

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Ministry of Fisheries, Marine Resources and Agriculture
Male', Republic of Maldives



Ministry of Fisheries, Marine Resources, and Agriculture

Expression of Interest

(by the consulting firm in response to the REOI
issued by the procuring entity)

for

Consultancy Service for Developing and Conducting Business
Management and Entrepreneur Skill Training

Ref No: MAP/CS/2023/22

Submission date: 01st November 2023

Foreword

This document has been prepared by Project Implementation Unit of Ministry of Fisheries, Marine Resources and Agriculture and is based on the 1st edition of the IFAD-issued standard procurement document for expression of interest available at www.ifad.org/project-procurement. This bidding document is to be used for the procurement of services using Quality Cost Based Selection in projects financed by IFAD.

IFAD does not guarantee the completeness, accuracy or translation, if applicable, or any other aspect in connection with the content of this document.

Instructions to Consultants¹

Reference Number: MAP/CS/2023/22

01st November 2023

Consultancy Service for Developing and Conducting Business Management and Entrepreneur Skill Training

1. The Government of Maldives has received financing from the International Fund for Agricultural Development (“the Fund” or “IFAD”) towards the cost of Maldives Agribusiness Programme (“the client” or “procuring entity”), and intends to apply part of the proceeds for the recruitment of consulting services, for which this REOI is issued.

The use of any IFAD financing shall be subject to IFAD’s approval, pursuant to the terms and conditions of the financing agreement, as well as IFAD’s rules, policies and procedures. IFAD and its officials, agents and employees shall be held harmless from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any party in connection with Maldives Agribusiness Programme.

2. The client now invites expressions of interest (EOIs) from legally constituted consulting firms (not individual consultants) (“consultants”) to provide Consultancy Service for Developing and Conducting Business Management and Entrepreneur Skill Training. More details on these consulting services are provided in the preliminary terms of reference (PTOR) attached as **Annex 1**. The consultant may sub-contract selected activities provided that said services do will not exceed 20% of the total consultancy work.
3. Before preparing its EOIs, the consultant is advised to review the preliminary terms of reference attached as **Annex 1**, which describe the assignment and **Annex 2** that details the evaluation of the technical qualifications.
4. The consultant shall not have any actual, potential or reasonably perceived conflict of interest. A consultant with an actual, potential or reasonably perceived conflict of interest shall be disqualified unless otherwise explicitly approved by the Fund. A consultant including their respective personnel and affiliates are considered to have a conflict of interest if they a) have a relationship that provides them with undue or undisclosed information about or influence over the selection process and the execution of the contract, b) participate in more than one EOI under this procurement action, c) have a business or family relationship with a member of the client’s board of directors or its personnel, the Fund or its personnel, or any other individual that was, has been or might reasonably be directly or indirectly involved in any part of (i) the preparation of this expression of interest, (ii) the selection

¹ This document refers to legally constituted consulting firms as “consultant”.

process for this procurement, or (iii) execution of the contract. The consultant has an ongoing obligation to disclose any situation of actual, potential or reasonably perceived conflict of interest during preparation of the EOI, the selection process or the contract execution. Failure to properly disclose any of said situations may lead to appropriate actions, including the disqualification of the consultant, the termination of the contract and any other as appropriate under the IFAD Policy on Preventing Fraud and Corruption in its Projects and Operations².

