أوتوريتي ماكنن بروني دارالسلام

BDFA

BRUNEI DARUSSALAM FOOD AUTHORITY

REQUEST FOR QUOTATION

Provision of Corporate Training:

Performance Scorecard Design Workshop – Setting Organizational and Departmental KPIs for BDFA Personnel

(Quotation Reference: BDFA/Q/0021/2026)

Prepared By:

Strategic Management Section & Human Resource Section

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1. Introduction

1.1 Background

The Brunei Darussalam Food Authority (BDFA) is an incorporated statutory body responsible for ensuring food safety and quality in Brunei Darussalam. BDFA regulates food importation, exportation, production, processing, and other food-related activities. In line with the mandate to formalize performance measurement and strengthen accountability, BDFA intends to engage a qualified training provider to facilitate a Performance Scorecard Design Workshop that will establish BDFA's organizational and departmental Key Performance Indicators (KPIs).

BDFA's Strategic Plan establishes the organization's strategic direction and objectives. The corresponding framework for measuring and tracking performance at organizational and departmental levels is currently under development.

1.2 Purpose

BDFA invites qualified vendors to submit a quotation for the provision of a facilitated Performance Scorecard Design Workshop for BDFA personnel. The workshop shall equip participants with the knowledge, skills, and applied understanding required to set and cascade KPIs across the four Balanced Scorecard perspectives, and shall guide participants to translate BDFA's strategic objectives into measurable organizational and departmental KPIs, supported by appropriate targets, measures, data ownership and reporting arrangements.

1.3 Terms and Conditions

- Interested vendors shall submit a digital copy of the quotation together with all required documents and information via email to: **vendor.submission@bdfa.gov.bn**
- The email subject shall be clearly stated as: **BDFA/Q/0021/2026 – Provision of Corporate Training**
- The submission must be received **no later than 5:00 PM (local time)** by **Tuesday, 3 November 2026**. Late submissions will not be considered.
- All quotations and supplementary materials submitted shall become the property of BDFA and will not be returned.

- BDFA shall not accept responsibility for any costs incurred by vendors in preparing or submitting the quotation.
- Submission of a quotation does not constitute a commitment by BDFA to award a contract.
- BDFA reserves the right to accept, reject, negotiate, or request clarification on any quotation received.
- All enquiries regarding this RFQ shall be directed to Focal Point as follows:

Focal Point & Email Address	: Mohd Zulhairen Bin Hj Abd Wahab zulhairen.wahab@bdfa.gov.bn : Muhammad Hanis bin Hj Daud hanis.daud@bdfa.gov.bn
Contact Number	: 2704468

2. Eligibility Criteria

- The vendor shall be legally registered and authorized to provide professional training, facilitation, or consultancy services.
- The vendor shall have proven experience in delivering performance management, KPI-setting, Balanced Scorecard, or strategy-execution training or facilitation.
- The vendor shall provide qualified facilitator(s) with relevant certification, technical competence, and experience in Balanced Scorecard design, KPI and target-setting methods, strategy mapping, and cascading.
- The vendor shall be able to deliver an outcome-based, facilitated workshop that produces the client's own KPI set as its primary deliverable, rather than a generic lecture course.
- The vendor shall provide evidence of similar work conducted for government agencies, statutory bodies, regulators, or comparable public-sector organizations, where available.

3. Statement of Requirements

The appointed training provider shall design, develop, and facilitate a Performance Scorecard Design Workshop for BDFA personnel. The workshop shall be tailored to BDFA's role as the national regulator for food safety in Brunei Darussalam and shall enable participants to design, cascade, and document organizational and departmental KPIs anchored to national development goals.

3.1 Training Objective

The overall objective of the workshop is for BDFA to develop a complete set of organizational KPIs spanning all four Balanced Scorecard perspectives, each SMART-checked and assigned an appropriate target-setting method, together with corresponding departmental KPIs for every participating division that are clearly cascaded from and aligned with the organizational KPIs. Both KPI sets shall be fully documented in BDFA's KPI Dictionary, including the definition, formula, data source and owner, target, target-setting method, and linked consequence, and shall be ready for departmental implementation. Individual-level KPI cascading is intentionally outside the scope of this workshop and will be addressed in a separate follow-on module.

