

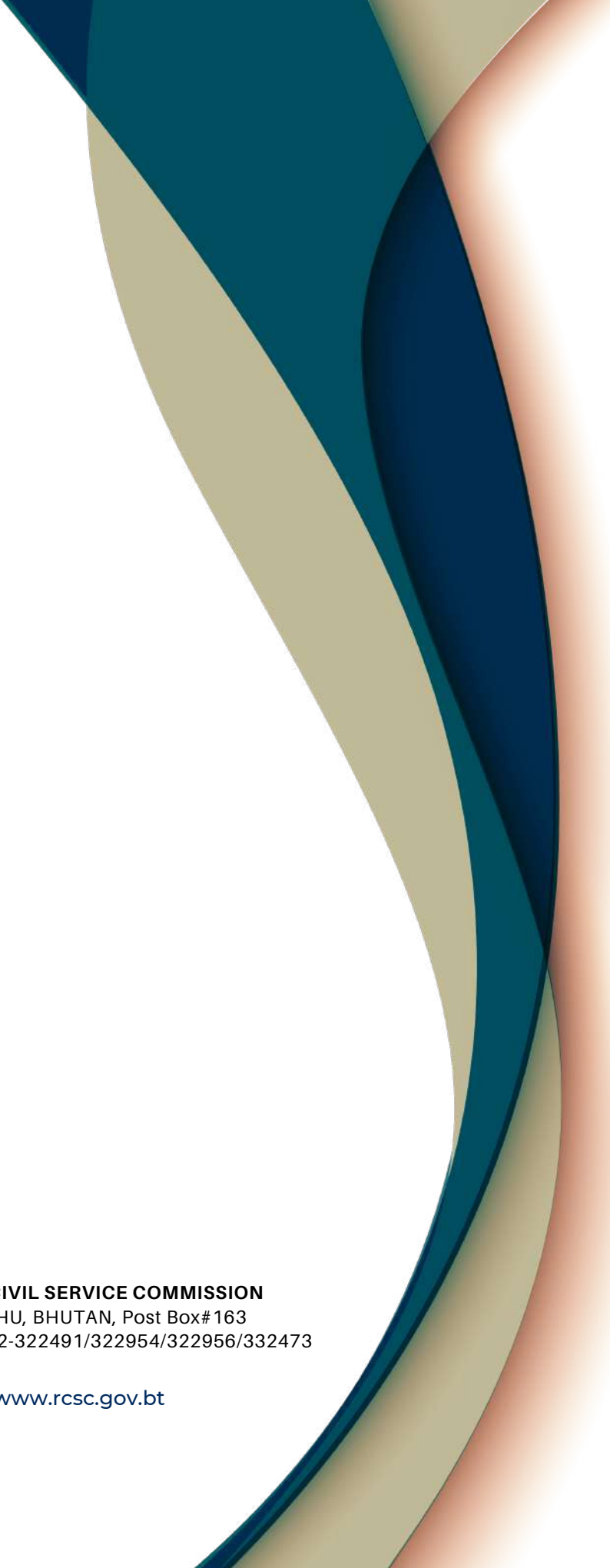


# ANNUAL REPORT

JULY 2019 - APRIL 2024

**ROYAL CIVIL SERVICE COMMISSION**

ROYAL GOVERNMENT OF BHUTAN



**ROYAL CIVIL SERVICE COMMISSION**  
THIMPHU, BHUTAN, Post Box# 163  
Tel: PABX 975-2-322491/322954/322956/332473

[www.rcsc.gov.bt](http://www.rcsc.gov.bt)







***“Our responsibility is not just for the immediate future. Four hundred years ago, Zhabdrung Ngawang Namgyel built the nation-state of Bhutan, and his legacy, our inheritance, remains intact to this day. Let us build a legacy that will continue to benefit Bhutanese 500 years into the future.”***

*His Majesty the Druk Gyalpo  
Address to the Nation on 116th National Day  
(17th December, 2023)*



*This Annual Report which is also a consolidated report for the period of five years from April 2019 to April 2024 is prepared and submitted as per Article 26, Section 9 of the Constitution of the Kingdom of Bhutan and as specified under Section 19 of the Civil Service Act of Bhutan 2010.*





**ACRONYM**

AAS	: Australia Awards Scholarship
ACC	: Anti-Corruption Commission
APA	: Annual Performance Agreement
APEMS	: Assistance to Privately Enrolled Medical Students
AQAF	: Agency Quality Assessment Framework
AVP	: Australian Volunteer Program
BCSE	: Bhutan Civil Service Examination
BCSR	: Bhutan Civil Service Rules and Regulations
B.Ed	: Bachelor of Education
BPST	: Bhutan Professional Standard for Teachers
CATI	: Computer Assisted Telephone Interview
CBF	: Competency Based Framework
C4CS	: Committee for Coordinating Secretaries
CFT	: Critical Feedback Team
CSAB	: Civil Service Act of Bhutan
CSR	: Civil Service Reform
CSSD	: Civil Service Support Desk
CSW	: Civil Service Well-being
CSWS	: Civil Servants' Welfare Scheme
DAHE	: Department of Adult and Higher Education
DMS	: Document Management System
DSA	: Daily Subsistence Allowance
EEA	: Executive Eligibility Assessment
EoM	: Expenditure on Manpower
EST	: Empathy Skills Training
EXCEL	: Leadership Course for Executive Candidates
ExFo	: Executive Forum
FIT	: Foundational In-service Training
FLMP	: Future Leadership Mentoring Programme
FY	: Financial Year
FYP	: Five Year Plan
GoI	: Government of India
GovTech	: Government Technology Agency
HR	: Human Resources
HRC	: Human Resource Committee
HRD	: Human Resource Development
HRM	: Human Resource Management
ICT	: Information and Communication Technology
JDS	: Japanese Grant Aid for Human Resource Development Scholarship
JICA	: Japan International Cooperation Authority
KPI	: Key Performance Indicator
KSP	: King's Scholarship Programme
LCF	: Leadership Capability Framework

LDP	: Leadership Development Programme
LTT	: Long-term Training
MaX	: Managing for Excellence
MBBS	: Bachelor of Medicine and Bachelor of Surgery
ME	: Main Examination
MMF	: Manpower Management Framework
MMT	: Minimum Mandatory Training
MoAL	: Ministry of Agriculture and Livestock
MoESD	: Ministry of Education and Skills Development
MoF	: Ministry of Finance
MoFAET	: Ministry of Foreign Affairs and External Trade
MoH	: Ministry of Health
MoIT	: Ministry of Infrastructure and Transport
MoU	: Memorandum of Understanding
NCD	: Non-Communicable Diseases
NLCS	: National Land Commission Secretariat
NLP	: Nurturing Leadership Program
OC	: Operational Category
ODE	: Organisational Development Exercise
OKR	: Objectives and Key Results
PE	: Preliminary Examination
PG	: Post Graduate
PGDE	: Postgraduate Diploma in Education
Ph.D	: Doctor of Philosophy
PIP	: Performance Improvement Plan
PMC	: Professional and Management Category
PME	: Partially Meeting Expectation
PMS	: Performance Management System
PSD	: Public Service Delivery
QECS	: Queen's Endowment for Cultural Studies
RCSA	: Royal Civil Service Awards
RCSC	: Royal Civil Service Commission
RGoB	: Royal Government of Bhutan
RIGSS	: Royal Institute for Governance and Strategic Studies
RIM	: Royal Institute of Management
SCPTA	: Singapore Cooperation Programme Training Award
SCS	: Senior Civil Service
SET	: Service Evaluation Tool
SSC	: Supervisory and Support Category
STT	: Short-term Training
TICA	: Thailand International Cooperation Agency
UG	: Undergraduate
ZES	: Zhiyog Electronic System
ZRS	: Zhiyog Recruitment System



# Executive Summary **2019-24**

The Commission, with humility and deep gratitude, submits its final Consolidated Report. As this marks the conclusion of the Commission's term, the report not only outlines its policies and interventions during the financial year 2023-2024 but also highlights the initiatives undertaken in the last five years from April 2019 to April 2024.

His Majesty The Druk Gyalpo appointed the Commission Members on 17 April, 2019 as the Third Commission. After receiving The Royal Audience and drawing inspirational wisdom from His Majesty, the Commission began its first task by meeting with civil servants across the country. The meeting enabled the Commission to understand the ground realities through interactions, observations, and listening to their concerns and suggestions.

The Commission also assessed the reforms carried out by the first two Commissions and the current situation.

Further, the Commission reflected on the Royal Address made during the 111th National Day celebrations in Samtse where, amongst others, His Majesty reminded that “in a democracy, elected Governments serve a fixed term and, irrespective of how well-meaning the Government is and how well they perform, their fate rests in the hands of the electorate and we will inevitably see periodic changes in the Government.

## Executive 2019-24 Summary

“ The transformation process has started promisingly only because we have the strong support of the people. **Our responsibility now is to see this process to the end and ensure that we succeed.**

”

*His Majesty The Druk Gyalpo  
Address to the Nation on the 115th National Day  
17th December, 2022*

Therefore, our civil servants have the responsibility to ensure continuity in the pursuit of our timeless national goals and objectives. Our civil servants will fail in their duty if they do not correct them if they are unresponsive to feedback, if they lack accountability, if they are unresponsive to new ideas and solutions, if they have poor communication and coordination, or if organisations expand and multiply without direction and coherent vision”. The Commission also recalled His Majesty’s message that the Civil Service is the backbone of the country and that development outcomes for the country would be a mirror reflection of the performance of the Civil Service. After carefully considering the concerns and suggestions put forth by the Agencies, the Commission engaged in thorough deliberation and identified the five Thematic Areas that require utmost attention: rightsizing Civil Service; enhancing service delivery; strengthening Civil Service systems; leadership development; and civil servants’ well-being.

While the Commission continued with initiatives under the five Thematic Areas,

the COVID-19 pandemic struck the nation. As His Majesty led the multi-pronged initiatives to contain the pandemic, the Commission supported all government agencies to ensure that public services were not affected and mobilised the required number of civil servants to assist the National Task Force. The COVID-19 pandemic, globally affected millions leaving a trail of socio-economic issues, a host of challenges, and loss of lives. However, for us in Bhutan, under the peerless leadership of His Majesty The Druk Gyalpo, everyone’s safety and well-being was assured. All necessary support systems were carefully planned and put in place for the eventual lifting of the pandemic restrictions. This enabled a smooth transition to normalcy beginning in April 2022, ensuring safety and access to health services in cases of emergency for all sections of the society.

Under His Majesty's guidance and with an enduring effort from the Government supported by public servants and people from all walks of life, the nation has been able to manage and mitigate the effects of the pandemic and maintain normalcy despite the grave situation. With over a year of experience confronting the global pandemic, our country has been exposed with fundamental insights into its strengths and vulnerabilities as we plough ahead to embrace the challenges of the 21st century. During the 113th National Day Address at the Punakha Dzong on 17 December 2020, His Majesty The Druk Gyalpo announced the aspiration to transform Bhutan into a self-reliant and "developed country" within our lifetime and to prioritise reforms in the Civil Service and Education sector. Subsequently, the Royal Kasho from the Golden Throne to bring about reforms in these two sectors was bestowed to the people and country on 2 February, 2021. The Royal Kasho provided an extraordinary opportunity to reinforce the important institution of the State and urgently build a strong Civil Service. It came at a time when the core impediments to the development of a more professional and efficient bureaucracy remain entrenched within the system. Some of these impediments included: the inability to leverage on the large size; autonomy seeking and proliferation of agencies with silo approach; job security leading to complacency; minimal accountability; inefficient service delivery and administrative burden; and lack of trained capacity. All these required a fresh look to build a strong Civil Service leadership, forge robust and agile Civil Service structures, operate with enabling governance systems, and nurture highly capable and engaged civil servants to meet the needs of the 21st century.

The Royal Kasho of 2nd February 2021 mandated the Civil Service transformations so that it has a renewed vision for the 21st century and provides a foundation for a robust, apolitical, meritorious, innovative and resilient Civil Service driven by a culture of research, technology, enabling legislation with the highest ethical & moral standards of its leaders and personnel. In its efforts to bring about Civil Service transformation, the Royal Civil Service Commission (RCSC) selected four strategic levers. These included instituting enhanced leadership in organisations; strengthened governance systems; dynamic civil servants; and robust structures. Civil Service transformation underscored the need to change the underlying assumptions and adopt new ways of providing public services, requiring changes in systems, processes and organisational culture.

The Commission considered leadership as a key lever to drive these transformations as it is the guiding force that propels an agency towards its goals, fostering unity, direction, and a culture of excellence. It, therefore, called for a reassessment of the fundamental assumption of how leaders were groomed and selected for a vibrant and responsive Civil Service. The long-held notion of Civil Service as an "iron rice bowl", had to be broken and the concept of security in tenure had to be altered.

A rigorous leadership competency assessment was carried out for the executives by a panel of experts. Those who did not meet the expectations had to exit the system. In a small society, executing such decisions has been hard, yet a start had to be made to punctuate the equilibrium. A system of continuous assessments was put in place through a Performance Management System to ensure that leaders deliver and drive their Agencies. Agility in the organisations starts with agility in the minds of people and particularly its leaders. Systems for leadership grooming, recruiting the right kind of leaders, performance management, and development were deemed critical. A new system to identify young talents and groom them for placement in Civil Service was instituted and the existing system and process of executive selection was replaced by a more rigorous competency-based system.

A new leadership capability building initiative called Nurturing Leadership Program (NLP) was designed and implemented for 65 senior civil servants and 60 school leaders. The programme facilitated performance coaching, peer-to-peer learning and learning to do in the real-life work context so that the leaders could create a high performing work culture and bring about transformation in their respective Agencies. Similar initiatives were instituted to develop leadership competencies at the level of Division Chiefs, which was cascaded to lower levels in the hierarchy. Service delivery, which is another primary responsibility of the Civil Service Agencies, was given further impetus to make it citizen-centric by introducing a monitoring and assessment framework. In collaboration with the Cabinet Secretariat, a pilot was initiated with four commonly availed services brought on to an IT

platform called Service Evaluation Tool (SET) and eventually 30 services were onboarded with more in the pipeline. The Commission worked closely with the executives to accelerate efforts to transform the Civil Service. The aim was to restructure Civil Service agencies and leverage the use of technology to better serve the public. The restructuring exercise was guided by three key principles which aimed to: a) establish and strengthen Ministries as the foundational structure of governance for a more effective role in policy setting and enforcement through strategic alignment of mandates and objectives; b) do more with less by leveraging technology; c) clustering common services (finance, procurement); and d) outsourcing services, wherever feasible, for cost efficiency and effectiveness.

The Commission in collaboration with the Royal Government enacted the Civil Service Reform (CSR) Act of 2022. It culminated in, amongst others, rationalising Ministries to nine from initial 10, bringing in strategic functions such as technology, perspective economic and strategic HR planning under the Cabinet Secretariat, and enhancing strategic coordination within the government by creating a Committee of Four Coordinating Secretaries (C4CS). Allied mandates were clustered to optimise synergistic links to the shared goals, strengthen

accountability, enhance coordination and collaboration by designating four secretaries (who concurrently head one of the Ministries in that policy cluster) as Coordinating Secretaries to support the centre of government (Governance), Social, Economic, and Security/Defence Clusters.

In addition, the Commission in collaboration with the Executive Transformation Team, reviewed the roles, functions and governance structures of the various agencies in government. While some agencies having similar functions were clubbed together to form new agencies, others like the Tourism Council of Bhutan and National Environment Commission were converted to full-fledged Departments within related Ministries. Further, some agencies were administratively affiliated with relevant Ministries, while retaining their governing bodies for greater accountability and representation from relevant stakeholders. The restructuring and creation of the various agencies in the government affected 46 existing Acts. While the government facilitated the reforms by presenting an 'Omnibus Bill' to the Parliament to enact the CSR Act of Bhutan 2022, these Acts need amendment in the future, to align with the CSR Act of Bhutan 2022.

The Commission clustered common services like Finance, Procurement, and ICT for deeper specialisation, higher work quality, HR optimisation, and cost-effectiveness. Common services wherever possible were outsourced to private entities and efforts were made to share physical space like offices and stores for efficiency and economy.

Realising that the system of Annual Performance Agreement (APA) and proxy scores was ineffective in providing an accurate picture of performance, the Commission revamped its performance management system (MaX). It reinforced performance planning, concurrent monitoring and review where supervisors analysed and calibrated the subordinates' performance in different performance categories using a standard Bell Curve. Civil servants not meeting the performance standards are to be coached, counselled, and made to prepare a performance improvement plan (PIP) which will help them improve their performance. Accountability was placed on the Heads of Agencies and cascaded down to other senior civil servants in a hierarchical order. Furthermore, recognising the importance of building the supervisor's competencies in managing the entire performance cycle with a particular focus on performance calibration, all senior civil servants were trained on the application of Objectives and Key Results (OKRs), Key Performance Indicators (KPIs) and performance standards in setting performance expectations; analyse jobs and competencies and calibrate performance. Similarly, health officials and school principals, and DEOs were trained to analyse holistic performance of the employees in a structured three-day training as their performance management was co-created slightly differently from that of other civil servants.

With a view to facilitate an agile Civil Service, the Commission in consultation with the stakeholders of both the Ministries and Local Governments reviewed Bhutan Civil Service Rules and Regulations (BCSR) of 2018. Necessary amendments were made and the revised BCSR was launched on 17 December, 2023. The revision of the BCSR 2023 aimed at upholding meritocracy, transparency, and professionalism in the Civil Service while ensuring currency of the BCSR. It also endeavours to enhance responsiveness and service delivery by streamlining and rationalising HR functions. A significant change in the BCSR 2023 is the policy decision to bifurcate the general rules from the guidelines so that agencies will experience greater flexibility in procedural HR matters by including it in the guidelines.

