



Standard Procurement Documents



**Project Management Unit
Gwadar Lasbela Livelihoods Support
Project Phase II (GLLSP-II)**

Request Expression of Interest

For

***Consulting Services
for the
Institutional Strengthening of Fisherfolk
Cooperative Societies***

Ref No: PAK-2000002331-0057-CS-QCBS

Issue Date: 30 May 2025



Foreword

This document has been prepared by Gwadar Lasbela Livelihoods Support Project Phase II (GLLSP-II) 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 Selection Method* 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.

30th May 2025

Instructions to Consultants¹

Reference Number: PAK-2000002331-0057-CS-QCBS

Consulting Services for the Institutional Strengthening of Fisherfolk Cooperative Societies

1. The Islamic Republic of Pakistan has received has received financing from the International Fund for Agricultural Development (“the Fund” or “IFAD”) towards the cost of Gwadar-Lasbela Livelihoods Support Project – Phase II (GLLSP-II (“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 Gwadar-Lasbela Livelihoods Support Project – Phase II (GLLSP-II)

2. This request for expressions of interest (REOI) follows the general procurement notice that appeared in *daily Jang, Intekhab Hub, Express Century etc* newspaper on 31st May 2025 on the IFAD website and on UNDB
3. This Request for Expression of Interest of interest (EOIs) from legally constituted consulting firms (not individual consultants) (“consultants”) to provide *consulting services for the* Institutional Strengthening of Fisherfolk Cooperative Societies
4. 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.
5. 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.
6. The consultant shall not have any actual, potential or reasonably perceived conflict of

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

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 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.

7. 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

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>.

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 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.
8. 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
 9. **Procedure:** the selection process will be conducted using *Quality-Cost Selection Method* 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.
 10. 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.
 11. Any request for clarification on this REOI including the PTOR should be sent via e-mail to the address below pr.sp@gllsp.org.pk no later than **12.00 PM 11th May 2025**. The client will provide responses to all clarification requests by **15.30PM 18th May 2025**.
 12. **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

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

form annexed to this document **along with one copy and one soft copy in a flash drive**. EOIs shall be submitted to the address below no later than **12.00 PM Monday 30th June 2025**. The EOIs will be opened same day at **12:30 PM**

Gwadar Lasbela Livelihoods Support Project Phase II (GLLSP-II)

Attn: *Hummal Shad*
Procurement Specialist
House 26-B, 6th Lane
Opposite Jamia Masjid Jinnah Town
Quetta 87300

Tel: +92 81 2503177

E-mail: pr.sp@gllsp.org.pk

Yours sincerely,

Rehmat Dashti

Project Director
Gwadar Lasbela Livelihoods Support Project Phase II
(GLLSP-II)

Form EOI-1

EOI Submission Form

[Location, date]

[Authorized official]

Re: Consulting Services for *[insert assignment]*

Ref: *[insert]*

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 harassment, 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/>.

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 temporary suspension)	Imposed by	Name of party convicted, sanctioned or suspended (and relationship to the consultant)	Grounds for the measure (i.e., fraud in procurement or corruption in contract execution)	Date and time (duration) of measure

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: Consulting Services for [insert assignment]

Ref: [insert]

[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 (<i>wherever applicable</i>): (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

Re: Consulting Services for [insert assignment]

Ref: [insert]

[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 current US\$):
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 current US\$):

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

Name of Firm: _____

ANNEX 1

PRELIMINARY TERMS OF REFERENCE

for Consulting Services Institutional Strengthening of Fisherfolk Cooperative Societies

1. Project Background

The GLLSP II is a second phase of the Gwadar Lasbela Livelihoods Support Project which completed in September 2019. The new project was approved by IFAD Executive Board in April 2020, for an IFAD Loan of USD 60 million and a grant of USD 3 million. In 2021, the Saudi Development Fund approved a grant to the project for an amount of USD 3 million. The implementation of GLLSP II will complete in June 2027. The project has three components: 1) Community development, 2) Fisheries Infrastructure and Capacity Building, and 3) Project management. The project's goal is to sustainably increase the income and improve the livelihoods of poor rural fishers and agricultural households in the project area, and it covers 400 villages in 45 union councils of the Gwadar and Lasbela districts.

