

INVITATION FOR SUBMISSION OF PROPOSALS TO PROVIDE OKR TRAINING & CONSULTATION SERVICES

1. INTRODUCTION

The Maldives Pension Administration Office (Pension Office) aims to integrate an agile culture and approach to the existing OKRs framework of the organization, which would optimize the organizational operations systems as a whole. To achieve this, the Pension Office is seeking an interested party to provide OKR Training and Consulting Services.

2. OBJECTIVES

The main objectives of this initiative are as follows:

- Training and coaching the management and operational staff to adopt OKRs at individual, team, and at an organizational level within the Pension Office.
- To identify the gaps in competencies and skills of the current teams.
- To validate the organizational structure and increase accountability within all the teams.
- To optimize all delivery processes and departmental processes within the organization.
- To validate the existing processes within the organization and to optimize the processes to generate increased value as well as timely and efficient delivery.

3. APPROACH

The training and consultancy services are required to be conducted in three phases, over a span of maximum 3 months.

- **Phase 1 : OKR Training**
The main outcome of this phase is to educate and create awareness about the OKR framework and its mechanics. Also this training will provide an opportunity for the management to tweak the existing annual and quarterly OKRs, immediately after the training.
- **Phase 2 : Identification of prominent Goals**
The main outcome of this phase would be the identification of most important BHAGs, OKRs and KPIs, and analysis together with the Pension Office leadership team, discussing and identifying the most important goals in a series of hands-on workshops.

This engagement should include:

- Aggressive goal-setting with OKRs to drive innovation and growth.



- Explain differences between KPIs and OKRs.
 - Setting OKRs that support Pension Office strategy execution.
 - Develop the organizational Accountability Chart.
 - Review and refine company wide processes and process maps to align with the OKR framework.
- **Phase 3: Implementation of OKRs**
 The main outcomes of this engagement will be to equip managers and heads of the departments with the skills and competencies to help incorporate a lightweight system, to achieve most ambitious goals. This lightweight system will become the operating system for all the bold goals in the future.

This engagement include:

- Customized Train-the-Manager program for all the managers and internal coaches to harden Lean OKRs in the organization.
- Introduce tools, guidelines and techniques that managers can use for managing the OKRs.
- Organizationally adopt the OKR Cycle.
- Regular coaching calls with the management team to provide guidance for the transformation.
- Implementation of organizational cadences.

4. DURATION

- **Phase 1**
 - Minimum 18 hours of hands-on training for management.
 - Minimum 18 hours of hands-on training for all staff.
 - Minimum 4 hours of hands-on training for the Board.
- **Phase 2**
 - Minimum 20 hours of engagement with the management.
- **Phase 3**
 - Minimum 30 hours of engagement with all staff.

5. ELIGIBILITY CRITERIA

- Relevant professional skills in the area of OKR and Agile.
- Interested parties should have more than 10 years of proven experience in providing OKRs and Agile training or coaching services for organizations.
- Interested parties should have experience in OKR driven agile transformation of at least 3 organizations in the past 10 years.
- Interested parties are required to submit a minimum of 3 reference letters indicating successful provision of similar services.



6. INSTRUCTIONS TO THE BIDDER

The proposal must be submitted electronically, and bidders shall meet the following requirements.

- A password protected proposal file shall be submitted in PDF format, before **23:00 hrs on 26th December 2022**.
- Bidders will be asked for proposal passwords during the online bid opening meeting at **14:00 hrs on 27th December 2022**.
- The proposal should include all relevant price information inclusive of all applicable taxes and charges.

7. COMMUNICATION

For the purpose of bid submission or clarification of doubts on issues related to this RFP, please email to **proposals@pension.gov.mv**

8. IMPORTANT DEADLINES

Enquiries: 22nd December 2022, 14:00 hours
Bid Submission Deadline: 26th December 2022, 23:00 hours
Bid Opening Meeting (online): 27th December 2022, 14:00 hours

9. EVALUATION CRITERIA

No	Evaluation	Expected Response	Marks
1.	Price	Total quoted price inclusive of all charges and taxes	50
2.	Documentary evidence for the scope of work already executed by the bidder	Reference Letters	30
3.	Experienced and skilled professionals having relevant professional certifications.	Summary Document and copy of individual educational and professional certificates.	20



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