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**Provide Training on how to Prepare Feasibility Studies and Business Plans for Agro-Industrial Development in the RNR Sector**

Identification: EU-TACS/A2.3C

**REQUEST FOR PROPOSAL**

European Union – Bhutan Technical Assistance Complementary Support Project (EU TACS)

Project implemented by



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# ACRONYMS

BPV Bhutan Philanthropy Ventures

DAI Development Alternatives Incorporation

EU European Union

EUD European Union Delegation

EU-TACS European Union – Bhutan Technical Assistance Complementary Support

FYP Five Year Plan

MoAF Ministry of Agriculture and Forests

PPD Policy and Planning Division

RfP Request for Proposal

RGoB Royal Government of Bhutan

RNR Renewable Natural Resources

SKE Senior Key Expert

SNKE Senior Non-Key Expert

TL Team Leader

ToR Terms of Reference

# BACKGROUND

DAI Belgium has been contracted by the European Union (EU) to implement a project in Bhutan titled: *Technical Assistance for Renewable Natural Resources and Climate Change Response and Local Governments and Decentralisation* (EuropeAid/139521/DH/SER/BT). The project involves provision of long and short term local and international technical assistance to the Royal Government of Bhutan (RGoB) and other non-state stakeholders to contribute to national development objectives. See Appendix 1. Section 8 Background Documents for details.

As part of the project components, a local firm is required to “Provide Training on how to Prepare Feasibility Studies and Business Plans for Agro-Industrial Development in the RNR Sector”. For this, DAI Belgium is undertaking a competitive selection process to identify and contract a suitably qualified experienced firm through invitation of technical and financial proposals.

# SELECTION PROCESS

**B.1 Process overview and timeline**

The Request for Proposal (RFP) which includes Terms of Reference (TOR) will be advertised on MoAF’s website on 22 September 2021. Interested local firms are invited to submit a detailed proposal (technical and financial) through email to Karpo Dukpa, Senior Manager, Bhutan Philanthropy Ventures email: [karpo@bpvbhutan.com](mailto:karpo@bpvbhutan.com) and Gustavo Porres, Senior Project Manager, DAI Brussels email: [gustavo\_porres@dai.com](mailto:gustavo_porres@dai.com) **no later than 4:00 PM (Bhutan time) on 4 October 2021.** **Late submission will not be accepted.**

DAI Belgium will convene an evaluation committee of three, made up the EU-TACS Team Leader, a representative from RGoB and a representative from DAI. Scoring will be undertaken strictly against selection criteria contained herein and will be submitted to the funding agency for approval. Proposals are evaluated and contracting of a preferred firm may proceed, subject to stakeholder approvals and due diligence.

**The table below summarises the key steps and timeline.**

|  |  |  |
| --- | --- | --- |
| Step | Description | Date |
| 1 | Advertisement placed requesting a detailed proposal | 22 Sep 2021 |
| 2 | Deadline for receiving the proposal (late submission will not be accepted) | 4 Oct 2021 |
| 3 | Evaluation of the proposals and selection of one best firm | 5 Oct 2021 |
| 4 | Notification to the selected firm | 6 Oct 2021 |
| 11 | Due diligence and contracting | 13 Oct 2021 |
| 12 | Activity commences | 14 Oct 2021 |

# SELECTION CRITERIA

**C.1. Firm’s profile**

The firm should be experienced in delivering the similar projects (at least three prior to this) for international donors (preferably including the EU but not essential).

The firm should value the importance of delivering a high-quality product in a timely manner.