Amongst others, some of the pertinent changes in provisions were made to a) increase the talent pool to expand and diversify the pool of skilled personnel; b) enhance Civil Service motivation; c) enhance career progression and career extension opportunities; and d) improve HR service delivery and greater delegation to Agencies to enhance efficiency, effectiveness, and responsiveness of HR functions. With this revision, the RCSC anticipates greater clarity of policies and processes not only for administrators and supervisors but also for individual civil servants facilitating a better understanding of the HR system within which they are expected to operate and function.

The Bhutanese Civil Service will continue to play a critical role in the socio-economic transformation and in elevating the country in the league of developed nations by generating critical policy proposals and alternatives for the government to make decisions, implementing the policies and producing high-quality public services

needed for the effective functioning of the economy and for the benefit of the society at large. Civil servants will be called to perform in a very dynamic and ever-changing socio-economic technological environment. It must evolve continuously to suit the demands of the changing environment and demands of stakeholders and ensure continuity, professionalism, and public service excellence. While it might take some time for the initiatives undertaken to be rooted, the efforts to change must continue to be assessed, nurtured and strengthened but revamped if it does not produce desired outcomes. There is immense opportunity being provided by emerging technology that could usher efficiency, access and ease of doing business that can be exploited. Similarly, as the civil service transitions to a performance-based system, it must weigh relevant market measures to promote meritocracy to attract the best and retain them, align HR processes with the changing perceptions of the “employment” and “career”, and build a coalition with the agencies to affect behavioural transformations in the workplaces. Change initiatives must continue to amplify the efforts to enhance efficiency and effectiveness in the Civil Service and help contribute to attain the vision of “a developed Bhutan” as envisioned by His Majesty The Druk Gyalpo.



The Commission completes its tenure of five years on 16 April, 2024. Despite facing challenges such as the pandemic and high attrition rates, the Commission successfully implemented reforms with the support of the Royal vision and leadership. While progress has been made, it is essential for senior management and leaders in all agencies to sustain and accelerate these efforts for the desired impact. Despite challenges, the entire journey of reforms was quite enriching and fulfilling. The Commission expresses its profound gratitude to His Majesty for the immense honour bestowed upon us and for allowing us to play a role in Bhutan's transformative journey. The Commission is truly grateful for the unwavering support and guidance received from the Golden Throne.

Additionally, it extends its gratitude to the Hon'ble Prime Ministers of the past and present, the Cabinet, National Assembly, National Council, and all agencies of the Royal Government of Bhutan for their invaluable collaboration, cooperation, and support throughout the reform process. The Commission is also greatly indebted to the external consultants and the network of institutions, the transformation team, and civil servants. It believes that the bureaucracy will remain instrumental in realising the Royal vision for our country and will continue to partner and collaborate with all its key stakeholders in the course of development with renewed zeal, enthusiasm and dedication to Tsa-Wa-Sum.





# Table of Contents

<b>1</b>	<b>Commission in Focus</b>	<b>1</b>
	<ul style="list-style-type: none"><li>• The Commission</li><li>• Secretariat</li><li>• Annual Plans</li><li>• Budget Report</li><li>• Statistical Overview of CS (Jul 2023 - Mar 2024)</li></ul>	2 2 2 2 3
<b>2</b>	<b>Report on Policies and Performances from July 2023 to February 2024</b>	<b>6</b>
	<ul style="list-style-type: none"><li>• Enhanced Leadership</li><li>• Strengthened Systems</li><li>• Dynamic Civil Servants</li><li>• Robust Structures Instituted</li></ul>	6 12 19 24
<b>3</b>	<b>Consolidated Report of Policies and Programmes from July 2019 to March 2024</b>	<b>27</b>
	<ul style="list-style-type: none"><li>• HR Management</li><li>• HR Development</li><li>• Civil Service Well-being</li><li>• Leadership and Talent Management</li><li>• Human Resource Audit</li><li>• Administrative Action</li><li>• Bhutan Civil Service Examination</li><li>• Efficient, Effective, and Transparent HR Service Delivery</li></ul>	27 35 42 46 52 53 54 57
<b>4</b>	<b>Civil Service Statistics from January 2019 to December 2023</b>	<b>60</b>
	<ul style="list-style-type: none"><li>• CS to Population Ratio and Strength</li><li>• CS by Position Categories and Gender</li><li>• CS by Employment Type</li><li>• CS Recruited by Position Categories and Employment Status</li><li>• CS Separated by Types</li><li>• CS Separated by Position Categories</li></ul>	60 60 61 61 62 62
<b>5</b>	<b>Way Forward</b>	<b>63</b>
	<ul style="list-style-type: none"><li>• Enhancing Productivity and Performance</li><li>• Securing Long-term Public Interest</li><li>• Transformational Leadership</li><li>• Optimising Resources in the Civil Service</li><li>• Harnessing the Potential of Technology</li><li>• Aligning Employment Systems with New Generation Perceptions</li></ul>	63 64 64 64 65 65
<b>6</b>	<b>Annexures</b>	<b>66</b>



# 1

# Commission in Focus



## **KARMA HAMU DORJEE**

- Vice Chairperson, Governing Board, RIGSS;
- Chairperson, Governing Board, RIM;
- Member, Governing Council, Gyalsung;
- Member, De-Suung Executive Council;
- Member, Governing Council, JSW School of Law.

## **LHENDUP WANGCHU**

- Member, Dzongkha Development Committee;
- Chairperson, Civil Servants' Welfare Scheme Fund Management Committee;
- Chairperson, Nehru-Wangchuck Scholarship Award Committee.

## **DHANAPATI MISHRA**

- Member, Tertiary Education Board;
- Member, Teacher Education Board;
- Member, Bhutan Accreditation Council.

## **TSSHERING YANGDEN**

- SAARC Nodal Officer;
- Co-Chair, Japanese Grant Aid Scholarship.

## **DR UGYEN TSHEWANG**

- Member, Bar Council of Bhutan;
- Chairperson, King's Scholarship Programme.



### **The Commission**

The Third Commission which was appointed in April 2019 is serving its final year, ending its term by 16 April, 2024. Since its appointment, the Commission has been dedicated to enhancing professional competence and ensuring that civil servants deliver high-quality service based on the utmost standards of ethics and integrity. Additionally, it has strived to establish consistent rules and regulations governing various aspects of the Civil Service, including recruitment, appointment, staffing, training, transfers, and promotions. The Commission has also prioritised maintaining a small, compact and efficient Civil Service.

A total of 225 Commission meetings were held in the tenure of the 3rd Commission with 37 being held between 1 July, 2023 to 16 April, 2024. The Commission dedicated every Tuesday to the Commission meeting in its efforts to provide timely decisions and also convened on other days, as required.

### **Secretariat**

The Commission is supported by a permanent secretariat headed by an Executive and functions as a Central Personnel Agency of the government.

### **Annual Plans**

The Commission is mandated to ensure civil servants render professional service guided by the highest standards of ethics, integrity, and social justice in implementing the policies and programmes of the government. Its annual plans include priorities within identified themes aligning with its overall strategic plans.

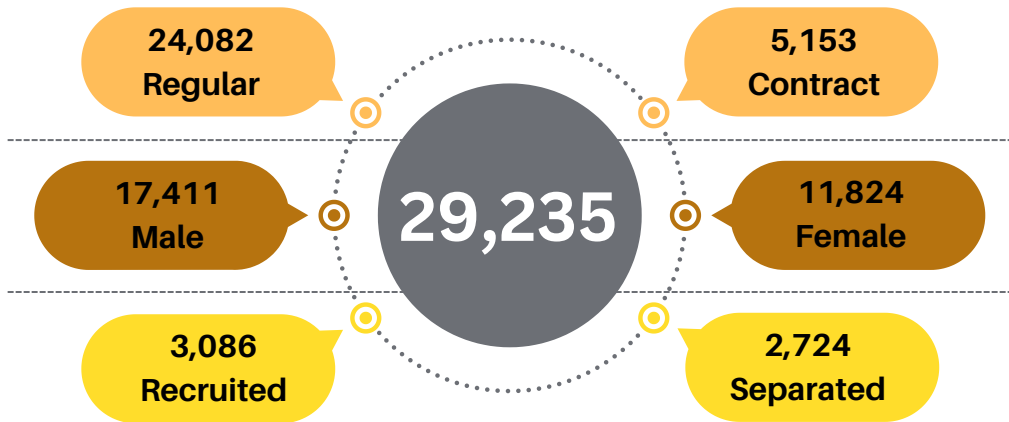
### **Budget Report**

For the Financial Year (FY) 2023 - 24, a total budget of Nu. 619.513 million was approved, of which Nu. 535.447 million was allocated for capital expenses and Nu. 84.066 million for current expenses. The budget utilisation for the reporting year as of the current date stood at 54.44%.

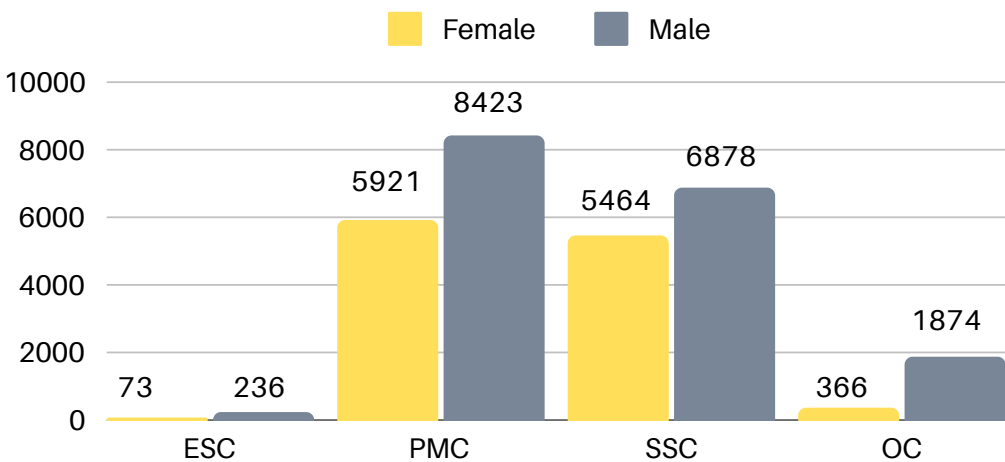
### 1.1 STATISTICAL OVERVIEW OF CS (JULY 2023 - MARCH 2024)

This section of the report presents a statistical overview of the civil servants by number, employment type, superstructure, position categories & gender, recruitment, separation, Ministries, Dzongkhags, Thromdes & Agencies, and by location.

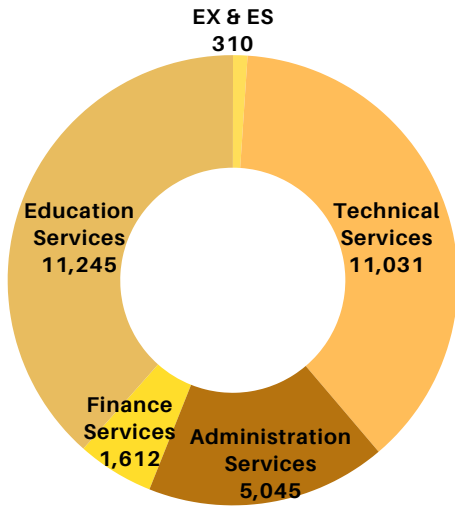
#### 1.1.1 GENERAL STATISTICS



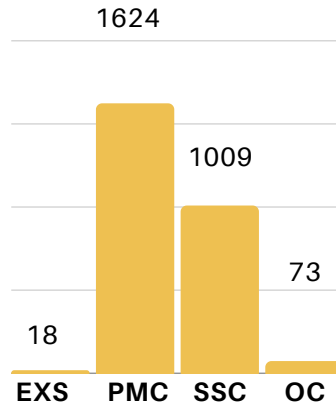
#### 1.1.2 CS BY POSITION CATEGORIES AND GENDER



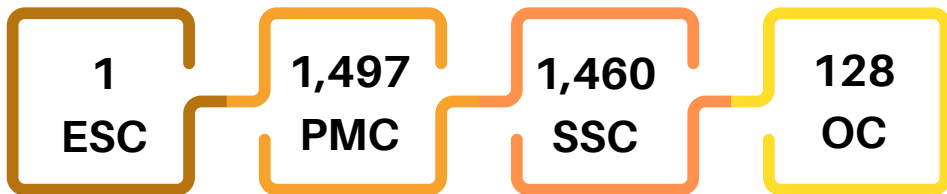
### 1.1.3 CS BY SUPERSTRUCTURE



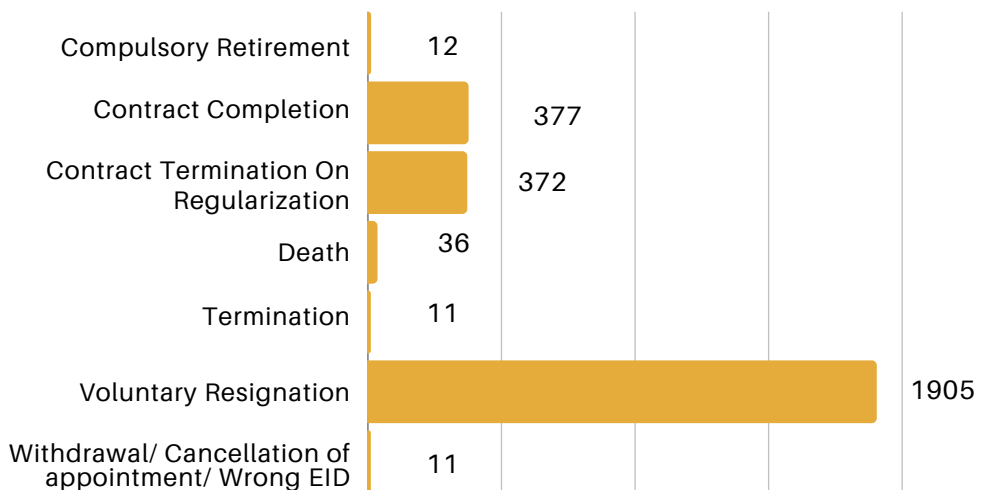
### 1.1.4 CS SEPARATED BY POSITION CATEGORIES



### 1.1.5 CS RECRUITED BY POSITION CATEGORIES

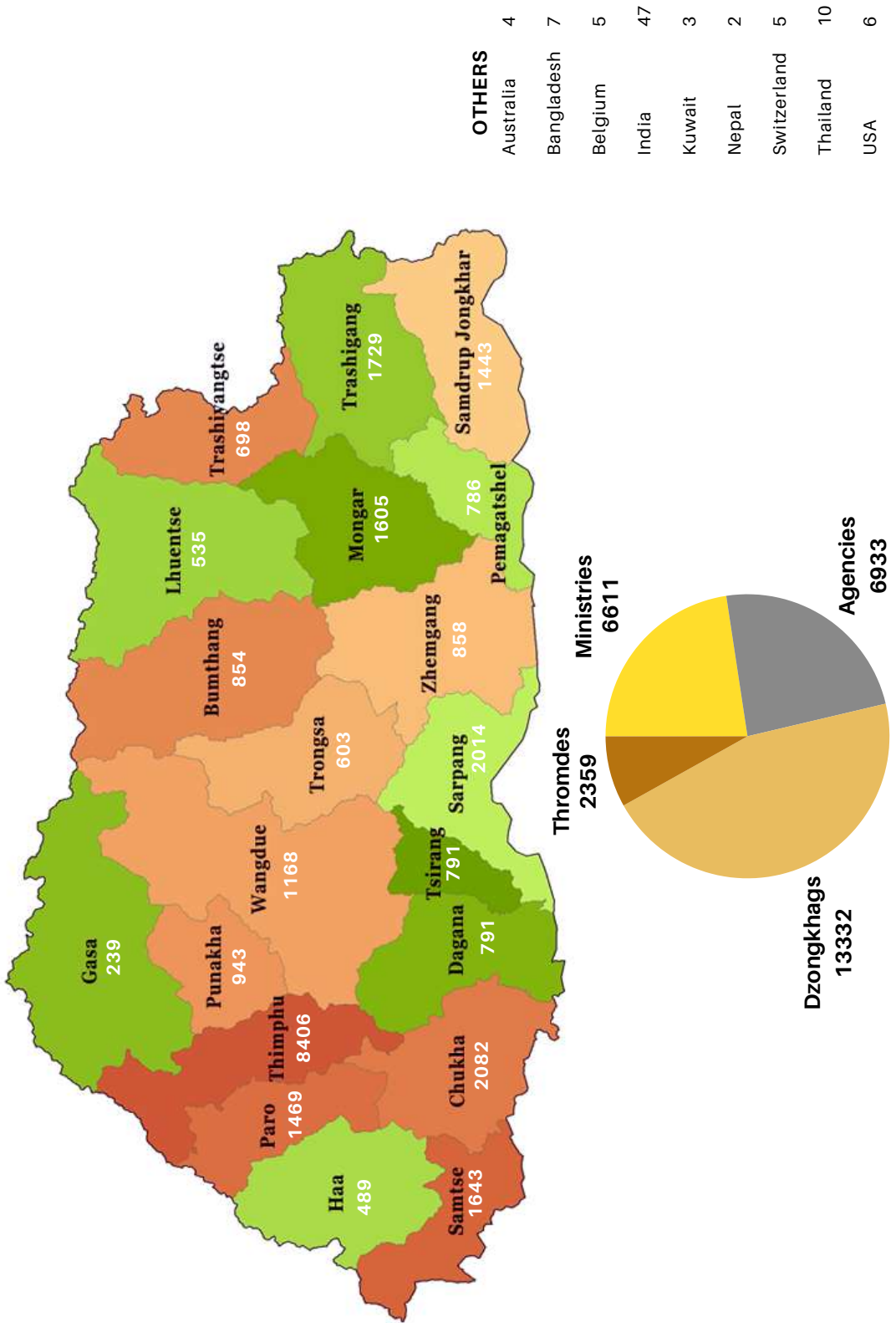


### 1.1.6 CS SEPARATED BY TYPES





**1.1.7 CS BY LOCATION**







Commission in Focus

Report on Policies and Performances: Jul 2023 - Feb 2024

Consolidated Report of Policies and Programmes: Jul 2019 - Mar 2024

Civil Service Statistics: Jan 2019 - Dec 2023

Way Forward

Annexures

## Report on Policies and Performances: July 2023 - February 2024

<b>2.1</b>	Enhanced Leadership	6
<b>2.2</b>	Strengthened Systems	12
<b>2.3</b>	Dynamic Civil Servants	19
<b>2.4</b>	Robust Structures Instituted	24

*This section of the report details the policies, programs, and initiatives undertaken by the Commission from July 2023 to March 2024. Similar to preceding years, the RCSC continued to advance its efforts in the transformation of the Civil Service, actively pursuing the achievement of its four strategic outcomes: i) Enhanced Leadership; ii) Strengthened Governance Systems; iii) Dynamic Civil Servants; iv) Robust Structures by initiating a number of activities.*



# 2.1

# Enhanced Leadership

Senior Civil Service (SCS) is critical to employee engagement and superior sustained organisational performance that contributes to national socio-economic well-being. The Commission continued to focus on Enhanced Leadership that aimed at transforming the Civil Service to institute world-class professional and strategic leaders spearheading future-ready Civil Service organisations.

