



STANDARD REQUEST FOR PROPOSALS

Thimphu Dzongkhag Administration

Thimphu, Bhutan

16th September, 2026

Project Name	Operation and Management of Ngabiphu Archery Range Cum Canteen, Ngabiphu (RTC), Thimphu
Procuring Agency	Thimphu Dzongkhag Administration
Location	Ngabiphu (RTC), Chang Gewog, Thimphu, Bhutan
Lease Term	Five (5) Years
Bid Submission Deadline	30 th September, 2026
Reference No.	TDA/ADM-01/2025-2026/

This document contains five (5) sections: Letter of Invitation | Instructions to Bidders | Terms of Reference | Standard Forms | Integrity Pact



SECTION 1: LETTER OF INVITATION

TDA/ADM-01/2025-2026/

Date: 16th September, 2026

Dear Prospective Bidder,

The Thimphu Dzongkhag Administration (hereinafter referred to as the "Procuring Agency") invites sealed proposals from eligible and qualified bidders for the Operation and Management of the Ngabiphu Traditional Archery Range Cum Canteen Facility located at Ngabiphu (RTC), Chang Gewog, Thimphu, for a lease term of five (5) years.

For detailed information on the scope of work, eligibility requirements, and evaluation criteria pertaining to the Operation and Management of the Ngabiphu Traditional Archery Range Cum Canteen, prospective bidders are requested to refer to the Terms of Reference set out in Section 3 of this document.

This Request for Proposal (RFP) is addressed to all interested bidders holding valid trade licenses relevant to the operation and management of sports facilities or restaurants. The successful bidder/ winning bidder will be purely based on the quoted bid amount.

Proposals must be submitted no later than 30th September 2026.

The complete RFP document comprises the following sections:

1. Section 1 – Letter of Invitation
2. Section 2 – Instructions to Bidders (including Data Sheet)
3. Section 3 – Terms of Reference
4. Section 4 – STANDARD FORMS FOR FINANCIAL PROPOSAL
5. Section 5 – Integrity Pact
6. Section 6: Document Checklist form for the bidders

The Dzongkhag Administration, Thimphu, looks forward to receiving your proposal and thanks you for your interest in this assignment.

Yours sincerely,



(Minjur Dorji)

DZONGDAG

Dzongkhag Administration, Thimphu

SECTION 2: INSTRUCTIONS TO BIDDERS



DATA SHEET

The following data sheet supplements the Instructions to Bidders. In case of conflict between the provisions of the Instructions to Bidders and the Data Sheet, the Data Sheet shall prevail.

ITB Reference	Clause	Details
ITB 1.1	Procuring Agency	Thimphu Dzongkhag Administration Method of Selection: Competitive Bidding
ITB 1.2	Assignment	Name: Outsourcing the Operation and Management of the Ngabiphu Traditional Archery Range Cum Canteen, Chang Gewog, Thimphu. Scope: Operation and management of the Ngabiphu Traditional Archery Range Cum Canteen for a period of five (5) years.
ITB 1.3	Pre-Proposal Meeting	No pre-proposal meeting will be held for submission of the documents.
ITB 2.1	Terms of reference	All the bidders are requested to read the Terms of Reference set out in Section 3.
ITB 3.1	Integrity Pact	A signed Integrity Pact must be submitted along with the proposal. Refer to Section 5.
ITB 4.1	Proposal Validity	Proposals must remain valid for thirty (30) days after the submission date.
ITB 4.2	Clarifications	Clarifications may be requested no later than three (3) days before the submission deadline, i.e., until 27 th September, 2026. Address for clarifications kezanget@thimphu.gov.bt
ITB 5.1	Bid Security	Bid Security of Nu. 20,000/- (Twenty Thousand) only shall be submitted along with bidding documents in the form of Bank guarantee or Cash warrant valid for 30 days.
ITB 6.1	Proposal Format	Bidders shall submit proposals in accordance with Section 4 of this document.
ITB 6.2	Currency	All costs shall be stated in Bhutanese Ngultrum (Nu.).
ITB 6.3	Copies	Bidders must submit the original and one (1) copy of the Financial Proposal.
ITB 6.4	Submission Address	Dzongdag Dzongkhag Administration, Thimphu
ITB 7.0	Evaluation Criteria	Financial Proposal: the winning bidder will be purely based on the quoted bid amount



