



Competency-Based Framework for Urban Planners

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A. Concept Note for Competency Based Framework (CBF) for Urban Planners

i. Background

The Royal Civil Service Commission (RCSC) is the central agency for all civil servants. It is the mandate thereof to manage and develop the competency of the civil servants for an efficient and effective utilization of the government resources and the eventual realization of the National Goals.

In contrary, one of the most prevalent issues concerning the civil servants has been the lack of a framework that guides and caters to the professional and personal development of the civil servants. Concomitant to this, many issues such as civil servants not availing the right training and subsequently not being competent to execute a particular task efficiently and effectively has pervaded across all occupational groups. The commission recognizes it as an indispensable issue that has a far reaching and long-term impact on the professional development of the civil servants, efficient utilization of the resources, and the overall realization of the national goals. Therefore, the RCSC initiated the preparation of the ‘Competency-Based Framework (CBF)’ for various occupational groups.

The CBF is based on the Knowledge, Skill and Ability or the KSA concept and emphasizes on recognizing, strengthening, and enhancing the KSA in individual and the organization as a whole. Ensuing the trainings of the Master Trainers on the CBF, series of workshops were held to disseminate the aspects and the undergirding feature of the CBF to the working groups from various occupational groups that represent the civil service. The Working Groups were then required to further present and disseminate the same to rest of the civil servants in their respective organization and prepare a CBF for the respective occupational groups through means of brain storming, discussion, among others.

ii. Objectives

The overall objective of the CBF is to:

- Strengthening the capacity and capabilities of the civil servants based on their role specific competency to enhance professionalism, growth and development to contribute optimally to nation building.

The CBF also intended to:

- To establish apprenticeship programme for new recruits
- To identify mandatory short term and long term training for urban planners in different position levels.

iii. Project Profile and Chronology of Events

The Competency Framework of Urban Planners will serve as a model that identifies knowledge, skills and abilities needed by Urban Planners for successful performance of their role in the Civil Service.

The Urban Planners competency framework includes

- Role Profile of Urban Planners; 3 key roles and their role description
- 16 Competencies from 8 Competency Area that is applicable for Urban Planners to successfully carry out the key roles identified. The Behavioral Indicators relevant for each competency have also been identified.

A preliminary Training Need Analysis (TNA) was carried out to identify the training gaps and also to identify the appropriate intervention methods. Some technical training that is crucial for Urban Planners in general were also identified.

Following are the chronological order of the events that were carried out for the preparation of the CBF:

- July 2019: Training of the Working Group by the Master Trainers
- August, 2019: Preparation of first draft CBF for Urban Planners (Via in-house workshops)
- September, 2019: Presentation to the Ministry/Department
- 14th -16th October, 2019: Workshop with the Urban Planners from the Local Government
- November, 2019: Review and Finalization of the Draft CBF
- January, 2020: Presentation and endorsement from the HRC
- 16th March, 2020: Presentation to RCSC (focal commissioner) for endorsement
- April, 2020: endorsement by the HRC and Final Submission to the RCSC

iv. Evaluation of Current Scenario

Following the series of important event pertaining to the preparation of the CBF, the team assessed the current scenario of the urban planners as follows:

- Limited scope for professional development due to lack of in-house expertise on diverse planning practices and skills, etc.
- Conventional planning practice used due to lack of information, exposure, and experts
- Lack of appropriate trainings for Urban Planners. (Trainings types are offered on the basis of the budget commensurability and not on basis of specificities of trainings needed)
- Limited institutional knowledge (new department)
- Inadequate legal underpinnings (ACTs, rules, etc.) for contentious planning issues.

v. Recommendation

- The current staff pattern indicates that most of the urban planners are at the entry stage attributing to the new establishment of the department and lack of expertise and institutional knowledge. Therefore, there is a need to provide specific trainings to the urban planners of different proficiency levels based on the deficient skills and competencies.
- Advanced Training on software, planning theories, management, among others are required to elevate the young planners to a more advanced platform.

- Mentorship, leadership, as well as planning management skills are required to be imputed to higher proficiency levels to aggrandize their mentor and leadership and management qualities.
- Effectiveness of the CBF needs to be realized through the implementation of training needs assessment and results.
- Disseminate the CBF for Urban Planners to all agencies.
- (Dynamic) Keep Provisions for improvement in the CBF to accommodate different agency mandates and expertise.

