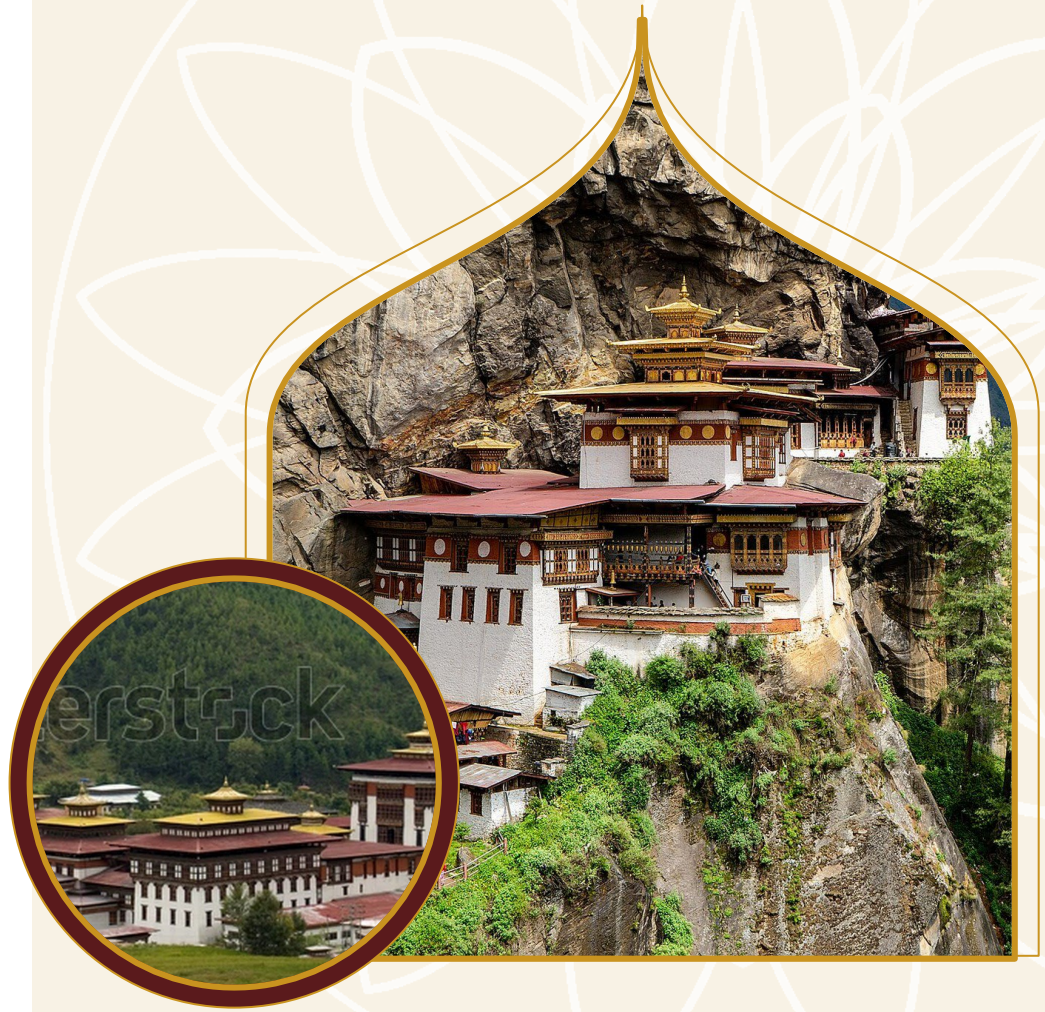
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Kingdom of Bhutan



Professionalizing Public Procurement in Bhutan

Certification and capacity development in Bhutan's public financial management ecosystem.

