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**REPUBLIC OF MALAWI**

**MINISTRY OF AGRICULTURE**

**SHIRE VALLEY TRANSFORMATION PROGRAMME (SVTP) - 2**

**TERMS OF REFERENCE (TOR) FOR AGRIBUSINESS MANAGER (FIRM/COMPANY)**

**IN MANAGEMENT OF SMALLHOLDER-OWNED COMMERCIAL FARM ENTERPRISES (SOCFEs) OR COOPERATIVE COMMERCIAL FARMS UNDER THE SHIRE VALLEY TRANSFORMATION PROJECT (SVTP)**

**NOVEMBER 2024**

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# Abbreviations and Acronyms

|  |
| --- |
| **AM-**Agribusiness Manager |
| **AfDB** - African Development Bank |
| **BoD** - Board of Directors |
| **ESMP** - Environmental and Social Management Plan |
| **GEF** - Global Environment Facility |
| **GoM** - Government of Malawi |
| **IFRS** - International Financial Reporting Standards |
| **MEPA** - Malawi Environmental Protection Authority |
| **SOCFEs** – Smallholder Owned Commercial Farm Enterprises |
| **SVTP** - Shire Valley Transformation Program |
| **ToR** - Terms of Reference |
| **WB** - World Bank |

# 1.0 Background

## 1.1 Overview of SOCFES within SVTP

The Shire Valley Transformation Project (SVTP)-1 integrates 11 Smallholder-Owned Commercial Farm Enterprises (SOCFEs) or Cooperative Commercial Farms, bringing together over 19,500 members who collectively manage approximately a gross area of 9,643 hectares, including 7,572 net hectarage dedicated to irrigated agriculture. Registered as Customary Estates, these SOCFEs envisioned by SVTP to showcase the potential of smallholder farmers in commercial agriculture. The transition from subsistence to commercial farming under the SVTP framework leverages advanced irrigation methods such as centre pivots, furrows, and micro-irrigation, positioning the SOCFEs for consistent productivity, revenue stabilization, and crop diversification.

Each SOCFE plays a pivotal role in SVTP’s objective of improving food security, fostering sustainable income, and driving community growth. This collaborative effort supports SOCFEs in adopting modern farming practices, strengthening their capacity for high-value crop production, and expanding their reach in competitive markets.

## 1.2 Strategic Role of SOCFEs within SVTP

The SVTP’s agricultural transformation initiative is underpinned by three main pillars:

1. **Reliable Irrigation Services**: Establishing and maintaining professionally managed irrigation infrastructure is essential for these SOCFEs to overcome climate variability challenges and sustain production levels year-round. The SVTP framework provides technical and financial support for these irrigation systems to ensure they remain functional and adaptable.
2. **Land Tenure and Natural Resource Management**: By securing land tenure arrangements, consolidating fragmented landholdings, and promoting resource sustainability, the SOCFEs are able to manage farmland more effectively, reduce land degradation, and improve environmental resilience. This pillar supports a strong foundation for commercial operations, allowing the SOCFEs to manage resources in a manner conducive to long-term success.
3. **Commercial Farm Enterprises Support**: SOCFEs are equipped to engage in commercial agricultural production through access to markets, training in value chain optimization, and strategic support for profitability. This pillar enables SOCFEs to generate surplus income, which can be reinvested in both farm operations and local community initiatives, fostering self-sustainability and growth in the region.

## 1.3 Current Status of SOCFEs and Identified Gaps

The SOCFEs have made commendable strides toward establishing themselves as commercial entities, with governance structures, strategic business plans, and environmental compliance frameworks already in place. Various capacity-building efforts, facilitated through the SVTP, have strengthened management practices and enhanced members’ skills in governance, financial planning, and production management.