## 2.1.1 LEADERSHIP SELECTION

The RCSC's commitment to enhancing leadership within the Civil Service is exemplified by the revamping of the selection modality for the P1 Management and Executive (EX3) positions. The selection process aligns closely with the Leadership Capability Framework (LCF), ensuring a rigorous and relevant evaluation of candidates' suitability and potential.

A summary on the total number of executives and P1M appointed, including through open competition from 2019 to 2023 and the list of 2023-24 appointments are detailed in Annexures 1.1 to 1.6.

### Significant change in the Executive Selection Framework was introduced for greater rigour in the selection process

- **Comprehensive assessment** of domain knowledge and leadership competencies of candidates through **Situational Judgment Tests (SJT)**, group and individual interviews, focusing on skills, experience, and qualifications essential for each role.
- **Increased Agency representation** in the panel. The selection panel has been augmented to include a higher representation from relevant agencies and independent members or experts, further elevating the overall selection process.
- **Hybrid position:** Consideration of specialists and candidates outside Civil Service eligible for select executive positions.
- In exceptional cases, compensatory factors were considered for candidates who did not fully meet the established criteria.
- Introduce **Leadership Potential Assessment** and SJT for P1 managerial positions.
- Increased quality of the P2 pool through the requirement of a minimum score of "Very Good" to be eligible for a P1M position and the successful completion of **LDP** at RIM for the P2 level civil servants. This criterion ensures that individuals showcasing sustained high performance are considered, aligning with the broader goal of fostering a leadership cadre marked by excellence for overall effectiveness and success.

## 2.1.2 ANNUAL EXECUTIVE PERFORMANCE ASSESSMENT

In preparation for the annual performance assessments for the executives in FY 2022-2023 in August 2023, RCSC conducted a series of mock moderations from 30 January, 2023. This was done to familiarise them with the revised approach to performance assessment and moderation with differentiated scores and prepare them for the actual exercises in July and August of 2023. Differentiation in performance scores is essential for fostering a competitive and merit-based environment, promoting growth and development, and ensuring optimal allocation of resources. These dry-runs, facilitated by an international HR expert, took place both in-person and as well as virtually.



A total of **73** Executives were moderated across various moderation pools.

A one-day training programme per cohort was planned and implemented from **15 January to 2 February, 2024.**

**378** Managers attended the training.

The executives, P1 management and specialists heads learned to:

1. Apply OKRs, KPIs and performance standards in setting performance expectations.

2. Analyse job performance and competency

3. Calibrate performance ratings using performance analysis and competency analysis.

## 2.1.3 LEADERSHIP DEVELOPMENT

As an initiative to develop leadership and management skills, the following interventions were implemented by the Commission.

### a. Training of Senior Civil Servants, Specialist Head, Officiating P2 on Performance Management and Calibration

A crucial aspect in transforming the Civil Service lies in establishing an efficient performance management system. As a key agent for change within agencies, the training of Executives, Division Chiefs, and Specialist Heads is a critical endeavour aimed at supporting and enhancing competency levels.

This training workshop aimed to develop the ability of senior civil servants to calibrate the performance of their officers during performance reviews and performance moderation exercises in addition to objectively identifying Key Performance Indicators (KPI).

**b. Training of Principals, Chief Dzongkhag Education Officers, and Relevant Officials from MoESD on PMS relevant to Schools**

RCSC collaborated with experts in performance management systems of school teachers and staff in schools. A 3-day training was organised from 29th January to 3rd February, 2024, catering to two cohorts of 35 participants each along with 11 senior management from the Ministry of Education and Skills Development (MoESD).

With this training, the identified trainers will conduct the cascading training to other principals and teaching staff, thereby ensuring that capacities of our school managements across the country are brought up to speed on this effort.

**c. Review of Performance Management for the Health Professionals**

The review meeting on the Performance Management for Health Professionals was held from 30 January to 2 February, 2024 with members of the Task Force consisting of NMS, RCSC, and Health experts from Singapore.

For the first three days from 30 January to 1 February, 2024, the session involved discussion on the Health Professional’s performance standards and the performance dashboard (PD) with the Health Experts.

As a result of these exercises, RCSC and the NMS Management decided to adopt the PD changes and continue to improve the current PDs for all HoDs. Further the changes will be pre-populated by next FY after the NMS confirms necessary KPIs wherever required in the present PD.

**The learning objectives of the workshops:**



**Other significant developments from the work of the Task Force:**



#### **d. Learning Management System for the Civil Service: Training Dashboard**

Towards inculcating a learning culture in the Civil Service, a Learning Management System (module) under ZEST is being developed. The RCSC has invested in the development of various competencies of civil servants since its establishment. However, such interventions were never deliberately mapped to the competencies required of the relevant positions. Therefore, in order to professionalise civil servants, two systemic interventions were introduced:

- i) Competency-Based Framework (CBF)
- ii) Leadership Capability Framework (LCF)

The CBF outlines the competencies required based on domain functions tied to the specific position level. Under the ZEST, an Online Training Dashboard is currently being developed. This will record and track the training activities of each civil servant, including blended learning and OJTs aligned to the competency standards outlined in the CBF and LCF. This approach guarantees that training initiatives are demand driven fostering individual accountability for self-improvement and continuous learning. Additionally, it will assist supervisors in providing the data for strategically planning their capacity-building efforts.

#### **e. Executive Coaching**

Executive coaching is a professional development process designed to help individuals, typically in leadership positions aimed at unlocking an executive's full potential and driving professional growth and organisational success. The coaches help executives gain insight into their strengths, weaknesses, values, and behaviours, fostering self-awareness. They assist executives in setting clear, achievable goals and help them develop

strategies to attain those goals, provide constructive feedback, challenging executives to reflect on their actions and behaviours. They hold executives accountable for their commitments and progress toward their goals and help navigate challenges and obstacles they encounter in their roles, providing perspective, alternative viewpoints, and strategies for effective problem-solving.

Keith Ferrazzi, the founder and CEO of Ferrazzi Greenlight has volunteered to commit his time and expertise in mentoring and coaching our Executives. In this exercise, six executives have volunteered to have coaching sessions with Keith and as of now four sessions were convened. With the plan to expand this exercise, RCSC is collaborating with Keith in mobilising additional coaches for greater efficacy for this initiative.

### **2.1.4 TALENT IDENTIFICATION AND MANAGEMENT**

---

#### **a. Leadership Course for Executive Candidates**

It is of paramount importance to have objective quality control of the pool, so that the leaders with the right attitude and behaviour are inducted into the Executive positions, with a robust, objective and professional recruitment and selection process. The introduction of the Leadership Course for Executive Candidates (EXCEL) programme was an initiative along this line.



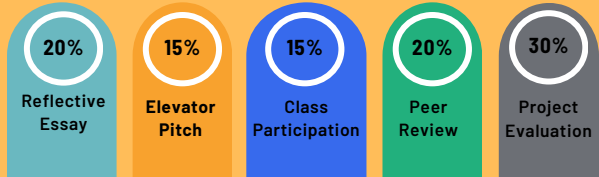
The EXCEL course not only prepares the candidates but also evaluates they are “fit” for executive positions.

**b. Potential Assessment Introduced**

A new feature in the Managing for Excellence (MaX) is the assessment of the future potential of staff by their supervisor. This feature aims to assist the RCSC and agencies in identifying and nurturing talented individuals. Agencies must evaluate and identify employees who possess the capabilities and potential for assuming leadership positions and thereafter receive the necessary capacity-building and grooming interventions to assume leadership positions in the future.

*A total of 85 P1M were selected to undergo the EXCEL program in two batches comprising 44 and 41 participants respectively.*

**The evaluation criteria comprised of the following**



**c. Leadership Development Programme**

RCSC continues to collaborate with the RIM in providing the Leadership Development Programme (LDP) for civil servants in the Professional and Management Category (PMC).



**Participants of 7th cohort of LDP at RIM**

The programme aims to develop the required mindset and result in desired behavioural change. It is also expected to provide insights into the talent pool for P2 and P3 through the assessments conducted during the training. In this reporting year, 79 civil servants have completed the training programme in three cohorts. From 1 January, 2025, eligible P2 candidates are also required to produce a certificate of completion of the LDP to be eligible to compete for P1M position in addition to fulfilling all other promotion criteria. One cohort of P3 had completed the first module in December, 2023.

**2.1.5 KING’S SCHOLARSHIP**

As a part of the CSR, RCSC has actively engaged in the identification and cultivation of a leadership pool. This initiative involves the strategic grooming of students from a young age, aiming to prepare them effectively for the Civil Service. Towards this end, the RCSC selects young candidates with well-rounded talents in addition to their academic achievements through a robust selection process.

In pursuit of these goals, the RCSC introduced the “King’s Scholarship Programme” (KSP) in 2022 under the aegis of MoESD’s undergraduate scholarship programmes before eventually taking over the programme’s management in July 2023. The scholarship focuses on selecting candidates to pursue Bachelors Degrees at renowned overseas colleges and universities. This programme ensures that the selected candidates possess a combination of academic excellence and diverse talents, aligning with the comprehensive requirements of effective Civil Service.

The scholarship is aimed to provide the developmental and leadership programmes for nurturing strong values, loyalty, and ethos for public service, sound character, and dedication to serve the Civil Service after acquiring the required knowledge and skills. In brief, the programme is designed to

1. Provide scholarships to outstanding candidates having passion and the commitment to serve in the Civil Service; and
2. Develop a pool of future leaders for key positions in the Civil Service.

The candidates upon the completion of undergraduate studies are required to appear for BCSE under the category Administration Services. The information regarding the KSP for the reporting years 2022-2023 and 2023-2024 is provided in Annexure 2.1 and Annexure 2.2.

### **2.1.6 DEVELOPING A TALENT MANAGEMENT FRAMEWORK**

25 HR Officers participated in a specialised training programme focused on developing a talent management framework from 11-15 March, 2024. As the Civil Service continues to evolve and grow, it is imperative to enhance our capabilities in talent management to ensure the attraction, development, and retention of top talent. As a result of participating in this training programme, participants will be tasked with developing a comprehensive talent management framework for the respective organisation for roll out before June 2024.

#### **Expected Deliverables of Talent Management Framework:**

- Talent Development Programmes: Designing customised learning and development initiatives to nurture employees' skills and competencies aligned with organisational goals.
- PMS: Implementing an objective and transparent performance evaluation process to drive employee engagement and accountability.
- Succession Planning: Establishing a structured approach to identify and develop future leaders within the organisation to ensure continuity and sustainability.
- Talent Acquisition Strategy: Identifying and attracting top talent through effective recruitment, selection, and employer branding initiatives.

#### **Benefits to the Organisation:**

- Enhanced employee engagement and satisfaction leading to higher retention rates.
- Improved alignment between individual and organisational goals.
- Increased organisational agility and resilience through a pipeline of skilled and motivated talent.
- Better utilisation of human capital resulting in improved productivity and performance.

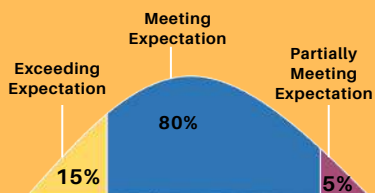
# 2.2

# Strengthened Systems

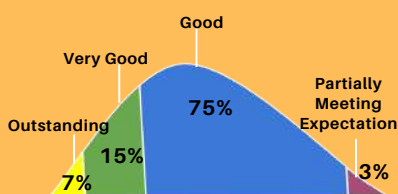
Strong governance systems help to foster meritocracy, accountability, integrity, efficiency, and effectiveness in the Civil Service.

## Two bell curves

Bell curve for SCS: Executives and P1 Managers



Bell curve for other categories (including specialists)



### 2.2.1 PERFORMANCE MANAGEMENT SYSTEM REVISED

The Civil Service Performance Management System (PMS) underwent a radical change from the traditional system during the tenure of the second Commission through the introduction of the concept of using moderation to differentiate performance scores. Prior to this, the average performance score was 3.86 indicating Bhutanese civil servants as excellent performers. However, the trajectory of Bhutan's development and performance of Civil Service organisations did not correspond to the average performance score of civil servants. In view of this, the concept of aligning individual performance to agency performance through performance moderation, aligned to a bell curve derived from the agency APA score, was introduced in the FY 2015-16.

However, very soon most agencies were receiving agency performance ratings (APA) of over 95%. Pre-moderations assessment by managers had 98% of the civil servants rated "Very Good" and above. Further, for the past five years, an average of only 35 individuals were rated as Partially Meeting Expectation (PME) using the Agency Categorisation Framework linked to the APA scores. Differentiation in performance scores is important as it holds individuals and organisations accountable for their actions and outcomes. It provides a basis for constructive feedback and helps identify areas for improvement.

Nevertheless, there was some differentiation into Outstanding, Very Good, and Good for staff who were subject to moderation. Chiefs and Executives, however, received the Agency scores as their proxy performance ratings which did not bode well for accountability and for fostering a competitive and merit-based environment. Therefore, to address the above issues, the Commission moved away from using APA to identify and assign the agency category and the concomitant bell curve.

### **2.2.2 PARTIALLY MEETING EXPECTATION MANAGEMENT STRATEGY**

---

The moderation for FY 22-23 and academic year 2022 has been implemented according to the new fixed bell curve. The Commission monitored agencies on implementing their PME Management Strategy, which is to be reviewed monthly.

There were 583 identified as PME for FY 2022-23. The RCSC collected the Performance Improvement Plan (PIP) from 341 supervisors and also had discussions on the PME with the supervisor and a way forward in terms of the necessary support to develop and facilitate the performance of staff identified as PMEs.

### **2.2.3 REVAMPED PERFORMANCE DASHBOARD FOR EDUCATION SECTOR**

---

Teachers have expressed concerns about the administrative burden of having to produce evidence during the moderation process, and with a wider perception of unfair moderation results. Following are some of the current issues identified:

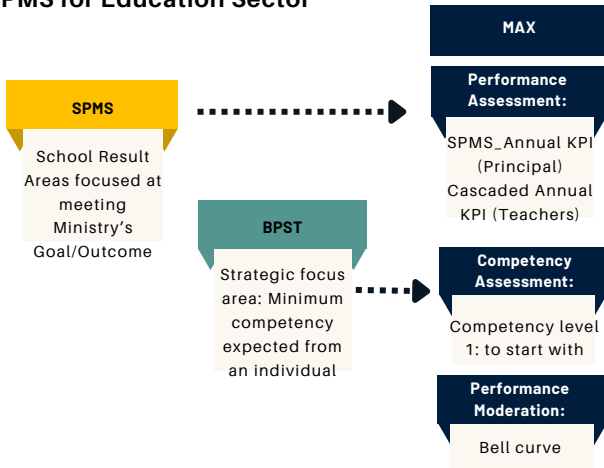
- The earlier system was based on the Bhutan Professional Standard for Teachers (BPST), which is a competency assessment. In the absence of an objective KPI to evaluate performance, the assessment was largely subjective and left to the discretion of the moderation committee.
- Further, it also led to the administrative burden on individuals requiring them to gather additional evidence to present during the moderation. It did not facilitate differentiation in performance and created the perception that all teachers perform at the same level and do the same thing, therefore the PMS and moderation aren't relevant to schools.
- PMS is the core reason for teachers' demotivation indicating poor management skills of principals.
- Lack of competency of supervisors in terms of performance management and objective discussion on performance.

In order to address the above concerns, the following was carried out:

- Integrated MoESD result areas through combined KPI of SPMS, Individual KPI, and BPST.
- A minimum standard performance template was developed, auto-populated on the MaX system to reduce the administrative burden of planning and the requirement for additional evidence for moderation. This will be applicable for the academic year 2024 onward.
- Onboarding of school leaders was implemented through the training held

from 29 January to 2 February, 2024 to roll out new PMS features for school leaders and staff including the standard performance dashboard and moderation mechanics.

