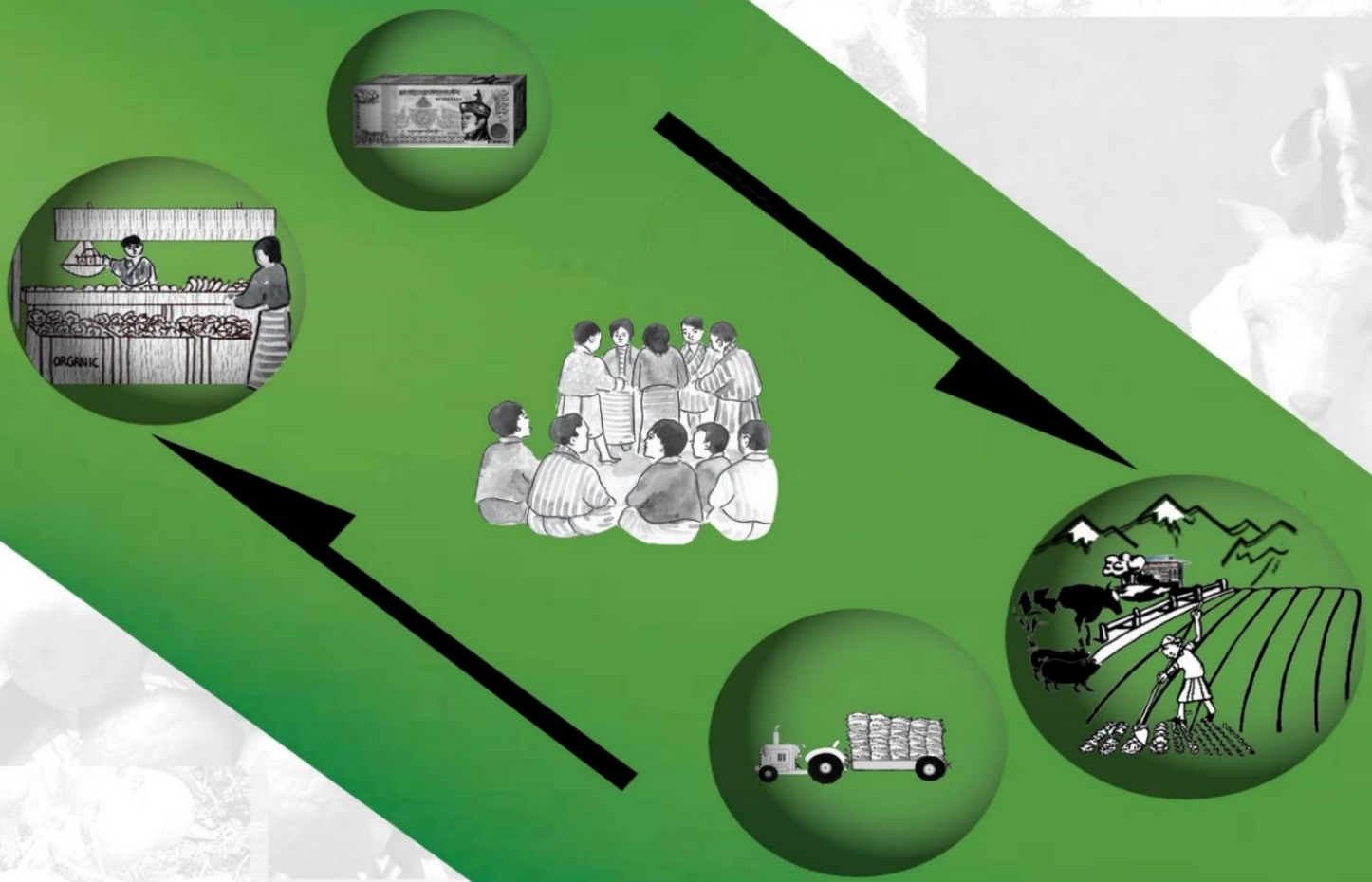




COMPETENCY BASED FRAMEWORK FOR MARKETING OFFICERS



Department of Agricultural Marketing and Cooperatives
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Abbreviations

AWPB	Annual Work Plan and Budget
B-Coop	Bhutan Cooperatives
CBF	Competency Based Framework
Coop	Cooperatives
DAMC	Department of Agricultural Marketing and Cooperatives
EI	Emotional Intelligence
EQ	Emotional Quotient
FG	Farmer Group
FGD	Focus Group Discussion
HQ	Headquarter
HRD	Human Resource Development
HRD	Human Resource Division
ICT	Information and Communication Technology
KSA	Knowledge, Skills, and Abilities
LTT	Long Term Training
MoAF	Ministry of Agriculture and Forests
NGO	Non-Governmental Organization
OJT	On Job Training
PRR	Policy, Rules, and Regulations
RCSC	Royal Civil Service Commission
RNR	Renewable Natural Resources
RO	Regional Office
SOE	State Owned Enterprise
SOP	Standard Operating Procedure
STT	Short Term Training
TAT	Turnaround Time
TNA	Training Needs Analysis

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1 Background

1.1 About the department

To cater to the needs of the rapid transition of the agricultural sector from a primarily subsistence to a major market economy and to strengthen the Ministry of Agriculture and Forests (MoAF) to effectively implement the Cooperative (Amendment) Act of Bhutan 2009, the Department of Agricultural Marketing and Cooperatives (DAMC) was established in October 2009. Further, in view of the growing importance of marketing in the RNR sector, the RCSC in January 2022, approved additional mandates and new organogram for the department. The department has three divisions viz., Cooperatives Development Division, Market Development Division, and Market Research and Information Division. The department also has a RNR Enterprise Development Coordination Unit. For outreach and faster service delivery, the department has two regional offices (Mongar and Gelephu), Agricultural Marketing Facilitation Office (Phuntsholing), and Dzongkhag Marketing Officers.