Despite these advancements, certain gaps and challenges persist:

1. **Governance and Operational Efficiency**: While each SOCFE operates with a Board of Directors and supporting sub-committees for key areas such as Marketing, Production, and Finance, there remains a need for enhanced efficiency in operational oversight. Limited experience in financial management and productivity tracking hampers their ability to make timely, market-responsive decisions.
2. **Capacity for Sustained Agribusiness Management**: Although training programs have bolstered SOCFE leaders’ capabilities, the SOCFE lack professionals with specialized expertise in agribusiness management. This gap underscores the necessity of a dedicated Agribusiness Management Firm to lead and guide them in advanced practices for commercial farming.
3. **Dependency on External Support**: The reliance on SVTP and external partners for technical and financial assistance reflects a vulnerability in the SOCFEs operations. Building self-sufficiency in agribusiness management and establishing internal systems to sustain commercial activities are crucial next steps.

These identified needs demonstrate the importance of engaging a Professional Agribusiness Manager, a Firm to provide expertise and support, bridging the gap between current capabilities and the SVTP’s long-term vision for sustainable, profitable SOCFEs.

# 2.0 Objectives of the Assignment

## 2.1 Overall Objective

The overarching objective of this assignment is to appoint a specialized Agribusiness Manager to provide consolidated management for one or more of the 11 SOCFEs under the Shire Valley Transformation Project (SVTP). The firm will play a crucial role in guiding each SOCFE toward operational efficiency, financial stability, and market competitiveness. By supporting the SOCFEs in establishing sustainable business practices and optimizing productivity, the firm will contribute to transforming these SOCFEs into commercially viable entities capable of achieving long-term profitability and resilience.

## 2.2 Specific Objectives

The specific objectives of this assignment are as follows:

1. **Resource Mobilization and Infrastructure Management**: Secure and manage financial resources for infrastructure improvements, including irrigation systems, storage facilities, and essential equipment. Oversee the management, installation of infrastructure and purchase of other capital equipment, using external expert services (e.g. irrigation engineers) to ensure sufficiently high standards are achieved. Ensure that all infrastructure development aligns with climate-resilient, sustainable practices.
2. **Operational Efficiency**: Develop and implement optimized planting cycles, pest and disease control, and efficient water management practices to enhance productivity for each SOCFE.
3. **Financial Oversight**: Establish robust financial management practices that comply with International Financial Reporting Standards (IFRS) to ensure transparency, accountability, and long-term profitability for each SOCFE.
4. **Market Development**: Strengthen the SOCFEs’ market linkages by facilitating trusted relationships with reliable buyers, promoting SOCFE identity as a reliable provider of good quality produce, and improving revenue streams.
5. **Capacity Building**: Conduct training programs to equip SOCFE members with skills in modern agricultural methods, financial literacy, and SOCFE governance, fostering self-reliance and leadership within the SOCFEs.

# 3.0 Scope of Services, Tasks, and Expected Deliverables

The Agribusiness Management Firm’s responsibilities will span three distinct phases: Pre-Production, Production, and Post-Production. Each phase includes specific tasks and expected deliverables critical to the SOCFEs’ successful transition to commercial agriculture.

## 3.1 Pre-Production Phase

The Pre-Production Phase focuses on financial mobilization, organizational development, and initial infrastructure setup. This phase lays the groundwork for efficient operations and sustainable growth.

**Key Tasks:**

1. **Financial Resource Mobilization**
2. Secure funding from SVTP grants and private sector sources to finance infrastructure, machinery, and operational inputs.
3. Develop and document a financial resource management plan detailing funding requirements, timelines, and contingency plans.
4. **Engineering, Procurement, and Construction Management (EPCM)**
5. Facilitate engagement of contractors/suppliers
6. Collaborate with irrigation engineers from the Department of Irrigation and other private engineering contractors to design and implement irrigation infrastructure following Good International Industry Practice (GIIP) and national standards.
7. Oversee the construction of critical infrastructure, including land levelling, drainage systems, and access roads, ensuring regulatory compliance and operational readiness.
8. **Procurement of Machinery and Inputs**
9. Procure essential machinery (tractors, irrigation systems) and agricultural inputs (seeds, fertilizers, pesticides) to support seamless farming operations.
10. Establish inventory controls and management systems to track equipment and inputs.
11. **Organizational Development**
12. Structure the SOCFEs’ management framework, delineate roles, recruit key personnel, and establish administrative systems for efficient operations.
13. Assist the SOCFEs’ Board of Directors in developing operational policies, performance metrics, and governance structures.

