

Terms of Reference (ToRs) for consultant

SF/WHH/ PAK-1144-24/ IFT-12/LPR No. 2558

Training For “Business Development Plan Preparation Training for Farmer Enterprise Group (FEG) Members”

Date: 28-07-2025

Activity	Business Development Plan Preparation Training for Farmer Enterprise Group (FEG) Members			
Project code & title	PAK 1144-Support for Agricultural Micro-Enterprises and Integration in Value Chains to Increase Food Security in Tharparkar, Sindh, Pakistan			
Location	Country	Province	Division	District
	Pakistan	Sindh	Mirpurkhas	Tharparakar
Project duration	1 November 2024 - 31 October 2027 (36 months)			
Donor	Deutsche Welthungerhilfe (WHH)			

Background

SUKAAR FOUNDATION: For more than 20 years, Sukaar Foundation has been dedicated to transforming lives and empowering communities across Sindh Province. It focusses on delivering innovative and sustainable solutions in **WASH, Food security, livelihoods, and community resilience**, ensuring long-term development and well-being. Its initiatives include pioneering rainwater harvesting systems, enhancing disaster preparedness, and supporting education through child-friendly school facilities and teacher training. In times of crisis, we provide critical emergency relief, including food, water, cash aid, and sanitation support. By partnering with leading global organizations like **USAID, UNICEF**, and the **Government of Sindh**, we work to create meaningful, lasting change and build a brighter, more resilient future for all.

Sukaar Foundation is implementing the project “*Support for Agricultural Micro-Enterprises and Integration in Value Chains to Increase Food Security in Tharparkar, Sindh, Pakistan.*” The project seeks to promote inclusive economic opportunities for smallholder farmers—especially women and youth—by strengthening their integration into Livestock value chains through a structured three-tier model.

Welthungerhilfe (WHH), established in 1962, is one of the largest private organizations in Germany working in development cooperation and humanitarian aid. It is non-profit, non-partisan, and non-denominational, and operates projects across more than 40 countries globally with funding support from the German Government, European Union, United Nations, and public donations. SAFWCO and SUKAAR Foundation have partnered with Welthungerhilfe (WHH) on the project “*Support for Agricultural Micro-Enterprises and Integration in Value Chains to Increase Food Security in Sindh, Pakistan.*” Under this partnership, SAFWCO is implementing activities related to the rice and fisheries value chains in Thatta, while SUKAAR Foundation is leading the livestock value chain interventions in Tharparkar.

The project seeks to promote inclusive economic opportunities for smallholder farmers, especially women and youth, by strengthening their integration into rice and fisheries value chains. The focus is to enhance their role in these value chains, foster entrepreneurship, and improve market access, all while building their capacity as agri-entrepreneurs.

To achieve these objectives, Sukaar Foundation has organized smallholder farmers into **Farmer Enterprise Groups (FEGs)**. The training of the FEGs aim is to support these farmers in preparing **Business**

Development Plans (BDPs). This is essential for building their understanding of how to plan their business activities effectively, especially as they venture into the Livestock sector. These plans will help them identify opportunities within the value chain, plan resources, and set a roadmap for sustainable growth.

Two members of each FEG in Tharparkar will participate in the development of a business plan. This training is a vital step in transitioning them from traditional farming practices to business-oriented approaches, integrating them more effectively into the value chains. At the end of each training, each FEG will have a developed business plan that includes strategies for resource mobilization, business operations, and market engagement.

Context:

Sukaar Foundation and SAFWCO recently launched a project titled Support for Agricultural Micro-Enterprises and integration in value chains to increase food security, both in districts Tharparkar and Thatta, together with a German organization Deutsche Welthungerhilfe (WHH) which is working to promote food security and livelihood of vulnerable groups in Pakistan. Project is co-financed by German Federal Ministry for Economic Cooperation and Development (BMZ).

Sukaar Foundation is leading efforts to strengthen livestock value chain in district Tharparkar while SAFWCO focuses on agricultural and fisheries value chains in Thatta. Together, with WHH's support, these partners aim to promote sustainable development and economic resilience within these regions.