B. Annexure

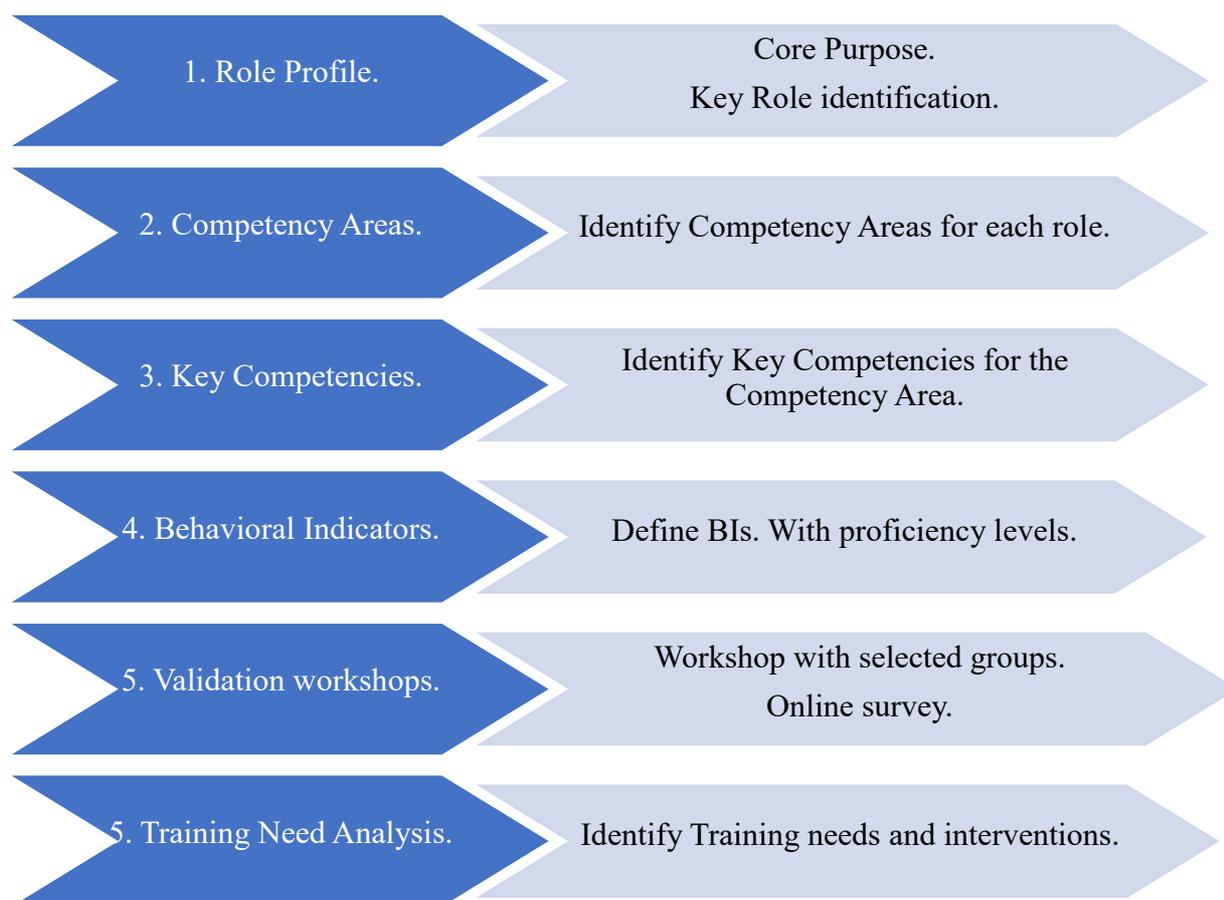
i. About the Department of Human Settlement

The Department of Human Settlement under the Ministry of Works and Human Resources is the central agency responsible for all Human settlement planning related activities.

- a. Vision
An integrated and sustainable living environment that enables continued enhancement of our values and provides opportunities for positive socio-economic development.
- b. Mission
Promote safe, secure, responsible and responsive human settlements through preparation of planning strategies and physical development plans that are consistent with the national development polices.
- c. Objectives
 - Promote a regionally balanced and coordinated development.
 - Facilitate development in an environmentally and culturally sustainable manner.
 - Facilitate a pattern of development that is appropriate for a given topography and setting.
 - Facilitate provision of infrastructure necessary for efficient development.
 - Ensure efficient and rational utilization of the resources including land.
 - Promote a development typology that minimizes the scaring of the landforms.
 - Promote a development model that preserves the essence of the architecture and the traditional settlements of Bhutan.
 - Promote settlements that are responsive in terms of disaster and risk management.
- d. Mandates
 - Prepare human settlement policies and strategies.
 - Carry out research, studies and analyses to identify potential growth centers and draft proposals for development.
 - Co-ordinate preparation of national spatial plan, regional plans and land use plans.
 - Prepare physical and infrastructure development plans and local area plans along with the development control regulations
 - Carry out planning audit and review of development plans and the DCRs.
 - Draft legislation, regulations, guidelines and standards related to human settlement.

- Assess development applications for compliance with the approved development plans and/ or relevant development objectives.
- Carry out detailed topographic survey of specific areas/ regions for preparation of settlement development plans.
- Carry out GIS analyses and build GIS database to support preparation of development plans and management of settlement areas.
- Provide technical backstopping to the local governments on human settlement issues.

