

USAID Resilience through Agriculture in South Sudan Activity (RASS)

# REQUEST FOR QUALIFICATIONS (RFQ)

Issue Date: March 14, 2024

Deadline: March 28, 2024

Request No: RASS-RFP-2024-002

Engagement of Consultancy Firm/Short-Term Technical Assistances (STTAs) to Train and Support 45 Community Ox-Plough Trainers.

Budi, Duk, Kapoeta North, Jur River, Pibor, Wau, Panyijiar, Wulu and Rumbek Center Counties to Promote Ox-Plough Technology.

<u>NOTICE</u>: Prospective Consultancy firms or individuals who have received this document from a source other than the RASS Activity should immediately contact <u>rass\_procurement@rassactivity.org</u> and provide their name and mailing address so that any amendments to this RFQ or other solicitation-related communications can be sent directly to them. Any prospective consultancy firm or individual who fail to register their interest with DAI/RASS assumes complete responsibility if they do not receive communications prior to the closing date of this RFQ. Any amendments to this solicitation will be issued via email.

Issuance of this RFQ in no way obligates DAI to award Consultancy Firm or Individual an Agreement and the firm or individual will not be reimbursed for any costs associated with the preparation of their application. No discussions or negotiations are permitted with firms or individual under this RFQ. Consultancy firms or individuals shall submit their best and final price.



## Request for Qualifications - Consultancy Firm or Individual Recruitment

Overview: DAI Global LLC, a legally registered company in South Sudan and implementer of the USAID-funded Resilience through Agriculture in South Sudan (RASS) Activity, hereby invites eligible firms or individuals to conduct Training of Trainers sessions in support of 45 Community Ox-Plough Trainers across 9 counties. The RASS Activity will improve food security and community household recovery and resilience in 13 target counties, reducing long term reliance on humanitarian assistance (HA).

1.	RFQ No.	RASS-RFP-2024-002
2.	Issuance Date	March 14, 2024
3.	Title	Engage Consultancy Firm / Short-Term Technical Assistances (STTAs) to Train and Support 45 Community Ox-Plough Trainers
4.	Issuing Office	DAI Global LLC USAID-funded RASS Activity
		Afex River Camp,
		Hai Malakal, Along side Nile River, Juba, South Sudan
5.	Email Address for Submission	All quotes must be submitted by email to
	of Applications / Proposals	<u>rass_submissions@rassactivity.org</u> with "Consultancy to provide Ox- Plough Training for Community Ox-Plough Trainers" in the email subject
		line. Any other form of submission will not be accepted.
6.	Deadline for Receipt of	17:00 CAT, 28 <sup>th</sup> March 2024.
	Applications	Late submissions will not be accepted.
7.	Submission of Questions /	Consultancy firms may submit questions and requests for clarifications
	Clarification Requests	by email no later than 18th March 2024, at 17:00 CAT. Please only submit
		questions to: rass_procurement@rassactivity.org. All questions received
		will be compiled and answered in writing and distributed to all registered consultants or firms.
	Australia at and Australia Toronto	
Ω	Anticipated Award Lyne	LDAL anticipatoe owarding a fived-price concultancy firm or individual
8.	Anticipated Award Type	DAI anticipates awarding a fixed-price consultancy firm or individual agreement (ICA) for the services rendered.
	Basis for Award	agreement (ICA) for the services rendered.  Any application that does not meet the technical minimum score of 70
		agreement (ICA) for the services rendered.  Any application that does not meet the technical minimum score of 70 out of 100 points will be rejected. Any application that does not meet the
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9.	Basis for Award  Technical Specifications and	agreement (ICA) for the services rendered.  Any application that does not meet the technical minimum score of 70 out of 100 points will be rejected. Any application that does not meet the mandatory criteria set out in Attachment B will be rejected. The candidates who meet the selection criteria will be invited for an interview. The final candidates that successfully pass the interview will be recommended for the award upon satisfactory reference checks, document verification for successful candidates and screening requirements.  To be considered for award, the consultant firm or individual must follow the instructions provided in this RFQ for submitting a complete application.  See Attachment A – Terms of Reference
9.	Basis for Award  Technical Specifications and Requirements	agreement (ICA) for the services rendered.  Any application that does not meet the technical minimum score of 70 out of 100 points will be rejected. Any application that does not meet the mandatory criteria set out in Attachment B will be rejected. The candidates who meet the selection criteria will be invited for an interview. The final candidates that successfully pass the interview will be recommended for the award upon satisfactory reference checks, document verification for successful candidates and screening requirements.  To be considered for award, the consultant firm or individual must follow the instructions provided in this RFQ for submitting a complete application.  See Attachment A – Terms of Reference See Attachment B – Evaluation Criteria
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9.	Basis for Award  Technical Specifications and Requirements	agreement (ICA) for the services rendered.  Any application that does not meet the technical minimum score of 70 out of 100 points will be rejected. Any application that does not meet the mandatory criteria set out in Attachment B will be rejected. The candidates who meet the selection criteria will be invited for an interview. The final candidates that successfully pass the interview will be recommended for the award upon satisfactory reference checks, document verification for successful candidates and screening requirements.  To be considered for award, the consultant firm or individual must follow the instructions provided in this RFQ for submitting a complete application.  See Attachment A – Terms of Reference See Attachment B – Evaluation Criteria
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# 12. General Instructions to Consultants