**Expected Deliverables for Pre-Production Phase:**

1. Sourced and mobilized funds with supporting financial documentation.
2. Completed infrastructure setup, including irrigation systems, storage facilities, and land levelling.
3. Procured equipment and agricultural inputs, with a comprehensive inventory and tracking system.
4. Operational management structure with defined roles and recruited personnel.

## 3.2 Production Phase

During the Production Phase, the Agribusiness Management Firm will guide active farming operations with a focus on optimizing productivity, maintaining compliance with environmental standards, and ensuring the well-being of SOCFE employees.

**Key Tasks:**

1. **Agronomic Practices**
2. Oversee land preparation and crop planting schedules tailored to market demand, soil quality, and irrigation needs.
3. Implement sustainable practices such as crop rotation, integrated pest management, and soil health monitoring to maximize productivity.
4. **Irrigation System Operation and Maintenance**
5. Manage and maintain irrigation systems to ensure water conservation, regular repairs, and efficient water use.
6. Monitor and adjust irrigation schedules in response to weather conditions to enhance crop resilience.
7. **Labour Management**
8. Recruit, train, and supervise the SOCFE workforce, adhering to labour laws, safety regulations, and performance standards.
9. Develop a robust labour management system to handle seasonal labour demands, provide training, and track productivity.
10. **Health and Safety Compliance**
	1. Enforce health and safety protocols for machinery operation, pesticide handling, and personal protective equipment (PPE) use.
	2. Document and monitor compliance with national and SOCFE -specific health and safety regulations.

**Expected Deliverables for Production Phase:**

1. Land prepared and cultivated according to optimized production schedules.
2. Well-maintained irrigation system with documented maintenance records and water conservation strategies.
3. Skilled and compliant workforce with a labour tracking and management system in place.
4. Health and safety compliance protocols implemented with monitoring documentation.

## 3.3 Post-Production Phase

The Post-Production Phase encompasses harvesting, post-harvest handling, marketing, and financial reporting. The firm will coordinate these activities to minimize losses, strengthen market linkages, and ensure transparent financial management.

**Key Tasks:**

1. **Harvest and Post-Harvest Handling**
	1. Plan and coordinate crop harvesting schedules to ensure product quality at peak freshness.
	2. Implement storage, sorting, grading, and packaging processes to preserve crop quality and prevent post-harvest losses.
2. **Market Linkages and Sales**
	1. Build and maintain relationships with buyers, negotiate fair prices, and, where feasible, facilitate value-added processing and packaging.
	2. Develop logistics plans to ensure timely product delivery and quality control for all sales channels.
3. **Financial Reporting and Profit Distribution**
	1. Prepare financial reports detailing revenue, operational costs, and profit distributions for SOCFEs members.
	2. Establish a clear profit-sharing mechanism to ensure fair returns to SOCFEs members, supporting transparency and trust.

**Expected Deliverables for Post-Production Phase:**

1. Managed harvest and storage processes to ensure minimal post-harvest losses and maintain quality.
2. Secured market linkages with completed sales agreements
3. Comprehensive financial reports and a documented profit-sharing mechanism.

NB: At all times, the AM will follow the agreed investments and farming procedures as detailed in the cooperative BP. Any proposed significant variations from the BP would need to be discussed with the Technical Investment Coordination Consultant (TICC) and agreed by the Cooperative Board of directors. Moreover, the AM will use the services of the TICC team in all investment, financing, procurement, production and management functions. The AM will be directly responsible to the Cooperative Board of Directors at all times.

 For the period without revenue for the SOCFE owners the AM will ensure that strategies are put in place for land owners to be food secured .

