

**PUNJAB RESILIENT AND INCLUSIVE AGRICULTURE
TRANSFORMATION (PRIAT)**

TERMS OF REFERENCES

FOR

**HIRING OF LOCAL SERVICE PROVIDER (LSP)
UNDER SUB-COMPONENT 2.1
(SHORT TERM)**



**DIRECTOR GENERAL AGRICULTURE (WM) PUNJAB,
LAHORE/ PD-PRIAT**

1. Context and Project presentation

1.1. The context

Agriculture plays a major role in the economy of Pakistan in general, and of Punjab in particular, but agricultural growth has been stagnant. Nationally, agriculture accounts for 20 percent of GDP, employs 40 percent of the labor force, and directly and indirectly delivers nearly 80 percent of the total value of Pakistan's exports, of which about 60 percent is contributed by Punjab. Agriculture in Punjab is central to the country's economy and food security. Punjab encompasses 73 percent of the national cropped area and 78 percent of the national irrigated area. The province provides large shares of the country's primary crops: maize (78 percent), wheat (77 percent), cotton (73 percent), sugarcane (63 percent), and rice (52 percent). Agricultural growth in Punjab, however, has immense potential yet to be achieved.

Improving agricultural growth, especially among small farmers, would be essential in achieving poverty reduction and shared prosperity. Poverty in Pakistan has increasingly become concentrated among rural households (HH) relying on agriculture. In Punjab, rural poverty is prevalent among the landless and small farmers with landholding of less than three acres who represent 78 percent of the total rural population in the province.

Despite emerging market opportunities for productive diversification and increased value addition (VA), on-farm and off-farm constraints are slowing down the modernization of the agri-food sector.

In order to face the challenges that the agricultural sector is facing in Punjab, the Province of Punjab has launched the Punjab Resilient and Inclusive Agriculture Transformation Project (PRIAT).

1.2. The PRIAT

PRIAT objective to enhance equitable access to, and productivity of, agricultural water, and improve incomes of farmers supported by the project. The project is supporting two components:

- **Component 1: Community-driven Improvement of Water Conveyance and Application.**

This component has two objectives: (i) improve the equity of water access within the watercourse command area by improving the conveyance efficiency; and (ii) improve agricultural water productivity by promoting the adoption of climate smart water management practices at community and farm levels. The component one (1) has further been divided into two subcomponents:

- Subcomponent 1.1: Upgrading community water conveyance infrastructure;
- Subcomponent 1.2: Improving community water management

- **Component 2: Promotion of CSP, Regenerative Agriculture, Diversification, VA, and Inclusive Access to Markets.**

This component will seek to support growth-oriented farmers to (i) diversify, intensify, and add value to their production in a market-driven and climate smart approach, through regenerative agriculture; and (ii) establish and/or upgrade their market linkages with off-takers in a sustainable and profitable manner. Producers and

Producers Groups (i.e., Farmer Enterprise Group = FEGs) will receive Technical Assistance from local service providers (LSPs) and direct financial support through a Matching Grant Mechanism. The component 2 is further divided into two subcomponents:

- Subcomponent 2.1: Improving the market integration of producer groups for increased production, diversification and Value Addition;
- **Subcomponent 2.2: Supporting individual producers for CSP and diversification through: (i) sensitizing of farmers on the use of HEIS and to develop BPs; and (ii) investments in HEIS, agricultural inputs, and TA to promote the proper adoption of HEIS and climate smart agriculture (CSA) and water management practices.**

PRIAT is seeking the services of Consulting firms to act as Local Service Provider (the CONSULTANT) within the Subcomponent 2.1 for following activities:

- (i) Conduct field survey & analysis
- (ii) Community mobilization & formation of FEG
- (iii) Capacity development (training) of the Producers Groups / FEG's in production practices for better yield and quality (Good Agriculture Practices – GAP), technical (Climate Smart Agriculture, Environmental issues), and Business topics (Financial, marketing, commercial).
- (iv) The designing and developing matching grants mechanism and associated outreach (Business Plan Design).
- (v) Develop linkages of FEG's with potential buyers (Market Linkage Program)
- (vi) Provide technical assistance for the Business Plan implementation.

The “Local Service Provider” will work in close coordination with PRIAT implementation Unit (especially with the Sub Comp. 2.1 team). The contract would cover operation of matching grant windows 1 & 2 with several FEGs (Farmer Enterprise Group) to initiate Producer Alliances in high value Agriculture across the province of Punjab.

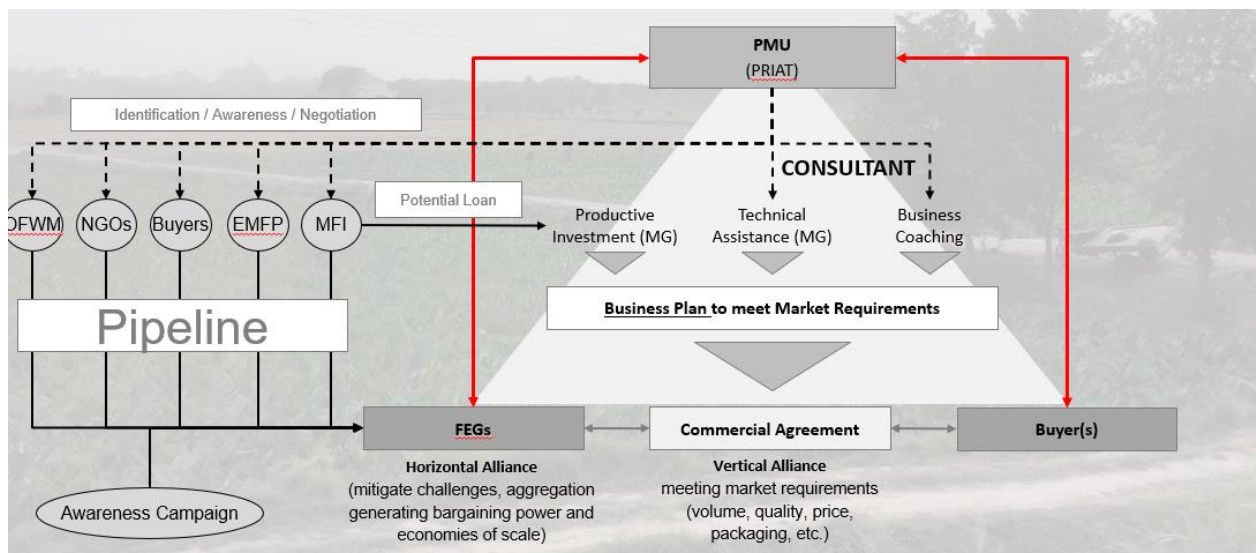
1.3. Objectives and duration of the assignment