ii. Overview of the Competency Based Framework

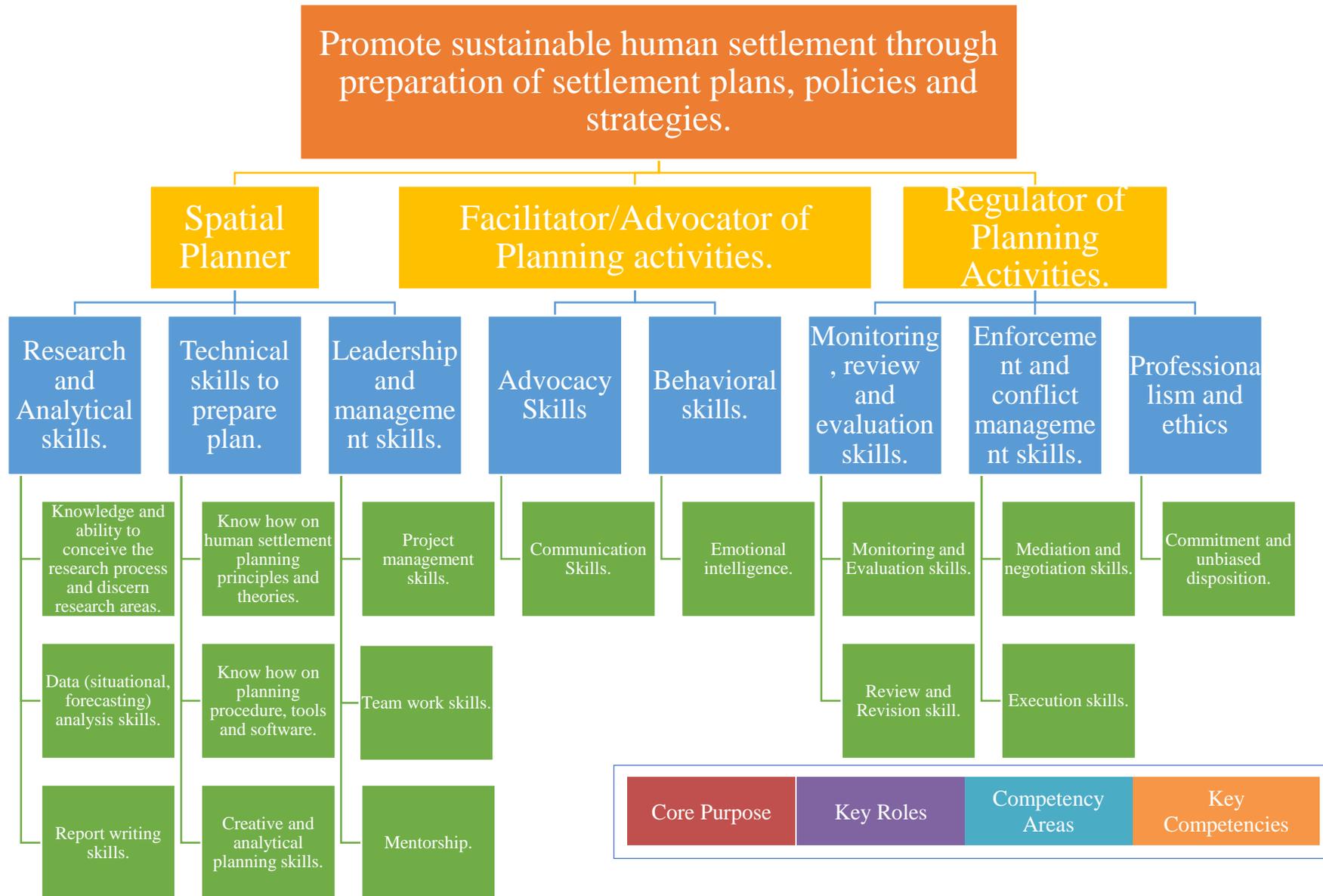


No. of Key roles Identified	3
No. of Competency Areas Identified	8
No. of Key Competencies Identified	16
No. of Behavior Indicators Identified	26
Proficiency levels Identified	4

iii. Role Profile of an Urban Planner

Core Purpose: Promote Sustainable Human Settlement Through Preparation of Settlement Plans, Policies, and Strategies.		
Si.no.	Key Role	Key Role Description
A	Spatial Planner	<ol style="list-style-type: none"> 1. Conduct research and development of planning principles, frameworks and concepts to establish effective plan preparation and implementation. 2. Prepare and facilitate the formulation of human settlement plans for sustainable and regionally balanced development. 3. Prepare Acts, strategies, rules and regulations to establish coordinated approach for plan preparation and implementation.
B	Facilitator and Advocate of Planning Activities	<ol style="list-style-type: none"> 1. Facilitate effective collaboration and coordination among different stakeholders during plan preparation and implementation process. 2. Conduct awareness program on existing legislation, bye laws and good practices pertaining to human settlement. 3. Build and develop a strong professional relationship and community trust among the relevant stakeholders to enhance proper coordination and support.
C	Regulator of Planning Activities	<ol style="list-style-type: none"> 1. Monitor and Evaluate the development activities and implementation process to ensure compliance to the settlement plans. 2. Provide technical backstopping of planning and development activities to relevant agencies pertaining to human settlement. 3. Review and evaluate the human settlement plans during the implementation of the plan.

iv. Competency Areas and Key Competencies



v. Behavioral Indicators for Various Competencies of Spatial Planner



Role 1: SPATIAL PLANNER			
Si. No.	Competency Area	Key Competency	Behavior Indicator
1.	Research and Analytical skills.	1. Knowledge and ability to conceive the research process and discern research areas.	<ol style="list-style-type: none"> 1. Displays sound knowledge on research methodologies to carry out effective and comprehensive research. 2. Ability to identify research areas concerning human settlement and related issues.
		2. Data (situational, forecasting) analysis skills.	<ol style="list-style-type: none"> 1. Ability to collect, compile and segregate data. 2. Intelligently analyses data and formulates inferences.
		3. Report writing skills	<ol style="list-style-type: none"> 1. Cohesively organizes the researched data. 2. Proficient in the research language.