- Each eligible and interested consultancy firm or individual is responsible for reading very carefully and understanding fully the terms and conditions of this RFQ. Failure to do so will be at the firms' or individual's own risk.
- All communications regarding this solicitation are to be made solely through the Issuing Office and must be submitted via email.
- If this RFQ solicitation is amended, then all terms and conditions not modified through the amendment shall remain unchanged.
- By applying, the interested consultant or firm fully understand that their quote must be valid for a period of **90 days**, which shall be indicated in the cover letter submission.
- Prior to any award the Offeror must meet all determination of responsibility requirements.
- Consultants or firms shall submit applications.
- Individual consultants or firms shall complete Attachment B: Price Schedule template in United States Dollars (USD) only.

#### 13. Anti-Corruption and Anti-Bribery Policy and Reporting Responsibilities

DAI conducts business under the strictest ethical standards to assure fairness in competition, reasonable prices and successful performance or delivery of quality goods and equipment. **DAI does not tolerate the following acts of corruption:** 

- Any requests for a bribe, kickback, facilitation payment or gratuity in the form of payment, gift or special consideration by a DAI employee, Government official, or their representatives, to influence an award or approval decision.
- Any offer of a bribe, kickback, facilitation payment or gratuity in the form of payment, gift or special consideration by an offeror or subcontractor to influence an award or approval decision.
- Any fraud, such as misstating or withholding information to benefit the offeror or subcontractor.
- Any collusion or conflicts of interest in which a DAI employee, consultancy firm or individual, or representative has a business or personal relationship with a principal or owner of the offeror or subcontractor that may appear to unfairly favor the offeror or subcontractor. Subcontractors must also avoid collusion or conflicts of interest in their procurements from vendors. Any such relationship must be disclosed immediately to DAI management for review and appropriate action, including possible exclusion from award.

These acts of corruption are not tolerated and may result in serious consequences, including termination of the award and possible suspension and debarment by the U.S. Government, excluding the offeror or subcontractor from participating in future U.S. Government business.



Any attempted or actual corruption should be reported immediately by either the offeror, subcontractor, or DAI staff to:

- Toll-free Ethics and Compliance Anonymous Hotline at (U.S.) +1-503-597-4328;
- Hotline Website or Email;
- USAID's Office of the Inspector General Hotline.

By signing this proposal, the offeror confirms adherence to this standard and ensures that no attempts shall be made to influence DAI or Government staff through bribes, gratuities, facilitation payments, kickbacks, or fraud. The offeror also acknowledges that violation of this policy may result in termination, repayment of funds disallowed by the corrupt actions and possible suspension and debarment by the U.S. Government.



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# Attachment A TERMS OF REFERENCE

#### 1) RASS ACTIVITY DESCRIPTION

The Resilience through Agriculture in South Sudan (RASS) Activity is a four-year USAID-funded project implemented by DAI Global LLC and three sub-contractors: CARE International, International Fertilizer Development Center (IFDC), and The Waterfield Design Group Inc (WDG) aimed at improving food security and community household recovery and resilience across 17 counties in Western Bahr el Ghazal, Unity, Upper Nile, Jonglei, Western Equatoria, Eastern Equatoria and Lakes States in-line with USAID strategic framework for South Sudan. To achieve this, RASS employs a resilience pathways approach to improve the effectiveness of local systems and strengthen the capacities of community groups to achieve gender-responsive and diversified market-sensitive agriculture production; facilitate increased production of diverse nutritious foods by strengthening productivity, reducing food loss, and improving nutrition behaviors; strengthen and expand household and community opportunities for sustainable, locally driven livelihoods; and enhanced private sector productivity of honey and shea nuts value chains. Gender Equality, Youth, and Social Inclusion (GEYSI) and Social Behavior Change Communication (SBC) are integral to RASS programming. The work is aimed at transitioning communities from humanitarian assistance to a phase of inclusive development assistance and economic growth.

