



COMPETENCY-BASED FRAMEWORK FOR ECONOMIC DEVELOPMENT OFFICER

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1. Background

1.1 About the Department (Brief function, its origin, milestones)

The Department of Cottage & Small Industry (DCSI) was established under the Ministry of Economic Affairs (MOEA) in July 2010; with the appointment of a director and transfer of staff from the erstwhile MSME division of the Department of Industry (DoI). Considering the fact that more than 95% of the industries in Bhutan are small and cottage scale, the Royal Government created the department to spearhead the development of cottage and small industry in the country.

1.2 Vision of the Department/Agency

Guided by the philosophy of GNH, to become a premier agency promoting growth of a vibrant and sustainable cottage and small industries contributing to the overall socio-economic development of the country.

1.3 Missions of the Department

To create an enabling environment to facilitate and support sustainable growth and development of Cottage & Small Industries (CSI) in the country for equitable income distribution, employment generation and balanced regional development.

1.4 Core Functions

1. Initiate and articulate policy ideas for growth and development of Cottage and Small Industries (CSIs)
2. Formulate CSI development policy to encourage the growth of CSIs and advise the government on fiscal and monetary issues related to CSIs
3. Work in concert with other institutions in both the public and private sector to create a good enabling environment for business in general, and CSI activities in particular.
4. Stimulate the development of the CSIs through creation of an enabling environment, provision of business development services, facilitation of development programs and support services.
5. Identify business opportunities on the basis of supply and demand gap, environmental scanning and linkages.
6. Conduct sector studies and analysis for sector development strategies
7. Improve access to financing through the financial institutions as well as guarantee mechanisms.
8. Promote and facilitate access to industrial infrastructure such as layouts, incubators, clusters and industrial parks.
9. Set up and manage service provider's database including machinery suppliers for CSIs.

10. Facilitate transfer of technology and best practice in management and operations.
11. Disseminate vital information and skills to CSIs by conducting and facilitating seminars, workshops and training programs.
12. Intermediate between the CSIs, Governments and the Private Sector.

2. Competency-Based Framework for Economic Development Officers

2.1 Introduction

The prominence of the position of Economic Development Officer in the Dzongkhags was highlighted during the conduct of Organizational Development Exercise in the Dzongkhags. While pursuit of economic development is adequately covered in the Vision, Mandate and Strategies identified, it has never been translated into programs, projects and activities. Accordingly, in line with the Vision, Mandate and Strategies, the focus was on the social component to enhance productivity of food and horticultural crops by construction of farm roads, group formation and marketing facilities, etc. In order to create a trajectory of economic growth it is imperative to ascertain how the community's economic goals are met by identifying potential of the communities with market prospects and building a relationship with the economic development partners. In order to achieve this, an individual with the ability of making good strategic decisions with strong and community leadership and interpersonal relationships has to be instituted in the local government more appropriately as an individual who can think globally and at the same time win locally. With the appointment of the Economic Development Officer in the Local Government, a need to develop a Competency Framework for Economic Development Officer is felt in delivering the mandates towards fulfillment of the organization goals. This Competency Framework will be crucial in delineating clear roles and responsibilities at each position level and appointment of the right person for the right job in such a strategic position. It will also help in identification of the skills needed of the employees towards achieving organizational goals. This particular framework will ensure the continuous development and professionalization of Economic Development Officers for excellence in their service to the nation.

2.2 Purpose

The CBF highlights the knowledge, skills and abilities required for an Economic Development Officer to achieve a high level of professional competence and deliver the highest standard services. The framework is developed with the following aim and objectives.

