

REQUEST  
FOR EXPRESSION OF INTEREST  
Consulting Services (Firms Selection)



Royal Government of Bhutan  
Commercial Agriculture and Resilient Livelihoods  
Enhancement Program  
Ministry of Agriculture and Livestock

## **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 and Livestock  
Royal Government of Bhutan

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**Ministry of Agriculture and Livestock**  
**Commercial Agriculture & Resilient Livelihoods**  
**Enhancement Programme**  
**Wengkhar : Mongar**



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MoAL/OPM/CARLEP/13/2024-2025/

Date: 13/12/2024

**REQUEST FOR EXPRESSION OF INTEREST**  
**FOR**  
**CONSULTANCY SERVICES FOR CONDUCTING ENDLINE SURVEY AND**  
**PREPARATION OF PROJECT COMPLETION REPORT (PCR)**



མི་སྲུང་ལོ་ཤིང་ལུགས་ལྷན་ཁག  
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**Ministry of Agriculture and Livestock  
Commercial Agriculture & Resilient Livelihoods  
Enhancement Programme  
Wengkhar:Mongar**



MoAL/OPM-CARLEP/13/2024-2025/157

13<sup>th</sup> December 2025

**INVITATION FOR EXPRESSION OF INTEREST**

The Commercial Agriculture and resilient Livelihoods Program invites expression of interest to provide the following consulting services: CARLEP Endline Survey (ELS) and Project Completion Report (PCR). More details on the services are provided in the Terms of Reference.

A Consultant will be selected/shortlisted as per the procedures described in this REoI, in accordance with Procurement Rules and Regulations of the Royal Government of Bhutan

The EoIs are to be submitted at the latest by 23<sup>rd</sup> December 2024 at 04:00 PM addressed to Office of the Program Management, CARLEP, Wengkhar, Mongar.

The procedural requirements for responding to this invitation are provided in the complete REoI document, which includes the following:

Section I - Instructions to Consultants

Section II - Standard Forms

Section III- Terms of Reference

Address for response/ Address of Procuring Agency:

**Office of the Programme Management,  
Commercial Agriculture & Resilient Livelihoods Enhancement Programme(CARLEP)  
Wengkhar: Mongar**

e-mail: [carlep2016@gmail.com](mailto:carlep2016@gmail.com) / [norbul@moal.gov.bt](mailto:norbul@moal.gov.bt)

Contact No: 04-641237/17657105

Yours sincerely,

  
**(Dorji Wangchuk)**  
Program Director

## 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. The Consultancy firm will also submit CV of the lead experts required for 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 23rd December 2024 at 04:00 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].*

<b>Sl. No</b>	<b>Criteria</b>	<b>Points</b>
1	General experience of the firm	10
2	Relevant experience of the firm that best fit with proposed assignment	30
3	Qualification, experience and technical competency of Firm's professional staff (including external professionals to be hired for the proposed assignment) in reference to the proposed assignment	40
4	Proposed methodology and work plan	10
5	Appreciation of the ToR and understanding of the assignment	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 EoI documents, including any substitutions accompanied by a properly authorized substitution notice.
13. Following the opening of the EoI, 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 EoI may result in the rejection of the EoI.
14. EoIs 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]*

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

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

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

**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**

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)

**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 FOR CONSULTANCY SERVICE ON ENDLINE SURVEY AND PROJECT COMPLETION REPORT