Role 1: SPATIAL PLANNER

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
1. Research and Analytical skills.	1. Knowledge and ability to conceive the research process and discern research areas.	Understands basic (General) research methods and able to apply them in their work.	Comprehends and explores for better research methods and approaches based on the experience gained and applies them in their work area	Analyze, justify, and discern the advantages and limitations of the various research approaches that best suits the research area and applies them.	Envisions, develops, recommends a research method that best suits the research area.
		Be aware of the existing issues that can be potential research area.	Understands and explores critical research areas that may or may not be conspicuous.	Comprehend and analyze the advantages and limitations of carrying out research pertaining to the identified research areas to enable the selection of an appropriate research area.	Visualizes the policy implications of carrying out the study on various research areas and subsequently recommends the most pertinent research area to be studied.

Role 1: SPATIAL PLANNER

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
1. Research and Analytical skills.	2. Data (situational, forecasting) analysis skills.	Able to carry out collection and compilation of data as per the prescribed format.	Understands information to be compiled, prepares format and segregates data.	Comprehends pertinent issues whose data needs to be compiled and understands the segregated data to be analyzed.	Envisions and develops important criteria for data collection that has policy implications.
		Aware of basic analysis methods used in the preparation of human settlement plans.	Carries out basic analysis of the data and formulates general inferences to prepare human settlement plans.	Carries out advanced analysis of the data and formulates critical inferences to prepare human settlement plans.	Comprehends and formulates new analysis methods and applies them to deduce important inferences relevant for the preparation of human settlement plans and policies.

Role 1: SPATIAL PLANNER

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
1. Research and Analytical skills.	3. Report writing skills	Does basic composition of the researched data for the formulation of the report.	Composes the researched data cohesively as per the prescribed research framework for the formulation of the report.	Can develop a framework that can be used to cohesively composed the research data for the formulation of the report.	Displays an ability to develop frameworks and choose an appropriate one that leads to a cohesive and well-organized report.
		Has a basic command of research language and applies them to formulate a report.	Has good command of research language and writes clear, concise and organized report.	Formulates a report by writing and editing as well as by expressing the contents of the research through the use of advanced research language.	Exhibits the capacity to give critical reviews and provides technical expertise to refine the report as well as expresses the contents of the research through the use of advanced research language.



Role 1: SPATIAL PLANNER

Si. No.	Competency Area	Key Competency	Behavior Indicator
2.	Technical skills to prepare plan.	1. Know how on human settlement planning principles and theories.	<ol style="list-style-type: none"> 1. Displays sound knowledge on planning principles, theories, history, etc. in coming up with appropriate guiding principles for the respective settlement. 2. Well versed in planning policies and legislations to ensure the plans are prepared in a coherent manner.
		2. Know how on planning procedure, tools and software.	<ol style="list-style-type: none"> 1. Diligently carries out the preparation of settlement plans as per the prescribed planning procedures. 2. Creatively applies software for carrying out in depth analysis of the settlement plans.
		3. Creative and analytical planning skills.	<ol style="list-style-type: none"> 1. Applies creativity and integrate planning theories, information and tools in conceptualizing and preparing settlement plans.

Role 1: SPATIAL PLANNER

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
2. Technical skills to prepare plan.	1. Know how on human settlement planning principles and theories.	Understands basic planning principles, theories, history, etc. and able to apply them in their work area.	Comprehends and explores for better planning principles and approaches based on the experience gained and applies them in their work area.	Analyze, justify, and discern the advantages and limitations of the planning principle that best suits the context of the plan under preparation.	Envisions, develops, recommends a planning principle that best suits the context of the plan under preparation.
		Be aware of the existing national policies pertaining to human settlement.	Understands and endeavors to align the planning exercise to achieve the policy intents.	Comprehend and analyze the advantages and limitations of policy and proposes ways to improve.	Visualizes holistic policy impact and being able to recommend as well as issue directives to improve the same.

Role 1: SPATIAL PLANNER

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
2. Technical skills to prepare plan.	2. Know how on planning procedure, tools and software.	Be aware of plan preparation procedure and tools and able to assist in carrying out plan preparation.	Understands and make comparative study of various planning procedures and tools and be involved in the preparation of small to medium scale plan preparation.	Comprehend and analyze the advantages and limitations various planning procedures and tools and proposes ways to improve the same and be able to prepare of all scales of plan.	Recommends and develop planning procedures and tools that best suits the context and be proficient in the preparation of human settlement plans of all scale.
		Be able to use basic software applicable to human settlement plan preparation.	Be proficient in most of the software and able to carry out basic analysis applicable to human settlement plan preparation.	Be proficient in most of the software and able to derive proposals from the analysis for efficient human settlement plan preparation.	Understand all the analysis from the software and creatively recommends directives for effective human settlement plan preparation.

