1. Premium Foods Limited has received a Grant from the African Development Bank and intends to utilize part of this Grant towards the cost of the following Assignment: To carry out project preparation studies to enhance the bankability of the Expanded Go Farming Project.

2. The services to be provided under the Assignment which are Preparation Studies to enhance the Bankability of the Expanded Go Farming Project in Ghana, and include:
   A. Feasibility Studies (Technical; Financial; and Market),
   B. Environmental and Social Impact Assessment Study; and
   C. Business and Financing Plan.

3. Premium Foods Limited now invites Consulting Firms to indicate their interest in providing the above-described services. Interested Firms shall provide information (documents, reference to similar service, experience in similar assignments, etc.) on their qualifications and experience demonstrating their ability to undertake these assignments.

4. The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the African Development Bank’s Procurement Policy for Bank Group Funded Operations, approved by the Bank’s Boards on 14 October 2015, and available on the Bank Website at http://www.afdb.org. Please, note that interest expressed by a consulting firm does not imply any obligation on the part of the Grant Recipient to include it in the shortlist.

5. The estimated duration of services is 4 months/120 days and the estimated starting date is July 1st, 2019.

6. Interested Consulting Firms may obtain further information at the address below during official working hours: 8.00hrs – 17.00hrs GMT

7. Expressions of interest must be received at the address below no later than June 04, 2019 at 17.00hrs GMT Ghana local time and specifically mentioning “Premium Foods Limited Project Preparation Studies to enhance the Bankability of the Expanded Go Farming Project in Ghana”.

For the attention of;
Ms. Gladys Sampson
Premium Foods Limited
Unnumbered Plot Jachie- Pramso, Lake Road
Opposite Adan Papa Junction
P.O.Box KS 5452
Kumasi
afgrant@premiumfoodsgh.com
Tel: 0272804703
Terms of Reference
Feasibility and Environmental Studies:

Introduction:

Premium Foods is a leading food processing company in Ghana with a track record in processing blended fortified products, grits for food and beverage companies, composite flour, high quality cassava flour (HQCF), rice and feed for poultry and livestock using local produce such as maize, soybeans, rice, sorghum, millet and cassava.

The company is a major stakeholder in the local grains industry especially in the maize value chain supplying out-growers (smallholder farmers) with input credits and market linkage for their produce. The company’s intervention has brought relief to farmers in providing them with market access and reduced post-harvest losses. The company is run by a team of professionals with several years’ experience in the grains and agro-processing industry and with relevant qualifications in their field of work.

1. Background or origin of the Assignment:

The company has received funding from the Agriculture Fast Track (AFT) Fund, a multi-donor trust fund managed by the African Development Bank with funding support from the US government represented by USAID, the Danish Government represented by DANIDA and the Swedish Government represented by SIDA.

The Agriculture Fast Track Fund is facilitating investments in agricultural infrastructure in Africa by lowering project preparation costs for AFT Grant Recipients. It provides grant funding for the initial project development costs of a broad range of agriculture infrastructure projects spanning the entire value chain – from production to market. These can emanate from the private or public sector and from local or international businesses. The types of projects supported range from rural feeder roads to agro-processing and marketing facilities to out-grower schemes. The Fund places emphasis on projects that contribute to food security and support to smallholders.

The company intends to use AFT funds to conduct preparatory activities towards a larger goal of expanding its production and processing capacity by integrating backwards to ensure continued and sustained raw material supply. The company currently has an expanded factory and intends to integrate backwards by undertaking a farming project that will supply raw materials for the expanded factories. The company is therefore recruiting a Consulting firms with experts in varied needed skills to conduct specialized activities including Feasibility Studies (Technical, Financial and Market), and Environmental and Social Impact Analysis Studies aimed at preparing the project for further investment.

2. Goals and Objectives:

The company is leveraging on several years of experience acquired in grains processing and the maize value chain to expand and diversify its operations, by investing in a new processing plant with diversified capabilities and significant installed capacity to produce super cereals, maize
meal, super cereal plus, high quality cassava flour (HQCF), composite flour, grits, rice products and animal feed among others, using inputs (raw materials) sourced mainly from local farmers.

This would reposition the company as a key player among the leading indigenous agribusinesses in the sub-region.

