

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Ministry of Agriculture and Animal Welfare  
Male', Republic of Maldives



# Ministry of Agriculture and Animal Welfare

## Expression of Interest

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

for

Consultancy Service for Strategic Direction and Policy Assessment  
of Agriculture Sector

Ref No: MAP/CS/2024/09

Submission date: 10<sup>th</sup> September 2024

# Foreword

This document has been prepared by Project Implementation Unit of Ministry of Agriculture and Animal Welfare 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](http://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 Consultants<sup>1</sup>**

**Reference Number: MAP/CS/2024/09**

27<sup>th</sup> August 2024

### **Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector**

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 Strategic Direction and Policy Assessment of Agriculture Sector in the Maldives. 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 process for this procurement, or (iii) execution of the contract. The consultant has

<sup>1</sup> This document refers to legally constituted consulting firms as “consultant”.

## Maldives Agribusiness Programme

Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector (Ref no: MAP/CS/2024/09)

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 Operations<sup>2</sup>.

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 Abuse<sup>3</sup> 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 disclose the name and contact details of the agent or other party and the

<sup>2</sup> The policy is accessible at [www.ifad.org/anticorruption\\_policy](http://www.ifad.org/anticorruption_policy).

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

## Maldives Agribusiness Programme

Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector (Ref no: MAP/CS/2024/09)

- 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.<sup>4</sup>
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](http://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 01<sup>st</sup> September 2024, 10:00hrs (GMT+5). The client will provide responses to all clarification requests by 04<sup>th</sup> September 2024, 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 10<sup>th</sup> September 2024, 14:00hrs (GMT+5).

Maldives Agribusiness Programme

Project Implementation Unit

**Ministry of Agriculture and Animal Welfare**

**Attn:** Shazin Mukhthar Rushdhy / Procurement Specialist

5<sup>th</sup> Floor, M. Hazaarumaage, Fareedhee Magu,

Male', Republic of Maldives

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

## Maldives Agribusiness Programme

Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector (Ref no: MAP/CS/2024/09)

---

**Tel:** +960 3033410

**Fax:** +960 3326558

**E-mail:** [shazin.mukhthar@agriculture.gov.mv](mailto:shazin.mukhthar@agriculture.gov.mv)

Yours sincerely,

**Shafana Rasheed**

Project Director

Project Implementation Unit, Ministry of Agriculture and Animal Welfare

## **Form EOI-1**

### **EOI Submission Form**

*[Location, date]*

*[Authorized official]*

### **Re: Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector**

Ref: MAP/CS/2024/09

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")<sup>5</sup>, 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](mailto: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

<sup>5</sup> 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/>.

**Maldives Agribusiness Programme**

Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector (Ref no: MAP/CS/2024/09)

harassment, sexual exploitation or abuse. Further, we acknowledge and understand our obligation to report to [ethicsoffice@ifad.org](mailto: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



## Maldives Agribusiness Programme

Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector (Ref no: MAP/CS/2024/09)

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 Service for Strategic Direction and Policy Assessment of Agriculture Sector**

Ref: MAP/CS/2024/09

*[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):	



## Form EOI-3

### Experience of the Consultant

#### **Re: Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector**

Ref: MAP/CS/2024/09

*[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:	

## Maldives Agribusiness Programme

Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector (Ref no: MAP/CS/2024/09)

---

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

Name of Firm: \_\_\_\_\_

## ANNEX 1

### **PRELIMINARY TERMS OF REFERENCE**

#### **Re: Consultancy for Strategic Direction and Policy Assessment of Agriculture Sector**

Ref: MAP/CS/2024/09

#### **1. Client**

The client for this assignment is Project Implementation Unit (PIU) under the Ministry of Agriculture and Animal Welfare (MoAAW).

#### **2. Background**

The mission of the Ministry of Agriculture and Animal Welfare of the Maldives is to strengthen the Agriculture Sector through enhancing the capacities of crop and livestock farmers/enterprises and improving the value of agricultural produce / products by linking the farmers to market in order to achieve national food security and socio-economic development, whilst safeguarding the health and welfare of animals. Higher vision is to transform agriculture sector into a sustainably managed and market-oriented system that contributes to socio-economic growth and sustainable use of natural resources while maintaining the rights of animals. The agriculture sector is a significant contributor to accelerating progress under SDG 1, 2 and 5. The Maldives SDG roadmap report published in February 2022 notes that while good progress has been made on international poverty targets (1.1), focused efforts are required to accelerate progress on small-scale food producers (target 2.3), malnutrition (target 2.2) and sustainable agriculture (target 2.4).

