

Invitation for Expression of Interest in the Development of a Poultry Slaughtering and Processing Plant in Hong Kong

(Note: This is NOT a tendering exercise.)

1. Introduction

- 1.1 The Government of the Hong Kong Special Administrative Region (hereafter called “the Government”) has decided to develop a poultry slaughtering and processing plant (hereafter called “the Plant”) as a fundamental and long-term measure to minimize the risk of human infection of avian influenza through complete segregation of live poultry from humans. As a first step, the Health, Welfare and Food Bureau (hereafter called “HWFB”) of the Government has identified a suitable site in Sheung Shui for the development of the Plant under a Build, Own, Operate and Transfer (hereafter called “BOOT”) approach (detailed in section 6 below) (hereafter called “the Project”). The Government intends to invite open tenders from the private sector in 2007 and to have the Plant come into operation in 2009/10.
- 1.2 Ahead of the competitive bidding process, the Government would like to invite the private sector to express their interest in implementing the Project. This document sets out the objective of the Invitation for Expression of Interest (hereafter called “EOI”) exercise, provides some background information about the Project and invites EOIs from the private sector. The EOI exercise is not the beginning of a competitive bidding process and is not a pre-qualification exercise for the subsequent competitive bidding for the Project. Neither this invitation nor any submission received by HWFB in response to this exercise constitutes an offer or the basis of any contract which may be concluded in relation to the development of the Plant.

2. Background

- 2.1 Following a territory-wide consultation exercise in 2004, in order

to minimize the risk of human infection of avian influenza, the Government has decided that poultry slaughtering activities in Hong Kong will be conducted at the Plant to be run by a private operator on commercial principles. When the Plant comes into operation, the sale of live poultry in retail outlets will be prohibited. The Government considers that there should only be one plant in Hong Kong unless there is very strong demand for another after the first plant comes into operation.

- 2.2 After taking into account factors such as proximity to local and Mainland poultry farms, distance from major residential areas, availability of a well-developed transportation network and basic infrastructure and timing of availability of the land, the Government has identified a site at Man Kam To Road in Sheung Shui for the development of the Plant. It is envisaged that the Plant would have a maximum slaughtering capacity of 60 000 live chickens as well as separate processing line for 3 000 pigeons and other small sized poultry such as chukar, guinea fowl and pheasant (excluding quail) the maximum each day. The majority of the Plant products would be chilled chickens and/or ancillary chicken related products. It would be up to the Plant operator to decide whether or not to provide freshly slaughtered chickens (i.e. chickens without undergoing a chilling process after slaughtering) or any other poultry related products having regard to the technical feasibility and market demand at that time.

3. Objective of the EOI Exercise

- 3.1 The objective of this exercise is to obtain up-to-date information and feedback from the private sector on –
- (a) the availability of prospective operators which may be interested in developing the Plant in Sheung Shui; and
 - (b) the views of prospective operators on the operational and commercial arrangements for the Project to be delivered under a BOOT arrangement as described in section 6 below.

4. About the Location

4.1 With an area of about 15 000 m², the site in Sheung Shui along Man Kam To Road is currently used for public carpark and vehicle-repairing purposes on short-term tenancies. The site, which would be available in December 2008, is over 2 000 metres away from the Man Kam To border and over 900 metres from any major residential area. The site is now zoned “Open Storage” and “Other Specified Uses” annotated “Petrol Filling Station” on the Fu Tei Au and Sha Ling Outline Zoning Plan (hereafter called “OZP”). The Government would initiate a zoning amendment to the OZP to make it permissible for the site to be used for developing the Plant before handing over the site to the Plant operator. The surroundings of the site are mostly open carparks, open storage yards and vehicle-repairing workshops. Hung Kiu San Tsuen, which has 16 permitted structures with about tens of residents, is located next to the site. Basic infrastructure such as water and electricity supply and sewerage network is readily available. A location plan is at Annex A.

4.2 Access to and departure from the Plant will be through Man Kam To Road, Sheung Shui. The Plant will have to be fully enclosed and installed with a mechanical ventilation system to minimize as much as possible potential nuisance to the surroundings. The site of the Plant should be properly segregated from adjacent areas. The future operator of the Plant will have to make its own arrangements with the respective utility companies/authorities for connection of electricity, water and gas supply. Likewise, the operator will have to assess the volume and nature of wastewater discharge before setting up its own wastewater treatment facility for the Plant to be in full compliance of the prevailing environmental standards in Hong Kong. The treatment facility must be capable of handling a large volume of liquid and solid organic waste produced from the Plant as well as a large volume of disinfectants used for daily cleansing purposes at the Plant. The operator also has to ensure proper treatment of solid waste output

before disposing of such at a landfill and assess the amount of solid waste output for such purpose.

