

# BHUTAN NATIONAL BANK LIMITED



Open Tender:  
Organizational Culture and Employee Engagement Survey  
August 21, 2025



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## Section 1: Invitation of Bids

The Bhutan National Bank Ltd. (the Bank) hereby invites sealed bids from eligible and qualified Bhutanese firms for the following work, in accordance with the submission details outlined below:

|                                       |  |
|---------------------------------------|--|
| Name of Work                          | Organizational Culture and Employee Engagement Survey  |
| Sale of Tender / Registration         | 21/08/2025 –05/09/2025   |
| Tender Fee (Non-refundable)           | Nu. 500.00 (Cash only)   |
| Date & Time of Tender submission      | 05/09/2025 [9.00 - 11.00 AM]   |
| Date & Time of Tender Opening         | 05/09/2025 [11.30 AM] Tentative  |
| Place of Bid submission & Bid Opening | Procurement Unit, HRA Department, 3 <sup>rd</sup> Floor, Level B, Corporate Office, BNBL, Thimphu  |
| EMD/Bid security                      | Nu. 20,000.00  |
| Availability of Tender Document       | Tender document can be purchased from the Procurement Unit, located on the 3 <sup>rd</sup> floor, Level B of Corporate Office, BNBL, Thimphu on all working days from 9:00 AM to 5:00 PM (Monday - Friday). The tender document can also be downloaded from BNBL website: <a href="http://www.bnb.bt/announcement/">www.bnb.bt/announcement/</a> . However, the bidder(s) should register and deposit the tender fee on or before submission of the bid. |



## Section 2: Instruction to Bidders

### 2.1 Scope of Bid

- a) The BNBL Management intends to outsource the work, “Organizational Culture and Employee Engagement Survey,” as per **Section 8: TOR**, to eligible and qualified Bhutanese firms.
- b) The successful bidder(s) shall be required to complete the work within the time for completion stated in the bidding document.
- c) If the successful bidder(s) is not able to comply with the scheduled timeline it shall be liable for penalty as per the contract terms and conditions.
- d) The contract shall be valid for a minimum period of one (1) year from the date of signing the contract agreement or commencement order.

### 2.2 Timeline

| Work Details  | Timeline   |
|---|--|
| Organizational Culture and Employee Engagement Survey | 30 calendar days from the date of issuance of the work order |

### 2.3 Fraud and Corruption

- a) Bank requires that a Bidder(s) and his/her employees, consultants & agents, shall observe the highest standards of ethics during the bidding process and execution of contracts.
- b) Bank shall reject a Bid for award, if it determines that the Bidder(s) recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the Contract in question.
- c) Bank requires that Bidder(s), as a condition of admission to eligibility, execute and attach to their Bids an Integrity Pact Statement as per **Form: Annexure IV of Section 9**. Failure to provide a duly executed Integrity Pact Statement may result in rejection of the Bid.
- d) Bank shall report any case of corrupt, fraudulent, collusive, coercive or obstructive practice to the relevant agencies, including but not limited to the Anti-corruption Commission (ACC), of the Kingdom of Bhutan, for necessary action in accordance with the statutes and provisions of the relevant agency.



## **2.4 Preparation of Bid**

- a) The Bidders shall submit only one bid. A Bidder who submits or participates in more than one bid shall cause all the proposals with the Bidder's participation to be disqualified.
- b) The bidders shall bear all costs associated with the preparation and submission of its bid, and the Bank shall not be responsible or liable for those costs, regardless of the conduct or outcome of the Bidding process.
- c) The Bid shall comprise the following:
  - i. Form for Submission of Proposal (Annexure-I)
  - ii. Bidder Identification Form (Annexure-II)
  - iii. Bill of Quantity (Annexure-III)
  - iv. Integrity Pact Statement (Annexure-IV)
  - v. Valid Trade license and Tax clearance certificate
  - vi. Bid security (EMD)
  - vii. The Power of Attorney shall be submitted if an authorized representative is appointed.
  - viii. Any other document required as per bidding document
- d) The entire set of documents submitted as part of the Proposal shall be signed by the bidders on every page.
- e) The bid document shall be filled neatly and clearly. Incomplete or conditional proposals not submitted as per terms and conditions shall not be entertained. Any interlineations, erasures or overwriting shall be valid if they are signed or initiated by the authorized person signing the bid.
- f) The bidders are expected to examine all instructions, forms, terms and specifications in the bidding document. Failure to furnish all information or documentation required by the bidding document may result in the rejection of the bid.
- g) The Bid, as well as all correspondence and documents relating to the Bid exchanged by the Bidders and the Bank, shall be written in English. Supporting documents and printed literature that are part of the Bid may be in another language provided they are accompanied by an accurate translation of the relevant passages in the language specified in the bidding document, in which case, for the purposes of interpretation of the Bid, such translation shall govern.