# 4.0 The Firm, Team Composition & Qualification Requirements for Key Experts

## 4.1 The Firm’s Experience

The Agribusiness Management Firm must possess at least 5 years of experience in the field of agribusiness development, with a demonstrated track record in managing SOCFEs -based agricultural models. The firm’s expertise should include:

1. **Commercial Farm Management**: Proven ability to establish and implement business plans for SOCFEs s focused on profitability and operational sustainability.
2. **Irrigation System Installation and Maintenance**: Experience in development and management of various irrigation systems (furrow, sprinkler, drip, centre pivot, etc.),
3. **Value Chain Management**: Proficiency in developing value chains and establishing linkages with key market players, including off-takers, input suppliers, and logistics providers.
4. **Environmental and Social Compliance**: Knowledge of Environmental and Social Management Plans (ESMP) and adherence to international and national environmental standards, including experience with World Bank project compliance requirements.
5. **Financial Management**: Proficiency in financial oversight of agribusiness operations, including budgeting, IFRS compliance, and resource utilization tracking.
6. **Capacity Building in Agricultural Practices**: A strong history of conducting training programs for SOCFE members in modern agricultural methods, financial literacy, and SOCFE governance.
7. **Community Development**: Sensitivity to the social and economic goals of community-based SOCFEs , with experience in promoting inclusive and equitable benefits among SOCFE members.

The firm should also have previous experience working with smallholder farmers in Malawi or a similar agricultural and socio-economic environment, enabling an understanding of local challenges and opportunities.

## 4.2 Key Personnel and Qualifications

The Agribusiness Management Firm should employ highly qualified personnel with experience in SOCFE management, agricultural development, and agribusiness finance. Key positions and their qualifications include:

## 4.2.1 Managing Director

1. **Qualifications**: At least Bachelor’s degree in Agribusiness, Agricultural Economics, or Business Administration or Bachelors Degree in the above disciplines with not less than 5years’ experience.
2. **Experience**: Minimum of 5 years in agribusiness management (those that have Master’s Degree), including experience with SOCFE models, financial oversight, and compliance with environmental and social standards.
3. **Skills**: Strong leadership, strategic planning, budgeting, and stakeholder engagement skills.
4. **Commitment**: Expected to dedicate 18 person-months over a 48-month period to the project. However, depending on a size of the farm, the Managing Director may be allocated different time input on a particular farm.

## 4.2.2 Farm Manager

1. **Qualifications:** At least a Diploma in Agriculture, Agricultural Engineering, or Agronomy .
2. **Experience:** Minimum of 10 years in farm management and must have been a Farm Manager for at least 3 years, with expertise in irrigation, crop production, and post-harvest handling.
3. **Skills:** In depth knowledge of agronomic best practices, farm safety compliance, and operational management.
4. **Collaboration:** Team player who can coordinate effectively with cooperative members.
5. **Commitment**: Expected to dedicate all person-months over a 48-month period to the project. However, depending on a size of the farm, the Farm Manager may combine 2 farms with the smaller one working on part time.

Each member of the key personnel should be committed to the SOCFE’s success and work collaboratively with SOCFE members, local stakeholders, and SVTP representatives to ensure that project objectives are met effectively.

# 5.0 Monitoring, Evaluation, and Reporting

The Agribusiness Management Firm will be responsible for ongoing monitoring, periodic evaluation, and detailed reporting to ensure that project objectives are being met according to schedule. Reporting requirements include:

## 5.1 Monthly Reports

1. **Content**: Summaries of farm operations, infrastructure progress, SOCFE training sessions, and preliminary financial updates.
2. **Submission**: Reports to be submitted to the SOCFEs ’ Board of Directors, outlining challenges, solutions implemented, and any support needed for continuous progress.

## 5.2 Quarterly Reports

1. **Content**: Comprehensive data on production statistics, financial performance, health and safety compliance, and ESMP adherence. Reports should include updated KPI tracking, outlining performance in yield improvement, financial stability, and environmental compliance.
2. **Submission**: Quarterly reports will be submitted to the SVTP oversight committee and SOCFE Boards.

## 5.3 Annual Reports

1. **Content**: Annual reports will provide a summary of SOCFE operations, financial audits, key achievements, and recommendations for future improvements. These reports will include a full impact assessment based on cumulative KPIs and adherence to SOCFE governance and financial transparency standards.
2. **Submission**: The firm will present these annual reports to SVTP stakeholders, providing data on the SOCFEs ’ commercial viability and self-sustainability.