2.3 Aim

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

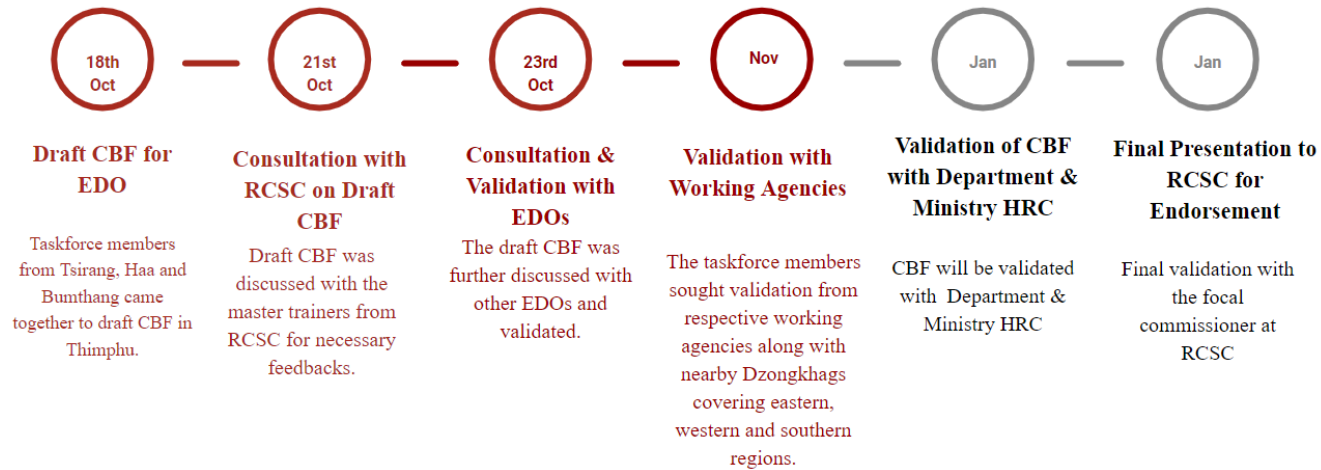
2.4 Objectives

- The objective of the framework is to have an integrated HR planning and capacity building framework for the Economic Development Officers as indicated below:
- To establish a Key Role to be played by an Economic Development Officer
- To establish a set of competencies (KSA) required by the Economic Development Officer to carry out their responsibilities.
- To identify mandatory training for Economic Development Officers in different position levels.