Expected Deliverables

The workshop shall produce:

1. BDFA Organisational KPI set.
2. Departmental KPI set.
3. BDFA strategy map and strategic line of sight.
4. Completed KPI Dictionary.
5. Target-setting methodology for each KPI.
6. KPI data sources and ownership.
7. KPI monitoring and review arrangements.
8. Workshop completion report.

3.2 Training Arrangement and Logistics

Item	BDFA Requirement
Training Type	In-house facilitated workshop.
Estimated Training Month	January 2027 (to be confirmed with BDFA).
Training Duration	Three (3) to Five (5) Days (to be proposed by training provider)
Proposed Training Session	**Session 1:** Organizational KPI for C-Level & Department Heads **Expected Number of Participants:** 12 pax
	Session 2: Departmental KPI for Department Heads & Section Heads

	Expected Number of Participants: 26 pax
Training Days and Time	Preferably during BDFA working hours.
Training Mode	Classroom / in-person, facilitator-led, comprising short lectures, facilitated exercises, small-group drafting, breakout catch ball negotiation, and live documentation of BDFA's KPI set.
Refreshments	Included: breakfast, lunch, and hi-tea.
Venue	To be proposed by the training provider; must include breakout space and movable seating .
Expected Number of Participants	Approximately thirty (30) to thirty-five (35) participants (C-Level, Department Heads, Section Heads and nominated KPI Coordinators); provisional.
Level of Organizational Readiness	Development Phase. Strategic objectives established, while the corresponding organizational and departmental KPI framework is still under development.
Training Requirements	To guide BDFA through the development of its performance measurement framework: • Translate strategic objectives into measurable organizational performance. • Develop organizational KPIs to measure achievement of strategic objectives. • Cascade organizational KPIs into departmental KPIs that reflect each department's contribution. • Support translation of departmental KPIs into individual staff goals/KPIs by establishing a clear and documented departmental cascade. • Establish appropriate targets, measurement methods, data sources, and KPI ownership. • Establish arrangements for monitoring, reviewing, and reporting performance.
Trainer / Facilitator	Experienced facilitator with relevant expertise in performance management, Balanced Scorecard, KPI development and KPI cascading.

3.3 BDFA Working Hours

Day	Working Hours
Monday to Thursday	8.00 AM – 12.15 PM; 1.30 PM – 5.00 PM
Friday	8.00 AM – 12.00 PM; 2.15 PM – 5.00 PM

3.4 Scope of Training

- KPI vocabulary and the results chain: distinguishing a goal, KPI, target, initiative, and leading versus lagging indicators, and classifying measures against the input, output, outcome, and impact results chain.
- National and legal anchoring: aligning BDFA's Strategic Plan and objectives to Wawasan Brunei 2035, the national development plan (RKN12), and BDFA's legal mandate, including a documented line of sight from a BDFA objective to relevant national goals.
- Balanced Scorecard and strategy mapping: the four Balanced Scorecard perspectives reframed for a regulator, and drafting a one-page BDFA strategy map, with a SMART criteria refresher.
- Drafting organizational KPIs: developing KPIs spanning all four perspectives for BDFA's own strategic objectives, SMART-checking each, and assigning an appropriate target-setting method (trend-based, benchmark-based, regulatory or standard-based, or stakeholder-negotiated).
- Departmental cascade: cascade organizational KPIs into genuine departmental sub-component KPIs (not duplicated targets), with live negotiation and sign-off.
- KPI Dictionary documentation: Complete all mandatory fields including definition, formula, data source and owner, target, target-setting method, and linked consequence.
- Review rhythm and self-audit: agreeing an organizational and departmental review calendar, assigning data-gathering owners and reporting tooling, and running a pitfalls checklist (output-only drift, broken cascade line, no consequence link, arbitrary targets) as a self-audit on everything produced.