## 5.4 Performance Review and Impact Assessment

An initial impact review will be conducted within 6-12 months of project commencement to assess the firm’s performance, with specific focus on:

1. **Operational Efficiency**: Evaluating the effectiveness of implemented farming operations and infrastructure maintenance.
2. **Financial Health**: Reviewing SOCFE financial management, transparency, and compliance with IFRS.
3. **Environmental and Social Compliance**: Assessing adherence to ESMP guidelines and impact on surrounding communities.

The performance review findings will inform any adjustments needed in project execution to meet SOCFE objectives.

# 6.0 Client’s Input and Counterpart Personnel

The SOCFEs under SVTP will provide the following support and resources to facilitate the Agribusiness Management Firm’s operations:

## 6.1 Facilities

1. **Office Space**: Adequate office space at SOCFE locations will be provided for key personnel involved in operational management.
2. **Utilities and Equipment**: Access to basic utilities (electricity, water, internet) and necessary office equipment (computers, printers) to support daily tasks.

## 6.2 Counterpart Personnel

1. **Local Administrative Support**: Each SOCFE will assign local administrative personnel to work closely with the Agribusiness Management Firm, providing assistance in logistics, record-keeping, and general administration.
2. **Coordination Assistance**: SOCFE personnel will support coordination with local stakeholders, including government representatives, community leaders, and members of the SOCFE boards.

The Client’s inputs are expected to streamline the project execution by ensuring that the Agribusiness Management Firm’s personnel have the resources needed for efficient operations and effective coordination with SOCFE members.

# 7.0 Fraud and Corruption

The Agribusiness Management Firm is required to adhere strictly to anti-corruption policies, with compliance standards aligned with the World Bank’s anti-corruption guidelines. The firm must take proactive measures to prevent, identify, and address any conflicts of interest or instances of fraud, bribery, or unethical practices during the assignment. All cases of suspected fraud or corruption must be promptly reported to the SOCFE Boards of Directors and the relevant SVTP oversight committee.

Specific policies include:

1. **Conflict of Interest Disclosure**: The firm must disclose any potential conflicts of interest and mitigate risks to the project’s integrity.
2. **Anti-Corruption Training**: Firm personnel will undergo anti-corruption training to understand and uphold ethical standards.
3. **Internal Audits**: The firm will perform regular internal audits to ensure compliance with anti-corruption policies and maintain transparency in operations.
4. **Incident Reporting**: The firm is required to report any suspicion or evidence of fraudulent activities immediately. Investigations will be conducted following established SVTP guidelines.

# 8.0 Time Frame

The engagement of the Agribusiness Management Firm will span a period of **60 months (five years)**. This period includes an initial **6–12-month probationary phase**, during which the firm’s performance will be evaluated based on key performance indicators (KPIs) such as operational efficiency, compliance with ESMP standards, financial health, and responsiveness to SOCFE needs.

**Contract Duration and Renewal**

1. **Initial Contract Period**: Five years with annual performance reviews.
2. **Probation Review**: The initial 6-12 months will serve as a probationary period. Based on the performance review, the contract may be continued or adjusted to ensure alignment with project goals.
3. **Performance-Based Renewal**: The contract may be renewed annually based on satisfactory completion of objectives and sustained progress across all phases.

# 9.0 Location of the Firm

The Agribusiness Management Firm will be based in the Shire Valley area to facilitate direct access to the SOCFEs it is serving under SVTP. Specifically:

1. **Primary Location**: The firm will operate from a central office located in one of the main SOCFE hubs within the area, ensuring efficient access to all SOCFE sites.
2. **Field Offices**: Additional field offices or satellite locations may be set up as needed to ensure effective coverage of all SOCFEs and support site-specific operations.

This area setup will enhance operational efficiency, allowing the **FIRM** to remain actively engaged with each SOCFE and to respond promptly to any emerging challenges.