5. All consultants are required to comply with the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations (hereinafter, "IFAD's Anticorruption Policy") in competing for, or in executing, the contract.
 - a. If determined that a consultant or any of its personnel or agents, or its sub-consultants, sub-contractors, service providers, suppliers, sub-suppliers and/or any of their personnel or agents, has, directly or indirectly, engaged in any of the prohibited practices defined in IFAD's Anticorruption Policy or integrity violations such as sexual harassment, exploitation and abuse as established in IFAD's Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse³ in competing for, or in executing, the contract, the EOI may be rejected or the contract may be terminated by the client.
 - b. In accordance with IFAD's Anticorruption Policy, the Fund has the right to sanction firms and individuals, including by declaring them ineligible, either indefinitely or for a stated period of time, to participate in any IFAD-financed and/or IFAD-managed activity or operation. The Fund also has the right to recognize debarments issued by other international financial institutions in accordance with its Anticorruption Policy.
 - c. Consultants and any of their personnel and agents, and their sub-consultants, sub-contractors, service providers, suppliers, sub-suppliers and any of their personnel and agents are required to fully cooperate with any investigation conducted by the Fund, including by making personnel available for interviews and by providing full access to any and all accounts, premises, documents and records (including electronic records) relating to this selection process or the execution of the contract and to have such accounts, premises, records and documents audited and/or inspected by auditors and/or investigators appointed by the Fund.
 - d. Consultants have the ongoing obligation to disclose in their EOI and later in writing as may become relevant: (i) any administrative sanctions, criminal convictions or temporary suspensions of themselves or any of their key personnel or agents for fraud and corruption, and (ii) any commissions or fees paid or to be paid to agents or other parties in connection with this selection process or the execution of the contract. As a minimum, consultants must

² The policy is accessible at www.ifad.org/anticorruption_policy.

³ The policy is accessible at <https://www.ifad.org/en/document-detail/asset/40738506>.

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disclose the name and contact details of the agent or other party and the reason, amount and currency of the commission or fee paid or to be paid. Failure to comply with these disclosure obligations may lead to rejection of the EOI or termination of the contract.

- e. Consultants are required to keep all records and documents, including electronic records, relating to this selection process available for a minimum of three (3) years after notification of completion of the process or, in case the consultant is awarded the contract, execution of the contract.
6. The Fund requires that all beneficiaries of IFAD funding or funds administered by IFAD, including the client, any consultants, implementing partners, service providers and suppliers, observe the highest standards of integrity during the procurement and execution of such contracts, and commit to combat money laundering and terrorism financing consistent with IFAD's Anti-Money Laundering and Countering the Financing of Terrorism Policy.⁴
7. **Procedure:** the selection process will be conducted using Quality Cost Based Selection as laid out in the IFAD Procurement Handbook that can be accessed via the IFAD website at www.ifad.org/project-procurement. The client will evaluate the EOIs using the criteria provided in **Annex 2**. The shortlisted consultant(s) will be provided with the detailed TORs and asked to submit a detailed technical and financial offer. The evaluation will include a review and verification of qualifications and past performance, including a reference check, prior to the contract award.
8. Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
9. Any request for clarification on this EOI including the PTOR should be sent via e-mail to the address below no later than 08th November 2023, 10:00hrs (GMT+5). The client will provide responses to all clarification requests by 12th November 2023, 15:00hrs (GMT+5).
10. **Submission Procedure:** please submit your expression of interest using the forms provided for this purpose. Your EOI should comprise one (1) original copy of each EOI form annexed to this document. EOIs shall be submitted to the address below no later than 15th November 2023, 14:00hrs (GMT+5).

Maldives Agribusiness Programme
Project Implementation Unit
Ministry of Fisheries, Marine Resources and Agriculture
Attn: Shazin Mukhthar Rushdhy / Procurement Specialist
5th Floor, M. Hazaarumaage, Fareedhee Magu,

⁴ The policy is accessible at <https://www.ifad.org/en/document-detail/asset/41942012>.

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Male', Republic of Maldives

Tel: +960 3033410

Fax: +960 3326558

E-mail: shazin.mukhthar@fishagri.gov.mv

Yours sincerely,



Shafana Rasheed

Project Director

Project Implementation Unit, Ministry of Fisheries, Marine Resources and Agriculture

Form EOI-1

EOI Submission Form

[Location, date]

[Authorized official]

Re: Consultancy for Developing and Conducting Business Management and Entrepreneur Skill Training

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We, the undersigned, declare that:

1. We are expressing our interest in providing the consulting services for the above-mentioned assignment and have no reservations to the REOI, the instructions to the consultants and any addenda thereto.
2. Our expression of interest is open for acceptance for a period of ninety (90) days.
3. Our firm, its associates, including any subcontractors or suppliers for any part of the contract, have not been declared ineligible by the Fund and have not been subject to sanctions or debarments under the laws or official regulations of the client's country or not been subject to a debarment recognized under the Agreement for Mutual Enforcement of Debarment Decisions (the "Cross-Debarment Agreement")⁵, beyond those declared in paragraph 9 of this EOI submission form.
4. We acknowledge and accept the IFAD Revised Policy on Preventing Fraud and Corruption in its Activities and Operations. We certify that neither our firm nor any person acting for us or on our behalf has engaged in any prohibited practices as provided in ITC Clause 6. Further, we acknowledge and understand our obligation to report to anticorruption@ifad.org any allegation of prohibited practice that comes to our attention during the selection process or the contract execution.
5. No attempt has been made or will be made by us to induce any other consultant to submit or not to submit an EOI for the purpose of restricting competition.
6. We acknowledge and accept the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse. We certify that neither our firm nor any person acting for us or on our behalf has engaged in any sexual

⁵ The Cross-Debarment Agreement was entered into by the World Bank Group, the Inter-American Development Bank, the African Development Bank, the Asian Development Bank and the European Bank for Reconstruction and Development, additional information may be located at: <http://crossdebarment.org/>.

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harassment, sexual exploitation or abuse. Further, we acknowledge and understand our obligation to report to ethicsoffice@ifad.org any allegation of sexual harassment, sexual exploitation and abuse that comes to our attention during the selection process or the contract execution.

7. The following commissions, gratuities, or fees have been paid or are to be paid with respect to the selection process: *[Insert complete name of each recipient, its full address, the reason for which each commission or gratuity was paid and the amount and currency of each such commission or gratuity.]*

Name of Recipient	Address	Reason	Amount	Currency

(If none has been paid or is to be paid, indicate "none.")

8. We declare that neither our consulting firm nor any of its directors, partners, proprietors, key personnel, agents, sub-consultants, sub-contractors, consortium and joint venture partners have any actual, potential or perceived conflict of interest as defined in ITC Clause 5 regarding this selection process or the execution of the contract. *[insert if needed: "other than the following:" and provide a detailed account of the actual, potential or perceived conflict].* We understand that we have an ongoing disclosure obligation on such actual, potential or perceived conflicts of interest and shall promptly inform the client and the Fund, should any such actual, potential or perceived conflicts of interest arise at any stage of the procurement process or contract execution.
9. The following criminal convictions, administrative sanctions (including debarments) and/or temporary suspensions have been imposed on our consulting firm and/or any of its directors, partners, proprietors, key personnel, agents, sub-consultants, sub-contractors, consortium and joint venture partners:

Nature of the measure (i.e., criminal conviction, administrative sanction or	Imposed by	Name of party convicted, sanctioned or suspended (and relationship to	Grounds for the measure (i.e., fraud in procurement or corruption in	Date and time (duration) of measure

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temporary suspension)		the consultant)	contract execution)	

If no criminal convictions, administrative sanctions or temporary suspensions have been imposed, indicate “none”.

10. We acknowledge and understand that we shall promptly inform the client about any material change regarding the information provided in this EOI submission form.
11. We further understand that the failure to properly disclose any of information in connection with this EOI submission form may lead to appropriate actions, including our disqualification as consultant, the termination of the contract and any other as appropriate under the IFAD Policy on Preventing Fraud and Corruption in its Projects and Operations.
12. We understand that you are not bound to accept any EOI that you may receive.

[Authorized signatory]

[Name and title of signatory]

[Name and address of firm]

Form EOI-2 **Organization of the Consultant**

Re: Consultancy for Developing and Conducting Business Management and Entrepreneur Skill Training

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[Provide a brief description of the background and organization of your firm/entity and of each associated firm for this assignment. Include the organization chart of your firm/entity. The EOI must demonstrate that the consultant has the organizational capability and to carry out the assignment. The qualifications document shall further demonstrate that the consultant has the capacity to field and provide experienced replacement personnel on short notice. Key staff CVs are not required at the shortlisting stage.]

