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STANDARD REQUEST  
FOR EXPRESSION OF INTEREST  
Consulting Services (Firms Selection)



Royal Government of Bhutan  
Ministry of Finance

2019

## **PREFACE**

This Standard Request for Expression of Interest (SREoI) is based on the Procurement Rules and Regulations of the Royal Government of Bhutan. The SREoI must be used for the Procurement of Consulting Services (Firm). This document will come into effect from 1<sup>st</sup> July, 2019.

To obtain further information on procurement you may contact:

Office of the Programme Management  
Commercial Agriculture & Resilient Livelihoods Enhancement Programme  
Ministry of Agriculture & Livestock  
Royal Government of Bhutan

## TABLE OF CONTENTS

<i>Request For Expression of Interest</i> .....	1
<i>Invitation For Expression of Interest</i> .....	2
<i>Section I: Instructions to Consultant</i> .....	3
<i>Section II: Standard Forms</i> .....	5
<i>Section III: Terms of Reference</i> .....	13
<i>Annexure:</i> .....	14

## REQUEST FOR EXPRESSION OF INTEREST

REoI No. *MoAL/OPM-CARLEP/13/2023-2024/*

**Project Name:** Commercial Agriculture and Resilient Livelihoods Enhancement Programme

**Procuring Agency:** Office of the Programme Management, Commercial Agriculture and Resilient Livelihoods Enhancement Programme

**Title of Consulting Services:** Development of Business and Investment Plan for Koufuko International Limited





## SECTION I: INSTRUCTIONS TO CONSULTANT

1. Scope of Assignment: The Employer has received a budget from IFAD Grant and intends to select a Consultant for the specific assignment as specified in the Terms of Reference in Section III.
2. Qualifications of the Consultant: Prospective Consultants shall demonstrate in their EoI that they meet the required qualifications and experiences and are fully capable of carrying out the assignment.
3. Conflict of Interest: The Consultant shall hold the Procuring Agency's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or its own corporate interests. For this purpose, the provisions of the Procurement Rules and Regulations on Conflict of Interest shall apply.
4. Unfair Advantage: If a Consultant could derive a unfair competitive advantage from having provided Consulting Services related to the assignment in question, the Procuring Agency shall make available to all Consultants together with this REoI all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.
5. Preparation of EoI: EoI shall be typed or written in indelible ink in English language and shall be signed by the Consultant. Consultants are required to complete the following Forms including supporting documents to substantiate the qualification and experience of the firm:

### **Section I - Instructions to Consultants**

### **Section II - Standard Forms**

### **Section III- Terms of Reference**

6. Submission of EoI : The prospective Consultant may deliver their EoI by hand, mail, courier service to the address mentioned in the REoI.
7. The EoI shall be properly sealed in envelopes addressed to the Procuring Agency as mentioned in the REoI advertisement and bear the name & address of the Consultant as well as the name of the assignment.
8. The closing date for submission of EoI is 8<sup>th</sup> February 2024 up to 4:00 PM. Any EoI received after the deadline for submission of EoI shall be declared late, and returned unopened to the Consultant.
9. The EoI may be modified or substituted before the deadline for submission. The Procuring Agency may at its sole discretion, extend the deadline for submission of EoI.
10. At any time prior to the deadline for submission of EoI the Procuring Agency for any reason or on its own initiative may revise the REoI Document by issuing an addendum, which shall form an integral part of the Document.
11. Evaluation: The Consultants shall be evaluated on the following criteria:  
*[The Procuring Agency may modify and allocate the following indicative points based on their requirements and further breakdown each criteria into sub- criteria and allocate points accordingly].*

Sl. No	Criteria	Points
1	General experience of the firm	[5-10]
2	Relevant experience of the firm that best fit with proposed assignment	[10-30]
3	Relevant experience of Firm's professional staff (including external professionals to be hired for the proposed assignment) in reference to the proposed assignment	[10-40]
4	Available Equipment	[0-10]
5	Any others	[0-10]
7	Total	100

*[When the total points allocated is less than 100 the final points awarded should be scaled up/ converted out of 100 points]*

12. Immediately after the closing date and time for submission, the Procuring Agency shall open all Eol documents, including any substitutions accompanied by a properly authorized substitution notice.
13. Following the opening of the Eol, and until the RFP is issued; no Consultant shall make any unsolicited communication to the Procuring Agency. Such an attempt to influence the Procuring Agency in its decisions on the examination, evaluation, and comparison of the Eol may result in the rejection of the Eol.
14. Eols shall be evaluated based on the criteria outlined under clause 11. Request for Proposal (RFP) documents shall be issued to the shortlisted consultants only.