The RASS Activity works closely with other United States Government funded projects as well as collaborates with other United Nations (UN) Agencies and Funds, International Non-Governmental Organizations (INGOs), and National Non-Governmental Organizations (NNGOs) to ensure maximum benefit to the communities and minimal duplication of assistance.

#### 2) CONTEXT, SCOPE, AND GENERAL TECHNICAL REQUIREMENTS

Domestic animals have been utilized by people and families to help with domestic and agricultural work since the beginning of humanity. Animal power is still used in many communities across the globe for crop cultivation (ploughing, harrowing, planting, ridging, weeding, mowing, and harvesting), rural transportation, fetching water and firewood, and moving agricultural commodities. Animals used for labour include cattle, buffaloes (primarily in Asia), horses, donkeys, mules, and camels. The government's Project Development Unit (PDU) initially introduced animal traction in South Sudan in the 1970s, but it was revived in 1996 by Norwegian People's Aid (NPA). Using animal traction in food production has various benefits over using human force. It saves human energy, simplifies work, cultivates more land in less time, creates employment opportunities (ox-plough hire, transportation, artisans, and trainers), and saves family labour.

South Sudan has the potential to develop its animal traction system since it has large amounts of cattle which are acclimated to the local environment. According to research, it takes more than two weeks to till an acre using a hoe. The area that the farmer initially tilled may have grown overrun with grass by this time. The farmer's plough and a pair of oxen are all that is required for the ox-plough method. Using this instrument, a farmer could cultivate one acre of land in two days.

#### 2.1 Programme Participants

This activity is expected to benefit 45 trainers who will in turn train RASS-supported farmer groups to promote the use of animal traction technology. Payam officials and producer groups' executives will choose these Community Ox plough Trainers (COTs) based on their competence in training farmers about ox-plough technology. Participants will include both youth and women who are willing to learn more about animal traction by taking part in Training of Trainers (ToTs) and will be able to pass this knowledge on to



local farmers in their areas. The selected individuals must be a motivated to learn how to handle and work with animals and to help farmers in adopting ox-plough technology.

Following completion of their training, these individuals will be deployed by RASS to help in the implementation of ox-plough training for farmers, and it will be assured that local artisans and trainers share their knowledge with the community. As a result, people can only do these activities if they have acquired the necessary training.

#### 2.2 Objective

The purpose of this task is to train 45 COTs (trainers) in 9 counties on the sustainable use of ox-plough technology in order to support in the promotion of ox-plough technology and the capacity development of farmers in the selected counties. It seeks to enhance the lives of rural populations in South Sudan by encouraging integrated market-led rural development policies and initiatives. One of its initiatives is to integrate ox-plough technology into the agricultural extension system by providing community ox-plough training and equipping ox-plough production units with the necessary equipment to ensure their sustainability.

Community ox-plough training is expected to have a positive impact, with expert farmers or COTs passing on their knowledge to neighbors and household members. This task will also help to promote the support of community livestock pharmacies, which provide drugs to community animal health workers (CAHWs) providing rural veterinary services.

#### 2.3 Geographic Location(s)

This endeavor will ideally take place in the Jur River, Wau, Budi, Kapoeta North, Pibor, Duk, Panyijaar, Wulu and Rumbek Center County counties. It will seek the facilitation of three (3) STTAs for deployment to each of these counties to conduct the training of five (5) COTs per county who will be prepared to train farmers in ox-ploughing in order to adopt a better type of land preparation for higher production. Because of the abundance and availability of cattle in the selected counties, these areas have been identified as having the potential to improve ox-plough technology transfer and adoption. These areas are inhabited by agro-pastoral communities with higher cattle per capita.