3.5 Learning Outcomes

No.	Topic	Origin of Content	Learning Outcome Descriptor
1	KPI Vocabulary and the Results Chain	Performance measurement fundamentals; input / output / outcome / impact results chain	Participants shall be able to differentiate a goal, KPI, target, initiative, and leading versus lagging indicator, and classify sample BDFA-relevant measures against the results chain.
2	National and Legal Line of Sight	Wawasan Brunei 2035; BDFA legal mandate	Participants shall be able to trace a BDFA organizational objective to the relevant Wawasan Brunei 2035 goal, producing a one-page line-of-sight diagram.
3	Balanced Scorecard and Strategy Mapping	Balanced Scorecard framework; strategy mapping; SMART criteria	Participants shall be able to draft organizational KPIs spanning all four Balanced Scorecard perspectives for a BDFA strategic objective, each passing a SMART check, with appropriate outcome level KPIs where applicable.
4	Target-Setting Methods	Target-setting methodology: trend-based, benchmark-based, regulatory / standard-based, stakeholder-negotiated	Participants shall be able to assign an appropriate target-setting method to each organizational KPI drafted and justify the choice.
5	Departmental Cascade	Structured approach for cascading organizational KPIs into aligned departmental KPIs	Participants shall be able to cascade an organizational KPI into a genuine departmental-level KPI for their own division, distinguishing a real sub-component contribution from a duplicated target.
6	KPI Dictionary Documentation	BDFA KPI Dictionary standard	Participants shall be able to develop and document organizational and departmental KPIs in the approved KPI Dictionary

			format, completing all mandatory fields including Linked Consequence.
7	Critique Against the Pitfalls Checklist	KPI quality and pitfalls checklist	Participants shall be able to critique a completed organizational-to-departmental KPI set against the pitfalls checklist (output-only drift, broken cascade line, no consequence link, arbitrary targets) and propose corrections.

3.6 Training Delivery Requirements

- The workshop shall combine short theory inputs with facilitated exercises, small-group drafting, breakout catch ball negotiation, and live documentation, structured so that the workshop's primary output is BDFA's own signed-off KPI set.
- Exercises shall be based on BDFA's Strategic Plan, actual strategic objectives and divisions, rather than generic case studies. The vendor shall also consider existing departmental measures where available and work with BDFA's strategic plan and relevant information under appropriate confidentiality.
- The vendor shall provide all workshop materials, including a participant pre-reading packet (distributed one to two weeks prior), facilitator-led exercise materials, a KPI Dictionary template, and worked examples.
- Learning shall be assessed continuously through the workshop artifacts against a facilitator rubric (a vocabulary spot-checks, the SMART-checked organizational KPI drafts, and the catch ball-negotiated departmental KPIs) rather than a separate written test; the vendor shall state the rubric and completion criteria.
- The vendor shall provide a proposed workshop schedule, delivery approach, facilitator-to-participant ratio, and maximum number of participants per session.
- The training provider shall organize refreshments for participants during the workshop, comprising breakfast, lunch, and hi-tea, and shall include menu choices in the proposal.
- Post-session refreshments after the completion of the workshop will not be provided by BDFA.