1.2 Vision and Mission of the department



Figure 1. Vision and Mission of the department

1.3 Core Values

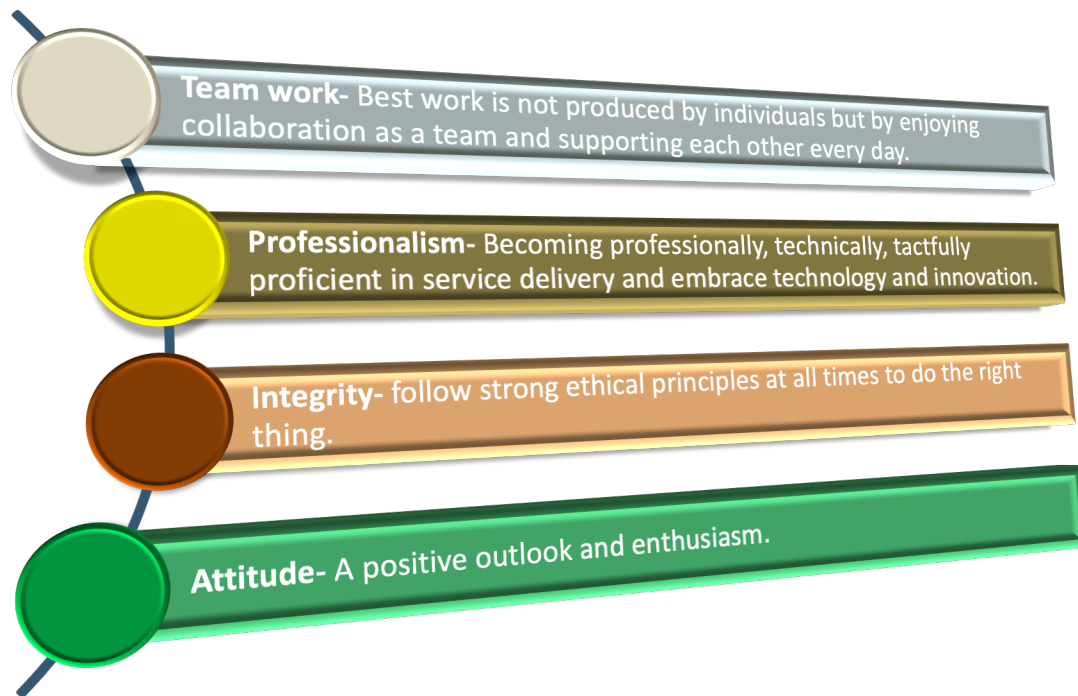


Figure 2. Core values of the department

1.4 Core Functions

- 1.4.1. Study, review and analyze policies and rules and regulations that impact agriculture marketing and agribusiness to create an enabling environment for robust private sector involvement, growth of farmer groups and cooperatives investment in the RNR sector.
- 1.4.2. Spearhead market-led production through enhanced market research, intelligence, production advisories as per market dynamics, incentive schemes, and market development.
- 1.4.3. Improve economic efficiency and viability of RNR production and marketing through organization and development of farmers group and cooperatives.
- 1.4.4. Support economic and social empowerment of farmers groups and cooperatives by improving internal co-operative governance and management, enhancing business efficiency, diversification and expansion of businesses.
- 1.4.5. Establish efficient and effective marketing systems to promote domestic and export markets through facilitation, networking and development of market infrastructure.

- 1.4.6. Facilitate and promote establishment and growth of viable agribusinesses in the private sector through enterprise development mandate of the Ministry.
- 1.4.7. Provide direct support to producers through incentive scheme for market-led RNR production.
- 1.4.8. Build institutional linkages with relevant national and international agencies involved in the areas of food processing, market research, marketing of produce and cooperatives development.
- 1.4.9. Oversee the management of Dzongkhag/Thromde markets through formation and spearheading of management committee/board.
- 1.4.10. Recommend import of RNR produce based on the scarcity and availability of local production.
- 1.4.11. Promote adoption of new post-harvest and value addition technologies for market-oriented ventures.
- 1.4.12. Advocate on the pricing of RNR commodities.

2 Competency-Based Framework for Marketing Officers

2.1 Introduction

The Competency-based Framework (CBF) development for the Marketing Officer is a more structured, targeted and exhaustive approach of capacity development initiative. It will assist agencies in envisioning competency requirements to enhance various human resource functions, particularly in areas such as performance management, succession planning, talent management, and career progression.

The CBF is initiated with the aim to cultivate the culture of identifying competency needs of employees, assisting continuous development, and professionalizing civil servants to deliver responsibilities effectively and enhancing efficiency. The framework will set the direction for capacity development of Marketing Officers at different proficiency levels aligning to its job responsibilities. This will ensure that the HRD budget mobilization and utilization is aligned with the overall vision, mission and mandate of the organization.

2.2 Purpose

The CBF highlights the knowledge, skills and abilities required for Marketing Officers to achieve a high level of professional competence and deliver the highest standard services.

2.3 Aim

Build a fraternity of Marketing Officers who are highly knowledgeable, skillful and competent in delivering efficient and effective services of the highest standard.

2.4 Objectives

- 2.4.1 To ensure alignment / right person for the job.
- 2.4.2 To assure career progression and succession planning.
- 2.4.3 To invest in trainings relevant to the department, ensuring sustainability of resources.
- 2.4.4 To guide the HRD plan of the department and the ministry.
- 2.4.5 To draw clarity on the mandates of the department.

2.5 Framework Development Processes

The development of the framework involved identifying role profiles, competency areas, key competencies, behavioral indicators, and proficiency levels through a rigorous, consultative, and inclusive process with key stakeholders.