5. Market Information

5.1 Currently, Hong Kong consumes about 40 000 live chickens each day, with 20 000 each from Mainland farms and local farms. Since 2004, there has been an administrative agreement between the relevant authorities in Hong Kong and the Mainland to cap the number of live chickens that can be imported to Hong Kong per day at 30 000 live chickens for public health reasons. The administrative cap has since early 2006 been lowered to 20 000 chickens per day in the light of the increasing risk of avian influenza in the region. However, the Government intends to exempt the future Plant operator from such an administrative cap in the import of live chickens from the Mainland provided that the daily number of chickens imported and slaughtered does not exceed the daily maximum slaughtering capacity of the Plant discounting the reserved capacity for slaughtering chickens from local farms (section 6 below refers).

5.2 On the other hand, there has been importation of chilled chickens from the Mainland since December 2002. At present, about 76,000 chilled chickens are imported from the Mainland each day. After the commissioning of the Plant, the supply of chilled chickens from the Mainland will continue to be driven by market demand. Other than chilled chickens imported from the Mainland which forms the majority of Hong Kong's imports, a small number of chilled chickens is imported from other countries including Australia and France. As regards frozen chickens/ chicken parts, the daily consumption was about 700 tonnes in 2005. Importation of frozen chickens/chicken parts from different parts of the world such as the USA, Brazil and the Mainland will continue after the commissioning of the Plant. Other poultry such as pigeon, silky fowl, pheasant, guinea fowl and chukar are mainly supplied by the Mainland. Daily supply of these poultry at Government wholesale poultry markets fluctuates depending on market demand.

5.3 Under the current legislation, there is a designated place for the wholesale of live poultry, no matter whether they are from the Mainland or local farms. The Government intends to introduce necessary legislative amendments to the effect that live poultry from Mainland farms or local farms must be delivered to the Plant direct for slaughtering. Nevertheless, no wholesaling activities relating to live poultry will be permitted at the Plant in order to maintain effective management. To avoid excessive storage of live poultry in the Plant, all live poultry delivered to the Plant should be slaughtered within 24 hours.

6. The Proposed Slaughtering and Processing Plant

6.1 The Government intends to have the Plant developed under a BOOT arrangement. Under such arrangement, the Government will make available the site identified for the development of the Plant whereas the operator will have to design, build, operate, manage and maintain the Plant at its own cost. The operator will initially be granted a period of ten years to operate the Plant with effect from the commissioning of the Plant. The Government will have the option to extend the contract for five years. Further contracts would be granted by means of a fresh tender exercise to select an operator to operate the Plant. Should the Plant operator cease operating the Plant before the end of term, the Government will have the option to purchase the Plant as well as assets therein at residual value. No land title will be granted or vested in the operator at any time while the operator will own the Plant including the equipment therein until the expiry or sooner termination of the said contract.

6.2 The operator will have to bear the business risks arising from suspension of Plant operation caused by any temporary disruption of supply of live chickens in case of outbreak(s) of avian influenza. The Government will not be responsible for any loss of the operator arising from suspension of Plant operation due to whatever reasons including outbreak(s) of avian influenza. To

enhance the financial viability of the Plant, the Government will charge the Plant operator a nominal rent of HK\$1 per year for the use of the site provided that the operator shall reserve sufficient slaughtering capacity for the slaughter of poultry produced by local poultry farms and shall provide slaughtering service for importers of live poultry from the Mainland, local poultry farms and buyers of live poultry from local poultry farms as set out in paragraphs 6.4 (f) and (g) below. There will be a mechanism for the Government to enforce the compliance of the BOOT contract. The Plant operator will have to pay market rental for the use of the site when either of the two above-mentioned conditions cannot be fulfilled. The operation period granted to the Plant operator will be extended by a period of time equivalent to the suspension period of Plant operation as a result of outbreak(s) of avian influenza during the operation period.