The **CONSULTANT** will be required to provide the requisite services by deploying team / Human resource having adequate skill set and experience for implementation of Project activities as envisaged in Component 2.1 of the Project PC-1 and Project Implementation manual. **The assignment is supposed to last for 10 months.**

The component 2.1 is targeting **small and medium producers** of high value crops (Citrus, Mangos, potato, grapes, olives, flowers & other Vegetables) because these potential beneficiaries represent a huge part of the agriculture production. Unfortunately, they are facing low yields, poor quality produce, market aggregation failures (e.g., limited farmer aggregation, poorly functioning wholesale produce markets), high transaction costs, inefficient post-harvest practices, and poor infrastructure supporting storage and farm-to-market transport. In order to mitigate these challenges through development of productive alliances (PAs) which is a vertical alliance with Producers group **AND** a buyer, the **CONSULTANT** will support:

- The organization and collective action of growth-oriented small and medium producers through horizontal alliances (i.e., Farmer Entrepreneur Groups – FEGs);
- The establishment of vertical alliances by bringing together FEGs and prospective buyers to supply specific products in high demand;
- The formulation of business plans (BPs) to meet the terms of the contract endorsed by the buyer, as well as criteria for climate-smart land and water resources, and ecosystem-based practices and management; and
- The implementation of the BP through the provision of technical assistance (TA) and financial support (Matching Grants) to allow FEGs to make the required investments and supply the required quantity of quality products.

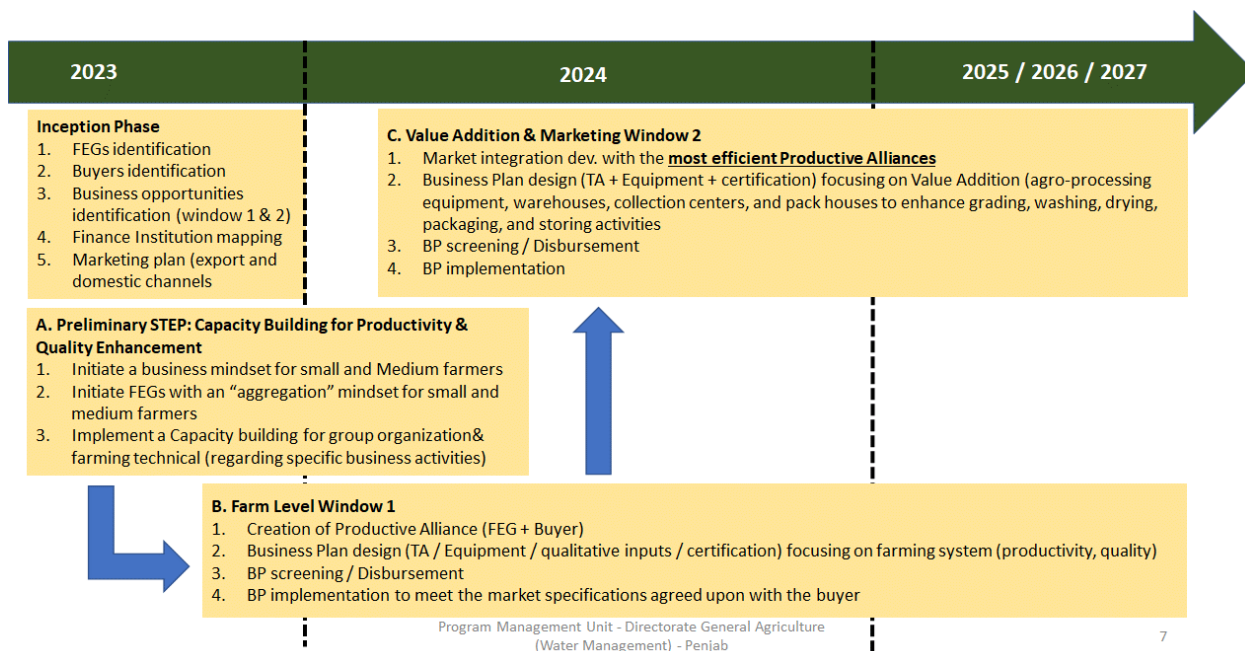
The objective of component 2.1 is to address the needs of small and medium farmers (owning or leasing less than 25 acres) by providing dedicated technical & financial support for better productivity & market integration through Farmer Enterprise Groups (FEGs). Productive alliance (PA) approach will be adopted by integrating farmers and buyers. The following diagram illustrates the concept of Productive Alliance:



In order to achieve the objectives of sub-component 2.1, the following interventions will be carried out:

- i. Inception
- ii. Preliminary step
- iii. Business Plan Competition - Window 1
- iv. Business Plan Competition - Window 2 (very few)

The following diagram illustrates this four steps approach within the PRIAT:



The two windows steps will generate a progressive market integration of FEGs. This approach is aligned with the limited experience of small and medium producers in making groups. On the top of these steps, the component 2.1 will support the market integration of FEGs organizing specific events and implementing innovations.