## **SECTION II: STANDARD FORMS**

Form 1: Sample letter of Expression of Interest

Form 2: Firm Information Sheet

Form 3: General Experience of the Firm during the Last 5 (five) calendar Years

Form 4: Relevant Experience of the Firm during the Last 5 (five) calendar Years

Form 5: Relevant Experience of the Firm's Professional Staff

Form 6: Relevant Experience of the External Professional Staff available to the Firm

**Form 1: Sample Expression of Interest (EOI) for Consultancy services**

Date:

To

*[Insert address of Procuring Agency]*

Sub: **Expression of Interest (EOI) for the Consultancy Service** .....*[Insert title of Consulting Services]*

Dear Sir/Madam,

This is in response to your public notice published in *[.....insert name of paper/ website.....]* on *[.....insert date.....]*, inviting expression of interest for *[insert description of Consulting services]*. We hereby submit our expression of interest and have attached necessary information according to the standard forms.

The information furnished by us in this expression of interest is correct to the best of our knowledge. Based on this information, we understand you would be able to evaluate our proposals in order to shortlist for the above-mentioned assignment. We, however, understand that the Procuring Agency reserves the right to decide whether or not to shortlist our firm without disclosing the reason whatsoever.

Sincerely yours,

On behalf of the firm:

Signature: .....

Name of signatory:

Designation:

Company Seal

**Form 2: Firm Information Sheet**

**2.1. Consulting Services Data**

Name of the consulting services	
Brief Description of the Assignment	

**2.2. (a) Consulting Firm Information**

Name of the consulting firm:	Country of Registration:
Name of the owner:	Day, month & Year of Establishment:
Name of Authorized Representative ( <i>if applicable</i> ):	Position/Designation:
Contact Person details: Name, Designation, email and phone number	

*[Attach valid Trade License /Registration certificate]*

**2.2. (b) Associations (Joint Venture or Sub-consultancy)**

Name of the consulting firm	Country of Registration	Joint Venture (JV) or Sub-consultant	Name of Owner/ Authorized representative	Position/Designation

*[Attach Certificate of Registration of the lead member, Certificate of Registration of the JV member (for each member) Certificate of Registration of the Sub-Consultant (for each sub-consultant), Letter of Association/letter of Intent to form JV/Association]*

**2.3. Core Area of expertise of the firm** *[Provide a brief Description]*

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**2.4. Company Profile** *[Provide a brief Description]*

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**2.5. Available Equipment** *[where applicable]*

Provide list of equipment owned by the firm and relevant for the assignment

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**Form 3: General Experience of the Firm during the Last 5 (five) Calendar Years**

Sl. No	Name of the assignment	Name of the client	Address of the client	Duration of the assignment			Total Cost of the assignment Nu.	Remarks
				From (Date)	To (Date)	Total (Months)		

**Form 4: Relevant Experience of the Firm during the Last 5 calendar Years**

Sl. No	Name of the assignment	Name of the client	Address of the client	Duration of the assignment			Total Cost of the assignment Nu.	Remarks
				From (Date)	To (Date)	Total (Months)		



**Form 5: Relevant Experience of the Firm's Professional Staff**

Sl. No	Name of the Staff	Qualification	Total Years of experience	Relevant experience					
				Name of assignment	Client	Position	Duration		
							From (Date)	To (Date)	Duration (Months)

**Form 6: Relevant Experience of the External Professional Staff available to the Firm**

SI. No	Name of the Staff	Qualification	Total Years of experience	Relevant experience					
				Name of assignment	Client	Position	Duration		
							From (Date)	To (Date)	Duration (Months)

### **SECTION III: TERMS OF REFERENCE**

TERMS OF REFERENCE

FOR

CONSULTANCY SERVICES FOR DEVELOPMENT OF A BUSINESS AND  
INVESTMENT PLAN FOR KOUFUKO INTERNATIONAL LIMITED, CHENARI,  
TRASHIGANG

