVERABLES:

Completion Date (Cannot be outside the contract term dates)	Description of Deliverables
January 15, 2026, to September 30, 2026 Monthly Report	<p>The Contractor is required to submit an invoice and a monthly report to USSEC management in a prescribed format. The monthly report serves as a comprehensive update on the Contractor's activities, with a focus on their engagement with industry contacts and dedication to promoting sustainability. It enables management to assess progress, identify areas for improvement, evaluate deliverables, and ensure alignment with the contract's objectives.</p> <p>The monthly report will include, but not be limited to, the following details:</p> <ol style="list-style-type: none">1. List of Activities and Achievements: The Contractor will provide a summary of their activities, efforts, and achievements during the month.2. Interactions with Soy Industry Contacts: This section will highlight the Contractor's engagements and interactions with key stakeholders in the Soy industry, including meetings, discussions, collaborations, and notable outcomes.

	<ol style="list-style-type: none"> 3. Sustainability Efforts: The report will showcase the Contractor's actions to promote sustainability within the industry, covering environmental conservation, social responsibility, and sustainable practices in soy production and utilization. The impact and results achieved through these initiatives will be outlined, if applicable. 4. Market Updates and Developments: Timely reporting of the latest market updates and developments will be included, with a specific focus on events that impact the trade and preference for U.S. Soy. 5. Observations and Recommendations: The Contractor will provide observations and recommendations on programs, activities, trade issues, and marketing strategies. 6. Handling Communications: The report will detail how the Contractor handles communications related to inquiries and questions from U.S. exporters, importers, processors of U.S. soy, trade organizations, and government officials regarding the application, availability, and sourcing of soybeans and soybean products from the U.S. 7. Monthly Plan of Work: A monthly Plan of Work for the upcoming month/quarter will be created and shared with management upon request. In certain circumstances, a weekly plan of work may be necessary and required by the Regional Director. 8. Budget Tables: Budget tables with the latest investment estimates for projects and activities under the Contractor's responsibility will be submitted. 9. Reviews and Recommendations: The Contractor will offer reviews, observations, and recommendations on programs, activities, action on trade issues, and marketing strategies as required.
<p>January 15, 2026, to September 30, 2026</p> <p>Core Deliverables</p>	<ol style="list-style-type: none"> 1. The Contractor will contribute, facilitate, and support the achievement of USSEC's Corporate Goals and Objectives. 2. The Contractor will proactively engage with at least 30 influential and key industry decision-makers in Southeast Asia and Oceania annually. 3. The Contractor will regularly compile a comprehensive and updated contact list for integration into USSEC's CRM and Content Management systems. 4. The Contractor will provide concise summaries and actionable recommendations for the next steps to be taken within a week after each customer meeting. 5. The Contractor will assist USSEC management to achieve USSEC's focus on promoting the Soy Sustainability Assurance Protocol (SSAP) and U.S. Soy Sustainable Seal adoption in the region. 6. The Contractor will deliver engaging and informative presentations at virtual workshops, seminars, and conferences, promoting U.S. Soy, addressing industry challenges, and fostering preference for U.S. Soy to boost exports. Frequency to be aligned with USSEC's Corporate Goals and Objectives.

	7. The Contractor will prepare comprehensive market reports and management reports, providing valuable insights into market dynamics, competitor analysis, and progress on USSEC's initiatives etc. for informed decision-making and continuous improvement.
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PROJECT TIMELINE:

*Our expectation is for the **USSEC COUNTRY REPRESENTATIVE (THAILAND)** to last from **January 15, 2026, to September 30, 2026** (or be completed by a certain date). We are asking that the Project Proposal include details about what the proposed timeline and scope would look like.*

RFP TIMELINE:

- **RFP Distribution:** December 18, 2025
- **Last Day to Submit Questions:** January 5, 2026, by 5:00PM SGT (GMT +8)
- **Project Proposals Due:** January 8, 2026, by 12:00 PM SGT (GMT +8)
- **Selections Made By:** January 12, 2026
- **Prospective Contractors Notified By:** January 13, 2026

INSTRUCTIONS:

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

1. Please email the proposal to RFP@USSEC.ORG; SLAU@USSEC.ORG and CHATAN@CT.USSEC.ORG by **January 8, 2026 - 12:00 PM SGT (GMT +8)**.
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.
4. Resumes for each of the Prospective Contractor's personnel assigned to work directly on the implementation of the contract.
5. Provide a minimum of two names and contact information for other similarly sized clients for reference purposes.
6. 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 doing the work.
7. 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 learn 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:

- ✓ Smith Bucklin-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, audiotape, 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.

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.