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ROYAL GOVERNMENT OF BHUTAN
MINISTRY OF FINANCE
TASHICHHO DZONG



TERMS OF REFERENCE (TOR)
RECRUITMENT OF A CONSULTANT FOR DEVELOPING COMPETENCY
FRAMEWORK FOR THE MINISTRY OF FINANCE, ROYAL GOVERNMENT OF
BHUTAN

Post Title	: Consultant (Development of Competency Framework for the Ministry of Finance, RGOB)
Project Title	: Public Financial Management- Multi Donor Fund (PFM-MDF) Financed Strengthening Public Financial Management Project
Project Number	: P162196
Organization	: Human Resource Division (HRD), Directorate of Services (DoS), Ministry of Finance (MOF), Royal Govt. of Bhutan (RGOB)
Duty Station	: HRD, MOF, Thimphu (Bhutan)
Duration	: Four working months between April – July 2018

1. Background

The Ministry of Finance (MoF) established in 1961 (MOF, 2016) is one of the ten Ministries and it is the lead agency for financial management services and economic advisor to the Royal Government of Bhutan (RGoB). It is mainly responsible to plan for sound fiscal policies and strategies in improving the financial management and boosting economic growth.

In order to manage the diverse responsibilities, the Ministry has different departments and divisions such as: (1) the Secretariat of the Ministry, (2) Department of Public Accounts, (3) Department of National Budget, (4) Department of Revenue and Customs, (5) Department of National Properties and Further, a new Department called the Department of Macroeconomic Affairs (DMEA) was created in 2016 which is responsible to coordinate, research and analyse the macroeconomic policy of the country which is expected to ensure economic stability and growth in the country.

The Secretariat is supported by the Directorate of Services comprising of Administration and Finance Division (AFD), Human Resource Division (HRD), ICT Division & Legal Division, Policy and Planning Division (PPD), Auditing and Accounting Standard Board of Bhutan (AASBB), Internal Audit Division and Central Coordinating Agency (CCA) for Internal Auditors in the civil service.

Hence, the role of the MOF is increasing and knowledge and skills for the emerging needs have also increased proportionately. It is therefore, vital to ensure that all the employees of the MOF



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are well trained, upgrade their qualification and skills through both the long term and short term trainings to enable them to cope with the change in technology and deliver services effectively.

As a part of sub-component 2d: Capacity development in PFM will support capacity building in PFM of RGoB officials deputed at national and sub-national levels across the country. The activities would include development of competency framework and training needs assessment for MoF staff.

2. Statement of Intent

The HRD, Directorate of Services, MOF wishes to engage an individual Consultant to undertake the development of a Competency Framework for capacity building of the employees under various Major Occupational Groups working in the Ministry of Finance, RGoB including support to fully incorporate it in the MOF's operations. The cost of the services will be covered under the PFM-MDF Project.

3. Objective

The primary objective of this assignment is to :-

- (a) develop a Competency Framework for the MOF which will serve as the guide/standard for use in a range of HR context including job design, recruitment, performance management and learning & development by using this MOF Competency Framework, Competency Catalogue/Dictionary and Competency Table. These will be developed by the Competency Framework Consultant in consultation with the HRD of the MOF.
- (b) Based on the Competency Framework, conduct a Training Needs Assessment for the MoF;

The Competency Framework and Competency Dictionary would cover, however not limited to the following areas/professions:

- (i) Revenue, customs, tax and sales
- (ii) Accounts/Finance and Budget
- (iii) Admin and Human Resources
- (iv) Planning and programs
- (v) ICT, legal and Procurement

4. Scope of Work and Expected Outputs

The engagement of the Competency Framework Consultant will cover the following services:



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4.1: Development of the MOF Competency Model: The Consultant will review the legislations, regulations and policies relevant to the assignment and interview a range of stakeholders that will help in identifying the current and future skills and knowledge needed for the MOF staff to become more efficient and effective in its service delivery function. These will be matched with the current competency levels to identify the gaps.

Expected Outputs

A. The Competency Framework

- i. Develop Competency Catalogue/Dictionary, Competency Framework and Competency Tables that will include descriptions of each competency, definable competency indicators, and a competency indicator to determine and show the current competency levels
- ii. Conduct of Orientation/Training/Workshop on the Competency Framework covering all staff of MOF (including validation of the proposed Framework)
- iii. Develop a Communication Plan
- iv. Competency Model Writing: Competency Matrix, Position Profiles
- v. Suggest interfacing of the Framework with the HR application of the Royal Civil Service Commission of RGoB

B. Training Needs Assessment

- vi. Based on the Competency Framework, conduct a Training Needs Assessment for the MoF at all levels. For each required competency, assess the skill gap and map particular training needs for developing such competency.