3.7 Trainer / Facilitator Requirements

- The facilitator shall possess relevant qualifications, certification, and demonstrated experience in performance management, Balanced Scorecard design, KPI-setting, and strategy execution.
- Experience in facilitating KPI development for public sector, regulatory or statutory organisations is preferred.
- Any replacement of proposed facilitator(s) shall be subject to prior approval by BDFA. Replacement facilitator(s) must possess qualifications and experience equivalent to or higher than those originally proposed.
- The facilitator shall have working knowledge of the Balanced Scorecard, strategy mapping, SMART target-setting methods, cascading methods, and experience facilitating live KPI-setting and negotiation sessions with senior management.
- The vendor shall submit facilitator profile(s), including qualifications, relevant certifications, years of experience, and a list of similar facilitation assignments conducted.
- For international vendors, facilitator travel, accommodation, and insurance costs shall be borne entirely by the training provider.
- For international vendors, BDFA will provide daily local transportation as referenced in Annex B; respondents shall provide respondent name, address, telephone number, email address, and contact person.
- Respondents shall provide company profile, business registration documents, relevant facilitation experience, facilitator profile(s), proposed methodology, workshop schedule, assessment and rubric details, and commercial proposal. Respondents shall complete Annex A: Specifications and Compliance Sheet. Respondents shall include the following in their vendor proposal:
- Company profile with past or corporate training or consultancy programmes and client references;
- Valid business license such as License 16/17, Form X, or similar;
- Facilitator profile and background including credentials and experience;
- Sample programmes delivered; detailed workshop outline including module structure, methods, and materials;
- Refreshment arrangement with breakfast, lunch, and hi-tea menu choices;
- Confirmation of attendance at a presentation session if shortlisted.
- Respondents shall provide a quotation breakdown covering venue rental, where applicable; facilitation fee; participant materials and KPI Dictionary

templates; refreshments; and any optional value-added activities such as a post-workshop review, a coached first quarterly KPI review, or a follow-on Individual KPI Cascade module.

- Respondents shall complete Annex B: Commercial Proposal.
- The validity of the proposal shall not be less than ninety (90) days from the closing date of submission.

Annex A: Specifications and Compliance Sheet

Respondents shall indicate compliance (Yes or No) against every requirement listed below. Each statement will be evaluated upon submission of the quotation. Where the response is 'No' or partial, respondents shall provide an explanation in their proposal. Marking 'Yes' constitutes a commitment to comply if awarded.

No.	Requirement	Comply (Yes/No)
Section 1.3 — Terms and Conditions		
1	One (1) original copy of the quotation shall be submitted in a sealed envelope clearly marked with the quotation title and reference number.	☐ Yes ☐ No
2	All quotations and supplementary materials submitted shall become the property of BDFA and will not be returned.	☐ Yes ☐ No
3	BDFA shall not accept responsibility for any costs incurred by vendors in preparing or submitting the quotation.	☐ Yes ☐ No
4	Submission of a quotation does not constitute a commitment by BDFA to award a contract.	☐ Yes ☐ No
5	BDFA reserves the right to accept, reject, negotiate, or request clarification on any quotation received.	☐ Yes ☐ No
6	All enquiries regarding this RFQ shall be directed to BDFA Procurement Section at procurement@bdfa.gov.bn.	☐ Yes ☐ No
Section 2 — Eligibility Criteria		
7	The vendor shall be legally registered and authorized to provide professional training, facilitation, or consultancy services.	☐ Yes ☐ No
8	The vendor shall have proven experience in delivering performance management, KPI-setting, Balanced Scorecard, or strategy-execution training or facilitation.	☐ Yes ☐ No
9	The vendor shall provide qualified facilitator(s) with relevant certification, technical competence, and experience in Balanced Scorecard design, KPI and target-setting methods, strategy mapping, and effective	☐ Yes ☐ No

	cascading of organizational KPIs into aligned departmental KPIs.	
10	The vendor shall be able to deliver an outcome-based, facilitated workshop that produces the client's own KPI set as its primary deliverable, rather than a generic lecture course.	☐ Yes ☐ No
11	The vendor shall provide evidence of similar work conducted for government agencies, statutory bodies, regulators, or comparable public-sector organizations, where available.	☐ Yes ☐ No
Section 3.1 — Training Objective		
12	The workshop shall produce a completed set of BDFA's own organizational (corporate) KPIs spanning all four Balanced Scorecard perspectives, each SMART-checked and assigned a target-setting method, built and signed off during the workshop itself.	☐ Yes ☐ No
13	The organizational KPIs shall be cascaded through a structured and participatory process into a signed-off departmental KPI set for every participating division.	☐ Yes ☐ No
14	Both the organizational and departmental KPI sets shall be fully documented in BDFA's KPI Dictionary (definition, formula, data source and owner, target, target-setting method, and linked consequence), ready for departmental implementation and Board endorsement.	☐ Yes ☐ No
15	The vendor acknowledges that individual-level KPI cascade is out of scope for this workshop and is addressed in a separate follow-on module.	☐ Yes ☐ No
Section 3.2 — Training Arrangement and Logistics		
16	Training Type: the workshop shall be delivered as an in-house facilitated workshop.	☐ Yes ☐ No
17	Estimated Training Month: the workshop shall be conducted in January 2027 (to be confirmed with BDFA).	☐ Yes ☐ No
18	Training Duration: the workshop shall run for three (3) to five (5) full days.	☐ Yes ☐ No
19	Training Days and Time: the workshop shall preferably be scheduled during BDFA working hours.	☐ Yes ☐ No
20	Training Mode: the workshop shall be classroom / in-person, facilitator-led, comprising short lectures, facilitated exercises, small-group drafting, breakout catchball negotiation, and live documentation of BDFA's KPI set.	☐ Yes ☐ No