# 10.0 Remuneration

The payment of Agribusiness Manager will be calculated on a performance-based formula. An agreed percentage of the Annual Turnover as indicated in the Cash Flow will be made and this will be subdivided into 12 fixed monthly feesto cater for the staff salaries prior to crop sales. The payments shall be based on the forecasted annual turnover and if necessary revised until the final turnover becomes known. After submission of the audited accounts, a final account shall be taken to determine the fixed annual fee based on actual results for that financial year. Adjustments shall be made to ensure that the Management Firm is paid no more and no less than the agreed percentage of the actual annual turnover.  If on taking final account, it is discovered that the Management Firm was paid more than the agreed percentage of the actual annual turnover the Management Firm shall refund the excess payment to the Cooperative within the agreed days from the date of such determination. A variable fee in addition to the fixed annual fee will also be calculated as bonus to the Farm Manager if the actual annual turnover exceeds the projected annual turnover target.

# 11.0 Data Table for SOCFEs ’ Key Details

The following table provides an overview of the 11 SOCFEs managed under the Shire Valley Transformation Project (SVTP). It includes key details such as land area, irrigated area, membership count, irrigation types, and primary crops. This data serves as a reference for planning and operational considerations as indicated in Table 1.

**Table 1: Details of Cooperative Farms, gross and net irrigable areas, membership, irrigation methods and selected enterprises**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SOCFE** | **Land Area (ha)** | **Irrigated Area (ha)** | **Members** | **Irrigation Type** | **Primary Crops** |
| **Kambadwe** | 167.6 | 112 | 204 | Furrow, Sprinkler, Micro | Sorghum, Soybeans, Groundnuts, Mangoes |
| **Mwanaalirenji** | 832.7 | 774 | 798 | Furrow | Chillies, Cotton, Soybeans |
| **Mantchombe** | 353.7 | 299 | 626 | Overhead | Maize, Chillies, Groundnuts |
| **Mulambe** | 1,137.6 | 840 | 2,031 | Furrow | Sorghum, Soybeans, Groundnuts, Mangoes, Sugarcane |
| **Katundu** | 1,289.3 | 1,000 | 1,983 | Pivot, Sprinkler | Cotton, Soybeans, Chillies |
| **Chingalumba** | 1,317.4 | 1,060 | 1,932 | Pivot, Sprinkler | Beans, Groundnuts, Maize, Chillies |
| **Mangalangala** | 693.2 | 499 | 1,819 | Furrow | Sorghum, Soybeans, Groundnuts, Mangoes |
| **Nanyerere** | 268.8 | 224 | 363 | Pivot, Furrow | Cotton, Soybeans, Chillies |
| **Tchombwa** | 1,052.3 | 863 | 3,321 | Pivot, Sprinkler | Bird’s Eye Chili, Cotton, Soybean, Maize |
| **Chifunda** | 936.8 | 707 | 2,073 | Pivot, Sprinkler | Beans, Maize, Groundnuts |
| **Kuwala** | 1,593.2 | 1,195 | 4,419 | Pivot, Sprinkler | Beans, Maize, Sorghum, Chillies |

In terms of Farm Management , some smaller and bigger cooperative Farms have been combined hence 8 lots have been proposed from 11 Cooperative Farms as indicated in table 2:

**Table 2: Details on Cooperative Farms in lot numbers, net irrigable areas, expected time to receive water and recruitment of farm Managers.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Lot no** | **Name of a Cooperative Farm (s)** | **Net irrigable area according to Business Plan (Ha)** | **Year Expected to receive water from Secondary Pipes** | **Expected time to recruit Farm Managers (6-9 months before receiving water)** |
| 1 | Kambadwe + Mwana Alirenji | 886 | 2025 | Q1 2025/Q2 2025 |
| 2 | Mantchombe +Mulambe | 1139 | 2025 | Q1 2025/Q2 2025 |
| 3 | Chingalumba | 1060 | 2026 | Q4 2025/Q1 2026 |
| 4 | Managalangala | 499 | 2026 | Q4 2025/Q1 2026 |
| 5 | Katundu +Nanyerere | 1224 | 2026 | Q4 2025/Q1 2026 |
| 6 | Chifunda | 707 | 2026 | Q4 2025/Q1 2026 |
| 7 | Kuwala | 1195 | 2026 | Q4 2025/Q1 2026 |
| 8 | Tchombwa | 863 | 2026 | Q4 2025/Q1 2026 |
|  | **Grand total** | **7573** |  |  |

# 12.0 Annexures Required for Submission by the Firm

The following annexures are required as part of the proposal submission by the Agribusiness Management Firm. Each annexure provides critical information that will be used to evaluate the firm’s suitability, experience, and capacity to meet the objectives of the Shire Valley Transformation Project (SVTP).