6: The Competency Framework should specifically include the following

- 6.1** Assessment tools/methodologies to evaluate
 - i. Actual competency levels of employees
 - ii. Competency level required by employees
 - iii. Competency Gaps **OR**
 - iv. Identify competencies needed for all functional and technical areas to achieve the missions and strategic goals of the MOF successfully
- 6.2** Application of Competency Model in the following areas
 - i. Job Design
 - ii. Performance management
 - iii. Career and Succession planning



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- iii. Learning
- iv. Other HR related functions

7: Key deliverables and milestones/timeline

Key deliverables	Standards for delivery/activities	Milestones/ Timeline
1. Inception Report	The Report needs to include the following: i. Work plan and implementation Schedule ii. Methodology iii. Approach to monitoring the work of the Consultant iv. Challenges and Recommendations	½ month
2. Conduct of Orientation/training/Workshop for the focal persons	Workshop/training conducted	One week
3. Formulate/design competency matrix based on the existing position profiles	i. Competency matrix ii. Position profiles iii. Competency based job responsibilities iv. Results presented and approved	½ month
4. Formulate/design assessment tools/processes/methodologies	i. Assessment tools/methodologies designed ii. Results and presented and approved iii.	½ month
5. Validate Competency Model	Competency Model validated	½ month
6. Present Competency Catalogue/Dictionary to the MOF management	Competency Catalogue/Dictionary presented to the management and approved	One week
7. Competency Catalogue/Dictionary published valid for 3-5 years	Competency Dictionary prepared which is valid for 3 to 5 years	½ month
8. Training Needs Assessment for MoF		One month



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8: Variations

Any changes to the work plan and milestones/timeline needs to be discussed between the Competency Framework Consultant and the Chief HR Officer, HRD, MOF who would be the counterpart. If the changes are major, it has to be approved by the Finance Secretary

9: Knowledge Transfer

The Consultant will involve relevant focal officers from the Departments of the MOF in all major phases of the assignments to enable the Consultant to share knowledge and experiences in the development of Competency Framework.

10. Intellectual Property

All works and information gathered as a result of this assignment for developing Competency Framework for the MOF will be the property of the MOF. Hence, the Consultant cannot use it for his/her personal use without the permission of the MOF.

11. Duration of the Work

- a) The duration of contract shall be for a maximum of four months between April – July 2018.
- b) The consultant will work closely with the HRD, MOF and PFM-MDF Project Team from time to time, submit and share the progress of activities as agreed.

6. Duty Station

- a) The consultant will undertake in-country mode of working (Thimphu, Bhutan) based on the agreed work-plan and methodology.
- b) The consultant is expected to use own computer and other equipment required for the task.

12. Required expertise and qualifications of the Competency Framework Consultant

The Consultant needs to meet the following requirements:



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- a) A minimum of Master's Degree in HR Management or Organizational Development; MBA/MPA specialization in HRM or any other qualification with Master's Degree in relevant discipline.
- b) At least 10-15 years of prior work experience in dealing with civil service, HR Management/Development and other related issues especially in the regional and international context in the field of Competency Framework Development, TNA and training.
- c) Demonstrated knowledge and experience in developing Competency Framework and TNA, leadership and management skills to provide strategic guidance, and build strong teams.
- d) Demonstrated experience in developing training programs/courses for government
- e) Demonstrated knowledge and experience in undertaking research especially in the area of human resources management/public service.
- f) Preference will be given to the consultant who had carried out the similar work in the past.
- g) Demonstrated experiences and interpersonal and communications skills in facilitating stakeholder/working group consultations including a proven track record of written, analytical, presentation and excellent reporting skills.
- h) Relevant regional and international experience will be an added advantage.

13. Scope of financial Proposal and Schedule of Payments

- a) The Competency Framework consultant will be offered a lump sum fee inclusive of travel costs (include travel costs for 2 working group consultations in Bhutan).
- b) The payments will be made in installments based upon outputs/deliverables specified in the TOR (under payment schedule) and upon certification of satisfactory work as per work plan and endorsed by PFMGG.

14. Payment Schedule

- i. 10% on signing the contract and submission of Inception Report including methodology for developing the Competency Framework, conducting TNA and developing the training courses (in English).
- ii. 20% on submission of draft Competency Catalogue/Dictionary, Competency Framework and Competency Tables along with Communication Plan
- iii. 10% on completion of two Orientation Workshops/Training on the Framework covering all staff of MOF and submission of dissemination report
- iv. 15% on submission of draft Training Needs Assessment Report for MoF



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- v. 15% on submission of draft Competency Framework.
- vi. The remaining 30% upon submission of final Competency Framework/Competency Dictionary, final Training Needs Assessment and Training Course documents (incorporating all the inputs from the key stakeholders) (in English).