1.4. The CONSULTANT Activities

1.4.1. Inception Phase: field analysis

In order to implement in an efficient manner it would be critical for the Project Implementation Unit (PIU) to get information and intelligence regarding the following topics:

- Value Chain identification report
- FEGs identification report (and their pipeline)
- Buyers identification report
- Financial Institution mapping report
- Business opportunities identification report (Window 1 & 2)
- Marketing plan (Export and domestic channels)
- Develop and implement detailed system for disbursement of matching grants at the farm as well as the processing level = MATCHING GRANT MANUAL). The system will include identification of beneficiaries eligible for grants, keeping in view the value chain analysis and specific requirement of beneficiaries.

Finally, the **CONSULTANT** will prepare

1. **Value Chain Identification Report:** The report will identify potential horticulture value chains produced in Punjab with respect to export and domestic potential. The report will also identify the gaps, potential and opportunities of value addition in each value chain. The consultant shall carry out a survey to identify major production issues being faced by the growers to be addressed through the farmer training program. The Consultant shall get the existing crop production training material reviewed through subject matter specialists. Design & develop modules and material for farmer training program.

2. **Business opportunities identification report** (Window 1 & 2): The report will identify business opportunities for the FEGs. This identification will be done analyzing the domestic and export markets. The **CONSULTANT** will also identify business innovations all around the world that could be replicated in Punjab. Within this report, the CONSULTANT will also identify the Supply & Service Companies (SSC) that may supply/deliver equipment, inputs to the productive alliance during their business plan implementation. Enlistment of private sector Supply & Service Companies (SSCs) and certification bodies shall be carried out through EOI. The **CONSULTANT** will have to develop specifications of farm machinery & implements, tools and equipment to be purchased under grant provisions. Finally, the **CONSULTANT** will pre-identify Technical Experts (national and international) and provide a roster that may be used during the Business Plans implementation.
3. **A marketing plan:** Analyze, propose and implement different activities to support the market integration of FEGs / productive alliances (including the buyers) for domestic market and exports. This could be exhibitions (local, provincial level), visits, and any other innovations (like the participatory guarantee systems). The LSP will provide an action plan with tentative budget requirements.
4. **FEGs identification report (and their pipeline):** The report identifies the different pipelines/channels, as entry point, to initiate FEGs and make efficient Expression of Interest (Eoi). These entry points could be buyers, Microfinance Institution, previous project output. It also provides a deep analysis regarding the capacities of the small and medium producers that could create the FEGs. A focus would be to review existing business capacities, the farming system capacities, and the group organization capacities. This information will help to design specific training support for the beneficiaries. The **CONSULTANT** will be responsible for identifying key training sessions. PIU with the help of M&E Consultants will develop control mechanism for quality trainings and also assess the level of competence attained by the FEG after the training. Producers with multi activity would be allowed only if the farming systems generate more than 50% of the house-holds income.
5. **Buyers identification report:** The report would identify the potential buyers and their market requirements. The CONSULTANT will have to update this report and direct contact with potential buyers will also be used to explain the objectives and the role of the buyers in the project. It will be crucial to encourage buyers to be involved in the project explaining the potential benefits they will have (secured supplies in quantity and quality for example).
6. **Financial Institution mapping:** This report would consist of deep analysis of the Financial Institutions in general & in particular the Microfinance Institutions. It would make a strong focus on (i) Different approaches the MFIs use to work with groups, (and if possible, with farmers groups); (ii) Various financial services they offer (especially for long-term investment) and; (iii) the potential synergies with PRIAT, especially as an exit strategy.
7. The CONSULTANT will design different forms to be used in the matching grants mechanism. The Project Implementation Manual (PIM) will be shared with the consultant at the beginning of the assignment for the guidelines and better understanding of the concept.

1.4.2. Preliminary step: Capacity development (Eol and training)

The objective of the Preliminary step is to

1. Initiate FEGs with an “aggregation” mindset for small and medium farmers;
2. Initiate a business mindset for small and medium farmers;
3. Implement a Capacity building program of the FEGs on Good Agriculture Practices (farming techniques) and business aspects

The consultant will support PRIAT to design and deliver Call for Proposal in order to identify potential FEGs. Potential FEG will design an Expression of Interest (Eol) and contact PRIAT in order to receive potential support (capacity building).

Based on the gaps identified during the inception phase, the **CONSULTANT** will design, develop and implement a comprehensive training plan for capacity building of small and medium producers within the FEGs. Trainers with strong Business (financial, commercial marketing) and technical capacities (Climate Smart Agriculture, Good Agriculture Practices, Environmental safeguard...) will be required to implement this Preliminary phase.

At the end of the assignment, at least **100 FEGs** (8-15 members per FEGs) should be capacitated to (i) “discuss” with a buyer, (ii) design a Business Plan and (iii) implement a business plan. Several Calls for Proposal will be launched in order to attract potential FEGs. These FEGs will provide an expression of Interest and if the Eol is accepted, the FEGs will be authorized to receive support from the LSP for trainings (and then Business Plan design). **This preliminary step would be an on-going process that will be implemented all over the project life.**

Within the Preliminary step, specifics activities would need to be highlighted, the following ones are given as example and some of them may be delivered within a Business Plan implementation:

1. Design Call for Proposal and support PRIAT in delivering it.
2. Develop & implement training modules and manuals for selected products. The module may include the curricula covering Good Agriculture Practices (GAP) for production and postharvest management, lesson plans, training methods and evaluation procedures.
3. Develop & implement training modules for capacity building of the farmers on business skills (financial, marketing, commercial).
4. Support FEGs in the registration process.
5. Any other tasks assigned by the PMU for developing capacity of different stakeholders to improve produce quality and ensuring food safety.

1.4.3. Business Plan Competition: Business Plan design

After the validation of the Eol and capacity building of the first FEGs initiated, the **CONSULTANT** will help FEGs to contact buyers (using the report of the inception phase). These connections will be developed with the support of the **CONSULTANT**. This contact with the buyer will provide a business objective for the FEGs in order to fulfill the market requirements of the Buyer. As soon as a buyer is involved in the mechanism, we can speak about a PRODUCTIVE ALLIANCE.