SUKAAR Foundation and SAFWCO aim to enhance their capacity to design and implement gender-responsive projects, particularly focusing on economic development and women's economic participation. To achieve this, a training program will be conducted for 20 staff of SUKAAR Foundation and SAFWCO. The training will include an assessment of existing capacities and practical guidance on gender-responsive project design and implementation. WHH will support both partners in the development of the training content. The training on gender-equitable program design aims to strengthen participants' capacity to design future development programs that integrate gender equity from the outset. This training will focus on applying gender analysis during the program design phase to identify and address gender-specific roles, challenges, and opportunities. Participants will learn how to incorporate gender-responsive objectives, strategies, and indicators to ensure that future programs are inclusive, equitable, and responsive to the needs of diverse groups. The training will also cover practical frameworks and tools for mainstreaming gender in program planning, resource allocation, and impact measurement, enabling participants to develop effective and sustainable gender-equitable programs.

Objectives

The objective of this assignment is to deliver twenty 02-day business development preparation training to 200 FEGs (400 participants, 2 members per group). The main goals are:

1. To equip participants with the knowledge and skills required to develop a business development plan for their respective value chains (rice and fisheries).
2. To facilitate an understanding of the current business environment and provide tools for assessing their group's strengths, weaknesses, opportunities, and threats (SWOT analysis).
3. To support participants in setting clear, actionable goals for their groups, focusing on value chain integration, collective thinking, and financial resource planning.
4. To encourage participants to apply business planning concepts, integrate market demands, and diversify product offerings based on value chain knowledge.

To ensure that by the end of the training, each FEG will have a completed business development plan tailored to its value chain.

Scope of Work

Training Material Development

- Develop a comprehensive two-days training module specifically tailored for the business development preparation of smallholder farmers in the Livestock value chain.
- Create simplified training handouts in Sindhi for ease of understanding.
- Develop a template for the Business Development Plan (BDP) to guide each FEG through the planning process. (In Sindhi)

Training Delivery

- Conduct 20 two-days business development preparation training sessions, with 20 participants per session, across 200 FEGs (total of 400 participants).
- Ensure training delivery is participatory and farmer-friendly, using group discussions, case studies, role play, and practical exercises.
- Organize gender-segregated sessions to address specific barriers faced by women participants and ensure inclusivity.

Reporting and Documentation

- Maintain daily attendance records disaggregated by gender and age group.
- Submit a final training report including:
 - Overview of the sessions conducted.
 - Key participant feedback and lessons learned.
 - Recommendations for post-training follow-up and support.
 - Submit soft and hard copies of training materials/toolkit.
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Business Development Plan Preparation

- Guide FEG participants through the process of developing their own Business Development Plans (BDPs), ensuring each group has a well-structured plan that covers analysis of current business situation, SWOT analysis, market linkages and demand assessment and financial planning and resource mobilization.
- Strategies for sustainable group operations and market competitiveness.
- Support the development of clear business objectives, financial projections, and implementation timelines for each group.

Reporting and Documentation

- Maintain daily attendance records disaggregated by gender and age group.
- Submit a final training report including
 - Overview of the sessions delivered.
 - Participant feedback and lessons learned.
 - Finalized BDPs from each FEG, summarizing the business plans and development strategies
 - Recommendations for post-training follow-up and support.

Deliverables

- Two-day training module and handouts (customized for Livestock value chains).
- 20 successful two-days training sessions delivered.
- A completed and filled business development plan of FEG (In soft copy).
- Participant attendance records (gender and age disaggregated).
- Copies of training materials and handouts.
- A final training report, including BDPs, feedback, and recommendations.

Required Expertise and Qualification

- Master's degree in Business Development, Agriculture Economics, Rural Development, or a related field.
- At least 5 years of experience in enterprise development and business planning training for smallholder farmers or micro-enterprises.
- Proven ability to deliver inclusive training with a focus on gender equality and youth involvement.
- Knowledge of rice and fisheries value chains and the specific challenges faced by smallholder farmers.
- Proficiency in Sindhi is required; strong written and spoken English is an asset.

Reporting and Coordination

The trainer or training firm will report to the **Project Manager at Sukaar Foundation** and coordinate with the technical team throughout the training process. Technical oversight will be provided by Welthungerhilfe (WHH).

Budget: Sukaar Foundation commissions the assignment by covering consultancy fees in supervision of Welthungerhilfe (WHH).

