

	
Attention:	To whom it may concern
Date:	16.03.2026
From:	Asyad Group SAOC (ASYAD)
Our Reference:	C-05-26

Tender No:- C-05-26

Tender Title: Revamp of Asyad Group Competency Framework

Dear Sir,

Asyad Group SAOC (ASYAD), invites 'Tenderer' to Tender for the Work or Services in accordance with the terms and conditions set down in the Tender Documents. If you are a successful Tenderer you shall be required to enter into a Contract in accordance with the Form of Agreement.

The Tender Documents shall comprise the following Sections:

- T1 Invitation to Tender (this letter including the pages attached hereto)
- T2 Instructions to Tenderers
- T3 Data to be submitted by Tenderer
- C1 Form of Agreement (including Appendix "The Contract Schedule")
- C2 Special Conditions
- C3 General Conditions
- C4 Scope of Services
- C5 Schedules of Prices
- C6 ICV Specifications
- C7 Data Provided by Contractor
- C8 Non- Disclosure Undertaking
- C9 Health, Safety and Environment (HSE) Specifications (if applicable)

In the preparation and submission of the Tender, Tenderer shall comply with the Tender Documents. ASYAD reserves the right to disqualify the Tenderer if any of the requirements included in the Tender Documents are not met.

Yours faithfully,

For Asyad Group SAOC (ASYAD)

SECTION T1, INVITATION TO TENDER

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1 Tender Overview

1.1 About Asyad Group SAOC

The Sultanate of Oman has commenced activities to consolidate its various government-owned companies into several holding companies grouped by type of business or industrial activity. Logistics has been identified as one of those key focus industries.

Asyad Group has been set up to consolidate the government owned Logistics companies (except the air sector). Asyad has a mandate to develop Oman's Logistics capabilities and to foster investment opportunities in the Logistics sector.

Oman plans to establish itself as a premier global Logistics hub by taking advantage of its geographic location at the cross roads of trade midway between Asia and Europe, along with connections to East Africa, the Indian Subcontinent and Iran. By using overland highways and rail service Oman will become a natural gateway into the GCC Countries avoiding the politically sensitive Straits of Hormuz and reducing the distance ocean carriers must travel to reach Ports in the Arabian Gulf.

Asyad has also been tasked with implementing the National Logistics Strategy (NLS), formerly known as Sultanate of Oman Logistics Strategy (SOLS).

The successful implementation of NLS will enable Logistics to become a major contributor to the Oman economy, facilitating economic diversification, creating significant new employment opportunities and delivering improved performance rankings in key world operating indices. Thus the result of NLS will make Oman a major global Logistics hub, leveraging its geographical advantages along with its significant recent investment in its Logistics infrastructure.

1.2 Description of Scope of Service

The appointed Consultant will deliver an end-to-end engagement starting with a diagnostic assessment of Asyad Group's current competency framework to confirm gaps, relevance, and alignment to the Group's operating model. Based on the diagnostic outcomes, the Consultant will design and develop the updated Group-wide competency framework and competency dictionary, and ensure it is cascaded appropriately to Business Units (BUs) while maintaining Group-wide consistency.

The engagement will also include system enablement in SAP and the development of a competency-to-learning intervention mapping, ensuring each competency is linked to practical development interventions and can be embedded across all talent management functions (e.g., recruitment and selection, performance management, learning and development, succession planning, career pathing, and talent reviews).

The work will be delivered in phased stages to ensure quality, stakeholder alignment, and effective adoption across the Business Group. The implementation approach will include, but not be limited to, the following stages:

- **Current-State Diagnosis & Needs Assessment:**
 - *Conduct a comprehensive Review of the current Asyad Group Competency Framework including architecture, definitions, proficiency levels, behavioral indicators, and usage guidance.*
 - *Identify gaps, redundancies, and areas for enhancement, and provide recommendations to refine and update the framework to ensure alignment with the Group's strategic direction and future capability requirements.*
 - *Review how competencies are currently (or not) embedded across HR applications (e.g., performance, recruitment, learning, succession, career pathing) and identify gaps, duplication, misalignment, and usability constraints.*
 - *Engage key stakeholders across Corporate People/Group functions and representative Business Units (BUs) through interviews, focus groups and workshops to confirm business context, capability needs and future requirements.*
 - *Assess governance and operating model requirements for a Group-wide framework that cascades to BUs while maintaining comparability and consistency across the Business Group.*