### 1 Background

This document provides Terms of Reference (ToR) for carrying out End Line Survey and preparation of Programme Completion Report (PCR) for Commercial Agriculture and Resilient Livelihoods Enhancement Programme (CARLEP) which covers six districts- Lhuentse, Mongar, Pemagatshel, Samdrup Jongkhar, Trashigang and Trashiyangtse. The project was initially designed for seven years from 2016 until 2022 but with the approval of additional financing the project has been extended by three years and will be completed in end of 2025, making it a 10-year project. CARLEP's core objective is to transform Bhutan's subsistence-based rural agricultural economy into a sustainable, market-driven sector through climate-smart agricultural approaches, private sector engagement in agricultural commercialization, and strengthened community and local institutional capacities. The goal and objective is to sustainably increase smallholder farmers' incomes and reduce rural poverty. This will be achieved through climate resilient commercialized production of crops and livestock by programme households linked to nationally organized value chains and marketing systems. The Programme initially targeted selected gewogs in six eastern Dzongkhags with high production and marketing potential in the selected value chains expected to benefit 28,975 smallholder households, of which 7115 households will directly benefit from vegetable and dairy value chains. However, the coverage was not only confined to the selected gewogs but went beyond it, and in fact almost all the gewogs in eastern Bhutan were literally covered by the project.

The Programme consists of four key components<sup>1</sup>: i) market-led sustainable agricultural production with three main outputs such as increased production resilience, diversification and innovation; intensification and expansion of vegetable production (amended as intensification, expansion and establishment of nutritious high value commodities after approval of additional financing); and intensification and expansion of dairy production; ii) Value chain development and marketing with three main outputs such as resilient vegetable and dairy value chains developed; agriculture commercialization and enterprise development strengthened; and development of community-driven market infrastructures; iii) Institutional support and policy development; and iv) Programme management.

Before the project implementation, a baseline survey<sup>2</sup> and climate vulnerability assessment was conducted in six program districts (Lhuentse, Mongar, Pemagatshel, Samdrup Jongkhar, Trashigang and Trashiyangtse) as treatment group with sample size of 556 households and four districts (Sarpang, Tsirang, Zhemgang and Chukha) as control group with a sample size of 214 households, considering that the latter districts having initially planned to be supported by CARLEP in its second phase was withdrawn.

### 2 Objectives of the end line survey and preparation of PCR

The primary objective of this assignment is to conduct an end line survey and preparation of PCR to achieve the outputs as follows:

- Compare and analyze outcomes and impacts against targets
- Capture key challenges, lessons learned and key recommendations
- Outline post-programme sustainability strategies
- Evaluation and documentation of project performance, experiences and innovations that will serve as valuable knowledge resources for future programming.

<sup>1</sup> Please refer to [final project design report](#) for detailed review of components and outputs

<sup>2</sup> Please refer to CARLEP baseline survey report for review



In overall, the end line survey and project completion report will assess the extent of progress towards achieving the Programme's planned targets, identify any issues or challenges faced and offer recommendations for other Programmes if necessary.

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

#### **3.1 Survey design and planning**

The consultancy firm or the consultant is responsible for:

- Reviewing the baseline survey report and project log frame indicators thoroughly to inform the end-line survey design and planning.
- Based on the review of documents, the consultant will produce a detailed inception report outlining the methodology, sampling techniques, questionnaire sets, data analysis tools and survey plan.
- Develop questionnaires for household survey and check list, and tools for group interaction including focus group discussion and key informant's interview, in relation to the CARLEP log frame indicators<sup>3</sup> with expected metrics. Follow IFAD core indicator frameworks<sup>4</sup> and IFAD core outcome indicator measurement guidelines<sup>5</sup>.
- For the purpose of PCR preparation, the consultant will holistically review CARLEP M&E documents in close consultation with Office of the Programme Management, besides the findings of the end line survey. Where ever the baseline data are not available, secondary sources and participatory evaluative methodologies should be used to supplement or validate the findings of the survey.

#### **3.2 Field data collection**

Key components under this section will include, but not limited, to the following:

- Recruit and train enumerators on the survey tools and data collection protocols. Carry out pre-testing of the questionnaire and finalize the questionnaire in consultation with the OPM.
- Prepare field data collection schedule for enumerators.
- Carry out household and community surveys, ensuring accurate geo-coordinates for all surveyed households and communities. Implement the quantitative survey using the most appropriate computer adaptive personal Interviewing techniques with hand-held tablets or mobile phones. Qualitative data can be obtained by conducting key informant interviews (KII) and focused group discussions (FGD), aligning to the CARLEP indicators (Log frame indicators).
- Secondary sources and participatory evaluative methodologies should be used if baseline data are not available.