**The selection criteria table below provides defined and weighted criteria.**

**C.2. Selection criteria**

|  |  |  |
| --- | --- | --- |
| **#** | **Section** | **Weighting** |
| 1 | Proposal cover page and declaration | Hurdle requirement |
| 2 | Capability of the firm | 10 |
| 2.1 | Company overview |  |
| 2.2 | Project experience |  |
| 2.3 | Management capacity |  |
| 2.4 | Company staffing and financial capacity |  |
| 3 | Methodology | 30 |
| 3.1 | Approach to implementing terms of reference |  |
| 3.2 | Description of activities and how they will be carried out |  |
| 4 | Workplan and input schedule | 20 |
| 5 | Assigned personnel (qualifications; years of relevant experience) | 20 |
| 6 | Financial proposal | 20 |
| 7 | Appendices |  |
| 7.1 | Curriculum vitae of assigned personnel |  |
| 7.2 | Other information (optional) |  |

# PROPOSAL DEVELOPMENT INSTRUCTIONS

**D.1. Proposal contents and checklist**

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Section** | **Max pages** | **Check** |
| 1 | Proposal cover page and declaration | 2 | [√] |
| 2 | Capability of the firm |  |  |
| 2.1 | Company overview | 1 |  |
| 2.2 | Project experience | 2 |  |
| 2.3 | Management capacity | 1 |  |
| 2.4 | Company staffing and financial capacity | 2 |  |
| 3 | Methodology |  |  |
| 3.1 | Approach to implementing terms of reference | 1 |  |
| 3.2 | Description of activities and how they will be carried out | 4 |  |
| 4 | Workplan and input schedule | 1 |  |
| 5 | Assigned personnel | 1 |  |
| 6 | Financial proposal | 1 |  |
| 7 | Appendices |  |  |
| 7.1 | Curriculum vitae of assigned personnel | 2 pages each |  |
| 7.2 | Additional information (optional) | - |  |

#### 

**D.2. Detailed guidelines and templates**

Prepare your proposal strictly adhering to the structure in the table of contents (D.1.) above. Further guidance and templates are provided in the pages below.

The total proposal length should be no greater than 16 pages, not including appendices. The number of pages for each section is presented in the table above.

There are no specific requirements for formatting and page layout, however clear and legible presentation is recommended, including normal page margins, reasonable paragraph spacing and font size, such as Arial 10 (or equivalent).

All sections should be assembled into **one single pdf file**. This file should be no greater than 10 megabytes. Note, free pdf conversion, assembly and compression tools can be found online.

**D.2.1 Cover page and declaration**

Complete the template in the embedded file below and include this at the front of your proposal.



This is a hurdle administrative requirement, and the committee cannot evaluate a proposal should this section not be completed and signed by an authorised representative of the firm.

**D.2.2 Capability of the firm**

* + Company overview: provide a succinct overview of the organisation, for example when it was established, its mission, services offered, clients, etc.
  + Project experience: describe comparable projects undertaken by the firm and explain how they are relevant to this activity (if not obvious). Include the client, project value and timing.
  + Management capacity: briefly list resources, policies, and procedures that your firm has in place to help manage the activity. Consider areas such as administrative support, finance and operating manuals, anti-bribery/corruption policies, governance and oversight, insurances, etc.
  + Company staffing and financial capacity: use the embedded template below. Once complete, the tables should be presented in the main proposal document (i.e. copied and pasted).



Note**, evidence of the figures provided will be requested during the due diligence process**.

**D.2.3 Methodology**

* 1. Approach to implementing terms of reference: describe your overall approach. If you have any comments or observations on the terms of reference, include them in this section.
  2. Description of activities and how they will be carried out: describe the activities that you will deliver and explain, as you consider appropriate, the resourcing, timing, logistics factors, stakeholder participation, etc.

**D.2.4 Workplan and input schedule**

Use the embedded excel file below to develop your workplan. Once complete, the tables should be presented in the main proposal document (i.e., copied and pasted).

The activity titles and activity numbering in the workplan should be the same as in the methodology text (Section 3 of the proposal) to help with cross-referencing.

The input schedule should include only the personnel that are in the financial proposal. Use the same role titles and personnel names.



**D.2.5 Assigned personnel**

Use the embedded file below to present a tabular summary of your assigned personnel. This should be no more than 1 page as indicated in C.1. above. Once complete, incorporate into your main proposal document (i.e., copy and paste the table in). Only include the same roles that are in your financial proposal and input schedule. These should be technical roles and, if considered necessary, specific management roles that will input directly to the activity. Do not include any general office support roles. Curriculum vitae of your assigned personnel should be included in the Appendices. They should be no more than two pages each. Use the template provided in section 7 below.