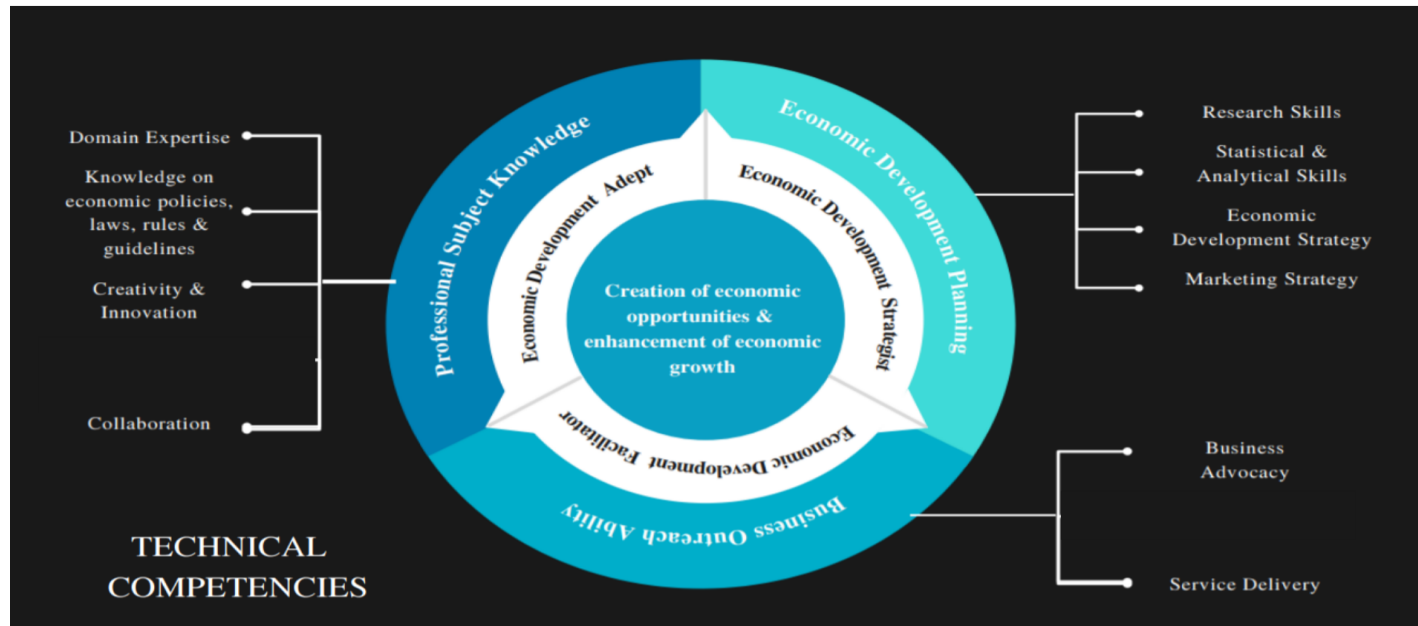
2.5 Framework Development Processes

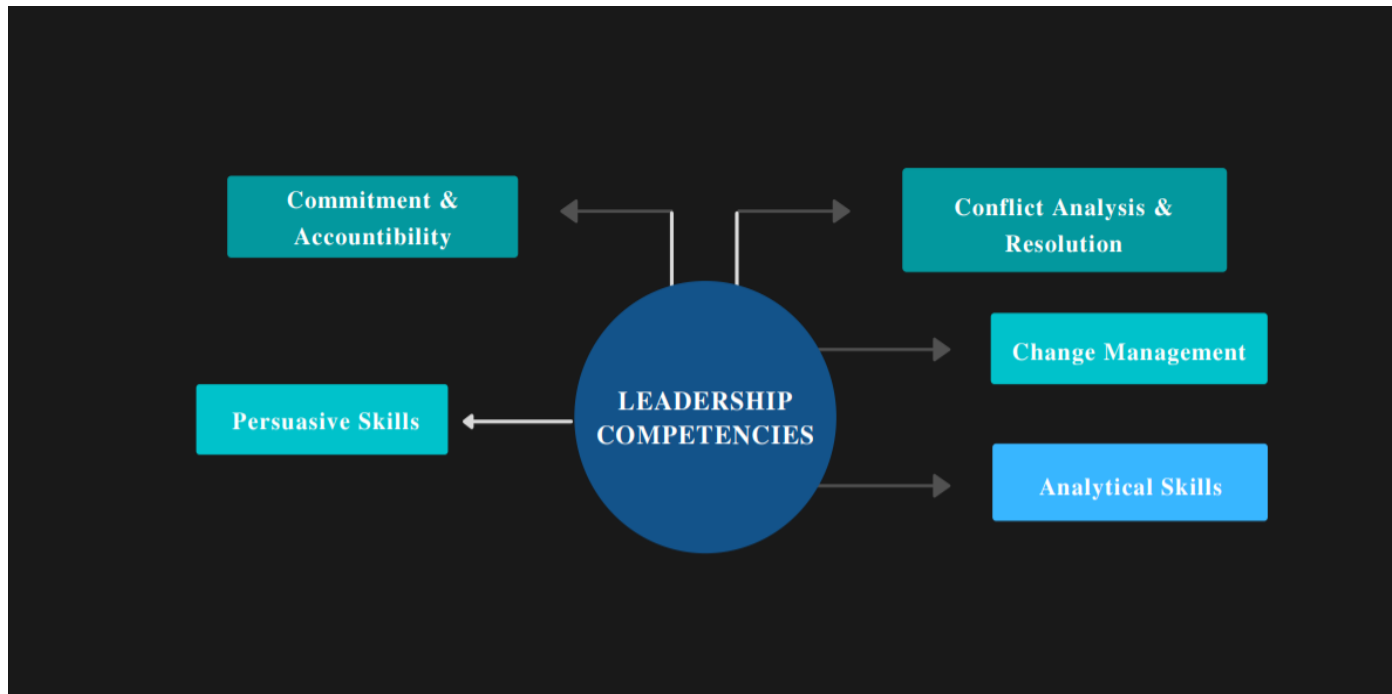
The development of the framework involved identifying Role Profiles, Competency Areas, Key Competencies, Behavioral Indicators and Proficiency Levels through a rigorous, consultative and inclusive process with key stakeholders. The framework is endorsed by the 129th Commission Meeting of the Royal Civil Service Commission held on March 1, 2022.

2.6 Chronology of events for validation



2.7 Structure





Brief explanation and diagrammatic overview of the CBF

2.7.1 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 Department of Cottage and Small Industries. Following are the key roles expected to be performed by the Economic Development Officers:

- a. Economic Development Strategist

- b. Economic Development Expert
- c. Economic Development Facilitator

2.7.1.1 Description of Role Profile

The role profile is the description of roles that Economic Development Officers are expected to demonstrate in achieving the outcomes of the Department of Cottage & Small Industries. 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 Economic Development Officers to carry out a prescribed set of tasks.

Role Profile of Economic Development Officer

SN	Key Role	Role Description
1	Economic Development Strategist	<ol style="list-style-type: none"> 1. Engage key stakeholders to formulate comprehensive economic development master plan of the agency 2. Initiate research and development on economic development prospects 3. Create short- and long-term economic development plans for the communities to facilitate realization of economic opportunities and mitigate non-performing businesses 4. Collaborate with partner agencies to seek funding and technical support towards economic development 5. Develop partnership with different agencies to execute projects that promote economic development, creates employment and enhances skills
2	Economic Development Expert	<ol style="list-style-type: none"> 1. Understand the best practices of economic development 2. Possess professional knowledge 3. Keep abreast the existing policies, rules, regulations, and guidelines related to economic development to ensure relevancy.

3	Economic Development Facilitator	<ol style="list-style-type: none"> 1. Conduct business advocacy workshops/training in collaboration with relevant sectors/departments to create awareness on the existing and future economic opportunities in the community. 2. Instill a sense of entrepreneurship in the minds of aspirants 3. Provide advisory services and information on business promotion to walk in clients
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2.7.2 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 an Economic Development Officer. The framework has identified three technical competency areas and five leadership competency areas as follows:

SI #	Key Role	Technical Competency Area	Leadership Competency
1	Economic Development Strategist	Economic Development Planning	<ol style="list-style-type: none"> 1. Conflict Analysis & Resolution 2. Change Management 3. Analytical Skills 4. Persuasive/Influencing Skills 5. Commitment & Accountability
2	Economic Development Expert	Professional Subject Knowledge	
3	Economic Development Facilitator	Business Outreach Ability	

2.7.3 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 15 key competencies (including leadership competencies) as tabulated below: -

Competency-Based Framework for Economic Development Officers

SN	Key Role	Competency Area	Key Competencies
1	Economic Development Strategist	Economic Development Planning	1.1.1 Research skills
			1.1.2 Statistical and Analytical skills
			1.1.3 Economic Development Strategy
			1.1.4 Marketing Strategy
2	Economic Development Expert	Professional subject knowledge	2.1.1 Domain Expertise
			2.1.2 Knowledge on economic policies, laws, rules, and guidelines
			2.1.4 Collaboration
			2.1.5 Creativity & Innovation
3	Economic Development Facilitator	Business Outreach Ability	3.1.1 Business Advocacy
			3.1.2 Service delivery
Leadership competencies			4.1.1 Conflict Analysis & Resolution 4.1.2 Change Management 4.1.3 Analytical Skills 4.1.4 Persuasive/ Influencing Skills 4.1.5 Commitment & Accountability

2.7.4 Identification of Behavioral Indicators

The Behavioral Indicator 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 22 behavioral indicators including leadership competencies.