**PMS for Education Sector**



**2.2.4 PUBLIC SERVICE DELIVERY IMPROVED**

A new approach to public service delivery (PSD) involving citizens has been implemented to enhance its effectiveness and efficiency. A Monitoring and Assessment Framework (MAF) has been developed to support this initiative. MAF employs an ecosystem approach, involving both service providers and receivers, to address service delivery issues. It recognises citizens as critical stakeholders and emphasises their rights and responsibilities in the service delivery loop.

As an integral part of the MAF, Service Evaluation Tool (SET), a web-based platform has been developed to engage citizens in improving service delivery through the provision of feedback and rating various aspects of service delivery. However, it is contingent on the good uptake from the service users. Currently, only a small number of individuals choose to give feedback through the online platform. Most of the feedback for the monthly reports is generated through the Computer-Assisted Telephone Interview (CATI), which requires a call executive to engage the service users to

**Some of the critical comments received from the service users**

- Need to improve the way of talking to the client;
- Need to train the service providers' manner and the way to deal with clients;
- The gewog office took almost two months to produce the permit so if it could be done within a month;
- The service provider at the front desk was extremely rude and unprofessional in dealings with the clients;
- Most of the time, it's server problems. Cannot apply online most of the time;
- Proper direction of the service centre not given;
- I am very happy and satisfied with the service they provided within one hour.

**Some of the interventions put in place by the agencies**

- A token system instituted to ensure fairness and impartiality to individuals waiting;
- Front-line staff have been coached, and briefed to communicate effectively;
- Help desk counter were created to facilitate services;
- Initiated online payment option;
- Discontinued collecting original lagthrams during any land transactions;
- The number of permits (for forestry services) has been reduced to lessen the burden on the applicants as too many are required at the moment;
- Building upon the insights gathered from the meeting, a dedicated "Client Information Desk" has been established in the department/Agencies. This step aims to ensure that the clients receive accurate and timely information and assistance throughout their interactions with the department.

collect the feedback after the service has been availed. This process is tedious and at times appears intrusive but it is the only platform from which feedback for the PSD can be collected authentically. While it is not the best way to engage the clients for feedback, it is apparent that we should continue to pursue this method until such a time there is sufficient uptake of the alternate online avenue. In the meantime, we should continue to vigorously advocate the merits of the online avenue and find ways to popularise the system. Access to improved PSD is a right and, therefore, the act of improving the service delivery process is a shared responsibility.

After the institution of the SET in February, 2021, a total of 18,875 service users (as of 31 March, 2024) have provided their feedback based on their experiences to further improve the service delivery processes.

The SET reports are analysed and shared with the agencies concerned every month. The efforts to address the deficiencies identified in the reports have been prioritised both by the RCSC and the agency concerned. The RCSC is consistently exploring methods to enhance and strengthen this programme until it effectively fulfils its intended objectives.

## 2.2.5 TRANSITIONING FROM COMPLIANCE TO STRATEGIC HR AUDITING

In due course of time, RCSC’s HR Audit aims to transition from compliance to more strategic HR auditing. This is mainly to ensure organisational excellence with continuous improvement strategies and to provide greater HRM autonomy. While the compliance HR audit ensures a uniform application of rules and regulations underlined in the BCSR and CSAB 2010, strategic HR audit will help strengthen HR Division/Services by identifying cross-cutting HR issues and proactively recommending appropriate HR interventions where necessary to enhance HR service delivery and strategic HR management.

Some of the activities undertaken with the strategic HR auditing include conducting Agency Quality Assessment Framework(AQAF) workshops for Agencies. AQAF is a self-assessment tool for organisational development and change, which helps embed public governance and values based on an evidence-based approach. Strategic HR audit encompasses various activities such as conducting HR surveys and interviews for the audited agencies, maintaining logbooks to provide a good insight into managerial practices, and enhancing the capacity of HR



**Service Evaluation Tool web (set.rcsc.gov.bt)**

Officers and HR Assistants by raising awareness about the BCSR, and facilitating the sharing of exemplary HR practices. The HRAD has started the implementation of the remote HR auditing for cost effectiveness by leveraging technology to extract data from online HR systems like the Zhiyog Electronic System (ZES), Zhiyog Recruitment System (ZRS), and Zhiyog Records.

As of July 2022, the HRAD has successfully implemented remote auditing in Agencies for the three HR functions namely recruitment, promotion, and transfer. This has significantly reduced the time taken for HR audits and also time spent in the field thereby reducing travel costs. With the enhancement and improvement of online systems such as Zhiyog Records in the future, the HRAD aims to extend remote auditing to at least 50% of the HR areas during the 13th FYP.

#### **2.2.6 HUMAN RESOURCE MANAGEMENT AUTONOMY THROUGH MANPOWER MANAGEMENT FRAMEWORK**

---

MMF aims to provide autonomy to the agencies in making decisions related to their manpower, such as recruitment, staffing, and managing employees, within the constraints of the allocated budgets. MMF will give agencies greater autonomy over how they allocate and utilise their resources, with guidelines or limits in place to ensure responsible spending and effective manpower management. Overall, the Ministries and Agencies will be empowered with more flexibility while ensuring accountability and responsibility in utilisation of resources.

MMF is composed of two elements: the Expenditure on Manpower (EoM) Flexi Budget and the workforce incentive budget. Within the EoM flexi-budget, agencies are granted financial provisions enabling direct manpower recruitment up to the P2 level.

Additionally, they can recruit individuals for various positions with flexibility in the level and role, ensuring it remains within the approved budgetary ceiling.

Activation of the EoM flexi-budget will have to adhere to specific criteria. It necessitates maintaining the overall proportion of civil servants as a percentage of Bhutan's population within a 3.6% growth cap. This corresponds to maintaining a 1:28 civil servant-to-population ratio. Simultaneously, agencies are required to conduct recruitment within the approved headcount budget adjusted for the 3.6% growth cap. This transformative approach to agency staffing will streamline recruitment processes, eliminating the time-consuming annual staffing procedures.

The Workforce Incentive Budget is funded by the transfer of notional cost savings arising from "unspent monies" of the expenditure on manpower Flexi-Budget in the preceding year. The funds for this incentive budget are derived from hypothetical or calculated savings, not actual cash reserves, and savings are estimated or "notional" and stem from unspent funds or money that were allocated for the EoM Flexi-Budget in the previous year.

If there were any remaining or unutilised funds from that budget, these unspent amounts are, earmarked for transfer to the workforce incentive budget. The Workforce Incentive Budget will be used by the agencies to motivate and engage their staff with the provision of Employee Well-being Activities, and Agency Capability-Building Activities.

This framework was endorsed by the Commission in December 2023. The Commission in collaboration with the Ministry of Finance (MoF) identified the National Land Commission Secretariat (NLCS) as the agency to pilot and assess the feasibility of upscaling MMF throughout the Civil Service. A working team has been formed consisting of representatives from MoF and RCSC closely working together with NLCS to conduct a comprehensive staff need analysis and lay the foundation to begin the piloting in July 2024.

Based on the piloting, a local government administration will be taken up to review the possibility of upscaling the framework. In the long run, the aim is to motivate agencies to prioritise and actively work towards making their workforce more efficient, productive, and optimally utilised, ultimately contributing to enhanced overall productivity and potential cost savings for the government.

### **2.2.7 REVISION OF BCSR 2018**

---

In accordance with Chapter 11, Section 87 of the CSAB 2010, the RCSC collaborates with agencies to establish the BCSR for the effective administration of the Civil Service. The BCSR 2018 was revised to align with extensive systemic and policy changes implemented over the last five years, adopting a less prescriptive and more user-friendly approach. The BCSR 2023 now encapsulates policies, with separate procedures outlined in an HR manual/guideline.

The formal commencement of the BCSR revision involved a series of meetings with agencies nationwide in April and May 2023. During these sessions, RCSC engaged with civil servants to raise awareness of Civil Service reforms and collect feedback and suggestions on the BCSR 2018, with over 4,000 civil servants participating. Following the feedback received during the Civil Service reforms, the RCSC commenced work on the BCSR 2023.

The first draft was shared with civil servants in September 2023, followed by consultation meetings across all agencies, including Local Government administrations. A total of 2,700 civil servants actively participated in consultations on the draft BCSR. Starting October 2023, civil servants were given the opportunity to provide their views on the BCSR through an online link on the RCSC's website.

The BCSR was finalised in November 2023, incorporating feedback from various agencies and aligning with the provisions in the CSAB 2010 and CS Reform Act 2022. On 17 December, 2023 coinciding with the 116th National Day Celebration, the BCSR 2023 was officially launched.



Some of the key policy changes include opening of select positions in the Civil Service to the public and private sector, extending the tenure of Government Secretaries beyond five years based on performance, lifting quota restrictions for sitting for the BCSE, protecting seniority for in-service civil servants if selected for higher position category, expanding career progression opportunities, recalibrating promotions based on performance and potential, introducing Annual Leave, providing an opportunity to liquidate administrative penalty based on performance, increasing the retirement age, allowing re-entry into the Civil Service for separated civil servants based on vacancy and requirement for their specific competencies, and rationalising secondment term to three years.

Following the launch of BCSR, the HR Conference took place on 22nd and 23rd December, 2023, in Tsirang with the aim of guiding HR professionals through the essential elements of BCSR 2023, ensuring a common understanding and interpretation of the rules.

### 2.2.8 ICT INITIATIVES UNDERTAKEN

RCSC has consistently been pushing for technological advancements, heavily investing in ICT initiatives to enhance service delivery and decision-making processes.

#### Key ICT initiatives undertaken:

- Development of a Learning Management System for the Civil Service in ZEST.
- Enhancement of all RCSC systems (ZEST, ZRS, BCSE System and MaX) based on the new g BCSR 2023.
- Enhancement of the BCSE System.
- Enhancement of MaX System to accommodate the revised PMS and revamp performance dashboard for the education sector.
- Integration of ZEST with NPPF (pension registration and claim) and RICBL (GIS registration and claim).
- Upgradation of SET: Improving user-friendliness and onboarding new commonly availed services.
- Upgradation of Server Room.

### 2.2.9 TRANSITION OF RCSC ICT TEAM TO GOVTECH

In addition to implementing the aforementioned changes, the IT team at RCSC has dedicated substantial efforts to ensure the seamless transition of the RCSC ICT team to GovTech with minimal disruption to services. The formal launch of the GovTech Agency on 21 December, 2022, marked a significant milestone in driving digital transformation to enhance government effectiveness, improve efficiency, transform public services, and foster a secure and thriving digital economy in Bhutan. As part of this initiative, all ICT operations are now centralised under GovTech, and support for ICT systems is exclusively provided through GovTech.

The transition and transfer of the RCSC IT Team and systems to GovTech culminated with the signing of a Service Level Agreement between RCSC and GovTech on 12th September, 2023.

## 2.3

# Dynamic Civil Servants



*Civil servants are vital for national development and efficient PSD. It is crucial that they possess the required skills, behaviours, commitments, and dedication to serve the Tsa-Wa-Sum. The knowledge, skills, and attitude of civil servants are instrumental in fostering organisational growth and development. Following activities were undertaken with a view to groom a dynamic and capable civil service workforce with strong values dedicated to service of the Tsa-Wa-Sum.*

### Key metrics

The erstwhile PG Diploma for BCSE-selected officers has been revamped and restructured into FIT programme.

#### Three components of FIT:

1. Pre-onsite
2. On-site
3. Post-onsite

**2024 intake starting from 3 January, 2024.**



# 392

FIT Phase I

### 2.3.1 THE FOUNDATIONAL IN-SERVICE TRAINING

The Foundational In-service Training (FIT) programme for new recruits began in 2020 in our efforts to equip them with the requisite competencies, the right mindset, and the behavioural characteristics required in a dynamic and agile Civil Service.

From the 2023 intake, the one-year post graduate (PG) Diplomas in Administrative and Finance Services have been discontinued given the high academic orientation of the programme and was replaced by FIT that is geared towards skills and competency building complemented by additional service-specific training for the Administrative and Finance Services. The programme was developed considering the needs of the 21st century and to encourage lifelong learning.

### 2.3.2 EMPATHY SKILLS TRAINING

As an intervention towards providing positive experiences for the service users in the process of availing services, Empathy Skills Training (EST) has been instituted as one of the PSD interventions. Based on requests made by various agencies for the training, and in view of the unprofessional behaviours exhibited by some of the service providers, EST has been prioritised as a continued PSD intervention given its positive impact. In this reporting period, a total of 73 civil servants in three cohorts have been provided with EST.

### **2.3.3 UNDERGRADUATE RGOB SCHOLARSHIP**

---

Ex-country UG scholarships, in particular, contribute to addressing the demand for skilled HR resources in the country's Civil Service. Since the colleges and institutes under the Royal University of Bhutan do not cover the full spectrum of technical and professional courses that are vital to support and drive the country's socio-economic development, these scholarships in various UG courses abroad play a vital role in building the expertise required to support and drive the country's economic development.

The UG Scholarship was administered by the erstwhile Department of Adult and Higher Education (DAHE), MoESD till July 2023. As a part of the transformation exercise, the UG scholarship along with the staff was transferred to the RCSC for the following reasons:

- The RCSC is the nodal agency overseeing the entire human resource management and development in the civil service. RCSC also determines the critical human resource needs in the civil service based on which UG scholarships are granted;
- The scholarship process prior to the transfer of the Scholarship Division to the RCSC was such that the RCSC prioritised the scholarship requirements which were then sent over to the MoESD, which then proposed the budget to the MoF. Upon receiving funds, the MoESD manages the candidate selection, facilitates admissions, and eventually transfers the scholarship students to RCSC. Therefore, there was a need to provide end-to-end undergraduate scholarship services housed in one agency.

#### **Initiatives and Achievements**

i) Signed Memorandum of Understanding (MoU) with the International University of Health and Welfare (IUHW), Japan to support two MBBS students annually.

ii) Renewed MoU in 2023 with Sir John Kotelewala Defence University in Sri Lanka which was initially signed in 2014. With the renewal of the MoU, the tuition fee for MBBS course will be USD 6,500 per year against the actual tuition fee per year of USD 13,000.

iii) The RCSC has also established linkages with several other universities and colleges in India and other countries for admission of scholarship students on concessions and waivers:

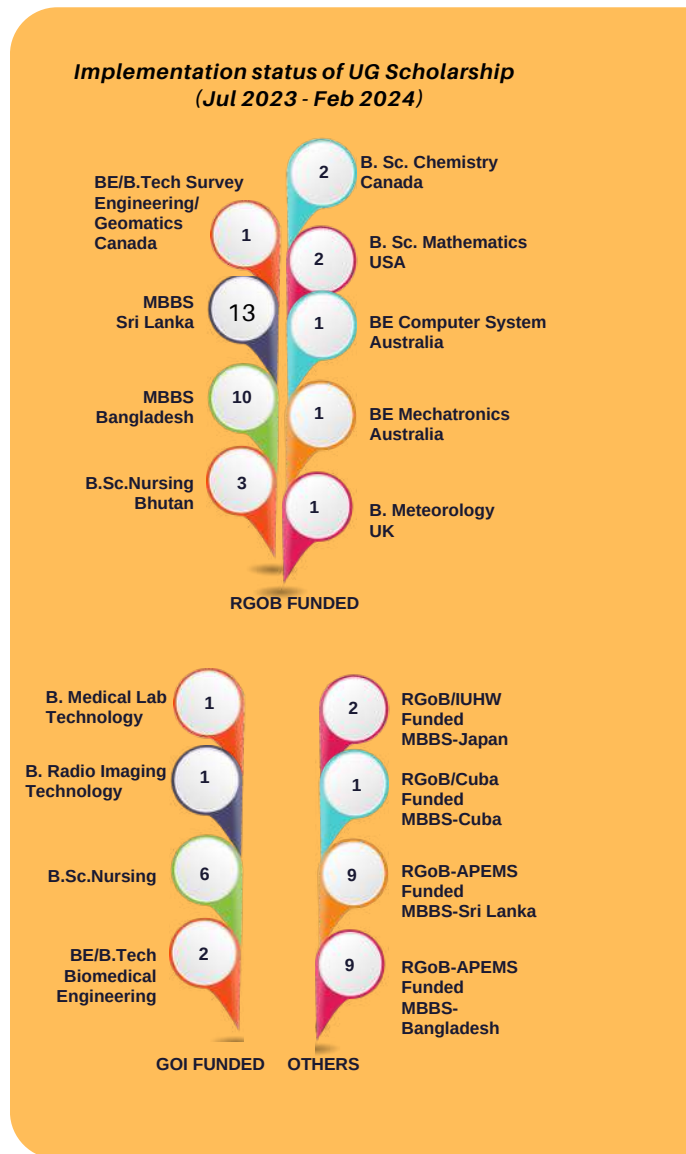
- University of Texas, El Paso, US has offered academic scholarships and in-state tuition for students with GPA of 3 and above which roughly works out to over 50% discount on the tuition fee from the annual tuition fee of about USD 18,000 per year.
- SEGi University in Malaysia offers about a 20% discount on tuition fee. The discount is made in the final year for all the years. So in the final year, the fee charged is only about 25% of the annual fee.

iv) The RCSC, through the Royal Bhutan Embassies, New York and Brussels, have established institutional linkages and signed Record of Discussion with the universities of Toronto (Canada), Cornell (USA), and King's College (UK).

v) The RCSC through the Consul General Office, Guwahati, India was able to secure two slots in MBBS from the Guwahati Medical College, Assam in 2022, resulting in huge savings to the government as the 100% tuition fees is covered.