**D.2.6 Financial proposal**

Use the embedded excel file below to prepare your financial proposal. Once complete, the tables should be presented in the main proposal document (i.e., copied and pasted in).



All costs must be presented in Euros, which is the currency of the funding agency. Ancillary costs, including but not limited to overheads, management fees, the cost of support staff and equipment, banking charges, insurance costs, personnel taxes and employment costs, inflation and any other costs and charges **must be built into the proposed daily fee rates of assigned personnel**.

The total price of your financial proposal will be a factor in the evaluation, as per the selection criteria in the terms of reference at Annex 1.

Note, payment will be monthly, on 30-day terms, counting from receipt of a correctly rendered invoice. All supporting documentation must be attached for invoices to be eligible according to European Union and DAI Brussels policy, including each:

1. Timesheets of assigned personnel (only) countersigned by the activity supervisor assigned by DAI Belgium.
2. Original physical evidence of costs, such as receipts, signed participant attendance sheets, ticket stubs, and so forth, precisely matching the claimed amount; and
3. A record of approval by DAI Brussels’ assigned activity supervisor of any deliverables due in the period.

**D.2.7 Appendices**

1. Include curriculum vitae of no more than two pages for each of your assigned personnel. Use the template in the embedded file below and include in your proposal Appendices.
2. If you have additional information that you consider important and relevant to the selection criteria, which is not covered in other sections, include it here. Note, no particular additional information is expected.

# PROJECT MANAGEMENT AND LOGISTICS

**E.1. Management structure**

The successful firm will be issued a contract by DAI Belgium. The EU-TACS project Team Leader will take administrative and financial decisions for this contract. S/he is supported by a Senior Project Manager and Project Officer based in Bhutan, as well as DAI Belgium Home Office backstopping team.

The local firm shall be accountable to the DAMC, MoAF for the required deliverables of the assignment under the contract. The Senior Key Expert (SKE) as the EU TACS designated supervisor for RNR Sector will be responsible for supporting the design, monitoring, reporting and quality assuring the Impact assessment of M&E Framework for RNR sector projects/Programs.

**E.2. Facilities and logistics**

The selected firm will be responsible for providing facilities including equipment, logistics and any other supports required to enable its personnel to implement the activity efficiently. The firm **must nominate an activity leader** responsible for coordination and serve as the focal point in communications with the EU-TACs team.

The firm’s training team will have access of a shared desk at the EU-TACS office, while TL, may have access to a desk at the PPD, MoAF. The assigned team should be available to deliver the tasks and attend meetings based on work plan, and at the reasonable request of the DAMC/EU-TACS-SKE.

**E.3. Budget**

The maximum budget for the activity is **EUR 4,000**. The firm’s financial proposal must be within this ceiling value and will be a factor in the evaluation, in accordance with Section “F”-Terms of Reference.

**E.4 Budget utilisation**

DAI will define the upper limits for each line item of the budget, monitor utilisation to date, and any forecast updates for the period ahead.

**Note:** *No re-allocation of funds between budget lines shall be permitted and no budget lines may be exceeded by the end of the contract term*.

**E.5 Timesheets**

Original signed timesheets of all personnel who have provided inputs in the month should be collated and attached to the report. These are to be countersigned by DAI Belgium’ nominated representative.