Key Role 1: Economic Development Strategist		
Competency Area	Key Competency	Behavior Indicators
Economic Development Planning	1. Research skills	Possesses sound research skills for informed decision making and planning
		Conducts economic development and opportunities related studies to understand past, future, and current economic circumstances
	2. Statistical and Analytical skills	Leverages appropriate statistical and analytical tools for data analysis for more effective decision making
	3. Economic Development Strategy	Initiates economic development strategy and action plan of the agency to realize the agency's economic vision.
		Identifies and adopts appropriate tools for effective monitoring and evaluation for greater transparency and accountability and to improve project performance.
4. Marketing Strategy	Adopts various marketing strategies to enhance economic development	
Key Role 2: Economic Development Expert		
Competency Area	Key Competency	Behavior Indicators
Professional Subject		Promotes entrepreneurial ecosystem (culture) to enhance economic activity

Competency-Based Framework for Economic Development Officers

Knowledge		Carries out Training Need Analysis (TNA) and facilitates capacity development for potential entrepreneurs.
		Possesses sound knowledge on development of business proposals for the agency to improve an economic future of the agency.
	1. Domain Expertise	Facilitates value addition of primary products developed by technical sectors in the agencies.
	2. Knowledge on economic policies, laws, rules, and guidelines	Keep abreast the existing policies, rules and regulations related to economic development to ensure relevancy
	3. Creativity & Innovation	Fosters innovations and technologies to ensure advancement of business development
		Develops new insight ideas, designs into situations, questions conventional approaches and implements new cutting-edge programs
	4. Collaboration	Liaises with different agencies to execute plans and projects that promote economic development.
		Enhances public rapport to gain support from community
Key Role 3: Economic Development Facilitator		
Competency Area	Key Competency	Behavior Indicators
Business Outreach Ability	1.Business Advocacy	Identifies the areas of advocacy adopting various approaches and methodologies to bring about economic development reforms.
	2.Service Delivery	Renders excellent business facilitation services to the clients for the growth of business entities

Leadership Competencies	1.Conflict Analysis & Resolution	Sorts out disagreements and confrontations in a constructive manner to gain acceptance to plans.
	2.Change Management	Confronts the normalcy and explores opportunities to initiate and manage change in the organization
	3.Analytical Skills	Breaks down raw information and undefined problems into specific, workable components that in-turn clearly identifies the issues at hand.
	4.Persuasive/ Influencing Skills	Persuades, motivates and inspires others to take actions to achieve a shared goal in the development of economy
	5.Commitment & Accountability	Demonstrates personal integrity and commitment in expediting economic developmental activities.

2.7.5 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 an Economic Development Officer is categorized into four levels as i) Foundation (P5-P4), ii) Intermediate (P3) and iii) Experienced (P2) and iv) Advanced (P1). The framework has identified 22 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 & 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:

Key Role 1: Economic Development Strategist			
Competency Area: Economic Development Planning			
Key Competency: Research skills			
Behavior Indicator: Possesses sound research skills for informed decision making and evidence-based planning			
Foundation	Intermediate	Experienced	Advanced
Demonstrates basic knowledge on business research methodologies	Initiates to undertake business research studies for evidence based planning for economic development programs	Applies the research skills and knowledge in the implementation of economic development interventions	Provides guidance and strategic direction to undertake effective research
Behavior Indicator: Conducts economic development and opportunities related studies to understand past, future, and current economic circumstances			
Foundation	Intermediate	Experienced	Advanced
Understands the situation of various economic opportunities in the community	Carries out study and situational analysis on various economic opportunities in the community	Analyses the study conducted on various economic opportunities in the community	Provides recommendations on the study conducted and situation analyzed on various economic opportunities in the community
Key Competency: Statistical and Analytical skills			
Behavior Indicator: Leverages appropriate statistical and analytical tools for data analysis for more effective decision making			
Foundation	Intermediate	Experienced	Advanced

Competency-Based Framework for Economic Development Officers

Generates and provides up to date information for economic development interventions	Analyses and interprets data using appropriate tools for effective outcomes	Applies information thus collected to concrete programs and projects to further economic enhancement	Recommends solutions based on the data for implementation of economic development interventions
Key Competency: Economic Development Strategy			
Behavior Indicator: Initiates economic development strategy and action plan of the agency to realize the agency's economic vision.			
Foundation	Intermediate	Experienced	Advanced
Initiates basic economic development strategies and action plan of the agency	Critically analyses the strategies developed and recommends for more effective plans, visualizing the potentials of the agency	Develops comprehensive economic development strategies and action plans for the agency in consultation with multiple stakeholders at various levels.	Designs comprehensive economic development strategy to augment the economic enhancement
Behavior Indicator: Identifies and adopts appropriate tools for effective monitoring and evaluation for greater transparency and accountability and to improve project performance.			
Foundation	Intermediate	Experienced	Advanced
Demonstrates adequate knowledge on usage of available M&E tools.	Designs M and E tools and compiles reliable data for further improvement of projects and programs	Analyzes and uses the M&E data and reports for taking corrective measures for future course of actions.	Ensures effective use of M&E tools and data in decision making and implementation
Key Competency. Marketing Strategy			
Behavior Indicator: Adopts various marketing strategies to enhance economic development			
Foundation	Intermediate	Experienced	Advanced