ITB 7.1	License	All the bidders should have valid trade license relevant to "Operation & Management of Traditional Ngabiphu Archery Range Cum Canteen"
ITB 8.0	Letter of Intent (LOI)	The Letter of intent will be served after a completion of evaluation notifying the successful bidders to all the participating bidders. The Procuring Agency will observe LOI periods for five days and should there be any grievance against the decision of the procuring agency can seek a clarification within the LOI period.
ITB 8.1	Letter of Acceptance(LOA)	After a successful LOI period the procuring agency will proceed to LOA and observe it for seven days. During the LOA period successful bidder shall visit the procuring agency office for "Contract Agreement" signing & submit Performance security.
ITB 9.0	General	All the bidders are requested to visit the site to get more aware about the sites. Further, the bidders should be aware that they should repair and do maintenance at their own cost where currently damage passage of 10meters
ITB	General	While quoting your bids, kindly take consideration of maintenance expenditure and non-negotiable annual tax amount.

SECTION 3: TERMS OF REFERENCE

1. Title of the Project

Outsourcing the Operation and Management of the Ngabiphu Traditional Archery Range Cum Canteen, Chang Gewog, Thimphu.

2. Location

Ngabiphu, Chang Gewog, Thimphu, Bhutan.

3. Background of the Ngabiphu Traditional Archery Range Cum Canteen.

3.1 General Background

Constructed in 2020 by the Dzongkhag Administration at an investment of Nu. 5,600,000, the Ngabiphu Archery Range was established to serve as a public sporting facility, generate government revenue, and support local community activities. In March 2024, the venue was leased out to operate as a combined Compound Archery Range and canteen complex.

3.2 Safety Escalation & Community Grievances



During its operationalization as a compound archery venue, serious public safety concerns emerged due to the high velocity and long-range trajectories characteristic of modern compound bows. Stray arrows frequently overshot the facility's boundaries, posing severe hazards to neighboring residents and commuters on the nearby road.

3.3 Administrative Decision for Conversion

On September 16, 2025, a multi-departmental committee convened to resolve the impasse. Permanent closure of the facility would have resulted in the total loss of public funds invested in the infrastructure (Nu. 5.6 million) and halted state revenue generation.

To achieve a balanced solution, the committee resolved to **convert the facility exclusively from a Compound Archery Range to a Traditional Archery Range**. Because traditional archery involves lower-velocity equipment and reduced hazard profiles compared to compound bow setups, the conversion permanently mitigated the safety risks to neighboring properties while preserving the utility of public infrastructure and promoting traditional sports.

3.4 Facilities to be leased out at the Ngabiphu Dzongkhag Archery Ground are as spelt out hereunder:

- One Bacho/archery range with total roofing of the pathway, which can be used in all seasons, and with floodlights for night shooting; and
- A dining area of 13.5m by 8.25 m which can accommodate at least 80 people;
- A large kitchen measuring 3m by 6.75m
- A store measuring 3m by 2.5m;
- Two rooms (a) measuring 3m by 3.75m and room (b) measuring 3.75m by 3.75m
- An attached OMMO (public) toilet measuring 5.6m by 4.5m.
- Two toilets adjoining to both sides of the archery range

4. Objectives of Outsourcing the Operation and Management of Ngabiphu Archery Range cum Canteen

- To prevent the wastage of public funds.
- To ensure such structures are turned into a source of revenue for the RGoB.
- To leverage private sector resources and community participation in promoting ecotourism, while creating employment and livelihood opportunities for youth and local communities.
- To promote community vitality and preservation of National Games and Sports.
- To reduce direct government investment in the development, maintenance, and management of the facility.

7. Terms and Conditions

7.1 Lease Term and Security Deposit

- The monthly rental amount (i.e., the adopted bid value) shall be deposited into the designated Government Revenue Account of Thimphu Dzongkhag at the end of each month, or no later than the fifth (5th) day of the following month. Failure to make timely



payment shall attract a penalty of twenty-four percent (24%) per annum on the outstanding amount.

- The term for the operation and management of the Ngabiphu Traditional Archery Range shall be five (5) years from the date of signing of the agreement.
- The successful bidder shall deposit a performance security equivalent to three (3) months' bid rental amount or 10% of the entire rental amount that will be collected in a successful bidder's tenure, whichever is higher, in the form of an unconditional Bank Guarantee, with the Thimphu Dzongkhag Administration, i.e valid for five (5) years. The security deposit shall be retained until the completion or termination of the agreement.
- The facility shall be awarded to the best-evaluated bidder based on the combined technical and financial score.
- A grace period of One month shall be granted to the successful bidder, during which no monthly rental payment shall be required. This is mainly to allow time for business setup and establishment and particularly for the repair and maintenance of the site.