#### 2.4 Methodology and Approach

To ensure the successful deployment of ox-plough technology, Community Ox Plough Trainers who will aid in the training of selected beneficiaries in RASS counties of operation must be appropriately identified and trained. This is because oxen must be properly trained before they can be used for agricultural labour. Training teaches animals how to respond to human language and how to use various tools. This kind of training consists of tutorial and practical sessions in which trainers watch facilitators and apply the content in a practical or participative manner. The methodologies must be conducive to adult learning, participatory, consisting of presentation, focus group discussion, and demonstration, and should stimulate further inquiry on the part of the participants; for example, rather than simply imparting information, they should seek to learn from the participants' experiences.

### 3) COMMUNITY OX-PLOUGH TRAINERS RESPONSIBILITY

The RASS Activity will consult 3 Community Ox-Plough Trainers to support in preparing both oxen and farmers to do certain tasks or to avoid revealing undesirable traits. Trainers will work closely with animals, studying their behavior and physical condition, as well as their owners or handlers, to evaluate their expectations and discuss the animal's growth and potential.



While seeking patient, motivated candidates to provide ToT training in ox-plough technology, she/he should also have a passion for working with animals. The animal trainer must learn about animal behavior and devise training tactics, as well as train animals, condition them, assess their responsiveness to instruction, and examine them for any health or behavioral abnormalities. The trainer will work with animal handlers to understand what they want to achieve through animal training and will keep them updated on the progress. He/she may also help with animal grooming and habitat maintenance.

Successful ox-plough trainers must be patient, knowledgeable, and able to manage the physical demands of the job, which may include moving heavy materials, working outside, and running. He or she must have great communication, problem-solving, listening, interpersonal, and presentation skills.

- Speaking with animal owners or trainees to determine their goals and expectations.
- Developing an understanding of animal behavior.
- Creating training regimes for animals and trainers.
- Monitoring animals for health and behavioral issues, learning about their unique abilities.
- Feeding and medicating animals.
- Using positive reinforcement and other techniques to elicit desired animal behavior.
- Providing updates to RASS and other parties about the progress and condition of the training.
- Educating others about animals, their behavior, training, and the environment.
- Providing general care to animals, such as grooming, cleaning habitats, or sleeping areas, and familiarizing animals with human voices and contact.

#### 4) REQUIRED COMPETENCIES

The below are the necessary requirements for ox-plough trainers seeking to deliver successful ToT to trainees in the selected counties.

- Bachelor's degree, high school diploma, or equivalent in livestock science or animal husbandry is preferable.
- 3+ years of experience working with agro-pastoral communities, APFS on training of farmers in animal traction technology (oxen and farmers training) and livestock health management.
- Experience in making wooden yokes, tethers, nose piercing, treatment of livestock, livestock restraining and luring, and providing simple commands to livestock and trainees.
- Extensive knowledge of animal care and behavior and training.
- Strong presentation, interpersonal, listening, and communication skills.
- Experience in basic livestock health management, vaccination, disease identification and treatment.
- Ability to travel throughout South Sudan without limitation.
- Extensive knowledge of South Sudan (politics, cultures, religions).
- Working knowledge of both English and Arabic languages; knowledge of local language is preferred.

#### 4.1 Additional Information

- Consultant shall abide by WHO and the Government of South Sudan's COVID-19 Standard Operating Procedures (SOPs).
- Consultant shall be required to sign and abide by the DAI Safeguarding Policy (which includes prevention of sexual exploitation and abuse, and behavior protocols).
- Consultant shall abide by USAID beneficiary data privacy/management policies.



#### 4.2 Ethical Considerations, Confidentiality, and Proprietary Interests

- The Consultant must apply standard ethical principles during the assignment. Some of these must
  deal with the confidentiality of interviewee statements when necessary and refraining from making
  judgmental remarks about stakeholders.
- The Consultant shall not disclose any proprietary or confidential information related to the service without prior written consent by the contracting authority during the term or after the termination of the assignment. Proprietary interests on all materials and documents prepared by the contract holder under this assignment shall become and remain properties of DAI/RASS.

#### 5) TRAINING DETAILS

Ox-plough ToT trainers should cover areas of the training such as.