## **1. Introduction**

Koufuku International Private Ltd. (KIPL) was the first company that was established after the formation of DHI as one of its portfolios of companies. It was founded as a joint venture between DHI and its Japanese partner, the Shin Nippon Biotech Laboratories (SNBL) in 2012 and started its operations in 2015. The company was initially founded with SNBL holding 70% of the shares and DHI the rest 30% in the company as a minority shareholder. However, the company ownership pattern changed in the beginning of 2017 with DHI becoming the major shareholder of the company owning 80% of its shares while SNB, Japan owned 20%. In 2020, the Company was further restructured with free transfer of shares from SNBL to DHI. The company's name was changed to Koufuku International Limited (KIL) and registered under the company Act of Bhutan 2016.

The company was established at Chenary, Tashigang to provide market for the milk produced by the farmers in Tashigang and adjoining Dzongkhags by producing high end processed dairy products mainly Gouda Cheese for both export and domestic markets. The company was initially producing only Gouda cheese and most of what it produced was exported to Japan. However, with the increased production of Gouda cheese as a result of increased milk intake and the company's efforts to diversify the products portfolio in 2017, the company had to explore other markets in addition to Japanese market for its products. The products were mostly sold in the domestic market and efforts were being made to export the products to other markets, mainly high-end niche markets in India.

When it started its operations, the company was operating at less than 12 % of its plant utilization capacity and today it is operating at over 90% plant utilization capacity. The plant at Chenary is collecting about 3600 litres milk a day from 19 milk cooperatives composed of 1500 micro-farms spread across Tashigang, Samdrup Jongkhar, Mongar and Trashiyangtse Districts. The KIL processing plant at Chenary currently produces approximately 203 metric tons of Druk Zambala Cheese, 500,000 cups of stirred Swiss style yogurts, 6 metric tons of local cheese, 30000 litres of drinking yogurt, 6 tons of salted and non-salted butter and 20000 litres of whey health drink.

KIL serves as the centre of milk dairy value chain in Eastern Bhutan providing ready market for the farmers' milk in the six eastern Dzongkhags and accessing 40% of the total milk production in the country.

## **2. Objectives**

The principal objective of the assignment is the development of the overall business and investment plan for the Koufuku International Ltd., that will guide CARLEP in making viable

investment priorities to the Processing Plant that serves as an assured market for fresh milk produced by the smallholder farmers in the eastern region.

### **3. Scope of the consultancy services**

The scope of the service to be carried out by the consultant shall involve development of overall business and investment plan for Koufuko International Limited to be used for solicitation of funding for the proposed expansion/upgradation of the dairy plant at Chenari, Trashigang.

The key components for this assignment should include, but not limited to, the following:

- Background of the Company and structure
- Macro-economic overview (Economic indicators, demographic overview, financial and investment regulations, price, private sector engagement, employment generation, etc.)
- Raw materials, production, types of Products, pricing
- Detail market research and marketing strategies (Supply and demand analysis-both domestic and international (Neighboring India) market opportunity, etc. taking into consideration the current market segments and strategies)
- Financial analysis (Profit and loss statement, Balance sheet, cash flow statement, etc.)
- Investment analysis (Using reliable performance measuring tools. For example; NPV-IRR, ROE, and payback period)
- Methodology: The study will be based on comprehensive survey/research providing information from multiple sources, including information collected from primary sources through interactions with different players- Koufuko International Ltd., dairy farmer groups & cooperatives, traders, transporters, retailers, other dairy processors, consumers, government agencies and desk-based research for secondary data collection)
- Analysis of the statistics (data): Qualitative and quantitative data analysis
- Conclusion and Recommendations

### **4. Time schedule**

The proposed assignment to be undertaken in a maximum of 3 months, including submission of the overall business plan.

### **5. Qualification and experience of the firm**

The firm should have the following key personnel with qualification as detailed below:

- Marketing specialist (Master's degree in marketing or BA with a minimum of 5 years' experience in the development of market analysis and marketing strategies)
- Business planning specialist (A Master's degree in business administration or related discipline with a minimum of 5 years' experience in the development of business plan)
- Communication, negotiation and presentation skills.

**ANNEXURE:**

*[Attach any other documents from the Procuring Agency and the Consultants, if applicable]*