## **2.5 Price Schedules**

- a) The price shall be converted in local currency (Ngultrum) inclusive of all taxes, duties and other service charges.
- b) The price shall be firm and irrevocable and not subject to any change whatsoever even due to increase in the cost till validity of the contract period.
- c) The Bid price shall take into account the cost of materials, transportation, labor, taxes, levies, overheads and profit and any other cost. The Bid price shall be applicable for the whole works.
- d) The bidders are required to quote the price in the BOQ –Annexure III of Section 9 provided in this Bid.

## **2.6 Clarification and amendment of Bids**

- a) The Bank reserves rights to issue any amendment on the Bid document at any time prior to the last date of submission. This may be done either on the bank's own initiative or in response to a clarification request from a prospective bidder. Such amendment shall be notified to those bidders who have purchased the tender document in writing including by electronic email to the bidders.
- b) Likewise, bidders may request for bid clarification from the Bank in writing including by electronic email and the Bank shall send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all bidders. Should the Bank deem it necessary to amend the Bid document as a result of a clarification, it shall do so after following the due procedure. Bidders shall not be allowed to seek clarification of the bidding document in person or by telephone or other verbal means.
- c) A pre-bid meeting shall be conducted only if strictly necessary to clarify doubts and concerns of the bidders prior to submission of bids. Minutes of the pre-bid meeting shall be circulated to all bidders that have purchased bidding document.

## **2.7 Period of validity of Bid**

- a) The bid shall be valid for a minimum period of **Ninety (90)** calendar days from the date of submission. A Bid valid for a shorter period shall be rejected as non-responsive.
- b) In exceptional circumstances, prior to the expiry of the Bid validity period, Bank may request Bidders in writing to extend the period of validity of their bids. Bidders may refuse the request to extend the validity of its Bid without forfeiting its Bid Security. In such a case, the Bid of the Bidders, refusing to extend the validity



of its Bid, shall not be considered for evaluation and award. Bidders granting the request shall be required to extend the validity of its Bid Security, correspondingly but shall not be required or permitted to modify its Bid.

## **2.8 Bid Security**

- a) The Bid security (EMD) of Nu. 20,000/- (Ngultrum Twenty thousand) only shall be enclosed in the form of Draft/Cash warrant/Bank Guarantee favoring to “Bhutan National Bank Ltd., Thimphu” with validity for a minimum period of Ninety (90) calendar days from the date of bid submission.
- b) The bid without bid security (EMD) or bid security which do not comply with the above terms shall be disqualified or considered as non-responsive.
- c) Bid security (EMD) of “Responsive” but unsuccessful bidders shall be returned after signing of the contract and receiving the performance security from the “successful bidders”.
- d) Bid security (EMD) of “successful bidders” shall be returned after signing the contract and deposit of performance security by the successful bidders.
- e) The bid security (EMD) shall be forfeited;
  - i. If bidders withdraw its bid as a whole or in part during the period of bid validity; or
  - ii. If bidders do not accept the arithmetical corrections of its bid price [ITB clause 2.15.4], or
  - iii. If bidders have been found practicing corrupt, fraudulent, collusive or coercive practices during the bidding process, or
  - iv. In case of successful bidder(s), if the bidder(s) fails to produce the performance security and sign the contract agreement within the prescribed time.



## 2.9 Submission of Bid

- a) The sealed bids (Technical/Financial) shall be submitted in one sealed envelope marked as “Confidential” and address to:

Bhutan National Bank Limited  
Corporate Office  
Thimphu

**Attention:** The Procurement Officer, HRA Department, BNBL, Thimphu

- b) Bidders are required to submit only the original bid; no copies are necessary.
- c) Bear the name and identification number of the contract;
- d) Provide a warning not to open before the specified time and date for bid opening as defined in the bid document.
- e) Upon the received of submission, the Bank shall register the bid response. Only complete submissions shall be registered.
- f) All submissions, including any accompanying documents, shall become the property of the Bank. Hence, submission of response to the bid shall be deemed as responds' license, and grant all rights to the Bank to reproduce the whole or any portion of their submission for the purpose of evaluation, notwithstanding any copy right or other intellectual property right that may subsist in the submission or accompanying documents.

## 2.10 Deadline for submission of Bids

- a) Bids shall be delivered by hand to the bank at the address and no later than the date and time indicated in the bidding document.
- b) The Bank may, at its discretion, extend the deadline for the submission of bids by amending the bidding document in accordance with **ITB clause 2.6**, in which case all rights and obligations of the Bank and the Bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.

## 2.11 Late Bid Submission

- a) The Bank shall not considered any bid that is submitted after the deadline for submission of bids. Any bid received after the deadline for submission of bids shall be declared late, rejected, and returned unopened to the Bidder(s).



- b) The Bank has no liability to any respondent who lodges a late Bid submission for any reason whatsoever including Bid responses taken to be late only because of another condition of responding.