Name of the firm	
Date of establishment	
Country of registration	
Full address of the firm	
Focal point: name, position, contact information (telephone, email):	Name:
	Tel:
	Email:
Number of branches in the country	
Country(ies) of operations with number of branches in each country	
Number of full-time employees	
Number of part-time employees	
Field(s) of expertise of the firm	
Number of professional staff with experience related directly to the assignment	
Subsidiary and associated companies (wherever applicable):	

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(details in the following format to be provided for all associates) – (i) Name of the company (ii) Nature of business (iii) Address of the company (iv) Website of the company (v) Brief description of company (maximum of 120 words)	
Any other information that the consultant would like to add:	

Maximum 10 pages

Form EOI-3

Experience of the Consultant

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[Using the format below, provide information on each relevant assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under the preliminary terms of reference included in this EOI. The EOI must demonstrate that the consultant has a proven track record of successful experience in executing projects similar in substance, complexity, value, duration, and volume of services sought in this procurement.]

Maximum 20 pages

Assignment name:	Approx. value of the contract (in MVR):
Country: Location within country:	Duration of assignment (months):
Name of client:	Total No. of staff-months of the assignment:
Address, and contact details (including email address(es)):	Approx. value of the services provided by your firm under the contract (in MVR):
Start date (month/year): Completion date (month/year):	No. of professional staff-months provided by associated consultants:
Name of associated consultants, if any:	Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader):
Narrative description of project:	

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Description of actual services provided by your staff within the assignment:

Name of Firm: _____

ANNEX 1

PRELIMINARY TERMS OF REFERENCE

Re: Consultancy for Developing and Conducting Business Management and Entrepreneur Skill Training

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1. Client

The client for this assignment is the Project Implementation Unit (PIU) under the Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA).

2. Country background

The Agriculture and Fisheries industry have been crucial for the livelihoods of Maldivians for generations, especially for those living in the Island Communities. Both industries have been playing a vital role in developing the economy by ensuring food security and decreasing the dependency on imports. The agriculture sector's contribution from a livelihood and employment perspective is significant and it is vital to the economy in terms of its economic and social welfare value. The contribution of the agricultural sector to Maldives' GDP is relatively low, averaging around 1.3% which indicates that the agricultural sector remains underdeveloped with fragmented production and market systems

The strategies to develop the agriculture sector include strengthening agricultural value chains and the productive capacity of farmers, increasing the role of agriculture in achieving food safety and food security, mainstreaming sustainable agricultural practices, strengthening institutional coordination, policy and regulatory framework of the sector and strengthening research in alternative agricultural technologies.

In the Maldives, basic agricultural information concerning land utilization, area planted, crop production and yield statistics livestock numbers and production etc. are lacking. This lack of reliable agricultural statistics has made planning, policy analysis and

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formulation of development projects very difficult for the Ministry, NGOs and donor agencies.

3. Background on project

The Government of Maldives (GoM) through the Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA) is initiating the implementation of the Maldives Agribusiness Programme (MAP) with the support of International Fund for Agriculture Development (IFAD). The Project Implementation Unit (PIU) set up within the MoFMRA will manage the Program in accordance with the guidelines provided by the design report, implementation manual and under the guidance of the project steering committee and IFAD supervision missions.

The main aim of MAP is to enable small farmers in the Program area to sustainably enhance their production levels, increase income, secure food and nutrition for their household demands, and deliver produce to connected markets.

The Programme will be of nation-wide scale, covering all regional and sub-regional hubs, clusters and islands where agriculture is undertaken by small farmers. The main Programme hubs for Programme activities are in region 1-3 are Haa Alif Hoarafushi for region 1, Haa Dhaalu Vaikaradhoo for region 2, and Shaviyani Milandhoo for region 3. Each of these hubs will serve 8, 9 and 9 inhabited agriculture islands respectively. Specifically, under different technical components:

- Component 1 of Enabling policy, institutions, and services will be nationwide in scope covering all 19 atolls, 21 regions covering 188 inhabited islands of these 98 are inhabited where agriculture is practiced on around 800 registered hectares. Also belonging to the Programme area are 50 uninhabited islands leased for commercial agricultural purposes, with a total of 956 hectares of land of which 24 islands are actively doing agriculture on 582 hectares of land.
- Component 2 of Climate smart production will initially focus on region 1-3, covering 3 atolls and 40 inhabited islands. Of these, 26 are inhabited agriculture islands with 280 hectares of registered land cultivated by 2,150 registered farmers, and 85 hectares cultivated by 645 non-registered farmers. Within this

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production area there are 6 active commercial islands cultivating a total of 250 hectares.