The overall budget outlay for the financial year 2023-2024 is Nu. 424.02 million. The highest amount of Nu. 231.08 million was allocated for RGoB-Third Countries for the placement of students in first world countries. Moreover, the funding for the prestigious King’s Scholarship is covered from the same budget head. As of January 2024, about 30-40% of the budget allocated is utilised as the payment of tuition, hostel, stipend and others are still pending for some of the universities and students.

- A total of 65 UG scholarships in various fields implemented; highest slot in MBBS at 44.
- Highest number of students in Sri Lanka (22) and Bangladesh (19) MBBS students.
- Only one MBBS student in Cuba.
- For the first time, two MBBS students were enrolled in Japan.



Funding source	Outlay in Million	Expenditure as of Oct 2023 in Million	Balance amount as of Jan. 2024 in Million
RGoB - Third Countries	231.08	45.15	185.92
RGoB - APEMS	32.55	2.82	29.73
RGoB - QCES	11.34	1.80	9.54
RGoB - RTC	19.20	9.30	9.89
GoI	129.85	37.70	92.15
<b>Total</b>	<b>424.02</b>	<b>96.77</b>	<b>327.23</b>

Current Budget for UG Scholarship (2023 - 2024)

### 2.3.4 COMPETENCY-BASED FRAMEWORKS

The Competency-Based Frameworks (CBF) will continue to provide guidance for HR development initiatives, ensuring that they are strategic, structured, and linked with career advancement and competencies required for each profession. To date, a total of 59 CBFs have been successfully completed, with eight being approved in this reporting period. Going forward, the ongoing development of the CBF will be undertaken in collaboration with RIM.

### 2.3.5 SKILLS4LIFE PROGRAMME

It is His Majesty The Druk Gyalpo's vision that the Bhutanese workforce should be able to achieve their full potential through opportunities for lifelong learning, upskilling and reskilling. The Skills4Life programme, in collaboration with MoESD, was initiated in 2022 with the objective of providing targeted skills training programmes for GSP and ESP employees to support them to be resilient, flexible and adaptable for the 21st century challenges. The programme has been equipping this target group with visible skills. In this reporting period, a total of 4,301 individuals have been trained.

### 2.3.6 BHUTAN CIVIL SERVICE EXAMINATION

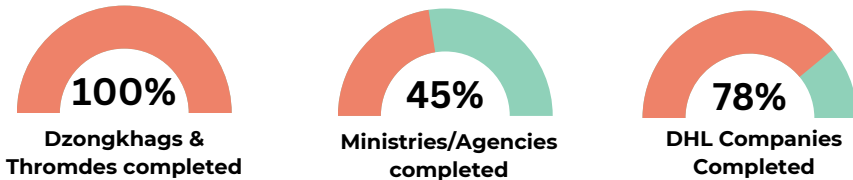
The RCSC carries out the recruitment and selection of university graduates into the Civil Service annually through BCSE in accordance with the provisions of the CSAB 2010 and the procedures laid down in the BCSR 2018.

#### a. Preliminary Examination

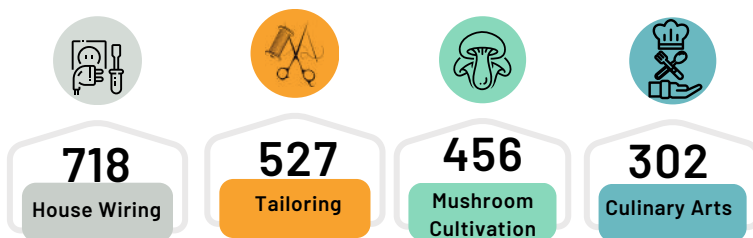
PE was conducted on 5 August, 2023, in Thimphu and Mongar. 4,534 graduates registered for the Preliminary Examination (PE). Out of which 770 were absent. With the cut-off percentage at 50%, 2,048 graduates who sat for the PE qualified for the Main Examination (ME). A total of 394 graduates who underwent MBBS and B.Ed were exempted from the PE, sat for the ME.

**4,301**

ESP/GSP completed Skills4Life Training



Most Undertaken Course



**b. Main Examination**

The ME tests the candidate’s core competencies and subject/general knowledge for final selection. Candidates appearing in the ME in 2023 are grouped under the following categories as shown in Table

**Different Categories of ME**

Category	Registered	Selected
Administrative Services	454	55
Finance Services	263	40
Dzongkha	213	75
B.Ed	322	261
PGDE	249	122
Technical	513	292

**i) First Common Examination of Law Graduates by Bar Council and RCSC**

The first Common Examination of Law graduates was conducted by the Bar Council with administrative facilitation by RCSC for the BCSE 2023. This initiative was pursued to reduce cost to the State exchequer as this single examination served both the RCSC as well as the Bar Council. A total of 21 graduates who have appeared in the PE of the BCSE 2023 have appeared in the examination out of which 17 of them have secured 50% and were recruited into the civil service as per the availability of the vacancy.

**ii) Pre-employment Mandatory Drug Test at Dzongkhag Level**

As enshrined in the BCSR, a mandatory pre-employment drug test certificate is required to be produced by the graduates to be eligible to be appointed into the Civil Service for those who have scored 50% above in ME. Starting from 2023, the drug test facilities have been extended to the Dzongkhag level under the technical support of the respective Dzongkhag administration and HR section in conducting the test for the graduates. This initiative by the RCSC was to make the service available closer to the graduates and ease the burden of

travelling to Thimphu to avail the service. A similar collaboration with Bhutan Food and Drug Authority will be explored to make the drug test kits available in Dzongkhags for the HR Officers without having to obtain it from Thimphu.

**iii) Oath of Allegiance**

On 4 January, 2024, the graduates selected through the BCSE were bestowed the great privilege of receiving a Royal Audience from His Majesty The Druk Gyalpo right at the start of their career. This was followed by the administering of the Oath of Allegiance at *Kuenray* of Tashichhodzong by the *Tshog-ki Lopen* of *Zhung Dratshang*.

**iv) Change in the categorisation and recognition of BCSE toppers**

To ensure a broader representation of examination toppers, the Commission has altered the categories for recognising toppers starting from 2023 onward as follows:

1. Administration Services
2. Finance Services
3. Technical Services
  - MBBS
  - Bio Science
  - Allied Medical Services
  - Engineering, ICT and Stats
  - Dzongkha
4. Education Services
  - PGDE
  - B.Ed

# 2.4

# Robust Structures Instituted

*The CSR Act of Bhutan 2022 which was enacted on 16 December, 2022 mandated the reorganisation and restructuring of the Civil Service organisations and their structures with the right-size, clear roles, mandates, functions, and duties.*

### **CSR Act Section 13:**

“ This Act shall repeal Boards in all the existing laws under civil service and the concerned ministry shall carry out such functions of the Board.

”

### **CSR Act Section 14:**

“ The concerned ministries may constitute Commissions, Councils, Committees, or Authorities to carry out delegated functions of the ministries.

”

## **2.4.1 RECONSTITUTION OF BOARD MEMBERS FOR THE CIVIL SERVICE AGENCIES**

The Commission carried out reconstitution of board members for Civil Service agencies as necessitated by the enactment of the CSR Act 2022, in particular Sections 13 and 14. A total of 25 Commission/Council/Committee/Authority were reviewed by the Steering Committee for CSR together with the Government Secretaries. At the end of the exercise, the number of such governing bodies was reduced to 14, primarily because the formation of Committees was deemed as the prerogative of Ministries and therefore left outside the current exercise. In addition, the proposal for a governing body for tourism was excluded with the proposal to review the need of a governing body for the Tourism Department in a year's time when the tourism policies may be in steady state.

The guiding principles to identify the governing bodies for Commissions/Councils/Authorities/Scientific and Technical Advisory Council (STAC) were developed and approved by the Commission. Out of the 14 agencies recommended to the Cabinet for formation of Commission/Councils/Authorities/STACs, four agencies namely BCTA, BSB, CCAA and BICMA, were not approved by the Cabinet. However, the four agencies were approved to operate as a department within the ministry based on the principle of ministry as the foundation. Two agencies namely CSOA and NCCDD were kept pending for further consideration. During the Interim Government, the Commission re-submitted the proposal for formation of the governing council for seven agencies which includes 6 agencies from the earlier proposal and one additional agency namely Bhutan Food and Drug Authority. Currently, the Commission has submitted the formation of a total of eight agencies which includes the seven agencies submitted to the Interim Government and the Company Registry Office.

## 2.4.2 AGENCIES REORGANISED AND RESTRUCTURED

The reorganisation of the Civil Service agencies continued from 2022 to 2023. During the reporting period, the following structural changes were endorsed by the Commission as shown in Table below.

Agencies	Structure Approved
RAA	<p>The 191st Commission Meeting held on 18 July, 2023 approved the following:</p> <p>Department of Performance and Compliance Audit (DPCA)</p> <ul style="list-style-type: none"> <li>• Creation of Governance Cluster Division (GCD)</li> <li>• Thematic Audit Division dissolved and mandate merged with Performance Audit Division</li> </ul> <p>Department of Sectoral Audits (DSA)</p> <ul style="list-style-type: none"> <li>• Renaming of the Resources, Trade, Industry and Commerce Division as Economic Cluster Division</li> <li>• Renaming of General Governance Division as Security Cluster Division</li> <li>• Renaming of Social, Communication and Information Division (SCID) as Social Cluster Division.</li> </ul>
MoIT	<p>The 214th Commission Meeting held on 24 January, 2024 approved the upgradation of the erstwhile Administration and Finance Services under the Department of Air Transport to Division and renamed it as Airport Management Division to manage the three domestic airports of Bumthang, Yonphula and Gelephu.</p>
MoESD	<p>The 214th Commission Meeting held on 24 January, 2024 approved the following:</p> <ul style="list-style-type: none"> <li>• The merger of the mandates of the Education Leadership Division with the Teacher Development Division and renamed the division as Teacher and Educational Leadership Division.</li> <li>• Creation of a new Division named Adult and Higher Education Division with the transfer of staff from the Education Leadership Division.</li> </ul>
Thimphu Thromde	<p>The 214th Commission Meeting held on 24 January, 2024 approved the bifurcation of the erstwhile Infrastructure Division into two divisions as follows:</p> <ul style="list-style-type: none"> <li>• Infrastructure Division.</li> <li>• Operation and Maintenance Division.</li> </ul>
BFDA	<p>The 214th Commission Meeting held on 24 January, 2024 approved the establishment of the following five Regional Offices and merger of the various field offices to the cluster and regional offices.</p> <ul style="list-style-type: none"> <li>• Paro Regional Office</li> <li>• Phuentsholing Regional Office</li> <li>• Samdrupjongkhar Regional Office</li> <li>• Mongar Regional office</li> <li>• Gelephu Regional Office</li> </ul>
MoHA	<p>The 203rd Commission Meeting held on 17 October, 2023 approved the merger of the Civil Registration and Census Sector of the Samdrupjongkhar Thromde and Gelephu Thromde with Samdrupjongkhar Dzongkhag and Sarpang Dzongkhag Civil Registration and Census Sector respectively. However, the number of Civil Registration and Census Asst. approved in 12th FYP for the Thromdes to be retained in the Thromde only for the purpose of efficient service delivery.</p>



### 2.4.3 OUTSOURCING OF SERVICES

---

As a part of the CSR initiatives, the outsourcing of cleaning services was implemented with effect from 1 January, 2023. The out-sourced office cleaning services managed by RCSC are rendered to the offices (i.e. Departments under the MoF and former MoAF, and Department of Water) located adjacent to Tashichhodzong. By outsourcing non-core services, organisations could redirect their focus and resources toward core functions and activities that are essential to fulfilling their missions or delivering public services. In addition, this has led to cost savings through economies of scale, as private sector providers are able to offer services more efficiently and at a lower cost.

It was further expanded to the Ministry of Industry, Commerce, and Employment (MoICE), Ministry of Infrastructure and Transport (MoIT), and Government Technology(GovTech) Agency. The GovTech Agency phased out the services of four cleaners and outsourced the cleaning services to housing.bt for a period of six months with effect from 1 January, 2024.

Similarly, MoICE phased out the services of nine cleaners and outsourced the service to housing.bt for a period of one year with effect from 1 January, 2024. Currently, work is underway at the MoIT to outsource its cleaning operations. Going forward, the intention is to continue to identify services that can be outsourced wherever feasible given the benefits.







Commission in Focus

Report on Policies and Performances: Jul 2023 - Feb 2024

Consolidated Report of Policies and Programmes: Jul 2019 - Mar 2024

Civil Service Statistics: Jan 2019 - Dec 2023

Way Forward

Annexures

## Consolidated Report of Policies and Programmes from July 2019 to March 2024

<b>3.1</b>	HR Management	27
<b>3.2</b>	HR Development	35
<b>3.3</b>	Civil Service Well-being	42
<b>3.4</b>	Leadership & Talent Management	46
<b>3.5</b>	Human Resource Audit	52
<b>3.6</b>	Administrative Action	53
<b>3.7</b>	Bhutan Civil Service Examination	54
<b>3.8</b>	Efficient, Effective & Transparent HR Service Delivery	57

*This section of the report details the policies and other HR initiatives undertaken by the Commission during its tenure of five years from April 2019 to April 2024, which involved efforts to reform the Civil Service for the royal vision of a Developed Bhutan. These initiatives were anchored on the Royal Addresses of His Majesty The Druk Gyalpo, The Royal Kasho for CSR, feedback provided by civil servants across the country, and the initiatives carried out by the first two Commissions.*



# 3.1

# Human Resource Management

*The HRM functions cover HR planning, staffing assessments, recruitment, appointment, transfer, promotion, secondment, redeployment, separation of civil servants, and other associated functions. The core function of RCSC is to provide required staffing to the Agencies as per the staffing and annual recruitment plans while striving to ensure small, compact and efficient Civil Service.*

## Key metrics

### Phase I

- A total of 19 central agencies including four big Dzongkhags were selected for OD exercise. The OD exercise was conducted for a period of six months from October 2019.

### Phase II

- ODE was planned for the Ministry of Finance, Gelephu Thromde and National Land Commission Secretariat but were conducted only for the Ministry of Finance due to the travel restrictions to Southern Bhutan due to COVID-19 and other competing priorities.

## **3.1.1 RESTRUCTURING OF CIVIL SERVICE AGENCIES**

Organisational Development Exercise (ODE) as required under the CSAB 2010, is considered as an important activity to review the mandates of the agencies and assess its existence vis-a-vis current and future needs. Subsequent to the constitution of the Third Commission, it initiated ODE and using McKinsey's 7S framework assessed structure, systems, skills, strategy, staffing, shared values. The prioritisation of the Agency for the ODE was based on the following criteria:

- Agencies requiring realignment of structure and staffing with the 12th FYP Policy and Plans;
- Agencies with overlapping mandates and the size of their Human Resource;
- 11th Plan ODE recommendations that were deferred for implementation in the 12th FYP.

The issues and recommendations emerging from the ODE were presented in three categories; C1) those related to changes in structure at the level of Department and above; C2) cross cutting issues which require bilateral and multilateral Agency consultations; and C3) internal systems and procedures that the Agency itself can implement. While most of the C2 and C3 recommendations were implemented, some C3 recommendations were deferred as presentations to Cabinet were delayed due to the engagement of the Cabinet in responding to the COVID-19 pandemic and the subsequent national lockdowns.

Meanwhile, aligned to the Royal Kasho on CSR which mandated to make Civil Service responsive, creative, accountable, and also improve communication, reduce expansion and multiplication of agencies without direction and coherent vision, the CSR Act of Bhutan 2022 was enacted on 16 December, 2022 primarily to restructure Civil Service agencies. Subsequently, RCSC initiated structural reform based on the three key principles.

As a result of the restructuring exercise and following the CSR Act of 2022, Ministries were reduced to nine from 10. All Regulatory and other sister agencies of the government were administratively kept under the relevant Ministry. The new Ministerial structures were implemented beginning March 2023. To complement the work on restructuring, the Commission also reviewed the Agencification Framework that was approved in principle by the Government in 2015. It covered both the Agencification Framework as well as the Naming Conventions for Civil Service Agencies. The objective was to ensure a consistent, coherent and standardised approach to creation/merger/dissolution and naming of Civil Service Agencies, thereby preventing unnecessary proliferation of Agencies, duplication of mandates and confusion over names.

### Key Principles on Restructuring

**KP 1:**

**Ministries as the Foundation**

All Regulatory bodies, Councils, and National Centres are put administratively under a Ministry to ensure coordination in policy and regulatory functions.

**KP 2:**

**Ministries working together**

Agencies with similar mandates are put together into Governance, Economic, Security, Social Clusters.

**KP 3:**

**Optimisation-  
doing more with less**

Centralised Common Services for scale & cost reduction (Finance /Procurement); Outsource services to third party; Innovate and use Technological solutions.

### The List of New Ministries

1. Ministry of Agriculture & Livestock
2. Ministry of Education & Skills Development
3. Ministry of Energy & Natural Resources
4. Ministry of Finance
5. Ministry of Foreign Affairs & External Trade
6. Ministry of Health
7. Ministry of Home Affairs
8. Ministry of Industry, Commerce & Employment
9. Ministry of Infrastructure & Transport

### Other Major Changes Affected:

1. Reduction in the number of departments from 57 to 39;
2. Folding of all the authorities under the ministries and pooling of common services;
3. Delinking of the Judiciary and BNLI;
4. Removing of the Directorate Services from all the Ministries including RAA, National Council and National Assembly Secretariat;
5. Creation of Government Technology Agency;
6. Dissolution of the Gross National Happiness Commission Secretariat;
7. Clustering of Finance services; and
8. Outsourcing of cleaning services.