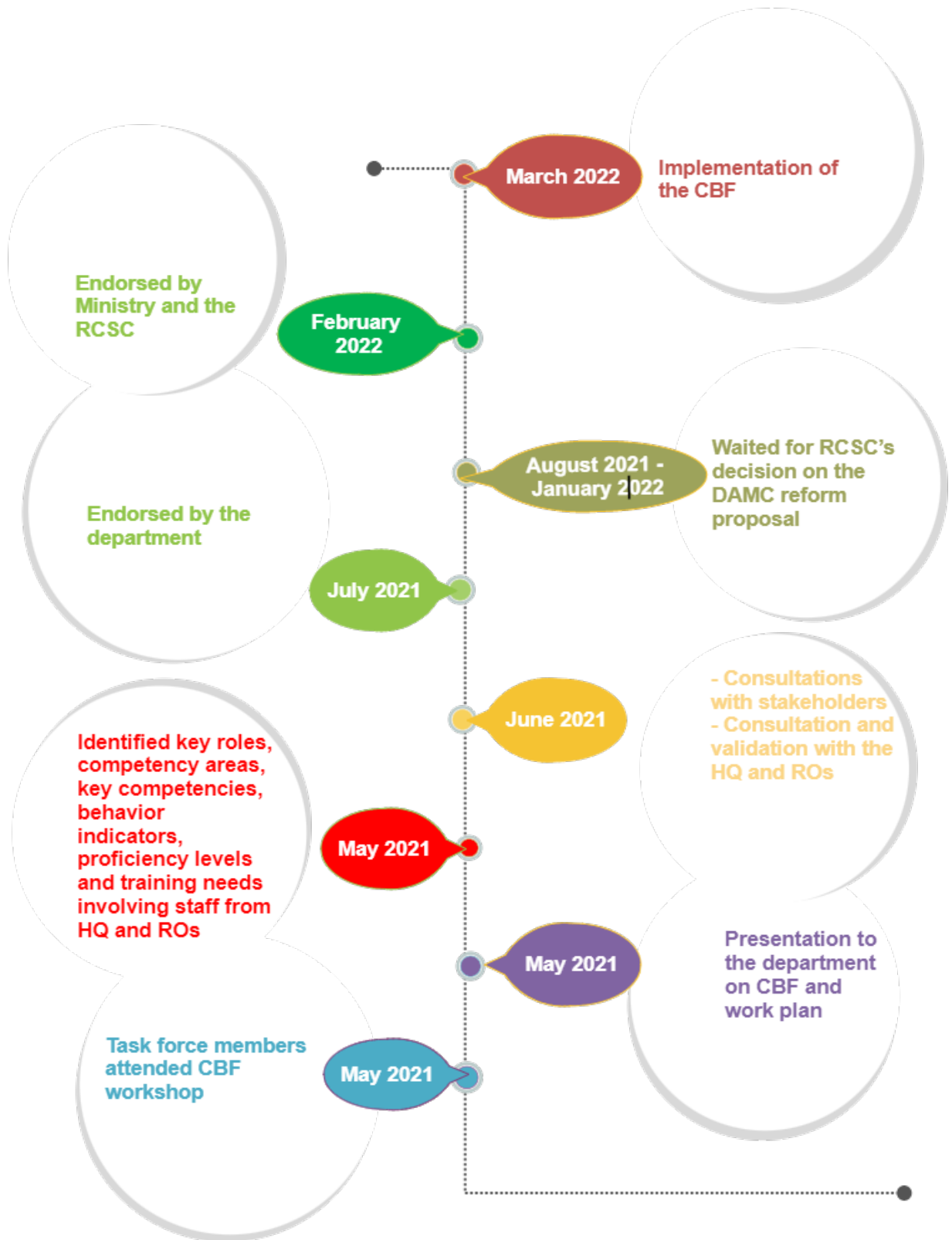


Figure 3: CBF development process

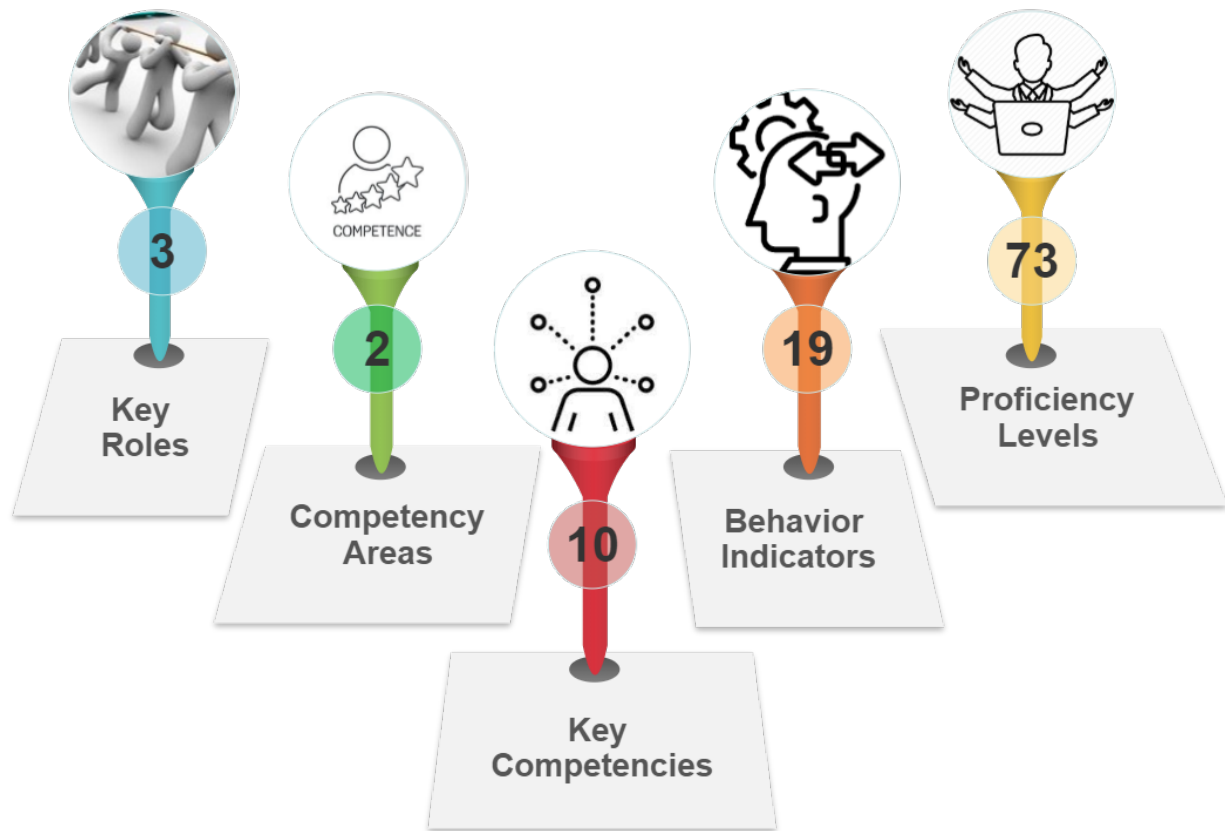


Figure 4. Components of CBF

2.6 Structure

The CBF structure is overview of the key roles, competency areas and key competencies required for the Marketing Officers. As evident from the pie chart, there are three key roles, two competency areas and 10 key competencies; eight for the technical expertise and two for the leadership and management, which are common for all the three key roles.



Figure 5: Overview of CBF of Marketing Officers

2.6.1 Identification of Key Role

The key role is an organized set of behaviors that are crucial to achieve the current and future goals of the DAMC. Following are the key roles expected to be performed by the Marketing Officers:



Figure 6: The three key roles of Marketing Officer

2.6.1.1 Description of Role Profile

The role profile is the description of roles that Marketing Officers are expected to demonstrate in achieving the outcomes of the DAMC. It defines outcomes and competencies for an individual role. It concentrates on outcomes rather than duties, which provides better guidance than a job description on expectations. It does not constrain Marketing Officers to carry out a prescribed set of tasks.