The new processing plant shall have a combined processing capacity of 18 tons per hour with raw material storage capacity of 17,500 metric tons which will be expanded to 250,000 metric tons over a five-year period. The expansion will put the company in a position to have the processing capacity to commercially launch its Maizoya and Lovit registered brands of fortified super-cereal products and would provide an added capability to process Fortified Super-Cereal Plus products including ready-to-eat, pre-cooked, roasted and or extruded products from Maize, soybeans, cowpeas, millet, sorghum, rice, cassava, etc.

The expansion project is being carried out in three phases:

- **Phase 1** involves increasing the installed processing capacity and capability for maize and fortified blended foods. This is currently ongoing.
- **Phase 2** will focus on introducing innovative interventions aimed at expanding the supply chain, to influence local commercial production capacity of identified raw materials/inputs including maize, cassava, sorghum, soybeans, cowpea, rice etc.
- **Phase 3** will further expand the processing capacity to include an animal feed mill, rice mills and expansion of raw material storage to 250,000 metric tons.

To achieve its goals, the company seeks to recruit a Consulting firm to undertake Feasibility Studies (Technical, Financial and Market), and Environmental Social Impact Analysis (ESIA), Studies, on the viability of the project and to develop a business plan and financial model for the project; and develop environmental and social impact assessment study Report. That is:

The specific objectives are: to develop:

1. To develop Market, Technical and Financial Feasibility Studies Report of the project;
2. To develop Environmental and Social Impact Assessment Study Report; and
3. To develop Business and Financing Plans.

### 3. **Scope of Assignment:**

To achieve these objectives:

i) The company intends to develop Business Plans.

ii) Recruit the services of a Consultant, to investigate and report on the market, technical, financial and managerial feasibility of this company expansion project and to validate or develop key assumptions for strategies, operational planning, and financial projections leading to the writing of a detailed Business Plan for a maximum of 5 years with projections to 10 years.
iii) The Consultant shall also identify issues and risks likely to threaten the operational sustainability of the project and recommend ways of minimizing the effects of such risks on the operations of the project.

iv) The Consultant shall review and identify the environmental impact of the project and recommend measures necessary to mitigate detrimental environmental consequences to ensure that sustainable agricultural and processing practices are followed in compliance with AfDB guidelines.

**The Main Tasks:**

- **Technical feasibility of Project Cost (Technical Aspect):**
  The consultant is expected to:
  (i) Review the project concept and estimated project cost detailing additional work required to bring the expansion of factory to its full production potential and estimate the related costs (Labor, Raw Material, Capital Investment (Project Machinery & Equipment), General overhead).
  (ii) Assess the effectiveness and suitability of the existing equipment and machinery, and make proposals on additional equipment required for the project including the equipment to be used for the farming project.
  (iii) If necessary, to review options for phasing the project to maintain initial capital outlay within limits proposed by the company and detail estimated capital Outlay for each phase.

- **Production Management (Project Products & Production):**
  The consultant is expected to:
  (i) Determine whether output levels projected are reasonable and attainable in the proposed time horizon.
  (ii) Assess the quality of Company’s products relative to competing products and the possibility of developing new products especially the retail segment of the business.
  (iii) Review the state and adequacy of the existing machinery and equipment and processes.
  (iv) Develop an appropriate production layout and operational plan for the factory operations and also the farming project.
  (v) Comment on the availability and sources of suitable raw material and other inputs to satisfy Company’s processing requirements under the project. This should include the possibility of augmenting the company’s raw material requirements from out growers.
  (vi) Organizational and Management structure of the Out grower Program with emphasis on: Review the selection and participation process. Key characters/ personalities/entities; Responsibility lines/Management hierarchy;
(vii) Comment on existing quality control and food hygiene practices in place, if any, both for the existing operations and the new factory under construction. Indicate improvements you may consider necessary.

(viii) Assess spare parts and maintenance requirements, propose a project implementation schedule showing the commencement and completion of each activity.

(ix) The company will also be integrating backwards by engaging in farming to supply the needed raw materials to feed the expanded factory.

The consultant will therefore be required to:

i) Assess production and product range of the farm, including additional farming activity, infrastructure, quality requirements, etc.

ii) Assess requirements for operational and office buildings at the farming locations.

iii) Evaluate ancillary equipment needs to cater for the proposed project.

iv) Provide a full description of the production process (including production rates), giving details on each process involved.

v) Assess raw material requirements (seedlings, chemicals, etc.), and identify sources.