Leki Tshering
Chief Procurement Officer
Department of Procurement and Properties, Ministry of Finance
Royal Government of Bhutan

Presentation Agenda & Key Focus Areas

01
Institutional Mandate & Foundation
DPP & PMDD structure • Civil service cadre creation

02
Competency-Based Framework
CBF 2021 • Technical, commercial & leadership competencies

03
Building the Professional Workforce
JNEC partnerships • Foundational assistant programs

04
CIPS Professional Pathway
Level 3 to Level 6 MCIPS • 2030 qualification targets

05
Ecosystem Synergy & Progress
Procuring agencies & private contractor readiness

06
Challenges & Lessons Learned
Workforce retention dynamics • Institutional constraints

07
The Way Forward: Digital & AI Era
Data-driven procurement • Strategic category management

Legislative Mandate & Procurement Cadre Development

DPP / PMDD INSTITUTIONAL MANDATE

Fair & Transparent Operations

Standardizing property management and public financial management integrity.

National Capacity Building

Coordinating strategy with RCSC, training institutions, and civil service leadership.

e-GP System Competency

Building operational mastery for procuring agencies, suppliers, and contractors.

CADRE FORMALIZATION TIMELINE

2006 — Procurement Officer Cadre Created

2025 — Procurement Assistant Cadre Formalized

Civil Service Progression Architecture (P5 to P1 Grades)



Assistant Procurement Officer → Chief Procurement Officer (Equal pay & tenure parity)

Competency-Based Framework (CBF 2021)

3	24	37	4
Core Roles Defined	Key Competencies	Behavioral Indicators	Proficiency Levels (P5–P1)

Technical Mastery

Specification drafting, e-GP operations, bid evaluation, PRR legal compliance, and contract management.

Commercial Acumen

Market analysis, total cost of ownership (TCO), negotiation, risk mitigation, and value-for-money focus.

Leadership & Ethics

Strategic judgment, integrity, stakeholder management, change driving, and sustainable procurement stewardship.

Approved and issued by RCSC in 2021 • Available at www.rcsc.gov.bt

Professional Workforce: Academic Partnerships

OFFICERS TRACK

CBF Professional Course

69

Procurement Officers Trained

- **PARTNER**
  Jigme Namgyel Engineering College (JNEC)
- **FORMAT**
  10-day intensive competency-based residential training
- **FOCUS**
  Advanced CBF 2021 modules across all 4 proficiency levels

ASSISTANT TRACK

Foundational Program

240

Procurement Assistants Trained

- **FOUNDATIONAL TRACK**
  3-week intensive operational course
- **DIPLOMA PROGRAM**
  2-year Materials & Procurement Management
- **TARGET AUDIENCE**
  Civil Service Procurement Assistants & entry cadres

CIPS Professional Pathway & 2029 Roadmap

LEVEL 3

Certificate

1 Wk

Compliance Course

LEVEL 4

Diploma

65

Officers Trained

LEVEL 5

Adv. Diploma

15

Officers Trained

LEVEL 6

Professional / MCIPS

9

Officers Qualified

Royal Institute of Management (RIM)

Official Accredited CIPS Examination Centre in Thimphu delivering 3–4 week intensive modules and exam proctoring.

2029 Qualification Target

+30 officers planned (10 per year, 2027–29). Target: Minimum CIPS Level 4 qualification for 100% of RGoB procurement officers.

Ecosystem Synergy: Public & Private Readiness

PUBLIC SECTOR

Procuring Agencies (Civil Service)

3,489

RGoB Officials Trained on PRR 2025 & e-GP

- **Induction:** 3–4 weeks structured modules for new civil service recruits.
- **PRR Updates:** Continuous briefings on revised PRR and SBD templates.
- **On-Demand Support:** Custom agency-level technical assistance.