#### **2.12 Withdrawal, Substitution, and Modifications of Bids**

- a) No Bid may be withdrawn, substituted or modified in the interval between the deadline for submission of Bids and the expiry of the period of Bid validity specified in the bidding document.

#### **2.13 Requests for Information/Clarification**

- a) Respondents are required to direct all communications related to this Bid to:

The Procurement Officer,  
HRA Department,  
Bhutan National Bank Ltd., Thimphu  
Contact No. 02-328588, IP: 1276  
Email: ugyenwangdi@bnb.bt

- b) All questions related to the Bid, technical or otherwise, shall be addressed to the above addresses, interpersonal communications shall not be entered into and the respondent shall be disqualified if attempting to enter into such communications.
- c) Bank shall try to respond to all the queries raised by the bidders. However, Bank reserves the right of not responding to any query, if the Bank feels that the same is not required to be answered.

#### **2.14 Bid Opening**

- a) The Bank shall conduct the bid opening in presence of Bidders' designated representatives who choose to attend, and at the address, date and time specified in the bidding document.
- b) The Bidders, their representative(s) and other attendee(s) at the bid opening shall not be permitted to approach any members of the Bid Opening Committee or any other Bank officials.
- c) The sealed envelope shall be opened one at a time. The Bidders' names, the Bid prices, the total amount of each bid, and such other details as the Bank may consider appropriate shall be announced by the Bank at the Bid opening.
- d) Complaints or other comments made by the bidders' representative(s) during the bid opening shall be submitted in writing to the address under **ITB clause 2.13 (a), within five (5) calendar days** from the date of opening of the bids.



## 2.15 Evaluation and Comparison of Bids

### 2.15.1 Confidentiality

- a) Information relating to the examination, evaluation, comparison and post qualification of Bids, and recommendation of Contract Award, shall not be disclosed to Bidders or any other persons not officially concerned with such process until publication of the Contract Award.
- b) Any effort by Bidders to influence the Bank's authorized representative(s) in the examination, evaluation, comparison and qualification of the bids or contract award decisions may result in the rejection of its Bid.

### 2.15.2 Clarification of Bids

- a) To assist in the examination, evaluation, comparison and post qualification of the Bids, the Bank may, at its discretion, ask any Bidder for a clarification of its Bid. Any clarification submitted by a Bidder that is not in response to a request by the Bank shall not be considered. The Bank's request for clarification and the response shall be in writing. No change in the prices or substance of the Bid shall be sought, offered or permitted, except to confirm the correction of arithmetic errors discovered by the Bank in the evaluation of the Bid.

### 2.15.3 Responsiveness of Bids

- a) The Bank's determination of a Bid's responsiveness shall be based on the contents of the Bid itself, and is to determine which of the Bid's received are responsive and thereafter to compare the responsive Bids against each other to select the best evaluated Bid.
- b) A substantially responsive Bid is one that conforms to all the terms, conditions and specifications of the Bidding document without any material deviation, reservation or omission.
- c) If a Bid is not substantially responsive to the Bidding document it shall be rejected and may not subsequently be made responsive by the Bidders by correction of the material deviation, reservation or omission.

### 2.15.4 Correction of Errors in Price Bid:

- a) Arithmetical errors shall be corrected at the time of evaluation of Price Bids and the corrected figure shall be considered for the purpose of evaluated bid price.
- b) If there is a discrepancy between the unit price and the total price (product of unit price & quantity), the unit price shall prevail and the total price shall be corrected, unless in the opinion of Bank, there is an obviously gross



misplacement of decimal point in the unit rate, in which case, the total of line item as quoted shall prevail and unit rate shall be corrected accordingly.

#### 2.15.5 Preliminary Examination of Bids

The Bank shall examine the Bids to confirm that all documents and technical documentation requested have been provided as per the pre-qualification criteria mentioned below:

| Sl.# | Description                                       | Status    |
|------|---|-----------|
| 1.   | Bid Submission Form ( <b>Annexure-I</b> )         | Mandatory |
| 2.   | Bidder Identification Form ( <b>Annexure-II</b> ) | Mandatory |
| 3.   | BOQ & Specifications ( <b>Annexure-III</b> )      | Mandatory |
| 4.   | Integrity Pact Statement ( <b>Annexure IV</b> )   | Mandatory |
| 5.   | Valid trade license and tax clearance certificate | Mandatory |
| 6.   | Bid Security (EMD)                                | Mandatory |

**Note:** Verifiable documentary proofs for all the above requirements are mandatory.  
Proposals shall be rejected if a bidder fails to submit any of the verifiable documentary evidence.

#### 2.15.6 Evaluation of Bids

The tender evaluation will be done based on: Technical – 70% and Commercial – 30% and as per the following evaluation criteria.

