

STANDARD REQUEST FOR PROPOSAL

**Leadership training for the Sector Heads of 20
Dzongkhags**



**Royal Government of Bhutan
Royal Civil Service Commission**

April 2017

Director
Royal Civil Service Commission
Thimphu

Letter of Invitation (LOI)

Leadership training for the Sector Heads of the Dzongkhags/ Thromdes

The Royal Civil Service Commission (RCSC) would like to organise a training program for the officials from Dzongkhags on **Leadership**. The training program is funded by the GoI/RGoB and is budgeted during the financial year 2016-17. The training should be conducted in Mongar and Samdrupjongkhar Dzongkhag in two batches consisting of 30 participants each from Dzongkhags. Therefore, the RCSC would like to call eligible training Institutes in Bhutan to submit expression of interest in providing the above training. Interested Training Institutes must provide adequate information indicating that they are qualified to conduct the training (past experience certificates, training feedbacks from previous trainings on leadership, competent authority approved brochures, availability of competent resource persons, training infrastructure, competent partner institutes etc.).

The selection process of the Training Institute shall be in accordance with the procedures set out in the Procurement Rules and Regulations, 2009.

Interested Training Institutes may download the tender documents from www.rcsc.gov.bt submit the proposal to the address mentioned below latest by **May 10, 2017**.


Director

Royal Civil Service Commission

Thimphu

Tele: (02) 322491/954, Fax: (02) 323086

P.O. Box: 163

For further information, contact 02-322491/954 (Ext: 223) during office hours.

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1. INTRODUCTION

- 1.1. Training Institutes registered in Bhutan are hereby invited to submit a technical and financial proposal for services required for the Assignment named in the attached LOI Data Sheet (referred to as "Data Sheet"). The proposal could form the basis for future negotiations and ultimately a contract between your Institute and the Client named in the Data Sheet.
- 1.2. A brief description of the Assignment and its Objectives are given in the Data Sheet.
- 1.3. The Assignment will be implemented in accordance with the procedure indicated in the Data Sheet.
- 1.4. To obtain first hand information on the Assignment and on the local conditions, Institutes are encouraged to pay a visit to the Client before submitting a proposal. Institutes must take into account the local conditions while preparing the proposal.
- 1.5. The Client will provide the inputs specified in the Data Sheet.
- 1.6. The costs of preparing the proposal and of negotiating the contract, including a visit to the Client, are not reimbursable as a direct cost of the Assignment.
- 1.7. The Client is not bound to accept any of the proposals submitted.

2. DOCUMENTS

- 2.1. To enable Institute to prepare proposal, please use the attached documents listed in the Data Sheet.
- 2.2. Institutes requiring clarification of the Documents must notify the Client, in writing, not later than seven days before the proposal submission date.
- 2.3. At any time before the submission of proposals, the Client may, for any reason, whether at its own initiative or in response to a clarification requested by an invited training institute, modify the Documents by amendment.

3. PREPARATION OF PROPOSAL

Institutes are requested to submit a technical and a financial proposal at the same time. No amendments to the technical or financial proposal shall be accepted after the deadline. The technical and financial proposals shall be submitted in separate sealed inner envelopes and should be clearly marked as "Technical Proposal" and "Financial Proposal" on the envelopes. The inner

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envelopes shall be placed inside a further outer envelope that is properly sealed. On this outer envelope, only the addressee, the words "Confidential", and any other relevant information in accordance with the bidding documents shall appear. The technical envelopes will be opened immediately by a committee of officials after the closing time for submission of proposals. The financial proposals shall remain sealed until they are opened publicly. Any proposal received after the closing time for submission of proposals shall be returned unopened. Only the Financial Proposals of those firms/institutes who have met the minimum qualifying score on their Technical Proposals will be opened and the Financial Proposals of those firms/institutes who have not met the minimum qualifying score will not be opened. Your proposal shall be written in the language specified in the Data Sheet.