- Produce a Diagnostic Report documenting findings, pain points, maturity assessment, and recommendations for the target-state competency architecture and implementation approach.
- **Competency Framework Architecture & Dictionary Development**
 - Develop the updated competency structure for Asyad Group aligned with Asyad's strategy and Group operating model.
 - Develop a complete Competency Dictionary for all competencies, including clear definitions, proficiency levels, behavioral indicators, and practical examples where relevant.
 - Conduct structured validation and calibration focus groups with Corporate People and Business Unit stakeholders to assess relevance, clarity, and level differentiation across the competency framework, and to ensure alignment with operational realities and organizational expectations.
 - Establish a clear competency governance model defining designated business ownership, accountability, change control, and structured review mechanisms to ensure the competency dictionary remains current and aligned with evolving strategic and operational needs.
- **Competency-to- Learning Intervention Mapping**
 - Develop a competency-to-learning intervention mapping for each competency (and proficiency level where applicable), translating competencies into practical development actions.
 - Map learning interventions across a blended development model (e.g., 70-20-10) including: formal programs/courses, on-the-job assignments and projects, stretch roles, mentoring/coaching, rotations, certifications, curated learning paths, and digital learning resources.
 - Provide a Learning Mapping Matrix and recommended governance process to keep learning content continuously aligned with the competency dictionary and proficiency levels.
 - Integration Across End-to-End Talent Management Functions.
- **SAP Enablement (System Configuration, Upload & Validation)**
 - Configure and upload the approved competency framework and dictionary into SAP, including competency objects, definitions, proficiency levels and behavioral indicators (as applicable).
 - Validate system readiness and data accuracy; test usability and end-to-end alignment with relevant SAP talent modules to ensure the framework is operationally usable for managers and HR users.
 - Provide system documentation and handover materials to support sustainability of the SAP configuration.

2 Requirements to Collect Tender Document

2.1 Tenderer Details Sheet

- 2.1.1 In order to correctly identify the Tenderer and the Tenderer's point of contact for this Tender Process, Appendix 1 shall be completed by the Tenderer and presented, by hand or scanned and forwarded via email tenders@asyad.om, to ASYAD tender section before the tender documents can be released to the Tenderer.

2.2 Tender Fee

- 2.2.1 The Tender Fee for this Tender is ~~25~~25.
- 2.2.2 Payable online: E-tendering
- 2.2.3 The Tenderer is only permitted to participate in one mode only either via e-tendering system or manual participation. Tenderers whom submit proposals in both modes (i.e. e-tendering and manual submission) will not be accepted.

2.3 Confidentiality Declaration

- 2.3.1 Prior to the submission of proposals the Tenderer shall sign the attached Confidentiality Declaration (Appendix 2). The Confidentiality Declaration must be completed, signed by an authorised person, stamped with the Tenderers company stamp, and be presented, by hand or scanned and forwarded via email tenders@asyad.om, to ASYAD tender section before the tender documents can be released to the Tenderer.

3 ASYAD Contact Point

- 3.1.1 All communication with ASYAD shall be through Clarification Requests, in writing and addressed to **eTendering portal**. No Clarification Requests shall be entertained after the Clarification Request Closing Date included in the table in Article 6 below.

4 Tender Bond (Not Applicable)

- 4.1.1 To ensure conformance of the Tender, ASYAD requires the Tenderer to issue a Tender Bond in the exact format detailed in Section T3. The value of this Tender Bond shall be indicated in Section T3. The Tender Bond shall be forwarded to ASAYD as part of the Technical Tender under separate cover. The Tender Bond shall be enforced in the event that Tenderer fails to accept award of the contract or purchase order. ASYAD reserves the right to reject any tender submitted without a Tender Bond.

5 Pre Bid Clarification Meeting

- 5.1.1 A pre bid clarification meeting may be held depending on the requirement during the bidding stage.