#### **3.3 Data analysis and reporting**

- Conduct data cleaning and validation for analysis
- Employ both quantitative and qualitative survey tools and instruments referring to the baseline study design.
- Prepare a comprehensive end line survey report emphasizing on measuring end line indicators<sup>3</sup> for CARLEP project to determine: demographic characteristics, household assets and income, housing and facilities, food security, reduction in child malnutrition as compared to the baseline, % increase in vegetable (including fruits and cereals) and dairy production, adoption of sustainable agricultural practices, profitability of

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<sup>3</sup> Please refer [CARLEP revised log frame](#)

<sup>4</sup> [IFAD Core Indicators framework](#)

<sup>5</sup> [IFAD core outcome indicators measurement guidelines](#)

agricultural enterprise, reduction in time spent for collecting water and fuel, and households reporting reduced water shortages vis-à-vis production needs, adaptation to climate change, including findings, conclusions and recommendations.

- Based on the desk review of M&E data and the findings of the survey, the consultant will prepare PCR that aligns to the IFAD Guidelines for Project Completion<sup>6</sup>

### 3.4 Key output variables

This end-Line Survey is expected to evaluate various impact indicators. Specifically, the Consultant will assess, but not limited to:

- **Impact on Poverty Reduction:** The Programme's effect on reducing poverty among households in the CARLEP area.
- **Food Security and Nutrition:** Changes in daily food habits, food security periods, and nutritional status of beneficiary households, including the prevalence of malnutrition. This also entails including the analyses of seasonality; also using Household Food Insecurity Access Scale (HFIAS).
- **Value Chain Specific Indicators:** Assessment of various aspects such as cost efficiency, quality control, supply chain effectiveness, and customer satisfaction at each stage of the process. Analysis of which Value Chains were more inclusive/exclusive.
- **Service and Product Transactions:** The level of service and product transactions between Producer Organizations (POs) and private entities (buyers, service providers).
- **Market Infrastructure Access:** Access to market infrastructure, aggregation/collection centers and cold storage, and satisfaction with these improvements.
- **Improved Market Practices:** Market linkages, collective marketing, increased bargaining power, pricing mechanism and incremental value.
- **Technology Adoption and Inputs:** Adoption of technology and use of cash inputs (fertilizers, pesticides, etc.), along with environmentally sustainable and climate resilient practices.
- **Crop and Livestock Yields:** Changes in crop and livestock yields and associated revenue.
- **Gender Equality and Women's Empowerment:** changes in gender roles and relations and the changes in women's status including analysis of three dimensions; economic empowerment to enable both rural women and men to participate in and benefit from profitable economic activities; (2) both women and men have equal voice and influence in rural institutions and organizations, including decision-making processes at household, community or local level; (3) more equitable balance in workloads and in the sharing of economic and social benefits between women and men with disaggregated data by sex, while also calculating and analyzing Women Empowerment in Agriculture Index (WEAI).
- **Households Income:** Total income of HHs including on-farm and off-farm including from the specified value chains supported as well as remittance.
- **Drudgery reduction:** Contribution to drudgery reduction through mechanization and relevant tools /technologies support and time savings including productive use of saved time for socio-economic activities.
- **Climate Change Adaptation:** The contribution of the programme towards making adjustments and implementing strategies to reduce the negative impacts of climate change and to take advantage of any potential benefits.
- **Environment and Natural Resource Management:** Implementation of practices and policies to protect biodiversity, manage land and water resources, and mitigate

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<sup>6</sup> Please refer [IFAD Guidelines for Project Completion](#)

environmental impacts, aiming to balance human needs with ecological health and sustainability.