3.1. Technical Proposal

- 3.1.1. Institutes are expected to examine all terms and instructions included in the Documents.
- 3.1.2. Failure to provide all requested information will be at your own risk and may result in rejection of your proposal.
- 3.1.3. During preparation of the technical proposal, Institutes must give particular attention to the following:
 - i. If Institute consider that they do not have all the expertise for the assignment, you may associate with other Institute or entities, including the other institutes invited for this assignment and/or local consultants, subject to restrictions specified in the Data Sheet, to enable a full range of expertise to be presented; and
 - ii. The estimated duration and tentative dates of the trainings are stated in the data sheet for your information.
- 3.1.4. The technical proposal must provide the following information, using, but not limited to, the formats attached in Annexure 2:
 - i. A brief description of the Institute and an outline of recent experience on assignments of a similar nature. The information provided on each assignment should indicate, inter alia, the profiles of the trainers, duration, contract amount and the institute's involvement;
 - ii. Any comments or suggestions on the TORs and work program and time schedule which the Institute propose to execute the services;
 - iii. The composition of the proposed trainers, the tasks which would be assigned to each of them and their timing;

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- iv. Curriculum Vitae (C.V.) recently signed by the proposed trainer or an authorized manager of the institute;
- v. Estimates of the total time effort (person x days) to be provided for the training; and
- vi. The Institute's comments, if any, on the data, services and facilities to be provided by the Client indicated in the TORs.

3.1.5. The technical proposal must not include any financial information.

3.2. Financial Proposal

3.2.1. The financial proposal should list the costs associated with the Assignment. These normally cover: Professional fee and travel expenses for resource person, stationeries and handouts, printing of certificates, Your financial proposal should be prepared using, but need not be limited to, the formats attached in Annexure 3.

3.2.2. The financial proposal must take into account the applicable taxes specified in the Data Sheet.

3.2.3. Costs may be expressed in currency as provided in data sheet.

4. SUBMISSION OF PROPOSALS

4.1. Institutes must submit one original proposal and the number of copies indicated in the Data Sheet. Each proposal will be sealed in an outer envelope which will bear the address and information indicated in the Data Sheet.

4.2. The completed technical and financial proposal must be delivered on or before the time and date stated in the Data Sheet.

4.3. The proposal must be valid for the number of days stated in the Data Sheet from the date of its submission during which the institute must maintain availability of the trainers proposed for the assignment.

5. PROPOSAL EVALUATION

5.1. A two-stage procedure will be adopted in evaluating the proposals:

5.1.1. A technical evaluation, which will be carried out prior to opening any financial proposal;

5.1.2. A financial evaluation, where the Institutes will be ranked using a combined technical/financial score, as indicated below:

Technical Proposal

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- iv. Curriculum Vitae (C.V.) recently signed by the proposed trainer or an authorized manager of the institute;
- v. Estimates of the total time effort (person x days) to be provided for the training; and
- vi. The Institute's comments, if any, on the data, services and facilities to be provided by the Client indicated in the TORs.

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Technical Proposal

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- 5.2. The evaluation committee appointed by the Client will carry out the evaluation applying the evaluation criteria and point system specified in the Data Sheet. Each responsive proposal will be attributed a technical score (St.).

Financial Proposal

- 5.3. The evaluation committee will determine if the financial proposals are complete and without computational errors. The lowest financial proposal (Fm) will be given a financial score (Sf) of 100 points. The financial scores of the proposals will be computed as follows: $Sf = 100 \times Fm/F$ (F - amount of financial proposal).
- 5.4. Proposals will finally be ranked according to their combined technical (St) and financial (Sf) scores using the weights indicated in the Data Sheet" $S = St \times T\% + Sf \times F\%$.