2. Rationale of the Assignment

The fisherfolk community in the project target areas are confronted with variety of challenges including, limited access to high-end markets, high cost of production, lack of financial resources and high post harvest losses due to unavailability of required infrastructure. These challenges are further aggravated by absence of collective voice and aggregation of produce to negotiate and bargain with high-end markets. Resultantly the income, profitability and quality of life of the fisherfolk community is significantly compromised.

To address these challenges and improve the livelihood of the fisherfolk community, the project has formed multiple fisherfolk cooperatives. Each cooperative is representative body of the fisherfolk community aimed to safeguard their interests and increase their income. The project has adopted 4P (Public, private, producer partnership) approach that requires that fisherfolk cooperative shall act as partners, negotiate their terms with private companies, undertake collective sale and marketing and manage the cooperative as an independent entity. However, these cooperatives are currently at the nascent stage and unable to articulate their vision and mission, lack clarity of roles and responsibilities and do not have the capacity to effectively manage their operations as an independent entity.

In view of the above, the project requires the services of an experienced service provider to assess the current capacities of the cooperatives, develop customized manuals and provide practical training and handholding support to these cooperatives in order to achieve the objective of well-functioning independent organization.

3. Objective

The primary objective of hiring a service provider is to strengthen the institutional capacity of fisherfolk cooperatives under GLLSP-II project. The specific objectives are outlined below,

- To enhance the organizational capacity of the Fisherfolk cooperative by fostering strong and sustainable leadership, improving governance and strengthening decision-making systems and processes.

- To ensure that the cooperatives act as an independent entity and carry out their day-to-day operations efficiently and effectively through well established SOPs and functional systems.
- To enable the cooperatives in better business management with particular emphasis on revenue generation, funds management and financial independence to ensure their long-term sustainability.

Scope of Work

The service provider will be required to undertake the following tasks at minimum,

3.1. Institutional Assessment of Cooperatives

- Carryout institutional gap assessment of the cooperatives to ascertain their current state of operations, institutional capacities and key areas of improvement in-line with the scope and objectives of this assignment. The key areas to be assessed may include, (i) Organizational management and governance, (ii) Office management, (iii) Human resource management, (iv) and finances.
- Based on the previous engagement of the project with the fisherfolk cooperatives, the above-mentioned areas have been identified where capacity building and training is required. However, the service provider undertaking the assessment may identify additional areas for improvement/capacity building or furnishing the already identified areas

3.2. Development of Manuals

Based on findings of the organizational capacity assessment, develop comprehensive and user-friendly training manuals in the following functions of the cooperatives.

a. Manual on Governance and Leadership

The objective of this manual is to enhance the technical capacity and understanding of the cooperative management in key aspects of governance and leadership. It may include standard by-laws, organizational hierarchy with clear roles and responsibilities, membership eligibility and registration process, benefits to members, election process and protocols, decision making, conflict resolution, accountability and controls. Administrative hierarchy with clear roles and responsibilities for both the management staff and Board of Directors of the cooperative. Process for formation of sub committees of the fisherfolk cooperative for various functions (audit committee, procurement committee etc.) and clearly outline the roles and responsibility of each committee, communication process and protocols with concerned stakeholders

b. Manual on Office Management

The office management manual is meant to improve the day-to-day operations of the cooperative by providing clear guidelines, procedures and best practices. In addition, it may include general record keeping, filing, external and internal meetings, meetings record keeping, event management, internal and external communication, digital data entry and management, data sharing and security protocols administrative procedure

c. Manual on Human Resource Management

The manual on human resource management is aimed to develop a customized HR system for effective staff management in-line with the cooperative by-laws and best practices. The critical areas include, hiring process for core staff of the cooperative, types of employees to be hired by the cooperative (full time, wage based, consultant, volunteers), terms of reference, personal files management, benefits, leaves, office timing, training and capacity building, work ethics, code of conduct, performance evaluation and resignation or termination. The manual shall include sample employment contracts for full time, wage based and consultants and reporting protocols for different staff

d. Manual on Inventory and Assets Management

The purpose of this training manual is to equip the cooperative management with necessary knowledge and skills to effectively track and control assets of the cooperative. At minimum, the manual should include, definition of inventory and asset, purpose and importance, categorization (building, machinery, equipment, boats etc.), stock taking and assets register, coding, effective use, tracking, monitoring and supervision, repair and maintenance, risks management (insurance), valuation and disposition (sale).