# TERMS OF REFERENCE

|  |  |
| --- | --- |
| Project | Technical Assistance for Renewable Natural Resources and Climate Change Response and Local Governments and Decentralisation  (EU-TACS) –EuropeAid/139521/DH/SER/BT |
| Activity | Provide Training on how to Prepare Feasibility Studies and Business Plans for Agro-Industrial Development in the RNR Sector |
| Start/end date | **4th October 2021 to 15th November 2021**   * Inception period: 4 – 8 October 2021 * Training materials preparation: 11 – 22 October 2021 * Conduct of training: 25 – 29 October 2021 * Submission of final deliverables: 10 November 2021 |
| Inputs | Continuous input |
| Supervision | The contract will be held with DAI Brussels. The authorised supervisor for this activity will be MoAF, with the Quality Assurance by the EU-TACS Senior Key Expert for the RNR Sector at MoAF. |
| Location | Thimphu |

**1. BACKGROUND INFORMATION**

**1.1 Relevant Country Background**

The Ministry of Agriculture and Forests (MOAF), also known as the Renewable Natural Resource (RNR) sector, is one of the major economic sectors representing about 17.4% of the national GDP (NSB 2018). The sector also employs over 49.1% (NSB 2017) of the Bhutanese labour force. Nonetheless, the RNR sector’s percentage share of National GDP has declined to about 17% in 2017 from about 37% in 1991. Further, the sector has been experiencing low growth rates. The sector has experienced an average growth rate of about 2.5% in the last 10 years (2008-2017). Notwithstanding the rapid expansion and growth of other service industries, low sector growth in the RNR sector is attributed to lack of or limited human capital various technical fields such as entrepreneurial, business management, product development and marketing.

**1.2 Current state of affairs in the relevant sector**

Bhutan’s 12th Five Year Plan is the last one where Bhutan is considered to be a Least Developed Country, since Bhutan should be graduating to a Low Middle Income Country status by 2023. Towards this end, the RNR sector aspires to achieve inclusive and sustainable development ensuring food self-sufficiency and economic self-reliance with commitment to accelerate commercialization and enterprise development through climate smart and disaster resilient development. In order to realize these goals, the sector will adopt a landscape management, sustainable production and commercialization approach. Therefore, the 12th FYP calls for an integrated sectoral response and actions with enabling policy, legal, financial and human resources to be able to materialize its objectives and outcomes.

The sector’s 12th plan has identified the need for an ENTERPRISE DEVELOPMENT PROGRAMME as one of the drivers for change in the agriculture sector provides opportunities for inclusive business opportunities for entrepreneurs. With the shift in focus from subsistence to commercial farming, a more professional approach is needed to identify both technical and financially viable approaches to investment decision making and other support systems for commercialization. However, the sector is confronted with major issues such as limited technical skills (entrepreneurial, business management, product development and marketing skills). Therefore, there is need for technical and financial assistance to strengthen the forward and backward linkages, enhance required skills, marketing, networking and overall business management.

**2. CONTRACT OBJECTIVES AND EXPECTED RESULTS**

**2.1 Overall Objective of EU-TACS Project**

The overall objective of the EU-TACS Project is to assist Bhutan in achieving the reforms of the 12th FYP in the RNR sector and to provide high quality technical expertise including capacity building actions. In this regard, the RNR sector would like to build human resource capacity particularly in the skills of undertaking feasibility studies and the development of business which would address the need for integrated sectoral response and actions in realizing the goals of the RNR sector’s 12th FYP. In doing so, the RNR sector will have competent human resources who would be in position to drive the forward the involvement of the private sector in agri-business development thus triggering better sector growth with the creation of business and employment opportunities in the sector.

**2.2 Specific Objective of this Core Competency Training Course**

The specific objective of this training course is *“to enhance the skills of government officials to conduct agri-business feasibility studies and analyses, and help prepare business plans for agri-business enterprises”.*

**2.3 Results to be achieved by the Contracted University/Institute**

The RNR sector (Renewable Natural Resources) in Bhutan expects the following results from the training course:

1. After the training course, the participants will be in a better position to conduct and analyse feasibility studies and business plans for agro-industrial initiatives in the RNR sector;
2. After the training course the participants will be better able to help develop and assist write business proposals for potential entrepreneurs;
3. After the training programme participants will be able to assist potential entrepreneurs liaise with financial agencies and private sector shareholders in business start-up processes.

**2.4 Results to be achieved by the Participants themselves**

The Ministry of Agriculture and Forests will nominate officials, from the MOAF from various technical departments and agencies, who are responsible for coordination and implementation of conducting agro-industrial feasibility studies and the further development of associated business plans.