Further, as a part of the restructuring process, the concept of clustering of agencies with four Coordinating Secretaries through the C4CS was instituted to ensure that the communications, accountability for performance results and reporting along the results chain are made clearer and sharper. It is expected that this arrangement will provide a clear managerial accountability line in utilisation of resources and performance management in the Civil Service. With the C4CS being squarely accountable to the Cabinet and the Government Secretaries and Executives in turn being accountable to their respective Ministers. The cluster concept is also expected to provide better policy coordination. The Hon'ble Prime Minister and Cabinet Ministers can look to one Secretary accountable for policy outcomes by cluster. This arrangement is also expected to support the Cabinet Secretary's role for Bhutan's long-term planning and strategic outcomes. Hence four policy clusters, namely a) Governance, b) Social, c) Economic, and d) Security/Defence were created and four Government Secretaries are designated as coordinating Secretaries in their cluster.

### **3.1.2 STAFFING**

---

The staffing review is usually conducted every five years following the Organisational Development Exercise. This comprehensive assessment involves reviewing and evaluating the key services offered by each agency. The assessment is based on recommendations from the OD exercise, as well as the agency's vision, mission, mandate, programme outlined in the Five-Year Plan, and Annual Performance Agreements/Annual Performance Targets.

The staff need analysis approved for the agencies are subject to periodic reviews, particularly in response to requests for additional manpower submitted to the Commission. The demand for HR within the Civil Service is influenced by changes in government policies and the evolution of socio-

economic structures. As successive governments strive to enhance the quality and expand the scope of services, the need for HR expands accordingly. Over the past five years, significant policy changes have reshaped the structure of the Civil Service, resulting in shifts in the demand for HR. These changes reflect the government's ongoing efforts to adapt to evolving societal needs and improve public service delivery. The Commission, subsequent to the ODE, reviewed staffing of agencies and enabled additional post creation and recruitment in cases of additional need and assisted Agencies to redeploy excess staff that were affected. Besides, restructuring and rationalisation of the Civil Service agencies resulted in post removal of over 1,800 positions across the entire Civil Service.

The reporting period also saw significant attrition in the Civil Service. From an average 3.5% annual attrition it started increasing and peaked at 16% in 2023. While all agencies were affected the highest attrition was faced in the service sectors like health and education. The Commission in consultation with the respective agencies came up with a targeted approach to fill the gaps and ensure that services are delivered in the best possible manner.

This led to amendments in many aspects of HR processes which finally culminated into an amended BCSR 2023. Some of the key policy changes include opening of select positions in the Civil Service to the public and private sector, extending the tenure of Government Secretaries beyond five years based on performance, lifting restrictions on BCSE eligibility, preserving seniority for in-service civil servants if selected for higher position category, expanding career progression opportunities, introducing Annual Leave, providing an opportunity to liquidate administrative penalty based on performance, increasing the retirement age, allowing re-entry into the Civil Service for separated civil servants based on vacancy and requirement for their specific competencies, and rationalising secondment term to three years. Detailed information on staffing and structural adjustments for agencies is provided in Annexure 3.1 to 3.4 which offers a comprehensive overview of the changes implemented within each agency, facilitating transparency, accountability, and efficiency in the management of HR within the Civil Service.

### 3.1.3 ANNUAL RECRUITMENT

The RCSC recruits civil servants annually through Single Window Recruitment to fill critical gaps and support succession planning. This aligns with the two AKRA of the 12th FYP, aiming to right-size the Civil Service and ensure its effective deployment in local governments.

While the Commission continued with the single window system for recruitment, it had to change the recruitment modalities to accommodate the growing attrition in 2022-23. One of the changes initiated was the amendment in the restriction to appear in BCSE. While fresh candidates could sit in exams multiple times as long as they are under the age of 35, in-service candidates were allowed to take exams until 45 and in the event they clear the exams, their seniority will be

protected if they join in the same professional category. With the protection of seniority for contract employees who have completed more than one year in the same superstructure, 78 of them were regularised with protection of their appointment effective date whereas services of 149 contract employees were terminated and subsequently appointed on regular basis upon selection through the BCSE.

Unlike in the past, the Commission also approved the recruitment of BCSE standby candidates on contract, to expedite the contract recruitment process for candidates who were not selected in the prioritised vacancy for regular recruitment. Agencies were authorised to recruit candidates who achieved a minimum of 50% in the BCSE directly, without having to conduct a separate selection interview for a duration not exceeding three years.

Categories	Approved vacancies	%
Administrative	116	46.77%
Finance	38	15.32%
Technical	36	14.51%
Education	58	23.4%
<b>Total</b>	<b>248</b>	<b>100%</b>

**Approved vacancies by exam categories for contractual recruitment**

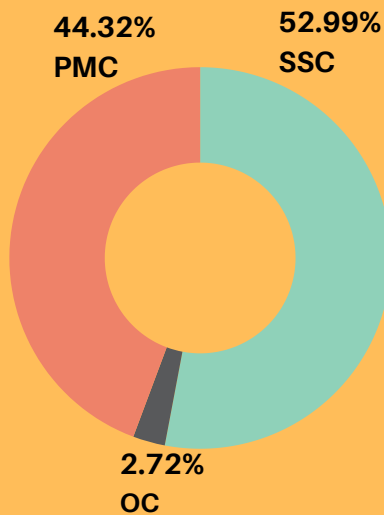
*Recruitment details of civil servants by employment status, and position are outlined in Table 4.4 under Part IV.*



## Key metrics

FROM Jul 2019 - Jan 2020  
TO Jul 2023 - Jan 2024

 **3,782**  
Promoted



### 3.1.4 REVIEW OF CAREER LADDERS

The Commission conducted a review of career progression for six standalone positions benefiting 1,015 civil servants. A career ladder for SSC and OC has been developed until SSS and O1 respectively. Civil servants in these positions are now eligible for upgradation/promotion based on their performance.

Standalone positions are currently defined as positions where individuals are unable to progress beyond their entry-level positions.

The following changes in the entry-level into Civil Service was also arranged:

- Changes in the entry-level for Child Care Givers have been standardised, transitioning from O2A to O4A for candidates with a Class X qualification. This change maintains consistency with other positions requiring a Class X qualification.
- Change in the entry-level for Clinical Counsellors, Occupational Therapists, Regulatory and Quarantine Officers and Post-Production Officers from P5 to P4 with the protection of seniority for the in-service candidates who have lost their seniority.

Position Title	Entry Level	No. of CS
ECCD Facilitator	S5	647
Matron	S5	99
Warden	S5	92
Child Care Giver	O2	156
Peer-Counselor	O4	19
Chef	P5	2

*No. of Civil Servants in Standalone Positions*

### 3.1.5 PROMOTION FOR PMC, SSC & OC

As an integral part of performance management, promotions are awarded to reward and motivate performing civil servants. All broad-banded promotions including for P1 Specialist are approved at the Agency level. Meritorious promotions are reviewed and approved by the Commission in January and July of every year.

Meritorious promotions are out-of-turn promotions by one year or six months, granted to those civil servants who achieved "outstanding" performance scores for three consecutive years through the moderation exercise for moderated agencies, and with exceptional performance for non-moderated Agencies.

### Promotion of Civil Servants by Position Category and Type (2019-24)

Position Category	Employment Status	Jul 2019- Jan 2020	Jul 2020- Jan 2021	Jul 2021- Jan 2022	Jul 2022- Jan 2023	Jul 2023- Jan 2024
PMC	Meritorious	39	30	122	65	50
	Broad Banded	2146	1587	2148	2405	1625
	Fast Track	0	2	0	0	1
SSC	Meritorious	9	12	23	13	14
	Broad Banded	2300	2068	2020	2243	1989
	Fast Track	14	15	0	7	1
OC	Meritorious	0	0	3	2	0
	Broad Banded	148	142	173	156	102
	Fast Track	0	0	0	0	0
<b>Total</b>		<b>4656</b>	<b>3856</b>	<b>4489</b>	<b>4891</b>	<b>3782</b>

A summary on the number of executives promoted from 2019-20 to 2022-23 and the list of executives promoted in 2023-24 are detailed in Annexure 4.1. and Annexure 4.2 respectively.

#### 3.1.6 TRANSFER

To uphold Civil Service values of transparency and meritocracy in transfers, except for the routine transfers by parent Agencies, the RCSC has made it mandatory for Agencies to announce all vacancies on their websites for at least two weeks for lateral inter-agency transfer. This provides equal opportunity for all civil servants to access and tap such opportunities based on their merit. Transfer of civil servants by position categories and types for the period ranging from 2019-20 to 2023-24 has been detailed in the Table below.

#### 3.1.7 SEPARATION BY TYPE

There is an increasing trend in civil servant separations annually. In FY 2019-20, the attrition rate was 2.8%, and 2.9% in FY 2020-2021. An attrition rate of 4.6% was observed in FY 2021-22. The trend intensified further to an all time high attrition of 16% in FY 2022-2023. Details on the separation of civil servants by separation type is presented in detail in Table 4.5 under Part IV.

A summary on the number of executives separated from 2019-20 to 2022-23 and the list of executives separated in 2023-24 are detailed in Annexure 5.1 and Annexure 5.2 respectively.

Position Category	Position Category	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Inter-Agency transfer without change in position title and MOG	PMC	2	12	16	9	12
	SSC	15	6	7	10	2
	OC	2	2	3	0	0
Inter/Intra Agency transfer involving a change in position title and MOG	PMC	86	36	41	18	3
	SSC	8	2	2	6	0
	OC	0	0	0	0	0
Inter/Intra Agency transfer involving P title change & not MOG	PMC	68	3	42	0	0
	SSC	3	0	14	4	0
	OC	0	0	1	3	0
<b>Total</b>		<b>184</b>	<b>61</b>	<b>126</b>	<b>50</b>	<b>17</b>

### **Transfer of Civil Servants by Position Category and Type (2019-2024)**

The summary on the transfer of the executives from 2019-20 to 2022-23, and the transfer of an Executive in 2023-24 can be viewed in Annexure 6.1 and Annexure 6.2 respectively.

### **3.1.8 REDEPLOYMENT OF EXCESS CIVIL SERVANTS**

With the objective of keeping the Civil Service compact and efficient, RCSC undertook several exercises, in close collaboration with agencies in revising and reviewing the staffing and HR standards of Civil Service agencies. The exercises have led to the identification of the positions that are no longer required or redundant. The RCSC collaborated with agencies to redeploy surplus staff to fill vacant positions, optimising resource utilisation and avoiding new hires.

Over the period of five years, a total of 302 excess staff have been redeployed to suitable vacancies across Agencies to ensure optimal utilisation and offset the need for additional recruitment as given in the Table.

**Over the period of five years, a total of 302 excess staff have been redeployed**

Fiscal Year	Total no. of excess staff redeployed
2019-2020	16
2020-2021	24
2021-2022	205
2022-2023	52
2023-2024	5
<b>Total</b>	<b>302</b>

### 3.1.9 INTERNATIONAL VOLUNTEERS

Volunteers remain an extremely important resource and their services have supported the critical needs of skills and experience in selective and highly technical and professional fields within the Civil Service. Additionally, volunteers play a key role in promoting Bhutan’s relations with our development partners. The RGoB receives International Volunteers from four programmes as below:

- *Japan International Cooperation Agency (JICA)*
- *Australian Volunteers Programme (AVP)*
- *Friends From Thailand (FFT)*
- *Fulbright Programme (USA)*

Under the JICA programme, there are currently 29 volunteers placed in various agencies. As part of the FFT programme, there are currently a combined total of five FFT volunteers, with four assigned to the Queen’s Project Office and one serving at the Wangsel Institute for the Deaf in Paro as detailed in Annexure 7. While we received Fulbright volunteers in the past, presently there are no volunteers performing duty in the country.

Since the onset of the COVID-19 pandemic, the first in-country Australian Volunteer Program (AVP) volunteer, designated as the Biodiscovery and Bioprospecting Mentor at the National Biodiversity Centre, Thimphu, arrived in Bhutan on 13 May, 2023. In March 2024, four volunteers are scheduled to arrive in the country to carry out their assignment under AVP.



**Clean up campaign to mark “International Volunteer Day” on 9 December, 2023.**

Additionally, some volunteers have been rendering their services through remote volunteering. The AVP programme introduced an option for remote volunteering, extending continuous services from 2021. Notably, one volunteer affiliated with AVP engaged in remote volunteering at Respect, Educate, Nurture and Empower Women (RENEW) concluded her term as the Counseling Specialisation Mentor on 1 January, 2024.

### 3.1.10 SECONDMENT

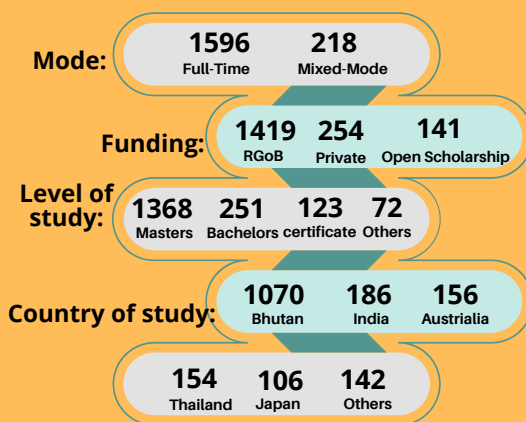
Bhutan Agro Industries Ltd.	1
Punatsangchu Hydroelectric Project Authority	2
Army Welfare Project	2
World Bank	1

To facilitate Bhutan’s presence and contribution to the international community and meet the obligations of the Government as a member of various international and regional bodies, RCSC continues to support the secondment of civil servants. This also offers opportunities for civil servants to acquire diverse expertise and experiences, which is beneficial to the Civil Service upon their return. During the reporting period, six civil servants were on secondment, as indicated above.

# 3.2 Human Resource Development

The CSAB 2010 mandates the RCSC to develop strategic HRD plans and policies; facilitate capacity development of civil servants through LTT and STT programmes; regulate training as per the BCSR; develop and maintain institutional linkages; and manage the fund allocated to HRD of the Civil Service.

## 3.2.1 LTT IMPLEMENTATION STATUS



## 3.2.2 MAJOR HR DEVELOPMENT PROGRAMMES IMPLEMENTATION STATUS

The RCSC administers a number of HRD programmes supported by our Development Partners, some of which are received in grants as scholarships and as financial allocations specifically designated for scholarship initiatives. Primarily, these scholarships have been allocated to sectors such as education, health, and vocational sectors, including engineering and technology. The fields of study are prioritised in collaboration with agencies subject to emerging as well as critical needs of agencies, and the availability of relevant courses.

Annually, these scholarships are assigned to various sectors and agencies, taking into consideration the crucial nature of the programmes for each respective agency. The subsequent sections of this report provide a detailed overview of the status of the major scholarship programmes administered by the RCSC in the reporting year (refer Annexure 8 for details).

## Government of India Supported HRD Programmes

As part of the 12th Five Year Plan (FYP), to enhance the professionalism of the Civil Service, the RCSC has implemented various HR Development (HRD) programmes. The Government of India (GoI) stands as the largest donor for these programmes, initially allocating an amount of Nu. 800 million. However, Nu. 200 million was later redirected towards COVID-19 intervention and the Economic Stimulus Plan.

Following that, the total outlay was revised to Nu. 220 million, subject to a potential increase depending on utilisation status. In addition to the complete utilisation of Nu. 220 million, an additional sum of Nu. 12 million was also utilised for HRD initiatives. This brings the total utilised amount for the 12th FYP to Nu. 232 million out of which, Nu. 219 million was utilised for the implementation of 19,932 STT slots and Nu. 13 million for 23 LTT slots.

In the 12th FYP, the LTT covered 13 fields of study. The implementation of STTs is based on CBFs and other emerging training needs of the Agencies (refer to Annexure 9 for details) as detailed below:

- *CBF-aligned STT: 95*
- *LCF-aligned STT: 8*
- *Training aligned to ICAO requirements: 10*
- *Skills4Life training: 2*
- *Emerging needs based training: 10*

**Total: 125**

## Positive cost saving under Government of India Supported HRD Programmes

An aggregate amount exceeding Nu. 42 million has been realised in positive savings through the implementation of various cost-cutting measures, as outlined below:

1

Encouraging the implementation of the training via virtual modes; or at locations where the majority of participants were located;

2

Assessing the criticality of the training; relevance of the training to nominated participants; and rationalising training components to reduce the overall duration without compromising training effectiveness

3

Proposing joint coordination and implementation of training initiatives by two or more agencies.

4

Eliminating Daily Subsistence Allowance (DSA) for in-country STT administered by the RCSC with scrutiny of TA/DA entitlements.

**THAILAND INTERNATIONAL  
COOPERATION SCHOLARSHIP 61**

With the conclusion of the 4th Technical Development Cooperation Programme, no new scholarship slots under this scholarship were implemented in the reporting year. A Joint Review Meeting between RCSC and TICA took place on 23 November, 2022, where the progress of ongoing projects under the 4th Programme were reviewed. It was agreed during the meeting that a comprehensive review of the programme would be conducted prior to initiating the 5th Technical Development Cooperation Programme, and the terms of the programme would be determined accordingly. Over the years, more than 300 civil servants have benefited from the TICA scholarship, and presently, there are five civil servants who are pursuing their studies through this scholarship. A total of 61 civil servants have benefited from the TICA scholarship from 2019-2024.

**RGOB-RIM SCHOLARSHIP 42**

In 2023-24, four civil servants were selected to pursue the Master of Business Administration (MBA) programme at RIM under the scholarship. The course is conducted by the RIM in collaboration with the University of Canberra. To date, a total of 167 civil servants have benefitted from the scholarship.