Role 1: SPATIAL PLANNER

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
2. Technical skills to prepare plan.	3. Creative and analytical planning skills.	Can conceptualize and assist in preparing small scale settlement plans by integrating planning theories, information and tools.	Applies creativity in conceptualizing and preparing small to medium scale settlement plans and able to understand and explore better planning theories, information and tools to integrate them into settlement.	Applies creativity in conceptualizing and preparing all scales of settlement plans and able to Analyze, justify, and discerns the advantages and limitations of the planning theories, information and tools while.	Understands, envisions and develop the advantages and limitations of various concepts and creatively provides directives for effective human settlement plan preparation.



Role 1: SPATIAL PLANNER

Si. No.	Competency Area	Key Competency	Behavior Indicator
3.	Leadership and management skills.	1. Project management skills.	<ol style="list-style-type: none"> 1. Ability for effective planning, organizing and management of the program, activities and resources for the successful completion of the project. 2. Ability to make prompt, precise and concise decisions.
		2. Team work skills.	<ol style="list-style-type: none"> 1. Exhibits team work spirit through active participation and interaction for the enhancement of the quality of plans. 2. Ability of motivating team spirit, leading team and enhancement of overall development of team.
		3. Mentorship.	<ol style="list-style-type: none"> 1. Takes a deliberate interest in mentoring relationship and able to motivate.

Role 1: SPATIAL PLANNER

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
3. Leadership and management skills.	1. Project management skills.	Understands the project management schedule and diligently keeps updated on the status of the activities under the project.	Can manage the activities, time and resources as per the project management schedule.	Can prepare an effective project management schedule that makes the optimum utilization of resources.	Comprehends the implications of various project management schedule and able to provide recommendations.
		Aware of and actively participates in the decision-making process.	Is able to make decisions as per the prescribed project management plan.	Able to handle issues and different situations of the project and provide decisions to resolve them.	Understands complex situations of the project management and able to recommend a prompt and alternate decision to resolve them.

Role 1: SPATIAL PLANNER

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
3. Leadership and management skills.	2. Team work skills.	Actively participates in the team towards the accomplishment of the team goals.	Interactively participates and contributes in the discussions towards the accomplishment of the team goal and objectives.	Understands different opinions and encourages team members to express their views towards the accomplishment of the team goal and objectives.	Exhibits high level of understandings of the team member's opinions and able to discern the information for quality team output.
		Displays eagerness and motivates colleagues in team activities.	Able to lead the team and cooperatively works in the best interest of the team.	Encourages subordinates and colleagues to work closely and solicits input of the team members.	Renders support enthusiastically and energizes people to work together for the accomplishment of the team goals.

Role 1: SPATIAL PLANNER

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
3. Leadership and management skills.	3. Mentorship.	Displays eagerness for personal and professional growth.	Actively participates in mentoring relationships for effective service delivery.	Proactively mentor subordinates and colleagues for effective service delivery.	Initiates and encourages various mentoring programs in the agency to motivate the subordinates and colleagues for an effective service delivery.

vi. Behavioral Indicators for Various Competencies of Facilitator and Advocator of Planning Activities



Role 2: FACILITATOR AND ADVOCATOR OF PLANNING ACTIVITIES.

Si. No.	Competency Area	Key Competency	Behavior Indicator
1.	Advocacy skills.	1. Communication Skills	<ol style="list-style-type: none"> 1. Demonstrates good presentation and speaking skills to conduct effective awareness programs pertaining to human settlement. 2. Displays capacity to understand and assertively deliver public opinion to enable well informed decision making.
2.	Behavioral skills.	1. Emotional intelligence.	<ol style="list-style-type: none"> 1. Displays emotional stability to manage emotions and tolerate stress. 2. Performs emotion related behaviors like empathizing others and combining emotions with reasoning.

Role 2: FACILITATOR AND ADVOCATOR OF PLANNING ACTIVITIES.

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
1. Advocacy skills.	1. Communication Skills	Possesses basic skills to interpret and communicate the information that are in the settlement plans.	Possesses good command in language and has good skills to communicate the information that are in the settlement plans.	Understands the issues and is articulate and expressive in communicating the information that are in the settlement plans.	Comprehends and identifies the pertinent issues and able to tailor the mode of communication that delivers the information effectively.
		Displays keen interest in understanding the opinions of the general public and take note of the pertinent issues to enable well informed decision making.	Listens, observes and responds to public opinion for comprehensive understanding and delivery of the issues for a well-informed decision making.	Possesses good judgment to assort the views and opinions of the public and able to recommend decision in the best interest of the general public.	Craft the opinions that resounds the collective needs of the public and able to provide well informed decisions.

Role 2: FACILITATOR AND ADVOCATOR OF PLANNING ACTIVITIES.