❖ Market/Marketing Strategic Plan:

The Consultant shall review the export and domestic market and make necessary recommendations for meeting customer requirements with special attention to the following:

i) Assess current and projected external markets.

ii) Assess present marketing and pricing arrangements, marketing costs/fees, principal customers, competitors and the marketability of the company’s products, taking into account quality and volumes.

iii) Estimate production cost and marketing cost (e.g. distribution costs, sales commission, packaging cost, etc.).

❖ Personnel and Managerial Capacity:

The consultant is expected to:

i) Assess the personnel needs of the Company/project and provide recommendations for the various categories of staffing requirements.

ii) Recommend staff improvement if any, including training and capacity building required for the success of the project.

(iii) Obtain information on manpower, qualification and experience, salaries, other benefits etc.

❖ Financial Analysis:

The Consultant shall review/develop/optimize all financial aspects of the Project with a view to assuring project viability. In particular, the Consultant shall develop/present the following:
(i) Review the company’s financial performance over the past ten years.
(ii) Prepare a Capital Investment Schedule and propose a financing plan (Total amount required; Sources of funding for the various aspects: Government, Donors, Strategic Partners, Equity, and Financial Institutions).

(iii) Financial Indices (forecast and evaluation of company’s future financial situation)
- Liquidity ratios - Current ratio;
- Debt service coverage;
- Solvency ratio - long-term debt/equity;
- Profitability ratios - profit margin (gross profit/sales), net profit/turnover ratio;

(iv) Financial Return
- Internal (financial) Rate of Return after Tax, Sensitivity Analyses, risks and uncertainty, influence of key variables on return, Return to Investors.
- Establish base case for the future operation of the plant; specifically, on:
  - Estimates for required working capital
  - Raw material utilization and yield ratios
  - Technical overhead expenses including operating costs
  - Financial projections for the project

- **Environmental and Social Impact Assessment:**
The Consultant shall determine the social impacts of the project and make proposals for mitigation of any negative impacts with emphasis on the following:
  a. Land
    - Determine the availability of suitable land with regard to:
      - Location of optimum land
      - Method of acquisition; lease/purchase
      - Registered Title/Ownership
    - Size of land required with due regard to:
      - Optimum size, bearing in mind crop rotation, projected yield/output and other factors
  b. Access
    - Physical access to farms: Roads, paths, bridges to facilitate movement of people and goods (e.g. farmer to farm, produce to factory,
c. Safety and Health
   • Identify safety and health hazards associated with the project and make proposals for their mitigation with special attention to:
     - Possibility of cyanide poisoning: evaluate consequences of mixing with existing, local, edible varieties, etc.
     - Hazards introduced by generated wastes and by-products,
   • Propose measures to secure the good health of the communities to be affected

d. Employment
   • Identify and evaluate opportunities for job creation consistent with economic viability: - Directly through production of maize indirectly through further processing/marketing of by-products.

e. Environmental Issues
   The Consultants shall determine/assess the environmental impact of the Project, with emphasis on the following:
   • Land usage and sustainability of farming activities
   • Sustainable agronomic practices and integrated pest management
   • Effective and responsible use of fertilizers and agrochemicals
   • Crop rotation and implications for soil nutrient depletion
   • Water use, depletion and soil erosion
   • Avoidance of air pollution from bush burning activities, decomposition gases, etc.
   • Collection, treatment and disposal of all solid and liquid wastes (with particular reference to cyanide bearing wastes) and by-products generated during the production and processing operations. (Leaves, stems, roots, process waste etc.)
   The Consultant shall identify the costs of waste management and investigate opportunities to obtain benefits through;
     - recycling and/or revenue from sale of the “wastes” and by-products where possible.
     - Any other issues of environmental concern identified by the Consultant

❖ Hydrological Study:
The consultant will initially carry out a review of existing studies, reports and information on the Afram River which will be required to focus on:

   • Determining the total volume of water and its current availability
   • What will be required for this project and what will be left for other users?
   • How the available water will be stored and the possible flood risks
   • Determining the adequacy of water for irrigation of selected crops for an all year-round farming and the requirement of water for the different crops.