- Animal selection (breed, health, age, weight, conformation, nature).
- Animal harness (yoke) and components of a yoke (yoke shaft, skiers, strops, U-Bolt, eyes, trek chain, and standard measurement of the yoke shaft).
- Animal training (nose septum piercing, language commands, training steps, reining and walking, harnessing (yoking) and walking, pulling (dragging) the load and pulling the implement).
- Management and care of animals (castration, animal nutrition, dipping/spraying, and animal health).
- Ox-plough parts (beam, spreader bars, cross bars, plow share, landslide, wheel and wheel arms, U-bolt, mould board and link)
- Ploughing techniques (plowing on time and depth of plowing).
  - Planting methods
  - Broadcasting method (advantages and disadvantages)
  - Row planting (advantages and disadvantages)
  - Width of cultivation
  - Width of tillage
  - Spacing
  - Ox-plow weeding
- Plow maintenance

#### 6) KEY DELIVERABLES

Below are the required deliverables for completion of the ox-plough technology knowledge transfer.

- a) An inception report clearly outlining the approach and methodology, proposed activity implementation timelines, and the outline of the training.
- b) A comprehensive and well-organized training report.

#### 7) REPORTING REQUIREMENTS

Under the overall supervision of the RASS Chief of Party (COP) and in collaboration with relevant DAI/RASS technical personnel including the Market Systems Technical Lead and Farm Inputs Supply Specialist, under the direct supervision of the Deputy Chief of Party (DCOP), the Consultant will be directly supervised by the County Manager in their respective county of assignment. The Consultant is expected to furnish weekly updates on the progress of the activity to facilitate the designated RASS staff to provide the necessary support in monitoring and reporting on the progress and provide the technical and material support needed for this activity.

This is a fixed fee assignment in which the Consultant shall be responsible for arranging and covering his/her required expenses such as travel, accommodation, feeding and any other incidental costs



associated with executing this assignment. Payment will made in two instalments as follows: first instalment (30%) of the total cost on submission and acceptance of inception report; second and final payment (70%) upon completion and approval of the final report.

#### 8) PROPOSAL WORKPLAN AND TIMEFRAME

The time frame for this consultancy will be 7 working days in each county. This activity is to be completed in the month of March and April 2024 by 3 STTAs, 1 in each county as distributed as per the below breakdown.

- Travels (2 days)
- Work preparation (1 days)
- Ox-plough training (3 days)
- Reporting (1 day)
- Total (7 days)

S/No	County	Number of Days	Number of COTs
1	Budi	7	1
2	Duk	7	1
3	Jur River	7	1
4	Wau	7	1
5	Kapoeta North	7	1
6	Panyinjiar	7	1
7	Pibor	7	1
8	Wulu	7	1
9	Rumbek Center	7	1
	Total	63	3

#### 9) RASS ACTIVITY COMMITMENT

During the implementation of the activity, RASS will commit to the following points.

- To pay a STTAs fee, as specified in consultancy contract to be drawn.
- RASS will cover field transport cost to and from any field location in relation to the assignment and terms and conditions set out in the detailed contract that forms part of the ToR.
- RASS will provide free feeding and accommodation of the consultant for the period of the training and be able to meet the cost of the training venue and materials.
- RASS, through its technical personnel, will co-facilitate the training and be able to monitor the progress and report.
- RASS will ensure all the participants have a conducive environment to complete the training.

#### 10) EXPECTED OUTCOMES

Promotion of animal power is expected following the training of local artisans who will be available to roll-out community training in selected counties. It's believed that ox-plough technology acts as labour-saving technology, reducing, and improving human toil/labour, and making farming pleasing and more comfortable. Animal power is expected to increase and improve productivity by increasing the amount of land cultivated. Animal power technology use will result in earlier planting, save labour during weeding, and, with good crop husbandry, will result in increased yields. The technology is self-supporting and sustainable. Ox-plough technology is expected to create employment opportunities including transport renting, hiring services to other farmers as well as blacksmithing jobs (parts repairs and fabrication).



#### 11) SUBMISSION

To apply, please send your complete and updated CVs/resumes of the proposed expert, technical and financial proposals detailing methodology, work plan, required resources and budget; and previous reports as one single document to: <a href="mailto:rass\_submissions@rassactivity.org">rassactivity.org</a>. Please DO NOT submit any other recruitment documents. In the subject line, please include the: "Consultancy to provide Ox-Plough Training for Community Ox-Plough Trainers." DAI/RASS encourages applicants to submit their applications electronically. Only shortlisted candidates who meet all the minimum qualifications will be contacted. DAI/RASS will carry out reference checks and document verification for successful candidates. The deadline for submissions is Thursday, March 28th, 2024, at 05:00 PM (17:00) CAT. Kindly be reminded that DAI does NOT tolerate canvassing and will not answer questions via phone calls.