To meet these market requirements, the FEG will have to design a Business Plan with the support of **CONSULTANT**.

1.4.4. Business Plan Competition: Business Plan implementation

The Business Plan will be assessed, reviewed and screened by an external firm. If the Business Plan is approved, **the FEGs will implement it with the support of the CONSULTANT who will provide business coaching to the FEGs.**

70% of the required investment will be provided by the project and 30% will be contributed by the FEG. A “close” business coaching is key to build the capacities of the FEG and to create and maintain trust with the buyer.

The details (ceiling, eligibility criteria, ...) will be shared with the **CONSULTANT** at the very beginning of his assignment. **The objective is to implement 100 Business plans.**

1.4.5. Gender aspect

Gender aspect must be considered during the project. The **CONSULTANT** will give a specific attention to the women for each activity, deliverable, report and objectives.

10% of the Productive alliance must have FEGs with women as FEG leader. Specific communication strategy may be proposed to target women (Small and medium producers but also buyers). Specific training strategy will be formulated based on the best practices. Finally, a business coaching would be designed, tested, assessed and implemented for women.

2. DELIVERABLES

2.1. Objectives

It is expected that the **CONSULTANT** will be able to deploy the required team during the 10 months of the project implementation to achieve the following objectives:

At least 100 FEGs created, 100 active productive alliances (10% with women FEGs), 100 business plans are implemented by FEGs.

2.2. Reporting

The **CONSULTANT** will be responsible for 4 different and specific activities. The application will include these 4 different activities:

Activity 1: Inception and Field analysis

Activity 2: Capacity development (training)

Activity 3: Business Plan Design Support

Activity 4: Business Plan Implementation Support

The **CONSULTANT** has to produce the following deliverables:

Activity 1: Inception and Field analysis

1. Inception report (action plan, including M&E plan and Risk management...).
2. Small and medium analysis report with a specific focus on women.
3. Buyers' identification report.
4. A marketing plan.
5. A "Good Agriculture Practices" Crop production manuals & modules
6. Financial Institution mapping report.
7. Business opportunities identification report (Window 1 & 2).
8. Matching Grant form.
9. Communication plan (including the initial Call for Proposal).

Activity 2: Capacity development (training)

1. Call for Proposal;
2. FEG organization (100 FEGs and at least 10% with women as leader)
3. Training implementation:
 - a. Good Agriculture Practices (GAP) for production and postharvest management,
 - b. Climate Change aspect and Climate Smart Agriculture,
 - c. Environmental aspect (pollution, losses, resource management),
 - d. Business skills (financial, marketing, commercial).

Activity 3: Business Plan Design Support

1. Support to FEGs: Business Plan formulation (100 BPs)

Activity 4: Business Plan Implementation Support

1. Support to FEGs: Business Plan implementation coaching (100 BPs)

The firm will provide the following reporting:

- i. Monthly reports (Training, Applications, Grants, Short-Term technical expert intervention);
- ii. Periodic report (Activities, results achieved, challenges);

iii. Final report.

3. QUALIFICATIONS AND PROFESSIONAL EXPERIENCE

3.1. Experiences

Applicants have a recognized expertise in rural development in Pakistan and must demonstrate experience in supporting business and enterprise development with small and medium producers, and in the administration of similar value chain development and/or financial support mechanisms (credit, grants, etc.).

Specific experience:

Activity 1: Applicants must have completed at least 3 similar assignments covering value chain assessment, business opportunities, marketing studies in related field.

Activity 2: Applicants must have at least 10 years' experience in capacity development of rural communities, especially with farmers (marketing, finance, climate change adaptation or related fields). Applicants must demonstrate experience in communication campaign implementation (at local and national level).

Activities 3 & 4: Applicants must have at least 10 years of relevant experience in sustainable and inclusive value chain / enterprise development / business plan competition / business coaching with rural communities. They must have completed at least three (3) similar assignments involving working with local community groups and integrated market approaches.

Applicants must demonstrate the capacity (staffing, administrative functions, etc.) to work across different districts with at-least 100 FEGs.

Applicants must have demonstrated capacity to deliver Business Development training / technical assistance (training, coaching, mentoring) and in Productive alliance or similar concept: Cluster, Multi Stakeholder Platform.

3.2. Key experts

Key personnel

Technical Coordinator (full-time) for the management and supervision of activities, with a Master's degree or equivalent in Business, Economics, Agriculture or Rural Development; General experience in his/her field of expertise (minimum 15 years or more) and proven specific experience (minimum 10 years or more) in the implementation of Business Development Project for Local Communities programs. He/she must also demonstrate team management skills. Fluency in English is essential.

A Technical Assistance manager in Horticulture (full-time - **Activities 1 & 2**), with a university degree in Agriculture or Horticulture or related discipline; strong general experience in his/her field of expertise (minimum 10 years or more) and proven specific experience (minimum 7 years or more) in the Horticulture development and climate smart agriculture. Experience in Punjab and fluency in speaking English are essential.

A Grant Management Specialist (full-time - **Activity 3**): for Business plan application & grant management (Full time) with a university degree in Business Administration or

Business Development or related discipline; strong general experience in his/her field of expertise. Proven experience (minimum 7 years or more) in matching grant management (or related field). Experience of working in Punjab with excellent report writing skills and fluency in local language & English.

A Market Linkage Development Specialist (full-time - Activities 1 & 4): (Full time) with a master degree in marketing or business administration with specialization in marketing. Proven experience in developing market linkage for small and medium agribusinesses. Experience of international marketing will be added advantage. Experience of working in Horticulture sector and fluency in English are essential.

A social and gender specialist (full-time – cross-functional position) with a master degree in social sciences, sociology, anthropology or related discipline and proven experience minimum seven (07) years in social safeguards and gender equity, particularly in addressing the specific risks, needs, and vulnerabilities of marginalized groups, especially women, in program implementation. It would also be desirable for the social and gender specialist to have experience or a basic understanding of the issue of GBV/SEA/SH and the management of such cases. Experience in Punjab and fluency in English are essential.