##### a) Technical Evaluation

The Tender will be evaluated as per the evaluation criteria mentioned in the following table, and the score shall be calculated as:

$$\text{Technical score of a Bidder} = \frac{\text{Technical score of that Bidder}}{\text{Score of the Bidder with the highest technical score}} \times 100$$



| Evaluation Category                   | Details   | Documentary Evidence   | Marks Allotted  |
|---------------------------------------|---|--|---|
| Experience and Competence of the Firm | Bidder establishment  | License copy   | <b>Out of 10 Marks:</b><br><br>Below 5 years = 5<br>5 years & above = 10  |
|                                       | The firm should have experience in handling projects similar to the assignment.   | Copy of Work awarding letter (s) or Work order (s).  | <b>Out of 25 Marks:</b><br><br>Citations of general surveys = 15<br>Citations of relevant experience in conducting culture and engagement surveys= 25 |
| Approach and Methodology              | Submission of the proposed framework and methodology demonstrating clarity, comprehensiveness, and appropriateness of sample questionnaires and data collection instruments. <b>Mark allotted= 25</b> | The document should include a description of the approach, methodology, and sample questions for the assignment, along with the data collection instruments. | <b>Out of 25 Marks:</b>   |
|                                       | The proposed framework and methodology lack clarity and robustness, and the sample questionnaires and data collection instruments are not appropriate. <b>Mark allotted= 15</b>                       |  |   |
| Work Plan                             | The timing and duration are within the work completion deadline, and all required activities are indicated in detail in the activity schedule. <b>Mark allotted= 10</b>                               | Work Schedule  | <b>Out of 10 Marks</b>  |
|                                       | The work plan meets the completion deadline, and all required activities are included in the activity schedule; however, the level of detail provided is insufficient. <b>Mark allotted= 5</b>        |  |   |



b) **Financial Evaluation**

The Tender will be evaluated as per the following formula:

$$\text{Financial score of a Bidder} = \frac{\text{Lowest financial quote of Bidder}}{\text{Financial quote of Bidder under consideration}} \times 100$$

**Note:** If a bidder submits two different rates, the bid shall be rejected. Only one rate must be quoted.

c) **Final Score calculation through QCBS:**

The final score will be calculated through Quality and Cost selection method based with the following weight-age:

- i. Technical: **70%**
- ii. Financial: **30%**

$$\text{Final score} = (0.70 \times \text{Technical score of a bidder}) + (0.30 \times \text{Financial score of a bidder})$$

**2.15.7 Bank's Right to Accept Any Bid, and to reject any or All Bids**

- a) The Bank reserves the right to accept or reject any bid, and to annul the bidding process and reject all bids at any time prior to contract award, without thereby incurring any liability to bidders.
- b) The Bank reserves the right to hold negotiations with bidders, if necessary such negotiations shall be held at the date, time and address intimated to the qualified and selected bidders. Representatives conducting negotiations on behalf of the successful Bidders shall have written authority to negotiate and conclude a contract.

**2.16 Award of Contract**

- a) The Bank shall award the contract to the bidder(s) whose offer is determined to be the lowest evaluated bid and is substantially responsive to the requirements of the bidding document.
- b) The Bank reserves the right, at the time of contract award, to increase or decrease the quantity of items tendered, without altering the price or any other terms and conditions of the contract.
- c) The Bank shall notify the successful bidder(s) of its intention to award the contract in writing, using the format provided in **Annexure-V**, referred to as the “**Letter of Intent to Award the Contract**,” ensuring compliance with all mandatory requirements. Simultaneously, unsuccessful bidders shall receive written notifications using the format in **Annexure-VI**, referred to as the “**Letter for Unsuccessful Bid**,” informing them of the outcome. All bidders shall also be



provided with information regarding the name and bid amount of the successful bidder(s). These notifications shall be sent on the same day, including by email.

- d) Upon receiving the Bank's notification, an unsuccessful bidder has seven **(7) calendar days** to submit a written request for a debriefing. The bank shall respond to all such requests for debriefing within this deadline.
- e) If a debriefing request is made within the deadline, the Bank shall provide a response within **five (5)** calendar days.
- f) The debriefing shall focus solely on the bidder's own bid and will not include discussions about other competing bids. The debriefing shall not:
  - i. Point-by-point comparisons with other bids; and
  - ii. Information that is confidential or commercially sensitive to other bidder(s).
- g) The purpose of the debriefing is to inform the unsuccessful bidder(s) of the specific reasons for their lack of success, highlighting the shortcomings of their bid, but without disclosing details of other bids.
- h) If two or more bidders submit identical L1 rates, the Bank shall request fresh quotes from both L1 bidders, providing **five (5)** calendar days for resubmission. The Bank's decision on the reasonable time allowed for this resubmission shall be final and binding. Following this, the contract shall be awarded to the L1 bidder(s) based on the fresh quotes received.
- i) The successful bidder(s) shall sign the contract acceptance in writing within **seven (7)** calendar days after the expiry of the compliance period specified in the letter of intent issued. Failure to do so shall result in the bid being rejected without further notice.