- Component 3 of Market connection will initially focus on regions 1-3 during the first two years and then expand to regions 4-7 and eventually cover the whole country.

4. Background of the assignment

MAP is looking for a qualified consultant to custom design and conduct Business Management training for farmers and community members in 12 islands of the project in Haa Alif, Haa Dhaalu, and Shaviyani. MAP has been supporting farmers by conducting technical training, basic agricultural training and also providing extension services through technical staff. It is also an objective of MAP to form informal farmers groups in the target islands by forming Island farmers Forum (IFF), in the hope that eventually IFF's will be registered bodies. Although technical training is being delivered, IFF's and other farmers lack business and financial literacy for them to go further and develop. Hence the overall assignment will be to deliver training to improve the capacity of farmers in developing their businesses while acquiring entrepreneurship skills.

5. Overall objectives

The goal of the training is to improve the knowledge and skills of farmers with business ideas about entrepreneurship and business development to help create, expand, and run successful business activities. In other words, it is to equip them with the necessary knowledge and Skills required for them to be successful entrepreneurs. The Business Management training will build capacity of farmers in preparing financial statements, sales, and marketing strategies and gain business and entrepreneurship skills that are anticipated to have a positive impact on farmers' and IFF's development and growth.

6. Objectives of the assignment

On completion of this series of workshops, all participants should:

- Be able to identify and develop their business idea
- Be able to assess the feasibility of their business idea
- Be equipped to draft business proposals and plans

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- Be able to strategize for the growth of their business (e.g. vision, strategy, plans, stages, goals, time management, resource requirements, etc.)
- Be knowledgeable of marketing fundamentals, tools and strategies (e.g. client profile, market research, branding, value proposition, social media plan, etc.)
- The approach for training should focus on practical knowledge for example digital marketing or any other that would improve the digital literacy which would help better understand and utilize marketing tools.
- Be able to plan and manage finances of their businesses (e.g. cashflow, balance sheets, profit and loss statements, pricing strategies, bookkeeping, budgeting, etc.)
- Improve knowledgeable on what it takes to innovate and make their business competitive in the local market

7. Scope of work

Under the overall supervision and guidance of MAP, the training provider will perform the following specific tasks. The plan should be time-bound and show clear achievable targets within defined timelines.

- Conduct a pre-assessment with interested Farmers to assess their level of understanding and knowledge gaps. (Although the trainings will be targeted at IFF's and other farmers, pre-assessment can be conducted with IFF's or through focus group discussions with farmers and other relevant bodies in the islands. It could also be conducted through telephone which may help to expedite and start the trainings as soon as possible.)
- Based on the results of the pre-assessment, design a customized training plan for Farmers and host community entrepreneurs. This plan must include a summary of pre-assessment results, proposed workshop strategy and design, intended learning goals, outcomes, modules, materials, types of training activities, sessions, names and credentials of facilitators, strategy for farmer engagement, communication, and follow-up, total amount of contact hours, proposed dates, and times.
- Identify an accessible location for the conduct of in-person training workshops.

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- Handle all logistics regarding the preparation and setting-up of materials and resources needed for the hosting of the training. This includes attendance register, refreshments, stationery, printed templates/resources (e.g. business development proposals and plans) for use by participants.
- Create assessment tools and administer feedback forms to monitor and evaluate participants' acquisition of new skills and knowledge as well as engagement in the training program.