6. NEGOTIATIONS

- 6.1. Prior to the expiration period of proposal validity, the Client will notify the successful Institute who submitted the highest scoring proposal (technical + financial) in writing by registered letter, cable telex or facsimile and invite to negotiate the Contract.
- 6.2. Negotiations normally shall finish within five days. The aim is to reach an agreement on all points, and initial a draft contract by the conclusion of Negotiations.
- 6.3. Negotiations will commence with a discussion of technical proposal, work program, trainers and any suggestions made to improve the TORs. Agreement must then be reached on the final TORs, work program/ time schedule of the trainers, which will indicate activities, periods in the field and in the home office, etc. Special attention will be paid to optimize the required outputs from the Institutes within the available budget and to define clearly the inputs required from the Client to ensure satisfactory implementation of the Assignment.
- 6.4. Changes agreed upon will then be reflected in the financial proposal, using proposed unit rates.
- 6.5. The negotiations will be concluded with a review of the draft form of Contract. The Client and the Institute will finalize the contract to conclude negotiations.

7. AWARD OF CONTACT

- 7.1. The Contract will be awarded after successful Negotiation with the successful Institute. If negotiations fail, the Client will invite the Institute having obtained the second highest score to Contract negotiations. Upon

successful completion, the Client will promptly inform the other Institute that their proposals have not been selected.

- 7.2. The Client shall send letter of award to the selected Institute.
- 7.3. The selected Institute shall acknowledge the receipt of the letter of award and submit an acceptance letter (if agreeable) immediately after receiving the letter of award.
- 7.4. The selected Institute is expected to commence the Assignment on the date and at the location specified in the Data Sheet.

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DATA SHEET

1. **The name of the Assignment is:** Leadership training for Sector Heads of 10 Dzongkhags
2. **The name of the Client is:** Human Resource Development Division, Royal Civil Service Commission
3. **The description and the objectives of the Assignment are:** The topics to be covered and the outcome expected from this training are as follows:

Course Module	Expected Outcome
> Strategic view of leadership	<ul style="list-style-type: none"> > Should be able to inspire a sense of purpose and direction in their staff > Should be able to focus strategically on issues of the agency and develop solutions > Harness information and opportunities > Must be able to engage in high level critical thinking
> Building high performing team to achieve results	<ul style="list-style-type: none"> > Equip with competencies to identify and nurture talent to build organizational capability > Change management > Cultivate productive working relationships
> Guiding mentoring and developing people	<ul style="list-style-type: none"> > Should be able to provide constructive feedback > Skills on employee motivation
> Communication skills	<ul style="list-style-type: none"> > Should be able to communicate clearly > Listens, understands and adapts to audience
> Negotiation skills	<ul style="list-style-type: none"> > Identify steps for proper negotiation > Acknowledges and addresses disagreements to facilitate mutually beneficial solution

4. **Total assignment period is for 5 days** each for 2 batches

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5. **The assignment will be carried as:** Quality and Cost based Selection Method
6. **Pre-Proposal Conference:** _Not Applicable
7. **The Client shall provide the following inputs:** The Client shall provide necessary information and other support as may be desired for the successful completion of training.

8. **Other Information:**

- 8.1. The Documents are: (TORs, Annexure, etc.)
- 8.2. The address is:
Tshering Choden
Asst. Project Monitoring and Coordinating Officer
Royal Civil Service Commission
Thimphu
tsheringc@rcsc.gov.bt
- 8.3. The language is: English
- 8.4. Tax liability, insurances: The Training Institutes will pay local taxes without reimbursement by the Client
- 8.5. The number of copies of the proposal is/are: One original and one duplicate copy of Technical Proposal and Financial Proposal to be submitted separately in a sealed envelope. The duplicate copy must be identical to that of original one. The Proposals should clearly be marked as "Original" and "Copy".
- 8.6. The date and time of proposal submission: **May 10, 2017** on or before 10 am.
- 8.7. The bid will be opened on the same day at 2.30 PM
- 8.8. Validity period (days, date): 60 days
- 8.9. The training location is at: Mongar and Samdrupjongkhar
- 8.10. The points given to evaluation criteria are:

	<u>POINTS</u>
I. The Training Institutes' relevant experience for the assignment	20
II. The quality of training content proposed	40
III. The qualifications of the trainers	40

Total: 100

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8.11. The points given to evaluate sub-criteria are:

1. The training Institutes' relevant experience for the assignment **20 Points**
 - No. of similar trainings conducted: 2 points for each training with the maximum of 20 points.
2. The quality of training content proposed **40 Points**
 - Alignment of Training content to Client's requirement = 20 points
 - Methodology=20 points
3. The qualifications of the trainers **40 Points**
 - General Qualifications and No. of trainers (10 points)
 - a. Bachelor's degree= 2 points each
 - b. Masters/PG= 3 points each
 - c. Phd= 5 points each
 - Experience in the related field (30 Points)

No. of similar trainings conducted: 3 points for each training with the maximum of 30 points.

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The technical proposal should score at least 60 points out of 100 to be considered for financial evaluation.

- 8.12. The currency is: Ngultrum
- 8.13. The weight (T%) given to the Technical Proposal is 60 percent.
- 8.14. The weight (F%) given to the Financial Proposal is 40 percent.
- 8.15. Commencement of Assignment (date, location): Tentatively
 - a. Mongar :- June 5- 9, 2017
 - b. Samdrup Jongkhar:- June 12- 16, 2017

Attachments:

1. TOR
2. Annexure(s)
3. Draft Contract Agreement

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TERMS OF REFERENCE FOR THE TRAINING PROVIDER

TRAINING ON LEADERSHIP TRAINING

Introduction

The HRDD, RCSC focuses on *Professionalizing the Civil Service* by providing the critically required training in order to enable the civil servants to perform better in their job/assignment. Hence, it has become very critical for the sector heads working in the Dzongkhags to be trained on Leadership to ensure that the civil servants in leadership position are equipped with the right competencies so as to enable them to become effective leaders.

Objectives

The main objective of providing this training program is to equip the **sector heads who hold key positions in the LGs to lead and manage their staff efficiently and also to embed in them the basic competencies in becoming an effective leader.**

After this training, the participants are expected to apply the skills and tactics learned from the training in their work field.

Outline of tasks to be carried out by the training provider

- To develop course content which shall include both theory and practical for maximum output;
- Arrangement of stationeries & handouts, audio-visual equipment, misc. Items, etc.
- Printing of the certificates for the participants
- All Expenditure for the Trainers
- Collaborate with the Client in all aspects for successful conduct of the training.
- Ensure to use all his/her knowledge and skills for the training in order to provide maximum benefit to the participants.
- To impart the training with the highest standards of professionalism and ethical competence and integrity

Qualification of the trainer(s)

- Must have a minimum qualification of a Bachelor's Degree from recognized institute within/outside the country.
- Should have minimum of 3 years experience in conducting training.
- Must submit certificates to authenticate the qualifications and experiences claimed.

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- Trainers should have good interactive skills and should be fluent in English.

Pre-requisites for the Training Provider

The Training Institute should have qualified trainer(s) both for theory and practical session.

The Training Institute shall provide the following:

1. A minimum of two trainers for the said training.
2. Overall cost of the training program may include the following costs:
 - Professional fee (for training delivery)
 - Training materials (handouts, audio-visual equipment, misc. items, etc.)
 - Certificates upon successful completion of the training program
3. Detailed course content, theory and practical with course objectives.
4. The Training Institute should submit the training outline to Client based on the daily training schedule seven (7) days before the actual training.
5. Curriculum Vitae and Certificates of Trainer(s)
6. Copy of Citizenship ID card or work permit if trainers are recruited from outside Bhutan
7. The Training Institute should sign a Contract Agreement with the Client.
8. All training materials should be made ready prior to the start of the training program and should be acceptable to the client.