6 Outline Tender Process and Submission of Tender

- 6.1.1 The technical Proposal submission date and the commercial Proposal submission date are the same but the technical Proposal and commercial Proposal shall be submitted in individually sealed separate packages. the opening of the technical Proposal and commercial Proposal as detailed in Section T3, Data to be submitted by tenderer, point 1.2.
- 6.1.2 The proposed Tender Process schedule is:

Activity	Date
Issue of T1-Invitation to Tender	16.03.2026
Tender Documents available for collection	16.03.2026
Final date for collection of Tender Documents	26.03.2026
Clarification Request Closing Date	02.04.2026
Tender Submission Date	09.04.2026

7 Tender Award

In the event that ASYAD considers Tenderer to be commercially a potentially successful competitor for the award of the contract, ASYAD may subject Tenderer to a further technical and financial evaluation. Only when a Tenderer satisfies ASYAD technical and commercial requirements will a Contract be awarded.

ASYAD reserves the right to award the Tender on split basis or to award this tender one or more technically accepted tenderers.

8 Appendix 1 – Tenderer Details for this Tender

9 Appendix 2 – Confidentiality Declaration

The undersigned having its principal office (The 'Tenderer') hereby declares vis-à-vis Asyad Group SAOC (ASYAD), P.O. Box 470, PC 115 Muscat, Sultanate of Oman (The Company) to accept the following terms and conditions on which the Company is prepared to communicate to the Tenderer certain Confidential Information pertaining to the Work under the above mentioned Tender as hereinafter defined.

9.1 Definitions

9.1.1 Confidential Information

shall mean all knowledge, data or information acquired by Tenderer from, or disclosed to Tenderer by the Company, or on behalf of Company, in connection with the Tender Documents, Clarifications and the Tender Process in writing, drawings, magnetic tapes, computer programs or in any other way, as well as all knowledge, data or information derived there from, to the extent that such knowledge, data or information at the time of such acquisition or disclosure is not either already in the unrestricted possession of Tenderer or part of public knowledge or literature.

9.1.2 Confidential Record

Shall mean all Tender Documents, Clarifications and any other material containing Confidential Information.

9.1.3 Third Party

Shall mean any party other than ASYAD, or Tenderer.

9.2 Confidentiality

9.2.1 Tenderer shall preserve and cause its employees to preserve the confidentiality of any Confidential Information.

9.2.2 Tender shall not for any purpose other than the preparation and submission of a Tender disclose to any Third Party or enable any Third Party to note the fact that Tenderer has been invited to submit a Tender and/or, if applicable, the fact that the Contract is awarded to Tenderer; reproduce, copy or use, or disclose to, place at the disposal of or use on behalf of any Third Party or enable any Third Party to read, copy or use, any Confidential Information; except with the prior written consent of ASYAD.

9.2.3 The undertakings above shall continue insofar and for so long as the Confidential Information or Confidential Record in question has not:

- a) become part of the public knowledge of literature otherwise than through any act or default on the part of Tenderer; or
- b) been disclosed to Tenderer under an obligation to maintain secrecy by a Third Party (other than one disclosing on behalf of ASYAD, who could lawfully do so and who did not derive such Confidential Information or Confidential Record from ASYAD).

9.3 Copyright

9.3.1 The copyright in any Confidential Record shall, in the absence of any express provision to the contrary thereon, be vested in ASYAD. Copyright in any record containing geological or geophysical data acquired or generated by Tenderer in connection with the Contract shall be vested in ASYAD.

9.4 Return of Confidential Record

9.4.1 If tenderer declines to submit a Tender or is notified that its Tender is unsuccessful, upon written notification thereof by ASYAD, tenderer shall destroy electronic copies and return all hard copy tender documents including addenda and clarifications to ASYAD.

9.5 Third Parties

9.5.1 Tenderer shall ensure that if under the terms of this confidentiality agreement any of the confidential information comes to the knowledge and/or in the possession of any third party, tenderer shall require from such Third Party that it shall abide by stipulations equivalent to those contained in this confidentiality agreement.

9.6 Validity

9.6.1 This confidentiality declaration shall be valid for a period of five (5) years from the date signed by the tenderer.

Agreed and accepted this

..... Day of 20....

And signed by a duly authorized person on behalf of the Tenderer

(Signature)

Name: _____

Position: _____

For: _____