Competency-Based Framework for Economic Development Officers

Recognizes suitable marketing strategies for economic development programs and projects	Explores new marketing strategies for economic development	Re-evaluates current marketing strategies and suggests for improvement	Devises new marketing methods and approaches to adapt to new market trends
Key Role: Economic Development Expert			
Competency Area: Professional subject knowledge			
Key Competency: Domain Expertise			
Behavior Indicator: Promotes entrepreneurial ecosystem (culture) to enhance economic activity			
Foundation	Intermediate	Experienced	Advanced
Instills a sense of entrepreneurship through sensitization programs to the general public	Initiates mentorship and incubation programs to aspiring entrepreneurs to build on their business ideas	Provides business development support services for product development (Access to finance, product development training, machinery purchase support, etc.)	Facilitate end to end support (Marketing & Networking)
Behavior Indicator: Conducts training need analysis and facilitates capacity development for potential entrepreneurs			
Foundation	Intermediate	Experienced	Advanced
Carries out training needs analysis and facilitates capacity development for potential entrepreneurs.	Performs impact assessment for training provided to identify areas of necessary interventions.	Initiates required interventions in collaboration with relevant agencies to adapt to the current needs of the entrepreneurs.	Foresees and devises customized capacity development programs catered to enhance future prospects of entrepreneurs/businesses.
Behavior Indicator: Possesses sound knowledge on development of business proposals for the agency/proponents to improve an economic future of the agency.			

Competency-Based Framework for Economic Development Officers

Foundation	Intermediate	Experienced	Advanced
Develop basic business proposals tailoring the needs of the agency/proponents.	Develop comprehensive business proposals tailoring the needs of the agency/proponents.	Spearheads the development of any viable business proposal for the agency/proponents and secures necessary support.	Provides coaching and mentoring on development of business proposals for the agency/proponents to improve the economic future of the locality.
Behavior Indicator: Facilitates value addition of primary products developed by technical sectors in the agencies.			
Foundation	Intermediate	Experienced	Advanced
Conducts need assessment on primary products for value addition (packaging, labelling etc.)	Facilitates value addition on primary products with relevant sectors, agencies.	Explores new ideas and provides avenues for value addition on viable primary products.	Provides overall guidance to subordinates and entrepreneurs to initiate value addition on primary products.
Key Competency: Knowledge on economic policies, laws, rules, and guidelines			
Behavior Indicator: Keep abreast the existing policies, rules and regulations related to economic development to ensure relevancy			
Foundation	Intermediate	Experienced	Advanced
Understands and applies the provisions of the Economic Development Policy (EDP) and other relevant policies, rules, guidelines and standards in the execution of the matters pertaining to economic development.	Interprets, analyzes the rationale behind the existing EDP and other relevant policies, rules, guidelines and standards.	Assesses the existing EDP and other relevant policies, rules, guidelines and standards and recommends applicable best practices.	Analyzes, recommends, communicates and introduces changes to the existing EDP and other relevant policies, rules, guidelines and standards and applies the best practices.
Key Competency: Collaboration			

Behavior Indicator: Liaises with different agencies to execute plans and projects that promote economic development.			
Foundation	Intermediate	Experienced	Advanced
Demonstrates ability to understand the importance of collaboration with government agencies, CSOs, NGOs and Donor agencies	Nurtures and builds relationships with stakeholders for effective partnership	Maintains cordial relationships with all the stakeholders for effective collaboration	Creates a strategic partnership with relevant stakeholders to achieve a common goal
Behavior Indicator: Enhances public rapport to gain support from the community.			
Foundation	Intermediate	Experienced	Advanced
Builds relationship with community members and local government while implementing economic development goals	Seeks to build relationships with people who can provide information and support for economic development	Creates effective working relations with community members from diverse business backgrounds to achieve any economic development goals	Serves as a repository of information & knowledge and excels in business relationship management
Key Competency: Creativity & Innovation			
Behavior Indicator: Fosters innovations and technologies to ensure advancement of business development			
Foundation	Intermediate	Experienced	Advanced
Keeps abreast of the strategies and technological advancement for economic development at a Dzongkhag level	Identifies and assesses appropriate emerging technologies and innovations for economic development at a Dzongkhag level	Recommends appropriate technologies/innovations for economic policy consideration at a Dzongkhag level	Transforms and institutes robust strategies and system to augment economic growth at a Dzongkhag level
Behavior Indicator: Develops new insightful ideas, designs into situations, questions conventional approaches and implements new cutting-edge programs			