Even though Agriculture is crucial to economic growth of the country, contribution of the agriculture sector to the GDP is low compared to other sectors such as Tourism. There are several challenges and issues before the sector including food security, nutrition, livelihoods, animal health, climate change, and environmental degradation and biodiversity. Policy interventions are important to address these issues and make a positive impact on the lives of the communities and people working in the agriculture sector.

#### **3. Background of the assignment**

The first National Fisheries and Agricultural Policy (NFAP), was formulated in 2019 by the Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA) of the Republic of Maldives with the help of Food and Agriculture organization of the United Nations.

## Maldives Agribusiness Programme

Consultancy Service for Strategic Direction and Policy Assessment of Agriculture Sector (Ref no: MAP/CS/2024/09)

---

The 10-year national plan focused on developing the fisheries sector (i.e., oceanic fisheries, reef fisheries, aquaculture and post-harvest sub-sectors) as well as all crop and animal production systems encompassing the agriculture sector. The plan was formulated at that time to address current and potential future challenges in both fisheries and agriculture sector.

The current NFAP lacks some key responsibilities that are in the new mandate. In this regard Ministry wishes to hire a consultant to identify these gaps in the agriculture and animal welfare sector and identify areas for new policy interventions.

### 4. Overall objectives

**The Programme goal** is to elevate the importance of agriculture sector through increasing its contribution to the economy and by bringing positive changes to the livelihoods of those working in the agriculture and animal welfare sector.

**The development objective** is to bring positive changes to the agriculture sector through policy interventions. This objective will be achieved through setting a new strategic direction and improvements in the existing policies, development of new laws and regulations to strengthen the institution and the services, to enhance food security and nutrition, to promote sustained uptake and investment in climate-resilient agricultural technologies, develop animal welfare and animal husbandry, increase access to financing and markets, and ensure agricultural transformation is environmentally sustainable and biodiversity friendly.

### 5. Objectives of the assignment

The PIU wishes to contract a consultant to work in close consultation with Ministry of Agriculture and Animal Welfare (MoAAW), relevant ministries and stakeholders to develop a Strategic Direction and Policy Assessment of Agriculture Sector for the next 10 years.

The consultant should identify current gaps in policy and regulatory framework and needs for main policy interventions for the agriculture and animal welfare sector to ensure climate-smart, sustainable, nutrition-sensitive and profitable good agricultural practices. Hence, the ministry wishes to hire a consultant to address these changes in the new mandates and reflect them in the NFAP document. The Consultant is expected to review the National Fisheries and Agricultural Policy 2019 – 2029, other sectoral documents and the new mandate of the Ministry of Agriculture and Animal Welfare to identify the policy gaps and recommend additional/revised policies to address these gaps. The Consultant should have a final validation workshop to present their findings/recommendations to key stakeholders.

## 6. Scope of work

The main purpose of this assignment is to update the current 'National Fisheries and Agricultural Policy 2019 – 2029 (NFAP) to incorporate the new revisions to the mandate of MoAAW. As such:

- 6.1. In close coordination with the PIU and MoAAW, the consultant will prepare a detailed action plan for the assignment. Plan should include consultants understanding of the consultancy and associated tasks; Inception report with methodologies; key stakeholder lists, workshops, deliverables with timelines and reporting mechanism.
- 6.2. Undertake desk review/literature review on related subject matter.
- 6.3. Review the existing policy instruments (relating to Agriculture and Animal Welfare sectors, but also Land use, Environment, Climate change, Food security, Nutrition and health, Tourism<sup>6</sup>) to identify gaps that needs to be addressed to promote/incorporate the new mandate. The purpose of reviewing policy instruments relating to other Departments and Ministries is to ensure that the NFAP is well-aligned with other key policy frameworks, and comprehensively addresses the challenges facing the country's agricultural sector through recognition of linkages and plausible trade-offs in choice of transformation pathways.
- 6.4. Conduct consultations with key stakeholders to identify main challenges and policy gaps.
- 6.5. Based on the need assessment and stakeholder consultations the consultant should propose a new strategic direction for agriculture & animal welfare and propose new/revised policies, recommendations on new laws and regulations needed for the development of the agricultural and Animal Welfare sector and any other sectors that may impact the agricultural sector.
- 6.6. Present findings from the need assessment and stakeholder consultations and collect comments and recommendations
  - 6.6.1. Submit draft final report review on existing legislation and recommendation on policies needed for the agriculture sector to the relevant stakeholders.
  - 6.6.2. Stakeholder consultation meeting, where the results of need assessment and recommendation will be presented and comments and adjustments made.
  - 6.6.3. Organize consultative workshop with stakeholders to validate