#### 4 Reports

Based on the assessments through end line survey and review of project M&E documents, the Consultant will produce two separate reports:

- End line survey report, and
- Project Completion Report (Please refer IFAD PCR Template<sup>6</sup>)

#### 5 Deliverables and tentative timeline

Sl. No.	Deliverables	Timeline	Estimated No. of days
1	Submission of REOI & ToR	Jan 3, 2025	1 day
2	REOI launch	Jan 7, 2025	2 days
3	EOI submission deadline	Jan15, 2025	7 days
4	Submission of shortlist report	Jan 21, 2025	5 days
5	RFP submission deadline and opening, including inception report outlining the methodology, sampling techniques, questionnaire sets, data analysis tools and survey plan.	Feb 8, 2025	15 days
6	Evaluation and Award of consultancy services	Feb 15, 2025	7 days
7	Implementation of end line survey including training of enumerators	March 10, 2025	21 days
8	Data cleaning, analysis and report writing, including preparation of project completion report	April 11, 2025	30 days
9	Submission of draft end line survey report and PCR	April 18, 2025	7 days
10	Submission of final reports (End line survey report and PCR), both hard copy and electronic version, after incorporating feedback and also the consultant to provide survey data in appropriate format (Microsoft Excel, Microsoft Word, CSV, etc.)	April 25, 2025	7 days
	<b>Total estimated days</b>		<b>102 days</b>

#### 6 Qualification and experience of the consultancy firm

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

- Team Leader:** The Team Leader will oversee the planning, implementation, and reporting of the End-Line Survey (ELS) and Programme Completion Report (PCR), ensuring adherence to the highest professional standards. The individual will be responsible for effective quality control, supervising the data collection team, and ensuring that each team member fulfills their specific responsibilities. A Team Leader with minimum of Master's degree in any field with at least 5 years of relevant field experience is required and must possess proven technical skills in conducting baseline, midline, and impact surveys in the agricultural sector and statistical expertise to analyze data and interpret results.
- Financial analyst:** The Financial Analyst will have a strong background in rural finance, economic development, and research methodologies. This role involves conducting in-depth research, analyzing financial systems and their impact on rural communities. Rural finance expert with a minimum of Master's degree in economics, finance or development studies with strong analytical and research abilities and

sound proficiency in statistical software and data visualization tools with a minimum of 5 years' experience is preferable for the assignment.

- c) **Livestock or agriculture expert:** Minimum of bachelors' degree in agriculture or livestock field with a minimum of 5 years' experience in data analysis and report writing related to agriculture or livestock operations.
- d) **Infrastructure expert:** The Infrastructure Expert must possess at least a Master's degree in Civil Engineering, Infrastructure Development, Urban Planning, or a related field, along with a minimum of 5 years of relevant experience. The Expert should have a strong background in infrastructure planning, design, implementation, and management, with proven experience in development projects, preferably in the context of rural or community infrastructure.
- e) **Survey enumerators:** Enumerators will be responsible for conducting both quantitative and qualitative interviews to collect data. This role requires interacting with various stakeholders in the field, ensuring accurate data collection, and maintaining high data integrity standards. The Enumerators must have education qualification of at least diploma/degree in agriculture, livestock, forestry, sustainable development and must be fluent in local languages spoken in the Programme areas (eastern Bhutan).
- f) **Gender and social inclusion expert:** The GESI Expert will hold a Master's degree (or equivalent) in Social Sciences, Gender Studies, GESI studies, and will have 5 years of experience in gender integration and women's empowerment, preferably within agricultural sector programs. The Expert will lead and provide technical direction for the gender and social inclusion components of the survey.

## 7 Payment terms

- 30% of the contract amount after submission and acceptance of the inception report
- 40% of the contract amount upon submission of first draft study report
- 30 % of the contract amount after submission of final report and acceptance by the Employer

**ANNEXURE:**

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