Foundation	Intermediate	Experienced	Advanced
Recognizes creativity in the workplace and its importance	Explores new ideas and innovations in workplace	Reevaluates current procedures and suggests improvements	Devises new methods, procedures and approaches to provide creative alternatives for various situations
Key Competency: Business Advocacy			
Behavior Indicator: Identifies the areas of advocacy adopting various approaches and methodologies to bring about economic development reforms			
Foundation	Intermediate	Experienced	Advanced
Initiates need assessment for the conduct of advocacy with identification of target audience and methods	Conducts advocacy programs based on the need assessment adopting appropriate approaches and methods.	Proactively follows up on the impact of the advocacy programs to achieve desired outcome	Strategizes in setting challenging yet achievable objectives & conceives effective approaches to benefit the needs of the audience
Key Competency: Service delivery			
Behavior Indicator: Renders excellent business facilitation services to the clients for the growth of business entities			
Foundation	Intermediate	Experienced	Advanced
Provides information, advice, and suggestions on business related matters	Renders advice based on sound knowledge of the subject as per the satisfaction of the clients	Serves as a source of knowledge and advice for walk-in clients requiring advice on economic development	Analyses and shares knowledge available in the mass media and public forum to benefit the public

2.7.6 Training Needs Analysis

The training needs is the difference between desired capability and current capability. The Training Needs Analysis 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 Economic Development Officers with knowledge and skills. It should be the shared responsibility of the employee and Department to build and enhance their capability and competency.

The training needs analysis is carried out in consultation with the stakeholders through interview, survey and meetings. The questionnaire consists of both closed and open-ended questions. The questionnaire is based on 22 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.

2.7.6.1 Training Needs Assessment at Foundation Proficiency Level

Key Role: Economic Development Strategist				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for performance gap	Capacity Development Intervention
1.1 Research skills	Demonstrates basic knowledge on business research methodologies	NC	Personal Barrier (Mismatch of academic background with current job)	Training on Business Research Methodologies
		C		

Competency-Based Framework for Economic Development Officers

	Understands the situation of various economic opportunities in the community			
1.2 Statistical and Analytical skills	Provides up-to-date information/data on demand using appropriate statistical techniques to implement economic development interventions	NC	Barrier (lack of capacity & intellectual)	STT on Statistical & Analytical Tools
1.3 Economic Development Strategy	Exhibits sound knowledge on the development of strategies and action plans of the agency	NC	Personal & Information Barrier (lack of specific skills)	STT on the formulation of Economic Development Strategy and Action Plan
	Demonstrates adequate knowledge on usage of available M&E tools.	NC	Personal Barriers (lack of capacity & intellectual) & Environment Barriers (lack of resources, incentives & procedures) & Information Barriers (indifference to task expectations, mission & information flow)	Training on Basic M & E Techniques
1.4 Marketing Strategy	Recognizes basic marketing strategies for economic development	NC	Personal Barrier (Lack of knowledge and skills in marketing due to irrelevant academic background)	STT on Marketing Strategies (Social Network and Viral Marketing, Storytelling Marketing)
Key Role: Economic Development Expert				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for performance gap	Capacity Development Intervention

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2.1 Domain Expertise	Instills a sense of entrepreneurship through sensitization programs to the general public	NC	Personal Barrier (Lack of capacity, intellectual), Environment constraints (HR & budgetary resources)	ToT on Entrepreneurship Courses
	3.Possesses sound knowledge on development of business proposals for the agency to improve the economic future of the agency.	NC	Personal Barrier (Lack of specialized skills on the development of business proposals owing to irrelevant academic backgrounds)	ToT on Business Plan Preparation
	Conducts need assessment on primary products for value addition (packaging, labelling etc.)	NC	Lack of technical know-how (Skills)	Hands-on training on value addition, ISO training
2.2 Knowledge on economic policies, laws, rules, and guidelines	Understands and applies the provisions of the Economic Development Policy (EDP) and other relevant policies, rules, guidelines and standards in the execution of the matters pertaining to economic development	NC	Personal Barriers (lack of capacity & intellectual) & Information Barriers (indifference to task expectations, mission & information flow)	Orientation programs and workshops to familiarize on the existing economic development norms
2.3 Collaboration	Builds relationship with clients and public while implementing economic development goals	C		

2.4 Creativity and Innovation	Keeps abreast of the technological advancement for economic development	NC	Evolving technological advancements	STT on E-Commerce
	Recognizes creativity in the workplace and its importance	C		
Key Role: Economic Development Facilitator				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for performance gap	Capacity Development Intervention
3.1 Business Advocacy	Initiates need assessment for the conduct of advocacy with identification of target audience and methods	C	Personal (Lack of required knowledge and skills in the conduct of need assessment & methodologies)	Workshop on the conduct of basic business advocacy programs
3.3 Service delivery	Provides information, advice, and suggestions on business related matters	NC	Lack of required knowledge and skills to facilitate services	SOP training to provide efficient services to walk-in clients

2.7.6.2 Training Needs Assessment at Intermediate Proficiency Level

Key Role: Economic Development Strategist				
Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Capacity Development Intervention
1.1 Research skills	Initiates to undertake business research studies for evidence	C		