**Annexure A: Company Profile and Legal Documentation**

1. **Company Profile**: Overview of the firm, including a description of its history, core services, and relevant project experience.
2. **Registration Certificates**: Proof of legal registration and incorporation status, including any licenses required to operate in Malawi.
3. **Tax Compliance Certificate**: Confirmation of tax compliance status as required by the relevant regulatory authority in Malawi.

**Annexure B: Previous Project Experience and References**

1. **Project Portfolio**: Detailed descriptions of similar projects undertaken in the past 10 years, with a focus on agribusiness management, SOCFE models, and World Bank-compliant projects.
2. **References and Testimonials**: At least three references from previous clients, including contact information and project outcomes, to verify the firm’s track record and performance in similar engagements.

**Annexure C: Proposed Methodology and Work Plan**

1. **Methodology**: Outline of the firm’s proposed approach to achieving the objectives of the SVTP, including strategies for infrastructure management, capacity building, financial oversight, and environmental compliance.
2. **Work Plan**: A phased work plan that aligns with the project’s timeline, detailing tasks, milestones, and deliverable schedules for each phase (Pre-Production, Production, and Post-Production).
3. **Risk Management Plan**: Identification of potential risks and the firm’s approach to mitigating them, particularly in areas of resource mobilization, environmental compliance, and market engagement.

**Annexure D: Team Composition and Personnel Resumes**

1. **Organizational Structure**: Diagram showing the team’s structure and reporting lines, including roles and responsibilities.
2. **Resumes of Key Personnel**: Detailed resumes of all key personnel (Managing Director, Agronomist, Financial Analyst, Environmental Compliance Officer) highlighting qualifications, years of experience, and relevant project achievements.
3. **Personnel Deployment Plan**: A plan specifying the time commitment of each key personnel member to ensure effective management and oversight across all SOCFEs .

**Annexure E: Financial Proposal**

1. **Budget Breakdown**: Detailed budget covering personnel costs, travel, equipment, administrative expenses, and any other costs necessary to fulfil the contract.
2. **Funding Sources**: Disclosure of all financial sources that will support project activities, if applicable.
3. **Billing and Payment Terms**: Proposed payment schedule based on key deliverables and milestones.

**Annexure F: Environmental and Social Management Plan (ESMP) Compliance Statement**

1. **ESMP Compliance Plan**: A detailed plan for how the firm will adhere to ESMP guidelines, ensuring compliance with environmental and social standards.
2. **Environmental Impact Mitigation Measures**: Outline of strategies to minimize adverse environmental impacts, including waste management, water conservation, and soil health practices.
3. **Community Engagement Plan**: Strategies for engaging with local communities, including awareness programs, benefit-sharing mechanisms, and conflict resolution methods.

**Annexure G: Anti-Corruption and Ethics Policy**

1. **Anti-Corruption Policy**: Documentation of the firm’s anti-corruption and ethics policies, demonstrating adherence to World Bank and SVTP standards.
2. **Internal Auditing Procedures**: Description of internal auditing methods used to ensure transparency and detect any unethical practices.
3. **Conflict of Interest Declaration**: Signed statement disclosing any potential conflicts of interest and confirming compliance with SVTP’s ethical guidelines.

**Annexure H: Monitoring, Evaluation, and Reporting Plan**

1. **Monitoring and Evaluation Framework**: Detailed framework outlining the KPIs, reporting frequencies, and methods for tracking progress in all phases.
2. **Sample Reporting Templates**: Templates for monthly, quarterly, and annual reports to demonstrate the firm’s approach to maintaining documentation, transparency, and accountability.