6.3 On the expiry of the operation period of the Plant, the operator will have to transfer both the ownership and possession of the Plant to the Government free from any encumbrances and liabilities. The Plant including the equipment therein should be in good condition at the time of transfer and the transfer should be at no cost to the Government. An initial list of minimum requirements and facilities for the Plant is at Annex B. The list is not meant to be exhaustive and the Government reserves the right to make further changes to it after receipt of the EOIs.

6.4 The operator of the Plant will have to undertake the following major areas of responsibilities –

(a) to finance, design, construct, operate, manage and maintain the Plant and its associated facilities at the Sheung Shui site;

(b) to acquire an Environmental Permit (EP) from the Environmental Protection Department (EPD) of the Government for the development and operation of the Plant. In this regard, HWFB will make available to the Plant operator any environmental impact assessment (EIA) conducted at the planning stage of the Project to facilitate

further assessment or necessary modification by the Plant operator upon contract signing under the competitive bidding exercise, with a view to speeding up the process. Upon approval of the EIA report to be prepared by the Government under the Environmental Impact Assessment Ordinance (EIAO) at the planning stage of the Project as mentioned above, any key changes to the project scope, business nature, assumptions, information and environmental mitigation measures described in such EIA to be necessary to comply with the EIAO requirements shall be fully addressed by the Plant operator to demonstrate the environmental acceptability of the Plant operation before an EP can be issued. However, there is no guarantee that the EIA to be made available by the Government would facilitate the acquisition of the EP;

- (c) to acquire relevant licences, permits and approval from the Food and Environmental Hygiene Department (FEHD), Buildings Department (BD) and other relevant departments of the Government for the operation of the Plant and to comply with the licensing requirements and conditions;
- (d) to implement an inspection system for poultry slaughtering including among others Sanitary Standards Operating Procedures and Hazard Analysis and Critical Control Point (HACCP) plan that meets international standard requirements and to conduct rectification in case of irregularities observed by FEHD during regular audits, such as those relating to hygienic conditions of the Plant and equipment, temperatures of production areas and sanitizers, record of ante-mortem and post-mortem inspection, employment of qualified personnel with relevant veterinary training to perform related duties including monitoring the health conditions of poultry, conducting inspections and sampling, and preparing documentation;
- (e) to implement an environmental management plan for the Plant in compliance with the environmental standards currently in force in Hong Kong and any conditions set by EPD in the EP

for the development of the Plant;

- (f) unless the Government requires otherwise, to reserve sufficient slaughtering capacity for the slaughter of poultry produced by local poultry farms;
- (g) unless the Government requires otherwise, to provide slaughtering service upon the request of importers of live poultry from the Mainland and buyers of live poultry from local poultry farms. The operator will have to adopt a fair system endorsed by the Government in providing slaughtering service for its own poultry and poultry from its clients, namely the importers and buyers;
- (h) to source live poultry from farms (in the Mainland and/or in Hong Kong) for slaughtering and further processing after discounting the reserved capacity for slaughtering poultry from local farms mentioned in (f) above and taking into account requests from importers and buyers for slaughtering service mentioned in (g) above; and
- (i) to market, sell and distribute the slaughtered poultry and poultry related products from the Plant.

The operator shall bear all costs and expenses incurred in the discharge of the above responsibilities, except that for the slaughtering service offered to importers and buyers mentioned in (g) above and the local poultry farms mentioned in (f) above, the operator may charge a slaughtering fee which will be set out in the tender document. In this connection, the operator will have to devise a fee adjustment mechanism to be approved by the Government.

- 6.5 The operator will be required to complete the construction of the Plant as quickly as possible and in any event, the Plant must commence operation within two years after the contract is awarded to the operator. The Government may protect itself against late service commencement by the operator by taking a number of

measures including requiring the operator to pay a contract deposit, provide a performance bond issued by a bank or provide a parent company guarantee.

- 6.6 The operator may provide other streams of poultry-related food business which may generate additional revenue and are relevant to the operation of the Plant.
- 6.7 To cater for the public demand for locally slaughtered poultry, it is expected that the Plant will operate throughout the year and slaughtering of live poultry will start after midnight. Dressed poultry will undergo a chilling process (except for freshly slaughtered chickens, if any) and be individually packed and tagged before distribution by vehicles fitted with proper cooling devices.
- 6.8 The capacity reserved for slaughtering chickens produced by local poultry farms, the level of slaughtering fee proposed to be charged, the design of the Plant, operation of the slaughtering process, relevant experience and capability of the prospective operator, estimated capital and recurrent expenditure, income and other business benefits, and the availability of freshly slaughtered chickens subject to relevant food hygiene requirements being met would be factors, among others, that the Government may take into consideration when evaluating bids from the private sector in the subsequent competitive bidding exercise.
- 6.9 In line with international practices relating to the operation of poultry slaughtering and processing plants, the Government will mainly play a regulatory role from the food safety perspective. The Plant operator will have to bear the cost arising from services provided by the Government such as provision of staff for audit inspections. On this front, subject to the approval of the Legislative Council, the Government will provide in the law a regulatory regime for the operation of the Plant.