**NEHRU-WANGCHUCK  
SCHOLARSHIP 43**

From 2019 to 2024, 43 candidates have received scholarships in India to pursue Master's degrees in various institutions. Currently, 21 scholars are undergoing their master's courses under the scholarship.

**AUSTRALIA AWARDS  
SCHOLARSHIPS 70**

From 2019 to 2024, 70 candidates (47 for civil servants & 23 for non-civil servants) were selected to pursue their Masters Programme. Currently, 22 civil servants are actively pursuing long-term studies as part of the scholarship.

**TRONGSA PENLOP  
SCHOLARSHIP 25**

From 2019 to 2024, 25 slots have been implemented. Currently, 10 civil servants are pursuing a Master of Education in Curriculum and Teaching programme.

**JAPANESE GRANT AID FOR  
HRD SCHOLARSHIP 43**

From 2019 to 2024, a total of 43 slots have been implemented. Currently, a total of 12 civil servants have benefitted from the Scholarship.

## UG SCHOLARSHIP

The undergraduate scholarship programme implemented by the erstwhile Ministry of Education (MoE) in the 12th FYP is mainly categorised into three categories: RGoB Scholarships, GoI Scholarships, and Ad-hoc scholarships based on the funding source. The details of the scholarship programmes are appended in Annexure 10.1 to Annexure 10.5.

**a. RGoB Scholarships:** These are scholarships under the RGoB funding implemented both in India and other third countries. The programme includes a full scholarship to pursue higher studies in technical and professional fields. The scholarships under this category include scholarships to third countries, Queen's Endowment for Cultural Studies (QECS), Assistance to Privately Enrolled Medical Students (APEMS) and scholarships to Royal Thimphu College (RTC)

**i) Ex-country:** These are scholarships under the RGoB funding implemented in many countries. The programme includes a full scholarship to pursue UG studies in courses like medicine, engineering, education and humanities. For the 11th FYP, 35 slots are earmarked for the ex-country scholarships annually out of which the bulk of the slots are for MBBS and the remaining are implemented for teaching and a few engineering programmes.

**ii) QECS:** The QECS is a special scholarship of the RGoB instituted in 2011 to celebrate the Royal Wedding. The scholarship is implemented in India in cultural studies such as Fine Arts, Ayurvedic/Herbal Medicines, Pali, Music and Sanskrit. Annually 15 slots are offered under this category.

**iii) RTC:** As the first private college in Bhutan with excellent facilities, high-quality of faculty and the academic programmes provided by the college, the government in 2009 directed

MoESD to place 30-35 students annually on scholarships. The programme includes full scholarships to pursue higher studies in various courses that are offered at RTC. Annually, 30 slots are implemented under this scheme.

**iv) King's Scholarship:** The King's Scholarship is administered through RCSC which aims to send all-rounded students to top-notch universities in the world to be groomed in best leadership practices. RCSC sends up to nine students for this prestigious scholarship annually.

**b. GoI Scholarships:** These are scholarships funded by the GoI under Project-Tied Assistance to Bhutan. The programme is implemented in India as per the courses determined by the RGoB. The programme includes full scholarships to pursue higher studies in technical and professional fields such as Medicine, Allied Health and Biological Sciences and Engineering. The students were placed in public and top accredited private universities in India.

**c. Ad-hoc Scholarships:** These are ad-hoc offers, mainly bilateral and institutional scholarship offers made by governments and development partners based on goodwill and diplomatic relations.



## UG SCHOLARSHIP

### Budget Allocation and Utilisation for UG Scholarship in 12th FY

Funding type	Approved budget (Nu. in Million)						Budget utilised (Nu. in Million)					
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total
RGoB-Third countries (25)	136.15	142.65	123.85	141.94	138.83	683.42	133.16	95.57	122.36	141.92	120	613.01
RGoB-QECS (10)	19.44	18.72	11.82	17.4	20.73	88.1	15.61	7.5	11.81	17.39	20.53	72.85
RGoB-RTC (30)	16.19	16.29	17.95	18.11	19.71	88.25	15.62	16.29	17.94	18.11	19.32	87.29
RGoB-APEMS (20)	21	28.13	19.9	25.41	30.45	124.89	18.27	14.61	19.9	25.41	29.74	107.94
GoI (75)-530	126.26	110.67	106.47	110	86.86	540.25	126.15	109.93	90.05	99.61	83.98	509.72
<b>Total</b>	<b>319.03</b>	<b>316.47</b>	<b>279.98</b>	<b>312.85</b>	<b>296.57</b>	<b>1,524.9</b>	<b>308.81</b>	<b>243.92</b>	<b>262.06</b>	<b>302.45</b>	<b>273.57</b>	<b>1,390.81</b>

### 3.2.3 OTHER HRD PROGRAMME

#### JAPAN INTERNATIONAL COOPERATION AGENCY STT PROGRAMME

The Government of Japan continues to offer the Government of Bhutan a number of short-term training programs through the Japan International Cooperation Agency (JICA) Bhutan office. Annually, the RCSC receives about 25-30 various STT programmes with varying numbers of slots for each programme.

#### JAPANESE GRANT AID FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP

Since 2018, Bhutan has been receiving the Japanese Grant Aid for Human Resource Development Scholarship (JDS). Under this programme, the RCSC annually receives nine slots for various Masters' Degrees, and one slot for Ph.D.

Currently, the project is in its second phase after the completion of its first phase in 2022. The duration of each phase of the project is for four years, consisting of one batch of scholars every year.

Three batches of the scholarship have already completed their studies and returned to Bhutan while remaining batches are still undergoing their studies at internationally renowned universities in Japan. The areas for the scholarship were finalised based on the priority areas identified by agencies which were gathered through a needs survey carried out by the JICA Bhutan Office. These priority areas may be altered by the Operating Committee of the scholarship depending on the changing needs of the Civil Service

during the project period. The renewal of the project is done based on the progress of the scholarship and the changing needs of the RGoB. The current prioritised areas for the scholarship are as follows:



To date, 41 civil servants have availed the scholarship, including 12 civil servants who are currently undergoing their studies in Japan.

**OTHER SCHOLARSHIPS FROM THE GOVERNMENT OF JAPAN**

In addition to the 10 LTT slots under JDS, the Government of Japan offers other scholarships in the following areas as well:

- i) Sustainable Development Goals Global Leadership Programme;*
- ii) Core Human Resource Development for Road Asset Management;*
- iii) Energy Policy;*
- iv) Flood Disaster Risk Reduction;*
- v) Seismology, Earthquake Engineering and Tsunami Disaster Mitigation.*

**SINGAPORE COOPERATION PROGRAMME**

The Republic of Singapore has been regularly offering STT under the Singapore Cooperation Programme Training Award (SCPTA) via the MoFAET on a cost-sharing basis with the RGoB bearing a part of the travel and associated costs. The courses were conducted virtually from 2020 to mid-2022 during COVID-19. From mid-July 2022 onwards, in-person training resumed.

**MALAYSIAN TECHNICAL COOPERATION PROGRAMME**

Under the Malaysian Technical Cooperation Programme, RCSC also receives STT offers that pertain to technical areas.

**THE KOREA INTERNATIONAL COOPERATION AGENCY**

The Korea International Cooperation Agency’s short-term training is offered by the Government of Korea to enhance technical expertise. These offers are routed through the MoFAET to RCSC, which assigns it to the relevant agencies vis-à-vis the objectives of the training.

*Details of additional scholarships programmes administered by RCSC is shown at Annexure 11.*

### 3.2.3 COMPETENCY-BASED FRAMEWORK

---

The CSAB 2010 mandates the RCSC to build and maintain capacity and competency in the Civil Service. However, currently, in terms of career progression, succession planning, and competency development, there are no specific frameworks in place, and hence, HR investments are generally made in a rather ad-hoc manner in the absence of a competency based framework. While implementing the capacity development programme, especially for STTs, there is limited clarity on the kind of specific knowledge and skill that is required for an individual staff or occupational group. Therefore, training proposals are usually approved based on the justifications submitted by an individual/agency and at times, the training proposals do not give clear linkages to the job description of the employees.

Given the above shortcomings and recognising the need to develop Civil Service Competency Framework, the RCSC has started working on it in collaboration with Singapore Polytechnic with support from Temasek Foundation. The objective of the framework is to guide government agencies to identify the competency needs of the employees and meet organisational/national goals. This initiative will also help in the continuous development and professionalisation of civil servants.

The roadmap for CBF was approved by the 72nd commission meeting held on 15 December, 2020. As per the approved roadmap, 119 CBFs were planned to be developed for 234 positions. However, with the transformation exercise, total positions were reprioritised to 181 requiring 105 CBFs to be developed and completed by 2025. To date, a total of 59 CBFs corresponding to 127 position titles have been successfully completed.

# 3.3

## Civil Service Well-being



Towards enhancing Civil Service Well-being, the RCSC launched the Civil Servants' Welfare Scheme on 11 November, 2015 coinciding with the 60th Birth Anniversary of His Majesty The Fourth Druk Gyalpo.

### CSSD

2019-2023

Covered **152** mentees by 69 mentors (both serving and retired executives).



**934** civil servants received health check-ups consisting of 52.68% males and 47.32% females.



"Hoops for Health" every Friday from 6-7 PM at Chang Basketball centre.



The RCSC conducted the 3rd, 4th, and 5th mindfulness retreats in 2019 - 2021 at the Professional Development Centre in Tsirang, and the Institute of Well-being at Tshaluna, Thimphu.

### 3.3.1 CIVIL SERVICE SUPPORT DESK

The Civil Service Support Desk (CSSD) is an avenue for civil servants to raise issues and concerns in the workplace.

#### a. Mentoring Services

The initiation of the Future Leadership Mentoring Programme (FLMP) in 2017 aimed to provide early career guidance and support to young civil servants, ensuring they receive the necessary mentorship to unlock their full potential. FLMP programme is conducted every year depending on the feedback received on the positive impact from the mentees as a result of the initiative.

#### b. Health Screening Programme

To promote health awareness in the Civil Service, RCSC in collaboration with the Ministry of Health (MoH), organised the following health screening programmes:

- i) A medical checkup for civil servants in Thimphu was carried out from 12th to 20th October 2021. A total of 569 civil servants who volunteered were tested for Human Immunodeficiency Virus (HIV) and sexually transmitted infections.
- ii) One-day NCD Screening Programme for all the Executives across 10 ministries and agencies was carried out on July 7, 2022, at the RUB hall in Motithang.
- iii) Further, the basic health screening programme for civil servants near the Tashichhodzong area was coordinated from November 28th to 30th, 2022 where approximately 772 civil servants attended the screening.

### c. Hoops for Health

The Well-being Unit has continued to conduct the "Hoops for Health" (basketball) programme since its initiation on 16 November 2018. Every year, on 16 November, the Hoops for Health anniversary is celebrated to commemorate and reinvigorate this initiative as a means of encouraging healthy lifestyles and networking amongst civil servants.



The 5th Hoops for Health anniversary in 2023

### d. Mindfulness Retreat

The Mindfulness Retreat programme has been initiated by RCSC in collaboration with the *Zhung Dratshang* to enhance emotional intelligence, support mental health and build the qualities of mindfulness in civil servants.

On 13 October, 2023, the RCSC, in collaboration with the *Zhung Dratshang*, organised a Mindfulness and Meditation Practice session for civil servants at Kuenselphodrang, Thimphu with the objective of introducing hands-on meditation practice for interested civil servants and to institutionalise it as a programme over time to foster mindfulness and well-being in the Civil Service. This very first session was held to also commemorate the auspicious birth of Her Royal Highness, the Gyalsem. A total of 92 civil servants from agencies in Thimphu participated in the programme.



Mindfulness and Meditation Practice programme for civil servants in Thimphu in collaboration with *Zhung Dratshang*

### e. Yojay Offering to *Zhung Dratshang*

The RCSC and C4CS jointly representing the civil servants presented a "Yojay Offering" of Nu. One million to the *Zhung Dratshang* on the auspicious occasion of the Birth Anniversary of His Majesty The Fourth King of Bhutan on 11 November, 2023. The offering is being made for the general well-being of civil servants and the country and in gratitude to the *Zhung Dratshang* for the re-institution of the tradition of 'Yojay', a "Day of Offering" annually in commemoration of the birth of Her Royal Highness, The Gyalsem on 9 September, 2023.

### f. Go-to-Person Service

"Go-to-Person" programme was introduced in 2018 to respond to sexual harassment and provide psychological safety in the workplace. The BCSE 2023 recruits were oriented on "Understanding and Prevention of Sexual Harassment."

### 3.3.2 CIVIL SERVICE RETIREMENT SERVICES

The RCSC continues to provide engagement and recognition for retired civil servants. Retired civil servants were engaged for their experience and skills, as mentors, in the welfare fund committee and the BCSE selection committees.

In June 2023, the RCSC integrated the ZEST with the NPPF and the RICBL systems. This smooth integration offers unparalleled convenience, allowing retiring civil servants seamless access to their retirement benefits online, thus eliminating the need for inconvenient multiple in-person visits to avail the services.

### 3.3.3 CIVIL SERVANTS' WELFARE SCHEME

The CSWS was established in 2015 to:

- provide financial assistance to civil servants in difficult times like death in the family;
- take care of civil servants while in service and after superannuation; and
- instil a sense of purpose, dedication, and focus on one's duty.

As of 29 February, 2024, the CSWS fund corpus stands at Nu. 221.615 million. The details of the CSWS fund are as detailed below:

SN	Bank	Account Type	Amount (Nu. in m)	Rate of Interest
1	BoBL	Fixed	113.8	8.5% +5% on the interest accrued
2		Recurring	26.0	8.5%
3	BNBL	Term Deposit	81.47	7.5%
4		Current	0.34	NA
<b>Total</b>			<b>221.61</b>	

**CSWS Fund corpus status as of 29 Feb, 2024**

### Civil Servants' Welfare Scheme

- CSWS was launched in 2015
- Childbirth incentive was introduced on 11 November, 2022. Nu. 10,000 per incidence of birth.

**Nu. 221.62 M**  
Corpus as of 29 Feb, 2024

**Nu. 95.07M**  
Total payout

**3,345**  
Claims till 29 Feb, 2024

**1,175**  
Birth claims

Claim Type	No. of Claims	Payouts (Nu. in million)
Members	200	15.00
Superannuated Member	15	0.75
Dependents	1,898	66.43
Medical Referral	57	1.14
Childbirth	1,175	11.75
<b>Total</b>	<b>3345</b>	<b>95.07</b>

**Status on CSWS payout for five years (Jul 2019 - Feb 2024)**

### 3.3.4 ROYAL CIVIL SERVICE AWARD

The RCSC instituted the Royal Civil Service Award (RCSA) in 2013 based on His Majesty The Druk Gyalpo's command to recognise, reward, and motivate the civil/public servants for their dedicated service to the Tsa-Wa-Sum. During the 116th National Day on 17 December, 2023, a total of 3,972 RCSAs were conferred to public servants.



### VARIOUS CATEGORIES OF AWARDS

#### a. Lifetime Service Award

A total of 1,585 individuals—1,087 civil servants and 498 public servants—were conferred the Lifetime Service Award.



#### b. Gold (30+ Years)

A total of 2,192 individuals—1,507 civil servants and 685 public servants—were conferred with Gold Medals for serving 30 years.



#### c. Silver (20+ Years)

A total of 6,163 individuals—4,500 civil servants and 1,663 public servants—were conferred with Silver Medals for serving 20 years.



#### d. Bronze (10+ Years)

A total of 12,757 individuals—9,349 civil servants and 3,408 public servants—were conferred with Bronze Medals for serving for 10 years.



# 3.4

# Leadership & Talent Management

*Leadership and Talent Development provides professional HR and support functions for Senior Civil Servants and Specialists placed at various agencies.*

Following the Royal Kasho on CSR, many civil servants were concerned about the reforms. First time in Bhutan's Civil Service history, the Chairperson wrote an open letter to all civil servants on 23 August, 2023 informing them of the need.

### **Abstract of the letter:**

*"The world around us is changing so rapidly. If we cannot keep pace, we will be left behind. The need to transform our Civil Service must also be seen in this context. Some of us are feeling anxious and concerned about this. Every single civil servant has a role to play in reforming our Civil Service. Our leaders cannot do this on their own. It does not help that some of what is being shared about Civil Service reform over social media platforms has not been entirely accurate. This is why I have decided to write this open letter to all our civil servants.*

*In reforming our Civil Service, we have been doing the following:*

- 1. Reviewing the current structures of our Civil Service agencies so that we can be more coordinated and better positioned to tackle the challenges that are coming our way.*
- 2. Relooking our systems to make it more relevant, efficient and effective.*
- 3. Building our capacity to better use technology to improve productivity and better serve the people of Bhutan in our public service delivery.*
- 4. Grooming a cadre of Civil Service leaders who has the capabilities and heart to lead Bhutan to developed country status in the future.*
- 5. Identifying technology, infrastructure, clean energy, water, and sustainable food production as the foundation upon which to build all our other plans and programmes.*

*More than ever before, all our civil servants will need to start thinking about reskilling and upskilling ourselves in time for the future. Some of us will need this more than others, and we will want to give every civil servant a decent opportunity to do so. The more savvy ones amongst us have even started to use the internet - a treasure trove of freely available resources - to improve ourselves. I urge the rest of us to follow suit.*

*The reality is that some positions may become redundant. For others, they may find themselves in expanded positions with greater demands. For those who can meet these heavier demands and responsibilities, we will want to pay them better commensurate with their work and encourage them to contribute at a higher level. Those who do not perform should expect a smaller pay package or even have to exit from the system. This is what moving the entire Civil Service to a performance-based incentive system and higher productivity is all about. Colleagues, our Civil Service and the dynamism, effectiveness, and efficiency that we envisage it to have will be one engine to drive Bhutan into the future. We need all civil servants to be united and play our part, knowing we are only as strong as our weakest link.*

An open session on the CSR was held through Zoom, which was attended by 9,340 civil servants over a five-day session in the evenings.