Table 1: Role Profile of Marketing Officer

Sl. No.	Key Role	Role Description
1	Marketing Analyst	<ol style="list-style-type: none"> 1. Provide appropriate recommendations to actors involved across the value chain of RNR commodities. 2. Carry out effective feasibility studies to establish market infrastructures, enterprise development, and agribusiness. 3. Conduct market studies for major markets and RNR commodities.
2	Marketing Partner	<ol style="list-style-type: none"> 1. Strengthen FG and Coop. to upscale production and for viable business opportunities. 2. Promote agribusiness, aggregators, and enterprise development towards value addition to the RNR produces. 3. Facilitate domestic and international trade of RNR produce and products. 4. Sensitize and advocate acts, policies, plans and market information. 5. Advocate on the pricing of RNR commodities.

3	Strategic Planner	<ol style="list-style-type: none"> 1. Review and update relevant PRR, SOPs, TATs. 2. Develop project proposals to secure new and additional resources. 3. Provide avenues for coordination, collaboration, consolidation of plans and programs to agencies (government departments, SOEs, NGOs, Aggregators, private entities) concerned for effective marketing services. 4. Engage implementing agencies for the development of plans and programs. 5. Effective conduct of monitoring and evaluation of works executed by stakeholders- farmer groups, cooperatives, entrepreneurs, Aggregators, enterprises to ensure planned works are implemented. 6. Review of annual plans and programs to avoid duplication in resource allocation and for effective implementation of activities.
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2.6.2 Identification of Competency Areas

The competency area is the clustering of key competencies by related behavior and functions of each role. It comprises a set of Knowledge, Skills and Abilities (KSA) that result in essential behaviors expected from Marketing Officers. The framework has identified two competency areas as follows: -

Table 2: Competency Areas for Marketing Officers

Sl. No.	Key Role	Competency Area
1	Marketing Analyst	1.1 Technical Expertise
		1.2 Leadership and Management
2	Marketing Partner	2.1 Technical Expertise
		2.2 Leadership and Management
3	Strategic Planner	3.1 Technical Expertise
		3.2 Leadership and Management

2.6.3 Identification of Key Competencies

The key competency is an observable behavior that indicates the presence of the particular competency. Generally, it is broadly divided as core competency, leadership competency and technical or functional competency. The framework has identified 10 key competencies; eight for technical expertise and two for the leadership and management, which are common for all the three key roles as presented as below: -

Table 3: Key Competencies for the Marketing Officers

Sl. No.	Key Role	Competency Area	Key Competencies
1	Marketing Analyst	1.1 Technical Expertise	1.1.1 Research
			1.1.2 Analytical
			1.1.3 ICT proficiency
2	Marketing Partner	2.1 Technical Expertise	2.1.1 Economics and business knowledge
			2.1.2 Facilitation
			2.1.3 Training and mentoring
3	Strategic Planner	3.1 Technical Expertise	3.1.1 Planning
			3.1.2 Resource mobilization
4.	Common	4.1 Leadership and Management	4.1.1 Interpersonal skills
			4.1.2 Coaching and mentoring

2.6.4 Identification of Behavioral Indicators

The Behavioral Indicators is the description of competencies based on various proficiency levels. It outlines a collection of desired and observable motives, traits and behaviors when executing or carrying out the assigned task. It serves as a tool to guide evaluations of employee performance. The framework has identified 19 behavioral indicators.

Table 4: Behavioral Indicators of the Marketing Officers

Competency Area	Key Competency	Behavior Indicators
Key Role 1: Marketing Analyst		
1.1 Technical Expertise	1.1.1 Research skills	1.1.1.1 Conducts research to make informed decisions
		1.1.1.2 Enhances quality of research findings with knowledge on RNR marketing

	1.1.2 Analytical skills	1.1.2.1 Resolves problems and issues for RNR marketing using analytical skills
		1.1.2.2 Develops mitigation plans for market distortions through market intelligence skills
	1.1.3 ICT proficiency	1.1.3.1 Possesses profound ICT competencies to adapt to the rapid changing environment to increase productivity of the organization
Key Role 2: Marketing Partner		
2.1 Technical Expertise	2.1.1 Economics and business knowledge	2.1.1.1 Promotes FGs, Coops, agribusiness, enterprise, and facilitates marketing of RNR commodities in domestic and export markets using in depth knowledge on economics and business administration
	2.1.2 Facilitation skills	2.1.2.1 Creates conducive environment for facilitation of business linkages between parties to provide avenue for RNR trade
		2.1.2.2 Manages difficult situations within stakeholders and identify a common solution ensuring win-win situation
	2.1.3 Training and mentoring	2.1.3.1 Conducts trainings to educate entities on cooperative management, agribusiness, enterprise, and RNR marketing
		2.1.3.2 Mentors entities engaged in FGs, Coops, aggregators, enterprise, agribusiness, and RNR marketing to improve the economic viability of the venture
	Key Role 3: Strategic Planner	
3.1 Technical Expertise	3.1.1 Planning skills	3.1.1.1 Develops policies to create enabling environment for RNR marketing

		3.1.1.2 Develops strategic plans to achieve the goals and objectives of the department.
		3.1.1.3 Conducts effective monitoring and evaluation of programs to assess the usage of resources for strategic planning.
	3.1.2 Resource Mobilization	3.1.2.1 Plans effectively the plans and programs, adhering to department's goals and objectives, to attract the investment to ensure sustainable investment in RNR marketing sector
		3.1.2.2 Manages resources effectively and efficiently to implement plans and programs to achieve intended outcomes of the department
Common		
4.1 Leadership and Management	4.1.1 Interpersonal skills	4.1.1.1 Leverages working relationships with multi sectoral stakeholders to build a strong network to build organizational rapport with stakeholders.
		4.1.1.2 Conducts meetings and seminars with stakeholders to review the trends of RNR marketing to ensure coordinated approach in marketing services
		4.1.1.3 Demonstrates to work in a team to maximize individual strength leading to a workplace that is efficient, dynamic, and productive
	4.1.2 Coaching and mentoring	4.1.2.1 Demonstrates skills to unleash the maximum potential of the employees to enhance the performance of the department

2.6.5 Classification of Proficiency Levels

The proficiency level is categorized based on the level of expertise. It describes the levels of a competency required to perform a specific job successfully. There is a progression of proficiencies at each level. The proficiency level of a Marketing Officer is categorized into four levels as i) Entry (P5-P4), ii) Intermediate (P3) and iii) Experienced (P2) and iv) Advanced (P1). The framework has identified 19 behavioral indicators across four levels of proficiency.