A communication and complaints management specialist (full-time – cross-functional position): with a master degree in communication or social science or related discipline and with proven experience in project communication and social management, minimum seven (7) years, and preferably in complaints management. Experience in Punjab and fluency in English are essential.

Other Personnel

An Administrative and Financial Officer, with a university degree in administration, accounting, finance; with at least 5 years of general experience in his/her field of expertise and at least 2 years in administrative, financial and logistics management of development projects. Fluency in English is essential.

Technical Trainers -Crop production – (full-time) under the supervision of the Technical Assistance manager in Horticulture: with a master degree in disciplines of agriculture preferably horticulture with proven experience in farmer training programs preferably in horticulture crops, minimum seven (7) years. Ability to work with Community Groups and Private sector and demonstrated ability to organize and coach groups is required. Experiences in Punjab is essential. These trainers will be involved in ACTIVITY 2.

Social Mobilizers / Business Coaches (full-time) under the supervision of the Technical Assistance manager in Business Capacity Development: with a Business Administration diploma or related discipline who will support Community Groups designing and implementing their business plan. Main language of the target area essential. Ability to work with Community Groups and Private sector and demonstrated ability to organize and coach groups is required. Experiences in Punjab are essential. These coaches will be involved in ACTIVITY 3 and 4.

Drivers, support staff as deemed necessary.

Only CVs of key personnel will be considered for evaluation.

As an indication, the technical proposal of the applicant will include details of the material resources required for the realization of the service (vehicles, motorcycles, tablets, office space, energy, computer, communication, visibility materials, supplies and fuels). Proposition will also include the communication campaign budget estimation and a lump sum for the Short-Term technical experts (including daily rates, travel, travel allowance and logistic training expenses). These will be considered as direct costs and reimbursed as such, with no possibility for the provider to make a profit on them.

QUALIFICATION DOCUMENTS

MANDATORY REQUIREMENTS

The Applicant shall complete all eligibility requirements as set out in this document supported by verifiable documentary evidence. Applications without complete supporting documentary evidence, as required under this EOI, shall be considered non responsive and may be rejected. Please provide the following & attach copies of all certificates / relevant Documents;

1. Legal Status of Firm (Registered with either of the following)
 - a. SECP
 - b. Registrar of Firms
 - c. Recognized by Govt. of Pakistan
 - d. Relevant registration forum (In case of international firms)
2. NTN / FTN (In case of International Firm local Partner should be registered with Federal Tax Authority in Pakistan)
3. Registration certificate from Punjab Revenue Authority (if not already registered with PRA then, if awarded the work, the Firm will have to get registered with PRA before signing of contract)
4. Financial Statements of the firm duly audited by the Chartered Accountant Firm for the last 5 years. Kindly place as **Annexure VI** of the application.
5. Undertaking on Judicial Paper that the firm is not insolvent, not blacklisted and not involved in litigation or arbitration with any of provincial or Federal Government Department of Pakistan, any Agency of United nations, World Bank and Asian Development Bank. In case the firm was involved in any litigation or arbitration process, proof of dispute resolution along with history for last ten years in accordance of **Annexure-X** is required.
6. An Applicant or any of its Members, declared Insolvent/blacklisted / debarred by any public sector organization or department in Pakistan shall be ineligible for short-listing.
7. Affidavit on stamp paper that non-performance of a contract did not occur within the last ten years based on information on all settled disputes or litigation, otherwise not eligible.
8. Affidavit on stamp paper declaring "Neither the firms nor its Directors, Stakeholders, as a whole or as a part of the firm have ever been black listed/ defaulted by any government agency/ department/organization".
9. Provide separate undertaking that the information supplied by the firm is correct. (**Annexure-XI**).
10. Provide information on Management & Technical Team (On permanent payroll of Applicant firm)

Note: Use format placed at **Annexure I** of Eoi Document to provide information regarding Management & Technical Team (**On permanent payroll of Applicant firm**).

 - a) **Management Team: Total Number of Management Professionals***
***Professional:** A person having a minimum of Master's degree with a minimum of 5 years relevant & verifiable experience.
 - b) **Please provide information for Technical Team (only one expert from each category listed below will be evaluated):**
 - i. Agriculture Expert
 - ii. Training & Capacity Building Expert
 - iii. Marketing Expert
11. Please provide information regarding "**EXPERIENCE OF THE FIRM / COMPANY**
Specific past experience of Implementing of Agriculture Value Chain development Projects

Note: Use formats placed at **Annexure II, III, IV & V** of EoI Document to provide information regarding experience of firm / company.

- I. Completed at least 3 assignments /studies covering value chain assessment, Agri Business opportunities assessment, marketing studies in Agriculture Value Chain valuing minimum Rs. 1.5 million or above. **Refer Annexure II for provision of information**
- II. Overall experience of at least 10 years' in capacity development of rural communities, especially with farmers (marketing, finance, climate change adaptation or related fields) and completed projects/assignments valuing minimum Rs. 50 million or above. Demonstrate experience in communication campaign implementation (at local and national level). **Refer Annexure III for provision of information**
- III. Overall relevant experience of at least 10 years in sustainable and inclusive value chain / enterprise development / business plan competition / business coaching with rural communities. Applicant firm must have completed at least three (3) similar assignments valuing minimum Rs. 20 million or above involving working with local community groups and integrated market approaches for Business plan development, implementation for matching grant and market integration. **Refer Annexure V for provision of information**

ANNEXURES

ANNEXURE I

ANNEXURE – I -Format of Curriculum Vitae for management & Technical Team

1	Name of Staff <i>[Insert full name]</i> :	
2	Position in firm/company <i>[insert Designation]</i>	
3	Years with the firm/company	
4	Date of Birth	
5	Nationality:	
6	Education:	
7	CNIC/Passport No:	

DEGREE	MAJOR/MINOR	INSTITUTION	COUNTRY	DATE(MM/YYYY)

7. Core area of expertise

8. Membership of Professional Associations/Societies :

9. Other Trainings/Certifications *[Indicate significant training since degrees under 7 – Education were obtained]*:

DESCRIPTION*	TITLE	INSTITUTE	DURATION**	COUNTRY

*Training, Certification, short course, etc.