21	Refreshments: the provider shall include refreshments comprising breakfast, lunch, and hi-tea.	☐ Yes ☐ No
22	Venue: the venue shall be proposed by the training provider and must include breakout space and movable seating for the catchball cascade exercise.	☐ Yes ☐ No
23	Expected Number of Participants: the workshop shall accommodate approximately thirty (30) to thirty-five (35) participants comprising C-Level personnel, Department Heads, Section Heads, rekevant officers and nominated KPI Coordinators; provisional.	☐ Yes ☐ No
Section 3.4 — Scope of Training		
24	KPI vocabulary and the results chain: distinguishing a goal, KPI, target, initiative, and leading versus lagging indicators, and classifying measures against the input, output, outcome, and impact results chain.	☐ Yes ☐ No
25	National and legal anchoring: aligning BDFA's objectives to Wawasan Brunei 2035, the national development plan (RKN12), and BDFA's legal mandate, including a documented line of sight from a BDFA objective to a national goal.	☐ Yes ☐ No
26	Balanced Scorecard and strategy mapping: the four Balanced Scorecard perspectives reframed for a regulator, and drafting a one-page BDFA strategy map, with a SMART criteria refresher.	☐ Yes ☐ No
27	Drafting organizational KPIs: developing KPIs spanning all four perspectives for BDFA's own strategic objectives, SMART-checking each, and assigning an appropriate target-setting method (trend-based, benchmark-based, regulatory or standard-based, or stakeholder-negotiated).	☐ Yes ☐ No
28	Departmental cascade: applying a structured approach to cascade organizational KPIs into genuine departmental sub-component KPIs (not duplicated targets), with facilitated alignment and sign-off.	☐ Yes ☐ No
29	KPI Dictionary documentation: completing all mandatory fields — definition, formula, data source and owner, target, target-setting method, and linked consequence — to a standard ready for Board endorsement.	☐ Yes ☐ No
30	Review rhythm and self-audit: agreeing an organizational and departmental review calendar, assigning data-gathering owners and reporting tooling, and running a pitfalls checklist (output-only drift, broken cascade line, no	☐ Yes ☐ No