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
2. Behavioral skills.	1. Emotional intelligence.	Aware of challenges related to work and displays keen interest to develop emotional stability and stress control.	Displays sound level of emotional control in the daily situations related to work.	Remains relaxed, composed and focused during all levels of crisis and does not react negatively to stress and pressure.	Stays in complete control of emotions under any circumstances and focuses on positive outcome for the best interest of the organization.
		Aware of the different emotional responses of stakeholders and colleagues involved in their line of work and displays keen interest to empathize.	Understands and acknowledges the emotional responses and empathize with colleagues, subordinates and general public to produce optimum results.	Maintains high level of empathy with diverse group of people and use the interaction to enhance the outcome.	Capitalizes on the various emotional responses to derive solutions in the best interest of the organization and the stakeholders.

vii. Behavioral Indicators for Various Competencies of Regulator of Planning Activities



Role 3: REGULATOR OF PLANNING ACTIVITIES.			
Si. No.	Competency Area	Key Competency	Behavior Indicator
1.	Monitoring and Evaluate and Review Skills.	1. Monitoring and Evaluation skills.	1. Diligently carries out monitoring of development activities to ensure compliance to the settlement plans. 2. Ability to carry out evaluation of settlement plans and development activities to facilitate review process.
		2. Review and Revision skill.	1. Intelligently reviews and proposes pragmatic and implementable recommendations and proposals concerning the issues that surfaced during the implementation of the human settlement plans.

Role 3: REGULATOR OF PLANNING ACTIVITIES.

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
1. Monitoring and Evaluate and Review.	1. Monitoring and Evaluation skills.	Understands the monitoring process and able to carry out data compilation as per the prescribed format.	Able to formulate monitoring procedures and formats based on issues identified and draw inferences from the data compilation.	Comprehensively understands and identifies pertinent issues and proactively initiates activities to ensure compliance.	Understands policy implications of the monitoring system and able to provide interventions at the policy level to ensure compliance.
		Understands the evaluation process and able to carry out data compilation as per the prescribed format.	Able to formulate evaluation procedures and formats based on the objectives of the plan and draw inferences from the data compilation.	Comprehensively understands and identifies pertinent issues and proactively develops appropriate solutions to facilitate decision making.	Understands policy implications of the evaluation system and able to provide decisions and interventions at the policy level to improve and review the settlement plans.

Role 3: REGULATOR OF PLANNING ACTIVITIES.

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
1. Monitoring and Evaluate and Review.	2. Review and Revision skill.	Understands the Review process and able to carry out data compilation as per the prescribed format.	Able to formulate format and review procedures, analyze the data and carry out the review activities.	Discern the issues, formulate recommendations and proposals concerning the issues pertaining to the human settlement plan.	Understands holistic implications of the existing issues and provides alternative recommendations and proposals for a decision that best suits the settlement.



Role 3: REGULATOR OF PLANNING ACTIVITIES.

Si. No.	Competency Area	Key Competency	Behavior Indicator
2.	Enforcement and conflict management skills.	1. Mediation and negotiation skills.	1. Exhibits capacity to organize and facilitate the discussions and make the parties clearly understand the issues holistically on both sides to build a mediated consensus.
		2. Execution skills.	1. Has the capacity to systematically plan and execute decisions.
3.	Professionalism and ethics	1. Commitment and unbiased disposition.	1. Displays strong commitment and professional ethics in carrying out the job.

Role 3: REGULATOR OF PLANNING ACTIVITIES.

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
Enforcement and conflict management skills.	Mediation and negotiation skills.	Understands the mediation and negotiation process and facilitate the mediation and negotiation.	Able to identify parties that may have conflicting opinions and can organize a common platform to initiate mediation and negotiation.	Has the capacity to initiate discussion and engage the conflicting parties, comprehend the issues and propose a agreeable outcome.	Has the capacity to comprehend the issues holistically and able to come up with win-win solutions for both the parties.
	Execution skills.	Understands the decisions made in a conflict management exercise and assist in carrying out activities to facilitate the process.	Has clear understanding of the decisions and procedures and diligently carries out and execute the decisions made in a conflict management exercise.	Develops an efficient procedure in a concise and precise way that results in coming up with desired outcomes.	Demonstrates clear understanding of the implications resulting out of the conflict management exercise and guide the formulation of a visionary execution procedure.

Role 3: REGULATOR OF PLANNING ACTIVITIES.

Competency Area	Key Competencies	Behavior Indicators (Proficiency Levels)			
		Entry	Experience	Advance	Expert
Professionalism and ethics	Commitment and unbiased disposition.	Understands and is highly motivated in the values and code of conducts required in the job.	Exudes a fair and ethical stand in carrying out their tasks and adheres to the values and code of conduct.	Constantly driven by the values and code of conducts and executes the job in honest, ethical and professional manner.	Displays strong commitment to the values and code of conduct and inspires and ensure adherence by the subordinates as well.

viii. Summary of Current Performance Gap of Urban Planners for the Role 1- Spatial Planner

Role	Competency Area	Key Competency	No. of BIs	Competent	Not Competent
SPATIAL PLANNER.	Research and Analytical skills.	Knowledge and ability to conceive the research process and discern research areas.	2	1	1
		Data (situational, forecasting) analysis skills.	2	1	1
		Report writing skills	2	1	1
	Technical skills to prepare plan.	Know how on human settlement planning principles and theories.	2	0	2
		Know how on planning procedure, tools and software.	2	1	1
		Creative and analytical planning skills.	1	0	1

Role	Competency Area	Key Competency	No. of BIs	Competent	Not Competent
SPATIAL PLANNER.	Leadership and management skills.	Project management skills.	2	0	2
		Team work skills.	2	2	0
		Mentorship.	1	0	1

ix. Summary of Current Performance Gap of Urban Planners for the Role 2- Advocate and Facilitator of Planning Activities

Role	Competency Area	Key Competency	No. of BIs	Competent	Not Competent
FACILITATOR AND ADVOCATOR OF PLANNING ACTIVITIES.	Advocacy skills.	Communication Skills	2	0	2
	Behavioral skills.	Emotional intelligence.	2	0	2

x. Summary of Current Performance Gap of Urban Planners for the Role 3- Regulator of Planning Activities

Role	Competency Area	Key Competency	No. of BIs	Competent	Not Competent
REGULATOR OF PLANNING ACTIVITIES.	Monitoring and Evaluate and Review.	Monitoring and Evaluation skills.	2	1	1
		Review and Revision skill.	1	1	0
	Enforcement and conflict management skills.	Mediation and negotiation skills.	1	0	1
		Execution skills.	1	0	1
	Professionalism and ethics	Commitment and unbiased disposition.	1	1	0

xi. Detailed Training Need Analysis Under Role 1- Spatial Planner

Competency Area	Competency	Proficiency Level	Behavioural Indicator (Not Adequate)	Current Performance (adequate/not adequate)	Likely reason for performance gap	Method of intervention. 1. Classroom training. 2. OJT. 3. Mentoring. 4. Others (specify).	Learning Objectives.
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Research and Analytical skill.	Knowledge and ability to conceive the research process and discern research areas.	P3, P2.	Displays sound knowledge on research methodologies to carry out effective and comprehensive research.	NOT ADEQUATE	Lack of knowledge about the adequate research methods and alternatives	Classroom Training.	- To be able to understand various research methods and make comparative study of its advantages and disadvantages. -To be able to explore better research methods
	Data (situational, forecasting) analysis skills.	P2	Intelligently analyses data and formulates inferences.	NOT ADEQUATE	No advance training for carrying out in-depth analysis of data.	Classroom Training.	To be able to carry out in-depth analysis to draw critical inferences.
	Report writing skills	P2	Proficient in the research language.	NOT ADEQUATE	Lack of knowledge about advanced research writing skills.	Classroom Training. On the job training.	To develop advanced research language proficiency.
Technical skills to prepare plan.	Know how on human settlement planning principles and theories.	P3	Displays sound knowledge on planning principles, theories, history, etc. in coming up with appropriate guiding principles for the respective settlement.	NOT ADEQUATE	Lack of practical knowledge on various planning principles and its applicability in Bhutanese context.	Exposure to practical knowledge on various planning principles in international best practices.	

		P4	Well versed in planning policies and legislations to ensure the plans are prepared in a coherent manner.	NOT ADEQUATE	Mostly educated abroad and lack of experience as a new entrant on national policies.	On the job training. Mentoring.	The align their professional practice with national policies.
	Know how on planning procedure, tools and software.	P4 - P1	Creatively applies software for carrying out in depth analysis of the settlement plans.	NOT ADEQUATE	Planning requires use of different software most of which are not familiar among the staff.	Need more training regarding the new soft wares and others related software.	
	Creative and analytical planning skills.	P3, P2.	Applies creativity and integrate planning theories, information and tools in conceptualizing and preparing settlement plans.	NOT ADEQUATE	Lack of relevant experience and exposure	Classroom Training	To gain first-hand experience in effective plan preparation process.

Leadership and management skills.	Project management skills.	P2, P1	Ability for effective planning, organizing and management of the program, activities and resources for the successful completion of the project.	NOT ADEQUATE	Lack of training and experience on project management.	Classroom Training	To be able to successfully manage planning projects.
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		P3	Ability to make prompt, precise and concise decisions.	NOT ADEQUATE	Lack of involvement in project management and decision-making processes.	On the job training. Mentoring.	To be able to provide prompt decision whenever situation occurs.
	Mentorship.	P2, P1	Takes a deliberate interest in mentoring relationship and able to motivate.	NOT ADEQUATE			

xii. Detailed Training Need Analysis Under Role 2- Advocator and Facilitator of Planning Activities

Competency Area	Competency	Proficiency Level	Behavioural Indicator (Not Adequate)	Current Performance (adequate/not adequate)	Likely reason for performance gap	Method of intervention. 1. Classroom training. 2. OJT. 3. Mentoring. 4. Others (specify).	Learning Objectives.
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Advocacy skills.	Communication skills.	P4	Demonstrates good presentation and speaking skills to conduct effective awareness programs pertaining to human settlement.	NOT ADEQUATE	Lack of practical experience to communicate the content of the plan	Classroom Training. Mentoring.	To be able to interpret and communicate the information in the plan.
		P3	Displays capacity to understand and assertively deliver public opinion to enable well informed decision making.	NOT ADEQUATE			
	Emotional Intelligence.	P4, P3	Displays emotional stability to manage emotions and tolerate stress.	NOT ADEQUATE	Lack of specific training related to emotional intelligence. Lack of exposure to planning challenges.	Classroom Training. On the job training. Mentoring.	To develop sound level of emotional control. To develop awareness of the planning challenges.
		P4, P3	Performs emotion related behaviors like empathizing others and combining emotions with reasoning.	NOT ADEQUATE			

xiii. Detailed Training Need Analysis Under Role 3- Regulator of Planning Activities