**Indicate start & end dates *[dd-mm-yyyy]*

10. Knowledge of Languages

[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:

LANGUAGE	SKILLS	PROFICIENCY		
		GOOD	FAIR	POOR
	Reading			
	Speaking			
	Writing			
	Listening			
LANGUAGE	SKILLS	PROFICIENCY		
		GOOD	FAIR	POOR
	Reading			
	Speaking			
	Writing			
	Listening			
LANGUAGE	SKILLS	PROFICIENCY		
		GOOD	FAIR	POOR
	Reading			
	Speaking			
	Writing			
	Listening			

12. Employment Record

[Starting with present position]

EMPLOYER	COUNTRY & PROVINCE	POSITION	FROM (DD/MM/YYYY)	TO (DD/MM/YYYY)	BRIEF JOB DESCRIPTION

Full name & signature of the authorized representative of the Applicant.

ANNEXURE II

Annexure – II - List of Projects / Assignments Handled By the Applicant

SR. NO.	NAME OF THE PROJECT/ ASSIGNMENT	LOCATION PROVINCE/ COUNTRY/ CITY	CLIENT	COST OF THE PROJECT	<u>IMPLEMENTATION</u> START: COMPLETION:	HANDLED AS: <ul style="list-style-type: none">• SINGLE FIRM/: S• LEAD FIRM/: L• CONSORTIUM FIRM: C	TOTAL COST OF SERVICES	COST OF SERVICES PROVIDED BY THE APPLICANT	SCOPE OF PROJECT/ ASSIGNMENT COMPONENTS/VOLUME OF WORK ETC.
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Note: Provide information in chronological order and attach herewith verifiable documentary evidence issued by the concerned agency.

ANNEXURE III

Annexure – III - List of Projects / Assignments Handled By the Applicant

SR. NO.	NAME OF THE PROJECT/ ASSIGNMENT	LOCATION PROVINCE/ COUNTRY/ CITY	CLIENT	COST OF THE PROJECT	<u>IMPLEMENTATION</u> START: COMPLETION:	HANDLED AS: <ul style="list-style-type: none">• SINGLE FIRM/: S• LEAD FIRM/: L• CONSORTIUM FIRM: C	TOTAL COST OF SERVICES	COST OF SERVICES PROVIDED BY THE APPLICANT	SCOPE OF PROJECT/ ASSIGNMENT COMPONENTS/VOLUME OF WORK ETC.
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Note: Provide information in chronological order and attach herewith verifiable documentary evidence issued by the concerned agency.

ANNEXURE IV

Annexure – IV - List of Projects / Assignments Handled By the Applicant

SR. NO.	NAME OF THE PROJECT/ ASSIGNMENT	LOCATION PROVINCE/ COUNTRY/ CITY	CLIENT	COST OF THE PROJECT	<u>IMPLEMENTATION</u> START: COMPLETION:	HANDLED AS: <ul style="list-style-type: none">• SINGLE FIRM/: S• LEAD FIRM/: L• CONSORTIUM FIRM: C	TOTAL COST OF SERVICES	COST OF SERVICES PROVIDED BY THE APPLICANT	SCOPE OF PROJECT/ ASSIGNMENT COMPONENTS/VOLUME OF WORK ETC.
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Note: Provide information in chronological order and attach herewith verifiable documentary evidence issued by the concerned agency.

ANNEXURE V

Annexure – V List of Projects / Assignments Handled By the Applicant for Grant Administration & Market Integration

SR. NO.	NAME OF THE PROJECT/ ASSIGNMENT	LOCATION PROVINCE/ COUNTRY/ CITY	CLIENT	COST OF THE PROJECT	<u>IMPLEMENTATION</u>	HANDLED AS:	TOTAL AMOUNT OF GRANT ADMINISTERED	SCOPE OF PROJECT/ ASSIGNMENT COMPONENTS/VOLUME OF WORK ETC.
					START: COMPLETION:	<ul style="list-style-type: none">• SINGLE FIRM/: S• LEAD FIRM/: L• CONSORTIUM FIRM: C		

Note: Provide information in chronological order and attach herewith verifiable documentary evidence issued by the concerned agency

Annexure – VI Attach Audited Financial Statements for last 5 Years

ANNEXURE VII

Annexure VII - Power Of Attorney

(For Lead Member of Consortium)

[To be printed on a PKR 1000 stamp paper]

Whereas the (Project Management Unit for “Punjab Resilient and Inclusive Agriculture Transformation Project (PRIAT)”, Directorate General Agriculture (Water Management), Agriculture House, Agriculture Department (GoPb)) (hereinafter referred as the “Procuring Agency”) has invited EOI for Short listing of Applicant(s) to procure Consultancy Services (Project Management Unit for “Punjab Resilient and Inclusive Agriculture Transformation Project (PRIAT)”, Directorate General Agriculture (Water Management), Agriculture Department (GoPb))

Whereas, _____ and _____, (collectively the “**Consortium**” and individually as the “**Member**”) being members of the Consortium are interested in Prequalification for the Project in accordance with the terms and conditions of the EOI Document and:

Whereas, it is necessary for the CONSORTIUM to designate one of the CONSORTIUM Member as the Lead Member with all necessary power and authority to do for and on behalf of the CONSORTIUM, all acts, deeds and things as may be necessary in connection with the CONSORTIUM’s EOI Application for the Project and its execution.