The overall objective of the training is to train and equip the participants of Ministry of Agriculture and Forests to conduct feasibility studies and develop Business Plans for Agro-Industrial in RNR Sector. By the end of the training programme, participants will be able to:

* better understand the differences between a feasibility study and a business plan;
* understand the principles of management and business decision making processes;
* develop and model the logic and priorities for a specific feasibility study;
* examine the technical feasibility and financial viability of a business initiative;
* develop a full business plan from a robust feasibility study for use by shareholders, financiers, enterprise managers and regulators.

**3. ASSUMPTIONS AND RISKS**

**3.1 Assumptions underlying this project training**

It is assumed that the selected local consultant Institute will be able to carry out the training using traditional face to face training techniques for the EU-TACS Project to achieve the specified Outputs and to contribute to the meeting of the Outcomes.

**3.2 Risks**

The ability of the adult learners/participants to absorb the knowledge imparted at the training, and then put the knowledge into practice once back in office, is limited due to differing capacity absorption rates and any limited understand of the objectives of the training.

**4. SCOPE OF THE WORK**

**4.1 General**

*4.1.1 Training Project Description*

Within the context of the EU-TACS:

* *Agro-enterprises* are defined through assessing inputs, production, processing, transport, and marketing for individual commodities in the agriculture, livestock and forestry sectors. These are often well defined in value chain case studies carried out on a local, regional or national basis.
* *Agri-business models* are the different management systems by which Agro-enterprises are turned into sustainable economic businesses. The models will vary based on the local country contexts. In the case of Bhutan the following agri-business models are currently used: private sector, public-private partnerships, state-owned enterprises, cooperatives, and contract farming with farmer groups et al. Agri-businesses may be commodity focused following the whole value chain or they may relate to individual inputs supplies and services to farming or agri-businesses e.g. agrichemicals, breeding, crop production, distribution, farm machinery, processing, and seed supply, as well as marketing and retail sales.
* *Weak market linkages and market information* – Farmers continue to complain about lack of market for products especially during the peak seasons. On the contrary, some market infrastructures remain underutilized. There is fundamental disparity between market demand in terms of quality, type, size, taste and process of RNR products.
* *Poor coordination* – Many feasibility studies have been done in the past through different projects. However, such studies were confined to specific project areas. Due to lack of ownership, follow up actions, accountability, coordination among different stakeholders and inadequate resources to implement recommendations, impact from such studies have been limited and agri-business needs to attract financiers and private sector investors as well as competent management teams.
* *Limited agro-enterprises and commercial farming* – Despite huge demand and potential for processed foods, the major proportion of processed agricultural and livestock products are being imported as not much has been achieved in local processing and value addition sector. While collection and trade of NWFPs contributes significantly to the rural household income, value added products would significantly increase their income levels.

*4.1.2 Geographical Area to be covered*

Using traditional training methods and techniques in a selected facility, the Consultant Service Provider will deliver to participants materials already prepared in the context of mountain environments and to agri-businesses found in these zones, in particular with relevance to the Himalayan Mountain range.

*4.1.3 Target Groups*

Direct beneficiaries of this core competency training are staff from the following departments/agencies of MoAF: 2 officials from PPD, 1 official fromDoA, 1 official fromDoL, 1 official fromDoFPS and 5 officials fromDAMC. The total number of trainee participants from the target groups will be ten (10).

**4.2 Specific Training Activities**

In conjunction with the MOAF, an international consultant has designed a five-day training programme in feasibility analysis and business planning. This programme was based upon an earlier exercise conducted under the EU-TACS Project which examined a number of potential agri-business initiatives which were then developed in feasibility studies and basic business plans. Using these studies, the International Consultant developed training material including module readers, PowerPoint slides and associated participant exercises.