Training methods and techniques

In order to attain the highest performance and efficiency, the training is to be designed on participatory approach. Training method should consist of demonstration and presentation by trainers, involvement of participants in all practical sessions experiencing the real skills and discussions among the participants.

Training Duration – 5 days each for 2 batches

1. Mongar :- June 5- 9, 2017
2. Samdrup jongkhar :- June 12- 16, 2017

Time: 9:00 am to 5:00 pm including 45 minutes lunch and 15 minutes tea break in the morning and afternoon

Responsibility of the Client

The client would provide necessary information, data and other support as may be desired for the successful completion of training. The client shall constantly monitor the conduct of the training.

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Responsibility of the Trainer Provider

The trainer should:

- Strictly follow working hours as per the course schedule
- Be responsible for stationeries, handouts, audio-visual equipment, misc. items
- Must not avail leave during the training period
- Keep record of individual participant and carry out continuous assessment
- Maintain daily attendance of participants countersigned by the trainer (s)
- Be professional and motivating
- Submit daily attendance signed by all the participants countersigned by the trainer on a daily basis right after the completion of the training
- Report to client for any problems/issues faced during the training period

Payment of Professional Fee

- Advance Payment – 40% of quoted amount on signing the contract agreement and upon submission of bank guarantee from a financial institution in Bhutan for the equivalent amount.
- Final Payment – 60% of quoted amount after the submission of the successful completion of the training.

Annulment

Client holds the right to cancel the training program and award the contract to the subsequent bidder should the Institute fail to adhere to the Terms of Reference and/ or doesn't fulfill the training requirement of Client.

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ANNEXURE I : FORMAT FOR TECHNICAL PROPOSAL

TECHNICAL PROPOSAL

TO

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Sir:

Subject: Hiring of Services for providing Leadership training

Regarding Technical Proposal

I/We, Training Institute
herewith enclose Technical Proposal for selection of our Institute as Training Provider
for.....

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Yours faithfully,

Signature:

Full Name:

Designation:

Address:

(Authorized Representative)

(Please attach the following documents along with the technical proposal)

1. Institute's profile
2. Valid business license
3. Curriculum Vitae of the Trainers
4. Relevant services carried out in the last five years which best illustrates qualification
5. Comments and suggestions on the ToR

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ANNEXURE II: FORMAT OF CURRICULUM VITAE (CV) FOR TRAINER(S)

Proposed Position for the training:

Name of Trainer:

Name of Institute:

Profession:

Date of Birth:

Years with the Institute:.....Nationality:

Detailed Tasks Assigned:.....

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Key Qualifications:

(Give an outline of trainer's experience and training attained which are most pertinent to tasks on assignment. Describe degree of responsibility held by him/her on relevant previous assignments and give dates and locations).

Education:

(Summarize college/university and other specialized education of trainer(s), giving names of schools, dates attended and degrees obtained).

Employment Record:

(Starting with present position, list in reversed order, and every employment held. List all positions held by trainer(s) since graduation, giving dates, names of employing organization, title of positions held and location of assignments. For experience in three to five years, also give types of activities performed and client references, where appropriate).

Languages:

(Indicate proficiency in speaking, reading and writing of each language by "excellent", "good", "fair", or "poor").

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this bio-data correctly describes me, my qualifications and my experience.

Date:

Signature of Trainer:

Signature of Authorized official:

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Please attach "Work Program and Time Schedule for Trainer(s)"

WORK PROGRAM AND TIME SCHEDULE FOR TRAINERS (Days)

#	Name	Position	Days						Remarks
			1	2	3	4	5	6	
1									
2									
3									
4									
5									
6									

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ANNEXURE III: FORMAT OF FINANCIAL PROPOSAL

FINANCIAL PROPOSAL

TO

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Subject: Hiring of Training Services for

Sir,

Regarding Price Proposal

I/We Training Institute herewith
enclose Price Proposal for selection of our Institute for
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.....
.....
.....

I, the undersigned, hereby declare to the best of my knowledge and belief, this information is true and correct.

Yours faithfully,

Signature:

Full Name:

Designation:

Address:

(Authorized Representative)

(Please attach the schedule of summary Financial Proposal)

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FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES

(This Form FIN- shall only be used when the Time-Based Form of Contract has been included in the SRFP)

#	Description	Amt (Nu.)
1	Professional Fee for 2 batches	
2	Stationeries, Handouts, Audio- visual equipment, Misc Items for 3 batches	
3	Printing of Certificates	
4	Travel expenses for 2 batches:	
i.	Travel Expenses from Thimphu to Mongar	
ii.	Travel Expenses from Mongar to Samdrup jongkhar	
ii.	Travel Expenses from Samdrup jongkhar to Thimphu	
Total Amount Reimbursable by the Client:		
1	Tax Liability (2% of Total Cost)	
2	Insurance Premium (if any)	
Total Amount to be borne by the Institute (Non-reimbursable):		

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ANNEXURE IV: FORMAT OF CONTRACT AGREEMENT

(HIRING SERVICES FOR PROVIDING TRAINING ON CONFLICT MANAGEMENT, NEGOTIATION & PROBLEM SOLVING)

CONTRACT AGREEMENT

THIS CONTRACT ("Contract") is entered on, by and between the Royal Civil Service Commission (RCSC) ("the Client") and("the Training Provider") having its principal office located at for a period of 61 days.

WHEREAS, the Client wishes to have the training institute performing the services hereinafter referred to, and

WHEREAS, the training institute is willing to perform these services.

NOW THEREFORE THE PARTIES hereby agrees as follows:

1. Services

The training institute shall perform the services specified in "Terms of Reference and Scope of Services," which is made an integral part of this Contract ("the Services").

2. Term

The training institute shall perform the Services during the period commencing from June 5, 2017 and continuing through June 16, 2017 or any other period as may be subsequently agreed by the parties in writing.

3. Payment

a. Ceiling

For Services rendered pursuant to ToR, the Client shall pay the training institute an amount not to exceed the amount reflected in the work order. This amount has been established based on the understanding that it includes all of the training institute's costs and profits as well as any tax obligation that may be imposed on the training institute.

b. Payment Conditions

Payment shall be made in [Ngultrum].

4. Project Administration

a. Coordinator

The Client designates Ms. Dechen Eadon, [Senior Human Resource Officer, Human Resource Development Division] as Client's Coordinator; the Coordinator shall be responsible for the coordination of activities under the Contract, for receiving and approving invoices for payment.

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- b. Work Program/ Time schedule of Trainer(s)
- During the course of their work under this Contract, the training institute providing services under this Contract shall be required to complete time schedule or any other document used to identify time spent as instructed by the client's Coordinator.
- 5. Performance Standard** The training institute undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The training institute shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.
- 6. Confidentiality** The training institute shall not disclose any confidential information relating to the Services, this Contract or the Client's operations without the prior written consent of the Client.
- 7. Ownership of Material** of Any studies, reports or other material, graphic, software or otherwise, prepared by the training institute for the Client under the Contract shall belong to and remain the property of the Client. The training institute may retain a copy of such documents and software.
- 8. Insurance** The training institute will be responsible for taking out any appropriate insurance coverage.
- 9. Assignment** The training institute shall not assign this Contract or Subcontract any portion of it without the Client's prior written consent.
- 10. Law Governing Contract & Language** The Contract shall be governed by the laws of *[Royal Government of Bhutan]*, and the language of the Contract shall be *[English]*.
- 11. Dispute Resolution** Any dispute arising out of this Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Kingdom of Bhutan.

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FOR THE CLIENT:

FOR THE TRAINING INSTITUTE:

Signed by:-

Signed by:-

Name: Name:

Position Title:..... Position Title:.....

WITNESS:

Signed by:-

Signed by:-

Name: Name:

Position Title:..... Position Title:.....

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