7. Other Information to be Noted

- 7.1 This EOI exercise is not a tender exercise but a structured way to obtain market feedback. In submitting an EOI, respondents shall agree that information received through the EOI exercise may be used or modified for use by the Government in drawing up the documentation for the subsequent competitive bidding exercise for the Project. All information provided by the respondents in this exercise will not be individually identified and will NOT be considered in any future tender evaluation exercise.
- 7.2 Each respondent should make its own independent assessment of the information contained in this invitation document after making such investigation and taking such professional and other advice as may be prudent in order to assess the risks and benefits and to prepare the EOI.
- 7.3 The invitation is not intended to provide the basis of any investment decision and should not be considered as a recommendation by the Government or any of its officers, agents or advisors to any potential respondent to submit any EOIs or proposals.
- 7.4 Respondents shall not construe the contents of this invitation document, or any other communication by or on behalf of the Government, or any of its officers, agents or advisors, as financial, legal, tax or other advice. Each respondent should consult its own professional advisors as to financial, legal, tax or other matters concerning the development of the Plant.
- 7.5 Each respondent shall be solely responsible for the fees, costs and expenses incurred in preparing and submitting the EOI, or subsequent responses or initiatives on the part of any respondent. The Government will under no circumstances be liable to any respondent for any such fees, costs, expenses, loss or damage whatsoever arising out of or in connection with the EOI process.
- 7.6 This invitation is NOT a pre-qualification exercise to shortlist or

pre-qualify any potential bidders for the Plant. Interested parties who do not submit an EOI will not be barred from taking part, or prejudiced against, in the subsequent competitive bidding exercise. Neither the Government nor any respondent will be bound by EOIs. Respondents may be required, at their own costs and expenses, to attend an interview and arrange for a presentation to clarify any point made in their submissions if necessary.

- 7.7 In submitting an EOI, a respondent shall be deemed to have agreed to all the terms of this invitation including all Annexes and the Licence at the Appendix.
- 7.8 For the purpose of the Licence at the Appendix, the Government agrees that it will upon demand made by a respondent pay HK\$1 (as referred to in Clause 3 of the Licence) to the respondent (for itself and other signatories of the Licence).
- 7.9 The Government shall be entitled, without any further reference to the respondents, to disclose or make copies of any or all of the EOIs for the purpose of considering or exploring the practicality of the EOIs, and to keep such copies for record purpose.
- 7.10 Some aspects of the invitation may require clarification, amplification or correction. The Government reserves the right without prior consultation or notice, to modify, amend or revise any provision of the invitation and to issue addenda to such effect at any time. Any addenda, amendments, written communications, “Q&As”, additional information or changes to the invitation will be notified and posted to www.hwfb.gov.hk (hereafter called “Website”). Respondents are advised to check the Website regularly. The Website is not a guaranteed secure site and no representation, warranty or undertaking is given by the Government as to the accuracy and completeness of the information so posted. If a respondent experiences difficulty in accessing or is in doubt as to the security of the Website, assistance may be sought in the manner set out in paragraph 8.4. The Government also reserves the right to postpone or cancel the whole EOI exercise.