The proficiency will enable individual officials to distinguish the type of competencies expected in their career path, which will give them an opportunity to enhance competency in achieving current as well future career goals. As the officials in position levels of P5 and P4 play similar roles, their proficiency levels are merged together. Further, the proficiency level will set a benchmark for the recruitment and deployment. The proficiency levels of each key competency are detailed below:

Table 5: Proficiency levels of Marketing Officers

Key Role 1: Marketing Analyst			
Competency Area: 1.1 Technical Expertise			
Key Competency: 1.1.1 Research skills			
Behavior Indicator: 1.1.1.1 Conduct research to make informed decisions			
<i>Entry (P5-P4)</i>	<i>Intermediate (P3)</i>	<i>Experienced (P2)</i>	<i>Advanced (P1)</i>
Understands basic research methodologies	Identifies potential research issues and conduct thematic studies	Ensures integrity, accuracy, and completeness of research finding in compliance with best international research practices	Advises on the advanced research statistical modelling concept, and interprets and communicates research findings to policy makers
Behavior Indicator: 1.1.1.2 Enhances quality of research finding with knowledge on RNR marketing			
Enhances quality of research findings with knowledge on RNR marketing	Possesses knowledge on RNR marketing to enhance quality research findings	Possesses adequate knowledge on RNR marketing to enhance quality research findings	Exhibits complete knowledge on RNR marketing

Key Competency: 1.1.2. Analytical skills			
Behavior Indicator: 1.1.2.1. Resolves problems and issues for RNR marketing using analytical skills			
Collects information for analysis to resolve problems and issues for RNR marketing	Does in depth analysis to resolve problems and issues in RNR marketing	Does in depth analysis to resolve problems and issues in RNR marketing	Recommend innovative ideas and tools to enhance analytical skills of staff and excels in solving problems using analytical skills for issues pertaining to RNR marketing
Behavior Indicator: 1.1.2.2 Develops mitigation plans for market distortions through market intelligence skills			
Understands market intelligence skills to develop mitigation plans	Develops mitigation plans through market intelligence skills	Develops mitigation plans through market intelligence skills	Anticipates RNR market distortions and recommends innovative ideas and best practices to address such market failures
Key Competency: 1.1.3 ICT Proficiency			
Behavior Indicator: 1.1.3.1 Possesses profound ICT competencies to adapt to the rapid changing environment to increase productivity of the organization			
Demonstrates knowledge on ICT applications.	Demonstrates applications of ICT knowledge and skills in data management and analysis	Demonstrates applications of ICT knowledge and skills in data management and analysis	Demonstrates applications of ICT knowledge and skills in data management and analysis
Key Role 2: Marketing Partner			
Competency Area: 2.1. Technical Expertise			
Key Competency: 2.1.1. Economics and business knowledge			
Behavior Indicator: 2.1.1.1 Promotes FGs, Coops, agribusiness, enterprise, and facilitate marketing of RNR commodities in domestic and export markets using in-depth knowledge on economics and business administration			
<i>Entry (P5-P4)</i>	<i>Intermediate (P3)</i>	<i>Experienced (P2)</i>	<i>Advanced (P1)</i>
Possesses knowledge on economics and business administration	Advises entities on FGs, Coops, agribusiness and enterprise, and RNR marketing exhibiting	Advises entities on FGs, Coops, agribusiness and enterprise, and RNR	Guides the department on way forward of FGs, Coops, agribusiness,

	profound knowledge on economics and business administration	marketing exhibiting profound knowledge on economics and business administration	enterprise, and RNR marketing
Key Competency: 2.1.2. Facilitation skills			
Behavior Indicator: Creates conducive environment for facilitation of business linkages between parties to provide avenue for RNR trade			
Assists coordination of business deals and linkages for both domestic and international parties for effective marketing of RNR produces and products.	Coordinates business deals and linkages for both domestic and international parties for effective marketing of RNR produces and products	Coordinates business deals and linkages for both domestic and international parties for effective marketing of RNR produces and products	Reviews and provides critical recommendations on business deals and linkages
Behavior Indicator: 2.1.2.2. Manages difficult situations within stakeholders and identify a common solution ensuring win-win situation			
Identifies difficult situations/issues within stakeholders	Assists in managing difficult situations/issues within stakeholders	Manages difficult situations within stakeholders and identify a common solution ensuring win-win situation	Manages difficult situations within stakeholders and identify a common solution ensuring win-win situation
Key Competency: 2.1.3. Training and mentoring			
Behavior Indicator: 2.1.3.1. Conducts trainings to educate entities on cooperative management, agribusiness, enterprise, and RNR marketing			
Understands the concept and design training modules	Designs modules and conducts trainings	Designs modules and conducts trainings	Reviews and guide in development of modules for further improvement of the modules
Behavior Indicator: 2.1.3.2. Mentors entities engaged in FG, Coop, enterprise, agribusiness, and RNR marketing to improve the economic viability of the venture			
Identifies entities for	Mentors entities engaged in FGs, Coops,	Mentors entities engaged in FGs,	Reviews performance of the

mentorship programmes	enterprise, agribusiness, and RNR marketing for economic viability	Coops, enterprise, agribusiness, and RNR marketing for economic viability	mentorship program and recommends critical interventions for improvement
Key Role 3: Strategic Planner			
Competency Area: 3.1. Technical Expertise			
Key Competency: 3.1.1. Planning skills			
Behavior Indicator: 3.1.1.1. Develops policies to create enabling environment for RNR marketing			
<i>Entry (P5-P4)</i>	<i>Intermediate (P3)</i>	<i>Experienced (P2)</i>	<i>Advanced (P1)</i>
Understands and advocates relevant acts, policies, rules and regulations of the department	Possesses abilities to develop policies to create enabling environment for RNR marketing	Possesses abilities to analyze the policies to create enabling environment for RNR marketing	Reviews acts, policies, rules and regulations and ensures implementations to create enabling environment for RNR marketing
Behavior Indicator: 3.1.1.2. Develops strategic plans to achieve the goals and objectives of the department			
Knows the planning process	Assists in developing strategic plans and programs to achieve the goals and objectives of the department.	Develops strategic plans and programs to achieve the goals and objectives of the department.	Reviews the plans of the division/department and develops innovative plans and program for the department
Behavior Indicator: 3.1.1.3. Conducts effective monitoring and evaluation of programs to assess the usage of resources for strategic planning			
Possesses abilities to compile required information for monitoring and evaluations	Conducts effective monitoring and evaluation of programs to assess the usage of resources for strategic planning.	Conducts effective monitoring and evaluation of programs to assess the usage of resources for strategic planning.	Reviews and provides critical recommendations on monitoring and evaluations