15. Criteria for Selection of the Best Offer/Evaluation process

The prospective Consultant(s) will submit their proposals along with the relevant required documents for evaluation. Evaluations will be done by the HRD, DOS of the MOF as the end user. HRD, MOF will have the right to ask Consultant(s) to present their proposals for any clarification. For the presentation, adequate prior notice will be given.

The evaluation of the consultant will be based on Combined Scoring method – where the qualifications and methodology is given 80% weightage and financial offer will be given 20% weightage. Only consultant meeting a minimum of 55 points under technical evaluation would be considered for the financial evaluation.

Following are the evaluation criteria and rating system for selection of the Competency Framework Consultant:

Criteria	Weight (%)	Max. Point
<u>Technical (80 %)</u>		
• Demonstrated knowledge in Developing Competency Framework and TNA	15	15
• Experience and skills in conducting research and documentation, especially in the field of Competency Framework/TNA	25	25
Similar assignments completed with government/public/corporate sectors	10	10
• Demonstrate experience and skills in facilitation/consultation and coordination skills among relevant stakeholders	15	15
• Methodology, activities, Work plan, experience and skills etc.	15	15
<u>Financial (20 %)</u>	30	30
Total	100	100



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16. Documents

While submitting the Technical Proposal, the Applicant shall, in particular, ensure to attach the following:

1. Profile of the consultant (max 1 page) explaining why they are the most suitable for the work.
2. Relevant Experience (max 2 page).
3. Detailed methodology and conceptual framework with expected deliverables and timelines, team composition, max. days required (3-5 pages).
4. Recent CV

The financial proposal shall specify a total lump sum amount (including a breakdown of costs for fee, travel and number of working days).

17. Additional conditions regarding Evaluation Process

- a. HRD, MOF reserves the right to reject any proposal or waive minor deviation which does not affect the substance of the overall proposals
- b. HRD, MOF will have the right to reject proposal of any consultant who:
 - i. does not perform as per the TOR
 - ii. has submitted false information

18. Annexes

Annexure 1: Process/How to submit the Bid

Interested eligible Consultants may submit their proposals in a sealed envelope (only technical and financial proposal) detailing the individual costs for carrying out the assignment as well as the consolidated cost along with documents to support qualification and experience.

LANGUAGE OF BID:

The bid, as well as all correspondence and documents relating to the bid shall be in English. Supporting documents and printed literature furnished by the Consultant may be in another language provided they are accompanied by an accurate translation of the relevant passages in the English language



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CURRENCIES OF BID:

All financial quotes should be in USD only.

PERIOD OF VALIDITY OF BIDS:

Bids shall remain valid for the period of 60 days after the date of bid submission. A bid valid for a shorter period shall be rejected by the Purchaser as non- responsive.

FORMAT AND SIGNING OF BID:

The Bidder shall prepare one original and one copy of the bid, clearly marking each one as "ORIGINAL BID" and "COPY OF BID," as appropriate. In the event of any discrepancy between them, the original shall govern.

The original and all copies of the bid shall be typed or written in indelible ink and shall be signed by the Bidder or a person or persons duly authorized to bind the Bidder to the Contract. Any interlineations, erasures, or overwriting to correct errors made by the Bidder should be initialed by the person or persons signing the bid.

SEALING AND MARKING OF BIDS:

The bidder is expected to submit the proposal both in hard copies and electronically.

Electronically (only the technical and financial proposal) with subject: PFM-MDF/P162196/Competency Framework/TNA to Dr Ugyen Tshewang at email ID: utshewang@mof.gov.bt

Hard copy (technical and financial proposal including annexures): The bidder shall enclose the original and a copy of the bid in separate sealed envelopes, duly marking the envelopes as "ORIGINAL" and "COPY." The envelopes containing the original and copy shall then be enclosed in another envelope

The inner and outer envelopes shall:

- (a) bear the name and address of the Bidder;
- (b) be addressed to HRD, Ministry of Finance at the address given below:

Dr Ugyen Tshewang
Chief HR Officer
Human Resource Division
Ministry of Finance



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Thimphu, Bhutan

- (c) Bear the specific identification number and title i.e. PFM-MDF/P162196/Competency Framework/TNA, Ministry of Finance, RGoB.

If the outer envelope is not sealed and marked the Purchaser will assume no responsibility for the misplacement or premature opening of the bid.

DEADLINE FOR SUBMISSION OF BIDS:

Bids must be received by HRD, MOF at the address specified above no later than 26th March 2018. Late bids will be rejected.

MODIFICATION AND WITHDRAWAL OF BIDS:

The Bidder may modify or withdraw its bid after submission, provided that written notice of the modification, or withdrawal of the bids duly signed by an authorized representative, is received by the Purchaser prior to the deadline prescribed for submission of bids.