The local Consultant Service Provider (Specialist Training Contractor) will deliver the training programme to selected staff of the MoAF, and will provide experienced staff in the training of feasibility studies and business planning in the agriculture, livestock and forestry sectors is expected to carry out the following key activities:

* Liaise extensively with the International Consultant on the scale and scope of the training programme and the materials developed.
* After consultation with the International Consultant, and where necessary, make any adjustments deemed necessary to the training schedule and materials.
* Finalise all PowerPoint slides and insert into a suitable template as advised by the international consultant (as necessary).
* Prepare a final detailed session plan that includes: description of separate sessions, identifies trainers and moderators for each session, gives adequate break time between sessions.
* Provide high quality trainers and moderators for all sessions with adequate support staff, including a photographer/videographer when needed to provide content for a visibility event at a later stage.
* Provide a quality traditional training platform for up to 10 trainees.
* As the International Consultant will provide an input for up to 2 hours on Day 1, the Specialist Training Contractor will provide training equipment to link participants and the International Consultant via a virtual platform such as Zoom, WebEx or Microsoft Teams.
* Provide participants with the training materials and handouts developed in the form of a loose-leaf handbook, as well as notebooks and ballpoint pens (to be paid separately from BPV incidental expenses budget).
* Follow all COVID-19 protocols as necessary.
* Prepare pre-event and post-event questionnaire to evaluate participants’ knowledge, attitude and practices related to the course contents and prepare a report on the findings.
* Prepare a short questionnaire for the participants to evaluate the quality of the training carried out and facilities provided.
* Prepare materials for the media e.g press release, Facebook and website postings to provide visibility for the training.
* Keep daily attendance sheet for the training (EU-TACS standard attendance sheet will be provided).
* Prepare a *Training Completion Report* on the training.
* Provide *Certificates of Completion* for those successfully attending the course on all days.

**4. 3 Project Management**

*4.3.1 Responsible body*

The Contracting Authority/DAI in Brussels is the agency responsible for overall management of the *EU-Technical Assistance Complementary Support Project,* whose Project Management Office (PMO) is in Thimphu, Bhutan.

For the purposes of this training course the DAI Offices in Belgium and the UK will be responsible for managing this service contract.

*4.3.2 Management structure*

The PMO for EU TACS in Thimphu includes a lead Senior Key Expert for Renewable Natural Resources (part time, currently at home base in UK due to COVID-19 restrictions) and a Senior Project Manager (full time based in Thimphu) who will have oversight of this Service Contract to ensure quality control of Output and Outcome indicators together with Bhutanese Government Officials, all of whom form part of an Apex Management Team for the EU-TACS Project in Bhutan

Administrative and financial decisions on this contract will be taken by the Project Manager at the DAI offices in Brussels where key backstopping of all international contracts takes place on behalf of the EU-TACS Project.

*4.3.3 Facilities to be provided by the Contracting Authority/DAI*

The Contracting Authority/DAI is not responsible for providing any facilities or equipment for this contract.

1. **LOGISTICS AND TIMING**

5.1 Venue Location

Venue for training in Thimphu will be at a local institution where both internet connectivity is guaranteed, and social distancing can be practiced effectively.

* 1. **Commencement Date and Period of Execution**

The Specialist Training Contractor will deliver the training programme in five consecutive days from the 25th October 2021. In the event that the training has to be postponed due to COVID-19 restrictions in Bhutan e.g lockdown and severe travel restrictions, if possible, a mutually agreed re-schedule will be arrived at between the Specialist Training Contractor, the RGoB, and DAI Brussels.

**6. REQUIREMENTS**

**6.1 Key Training Personnel**

*6.1.1 Key Training Experts*

All training experts who have a critical role in implementing this training course are referred to as key training experts. The sample profiles of the key training experts for this contract are as follows:

Key training expert 1: Team Leader/ Agri-business Planning and Management Expert

*Qualifications and skills*

* University degree in Agri-business, agricultural economics or a similar scientific field related to renewable natural resources management.

*General professional experience*

* Preferably 15 years long-term experience in the training of under-graduate, post-graduate students and external professional development adults in the field of agri-business or economics.

*Specific professional experience*

* Comprehensive knowledge and practice of adult learning techniques, carrying out feasibility studies, preparation of investment proposals and its associated actions and strategies.