	consequence link, arbitrary targets) as a self-audit on everything produced.	
Section 3.5 — Learning Outcomes		
31	KPI Vocabulary and the Results Chain: participants shall be able to differentiate a goal, KPI, target, initiative, and leading versus lagging indicator, and classify sample BDFA-relevant measures against the results chain.	☐ Yes ☐ No
32	National and Legal Line of Sight: participants shall be able to trace a BDFA organizational objective to the relevant Wawasan Brunei 2035 goal, producing a one-page line-of-sight diagram.	☐ Yes ☐ No
33	Balanced Scorecard and Strategy Mapping: participants shall be able to draft organizational KPIs spanning all four Balanced Scorecard perspectives for a BDFA strategic objective, each passing a SMART check, with at least one outcome-level KPI per perspective.	☐ Yes ☐ No
34	Target-Setting Methods: participants shall be able to assign an appropriate target-setting method to each organizational KPI drafted and justify the choice.	☐ Yes ☐ No
35	Departmental Cascade via Catchball: participants shall be able to cascade an organizational KPI into a genuine departmental-level KPI for their own division, distinguishing a real sub-component contribution from a duplicated target.	☐ Yes ☐ No
36	KPI Dictionary Documentation: participants shall be able to document every organizational and departmental KPI in the standard KPI Dictionary, completing all mandatory fields including Linked Consequence, to a standard ready for Board endorsement.	☐ Yes ☐ No
37	Critique Against the Pitfalls Checklist: participants shall be able to critique a completed organizational-to-departmental KPI set against the pitfalls checklist (output-only drift, broken cascade line, no consequence link, arbitrary targets) and propose corrections.	☐ Yes ☐ No
Section 3.6 — Training Delivery Requirements		
38	The workshop shall combine short theory inputs with facilitated exercises, small-group drafting, breakout catchball negotiation, and live documentation, structured so that the workshop's primary output is BDFA's own signed-off KPI set.	☐ Yes ☐ No
39	Exercises shall be run against BDFA's actual strategic objectives and divisions, not generic case studies; the vendor shall be prepared to work with BDFA's strategic	☐ Yes ☐ No

	plan and existing departmental measures under appropriate confidentiality.	
40	The vendor shall provide all workshop materials, including a participant pre-reading packet (distributed one to two weeks prior), facilitator-led exercise materials, a KPI Dictionary template, and worked examples.	☐ Yes ☐ No
41	Learning shall be assessed continuously through the workshop artifacts against a facilitator rubric (a vocabulary spot-check, the SMART-checked organizational KPI drafts, and the catchball-negotiated departmental KPIs) rather than a separate written test; the vendor shall state the rubric and completion criteria.	☐ Yes ☐ No
42	The vendor shall provide a proposed workshop schedule, delivery approach, facilitator-to-participant ratio, and maximum number of participants per session.	☐ Yes ☐ No
43	The training provider shall organise refreshments for participants during the workshop, comprising breakfast, lunch, and hi-tea, and shall include menu choices in the proposal.	☐ Yes ☐ No
44	Post-session refreshments after the completion of the workshop will not be provided by BDFA.	☐ Yes ☐ No
Section 3.7 — Trainer / Facilitator Requirements		
45	The facilitator shall possess relevant qualifications, certification, and demonstrated experience in performance management, Balanced Scorecard design, KPI-setting, and strategy execution.	☐ Yes ☐ No
46	Any replacement of proposed facilitator(s) shall be subject to prior approval by BDFA. Replacement facilitator(s) must possess qualifications and experience equivalent to or higher than those originally proposed.	☐ Yes ☐ No
47	The facilitator shall have working knowledge of the Balanced Scorecard, strategy mapping, SMART target-setting methods, and approaches for cascading organizational KPIs into aligned departmental KPIs, together with experience facilitating live KPI-setting and alignment sessions with senior management.	☐ Yes ☐ No
48	The vendor shall submit facilitator profile(s), including qualifications, relevant certifications, years of experience, and a list of similar facilitation assignments conducted.	☐ Yes ☐ No
49	For international vendors, facilitator travel, accommodation, and insurance costs shall be borne entirely by the training provider.	☐ Yes ☐ No