8. Schedule of deliverables

The expected end product of this assignment will be a

1. An inception report after an inception meeting detailing the proposed implementation for this assignment with input from PIU and MoFMRA.
2. Methodology and training schedules based on the pre-assessment report
3. Final methodology and training schedules based on feedback from PIU and MoFMRA.
4. Training manuals and materials which will be property of PIU/MoFMRA and which will be used for future trainings.
5. Conduct and Facilitate Training programs in 12 project islands
6. Evaluate the training
7. Final report on the implementation of the tasks after completion of the trainings

9. Consultant's Qualifications and Experience

Key expert 1: Business Development Specialist

Qualifications and skills

- Master in Business Management or Marketing, or similar.
- Extensive Experience in completing trainings for organization

General professional experience

- Demonstrated a high level of professionalism and an ability to work independency and in high-pressure situations under tight deadlines
- Well familiar with Maldives context and agribusiness sector
- Experience on developing of business plan preferably for the promotion of agribusiness and sustainable services

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- Previous experience in designing of curriculum materials, lesson plans, assessments, and learning objectives for trainings or workshops
- Should have excellent communication skills and be proficient in both written and spoken English & Dhivehi
- A well-organized and self-directed individual with sound technical skills, analytical ability, good judgment, and strong operational focus.

Specific professional experience

- Should have the ability to communicate effectively and appropriately with different levels of government officials, private sector agencies and relevant stakeholders
- Should have had previous experience working with multi-lateral development institutions in implementing donor-funded projects. A sound understanding of development projects would be an added advantage
- Actual experience in enterprise development and business management

Key expert 2: Market Specialist

Qualifications and skills

Bachelor's Degree in Marketing or Agriculture Economics (Marketing) or any related areas

General professional experience

- Well familiar with Maldives context and agribusiness sector
- Demonstrated experience in SME's marketing and market development of agricultural or similar category of product/service.
- Should have excellent communication skills and be proficient in both written and spoken English & Dhivehi
- An extremely well organized and self-directed individual with sound technical skills, analytical ability, good judgment, and strong operational focus

Specific professional experience

- A well organized and self-directed individual with sound technical skills, analytical ability, good judgment, and strong operational focus

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- Should have the ability to communicate effectively and appropriately with different levels of government officials, private sector agencies and relevant stakeholders
- Exceptional ability to analyze market trends and competitor behavior.
- Analyzing skill sets and organizational structures required of different groups of functionaries in a multi-dimensional set-up preferably agribusiness or value chain

10. Project coordination

10.1. Consultant shall operate under the overall guidance and supervision of the Project Director, direct technical guidance and operational support and direct supervision from the PIU, technical guidance from IFAD, in close collaboration with MoFMRA and in consultation with the relevant national stakeholders.

11. Services and facilities to be provided by client

- 11.1. Full cooperation in facilitating the Services
- 11.2. Assistance required on the client's part in obtaining relevant permissions from authorities (if necessary) to carry out the Services.
- 11.3. Available relevant data and information requested by the Consultant that are deemed by client to be useful to planning and carrying out the Services.

12. Services and facilities to be provided by the consultant

- 12.1. The Consultant shall carry out all the Services using own material, labour and equipment. Logistics of labour, equipment and tools shall be arranged by the Consultant.
- 12.2. The Consultant shall ensure that their personnel always carry themselves in good behavior and maintain a cordial friendly atmosphere with other personnel including employees of MoFMRA, MAP, and other organizations.
- 12.3. The Consultant shall provide professional, objective, and impartial advice, at all times holding the client's interest's paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work. The Consultant has an obligation to disclose to the client any situation of actual or potential conflict that impacts its capacity to serve the best interest of the client.

ANNEX 2

SHORTLISTING CRITERIA

Criteria	Points
Registered Firm	Max 20
<i>Certificate of Registration</i>	20
General Experience	Max 20
<i>Firm has been active for past 3 years</i>	20
Specific Experience	Max 60
<i>Experience in the undertaking of design and conducting Business Management training</i>	20
<i>Experience in preparing customized training plans, manuals and materials</i>	20
<i>Experience in community & Stakeholder engagements</i>	20
Minimum score of 70% is required to qualify for the RFP	