NOW THEREFORE KNOW ALL MEN BY THESE PRESENTS

We, _____ having our registered office at _____, M/s. _____, having our registered office at _____, and M/s. _____, having our registered office at _____, [the respective names and addresses of the registered office] (hereinafter collectively referred to as the “Principals”) do hereby irrevocably designate, nominate, constitute, appoint and authorize M/s _____, having its registered office at _____, being one of the Member of the Consortium, as the Lead Member and true and lawful attorney of the Consortium (hereinafter referred to as the “Attorney”) and hereby irrevocably authorize the Attorney (with power to sub-delegate) to conduct all business for and on behalf of the CONSORTIUM and any one of us during the Short listing process and, in the event the Consortium is awarded the Contract, during the execution of the Project, and in this regard, to do on our behalf and on behalf of the Consortium, all or any of such acts, deeds or things as are necessary or required or incidental to the submission of its bid for the Project, including but not limited to signing and submission of all applications, Bids and other documents and writings, participate in bidders’ and other conferences, respond to queries, submit information/ documents, sign and execute contracts and undertakings consequent to acceptance of the bid of the CONSORTIUM and generally to represent the CONSORTIUM in all its dealings with the Authority.

AND hereby agree to ratify and confirm and do hereby ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Attorney pursuant to and in exercise of the powers

conferred by this Power of Attorney and that all acts, deeds and things done by our said Attorney in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us/ CONSORTIUM.

Furthermore, each provision of this Power of Attorney is severable and distinct from the others. The invalidity, illegality or unenforceability of any one or more provisions of this Power of Attorney at any time shall not in any way affect or impair the validity, legality and enforceability of the remaining provisions hereof.

IN WITNESS WHEREOF, we have executed this **POWER OF ATTORNEY** as of [Date].

For: [Consortium Member-1]

Signature: _____

Name: _____

Title: _____

CNIC/Passport #: _____

For: [Consortium Member-2]

Signature: _____

Name: _____

Title: _____

CNIC/Passport #: _____

WITNESSES:

1.....

NAME:.....

ADDRESS:

NIC OR PASSPORT NO.:

2.....

NAME:.....

ADDRESS:

NIC OR PASSPORT NO.:

Notes:

- To be executed by Authorized Representatives of all the Members of the Consortium
- The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the Applicable Law and the charter documents of the executant(s) and when it is so required, the same should be under common seal affixed in accordance with the required procedure.
- Also, wherever required, the applicant should submit for verification the extract of the charter documents and documents such as a resolution/power of attorney in favor of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the applicant.
- For a Power of Attorney executed and issued overseas, the document will also have to be legalized by the Pakistani Embassy and notarized in the jurisdiction where the Power of Attorney is being issued. Once the original Power of Attorney has been brought into Pakistan, adhesive stamps are to be affixed on the same.

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AS NOTARIZED BY THE NOTARY PUBLIC

Annexure VIII- Power Of Attorney

(For signatory of Application)

[To be printed on a PKR 1000 stamp paper]

KNOW ALL MEN BY THESE PRESENTS THAT by this Power of Attorney (“**Power of Attorney**”), _____ [*Insert name firm/Consortium*] having its registered office at [-----], does hereby nominate, appoint and authorize Mr. _____, having CNIC No. _____ hereinafter referred to as the “**Signatory of Application**”, to do in our name and on our behalf the following:

- i. Sign and submit to Project Coordinator or its authorized nominee, the EOI/Tender/Bid of Consultancy Services for (Project Management Unit for “Punjab Resilient and Inclusive Agriculture Transformation Project (PRIAT)”, Directorate General Agriculture (Water Management), Agriculture House, Agriculture Department (GoPb)), in response to the EoI advertisement dated [---] issued by The Procuring Agency and all other documents and instruments required to submit the EOI/Tender/Bid.
- ii. execute all such contracts, deeds, documents and instruments as may be considered necessary and expedient in relation to the foregoing; and
- iii. do and carry out all other actions as may be required by the Procuring Agency in connection with the EOI/Tender/Bidding process as a whole;
- iv. To immediately notify The Procuring Agency in writing of any impending or actual revocation as well as any change in the terms of this Power of Attorney.
- v. To do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our EOI and/or Bid in response to the above referred tenders including signing and submission of all documents, instruments and deeds (including correcting any deficiencies or mistakes therein), attending any meetings organized by the Procuring Agency (including pre-bid conference meetings and bid opening meetings) and providing information/responses to the Procuring Agency in all matters in connection with our Bid.

We, [*Insert name of Firm/Consortium*], do hereby ratify and confirm whatsoever the Signatory of Application shall do by virtue of these presents and further agree that whatever the Signatory of Application shall do or cause to be done pursuant to this Power of Attorney shall be binding on us.

Furthermore, each provision of this Power of Attorney is severable and distinct from the others. The invalidity, illegality or unenforceability of any one or more provisions of this Power of Attorney at any time shall not in any way affect or impair the validity, legality and enforceability of the remaining provisions hereof.

IN WITNESS WHEREOF, we have executed this **POWER OF ATTORNEY** as of [Date].

FOR: [INSERT NAME OF APPLICANT FIRM/ CONSORTIUM]

Signature: _____
Name: _____
Title: _____
CNIC/Passport No. : _____

FOR SIGNATORY OF THE APPLICATION (Attorney)

Signature: _____
Name: _____
Title: _____
CNIC/Passport No. : _____

WITNESSES:

1.....
NAME:.....

2.....
NAME:.....

ADDRESS:

ADDRESS:

NIC OR PASSPORT NO.

NIC OR PASSPORT NO.:

Notes:

- a) In case of Consortium; To be executed by the Authorized Representative of the Lead Member of the Consortium
- b) In case of Single Applicant Firm; To be executed by:
 - i. Partners in case of a Partnership Firm; or
 - ii. Chairman Board of Directors in case of a Company.

- c) In the case of a Pakistani Executor or Attorney, a copy of his/her Computerized National Identity Card (“CNIC”) should be attached with the Power of Attorney. In the case of a non-Pakistani Executor or Attorney, a copy of his/her passport should be attached.
- d) The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the Applicable Law and the charter documents of the executant(s) and when it is so required, the same should be under common seal affixed in accordance with the required procedure.
- e) Also, wherever required, the applicant should submit for verification the extract of the charter documents and documents such as a resolution/power of attorney in favor of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the applicant.
- f) For a Power of Attorney executed and issued overseas, the document will also have to be legalized by the Pakistani Embassy and notarized in the jurisdiction where the Power of Attorney is being issued. Once the original Power of Attorney has been brought into Pakistan, adhesive stamps are to be affixed on the same.

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AS NOTARIZED BY THE NOTARY PUBLIC

ANNEXURE IX

Annexure IX - Power Of Attorney

(Authorized Representative of Each Member of Consortium)

[To be printed on a PKR 1000 stamp paper]

KNOW ALL MEN BY THESE PRESENTS THAT by this Power of Attorney (“**Power of Attorney**”), _____ [*Insert name of firm*] having its registered office at [-----], does hereby nominate, appoint and authorize Mr. _____, having CNIC No. _____ hereinafter referred to as the “**Authorized Representative**”, to do in our name and on our behalf the following:

- i. To form a Consortium with other firms to participate in the EOI/Tender/Bid of Consultancy Services for (Project Management Unit for “Punjab Resilient and Inclusive Agriculture Transformation Project (PRIAT)”, Directorate General Agriculture (Water Management), Agriculture House, Agriculture Department (GoPb)), in response to the EoI advertisement dated [---] issued by the Procuring Agency and all other documents and instruments in relation thereto.
- ii. execute all such contracts, deeds, documents and instruments as may be considered necessary and expedient in relation to the foregoing; and
- iii. do and carry out all other actions as may be required by The Procuring Agency in connection with the tender process as a whole (including EOI, RFP, Bid etc.);
- iv. To immediately notify The Procuring Agency in writing of any impending or actual revocation as well as any change in the terms of this Power of Attorney.
- v. to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our EOI and/or Bid in response to the above referred tenders including signing and submission of all documents, instruments and deeds (including correcting any deficiencies or mistakes therein), attending any meetings organized by the Procuring Agency (including pre-bid conference meetings and bid opening meetings) and providing information/responses to the Procuring Agency in all matters in connection with our Bid.

We, [*Insert name of Firm*], do hereby ratify and confirm whatsoever the Signatory of Application shall do by virtue of these presents and further agree that whatever the Signatory of Application shall do or cause to be done pursuant to this Power of Attorney shall be binding on us.

Furthermore, each provision of this Power of Attorney is severable and distinct from the others. The invalidity, illegality or unenforceability of any one or more provisions of this Power of Attorney at any time shall not in any way affect or impair the validity, legality and enforceability of the remaining provisions hereof.

IN WITNESS WHEREOF, we have executed this **POWER OF ATTORNEY** as of [Date].

FOR: [INSERT NAME OF APPLICANT FIRM]

Signature: _____

Name: _____

Title: _____

CNIC/Passport No. : _____

FOR AUTHORIZED REPRESENTATIVE (Attorney)

Signature: _____

Name: _____

Title: _____

CNIC/Passport No. : _____

WITNESSES:

1.....
NAME:.....

2.....
NAME:.....

ADDRESS:

ADDRESS:

NIC OR PASSPORT NO.:

NIC OR PASSPORT NO.:

Notes:

- i. To be separately executed by every Member of the Consortium
- ii. The Executant(s) shall be:
 - a. Partners in case of a Partnership Firm; or
 - b. Chairman Board of Directors in case of a Company.
- iii. In the case of a Pakistani Executor or Attorney, a copy of his/her Computerized National Identity Card (“CNIC”) should be attached with the Power of Attorney. In the case of a non-Pakistani Executor or Attorney, a copy of his/her passport should be attached.
- iv. The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the Applicable Law and the charter documents of the executant(s) and

when it is so required, the same should be under common seal affixed in accordance with the required procedure.

- v. Also, wherever required, the applicant should submit for verification the extract of the charter documents and documents such as a resolution/power of attorney in favor of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the applicant.
- vi. For a Power of Attorney executed and issued overseas, the document will also have to be legalized by the Pakistani Embassy and notarized in the jurisdiction where the Power of Attorney is being issued. Once the original Power of Attorney has been brought into Pakistan, adhesive stamps are to be affixed on the same.

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AS NOTARIZED BY THE NOTARY PUBLIC

Annexure-X - Litigation History

NAME: (APPLICANT OR MEMBER(S) OF CONSORTIUM)

Year	Award FOR or AGAINST Applicant	Name of Client, Cause of litigation and matter in dispute	Disputed amount (Current value in Pakistani Rs. or US\$ equivalent)

Note:

- i. Attach Affidavit on non-judicial stamp paper that non-performance of a contract did not occur within the last ten years based on information on all settled disputes or litigation.
- ii. Applicants, including each of the partners of a joint venture, should provide information on any history of litigation or arbitration resulting from contracts executed in the last 10 years or currently under execution. A separate sheet should be used for each partner of Consortium.

Annexure XI - Affidavit for Correctness of Information

(To be printed on PKR 50 Stamp Paper)

Name: *(Name of Applicant or member of Joint Venture)*

I, the undersigned, do hereby certify that all the statements made in the EOI and in the supporting documents are true, correct and valid to the best of my knowledge and belief and may be verified by Procuring Agency (Project Management Unit for “Punjab Resilient and Inclusive Agriculture Transformation Project (PRIAT)”, Directorate General Agriculture (Water Management), Agriculture House, Agriculture Department (GoPb)), at any time, if deems it necessary.

The undersigned hereby authorize and request the bank, person, firm or corporation to furnish any additional information requested by the Procuring Agency deemed necessary to verify this statement regarding my (our) competence and general reputation.

The undersigned understands and agrees that further qualifying information may be requested and agrees to furnish any such information at the request of the Procuring Agency.

Signed by an authorized representative

Title of Officer Name of Firm: _____

Date: _____