Key Competency: 3.1.2. Resource Mobilization			
Behavior Indicator: 3.1.2.1. Plans effectively the plans and programs, adhering to department's goals and objectives, to attract the investment to ensure sustainable investment in RNR marketing sector			
Understands the budgeting and resource allocations process	Develop innovative plans and programs to attract the investment	Develop innovative plans and programs to attract the investment	Reviews and recognizes innovative plans and programs to attract the investments
Behavior Indicator: 3.1.2.2. Manages resources effectively and efficiently to implement plans and programs to achieve intended outcomes of the department			
Utilizes available resources to implement plans and programs to achieve intended outcomes	Identifies cost saving measures and judiciously uses the resources to achieve the intended outcomes	Identifies cost saving measures and judiciously uses the resources to achieve the intended outcomes	Promote stewardship of resources and develop strategies for effective implementation of plans and programs to achieve the intended outcomes
Common Competency Areas for the three Key Roles			
Competency Area: 4.1 Leadership and Management			
Key Competency: 4.1.1 Interpersonal skills			
Behavior Indicator: 4.1.1.1 Leverages working relationships with multi-sectoral stakeholders to build a strong network to build organizational rapport with stakeholders			
<i>Entry (P5-P4)</i>	<i>Intermediate (P3)</i>	<i>Experienced (P2)</i>	<i>Advanced (P1)</i>
Possesses abilities to work with diverse stakeholders	Builds and maintains effective professional relationship with stakeholders	Builds and maintains effective professional relationship with stakeholders	Engages stakeholders through coordination, consolidation of plans and programs, and in collaborative approach to develop national level RNR marketing services.
Behavior Indicator: 4.1.1.2 Conducts meetings and seminars with stakeholders to review the trends of the RNR marketing services			
Assists in the conduct of meetings and	Conducts meetings and seminars with stakeholders to review	Conducts meetings and seminars with stakeholders to	Guide and ensure smooth conduct of meetings and

seminars with the stakeholders	the trends of RNR marketing	review the trends of RNR marketing	seminars with stakeholders
Behavior Indicator: 4.1.1.3 Demonstrates the work in a team to maximize individual strength leading to a workplace that is efficient, dynamic, and productive			
Possess skills to work in team	Demonstrates high team spirit to maximize individual strength leading to a workplace that is efficient, dynamic, and productive.	Demonstrates high team spirit to maximize individual strength leading to a workplace that is efficient, dynamic, and productive-skills	Provides leadership (delivery, drive, and direction) to the team
Key Competency: 4.1.2. Coaching and mentoring skills			
Behavior Indicator: 4.1.2.1 Demonstrates skills to unleash the maximum potential of the employees to enhance the performance of the department			
NA	NA	NA	Demonstrates high EI and EQ to coach and mentor staff

2.7 Training Needs Analysis

The Training Needs is the difference between desired capability and current capability. The training needs analysis (TNA) is the process of recognizing the skills gap and needs of training. It is the procedure to determine whether the training will bring out the solution to the problem. It ensures that training is targeting the correct competencies, the correct employees and the needs of the Department. The training can reduce, if not eliminate, the gap by equipping the Marketing Officers with knowledge and skills. It should be the shared responsibility of employee and Department to build and enhance their capability and competency.

The TNA is carried out in consultation with the stakeholders through interview, survey and FGD. The questionnaire consists of both closed and open-ended questions. The questionnaire is based on 19 behavioral indicators of different proficiency levels on Likert Scale of “Competent” and “Not Competent” followed by open ended questions asking the likely reasons for ‘Not Competent’ and suggest interventions to address the gap. The behavioral indicators were assessed by proficiency level to identify the performance gaps.

Table 6: Training Needs Assessment at Entry Proficiency Level (P5-P4)

Key Role 1: Marketing Analyst				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
1.1 Research	Understands basic research methodologies	Not Competent	No research academic background Non involvement	STT Job rotation
	Enhances quality of research findings with knowledge on RNR marketing	Competent		
1.2 Analytical skills	Collects information for analysis to resolve problems and issues for RNR marketing	Competent		
	Understands market intelligence skills to develop mitigation plans	Not Competent	Non involvement	OJT Job rotation
1.3 ICT proficiency	Demonstrates knowledge on ICT applications	Competent		
Key Role 2: Marketing Partner				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
2.1 Economic and business knowledge	Possesses knowledge on economics and business administration	Not Competent	No academic background No training	STT LTT
	Assists coordination of business deals and linkages for both	Competent		

2.2 Facilitation Skills	domestic and international parties for effective marketing of RNR produce and products.			
	Identifies difficult situations/issues within stakeholders	Competent		
2.3 Training and mentoring	Understands the concept and design training modules.	Not Competent	Non involvement	Job rotation
	Identifies entities for mentorship programmes.	Competent		
Key Role 3: Strategic Planning				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
3.1 Planning skills	Understands and advocates relevant acts, policies, rules and regulations of the department.	Not Competent	Minimal awareness	Orientation
	Knows the planning process.	Not Competent	Non involvement	Job rotation OJT
	Possesses abilities to compile required information for monitoring and evaluations.	Competent		
	Understands the budgeting and resource allocations process.	Not Competent	Non involvement No training	OJT

3.2 Resource mobilization	Utilizes available resources to implement plans and programs to achieve intended outcomes.	Competent		
Common Key Competency for the three Key Roles				
4.1 Interpersonal skills	Possesses abilities to work with diverse stakeholders.	Competent		
	Assists in the conduct of meetings and seminars with the stakeholders.	Competent		
	Possess skills to work in team.	Competent		

Table 7: Training Needs Assessment at Intermediate Proficiency Level (P3)

Key Role 1: Marketing Analyst				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
1.1 Research skills	Identifies potential research issues and conduct thematic studies.	Not Competent	Non involvement No training	STT LTT
	Possesses adequate knowledge on RNR marketing to enhance quality research findings.	Competent		
1.2 Analytical skills	Does in-depth analysis to resolve problems and issues in RNR marketing.	Competent		
	Develops mitigation plans through market intelligence skills.	Not competent	Inadequate skills	STT

1.3 ICT proficiency	Demonstrates applications of ICT knowledge and skills in data management and analysis.	Not Competent	Evolving ICT	STT OJT
Key Role 2: Marketing Partner				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
2.1 Economics and business knowledge	Advises entities on agribusiness and enterprise, and RNR marketing exhibiting profound knowledge on economics and business administration.	Not competent	No academic background	STT LTT
2.2 Facilitation skills	Coordinates business deals and linkages for both domestic and international parties for effective marketing of RNR produces and products.	Competent		
	Assists in managing difficult situations/issues within stakeholders.	Competent		
2.3 Training and Mentoring	Designs modules and conducts trainings.	Not competent	Non involvement	Job rotation
	Mentors entities engaged in FG, Coop enterprise, agribusiness, and RNR marketing for economic viability.	Not competent	Non involvement Inadequate skills	STT Job rotation