- 7.11 Whilst the information in this invitation has been prepared in good faith, it does not claim to be comprehensive or to have been independently verified. Neither the Government nor any of its officers, agents or advisers accepts any liability or responsibility as to, or in relation to, the adequacy, accuracy or completeness of the information contained in this invitation or any other written or oral information which is, has been or will be provided or made available to any respondent; nor do they make any representation, statement or warranty, expressed or implied, with respect to such information or to the information on which this invitation is based. Any liability in respect of any such information or inaccuracy in this invitation or omission from the invitation is expressly disclaimed. In particular, no representation or warranty is given as to the achievement or reasonableness of any future projections, estimates, prospects or returns contained in this invitation. Nothing in this invitation nor any other written or oral information which is, has been, or will be provided or made available to any respondent should be relied on as a representation, statement or warranty as to the intention, policy or action in future of the Government, its officers or agents.
- 7.12 This invitation is for seeking ideas and suggestions only save in relation to the obligation set out in paragraph 7.8, this invitation does not create any legal obligations on the Government. The Government is not obliged to proceed with the development of the Plant beyond this invitation stage. Nothing in this invitation constitutes any commitment by the Government to any respondent in respect of any EOIs or proposals which may be submitted, nor does it guarantee that private sector participation will be implemented in any manner or form.
- 7.13 Should the Government proceed with the development of the Plant beyond this invitation stage, the Government may conduct an open tender exercise or adopt any other procurement strategy as the Government sees fit to develop the Plant.
- 7.14 The Government does not have any obligation to enter into any

negotiations with any respondent in relation to the Plant on an exclusive or non-exclusive basis.

- 7.15 The Government may designate the Plant operator as a public body under Schedule 1 of the Prevention of Bribery Ordinance (Cap.201) given that the operator will be providing an important public service operating under government licence.

8. Submission of EOI

- 8.1 Respondents should prepare their EOIs in English or Chinese in accordance with the outline of an EOI submission at Annex C. Respondents should make arrangements for five copies of their EOIs in sealed envelope marked “Invitation for Expression of Interest in the Development of a Poultry Slaughtering and Processing Plant in Hong Kong” to reach the following office before 6:00 p.m. (Hong Kong time) on 22 January 2007 –

Health, Welfare and Food Bureau
Food and Environmental Hygiene Division
The Government of the Hong Kong Special Administrative Region
Room 2009, 20/F
Murray Building
Garden Road
Central
Hong Kong

- 8.2 In case a Black Rainstorm Signal or a Tropical Cyclone Warning Signal No. 8 or above is valid for any duration between 9:00 am (Hong Kong time) and 12:00 noon (Hong Kong time) on the date specified in paragraph 8.1 or an announcement is made by the Hong Kong Observatory that such signal will be hoisted between the above hours and such announcement remains in force up to 9:00 am on that date, the closing date for submission of EOIs shall be extended to 12:00 noon (Hong Kong time) on the immediate following working day.

- 8.3 Late submissions will not be considered.
- 8.4 Any enquiries relating to the invitation should be made in writing and sent to HWFB at the above address or by fax ((852) 2136 3281). The Government shall, to the extent necessary and appropriate, reply to any enquiries of the respondents regarding the invitation. The Government shall not be responsible for any misdirected letters or faxes. All enquiries and answers made by the respondents and the Government respectively shall be uploaded onto the Website (www.hwfb.gov.hk).

Health, Welfare and Food Bureau
The Government of the Hong Kong Special Administrative Region
December 2006

Annex B

Minimum Requirements and Facilities of the Proposed Poultry Slaughtering and Processing Plant

The Plant should provide the following facilities and comply with the following minimum requirements -

- (a) Automatic/semi-automatic and single-direction flow slaughtering line (including the shackling, stunning, bleeding, scalding, de-feathering, evisceration, inspection and chilling processes) with slaughtering capacity of 60,000 live chickens per day should be installed. Separate slaughtering lines for production of warm and chilled/frozen chickens should be provided. Back-up line should be provided in case of breakdown.
- (b) There must be a live poultry reception area, holding area pending inspection results, waiting area pending slaughter, isolation area for segregating poultry suspected of having contracted diseases, area set aside for hanging chickens to shackles manually for stunning and bleeding, slaughter hall where the slaughtering line(s) operate (including the process of scalding, de-feathering, evisceration and inspection), suspected carcass retaining area for detailed inspection, chilling/freezing facilities for slaughtered poultry, sorting, labelling and packaging area, cold storage rooms and poultry despatch area. All areas where live chickens are kept must be well ventilated.
- (c) Other ancillary facilities including loading area for freshly slaughtered, chilled and/or frozen poultry, garbage room, staff rooms like changing, toilet and shower facilities, office, accommodation for authorized officers/inspectors, car-washing area, crate-washing area and storage area must be provided. An isolated room with washing and disinfection facilities, sufficient electricity sockets for refrigerators and

microscopes and floor drainage for autopsy or samples taken from sick/dead birds is also required. Separate areas for temporary storage of recalled products should also be provided.