7.2 Rights and Responsibilities

7.2.1 Responsibilities of the Successful Bidder

- i. The Archery Range should be used solely for traditional archery range only.
- ii. The use of the Archery Range for Compound archery is strictly prohibited.
- iii. The proper upkeep and maintenance of the canteen and structures, including the Bacho (archery range), at all times, including routine maintenance.
- iv. Proper upkeep and maintenance of the entire compound with the fencing, including the tree plantation area.
- v. Waste management, cleanliness, and aesthetic upkeep of the area.
- vi. Maintenance and upkeep of the bleachers and sitting gallery, including routine maintenance
- vii. Only family members of the canteen operator and the caretaker will be allowed to reside inside the compound due to health, security and environmental reasons.
- viii. Proper night security of the compound will be provided by the Lessee
- ix. No vehicle will be allowed into the archery ground
- x. All archers using the facility have to wear proper national dress during the daytime.
- xi. Players will not be allowed to use headgear during archery matches.
- xii. The Lessee shall depute a guide to ensure that no accidents or untoward incidents take place.
 - a) The fees for the annual inter-gewog archery tournament organized by the Dzongkhag Administration shall be exempted. However, catering of food and refreshments will be charged by the Canteen at the normal rate.
- xiii) Any default in the deposit of the monthly fees for 2 consecutive months will automatically result in the cancellation of the contract.
- xiv) Non-fulfillment of any of the above conditions, except clause xi. Shall invite a written warning.
- xv) Three repeated warnings shall result in the cancellation of the contract



- xvi) The highest bidder will be awarded a lease period of five years. If the Lessee desires to extend the lease for another term, the committee may consider it based on the performance of the Lessee.
- While adequate safety measures as per the Bhutan Indigenous Games and Sports Association (BIGSA) standards have been put in place, the Lessee must ensure and will be held accountable for accidents occurred due to excessive alcohol consumption and carelessness by the players.

7.2.2 Rights of the Successful Bidder

The successful bidder shall be entitled to:

- Use the brand name "Ngabiphu Traditional Archery Range" as a marketing tool in connection with the services offered, within the scope of the agreement.
- Regulate and monitor the entry and activities of all visitors to the facility.
- Conduct traditional Archery Matches
- Pursue innovative and creative initiatives that enhance or promote the business, provided that such activities are in full compliance with all applicable laws of the Kingdom of Bhutan and these Terms of Reference.

7.3 Liabilities for Damages to Infrastructure or Items

- Upon completion or termination of the agreement, the successful bidder shall be liable to compensate for any damages caused to the infrastructure or items, or shall repair or replace any damaged infrastructure or items that were handed over for operation and management.
- If the successful bidder fails to carry out repairs and maintenance caused by him will lead to retention of the performance security or deduction of an amount from the performance security.
- The security deposit shall be returned to the successful bidder within thirty (30) days following the completion of the management term, subject to the fulfillment of the above conditions. Failure to refund the security deposit within the stipulated period shall attract a penalty of twenty-four percent (24%) per annum.

7.4 Contract Revision and Renewal

- Any changes to the terms and conditions of the agreement during the management term shall be mutually discussed and agreed upon by both Thimphu Dzongkhag Administration and the successful bidder. The agreement shall be formally revised upon reaching such mutual agreement.
- Renewal of the agreement shall be subject to the successful bidder's compliance with annual performance standards assessed by a designated committee. Failure to meet the required performance standards, or a decision by the operator not to continue, shall result in an open competitive tendering process at the end of the lease period.
- The quoted rental amount shall remain valid for the duration of the lease period. In the event of renewal to the same or a new highest bidder, the monthly rental shall be subject to negotiation with the committee.



- All official correspondence and notices under the agreement shall be in writing, in the form of a signed letter or electronic mail (email).

7.5 Development, Maintenance and Improvement of the Facility

- During the lease period, the development of any new permanent infrastructure is strictly prohibited without prior written approval from the Thimphu Dzongkhag Administration.
- The successful bidder shall carry out all minor maintenance works (excluding major structural repairs) of all facilities and infrastructure at their own expense, without making permanent structural additions, unless otherwise approved by the Thimphu Dzongkhag Administration. All facilities and infrastructure must be kept functional and operational throughout the term of the agreement. Major structural damages resulting from natural calamities or force majeure events beyond the bidder's reasonable control shall be repaired at the expense of the Royal Government of Bhutan (RGoB) upon thorough verification and assessment.
- The successful bidder shall continuously carry out site maintenance and beautification activities, including but not limited to:
 - Grass cutting and lawn maintenance.
 - Gardening and landscaping.
- Any new development or enhancement of facilities and infrastructure shall be undertaken at the sole expense of the successful bidder, following prior written approval from Thimphu Dzongkhag Administration.
- Any new, approved temporary or removable facilities or infrastructure installed during the lease period shall be removed or if the structure is taken over by the RGoB, the operator should be compensated a fair amount.
- Subletting of the operation and management rights of the facility is strictly prohibited.
- Mortgaging or pledging of the facility area or any part thereof is strictly prohibited.
- The successful bidder shall carry repair and maintenance of 10 meter long damage passage at his own expenditure. The repair and maintenance should be up to the standard.