Key training expert 2: Agri-business Planning and Development Expert

##### *Qualifications and skills*

* University degree in Agriculture, Livestock, or Forestry or a similar scientific field related to e.g agricultural economics and land-based business management.

*General professional experience*

* Preferably 10 years long-term experience in preparing business development plans for agriculture, livestock or forestry.

*Specific professional experience*

* Knowledge of preparing strategies for Agro-enterprise development and Agri-business planning are required.
* Knowledge of economically important commodities found in mountainous areas (such as the Himalayas) where a wide range of Agro-ecosystems are found (from sub-alpine to wet sub-tropical climates).

*6.1.2 Other Experts*

The Specialist Training Contractor may hire other experts, as needed, to assist the team in its work such as moderators or training assistants or training technicians; however, the costs for these must be included in the global price for the contract. They are to be mentioned in the Methodology if appropriate.

*6.1.3 Support staff and backstopping*

The consultant may hire support staff to assist the team in its work; however, the costs for the support staff must be included in the global price for the contract.

Any training backstopping costs are to be covered out of the global price.

**6.2 Venue for Training**

A training facility of a high standard suitable for professional training of up to 10 adults will be provided by the Specialist Training Contractor. The training venue will be identified by DAMC in consideration with Covid-19 protocols in place in Bhutan.

**6.3 Other Facilities to be provided by the University/Institute**

The Specialist Training Contractor will ensure that the training experts and participants are adequately supported and equipped. In particular, it shall ensure that there is sufficient administrative, and secretarial provision to enable the training experts to concentrate on their primary responsibilities.

**6.4 Equipment**

All equipment will be provided by the Specialist Training Contractor either gratis or any hiring costs must be covered out of the global price.

Participants are expected to bring their PCs/laptops, and the Specialist Training Contractor will ensure required software and good internet connections are available for each participant.

**7 REPORTS**

**7.1 Reporting Requirements**

Three reports will be prepared by the training experts:

1. a pre- and post- questionnaire will be given to the participants to assess their changing

knowledge, attitude and previous/expected practices (KAP) related to the content of the training course and results will be analyzed and a report provided;

1. an end of course questionnaire will be carried out with the participants to assess their views on the quality of the training course (virtual platform used, facilities provided, session planning and content delivery etc.);
2. a “Booklet of Training Materials” with annexes showing examples of exercises carried out by the participants during the course will be prepared.

The working language will be English, and the reporting language will be English.

7.2 Submission and approval of reports

All three reports will be provided within two weeks of the end of the training course for comments by the EU-TACS project management team and the DAMC/PPD at MOAF in Bhutan. Approval of submitted reports will form the basis for release of the retained 20% of training course global fees.

8. MONITORING AND EVALUATION

8.1 Definition of indicators

During the virtual/face to face training course there will be three key Output Indicators (to be reported by the Specialist Training Contractor within two weeks of training completion):

* Number of persons trained and their performances.
* Baseline knowledge, attitude and practice report (based on pre-training questionnaire).
* Completion knowledge, attitude, and practice report (based on post training questionnaire).

8.2 Special requirements

There are no special requirements.

**Annex II: Training Event Session and Module Planning Indicative Template**

*(this is a guideline based on draft training materials prepared by an international expert based on EU-TACS Research Studies A2.3A and A2.3B and is to be confirmed, amplified and adjusted as felt appropriate by the University/Institute in their own “Organisation and Methodology” in their tender proposal)*

**Event Title: TRAINING OF TRAINERS (TOT) TRAINING WORKSHOP: HOW TO PREPARE FEASIBILITY STUDIES AND BUSINESS PLANS FOR THE RNR SECTOR**

By the end of this training workshop, participants will be able to:

* Understand the differences between a feasibility study and a business plan
* Understand the principles of management and business decision making processes
* Develop the logic and priorities for a specific feasibility study
* Examine the technical feasibility and financial viability of a business initiative
* Develop a full business plan from a robust feasibility study for use by shareholders, financiers, enterprise managers and regulators.

|  |  |  |  |
| --- | --- | --- | --- |
| **Day** | **Day Session Number** | **Session Description** | **Session Times**  **(Start and end)** |
| 1 | 1 | **Training Workshop Opening Ceremony** | 8.30 – 9.00 |
| 1 | **Introductions – trainers & participants** and what they expect from the workshop  **Pre-training questionnaire** | 9.00 – 9.30 |
| 1 | **Feasibility studies and decision-making processes**  What is a Feasibility Study?  What is a Business Plan? | 9.30 – 10.30 |
|  | Refreshments | 10.30 – 11.00 |
| 2 | **Principles of Management** – planning, organising, leading, and  controlling | 11.00 – 12.00 |
| 12.00 – 13.00 |
|  | Lunch Break | 13.00 – 14.00 |
| 3 | **Theory of the firm** and a systems approach to modelling a small business  **Modelling an agro-business enterprise** – plenary presentation, group work and plenary presentations | 14.00 – 15.00  15.00 – 16.00 |
|  | End of Training Day |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Day** | **Day Session Number** | **Session Description** | **Session Times**  **(Start and end)** |
| 2 | 1 | Recap of Day 1  **Costs, Revenues and Profit** – plenary presentation, group exercise and plenary presentations | 8.30 – 9.30  9.30 – 10.30 |
|  | Refreshments | 10.30 – 11.00 |
| 2 | **Processing and production planning** – plenary presentation, group exercise and plenary presentations | 11.00 – 12.00  12.00 – 13.00 |
|  | Lunch Break | 13.00 – 14.00 |
| 3 | **Infrastructure planning** – plenary presentation, group exercise and plenary presentations | 14.00 – 15.00  15.00 – 16.00 |
|  | End of Training Day |  |

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| **Day** | **Day Session Number** | **Session Description** | **Session Times**  **(Start and end)** |
| 3 | 1 | Recap of Day 2  **Marketing and Pricing** – plenary presentation, group exercise and plenary presentations | 8.30 – 9.30  9.30 – 10.30 |
|  | Refreshments | 10.30 – 11.00 |
| 2 | **Environmental and Social Issues** – plenary presentation, group exercise and plenary presentations | 11.00 – 12.00  12.00 – 13.00 |
|  | Lunch Break | 13.00 – 14.00 |
| 3 | **Organisation and Management** – plenary presentation, group exercise and plenary presentations | 14.00 – 15.00  15.00 – 16.00 |
|  | End of Training Day |  |

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| **Day** | **Day Session Number** | **Session Description** | **Session Times**  **(Start and end)** |
| 4 | 1 | Recap of Day 3  **Building an Investment Model - Calculating Enterprise Revenues, Costs and Cash Flows**  Plenary presentation, group exercise and plenary presentations | 8.30 – 9.30  9.30 – 10.30 |
|  | Refreshments | 10.30 – 11.00 |
| 2 | **Evaluating Enterprise Feasibility and Viability**  Plenary presentation, group exercise and plenary presentations | 11.00 – 12.00  12.00 – 13.00 |
|  | Lunch Break | 13.00 – 14.00 |
| 3 | **Modelling Risk**  Plenary presentation, group exercise and plenary presentations | 14.00 – 15.00  15.00 – 16.00 |
|  | End of Training Day |  |

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| **Day** | **Day Session Number** | **Session Description** | **Session Times**  **(Start and end)** |
| 5 | 1 | Recap of Day 4  **Turning the Feasibility Study into a Business Plan**  Plenary presentation, group exercise and plenary presentations | 8.30 – 9.30  9.30 – 10.30 |
|  | Refreshments | 10.30 – 11.00 |
| 2 | **Turning the Feasibility Study into a Business Plan**  Plenary presentation, group exercise and plenary presentations | 11.00 – 12.00  12.00 – 13.00 |
|  | Lunch Break | 13.00 – 14.00 |
| 3 | **Recap of modules** covered during the workshop  **Workshop Evaluation** | 14.00 – 16.00 |
|  | End of Training Workshop |  |