- (d) Water spray equipment for washing both the inside and outside surfaces of dressed poultry must be installed and it must have sufficient water pressure at all spray outlets to enable the dressed poultry to be thoroughly and efficiently washed. Sterilization facilities for knives should be provided at suitable locations for sterilization of contaminated cutting equipment.
- (e) The operator will have to assess the volume and nature of wastewater discharge and set up its own wastewater treatment facility for the Plant which shall be in full compliance of the prevailing environmental standards in Hong Kong.
- (f) Trucks which have gone through the washing and disinfection process must not be allowed to revert to the dirty zone. Hence, single-direction traffic must be arranged within the Plant.
- (g) Sufficient space completely separated from the chicken slaughtering area must be reserved for manual slaughtering of pigeons and other small sized poultry such as chukar, guinea fowl and pheasant (excluding quail) with a maximum slaughtering capacity of 3,000 per day. In other words, there must be no mixing of chickens with other species. If the mechanical slaughtering line cannot be adjusted for silky chickens, these birds must also be slaughtered in the manual slaughtering room. All manually slaughtered poultry should be chilled separately in a different room from that of the chickens.
- (h) A HACCP plan approved by FEHD must be in place.
- (i) All freshly slaughtered, chilled and/or frozen poultry carcasses

must be individually tagged with different colour tags. The tags should carry the name of the Plant and the date of slaughter.

- (j) A computerized tracing system must be in place to record and store all information on the poultry to facilitate tracking of the source and the distribution of individual poultry.
- (k) All freshly slaughtered, chilled and frozen poultry must be transported in vehicles fitted with proper cooling devices. All vehicles transporting freshly slaughtered, chilled and frozen poultry must use a separate entrance and exit from that used by the vehicles carrying live poultry.
- (l) Adequate lighting and ventilation shall be provided at the Plant.
- (m) An adequate stormwater drainage system within the site, and a connection to the public drainage system outside the site, should be provided.

Outline of an EOI Submission

1. *Identification of the Respondent*

- (a) Name, in both Chinese (if applicable) and English, of the respondent.
- (b) Place and date of incorporation if the respondent is a corporation and the corresponding certified copy of the certificate of incorporation and any certificates of incorporation on change of name.
- (c) Evidence showing the respondent's business registration with government authorities.
- (d) Full details of the respondent's local contact person who is duly authorised by the respondent to answer any questions that the Government may have relating to all information contained in the EOI.

2. *Organisational Information*

- (a) Brief description of the history and business of the respondent, or the group of companies to which the respondent is a member if the respondent is a subsidiary company of another body, including company brochures as well as details of its business experience in Hong Kong and/or overseas.
- (b) Name of directors, shareholders, intermediate and ultimate holding company or beneficial owner, and government or state ownership of the respondent.
- (c) Possible partnership with industry players and relevant organisational information of the potential partners.
- (d) Description of the experience and expertise in the design, construction, operation, management and maintenance of poultry slaughtering and processing plants.

3. *Slaughtering and Processing Plant Development*

- (a) An initial design indicating the layout of the minimum

facilities of the Plant as set out at Annex B and the directional flow of the operation of the Plant.

- (b) A broad development plan including the estimated construction time and capital cost as well as the equipment/facilities to be installed/provided.
- (c) A preliminary environmental management plan to mitigate any possible environmental impact (e.g. air, noise, waste, wastewater) arising from the operation of the Plant.
- (d) A preliminary business plan for the operation and management of the Plant, including but not limited to the amount of capacity reserved for slaughtering poultry from local poultry farms, the mechanism to handle requests from importers and buyers for slaughtering service, setting of slaughtering fee and fee adjustment mechanism, sourcing of live poultry, operation of the slaughtering process, the range, marketing, sale and distribution of the Plant products, the estimated income and expenditure during the operating period.
- (e) An initial manpower plan for the operation, management and maintenance of the Plant.
- (f) Description on the application of the experience and expertise of the respondent and/or its designated representative(s) in the operation of the Plant.

4. *Other Information*

Any other views or proposals respondents consider relevant to the operation of the Plant such as the inclusion of other streams of business which may generate additional revenue, the operational and commercial arrangements for the Project to be delivered under a BOOT arrangement, etc.

5. *Licence*

A licence on the grant of intellectual property rights of the EOI to the Government in the form attached at the Appendix and duly signed by the respondent and other owners of such intellectual property rights.