<sup>6</sup> For example, the well-developed tourism sector could be a critical market for specialized / higher value agricultural produce, but also need regulatory incentives. The determinants of vision for and public investment in fisheries and livestock is not a function of marine biodiversity and environmental issues, but also relates to the country's goals and vision for food and nutrition security (what a healthy and sustainable food platter is, what proportion should fish/seafood and livestock should contribute, etc.).



6.6.4. Consultant needs to prepare stakeholder meeting report including all comments and recommendations from meeting participants.

6.7. Final report should have

6.7.1. Proposed new laws and regulations in relation to agriculture and Animal Welfare sector and any other sectors that may impact the agricultural sector.

6.7.2. Propose changes/additions to the vision, mission, guiding principles, focus areas in the NFAP document

6.7.3. Propose new Pillars and identify objectives and key results to pursue those pillars

6.7.4. Results Framework with year wise targets for results to be achieved and corresponding activities that would be taken up to achieve those results.

6.7.5. Based on the Pillars and objectives new policy statements should be proposed.

**7. Reports and schedule of deliverables**

7.1. Submit Inception report/Action plan consisting of assessment, methodology, checklist for stakeholder interview/discussion.

7.2. Submit a report on Need Assessment of Major Issues and Policy Recommendations.

7.3. Present the result of need assessment and finding to the stakeholders and interested parties.

7.4. Submit stakeholder meeting report, including all comments and recommendations from participants

7.5. Submit report on analyses of existing laws and regulations, including recommendations

7.6. Develop Policy development and advocacy pathway/action plan for next 10 years for agriculture sector.

7.7. Give a final presentation of the report to representatives of MoAAW and other relevant stakeholders.

Activities	Timeframe
<p>Submit Inception report consisting of methodology, checklist for stakeholder interviews/discussions and proposed timeline for the action plan (including activities listed) key deliverables and milestones.</p> <p>This should be shared for comments and agreed on both sides.</p>	<p>Within 10 days of the signing of the consultant contract</p>



### **Specific professional experience**

- Should have the ability to communicate effectively and appropriately with different levels of government officials, CSOs and NGOs, private sector agencies, farmer groups / farmer organizations, marginalized groups (women, youth farmers) 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
- Must be sound and proficient in policy analysis, evaluation, and assessment

### **9. Project coordination**

9.1. Consultant shall operate under the overall guidance and supervision of the Project Director and MoAAW. Operational support and direct supervision from the PIU and technical guidance from IFAD in collaboration with MoAAW and the relevant national stakeholders must be ensured.

### **10. Services and facilities to be provided by client**

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

### **11. Services and facilities to be provided by the consultant**

- 11.1. The Consultant shall carry out all the services using own material, labour and equipment. The logistics of labour, equipment and tools shall be arranged by the Consultant.
- 11.2. 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 MoAAW, MAP, and other organizations.
- 11.3. 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
<b>Registered Firm</b>	<b>Max 20</b>
<i>Certificate of Registration</i>	20
<b>General Experience</b>	<b>Max 20</b>
<i>Experience in Conducting Analysis, Evaluation and Assessments</i>	20
<b>Specific Experience</b>	<b>Max 60</b>
<i>Experience in Conducting Policy Analysis, Evaluation and Assessments</i>	20
<i>Experience in Policy work related to Agriculture</i>	20
<i>Experience in community &amp; Stakeholder engagements</i>	20
<b>Minimum 70% required to pass for RFP</b>	