❖ Land Use Report (Cadastral and Topography, Soil Study, and Actual Land Use):
a) Cadastral and Topography:
Using satellite information for the cadastral and topographical survey of the area. Survey work should be as follows:
- Boundary demarcation
- Pillaring should be done with government standard type “A” pillars
- Boundary traverse should be tied to government of Ghana control pillars
- Collection of details and features along the boundary should not be less than 30 meters (about 100 feet) from the center of the boundary. Features to be collected should include:
  - Rivers
  - Streams
  - Roads
  - Houses
  - Other natural and manmade structures
- Plan preparation

b) Soil Study:
There has been some preliminary soil study on the area to be developed. It is hoped that this study will further aim to identify areas of farm lands for cultivation of selected cereals, legumes and vegetables in the Afram River Basin, in the Afram Plain districts of the Eastern Region of Ghana.
It is expected that the study will include:
- A survey of soils and inventory of soil properties, including texture, internal drainage, parent material, depth to water table, pH, degree of erosion, presence of stones and soil nutrients.
- Mapping soil types, indicating their boundaries.
- Soil suitability description for recommended crops, indicating their capability to sustain agricultural crops related to the limitations of soil properties, landscape and climate features.
- Unique attributes of suitable soil types, articulating set of physical, chemical and mineral characteristics with regard to use and management.

c) Actual Land use:
This will include:
- A baseline study, mapping current land use and farmer types
- Carry out a detailed land tenure assessment including intense sensitization meetings with traditional authorities and communities to minimize the potential impact.
• Assess the intended inclusion of women and youth groups and openness in methods of compensation for those that will have to forfeit some land, crops or income generating trees
• Assess the inclusion of the subsistence dry-land farming aspect and potential benefits in increasing the knowledge base to a wider community
• Study the potential benefits of cattle integration (Fulani herders), grazing areas and other cattle management practices as the Afram Plain is a major area that Fulani herdsman operate.

• Provision of technical information on farm size, existing cropping systems and patterns, farm practices and agro-based industries.

d) Civil, Mechanical and Electrical Engineering designs:

The scope of these works will take account of the following:
• The engineering designs will give consideration to climatic data derived recognized sources to determine the minimum and maximum temperature, rainfall, sunshine hours, evapotranspiration and wind. This will form the basis of designs prepared.
• Approximate location of the industrial development and assessment of the potential road network within the project area giving consideration to the required haulage logistics.
• Bulk water supply – high level assessment of potential abstraction points and schematic layout of a bulk water system
• Irrigation system assessment – Overview of potential irrigation systems suitable for use within the development area. Selection matrix and potential system identification.
• Irrigation conceptual layout – based on findings of the soil study (indicated as part of this component), climatic data, topography and bulk water supplies; a schematic conceptual irrigation layout is expected to be developed

Risk:
The consultant is expected to;
Identify financial, managerial, technical and environmental risks and potential mitigation strategies that will be employed. In addition to risks identified through the development of the Business Plan, known risks to evaluate include:
• Ability to get raw materials and equipment
• Existing managerial capacity
• Power generation
• Processing plant capacity

• Expected Deliverables:
The expected deliverables required from the consultant include the following:

a) Inception Report (containing detailed work plan for the execution of the assignment) to management at start of the project;

b) Draft Feasibility Studies Report (including market, technical and financial feasibility studies) to the management of the company at the end of the second month of project implementation;
c) Draft Environmental and Social Impact Assessment (ESIA) report to the management of the company at the end of the second month of project implementation;
d) Draft Business Plan to the management of the company at the end of the third month of project implementation;
e) All Final Reports, incorporating the comments of the management and other stakeholders of the company at the end of the fourth month of project implementation.

- **Duration of The Assignment**
The assignment under this contract is to be completed within a maximum of four (4) months commencing from the date of signing the contract.

4. QUALIFICATION REQUIREMENTS OF FIRM AND EXPERTS:

- **FIRM (Distinct from those of the firm’s Experts):**
  Consultant’s Organization and Experience:
  A brief description of the Consultant’s profile, organization and an outline of the recent experience of the Consultant (References), that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant’s Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant’s role/involvement.