Key Role 3: Strategic Planner				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
3.1 Planning skills	Possesses abilities to develop policies to create enabling environment for RNR marketing.	Competent		
	Assists in developing strategic plans and programs to achieve the goals and objectives of the department.	Competent		
	Conducts effective monitoring and evaluation of programs to assess the usage of resources for strategic planning.	Competent		
3.2 Resource mobilization	Plans effectively the plans and programs, adhering to department's goals and objectives, to attract the investment to ensure sustainable investment in RNR marketing sector.	Competent		
	Identifies cost saving measures and judiciously uses the resources to achieve the intended outcomes.	Competent		
Common Key Competency for the three Key Roles				
	Builds and maintains effective professional relationship with stakeholders	Competent		

4.1 Interpersonal skills	Conducts meetings and seminars with stakeholders to review the trends of RNR marketing.	Competent		
	Demonstrates high team spirit to maximize individual strength leading to a workplace that is efficient, dynamic, and productive.	Competent		

Table 8: Training Needs Assessment at Experienced Proficiency Level (P2)

Key Role 1: Marketing Analyst				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
1.1 Research Skills	Ensures integrity, accuracy, and completeness of research finding in compliance with best international research practices.	Not Competent	No academic background Inadequate skills	STT Job rotation
	Exhibits complete knowledge on RNR marketing.	Competent		
1.2 Analytical skills / critical thinking	Does in-depth analysis to resolve problems and issues in RNR marketing.	Not competent	Inadequate skills	STT
	Develops mitigation plans through market intelligence skills.	Competent		
1.3 ICT proficiency	Demonstrates applications of ICT knowledge and skills in	Competent		

	data management and analysis.			
Key Role 2: Marketing Partner				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
2.1 Economics and business knowledge	Advises entities on agribusiness and enterprise, and RNR marketing exhibiting profound knowledge on economics and business administration.	Not Competent	No academic background	STT
2.2 Facilitation skills	Coordinates business deals and linkages for both domestic and international parties for effective marketing of RNR produces and products.	Competent		
	Manages difficult situations within stakeholders and identify a common solution ensuring win-win situation.	Competent		
2.3 Training and mentoring	Designs modules and conducts trainings.	Competent		
	Mentors entities engaged in FG, Coop, enterprise, agribusiness, and RNR marketing for economic viability.	Not competent	Non involvement Inadequate skills	STT Job rotation

Key Role 3: Strategic Planner				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
3.1 Planning skills	Possesses abilities to analyze the policies to create an enabling environment for RNR marketing.	Competent		
	Develops strategic plans and programs to achieve the goals and objectives of the department.	Competent		
	Conducts effective monitoring and evaluation of programs to assess the usage of resources for strategic planning.	Competent		
3.2 Resource Mobilization	Develop innovative plans and programs to attract the investment.	Competent		
	Identifies cost saving measures and judiciously uses the resources to achieve the intended outcomes.	Competent		
Common Key Competency for the three Key Roles				
4.1 Interpersonal skills	Builds and maintains effective professional relationship with stakeholders.	Competent		
	Conducts meetings and seminars with stakeholders to review the trends of RNR marketing.	Competent		

	Demonstrates high team spirit to maximize individual strength leading to a workplace that is efficient, dynamic, and productive-skills.	Competent		
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Table 9: Training Needs Assessment at Advanced Level (P1)

Key Role 1: Marketing Analyst				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
1.1 Research skills	Advises on the advanced research statistical modelling concept, and interprets and communicates research findings to policy makers.	Not Competent	No academic background No training Minimal application / practice	STT OJT
	Exhibits complete knowledge on RNR marketing.	Competent		
1.2 Analytical skills	Recommend innovative ideas and tools to enhance analytical skills of staff and excels in solving problems using analytical skills for issues pertaining to RNR marketing.	Competent		
	Anticipates RNR market distortions and recommends innovative ideas and	Competent		

	best practices to address such market failures.			
1.3 ICT Proficiency	Demonstrates applications of ICT knowledge and skills in data management and analysis.	Competent		
Key Role 2: Marketing Partner				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
2.1 Economic and business knowledge	Guides the department on way forward of FG, Coop, agribusiness, enterprise, and RNR marketing.	Competent		
2.2 Facilitation skills	Reviews and provides critical recommendations on business deals and linkages.	Competent		
	Manages difficult situations within stakeholders and identify a common solution ensuring win-win situation.	Competent		
2.3 Training and Mentoring	Reviews and guide in development of modules for further improvement of the modules.	Competent		
	Reviews performance of the mentorship program and recommends critical interventions for improvement.	Not Competent	No academic background	OJT STT

Key Role 3: Strategic Planning				
Key Competencies	Description of Proficiency Level	Performance (Competent / Not Competent)	Likely reason for performance gap	Competency Building Intervention
3.1 Planning skills	Reviews acts, policies, rules and regulations and ensures implementations to create enabling environment for RNR marketing.	Competent		
	Reviews the plans of the division/department and develops innovative plans and program for the department.	Competent		
	Reviews and provides critical recommendations on monitoring and evaluations.	Competent		
3.2 Resource mobilization	Reviews and recognizes innovative plans and programs to attract the investments.	Competent		
	Promote stewardship of resources and develop strategies for effective implementation of plans and programs to achieve the intended outcomes.	Competent		
Common Key Competency for the three Key Roles				
	Engages stakeholders through coordination, consolidation of plans and programs, and in	Competent		

4.1 Interpersonal skills	collaborative approach to develop national level RNR marketing services.			
	Guide and ensure smooth conduct of meetings and seminars with stakeholders	Competent		
	Provides leadership (delivery, drive, and direction) to the team.	Competent		
4.2 Coaching and Mentoring Skills	Demonstrates high EI and EQ to coach and mentor the staff.	Competent		

2.8 Short term Programs and Learning Objectives

The framework has highlighted the likely reasons for the gaps and interventions proposed above. In order to provide a capacity building program, the following are the expected learning objectives. The respective proficiency level officials will be able to achieve the objectives mentioned against each of the training.