Process and procedure for repair and maintenance as well as the process and procedure for annual audit of the assets

e. Manual on Financial Management

The purpose of this manual is to develop capacities of the cooperative management in bookkeeping and financial control mechanism. The manual should include, financial terms and definitions, types of financial management and bookkeeping, basic accounting and bookkeeping process and protocols, budgeting, petty cash management, cash flow

management, shareholders and shares management, financial statements, bank account management, bank reconciliation, dividend policy, internal control and audit mechanism.

- The service provider must provide standard template/forms/tools for easy understanding and adoption by the cooperatives.
- Provide one Administrative procedural manual that will cover all the aforementioned areas both in English and Urdu languages.

3.3. Capacity Building Training

- Develop capacity building plan for each cooperative keeping in view their availability and seasonality.
- Provide training to cooperative management on the above manuals with particular emphasis on practical demonstration and participative learning.
- Provide post training hand holding to the cooperatives in internalizing the practices and procedures for institutional capacity building of the cooperative.

4. Deliverables

- Inception report
- Institutional capacity gap assessment report
- Training manuals
- Training plan
- Training reports
- Final assignment completion report

5. Qualification and Experience

- The service provider must be a legal entity registered with relevant authorities in Pakistan/Balochistan. A copy of the valid registrations must be provided with the EOI/proposal.
- Firm must have preferably 5 (five) years of working experience with cooperatives/associations/community-based enterprises, institutional development and value chain development. Copies of contracts/agreements of previous work must be provided.
- The service provider must have undertaken at minimum three (03) assignments completed within last 8 years on organizational development, development & implementation of manuals/SOPs, capacity building trainings and business plan development and implementation support.
- Experience of working with fisherfolk and fisherfolk cooperatives will be preferred.

6. Selection Method

- A firm will be selected under Quality and Cost Based (QCBS) select

ANNEX 2

Qualification and Evaluation Criteria

Item	Criteria	Points
For specific experience, evidence shall include successful experience in the execution of at least 2 projects of a similar nature and scope of works		
A.	General Experience	30
i	Firm has been in existence for minimum 5 years and carried out general capacity building of institutions <i>Less than 5 years = Zero point</i> <i>Five years' experience = 02 points</i> <i>One point for each additional year of experience for the total of 10 points</i>	10
ii	Firm has completed assignments in remote and rural areas <i>(3 marks for each assignment) up to the maximum of 15)</i>	15
iii.	The firm has completed at least one assignment in Balochistan <i>(max 5 points)</i>	5
B.	Specific Experience	20
i	Experience in design and delivery of training programs for cooperatives or rural groups particularly in fisheries/marine/coastal livelihoods or similar sectors <i>(5 marks for each assignment)</i>	20

c.	Adequacy of the Proposed Methodology and Workplan in Responding to the Term of Reference	30
i.	Approach and methodology with reference to the TORS <i>Highly relevant approach and methodology addressing all context-specific context etc. = 10 points</i> <i>Moderately relevant approach and methodology addressing some context-specific issues etc. = 6 points</i> <i>The proposed approach and methodology has limited relevance to the assignment = 3 points</i> <i>The proposed approach is not relevant/appropriate = Zero point</i>	10
ii.	Work Plan with detailed activity list <i>Work plan is realistic and properly cast = 10 points</i> <i>Work plan is moderately realistic and has gaps in presentation = 6 points</i> <i>Work plan is not realistic/appropriate = Zero point</i>	10
iii.	Time Schedule <i>Time schedule is realistic and properly cast = 10 points</i> <i>Time schedule is moderately realistic and has gaps in presentation = 6 points</i> <i>Time schedule is not realistic/appropriate = Zero point</i>	10

Consultancy Firm obtaining 70% marks will be issued RFP