50	For international vendors, BDFA will provide daily local transportation as referenced in Annex B; respondents shall provide respondent name, address, telephone number, email address, and contact person.	☐ Yes ☐ No
51	Respondents shall provide company profile, business registration documents, relevant facilitation experience, facilitator profile(s), proposed methodology, workshop schedule, assessment and rubric details, and commercial proposal, and shall complete Annex A: Specifications and Compliance Sheet.	☐ Yes ☐ No
52	The proposal shall include a company profile with past or corporate training or consultancy programmes and client references.	☐ Yes ☐ No
53	The proposal shall include a valid business license such as License 16/17, Form X, or similar.	☐ Yes ☐ No
54	The proposal shall include the facilitator profile and background, including credentials and experience.	☐ Yes ☐ No
55	The proposal shall include sample programmes delivered and a detailed workshop outline covering module structure, methods, and materials.	☐ Yes ☐ No
56	The proposal shall include the refreshment arrangement with breakfast, lunch, and hi-tea menu choices.	☐ Yes ☐ No
57	The respondent shall confirm attendance at a presentation session if shortlisted.	☐ Yes ☐ No
58	Respondents shall provide a quotation breakdown covering venue rental, where applicable; facilitation fee; participant materials and KPI Dictionary templates; refreshments; and any optional value-added activities such as a post-workshop review, a coached first quarterly KPI review, or a follow-on Individual KPI Cascade module.	☐ Yes ☐ No
59	Respondents shall complete Annex B: Commercial Proposal.	☐ Yes ☐ No
60	The validity of the proposal shall not be less than ninety (90) days from the closing date of submission.	☐ Yes ☐ No

Annex B: Commercial Proposal

Respondents are required to provide the proposed workshop scope, number of workshop days, number of participants covered, mode of delivery, assessment and completion details, unit rate, total price, price validity, payment terms, and any other relevant terms and conditions. The quotation breakdown shall include venue rental, where applicable; facilitation fee; participant materials and KPI Dictionary templates; refreshments; and any optional value-added activities such as a post-workshop review, a coached first quarterly KPI review, or a follow-on Individual KPI Cascade module. The commercial proposal must bear the official stamp and signature of the respondent.

Description	Quantity	Proposed Workshop Scope / Delivery	Total Price (BND)
Performance Scorecard Design Workshop for BDFA Personnel	**Session 1:** Organizational KPI for C-Level & Department Heads **Expected Number of Participants:** 12 pax	In-house, classroom facilitator-led workshop over three (3) to five (5) full days, preferably during BDFA working hours, covering KPI vocabulary and the results chain, national and legal line of sight (Wawasan Brunei 2035 / RKN12), Balanced Scorecard and strategy mapping, drafting organizational KPIs with SMART checks and target-setting methods, Hoshin Kanri catchball departmental cascade, KPI Dictionary documentation, and a pitfalls self-audit — producing BDFA's own signed-off organizational and departmental KPI set. Venue to be proposed by the training provider.	
Performance Scorecard Design Workshop for BDFA Personnel	**Session 2:** Departmental KPI for Department Heads & Section Heads	In-house, classroom facilitator-led workshop over three (3) to five (5) full days, preferably during BDFA working hours, covering KPI vocabulary and the results chain, national and legal line of sight (Wawasan Brunei 2035 / RKN12), Balanced Scorecard and strategy mapping, drafting organizational	

	Expected Number of Participants: 26 pax	KPIs with SMART checks and target-setting methods, Hoshin Kanri catchball departmental cascade, KPI Dictionary documentation, and a pitfalls self-audit — producing BDFA's own signed-off organizational and departmental KPI set. Venue to be proposed by the training provider.	
Venue Rental, if applicable	1 lot	To be proposed by the training provider; must include breakout space for the catchball exercise.	
Refreshments	**Session 1:** Organizational KPI for C-Level & Department Heads **Expected Number of Participants:** 12 pax	Breakfast, lunch, and hi-tea, with menu choices to be included.	
Refreshments	**Session 2:** Departmental KPI for Department Heads & Section Heads **Expected Number of Participants:** 26 pax	Breakfast, lunch, and hi-tea, with menu choices to be included.	
Value-Added Activities	If proposed	Post-workshop review, a coached first quarterly KPI review, a follow-on Individual KPI Cascade module, or other relevant value-added activities.	
Total Price (BND)			

Price Validity:

Payment Terms:

Delivery Terms:

Facilitator Expenses: Facilitator travel, accommodation, and insurance costs must be borne entirely by the training provider.

Post-Session Refreshments: Refreshments following the workshop will not be provided by BDFA.

Local Transportation for International Vendors: Daily transport between the facilitator's accommodation and the workshop venue will be provided by BDFA for a maximum of three (3) facilitators. Airport transfers are expressly excluded.

Other Terms and Conditions: