

REQUEST FOR PROPOSALS

Ref #: GovTech/Pro-01/Tender/2026-27/09

Digital Strategy Development for Government Capabilities

Department of Digital Transformation, GovTech Agency

Selection of Digital Strategy Development Panel

Section 1: Letter of Invitation (LoI)

Ref #: GovTech/Pro-01/Tender/2026-27/09

2nd September, 2026

Dear Mr/Ms,

The Department of Digital Transformation, GovTech Agency, invites proposals from eligible consulting firms and individual consultant partnerships to establish a pre-qualified panel of experts. This panel will be tasked with developing comprehensive, capability-based digital strategies and implementation roadmaps for government capabilities using GovTech's Digital Strategy Development Framework (DSDF). Under the mandate of the 13th Five-Year Plan, the Royal Government of Bhutan (RGoB) is transitioning from fragmented, agency-centric technology investments to a centralized Whole-of-Government capability model. Empanelled entities will be hired for a period of two years, during which individual capability assignments will be issued through Call-Off Work Orders covering more than thirty priority government capabilities.

This procurement utilizes an offline Mixed-Mode Procurement method under Quality-Based Selection (QBS) with financial negotiations. This framework permits direct competition on a level playing field between two entry-level bidder categories:

1. **Local Consulting Firms:** submitting proposals nominating key professional staff (Lead Research & ICT Business Analyst).
2. **Local Individual Consultants:** submitting joint proposals as paired partnerships comprising a Lead Researcher and an ICT Business Analyst.

The bids must be submitted electronically via email to pselden@tech.gov.bt, spelzang@tech.gov.bt, and tccheki@tech.gov.bt no later than **September 24, 2026 11:30 AM** Bhutan Standard Time (BST). The Technical Proposals will be opened on **September 24, 2026 3:30 PM** Bhutan Standard Time (BST). Proposals received after this deadline will be rejected as non-responsive. Financial proposals must be submitted as password-protected portable document format (PDF) and the password will be requested only from bidders whose technical evaluations are successful.

Sincerely,



Tshering Cheki

Assistant Procurement Officer

GovTech Agency

Section 2: Instructions to Consultants (ITC) - Data Sheet

ITC Paragraph Reference	Data Sheet Provisions
1.1	Procuring Agency: Department of Digital Transformation, GovTech Agency, Royal Government of Bhutan. Selection Method: Mixed-Mode Procurement under Quality-Based Selection (QBS) with Financial Negotiation.
1.2	Assignment Title: Digital Strategy Development for Government Capabilities. Scope & Duration: Development of capability-based digital strategies across 30 plus capabilities; 4-month horizon per Work Order under a 2-year Panel agreement.
1.3	The Procuring Agency will provide the following inputs and facilities: No
4.1(e)	Integrity Pact: Mandatory submission of a signed Integrity Pact using Form TECH-6.
7.1	Proposal Validity: Proposals must remain valid for sixty (60) calendar days from the submission deadline.
11.2	Clarification Timeline: Written clarification requests must be submitted at least seven (7) days prior to the deadline to pselden@tech.gov.bt / spelzang@tech.gov.bt / tcheki@tech.gov.bt
11.3	A pre-proposal meeting will not be conducted.
12.3(a)	Shortlisted Consultants may associate with other shortlisted Consultants: No
12.3(b)	The estimated number of key professional staff-months required for the assignment is: 4 Months
13.1	Language: Proposals, examination scripts, and deliverables must be submitted in English.

14.1	Proposal Format: Full Technical Proposal (FTP) format required, comprising Forms TECH-1, TECH-2, TECH-3, TECH-4, TECH-5, TECH-6, FIN-1, and FIN-2.
15.2	Price Adjustment: Price adjustments for inflation or remuneration rates do not apply.
15.3	Currency: Financial proposals must be denominated in Bhutanese Ngultrum (BTN) .
17.6	Submission Protocol: Technical and financial proposals (both in PDF) must be submitted electronically via email(s) specified in LoI. Submission Emails: pselden@tech.gov.bt, spelzang@tech.gov.bt, and tcheki@tech.gov.bt. Submission Address: Director, Department of Digital Transformation, GovTech Agency. Deadline: September 24, 2026 11:30 AM Bhutan Standard Time.
21.1	Technical Evaluation: Evaluated strictly against Terms of Reference (ToR) scope, Annex-A: Comprehensive Evaluation Criteria, and Annex-B1: Sample Capability.

Additional Criteria: Where any matter, requirement, procedure, or condition relevant to this procurement is not expressly provided for in this RFP, the applicable provisions of the Standard Request for Proposals (SRFP) for Consulting Services (Above Nu. 1 million) shall apply, to the extent consistent with the nature and requirements of this procurement.

Section 3: Technical Proposal - Standard Forms

Form TECH-1: Technical Proposal Submission Form

The Director,
Department of Digital Transformation,
GovTech Agency, Thimphu, Bhutan

Dear Sir/Madam,

We, the undersigned, offer to provide consulting services for Digital Strategy Development for Government Capabilities in accordance with your Request for Proposals dated **2nd September 2026**. We submit our proposal under the **[Select one: Consulting Firm / Individual Consultant]** structure.

We hereby declare that:

- All information and statements made in this proposal are true and correct, and we accept that any misrepresentation may lead to our disqualification.
- Our proposal shall remain valid and binding upon us for sixty (60) days from the submission deadline specified in Data Sheet Clause 7.1.
- We have no conflict of interest in accordance with **ITC Clause 2** and meet all eligibility criteria outlined in **ToR Section 10**.
- We confirm our understanding to abide by RGoB policies regarding Fraud and Corruption per **ITC Clause 4**.
- We undertake to negotiate a contract based on the proposed Key Professional Staff (Lead Researcher and ICT Business Analyst). Key Expert substitutions for reasons other than those provided in **ITC Clauses 14.4 and 29** will lead to the termination of contract negotiations.
- Our Technical Proposal contains financial proposals. We understand that password-protected Financial Proposals (in a separate folder) will be requested only if our technical score reaches or exceeds 80 out of 100 points.

Yours sincerely,

Name and Title of Signatory:

Name of Firm or Lead Individual Consultant:

Address and Contact Information:

Form TECH-2: Bidders' Mandatory Eligibility Documents Checklist

Bidders must complete the compliance checklist below and attach all supporting verification documents. The consulting firm's profile documentation [Eligibility items 1-4 reflected in table below] is reviewed on a non-scored Pass/Fail basis to verify legal eligibility prior to technical scoring.

SN	Mandatory Eligibility Item	Consultant Firm(s) Requirement	Individual Consultant Requirement	Points Allocated	Verification Status
1	Legal Registration	Valid Trade License / Registration Certificate.	Copy of Citizen ID	0 Points (Pass/Fail)	Pass / Fail
2	Tax Clearance	Valid Tax Clearance Certificate.	NA	0 Points (Pass/Fail)	Pass / Fail
3	Debarment Status	Signed declaration confirming non-exclusion & debarment under PRR 2025.	Signed declaration of non-exclusion & debarment by both experts.	0 Points (Pass/Fail)	Pass / Fail
4	Lead Researcher Threshold	Indicative qualification & experience requirement - refer TOR Section 5.1	Indicative qualification & experience requirement - refer TOR Section 5.1	Stage 1 (refer Annex-A: Section 2 & 3)	Assessed
5	ICT Business Analyst Threshold	Indicative qualification & experience requirement - refer TOR Section 5.2	Indicative qualification & experience requirement - refer TOR Section 5.2	Stage 1 & 4 (refer Annex-A: Section 2, 3 & 7)	Assessed

Form TECH-3: Key Personnel Curriculum Vitae

Bidders must submit detailed CVs for the two mandatory Key Professional Staff roles. Alternative candidates for these roles are not permitted.

Staff Position Title	[Select: Lead Researcher OR ICT Business Analyst]
Name of Expert:	<i>[Insert Full Name]</i>
Education & Qualifications:	<i>[List degrees, educational institutions, graduation years, and professional certifications]</i>
Employment Record:	<i>[List relevant positions in reverse chronological order, including employer, client contact info, and key responsibilities]</i>

Relevant Technical Experience

Bidders must outline specific project experience (for Lead Researchers & Business Analysts) demonstrating technical alignment with the Terms of Reference:

Duration	Project Name & Client	Assigned Role	Specific Technical Deliverables Produced
<i>[e.g., 2023–2024]</i>	<i>[Enterprise Architecture Review, MoF Bhutan]</i>	<i>[Lead Business Analyst]</i>	<i>[Mapped 14 core financial processes, authored API specs, designed target GEA-F architecture]</i>
<i>[e.g., 2021–2022]</i>	<i>[Public Sector Digital Assessment, RGoB]</i>	<i>[Lead Strategy Researcher]</i>	<i>[Executed desk reviews, conducted 40+ interviews, formulated 3-year digital roadmap]</i>

Certification

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes my qualifications, experience, and availability to perform the assignment. I understand that any misstatement or misrepresentation may lead to my disqualification.

Signature of Expert: _____ Date: _____

Signature of Authorized Representative: _____ Date: _____

Form TECH-4: Description of Approach, Methodology, and Work Plan

Bidders must submit a comprehensive and detailed Approach, Methodology (Full Technical Proposal), and Work Plan to execute the assignment. For more details, refer to the **Term of Reference (ToR) - Section 15.2**.

Form TECH-5: Work Schedule, Deliverable Timelines, and Team Composition

Bidders must structure their operational timeline across the standard four-month delivery window per capability assignment.

Deliverable Schedule

Deliverable & Description	Month 1	Month 2	Month 3	Month 4	Primary Responsible Key Expert

Team Composition and Task Assignments

Expert Name	Nominated Role	Staff Type	Core Tasks & Deliverable Allocations	Staff Input
<i>[Nominee Name]</i>	Lead Researcher	Key Professional Staff	Project leadership, desk research triangulation, agency consultations, current state synthesis, strategy drafting, roadmap formulation.	4.0 Months (Full-time)
<i>[Nominee Name]</i>	ICT Business Analyst	Key Professional Staff	Systems inventory baseline, infrastructure analysis, process re-engineering, GEA-F target solution design, interoperability specs ² .	4.0 Months (Full-time)
<i>[Optional]</i>	<i>[e.g.,</i>	Non-Key	Specialist input on change	<i>[As</i>

<i>Nominee]</i>	<i>Enterprise Architect / Change Specialist]</i> [cite: 2]	Expert (Optional)	management dynamics, domain-specific architecture, or specialized technical validation.	<i>proposed]</i>
-----------------	---	-------------------	---	------------------

Section 4: Integrity Pact

Form TECH-6: Integrity Pack

General Provisions

Whereas the Head of the Department of Digital Transformation, GovTech Agency, Royal Government of Bhutan (hereinafter referred to as the **Employer**) on one part, and **[Name of Consulting Firm or Lead Individual Consultant]** (hereinafter referred to as the **Bidder**) on the other part hereby execute this Integrity Pact.

This Integrity Pact constitutes an integral component of the RFP document and resulting contract, binding both corporate and individual signees upon signature.

Objectives and Scope

This Integrity Pact aims to eliminate all forms of corruption, fraudulent practices, collusive arrangements, and coercive behaviors by establishing a transparent, uninfluenced bidding process and contract administration environment. It serves to:

1. Enable the Employer to procure required strategy consulting services at a competitive, market-justified price in full compliance with defined specifications.
2. Enable Bidders (whether corporate entities or individual partnerships) to abstain from bribing or engaging in corrupt practices by providing explicit assurance that competitors are bound by identical ethical constraints.

Commitments of the Employer

The Employer commits itself to the following institutional controls:

1. No official of the employer connected directly or indirectly with the procurement or contract administration will demand, accept, or promise for themselves or third parties any bribe, gift, favor, or material/immaterial advantage in exchange for an undue advantage.
2. All officials involved in evaluation or oversight shall formally declare any conflict of interest. Any official possessing a personal or financial interest in a bidding entity shall recuse themselves from proceedings.

3. Any reported or suspected breach of integrity by Employer officials shall initiate formal administrative, disciplinary, and legal proceedings under the laws of Bhutan.

Commitments of Bidders

The Bidder commits to taking all necessary measures to prevent corrupt activities throughout the procurement and contract execution phases:

1. The Bidder shall not offer, directly or through intermediaries, any bribe, gift, fee, commission, or inducement to any official of the Employer connected to the procurement process.
2. The Bidder shall not collude with other prospective bidders to distort competition, manipulate pricing, or restrict market entry.
3. The Bidder shall report any observed or suspected breach of this Integrity Pact by Employer officials or competing bidders directly to the Head of the Procuring Agency or the Anti-Corruption Commission of Bhutan.

Sanctions and Enforcement

Any breach of these integrity provisions by the Bidder or its personnel shall subject the entity or individual to administrative sanctions under RGoB Debarment Rules, forfeiture of procurement rights, contract cancellation, and criminal prosecution under Chapter 4 of the Anti-Corruption Act of Bhutan 2011.

The parties hereby execute this Integrity Pact at Thimphu, Bhutan, on this _____ day of _____, 2026.

EMPLOYER: Head of Procuring Agency / Designated Official

CID: _____

Signature: _____

BIDDER: Authorized Firm Representative / Individual Consultant Representative

CID / Business Registration: _____

Signature: _____

Section 5: Financial Proposal - Instructions & Standard Forms

Submission Guidelines for Password-Protected Financial Bids

Financial proposals must be submitted with the initial technical proposal (refer **ToR Section 15.3**). Bidders who achieve or exceed the minimum qualifying technical score threshold of 80 out of 100 points across the five technical verification stages will be formally notified in writing and requested for password to open the financial proposal (submitted in a separate folder).

Financial proposals must be itemized in Bhutanese Ngultrum (BTN) using Standard Forms FIN-1 and FIN-2. Proposed fees represent an all-inclusive lump-sum ceiling per capability Work Order, covering Key and Non-Key Expert remuneration, other expenses, and all applicable national tax liabilities.

Financial Evaluation & Swiss Challenge Mechanism

Because this procurement utilizes Mix-Mode Quality-Based Selection under a standing Panel arrangement, financial proposals are evaluated and negotiated to ensure cost uniformity and value-for-money across all selected panel members [refer **Annex A: Evaluation Criteria - Section 10**].

Standard Financial Forms

Form FIN-1: Financial Proposal Submission Form

The Director,
Department of Digital Transformation
GovTech Agency, Thimphu, Bhutan

Dear Sir/Madam,

We, the undersigned, offer to provide consulting services for Digital Strategy Development for Government Capabilities in accordance with your Request for Proposals dated **2nd September, 2026** and our Technical Proposal.

Our attached Financial Proposal is for the lump-sum amount of **BTN [Insert Amount in Figures] (Ngultrum [Insert Amount in Words])**, inclusive of all remuneration, other expenses, and applicable national taxes. This total matches the summary figure presented in Form FIN-2.

We confirm our understanding of the Financial Evaluation and Swiss Challenge Negotiation Mechanism set forth in **Annex-A: Evaluation Criteria - Section 10**. We accept that should our bid be qualified, Panel admission will be contingent upon our written agreement to deliver Capability Work Orders at the Determined Final Bid Price established by GovTech Agency.

Our Financial Proposal shall remain binding upon us for sixty (60) days from the bid submission deadline. We confirm that no commissions or gratuities have been paid or are to be paid by us to third parties in connection with this proposal.

Yours sincerely,

Authorized Signature:

Name and Title: _____

Name of Firm / Lead Individual Consultant: _____

Form FIN-2: Cost Breakdown (Remuneration and Other Expenses)

Cost Component	Proposed Cost (BTN)	Notes & Requirements
1. Key Expert Remuneration	<i>[Insert Subtotal]</i>	Total remuneration for Lead Researcher (4.0 Months) and ICT Business Analyst (4.0 Months).
2. Non-Key Expert Remuneration	<i>[Insert Subtotal]</i>	Total remuneration for optional support experts proposed under TECH-5.
3. Other Expenses	<i>[Insert Subtotal]</i>	Travel, stakeholder workshops, document printing.
4. Applicable National Taxes	<i>[Insert Subtotal]</i>	All tax liabilities, duties, and withholding taxes under RGoB tax laws.
TOTAL COST OF FINANCIAL PROPOSAL	BTN [Insert Total]	Must match total in Form FIN-1.

Section 6: Terms of Reference (ToR) & Evaluation Criteria Cross-Reference

Framework Integration & Scope Summary

Consulting firms and individual consultant partnerships must execute assignments in compliance with the Terms of Reference (ToR) and capability descriptions in Annex-B1 for submitting bids in this tender. For the sample capability provided [Annex-B1] consultants [firm/individual] shall submit methodologies & approach covering scope of work (refer **ToR - Section 3.1, 3.2, 3.3 & Section 15.2**)

Technical Evaluation Scoring Breakdown

Technical evaluation is governed by criteria(s) detailed in **Annex-A: Evaluation Criteria**, assigning 100% of technical marks across five distinct verification stages. Firm profiles carry **ZERO (0) points**, ensuring complete parity between firms and individuals.

Deliverable Timelines and Milestone Payment Schedule

Work Order payments are output-based and strictly linked to formal sign-off by the Digital Strategy Review Committee (DSRC). Payment releases are tied to the following deliverable schedule:

Contractual performance is monitored continuously. Under Section 8.1 of the ToR, any consultant entity or individual partnership failing to meet review expectations for two consecutive bi-weekly assessments without valid justification will receive formal notice and face contract termination and removal from the Panel arrangement.