PRIVATE SECTOR

BCTA Partnership

Mandatory

Aspiring and Registered Contractors

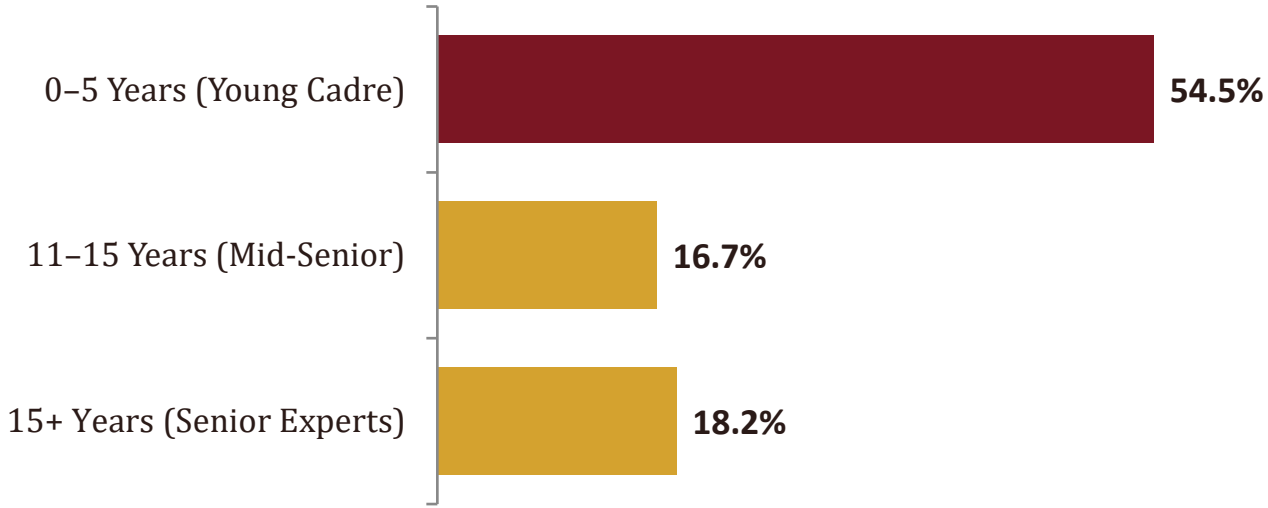
- **Induction Course:** Aspiring contractors trained on e-GP usage and PRR 2025.
- **Renewal Refreshers:** Training in e-GP and PRR is a mandatory pre-requisite for processing Certificate renewals
- **Bidding Integrity:** Drastically reduces non-responsive bids & online submission errors.

Workforce Demographics & Retention Dynamics

69

Officers Exited Civil Service (2010–Date)

"Retention matters as much as recruitment."



A young cadre: more than half of officers have five years or less in service

Key Challenges & Lessons Learned

CHALLENGE 01

01

Retaining Professionals

Key Issue: Civil service attrition erodes institutional knowledge and training ROI.

Lesson: Build a critical mass of skilled talent and elevate procurement as a strategic function.

CHALLENGE 02

02

Resource Constraints

Key Issue: Budget limits restrict long-term institutional capacity building.

Lesson: Prioritize investments using merit-based selection for maximum lasting capability.

CHALLENGE 03

03

Training Access

Key Issue: Outside CIPS, specialized high-level training opportunities are sparse.

Lesson: Anchor professional development in a staged qualification roadmap with CIPS Level 4 baseline.

CHALLENGE 04

04

Knowledge Sharing

Key Issue: Few structured cross-agency forums exist to exchange peer best practices.

Lesson: Establish institutionalized Communities of Practice and regional network linkages.

The Way Forward For Procurement Excellence

01

Continued Professionalization

Establish CIPS Level 4 baseline for all RGoB officers and create formal pathways for a Bachelor's in Supply Chain & Logistics.

02

Digital & AI Expansion

Transition from manual compliance to AI-guided negotiations, automated spend analytics, and predictive market intelligence.

03

Partnerships & Networking

Expand regional partnerships, MDB collaborations, and peer-to-peer knowledge hubs across the Asia Pacific Regions.

04

Functional Restructuring

Implement category management, cluster procurement units, and regional clusters to maximize purchasing power & promote specialization.

ULTIMATE OBJECTIVE **Value for Money, Transparency & Sustainable Public Procurement**

TASHI DELEK

THANK YOU



Tashichho Dzong, Thimphu



Buddha Dordenma, Thimphu

Leki Tshering
Chief Procurement Officer · Department of Procurement and Properties, Ministry of Finance
Royal Government of Bhutan