### Section 3: Performance Security

3.1 The successful bidder(s) shall be required to provide a performance security equivalent to 10% of the contract amount, issued by any authorized financial institution in Bhutan, within **seven (7)** calendar days after the expiry of the compliance period specified in the letter of intent.

3.2 If the successful bidder(s) fails to submit the performance security within seven (7) calendar days after the expiry of the compliance period specified in the letter of intent, the bid shall be considered invalid, and the contract shall be awarded to the next lowest bidder.



3.3 The performance security shall be provided in the form of a demand draft, cash warrant, or bank guarantee and shall remain valid for at least six (6) months. The successful bidder(s) shall renew the performance security, as required by the Bank, throughout the duration of the contract.

3.4 The Performance security shall be released to the successful bidder(s) with or without deductions (if applicable) upon completion of all performance obligations, including warranty obligations, as stipulated in the contract terms.

#### **Section 4: Service Delivery Penalty**

4.1 If the contractor fails to complete the work within the specified time, the following penalty clause shall be applied proportionately on the bill payable or Performance Security:

- a) Delay up to one week – 2% (on the total contract value)
- b) Delay exceeding one week but not exceeding two weeks – 5% (on the total contract value)
- c) Delay exceeding two weeks but not exceeding one month – 10% (on the total contract value)
- d) Delay more than one month, the entire performance security deposited shall be forfeited without any further notice. Further, the incomplete works specified shall be revoked and either award to the next lowest bidder or re-tendered, as appropriate.

#### **Section 5: Force Majeure**

5.1 The successful Bidder(s) shall not be liable for forfeiture of its Performance Security, liquidated damages or termination for default if and to the extent that its delay in performance or other failure to perform its obligations under the Contract is the result of an event of Force Majeure.

5.2 For purpose of this Clause, “Force Majeure” means an event or situation beyond the control of the successful Bidder(s) that is unavoidable, and its origin is not due to negligence or lack of care on the part of Successful Bidder(s). Such events may include, but not limited to, acts of the Purchaser (Bank) in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.

5.3 If a Force Majeure situation arises, the Successful Bidder(s) shall promptly notify the Bank in writing of such condition and the cause thereof along with documentary or pictorial evidence acceptable to Bank. Unless otherwise directed by the Bank in



writing, the Successful Bidder(s) shall continue to perform its obligation under the Contract.

### **Section 6: Terms of Payment**

6.1 Payment of the invoice shall be arranged by the Bank upon submission of original invoice and TPN number, against the actual work completions as specified in the work order.

6.2 Payment shall be made within thirty (30) calendar days and upon successful completion of the work. The necessary deductions on account of income tax, service tax etc. shall be deducted at source, as applicable, as per Government Rules from the bills submitted by the successful Bidder(s) and necessary TDS certificate shall be issued.

### **Section 7: Termination**

7.1 The Bank may, by written notice, terminate the work order (or Contract if applicable) in whole or in part at any time for its convenience;

- a) If the Successful Bidder(s) fails to perform any other Terms and Conditions specified within the work order, or exceeds the maximum amount of liquidated damages or if the Successful Bidder(s) does not take any remedial action within a period specified by the Bank.
- b) If the Successful Bidder(s), in the judgment of the Bank, has engaged in any corrupt or fraudulent practices in competing for or in executing the tasks under this work order.



## Section 8: Terms of Reference (ToR)

### Background

Bhutan National Bank (BNB) recognizes the critical role that organizational culture and employee engagement play in driving productivity, innovation, and sustainable growth. To gain comprehensive insights into the current cultural dynamics and employee sentiments, BNB aims to conduct an institution-wide organizational culture and employee engagement survey.

### Objective

The primary objective of this initiative is to assess the current cultural landscape, measure employee engagement, and identify actionable insights to guide future strategies to strengthen organizational culture, boost employee engagement, and reduce turnover. Accordingly, BNB invites proposals from eligible Bhutanese license holders with proven expertise in organizational culture and employee engagement consultancy.

- a) Evaluate the current state of Bank's culture across all departments at Corporate Office and Branches
- b) Measure employee engagement levels, motivation drivers and attrition triggers
- c) Provide strategic recommendations for enhancing culture and engagement
- d) Establish baseline metrics for long-term tracking

### Scope of Work

Proposals must be prepared with due consideration to the scope of work set out below, which the selected firm will be required to undertake:

- a) Develop a conceptual framework
  - Construct a tailored model that links organizational culture and employee engagement
  - Identify key internal and external factors influencing employee engagement within the Bank
- b) Design a customized survey instrument
  - Create the survey tool, ensuring alignment with conceptual framework
  - Incorporate both quantitative and qualitative components to capture nuanced insights
- c) Recruit and train enumerators
  - Identify and onboard qualified enumerators with relevant experience
  - Deliver training session to ensure consistent, ethical, and high-quality data collection across all locations
- d) Execute full census enumeration
  - Conduct a comprehensive census of all BNB employees, covering Corporate Office, and Branches