Application Process

Interested individual consultants or consultancy firms should submit:

- Technical proposal outlining training content and methodology.
- Updated CVs of lead trainer(s).
- Financial proposal.
- Samples of similar previous assignments or relevant training materials.

Indicative Budget Format

When preparing the budget, the following must be considered.

- Soft and hard copies of relevant documents of the project will be provided by Sukaar Foundation.
- Sukaar Foundation will ensure participation of training participants.
- Consultant will use his/her own Laptop for the assessment and analysis.
- Please note that it is the sole responsibility of the consultant to arrange and maintain all necessary insurances, including healthcare, accident, and liability insurance. Sukaar Foundation do not provide or subscribe to any insurance coverage on behalf of the consultant or service provider.
- A copy of the life insurance of consultant/s must be submitted prior to the execution of the contract.

Application Process

Interested individual consultants or consultancy firms should submit:

- Technical proposal outlining training content and methodology.
- Updated CVs of lead trainer(s).
- Financial proposal.
- Samples of similar previous assignments or relevant training materials.
- **Restricted tender documents downloaded from www.sukararfoundation.org or www.ngotenders.com.**

	DATE	TIME in PST
Deadline for requesting clarifications from the Contracting Authority	Aug 04, 2025	05:00 PM
Last date on which clarifications are issued by the Contracting Authority	Aug 04, 2025	05:00 PM
Deadline for submission of tenders	Aug 06, 2025	05:00 PM

- Cover letter detailing the trainer firm/consultant (preferably firm suitability for the assignment, relevant experience and current contact information)
- A short description of methodology to undertake assignment
- Outline your approach to training/facilitation
- Profiles/CVs of key trainers to be involved for the assignment; preferably female trainers in team.
- At least one relevant example of previous assignment of similar nature carried out in Pakistan with international I/NGOs (SF will strictly ensure the confidentiality of the reports.)
- Detailed work plan of assignment.
- Sample report for similar kind of trainings (preferably with I/NGOs)
- Consultant will use his/her own Laptop for the assessment and analysis.
- Please note that it is the sole responsibility of the consultant to arrange and maintain all necessary insurances, including healthcare, accident, and liability insurance. SUKAAR Foundation do not provide or subscribe to any insurance coverage on behalf of the consultant or service provider.
- A copy of the life insurance of consultant/s must be submitted prior to the execution of the contract.

Item	Total Cost (PKR)
Training Fees/ Consultant's Fee: XX days @ XX PKR Total = XXXX PKR	
Other costs (please specify e.g. travel)	
Total	

Award Criteria

- **Technical Approach and Methodology (30 Marks)** (Objectives / Design / Approach 10 Marks) Delivery / Content / Tools 10 Marks) Implementation / Evaluation / Reporting 10
- **Relevant Experience (5-Marks) each:** **30 marks**
- **Financial Proposal:** **30 marks**
- **Health Insurance:** **5 marks**
- **FBR/SRB Registration:** **5 marks**

Monitoring Evaluation Accountability and Learning (MEAL)

The MEAL Persons of Sukaar and WHH jointly will monitor the activity.

Support from Sukaar Foundation

SF will provide the following support for the assignment:

- Provide all relevant project documents and materials necessary for the successful completion of the assignment.
- Provide timely feedback on the overall process of training process, including training manual, material, training and report.
- Ensure the availability, presence, and punctuality of trainees at the venue as per the agreed schedule.
- Supply necessary stationery for the training sessions and trainees, along with photocopies of training materials and handouts as required by the consultant/firm/institute/organization.
- Provide food, refreshments, and transportation allowances (TA) for the participants.

Other information

Logistics Arrangements: The consultant will be responsible for all his/her own logistics arrangements; the consultant will be responsible for his/her travelling to reach the training venue and accommodation. The training venue will be all taluka head quarters of district Tharparkar.

Ethics: Consultant/ Firm must not be engaged in any child labor, human rights abuse, corruption, fraudulent, collusive or coercive practices including but not limited to applying/ bidding by multiple names / companies. If any bidder is found to be involved in such practices his/her bid may be rejected and the companies in question permanently blacklisted. Ensure safeguarding of the people engaged from community during this assignment.

Note. The Evaluation committee reserves the right to change the quantities or cancel/reject any or all offers without assigning any reason.