7.6 Payment of Taxes, Land Lease, and Utilities

- The successful bidder shall be responsible for the timely payment of all applicable taxes in accordance with the taxation laws of the Royal Government of Bhutan.
- The successful bidder shall bear all charges for utilities including, but not limited to, water, sewerage, gas, electricity, telephone, and any other services consumed during the management term.
- While the land remains under the ownership of the Thimphu Dzongkhag Administration, the successful bidder is required to pay an annual property tax of Nu. 44,890.73. This amount is non-negotiable and subject to adjustments based on future revisions by the Ministry of Finance or changes in Bhutan's tax laws..



- Thimphu Dzongkhag Administration shall be responsible for arranging and maintaining comprehensive mechanisms for the facility during times of damage caused by natural calamities and other disasters.

8. Monitoring and Evaluation

The Thimphu Dzongkhag Administration shall conduct periodic monitoring and evaluation of the facility's operations, including an annual performance review. The review shall assess, at a minimum, the following:

- Identification of major maintenance requirements and the condition of infrastructure.
- Timely deposit of monthly rental payments. Reconciliation of deposits shall be conducted on a quarterly basis by the Geney Gewog Accountant under the Dzongkhag Cluster Finance.
- Failure to make timely rental deposits shall attract a penalty of twenty-four percent (24%) per annum on the outstanding amount.

9. Termination of the Agreement

Either party may terminate the agreement in the event of a fundamental breach by the other party, by providing one (1) month's written notice. A fundamental breach of agreement shall include, but shall not be limited to, the following:

- The successful bidder fails to comply with the terms and conditions of the agreement, and such non-compliance is repeated on three (3) or more occasions. In cases of severe non-compliance, the agreement may be terminated immediately without notice.
- The successful bidder fails to deposit the monthly rental amount for two (2) consecutive months.
- The successful bidder has, in the judgment of the Thimphu Dzongkhag Administration, engaged in corrupt or fraudulent practices.
- In the event of termination initiated by Thimphu Dzongkhag Administration, the successful bidder retains the right to pursue legal remedies through applicable legal proceedings.
- Any payment or reimbursement upon termination shall be made only after close verification and assessment by Thimphu Dzongkhag Administration.
- The successful bidder shall have no claim for damages, compensation, loss of earnings, allowances, or any other relief by reason of any action taken or notice given by Thimphu Dzongkhag Administration under these termination provisions.
- Upon termination of the agreement, the successful bidder shall hand over the facility to Thimphu Dzongkhag Administration within two (2) weeks from the date of termination, in the same condition as initially received. However, structures constructed by operator at his/her own expenses shall be removed at no cost by successful bidder to TDA and if the structures have to be retained by TDA, the operator shall be compensated at the depreciated amount.



- If the agreement is terminated due to a fundamental breach by the successful bidder, or if the bidder unilaterally cancels the agreement during the management term, the security deposit shall be forfeited in full.
- The Dzongkhag Administration, Thimphu (TDA) reserves the right to terminate this agreement by providing **prior written notice of one month** if changes in government laws require the land and structures to be surrendered for other purposes.

10. Force Majeure

The agreement may be terminated or the management term extended in the event of a force majeure. For the purposes of this agreement, "Force Majeure" means any event where:

- The facility or any part thereof is destroyed or damaged by fire, earthquake, flood, lightning, storm, or violence not caused by any willful act or negligence of the successful bidder.
- Any other event of force majeure renders the facility unfit for the purpose for which it was leased.
- Either party is prevented from fulfilling its obligations under the agreement for a continuous period of at least thirty (30) days due to reasons beyond the reasonable control of the affected party.

Force majeure shall not include the following events:

- Normal rainfall, snowfall, or seasonal weather conditions.
- Strikes or other catastrophic events in other countries that have no direct bearing on the operation and management of the facility.

SECTION 4: STANDARD FORMS FOR FINANCIAL PROPOSAL

To

Dzongda,
Dzongkhag Administration,
Thimphu.