- Ensure inclusivity, confidentiality, and data integrity throughout the enumeration process.
- e) Develop an operational plan
  - Prepare a detailed implementation roadmap covering census execution, data analysis, and reporting timelines.
  - Include contingency measures for remote or hard-to-reach locations.
- f) Analyze Bank's culture
  - Identify dominant cultural traits at the Bank level
  - Segment findings by Department and Branch to uncover subcultures and variations in value alignment
- g) Assess employment engagement and churn risk
  - Measure engagement levels across demographic and functional groups
  - Use predictive analytics to forecast potential employee churn linked to cultural misalignment or disengagement
- h) Deliver strategic recommendations
  - Provide actionable insights to strengthen cultural cohesion and enhance employee engagement
  - Recommend optimal cultural models and interventions tailored to BNB's strategic goals and operational realities

### **Key Deliverables**

- a) Core deliverables
  - An assessment of the organizational culture across the Bank, including its Department and Branches
  - Evaluation of employee engagement levels, with key influencing factor(s).
  - Development of predictive model to assess potential employee attrition.
- b) Key milestone deliverables
  - Inception Report: A foundational document detailing the proposed theoretical framework, comprehensive methodology, data collection instruments, enumeration strategy, and the approach to analysis and reporting.
  - Final Report: A comprehensive report presenting findings that clearly addresses the deliverables outlined in Section 3.1 accompanied by an executive summary
  - Raw Data: A complete and clean dataset collected through census enumeration, formatted for ease of analysis.
  - Stakeholder Presentation: Formal presentations of key findings and recommendations to Senior Management and the Board of Directors.



**Eligibility Criteria**

- Proven expertise in survey design, implementation and data analytics, ideally with a focus on organizational culture and an employee engagement assessment.
- Strong understanding of HR dynamics within the financial institutions or comparable sectors.



## Section 9: Bidding Forms

### Annexure I: Form for Submission of Proposal

Date: [DD/MM/YY]

To: Bhutan National Bank Limited  
Corporate Office, Thimphu

Dear Sir/Madam,

The undersigned, having read the tender document, hereby offers to execute and complete the work in accordance with the terms and conditions set out or specified in the document.

I/We agree to abide by this Proposal/Bid for a period of Ninety (90) calendar days from the date for Bid submission in the tender, and the Bid shall remain binding upon us and may be accepted at any time before the expiration of that period.

If our Proposal is accepted, we undertake to initiate the work specified in our Proposal within the time frame that shall be stipulated in the work awarding letter and to comply with all the provisions of the Contract.

I/We certify that all information furnished by our firm is true & correct and in the event that the information is found to be incorrect/untrue or found violated, then your company/organization shall without giving any notice or reason therefore or summarily reject the bid or terminate the contract, without prejudice to any other rights or remedy including the forfeiture of the full performance security deposit, absolutely.

**Best regards**

|                                     |  |
|-------------------------------------|--|
| * Signature and seal of the Bidder: |  |
| * Name:                             |  |
| * Title:                            |  |
| * Telephone:                        |  |
| * Email:                            |  |

Footnote: /\* Compulsory field



**Annexure II: Bidder Identification Form**

|   |  |
|---|--|
| <b>1. Firm (s) Information</b>  |  |
| * Name and Address:   |  |
| Telephone/Mobile:   |  |
| Email address:  |  |
| *Legal Representative:<br>Name/Surname/Position (if any)  |  |
| <b>2. Proprietor (s) Details</b>  |  |
| *Name:  |  |
| *CID Card No.   |  |
| *Telephone/Mobile No.   |  |
| *Email Address:   |  |
| <b>3. Contact details of persons that BNB may contact for requests for clarification during Bid evaluation:</b> |  |
| * Name/Surname:   |  |
| * Telephone/Mobile:   |  |
| * Email address:  |  |
| <b>Be advised that this person must be available during the evaluation of the bids.</b>                         |  |
| * Signature and stamp of the Bidder:  |  |

Footnote: /\* Compulsory field



**Annexure-III: Bill of Quantity (BOQ):**

| SL No | Work Description                                      | Total Amount (in figures) | Total Amount (in words) | Remarks |
|-------|---|---------------------------|-------------------------|---------|
| 1     | Organizational Culture and Employee Engagement Survey |                           |                         |         |



#### Annexure IV: Integrity Pact Statement (IPS)

##### 1. General:

Whereas, the Chief Executive Officer, representing Bhutan National Bank Limited, hereinafter referred to as the “Employer” on one part, and ..... (Name or Designation) representing M/s. .... (*Name of firm*), hereinafter referred to as the “Bidder” on the other part hereby execute this agreement as follows:

**This agreement shall be a part of the standard bidding document, which shall be signed by both the parties at the time of purchase of bidding documents and submitted along with the tender document.**

##### 2. Objectives:

Whereas, the Employer and the Bidder agree to enter into this agreement, hereinafter referred to as IP, to avoid all forms of corruption or deceptive practice by following a system that is fair, transparent and free from any influence/unprejudiced dealings in the bidding process and contract administration, with a view to:

- a. Enabling the Employer to obtain the desired contract at a reasonable and competitive price in conformity to the defined specifications of the works or goods or services; and
- b. Enabling bidders to abstain from bribing or any corrupt practice in order to secure the contract by providing assurance to them that their competitors will also refrain from bribing and other corrupt practices.