Competency Area	Competency	Proficiency Level	Behavioural Indicator (Not Adequate)	Current Performance (adequate/not adequate)	Likely reason for performance gap	Method of intervention. 1. Classroom training. 2. OJT. 3. Mentoring. 4. Others (specify).	Learning Objectives.
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Monitoring and Evaluate and Review.	Monitoring and Evaluation skills.	P3	Ability to carry out evaluation of settlement plans and development activities to facilitate review process.	NOT ADEQUATE	Lack of precedence in evaluation of plans.	Classroom Training.	To establish a systematic approach of evaluation procedures in the planning process.
Enforcement and conflict management skills.	Mediation and negotiation skills.	P2, P3	Exhibits capacity to organize and facilitate the discussions and make the parties clearly understand the issues holistically on both sides to build a mediated consensus.	NOT ADEQUATE	Lack of experience related to mediation and negotiation of conflicting parties.	Classroom Training. On the job training.	To develop the capacity to resolve conflicts. To be able to identify conflicting parties and organize platforms for mediation.
	Execution skills.	P2	Has the capacity to systematically plan and execute the decisions.	NOT ADEQUATE	Lack of experience related to the planning and execution of decisions.	Classroom Training. On the job training.	To be able to develop efficient procedure for planning and execution of decisions.

xiv. Priority Training (Long-Term and Short-Term) List for Urban Planner

TRAINING LIST FOR URBAN PLANNERS (ROLE 1 – SPATIAL PLANNER)					
Priority	Target Group	SHORT TERM TRAINING	Training Provider	LONG TERM TRAINING	Training Provider

1	P4, P3	Crash course on Planning related software such as SketchUp, Revit, Lumion, 3DS Max, Statistical analysis tools and Arc GIS. Basic to Advance level based on proficiency level.	EXPERTS FROM EX COUNTRY/EX COUNTRY INSTITUTIONS.	<ul style="list-style-type: none"> • Masters Course in Urban, Rural and Regional Planning; • Masters in Transport Planning; • Masters in Socio Economic Planning; • Masters in Urban Design; • Masters in Landscaping; and • Master in Infrastructure Development and Management. 	UNIVERSITIES/SCHOLARSHIPS.
2	P4	Awareness Program/Annual Refresher Course on planning principles, procedures, policies and legislations in Bhutan.	DEPARTMENT OF HUMAN SETTLEMENT.		
3	P4, P3	Research and Report writing.	EXPERTS FROM EX OR IN COUNTRY.		
4	P3, P2.	Project Planning and Management.	EXPERTS FROM EX OR IN COUNTRY.		
5	P3, P2, P1.	Short courses related to Urban, Rural and Regional Planning and Development.	EXPERTS FROM EX COUNTRY/EX COUNTRY INSTITUTIONS.		
6	P2, P1.	Leadership and Mentorship. Governance and Strategic Studies.	RIGGS/IN COUNTRY TRAINING INSTITUTIONS.		

TRAINING LIST FOR URBAN PLANNERS (ROLE 2 – ADVOCATOR AND FACILITATOR OF PLANNING ACTIVITIES)

Priorit y	Target Group	SHORT TERM TRAINING	Training Provider	LONG TERM TRAINING	Training Provider
1	P4-P1	Emotional Intelligence, Communication development.	EXPERTS FROM EX OR IN COUNTRY.		UNIVERSITIES/ SCHOLARSHIPS.
2	P4, P3, P2.	Public Relation capacity development.	EXPERTS FROM EX OR IN COUNTRY.		
TRAINING LIST FOR URBAN PLANNERS (REGULATOR OF PLANNING ACTIVITIES)					
1	P4-P1	Monitoring and Evaluation of Plans.	EXPERTS FROM EX COUNTRY/EX COUNTRY INSTITUTIONS.		UNIVERSITIES/ SCHOLARSHIPS.
2	P2, P1.	Conflict management and Public Dealing.	EXPERTS FROM EX OR IN COUNTRY.		

C. Focal Commissioner

Dasho (Dr.) Ugyen Tshewang, Commissioner, Royal Civil Service Commission

D. List of Team Members

Si. No.	Name	Designation	Agency
1	Tandin Dorji	Deputy Chief Urban Planner	Department of Human Settlement, Ministry of Works and Human Settlement
2	Yeshey Jamtsho	Sr. Urban Planner	Department of Human Settlement, Ministry of Works and Human Settlement
3	Tshering Penjor	Sr. Urban Planner	Department of Human Settlement, Ministry of Works and Human Settlement
4	Kinzang Dorji	Sr. Urban Planner	Department of Human Settlement, Ministry of Works and Human Settlement
4	Tenzin	Human Resource Officer	HRD, Ministry of Works and Human Settlement