Dear Sir,

Sub: Submission of Bids for Dzongkhag Traditional Bachu Cum Canteen at Ngabiphu

With reference to your invitation to submit a bid to lease the Dzongkhag Bachu and Canteen, I would like to submit that I have read and understood the content in the Terms and Conditions of Lease of Archery Ground and Canteen at Ngabiphu. I would like to submit my bids as mentioned hereunder:

I would like to bid Nu. _____ [kindly mentioned both in numeric and word] as monthly rent for both the Bacho and Canteen.



If given the opportunity, I assure you that I will not complain about not fulfilling the terms and conditions of the contract, as I fully understand the important function of the Dzongkhag Administration in supporting the preservation, promotion, and development of our national and indigenous sports.

Yours sincerely,

signature

Name: _____

Name of the Company: _____

Trade License No. if any: _____

Date of Signing:

Phone No.: _____

SECTION 5: INTEGRITY PACT

1. General

This Integrity Pact (hereinafter referred to as the "IP") is entered into between the Thimphu Dzongkhag Administration, Royal Government of Bhutan (hereinafter referred to as the "Employer"), on the one part, and the Bidder registered with the relevant authority in the Kingdom of Bhutan (hereinafter referred to as the "Bidder"), on the other part.

Both parties agree to abide by the terms and conditions set out in this document. This IP is applicable to all contracts related to works, goods, and services procured in connection with this RFP.

2. Objectives

This Integrity Pact aims to prevent all forms of corruption and deceptive practices by establishing a system that is fair, transparent, and free from undue influence in the bidding process and contract administration, with the following objectives:

- To enable the Employer to obtain the required services at a reasonable and competitive price, in conformity with the defined specifications.
- To enable bidders to refrain from offering bribes or engaging in corrupt practices, with the assurance that competitors will also abstain from such conduct.



3. Scope

The validity of this Integrity Pact shall cover the entire bidding process and the contract administration period.

4. Commitments of the Employer

The Employer commits to the following:

- No official of the Employer, whether directly or indirectly connected with the contract, shall demand, solicit, promise, or accept any bribe, gift, reward, favor, or any material or immaterial benefit from the Bidder, in exchange for an advantage in the bidding process or contract administration.
- Officials of the Employer shall declare any conflict of interest. An official with a private or personal interest in a decision related to this matter shall recuse themselves from participating in or influencing such a decision.
- Officials of the Employer who observe, suspect, or have reasonable cause to believe that any person has breached or attempted to breach the provisions of this IP shall report the matter to the Employer or the relevant authority.
- Upon receipt of any report of breach, the Employer shall initiate appropriate disciplinary or other related proceedings, and the person found in breach shall be debarred from further involvement in bidding processes and contract administration.

5. Commitments of the Bidder

The Bidder commits to the following:

- The Bidder shall not directly or through intermediaries offer any bribe, gift, consideration, commission, fees, or other advantage to any official of the Employer, or to any third party related to the contract, in exchange for any advantage in the bidding process or contract administration.
- The Bidder shall not collude with other interested parties to manipulate, in any form or manner, the bidding process or contract administration.
- If the Bidder has observed, or has reasonable grounds to believe, that the provisions of this IP have been breached by the Employer or other bidders, the Bidder shall report such breach to the Employer or the relevant authority.

6. Sanctions

Any breach of the provisions of this Integrity Pact shall render the party in breach liable to any applicable rules and laws of the Kingdom of Bhutan.

7. Monitoring and Administration

- The Employer shall be responsible for the administration and monitoring of this Integrity Pact in accordance with the applicable laws of the Kingdom of Bhutan.



- The Bidder shall have the right to appeal through the arbitration mechanism provided for in the relevant rules and regulations.

We, the undersigned, hereby declare that we have read and fully understood the provisions of this Integrity Pact and agree to be bound by its terms.

Executed at: _____ Date: _____

For and on behalf of Thimphu Dzongkhag Administration (Employer)   Name: Minjur Dorji Designation: Dzongdag Date: 8/4/2026	For and on behalf of [Bidder / Bidder's Representative] (Bidder) Name: _____ Designation: _____ Date: _____
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Section 6: Document Checklist form for the bidders:

The complete form of bids should include the following documents;

Sl. No	Documents	Confirm (Yes/NO)
1	Valid Trade License relevant to operation & management of sports or restaurants.	()
2	Bid Security Amount of Nu.20,000/- [Can be in the form Bank Guarantee/ Demand Draft]	()
3	Standard form for financial Proposal [Given in section 4]	()
4	Signed Integrity Pact [Given in section 5]	()