##### 3. Scope:

The validity of this Tender shall cover the bidding process and contract administration period.

##### 4. Commitments of the Employer:

The Employer commits itself to the following: -

- a. The Employer hereby undertakes that no officials of the Employer, connected directly or indirectly with the contract, will demand, take a promise for or accept, directly or through intermediaries, any bribe, consideration, gift, reward, favor or any material or immaterial benefit or any other advantage from the Bidder, either for themselves or for any person, organization or third party related to the contract in exchange for an advantage in the bidding process and contract administration.
- b. The Employer further confirms that its officials shall not favor any prospective bidder in any form that could afford an undue advantage to that particular bidder in the bidding process and contract administration and will treat all Bidders alike.



- c. Officials of the Employer, who may have observed or noticed or have reasonable suspicion shall report to the head of the employing agency or an appropriate government office for any violation or attempted violation of clauses 4.1 and 4.2.
- d. Following report on violation of clauses 4.1 and 4.2 by official (s), through any source, necessary disciplinary proceedings, or any other action as deemed fit, including criminal proceedings shall be initiated by the Employer and such a person shall be debarred from further dealings related to the bidding process and contract administration.

## 5. Commitments of Bidders

The Bidder commits himself/herself to take all measures necessary to prevent corrupt practices, unfair means and illegal activities during any stage of the bidding process and contract administration in order to secure the contract or in furtherance to secure it and in particular commits himself/herself to the following: -

- a. The Bidder shall not offer, directly or through intermediaries, any bribe, gift, consideration, reward, favor, any material or immaterial benefit or other advantage, commission, fees, brokerage or inducement to any official of the Employer, connected directly or indirectly with the bidding process and contract administration, or to any person, organization or third party related to the contract in exchange for any advantage in the bidding process and contract administration.
- b. The Bidder shall not collude with other parties interested in the contract to manipulate in whatsoever form or manner, the bidding process and contract administration.
- c. If the bidder(s) have observed or noticed or have reasonable suspicion that the provisions of the IP have been violated by the procuring agency or other bidders, the bidder shall report such violations to the head of the procuring agency.

## 6. Sanctions for Violation:

The breach of any of the aforesaid provisions shall result in administrative charges or penal actions as per the relevant rules and laws.

- a. The breach of the IP or commission of any offence (forgery, providing false information, misrepresentation, providing false/fake documents, bid rigging, bid steering or coercion) by the Bidder, or any one employed by him, or acting on his/her behalf (whether with or without the knowledge of the Bidder), shall be dealt with as per the terms and conditions of the contract and other provisions of the relevant laws, including Debarment Rules.
- b. The breach of the IP or commission of any offence by the officials of the procuring agency shall be dealt with as per the rules and laws of the land in vogue.

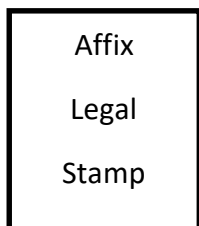


7. Monitoring and Administration:

- a. The respective procuring agency shall be responsible for administration and monitoring of the IP as per the relevant laws.
- b. The bidder shall have the right to appeal as per the arbitration mechanism contained in the relevant rules.

We hereby declare that we have read and understood the clauses of this agreement and shall abide by it.

The parties hereby sign this Integrity Pact at *(place)* \_\_\_\_\_ on *(date)* \_\_\_\_\_



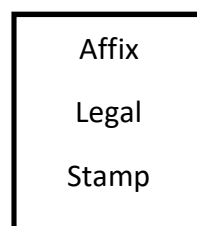
**EMPLOYER**

**CID:** .....

**Witness:** .....

**Name:** .....

**CID:** .....



**BIDDER/REPRESENTATIVE**

**CID:** .....

**Witness:** .....

**Name:** .....

**CID:** .....



**Annexure-V: Letter of Intent to Award the Work**

BNBL/PO-TENDER/TH-.../2025/

[Date]

[Bidder's Firm Name]

[Bidder's Address]

[City, State]

Subject: Letter of Intent to Award Contract for [Project/Tender Title]

Tender reference No.....

Sir/Madam,

We are pleased to inform you that your bid for the [Project/Tender name] has been selected, and we intend to award the contract to your firm. This letter serves as an official notice of our intent to award the contract to your firm, subject to the conditions outlined below.

**Conditions of Award:**

1. This Work Awarding Letter is issued on the condition that no formal complaints or objections are received from the unsuccessful bidders within the next seven (7) calendar days from the date of this letter. During this period, unsuccessful bidders may raise any concerns or objections regarding the bidding process.
2. If no valid complaints are received during this period, you are required to report to the Procurement Unit, Human Resource and Administration Department, Corporate Office, BNBL, Thimphu, within seven (7) calendar days after the end of the compliant period to complete the following formalities.
  - a) Sign the Bid Acceptance letter and Contract Agreement;
  - b) Submit a Performance Security deposit amounting to Nu. [in figures/words] (10% of the contract value) in the form of Demand Draft/Cash Warrant/Bank Guarantee, valid of [months/days], in favor of "Bhutan National Bank Limited".
3. You are encourage to begin preliminary preparations for the work. However, please refrain from commencing any work or incurring any related costs the formalities outlined in points 2. (a) & (b) are completed.



**Important Notes:**

1. If a complaint is received within the specified period, we will notify you promptly. We will then review and address the complaint before providing further instructions.
2. This letter does not constitute a binding agreement until the seven-day period has passed without any objections and the formalities outlined in points 2. (a) & (b) are completed.
3. Please arrange to collect the EMD deposited with us once the formalities outlined in points 2. (a) & (b) are completed.
4. Please note that if you do not complete the required formalities within the specified timeframe, your selection may be revoked, and the EMD may be forfeited in accordance with bidding terms and conditions.

We appreciate your patience and understanding throughout the process. We look forward to a successful partnership on this project. For any further clarifications, please feel free to contact us at [contact details].

Thanking you.

Yours Sincerely,

[Name of Authorized Official]

[Designation & Name of Department]

Cc: The Procurement In-charge/Officer, HRA Department, Corporate Office, BNBL, Thimphu: for information and necessary compliance.



**Annexure-VI: Letter to unsuccessful bidder(s)**

[Bidder's Firm Name]

[Bidder's Address]

[City, State]

Subject: Unsuccessful Bid for [Project/Tender Title]

Tender reference No.....

Sir/Madam,

We regret to inform you that your bid for [Project/Tender Name] has not been selected due to the following reasons:

1. ....

We sincerely appreciate the effort and time you dedicated to preparing and submitting your bid. Please arrange to collect your EMD from our office after the signing of the contract and receipt of the performance security deposit from the successful bidder, or after fourteen (14) calendar days of the compliant period and completion of formalities by the successful bidder, whichever comes first or is more convenient.

If you have any concerns or wish to raise a complaint regarding the bid process, you are required to submit your concerns to the procurement unit within seven (7) calendar days from the date of this letter, as outlined in the bid document. If no formal complaint is received within this period, it will be considered that you have no objections, and we will proceed with awarding the contract to the successful bidder according to the bidding terms and conditions. We thank you for your participation and look forward to your participation in future bidding opportunities.

Thanking you.

Yours Sincerely,

[Name of Authorized Official]

[Designation & Name of  
Department]



## Annexure VII: Contract Agreement

*[The successful Bidder shall fill in this form in accordance with the instructions indicated]*

THIS CONTRACT AGREEMENT is made on the *[insert number]* day of *[insert month]*,  
*[insert year]*,  
BETWEEN

1. *[Insert complete name of bank]*, having its registered head office at *[insert address]* (hereinafter called “the bank”),

And

2. *[Insert name of successful bidder]*, holding certificate No. *[Insert certificate number]* (Hereinafter called “the successful bidder/Supplier”).

WHEREAS the BNBL invited Bids- Tender for *[Insert brief description of work]* and has accepted the Proposal by the successful bidder for the supply of *[Insert details of work]* at the sum of *[insert contract price in words and figures]*, expressed in the contract [currency] quoted by the successful bidder (hereinafter called “the Contract Price”).

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. In this Agreement words and expressions shall have the same meanings as are respectively assigned to them in the conditions of Contract referred to.
2. The following documents shall constitute the Contract between the BNBL and the successful bidder, and each shall be read and construed as an integral part of the Contract, viz.:
  - a) This Contract Agreement;
  - b) Tender terms & conditions;
  - c) The successful bidder’s Proposal and original Price Schedules;
  - d) The bank’s Notification of Award of Contract;
  - e) The form of Performance Security;
  - f) Negotiation of bids (if any).
3. The Contract shall prevail over all other Contract documents. In the event of any discrepancy or inconsistency within the Contract documents, then the documents shall prevail in the order listed above.

IN WITNESS whereof the parties hereto have caused this Agreement to be executed in accordance with the laws of Bhutan on the day, month and year indicated above.



*Standard Bidding Document*

For and on behalf of the bank

For and on behalf of the bidder

(\_\_\_\_\_)   
[Insert title & designation]

(\_\_\_\_\_)   
[Insert title & designation]

Witnessed by: \_\_\_\_\_   
[Insert identification of official witness]

Witnessed by: \_\_\_\_\_   
[Insert identification of official witness]