**DAI Organization and Values:** DAI is a global development company with corporate offices in the United States, the United Kingdom, EU, Nigeria, Pakistan, and Palestine and project operations worldwide. We tackle fundamental social and economic development problems caused by inefficient markets, ineffective governance, and instability. DAI works on the frontlines of global development. Transforming ideas into action—action into impact. We are committed to shaping a more livable world.

DAI and its employees are committed to confronting racism and holding ourselves accountable for positive change within the company and in the communities, cultures, and countries in which we live and work. DAI is committed to attracting and retaining the best employees from all races and backgrounds in our continued effort to become a better development partner. DAI upholds the highest ethical standards. We are committed to the prevention of sexual exploitation, abuse, and harassment as well as other ethical breaches. All of our positions are therefore subject to stringent vetting and reference checks.

DAI is an equal opportunity/affirmative action employer with a commitment to diversity. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or status as a protected veteran.



## ATTACHMENT B EVALUATION CRITERIA

### **Mandatory Criteria**

Consultancy to Train and Support 45 Community Ox-Plough Trainers will be eliminated if the application does not demonstrate that it meets the following minimum mandatory criteria:

#### **Evaluation Criteria**

#	Evaluation Criteria	Maximum Points
1	Education and Qualifications	20
1.1	The lead facilitator should have a Bachelor's degree or high school diploma or equivalent in livestock science or animal husbandry (production, and health system) is preferable	20
2	Professional Experience and Knowledge	80
	<ul> <li>The lead facilitator should have a strong background in making wooden yokes, tethers, nose piercing, treatment of livestock, livestock restraining and luring, and provide simple commands to livestock and trainees.</li> <li>The lead facilitator should be someone with extensive knowledge of animal care and behavior and training demonstrated knowledge of citizen journalism in South Sudan</li> </ul>	20
2.2	<ul> <li>Minimum experience of 3 years of extensive working with agro-pastoral communities, APFS on training of farmers in animal traction technology (oxen and farmers training) and livestock health management with proven results in South Sudan / region.</li> </ul>	20
2.3	<ul> <li>Adequate experience in basic livestock health management, vaccination, disease identification and treatment</li> <li>Someone with extensive knowledge of animal care and behavior and training</li> </ul>	20
2.4	The lead facilitator should have good command and knowledge of English both written and oral communication skills and a good command of local languages for effective communication, with an extensive knowledge of South Sudan (politics, cultures, religions, working knowledge of preferably)	20



#	Evaluation Criteria	Maximum Points
	both English and Arabic languages and knowledge of local language is preferred).	
	<ul> <li>Strong analytical and facilitation skills.</li> </ul>	
	TOTAL POINTS	100

To be qualified, you must obtain a minimum of 70/100 points. The final candidates or firm that successfully pass the interview will be recommended for the award upon satisfactory references.

# Attachment C APPLICATION'S SUBMISSION FORM

#### Form 1. CV and Attachments

The Consultancy to Train and Support 45 Community Ox-Plough Trainers must provide his/her complete and updated CV/Resume. The CV must specify Nationality of Applicant / Staff.



Form 2. Technical and Financial Proposals

Refer to the detailed budget template for details



We, the undersigned, provide the attached financial proposal in accordance with RASS-RFP-2024-002 dated [Insert full date].

I certify a validity period of 90 days for the rates provided in the attached proposal. I have read and understood the instructions provided in the subject RFQ, which I intend to fully comply with.

We understand that DAI is not bound to accept any applications it receives, and that DAI will not reimburse any costs associated with the preparation of this application.

Consultant's Signature



## Form 3. Previous Reports

The Consultancy to Train and Support 45 Community Ox-Plough Trainers must provide information for at least 3 past performance references. This may include any good performance certificate he/she may have received during his/her past performance.

Reference # 1	
Name of Project:	
Location of Project:	
Period of Performance:	
Description of Services Provided:	
Reference Contact Name:	
Reference Contact Number:	
Reference # 2	
Name of Project:	
Location of Project:	
Period of Performance:	
Description of Services Provided:	
Reference Contact Name:	
Reference Contact Number:	
Reference # 3	
Name of Project:	
Location of Project:	
Period of Performance:	
Description of Services Provided:	
Reference Contact Name:	
Reference Contact Number:	