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	based planning for economic development programs			
	Carries out study and situational analysis on various economic opportunities in the community	C		
1.2 Statistical and Analytical skills	Analyses and interprets data using appropriate tools for effective outcomes	C	Lack of statistical and analytical tools	Training on statistical and analytical tools
1.3 Economic Development Strategy	Analyses to formulate holistic economic development strategies and action plan of the agency considering its potentiality	C		
	Effectively implements the M&E tools and compiles reliable information for analysis/interpretation.	C		
1.4 Marketing Strategy	Explores new marketing strategies for economic development	C		
Key Role: Economic Development Expert				

Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Capacity Development Intervention
2.1 Domain Expertise	Initiates mentorship and incubation programs to aspiring entrepreneurs to build on their business ideas	NC	Environment constraints (HR & budgetary resources)	
	Possess sound knowledge on development of business proposals.	C		
	Analyses and synthesizes the global economic trends.	C		
	Facilitates value addition on primary products with relevant sectors, agencies.	C	Lack of technical expertise in value addition	Networking programs with relevant agencies for technical inputs and assistance
2.2 Knowledge on economic policies, laws, rules, and guidelines	Interprets, analyzes the rationale behind the existing EDP and other relevant policies, rules, guidelines and standards.	C		
2.3 Collaboration	Identify and build relationships with stakeholders for effective partnership.	C		
	Seeks to build relationships with people who can	C		

	provide information and support for economic development.			
2.5 Creativity & Innovation	Assesses emerging technologies and innovations for economic development	NC	Indifference to emerging technologies & resistance to adapt to the changing needs	Exposure Trips to learn about the emerging technologies around the globe and contextualize their best practices
	Explores new ideas and innovations in workplace	C		
Key Role: Economic Development Facilitator				
Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Capacity Development Intervention
3.1 Business Advocacy	Conducts advocacy programs based on the need assessment adopting appropriate approaches and methods. Conducts advocacy programs based on the need assessment adopting appropriate approaches and methods.	C		
3.2 Service delivery	Renders advice based on sound knowledge of the subject as per the satisfaction of the clients	C		

2.7.6.3 Training Needs Assessment at Experienced Proficiency Level

Key Role: Economic Development Strategist				
Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Capacity Development Intervention
1.1 Research skills	Applies the research skills and knowledge in the implementation of economic development interventions	C		
	Analyses the study conducted on various economic opportunities in the community	C		
2. Statistical and Analytical skills	Applies information related to land and human capital to implement economic development interventions	C		
3. Economic Development Strategy	Initiates economic development strategies and action plan of the agencies	C		
	Uses the M&E data and reports for taking corrective measures and future course of actions.	C		
4. Marketing Strategy	Re-evaluates current marketing strategies and suggests for improvement	C		

Key Role: Economic Development Expert				
Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Capacity Development Intervention
2.1 Domain Expertise	1. Provides business development support services for product development (Access to finance, product development training, machinery purchase support, etc.)	C		
	2. Develop business proposals tailoring the needs of the agency.	C		
	3. Contextualize the global economic trends to benefit the local economy	C		
	4. Explores new ideas and provides avenues for value addition on viable primary products.	C		
2. Knowledge on economic policies, laws, rules, and guidelines	1. Assesses the existing EDP and other relevant policies, rules, guidelines and standards and recommends applicable best practices.	C		
3. Collaboration	Ensures healthy relationships with all the stakeholders for effective collaboration	C		

	Creates effective working relations with people from diverse business backgrounds to achieve any economic development goals.	C		
6.Creativity & Innovation	1. Recommends appropriate technologies/innovations for economic policy consideration.	C		
	2. Reevaluates current procedures and suggests improvements.	C		
Key Role: Economic Development Facilitator				
Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Capacity Development Intervention
3.1. Business Advocacy	Proactively follows up on the impact of the advocacy programs to achieve desired outcome	C		
3.2 Service delivery	Serves as a source of knowledge and advice for walk-in clients requiring advice on economic development.	C		

2.7.6.4 Training Needs Assessment at Advanced Level

Key Role: Economic Development Strategist

Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Capacity Development Intervention
1.1 Research skills	Provides guidance and strategic direction to undertake effective research	C		
	Provides recommendations on the study conducted and situation analyzed on various economic opportunities in the community	C		
1.2 Statistical and Analytical skills	Recommends solutions based on the data for implementation of economic development interventions	C		
1.3 Economic Development Strategy	Provides coaching and mentoring to undertake economic development strategies and action plan	C		
	Ensures effective use of M&E tools and data in decision making and implementation	NC	Environment Barriers (lack of resources, incentives & procedures)	Refreshers Course (M&E Trainings)
1.4 Marketing Strategy	Devises new marketing methods and approaches to adapt to new market trends	C		

Key Role: Economic Development Expert				
Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Capacity Development Intervention
2.1 Domain Expertise	Facilitate end to end support (Marketing & Networking)	C		
	Spearheads the development of any viable business proposals for the agency and secures necessary support.	C		
	Applies the contextualized global economic trends for the enhancement of the local economy.	C		
	Provides overall guidance to subordinates and entrepreneurs to initiate value addition on primary products.	C		
2.2 Knowledge on economic policies, laws, rules, and guidelines	Analyzes, recommends, communicates and introduces changes to the existing EDP and other relevant policies, rules, guidelines and standards and applies the best practices.	C		

2.3 Collaboration	Creates a strategic partnership with relevant stakeholders to achieve a common goal.	C		
	Serves as a repository of information & knowledge and excels in business relationship management.	C		
2.5 Creativity & Innovation	Transforms and institutes robust systems to adopt technologies to augment economic growth.	C		
	Devises new methods, procedures and approaches to provide creative alternatives for various situations	C		
Key Role: Economic Development Facilitator				
Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Capacity Development Intervention
3.1 Business Advocacy	Strategizes in setting challenging yet achievable objectives & conceives effective approaches to benefit the needs of the audience	C		
3.2 Service delivery	Analyses and shares knowledge available in the mass media and public forum to benefit the public.	C		

2.8 Mandatory Short-term program 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.

2.8.1 Orientation/ Workshop/Seminars

Orientation/Workshop/Seminar Themes/Topics	Target Group(s)	Learning Objectives
Induction Programs	Foundation level	To advance knowledge on existing policies, rules and regulations related to economic development and to understand the VMOs and mandates of the parent/working agencies
Attachment with senior EDOs	Foundation Level	To familiarize with the working environment and understand core functions through hands on experience
Field Visits/Exposure Trips/Webinars	Foundation Level	To obtain practical experience and broaden the level of understanding in terms of value addition, technological aspects and other economic situations

2.8.2 Refresher Courses/Sensitization

Themes/Topics	Target Group(s)	Learning Objectives
Refresher/ Advanced Courses on business research skills	Intermediate-Advanced Level	To obtain KSA on business research methodologies and approaches for effective research and for evidence-based planning.
Refresher/ Advanced Courses on Statistical & Analytical Tools	Intermediate-Advanced Level	To be able to use proper methods to collect data, employ the correct analyses, and effectively present the results.
Refreshers/ Advanced Courses on the development of business plans & proposals	Intermediate-Advanced Level	To enhance knowledge on business proposal development for agencies/proponents.

2.8.3 Long-Term Training

Course Title
Masters in Innovation and Entrepreneurship
Masters in Business Management (Management, Marketing, Integrated Marketing Communication)

2.8.4 Short-Term Training intervention for foundation level

Sl. #	Training/Intervention	Methods of Implementation	Learning Objectives
1	Business Research Methodologies	In country	To obtain KSA on business research methodologies and approaches for effective research and for evidence-based planning
2	Statistical & Analytical Tools	In country	To be able to use proper methods to collect data, employ the correct analyses, and effectively present the results.
3	Formulation of Economic Development Strategy and Action Plan	In country	To equip with knowledge and skills on the development of strategy and action plans
4	Marketing Strategies (Social Network and Viral Marketing, Storytelling Marketing)	In country/ Ex country	To equip with various marketing strategies for economic activities
5	ToT on Entrepreneurship	In country	To promote entrepreneurial ecosystem through the conduct of entrepreneurship courses thereby, enhancing economic activity.
6	Rapid Rural Project Appraisal Training (PRA & RRA)	In country	To gain theoretical knowledge required to implement rural projects

2.9 Implementation of Competency based Framework

The implementation of training and other intervention has to be based on the mandatory **program/interventions** listed under the section on Training Needs Analysis (Section 2.7.6) of this document. The mandatory list of training/intervention includes all the programs against the behavior indicators that are found to be “Not Competent” under the Training Needs Analysis. 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

3. Recommendations

- a. Implementation has to be initiated and spearheaded by the concerned department or parent agency in close coordination and collaboration with the respective HR Division.
- b. Training intervention to be made based on annual prioritization, criticality of intervention, rationalization of selection of participants and availability of resource allocation.
- c. For optimal utilization of the available resources within the country and to avoid incurring huge investment, in-country training should be encouraged. The parent and working agencies concerned may facilitate for ex-country trainings when there is an acute shortage of technical expertise and when the agencies are in dire need of such KSAs.
- d. HRCs of the respective agencies are responsible for the implementation of trainings identified under TNA in CBF.
- e. Monitoring and Evaluation systems should be instituted to assess training impact and make interventions wherever necessary.
- f. Given the nature of work and with the initiation of this CBF, there is a need to strengthen the economic development sector with the additional human resource.
- g. To maintain specialization, job satisfaction, succession planning and talent management, RCSC could consider recruiting EDOs from relevant qualification backgrounds.

4. Conclusion

This Competency-based Framework for Economic Development Officers has identified 3 Key Roles, 3 Competency Areas, 15 Key Competencies and 22 Behavioral Indicators (inclusive of leadership competencies). With the formulation of this framework, the roles of Economic Development Officers have transcended beyond the responsibilities stipulated in the Terms of Reference. It is expected that other important roles like research & statistical analysis, business advocacy and value addition are given equal importance. To this effect, this framework shall ensure continuous development of Economic Development Officers in discharging service with highest standards of competency and professionalism.

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