Table 10. Short-term training (STT) programs

Entry Proficiency Level (P5-P4)			
Sl. No	Training/Intervention	Methods of Intervention	Learning Objectives
1	Policies, Rules, and Regulations: <ul style="list-style-type: none"> ● Cooperative Act 2009 ● RNR marketing policy of the kingdom of Bhutan, 2018 ● Guidelines (market infrastructure, cost sharing mechanism, cordyceps, Cooperative business development scheme, B co-op. shop etc) 	Orientation / Refreshers training	Understands relevant PRR of the department and the ministry

2	Annual Work Plan and Budget: <ul style="list-style-type: none"> • Planning process • Budgeting process 	Job rotation / OJT / Refreshers training	Knows planning and budgeting processes for effective coordination and implementation of departmental plans and programs
3	Research: <ul style="list-style-type: none"> • Basic research methodologies • Basics of data processing, tabulation and management • Software package 	STT	Understands fundamental concepts of research methodology and development
4	Domain expertise: <ul style="list-style-type: none"> • Marketing analysis • Economic analysis • E-commerce • Agro logistics 	STT	Enhance knowledge on RNR marketing
Intermediate Proficiency Level (P3)			
Sl. No	Methods of Intervention/Training Requirement	Methods of Intervention	Learning Objectives
1	Research: <ul style="list-style-type: none"> • Advanced methods and statistics • ICT tools/software usage to analyze data and research • Excel skills for data analytics and visualization 	STT	Independently undertake research- develop research questions, gather data, and analyze results using statistical methods.
2	Cooperatives development: <ul style="list-style-type: none"> • Coaching and mentoring program • Cooperative management 	STT / Job rotation	Mentors entities engaged in FG, Coop enterprise, agribusiness for RNR marketing.
3	Domain expertise: <ul style="list-style-type: none"> • Marketing analysis • Economic analysis • Value chain analysis 	STT	Instill competencies to develop RNR marketing strategy.

	<ul style="list-style-type: none"> ● Agribusiness development and management ● Supply chains analysis ● Innovation management ● E-commerce ● Agro logistics 		
4	<p>Project management:</p> <ul style="list-style-type: none"> ● Project and portfolio management ● Planning for risk, uncertainty and complexity ● Leading and managing project teams ● Executing, controlling and closing projects ● Sustainable supply chain management ● Negotiations ● Problem solving 	STT / Refreshers training	<p>Successful development of the project's procedures of initiation, planning, execution, regulation and closure.</p> <p>Guide project operations towards achieving all the agreed upon goals within the set scope, time, quality and budget standards.</p>
Experienced Proficiency Level (P2)			
Sl. No	Methods of Intervention/Training Requirement	Methods of Intervention	Learning Objectives
1	<p>Research:</p> <ul style="list-style-type: none"> ● ICT tools/software usage to analyze data and research ● Excel skills for data analytics and visualization 	STT	Critically appraise and conduct rigorous research and reach sound analytical conclusions
2	<p>Cooperatives development:</p> <ul style="list-style-type: none"> ● Coaching and mentoring program ● Cooperative management 	STT / job rotation	Mentors entities engaged in FGs, Coops, enterprise, agribusiness for RNR marketing

3	<p>Domain expertise:</p> <ul style="list-style-type: none"> ● Marketing analysis ● Economic analysis ● Value chain analysis ● Agribusiness development and management ● Supply chains analysis ● Innovation management ● E-commerce ● Agro logistics 	STT (for new recruits through lateral transfer)	Advises entities on agribusiness and enterprise, and RNR marketing exhibiting profound knowledge on economics and business administration
4	<p>Project management:</p> <ul style="list-style-type: none"> ● Project and portfolio management ● Planning for risk, uncertainty and complexity ● Leading and managing project teams ● Executing, controlling and closing projects ● Sustainable supply chain management ● Negotiations ● Problem solving 	STT / Refreshers training	<p>Successful development of the project's procedures of initiation, planning, execution, regulation and closure.</p> <p>Guide project operations towards achieving all the agreed upon goals within the set scope, time, quality and budget standards</p>
Advanced Proficiency Level (P1)			
Sl. No	Methods of Intervention/Training Requirement	Methods of Intervention	Learning Objectives
1	<ul style="list-style-type: none"> ● Meta-analysis ● Leadership development 	STT / workshop / seminar/job rotation	Prioritizes departmental programs through evidence based decisions to take the department to the next level.

Table 11. Proposed long term training (LTT) programs

Sl. No.	Program
1	Masters in Economics
2	Masters in Agribusiness
3	Masters in Business Administration (specialization- marketing)
4	Masters in Business Management

2.9 Implementation of Competency Based Framework

The implementation of training and other intervention has to be based on the mandatory programmes/interventions listed under section under the TNA of this document. The mandatory list of training/intervention includes all the programmes against the behavior indicators that are found to be “Not Competent” under the TNA. However, for implementation, it has to be prioritized based on the following:

- a. Annual prioritization
- b. Most critical area of intervention
- c. Rationalization of selection of participants
- d. Availability of the resource allocation

Implementation has to be initiated and spearheaded by the department concerned or parent agency in close coordination and collaboration with the respective HRD.

2.10 Recommendations

For successful implementation of this document, the team recommends developing two standard operating procedures (SOP):

2.10.1 The SOP for STT and LTT programs containing, but not limited to:

- 2.10.1.1 Names of official/s responsible for implementing
- 2.10.1.2 Prioritized training list
- 2.10.1.3 Commencement date
- 2.10.1.4 Mode of training (structured / self-directed learning, ex / in country, short term (tailor made / offered / competitive) / long term, physical / virtual, full time / mixed mode etc.,)
- 2.10.1.5 Venue (country and institute)

2.10.1.6 Duration

2.10.1.7 Target group (position levels and numbers)

2.10.1.8 Source of fund

2.10.1.9 Impact assessment modality

2.10.2 The SOP for interventions such as orientation, on job training, job rotation, containing, but not limited to:

2.10.2.1 Names of official/s responsible for implementing

2.10.2.2 Type of interventions

2.10.2.3 Commencement date

2.10.2.4 Duration

2.10.2.5 Target group (position level of participants and numbers)

2.10.2.6 Source of fund, if required

2.10.2.7 Impact assessment modality

2.11 Conclusion

The CBF of the Marketing Officers is developed over a period of two months by the officers from the DAMC under guidance of the department and the Royal Civil Service Commission (RCSC). For the Marketing Officers, it underlines the key roles, roles description, competency areas, key competencies, behavior indicators, proficiency levels, and capacity development programme requirements. It also brings in clarity on the vision, mission and objectives of the department.

More importantly, as envisioned by the RCSC, this document will enhance performance management, succession planning, talent management, and career progression of Marketing Officers aligning with the overall vision, mission and objectives of the department.

Throughout the process, physical and virtual meetings were conducted involving officers of the headquarter and regional offices and opinions of core stakeholders affiliated with the department were also sought.

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