- **TEAM COMPOSITION, EXPERIENCE & REQUIREMENTS.**
  (And any other requirements which will be used in evaluating the key experts):
  Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV): **The Team Leader should have the following qualifications:**
  The project director or team leader is expected to have a minimum of a Masters’ Degree in any of the relevant field of study (such as Accounting and Finance, Business Administration, Agriculture Economics, Agri-Business, and Project Management) and at least ten (10) years post-qualification experience in Agriculture, Food Processing Technology and Agro-processing. He or she must have designed at least three Agro-related projects with particular reference to feasibility studies and environmental and social impact assessment. He or she must have been a project leader in a similar assignment. Basic computer skills, including internet, email, excel and word processing software. Strong work ethic and ability to carry out duties at a high professional standard. Ability to timely deliver a high-quality professional report. Communicate clearly and concisely in English, both orally and written. Listen to verbal communication as well as non-verbal. Exercise confidentiality, professionalism, and diplomacy. Practice critical thinking and problem solving; and Ability to engage external expertise as needed and evaluate their outputs.
b) Environmental and Social Impact Specialist (At least 10 years’ Experience)

- A Master’s Degree in Environmental Sciences
- A minimum of 7 years of demonstrated experience in environmental impact assessment, social impacts and mitigation measures, preparation of land acquisition and resettlement action plan on development projects.

- Knowledge of Ghanaian national, regional and international legislations related to environment and social issues and familiarity with Ghana EPA’s regulations and procedures.

- Experience in conducting gender assessment and analysis of needs of women and men clients as well as gender differential impact of the project, gender risks and develop mitigation measures.

- Experience in identifying key “at risk” areas and threats to the facilities, identifying technical, administrative, institutional, infrastructure and environmental mitigating measures and recommendations for integrating into overall project design, financial and implementation proposal.

- Experience in working in Ghana is highly beneficial.

Must be a member of a relevant professional body

Must have very good analytical skills

Excellent research and reporting writing skills

Knowledge of and experience working in Forest Ecological Zone in Ghana is required.

c) Agricultural Economics Specialist

- A Masters’ degree in economics, agricultural economics, International development with at least 7 years’ working experience in the agricultural sector

- Must have very good analytical skills

- Excellent research and reporting writing skills

- Knowledge of and experience working in Forest Ecological Zone Ghana is required.

d) An Investment/Finance Specialist (at least 7 years’ experience)

- A minimum of a Masters’ degree in Finance, financial analysis, investment analysis/banking or a Professional Accounting

- Have a high level of financial/investment analysis skills
- Proven ability to facilitate financing for large scale agricultural projects.
- Excellent communication and presentation skills
- Ability to express complex concepts in simple language
- Experience in facilitating finance on USAID and other donor projects

e) Engineer (at least 7 years’ experience)
- Specialization in Road and Farm Track development
- Bulk Water Systems Engineering
- Model Hydrological flows for irrigation project and Flood hazard assessments
- Extensive experience in West Africa
- Agricultural Project Evaluation and Feasibility studies (green field projects)
- Project Management
- Experience as a Civil Engineer in Bulk Water System design (feasibilities, design, tender procurement and construction), for large scale irrigation project (including civil works, irrigation, water supply works and pump station design
- Extensive experience in Ghana will be an added advantage.

5. REPORTING REQUIREMENTS AND SCHEDULE & PLANNING OF DELIVERABLES:

The consultant shall commit to the following reports:

The Consultant/Service Provider shall prepare reports on the progress of the assignment for the information of the Recipient and other key stakeholders to enable them to effectively monitor the progress of the contract. The General Manager of the Project (or someone else, designated to act), shall be responsible for receiving all reports. The Service Provider will be expected, bi-monthly, (every 2 weekly), on Fridays, to submit updated drafts of works on all deliverables as noted below.

5.1.1 SCHEDULE OF REPORT:

It is estimated that a period of four (4) calendar month of project implementation will be needed for the Studies. The following reports shall be prepared and presented in the form of a bar chart by the consulting firm for approval by the client’s management during the period, for Contract management:
<table>
<thead>
<tr>
<th>S/N</th>
<th>Deliverable/Reports Submission &amp; Acceptance:</th>
<th>Timelines: After Commencement of Assignment:</th>
<th>Payment Schedule (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inception Report:</td>
<td>Two (2), weeks</td>
<td>20%</td>
</tr>
<tr>
<td>2</td>
<td>Non pecuniary Progress Report</td>
<td>Every two (2), weeks, to update and Review works done the previous weeks and review work plan for the next fortnight for monitoring purposes.</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>Draft Reports for Feasibility Studies (Technical; Financial; and Market); Draft Report of Environmental &amp; Social Impact Assessment Studies and Draft Report of Business and Financing Plans, all running concurrently</td>
<td>Eight (12), weeks (3 months)</td>
<td>60%</td>
</tr>
<tr>
<td>4</td>
<td>Clean Final Report of the Three Studies, with Recipient comments incorporated.</td>
<td>Sixteen (16), weeks (4 months)</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>TOTAL:</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

5.1.2 CONTENT OF REPORTS

a. Inception Report:

The Service Provider shall be required to submit an inception report within two weeks of commencement of Studies. This will entitle the Service Provider to submit his initial payment application of twenty percent (20%). The firm shall submit four hard copies and one soft copy of Inception report. This report shall include:

i. consultant’s assessment of the project, the way it is when the firm met it;
ii. detailed Work Plan; programme and strategy for review of the project for the Studies;
iii. guidelines for administering, evaluating and monitoring progress of the project Studies;
iv. whatever as an Expert opinion, deems fit to bring to the notice of Management;

b. Each Non-Pecuniary Progress Report:
Every two weekly non-pecuniary progress reports summarizing activities and work progress achieved on the previous two weeks Work Plan; and reviews those for the next fortnight on the three Draft Feasibility Study (Technical, Financial & Market; Environmental and Social Impact Assessment (ESIA) Report; and Business and Financing Plans are evaluated by Service Provider and other stakeholders. Decisions on way forward is proposed and endorsed.

i. Executive summary stating actual progress against planned progress and expected completion date.

ii. Plan for the finalizing of the three Draft Feasibility Study (Technical, Financial & Market; Environmental and Social Impact Assessment (ESIA) Report; and Business and Financing in time.

iii. Recommendations stemming from experiences in implementation (lessons learnt), of the project, as the way forward

The format for the Draft progress reports and all appendices shall be agreed at the inception stage and reviewed as may be appropriate.

a. The Three Draft Reports:

At the end of the twelfth week (3 months), the Service Provider shall furnish the Recipient with the Draft Reports of The Feasibility Study (Technical, Financial & Market; Environmental and Social Impact Assessment (ESIA) Report; and Draft Report of Business and Financing Plans, (all studies run concurrently), are submitted to the Project Manager (or any designated Management Officer in the Contract agreement). The Project Management shall review these Draft Reports and come up with a stand. Meanwhile, the Service Provider’s request for payment of forty percent (60%), is processed and forwarded to the Bank. Projects remarks on the Draft Reports are sent back to the Service Provider, within two weeks of the former’s submission. The content of the Report shall include, among other things:

Executive summary stating actual progress against planned progress and expected outcomes.

  i. Recommendations of steps towards achieving the Bankability of the Project.

  ii. Plan for the finalizing of the two Draft Feasibility Study (Technical, Financial & Market; and Environmental and Social Impact Assessment (ESIA) Report with the Recipients inputs.
b. **The Three Clean Final Reports:**

At the end of the contract period of sixteen (16), weeks (4) months, the Service Provider shall deliver to the Recipient; **the three clean Final Reports** (after the incorporation of the Recipient’s remarks and inputs), of:

- The Feasibility Study (Technical, Financial & Market);
- Environmental and Social Impact Assessment (ESIA) Report; and
- Business and Financing Plan

These should be in the demanded four Hard Copies; and a soft copy. It is after the final **acceptance of these three Clean Final Copies**, that the Recipient can now process the Service Provider’s final payment of twenty percent (20%).

This brings Service Provider’s final claim to a hundred percent (100%), of his contract sum.

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3. **Recipient’s Input:**

**6.1.1 SERVICES AND FACILITIES:**

Recipient shall make available to the Service Provider viz:

- designate a management staff to liaison officer with Service Provider;
- an office space within the Project’s corporate office;
- the Project corporate profiles, business performance and financial reports, and
- any other reasonable corporate information/document needed by the Service Provider to undertake and complete its assignment.

**6.1.2 Counterpart Personnel:**

The company shall assign one key management personnel to provide the necessary information and liaison services for the Service Provider/Consultant. The management of the Project shall be responsible for review of assignment in their draft forms, and ensuring that their necessary comments are incorporated in the final output.