13. Confidentiality and Ownership

- All materials and intellectual property produced during the consultancy (including training content, reports, etc.) will remain the property of Sukaar Foundation.
- The consultant is expected to maintain confidentiality regarding any sensitive information shared during the course of the consultancy.

Submission Details

Please send your proposals by **06th Aug 2025**, 05:00 PM to:

- Tender should be uploaded / submit through <https://www.ngostenders.com/>. Only online bid should be submitted.
- Contact for Queries: Mr. Nadeem Roshan Shah, Project Manager
- Email nadeemroshanshah@gmail.com | Phone: 0333-2714870

Contract and Payments

The consultant will sign a service contract with Sukaar Foundation. Payment will be made in two instalments:

- 50% upon submission of training materials and completion of 10- Trainings event
- 50% upon completion of all 20 training events and submission of completion reports.

Procurement Committee

Sukaar Foundation Office

Address: Nawaz Boot House Taukal Colony Mithi Tharparkar , Sindh

Phone No. 0232-261913

In case any questions, contact

Email: nk_lohana@yahoo.com

Phone No. 0232-261913

Name: Nand Kishore

Designation: General Manager (Admin & Finance)

Sukaar Foundation Pakistan

Date July 28, 2025

ANNEX I

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Supplier Declaration Form

Note: This Supplier Declaration Form, including your certification by signature, is part of the qualification procedure for our suppliers and service providers. If you do not fully complete this form, you may be disqualified from the tender.

1. Supplier Information

By signing the certification at the end of this Supplier Declaration Form, you confirm that all information submitted in sections 1.1 and 1.2 below is true and complete.

1.1 Information About Your Business

Please provide the following information about your business and attach a copy of your company's legal registration document if available.

Business name	
Legal form <i>If the supplier is not a registered company, write "not registered."</i>	
Year founded	
Country where established	
VAT or registration number	
Bank details <i>Include the account holder's name, bank name, IBAN, SWIFT code, and currency used.</i>	
Physical address, email address, and website	
Contact Sales and marketing	
Range of products and services provided (Portfolio)	
Other information	

1.2 Information About Your Managing Officials

Welthungerhilfe upholds high moral standards regarding the conduct of its employees, partners, suppliers, and other service providers. As discussed in part 2.3 below, one of these standards is a condemnation of terrorism and a commitment that no funds or other resources will be used to support terrorists or terrorist activities in any way. Not only is this standard an integral part of how Welthungerhilfe works, but it is also an expectation of our institutional donors and banks that we screen

our suppliers and service providers against lists of known and suspected terrorists on a regular basis.

For this reason, we are required to collect certain information about the relevant decision makers of each supplier. In particular, we request information about your top 4 managing officials (e.g.,

executive board members, managing directors, or heads of department). Generally, these are the individuals listed on your company's registration document. If your company has fewer than 4 managing officials, please provide details for all of your managing officials and let us know this fact when submitting the form.

The data collected below will only be used for comparison with freely accessible international sanctions lists

published on the internet and will be protected in accordance with applicable data protection laws. If you have any questions how your data will be processed or stored, please talk to your contact at Welthungerhilfe or send an email to screening@welthungerhilfe.de.

Managing official 1			
Full name <i>(given name followed by middle and surname)</i>			
Nationality			
Address <i>(at a minimum, country of residence)</i>			
Gender <i>(optional)</i>			
Birthdate	Date:	Month:	Year:
Managing official 2			
Full name <i>(given name followed by middle and surname)</i>			
Nationality			
Address <i>(at a minimum, country of residence)</i>			
Gender <i>(optional)</i>			
Birthdate	Date:	Month:	Year:
Managing official 3			
Full name <i>(given name followed by middle and surname)</i>			
Nationality			
Address <i>(at a minimum, country of residence)</i>			
Gender <i>(optional)</i>			
Birthdate	Date:	Month:	Year:

Managing official 4			
Full name <i>(given name followed by middle and surname)</i>			
Nationality			
Address <i>(at a minimum, country of residence)</i>			
Gender <i>(optional)</i>			
Birthdate	Date:	Month:	Year:

2. Welthungerhilfe Policy Statement

2.1 Welthungerhilfe supports the goals of the UN Global Compact

The UN Global Compact is a strategic policy initiative for organizations that are committed to aligning their operations and strategies with the following 10 universally accepted principles in the areas of human rights, labour, environment, and anticorruption:

Human rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Further information about the UN Global Compact is available (in a variety of languages) at

<https://www.unglobalcompact.org>

2.2 Welthungerhilfe adheres strictly to its own Code of Conduct

Welthungerhilfe's own Code of Conduct builds upon the principles of the UN Global Compact and is an integral lodestone in all of Welthungerhilfe's work. All Welthungerhilfe suppliers are expected to act in accordance with the values of our Code of Conduct, which are as follows:

- The highest standards of personal and professional conduct
- No religious or political activities when representing Welthungerhilfe
- No discrimination
- Responsibility for health and safety
- No sexual violence
- Child protection
- Responsible handling of personal data and information
- Responsible use of resources.
- No supporting of terrorism or money laundering
- No corruption
- Avoiding conflicts of interest
- No work under the influence of alcohol or drugs
- No carrying of weapons
- Obligation to report concerns, suspicions, and knowledge of Code of Conduct violations

ully

The full Code of Conduct is available at the following link:

<https://www.welthungerhilfe.org/about-us/transparency-and-quality/code-of-conduct/>

By signing this Supplier Declaration Form, you explicitly agree to comply with these principles.

2.3 Welthungerhilfe (WHH) renounces all forms of terrorism and money laundering

Welthungerhilfe renounces all forms of terrorism and will never knowingly support, tolerate, or encourage terrorism or the activities of those who embrace terrorism or money laundering. Consistent with guidance issued by the United Nations Security Council and the European Union, Welthungerhilfe is firmly committed to the international fight against terrorism and, in particular, against the financing of terrorism. Accordingly, Welthungerhilfe screens its suppliers and their relevant decision makers against lists of known and suspected terrorists to ensure that none of its or its donor funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism or money laundering. By submitting an offer, suppliers and service providers agree to this screening process, including the obligation to provide the information required to conduct the screening (see parts 1.1 and 1.2 above).

3. Supplier declaration

We, _____ (name of company) hereby declare that

- a) all of the information submitted in parts 1.1 and 1.2 above is true and complete;
- b) we are not in bankruptcy proceedings, in judicial insolvency proceedings, or in liquidation, and we have not ceased our commercial activities and are not in a comparable situation by virtue of similar proceedings referred to in the national legal provisions;
- c) we have not received a sanction by legally binding judgment for reasons that bring into doubt our professional reliability;
- d) we comply with our duty to pay social insurance contributions, taxes, and other levies in accordance with the legal provisions of the jurisdiction in which we have our office, the jurisdiction of the consignee, and the jurisdiction where the contract is performed; we assure that we will comply with the legislation applicable and common standards in terms of wages, social legislation, and occupational safety and health;
- e) we have not received a legally binding sentence due to fraud, corruption, participation in a criminal association, or another act directed against the financial interests of another legal or natural person;
- f) no serious breaches of contract due to non-performance of our contractual obligations have been ascertained in connection with another contract or a contract awarded from any institutional donor involved in development cooperation, humanitarian assistance, or other public financing work (hereinafter “institutional donor”);
- g) we are providing you with all the information required to participate in a tender, and all information submitted in relation to this tender is true and complete;
- h) in respect of contracts that are ultimately paid for out of the funds of an institutional donor, no one has accused us of breach of contract due to gross violation of our contractual obligations;
- i) we have not been excluded as a contract partner by any institutional donor due to ethical issues;
- j) in the event we are chosen as the supplier for any Welthungerhilfe project, we assure to Welthungerhilfe, to

any institutional donor involved in the project, and to auditors engaged by either Welthungerhilfe or

such institutional donor that they will have reasonable access on demand to our business and accounting documents for the purpose of checks and audits;

- k) we respect basic social rights and condemn child labor;
- l) we understand that Welthungerhilfe will conduct a check to ensure that neither our company nor our top four managing officials appear on any lists of known or suspected terrorists issued by our institutional donors or the governments of which they are a part;
- m) we support the goals of the UN Global Compact; and
- n) we act in accordance with the values of Welthungerhilfe's Code of Conduct.

Location, Date

Name,

Signature