### 3.4.1 ENHANCED LEADERSHIP

---

Effective leadership is critical to employee engagement and a higher level of organisational performance that contributes to national economic development and socio-economic well-being. Accordingly, the first objective of transforming the Civil Service is to institute world-class professional and strategic leaders spearheading future-ready Civil Service organisations through various interventions as detailed below.

#### a. Leadership Selection

The Executive selection framework has undergone radical changes and was implemented as reported under section 2.1.1 of this report with the objective of enhancing leadership by assessing the suitability of the candidates besides leadership competencies.

#### b. Leadership Assessment Exercise

The leadership assessment was undertaken by RCSC with the aim of making accountability a benchmark for service performance. The Commission undertook this difficult exercise for the greater interest of the nation considering leadership is at the heart of Civil Service. The evaluation of leadership among executives was carried out between January and February 2022 with the objective of establishing a straightforward and efficient mechanism for evaluating top leadership within the Civil Service.

To ensure a fair, transparent, and objective assessment, a panel was formed, comprising individuals with diverse levels of experience, expertise, and perspectives, both from within and outside the Civil Service, including external experts. For the EX1 & 2 groups, the panel found that about 43% of these executives met these expectations and 7% exceeded expectations. Similarly, for the EX3 group, the assessment panel found about one-third of the Directors “promising” and one-third of the

Directors did not meet the expectations set for executives at these position levels.

As part of the exit management strategy, those identified as not meeting expectations were “managed out” and those identified as “not meeting the expectation of the position but has potential to perform” were given the option to either take specialist positions; or be placed at lower-level Executive positions.

Similarly, for P1M, commissioned by the RCSC, the Royal Institute for Governance and Strategic Studies (RIGSS) completed the Executive Eligibility Assessment. The EEA, which consists of both group and individual evaluations, was conducted to identify outstanding candidates for Executive level positions and is part of RCSC’s efforts to strengthen leadership selection. The assessment panel comprised senior local and international assessors from the public and private sectors.

The EEA was altered into the EXCEL programme conducted by RIGSS, which included components of both development and assessments, with participants having to work on stretch assignments and expanded roles to further test their suitability for Executive-level positions.

### **c. Revamped Specialist Performance Assessment Framework**

Although Specialists possess deep domain knowledge and expertise, there has always been the challenge of optimally engaging and utilising them. To ensure their optimal utilisation, Specialists were asked to develop IWP to ensure that their work was detailed out annually and accordingly they were accountable for their work targets.

In this reporting year, a new specialist work plan format has been developed and introduced to validate their roles against three specific functions of Technical Advisor, Strategic Partner and Researcher. Promotions for Specialists in the July 2022 promotion cycle were assessed using this framework aligned to clear Specialist Terms of Reference. With the enhancement of the MaX online system the requirements arising from the role of advisor, strategic partner and researcher in their specialised areas, was also be used as reference for policy interventions. Specialists will no longer receive proxy scores which considerably diluted accountability, instead they are moderated with the rest of the staff.

### **d. Leadership Development and Management**

As an initiative to develop leadership and management skills, the following interventions were implemented by the Commission.

#### **i) Learning Management System for the Civil Service: Training Dashboard**

The Learning Management system (module) under ZEST developed and launched on 4th April 2024 is a significant milestone in professionalising the Civil Service. It will not only help develop competencies aligned with the LCF or CBF but also use it for talent development and inculcate a culture of continuous learning and growth in the Civil Service.

#### **ii) Onboarding of Newly Appointed Executives (30-60-90 and Peer Coaching)**

The majority of the current pool of SCS in leadership positions have not received a targeted mentoring programme when they were inducted into SCS. To ensure seamless continuity of leadership, the SCS onboarding program was introduced to equip newly appointed executives with the necessary skills and knowledge, and in turn they are also expected to carry out mentoring programs as part of their leadership roles.

The onboarding programme for 30-60-90 includes:

- An executive/transition Coach/Supervisor to guide the SCS development during the transition.
- Clear expectations of the role from both the SCS manager and other key stakeholders (RCSC, C4CS).
- Guidance on who the most critical stakeholders are and how to engage with them.
- Feedback on the executive's performance at several key points during the transition from the leader's manager, direct reports, and other key stakeholders.
- Executive development on critical competencies that are important during transition.
- Tools and information to assess the new team and talent.

In the similar manner experienced executives are also identified as peer executives to coach, mentor and guide new executives. This has been useful for the executives to identify their strategic areas and keep them anchored to drive results in their new organisation as they take up higher mandates.

### **iii) Online Learning Through One Year Subscription to Mindtool**

To continue to invest in learning and development despite the disruptions caused by the pandemic, the RCSC explored alternative learning resources in the form of subscription to Mindtools, an online learning platform. Access to Mindtools was provided to 1,000 civil servants consisting of 19 Dzongdags, Executives in EX3, and Officers in P1 and P2, for a period of one year starting in October 2020.

### **iv) Nurturing Leadership Program**

The NLP was a unique initiative to build leadership capacity through a year-long experiential training. This project was designed as part of the transformation to enhance effectiveness, efficiency, and overall customer satisfaction within the Civil Service. The NLP was introduced from 19 October, 2021 with 125 participants (65 Executives and 60 Principals). There were 10 Project Management Team members from RCSC, RIM, RIGSS, and MoE to help institutionalise the cutting-edge concepts of NLP.

This programme covered areas of CSX Project (Leader Lab), Peer Performance Coaching, Networking and Stakeholder Engagement and Leadership Accelerator Toolkit. The Leadership Accelerator Toolkit is developed with training modules consisting of asynchronous and synchronous learning material and hosted on ZEST.

The contents are aligned to the LCF and the following areas are covered, viz. Performance Coaching, Five Star Teams, Performance Collaboration, Strategic Sensing, Agile Performance Solving, Performance Accountability, Building Trust, Decision Delegation, Serving Stakeholders, Change Agent, and Listening and Validation. All civil servants in PMC have access to this content to allow them to learn at their own pace.

### **v) Hands on Training of Moderation Through Mock Session for ModEx**

The performance moderation plays a pivotal role in fostering accountability, efficiency and effectiveness in the civil service. Hence it was critical to enhance the quality of performance discussion and the performance moderation exercise. This was achieved through preparing the Executive moderation committee members on the conduct of the moderation exercises through mock sessions facilitated by an international HR expert from 30 January, 2023.

The performance moderation for the FY 2022-23 for the executives took place in August 2023. A total of 73 Executives were moderated.

To prepare the Executive moderation committee members, RCSC conducted mock exercises from 30 January, 2023 to give hands-on practice. These dry-runs, facilitated by an international HR expert, took place in-person and virtually. The objectives were to familiarise the committee with the revised approach to performance moderation and prepare them for the actual exercises in July and August of 2023.

**vi) Training of Senior Civil Servants, Specialist Head, Officiating P2 on Performance Calibration**

Learning to apply OKRs, KPIs, and performance standards in setting performance expectations was seen as very useful and timely especially during the finalisation of 13th FYP. Further, analysis of job performance and competency, and calibrating performance ratings will play pivotal roles in enhancing performance culture and in professionalising performance management. Such training should be institutionalised as mandatory training as an effort to take the changes forward and sustain it.

**vii) Training of Principals, Chief Dzongkhag Education Officers, and Relevant Officials from MoESD on PMS Relevant to Schools**

Education sector comprises 1/3rd of the Civil Service and any intervention in the education sector is going to have a profound impact on the future of Bhutan. Therefore, going forward, a close engagement with them together with MoESD is recommended.

**viii) Training of Hospital Health Management on Management Skills**

As part of the NLP, a two-day leadership training was initiated for the Managers in Hospitals across the Country. The topics covered over the two-day workshop are leadership mindset, TOPP (Target, Outcomes, Possibilities and Plan) Performance Coaching

Model for Performance Coaching, Performance Accountability, Decision Driver and Spin session. The training was delivered through a mix of lectures, role plays, case studies, and discussions. A total of 28 clinicians attended the training and they were given access to the materials in the Learning Management System: TalentLMS to continue to learn and practice. The training was facilitated by Justin Allen and Justin Paulsen from the Ulrich Allen Leadership Capital.

**e. Leadership Development Programme**

The LDP was launched with the main objective to bring about the desired mindset change and spot talent from our mid-level civil servants and to groom them for future leadership. The programme consists of three modules; Value-based leadership Leading for Strategic Impact, and Leading Transformational Change.

Since its launch in April 2022, a total of 259 PMC level civil servants across 11 cohorts have been trained in the LDP.

### **3.4.2 TALENT IDENTIFICATION AND MANAGEMENT (AGILE)**

---

Leadership is critical for an agencies' effectiveness, and investment in identifying and grooming leaders must be made earlier on in a potential leader's career.

AGILE (Adaptive, Genuine, and Innovative Leaders with Emotional Intelligence) is a strategy aimed at leadership grooming and talent management to ensure seamless continuity of leadership across all professions.

Identifying the potential pool from pre-service as scholars through the initial years of service and managing and grooming them strategically for their future roles are some of the key interventions. Concept paper has been developed, work on fleshing out the "green harvesting recruitment" component under this strategy, now termed as King's Scholarships, has been completed and initiated with the implementation of undergraduate scholars since 2022.

### **3.4.3 EXECUTIVE FORUM**

---

The Executive Forum (ExFo) is an initiative to provide a common platform for executives to network and discuss common issues and explore solutions, once a year.

The last ExFo was held in January 2020, and thereafter it could not be held due to the COVID-19 pandemic. The 2nd ExFo during the 3rd Commission's tenure was held in March 2024 with the theme "Forging a Common Path for the 13th FYP". A total of 88 executives attended the ExFo held on 6 March, 2024 for the Security and Governance Cluster and on 7 March, 2024 for the Economic and Social clusters.

The 2024 ExFo agenda prioritised co-creating performance dashboards for Government Secretaries and their direct reports, aligning with the 13th FYP KPIs in line with National Planning Framework, 13th FYP Objectives, and result areas. RIGSS led a session on fostering collaboration between the government and political leaders, emphasising the role of Civil Service heads. Additionally, sessions by MoF and GovTech highlighted the country's economic situation and opportunities in leveraging NDI for executives.



**Executive Forum 2024**

# 3.5

# Human Resource Audit

Over a period of time, many HR functions have been delegated to the agencies and this makes the role of HR audit all the more critical in ensuring compliance and uniform application of CSAB 2010 and BCSR. In this way, the Good Governance principles of Meritocracy, Transparency and Equity in HRM are upheld.

## Key metrics



**140**  
Agencies Audited



**246,035**  
Total HR Actions Audited



**2,048**  
Major Observations

For FY 2023-24, the implementation status of past strategic recommendations made during the last HR audit for the 16 Agencies are reflected under Annexure 12. Similarly the status for the compliance HR audit for the 21 Agencies audited are detailed out in Annexure 13.

## 3.5.1 OVERALL RESPONSIBILITY

- Carry out periodic HR Audit across all the Civil Service agencies as per the HR Audit Manual.
- Create awareness on significant and most recurring HR Audit observations.

## 3.5.2 OPPORTUNITIES FOR THE FUTURE

- Remote auditing for promotion, transfer, and recruitment processes has been successfully implemented. Upon digitisation of all civil servants' records under the *Zhiyog* Records, remote auditing of other HR actions will be feasible, providing opportunities to conduct HR audit cost effectively.
- With the enhancement of the system through digitisation, other benefits like increased compliance to the HR system through the ZEST can be ensured. This will enable HR auditing to transition from compliance to strategic auditing, bringing with it greater benefits to the management in performance of agencies.

Fiscal year	Agencies	HR Action	Major Observations
2018/19	59	56,558	436
2019/20	25	38,619	386
2020/21	20	27,768	535
2021/22	15	64,187	510
2022/23	21	58,903	181
<b>Total</b>	<b>140</b>	<b>246,035</b>	<b>2,048</b>

Summary of Agencies Audited in the Last Five Years

# 3.6

# Administrative Action

Section 27(n) of CSAB 2010 states that “The Royal Civil Service Commission as the Central Personnel Agency of the Royal Government shall exercise general disciplinary control over civil servants through the enforcement of all rules, regulations and relevant laws”.

## Key metrics

2021 - 2024

Type of Administrative penalties imposed by Agencies	No. of civil servant/ cases
Demotion	8
Promotion withheld	31
Withholding of salary	9
Reprimand	161
Termination	12
Withheld increment	53
Compulsory Retirement	12
Suspension	13
Re-assignment	2
<b>Total</b>	<b>289</b>

## 3.6.1 ADMINISTRATIVE ACTION

In accordance with Section 27(n) of the CSAB 2010, the RCSC serves as the central personnel agency for the Royal Government, responsible for exercising overall disciplinary control over civil servants. This includes enforcing all relevant rules, regulations, and laws to maintain standards of behaviour within the Civil Service. Additionally, the Act grants appellate authority to the RCSC for cases originating from Ministries and Agencies. In situations where a civil servant is dissatisfied with a decision made by the Disciplinary Committee, they possess the right to appeal to the RCSC, which acts as the highest appellate authority in the absence of an administrative tribunal. Thus, the RCSC plays a crucial role in ensuring accountability and upholding standards of conduct within the Civil Service.

The Rules of Administrative Disciplinary Action, formulated on 15 July, 2022, have been incorporated into BCSR of 2023, included as a Schedule in Chapter 19. The offences listed in this schedule have been categorised, with the HR Committee (HRC) entrusted with the authority to ascertain the appropriate penalty, considering the severity of the offence. This approach not only empowers HRCs across different agencies but also introduces interpretative flexibility. Importantly, this incorporation was done following BCSR consultations with civil servants, ensuring their perspectives were considered in the process.

# 3.7

## Bhutan Civil Service Examination

The RCSC carries out the recruitment and selection of university graduates into the Civil Service annually through BCSE in accordance with the provisions of the CSAB 2010 and the procedures laid down in the BCSR.

The BCSE has its history dating back to 1983 for the selection of officers into the Civil Service. It is one of the primary mandates of the Commission and the recruitment of the university graduates in the PMC is carried out annually. Over the years, the credibility and the sanctity of the examination as a fair and competitive selection system have grown.

### Key metrics

#### 2019-2023

- 18,424 graduates appeared PE.
- Graduates from 15 different countries.
- 8,149 graduates who sat for the PE qualified for the ME.
- 100% tested negative in drug test.
- 839 applicants were recruited.
- From 2020 onwards, PE registration started in Mongar.

Year	Graduates registered for PE in Mongar
2019	54
2020	239
2021	241
2022	113
2023	220

**Graduates Registered for PE in Mongar**

In line with the BCSR, the RCSC conducts two levels of examination, namely, i) Preliminary Examination, and ii) Main Examination.

### 3.7.1 PRELIMINARY EXAMINATION

The objective of the PE is to shortlist the candidates for the ME and to ensure a minimum standard requirement of a candidate. The minimum cut-off marks approved by the Commission for the last five years have been maintained at 50%. With the Commission having the authority to waive off the PE for certain categories of graduates, the graduates with degree in MBBS and B.Ed were exempted from the PE but they must pass the ME with a minimum score of 50% to be eligible for recruitment, selection and placement.

#### a. Preliminary Examination in Other Region

Starting from 2015, the Commission has offered the option for the graduates to register either in Mongar or Thimphu as a venue for PE. This initiative was mainly to ease the challenges faced by graduates to travel to Thimphu to appear for the PE. However, this initiative could only be materialised in 2020 as there were very few graduates registering for Mongar before 2019.



### 2019-2023

- In the last five years, a total of 9,343 graduates appeared for the ME.
- 8,006 graduates have scored 50% and above.

Category	ME score >50%
Administrative Services/PGDPA	1,347
B.Ed	2,147
Dzongkha	744
Finance Service/PGDFM	901
PGDE	861
Technical	2,078

Performance of Graduates in ME

### 3.7.2 MAIN EXAMINATION

The objective of the ME is to test the candidates' core competencies and their subject knowledge for the selection into the Civil Service. In the last five years, a total of 9,343 graduates appeared for the ME, of which 8,006 graduates have scored 50% and above and have become eligible for appointment and placement based on the requisition submitted by the agencies in line with their approved staffing strength.

Year	Appeared	Secured 50% and above
2019	1,751	1,592
2020	2,400	1,994
2021	1,376	1,303
2022	1,802	1,668
2023	2,014	1,449

Number of graduates appeared for ME

### 3.7 PROFILE OF BCSE 2023 TOPPERS

#### Administrative Services

**Yeshey Pelden**  
75.22%  
11506006972  
College of Natural Resources

**Dechen Ugyen**  
67.4%  
11505006434  
Sherubtse College

**Kinley Dema**  
66.49%  
11410005442  
Sherubtse College

#### Technical Category (Bio Science)

**Tenzin Drukgyel**  
76.63%  
12004000315  
College of Natural Resource

**Sangay Choden**  
76.47%  
11512001666  
College of Natural Resource

**Rigzin Yeshi Jamtsho**  
76.30%  
10605002058  
College of Natural Resource

#### Finance Services

**Sangay Lhendup**  
67.10%  
10708001593  
Gaeddu College of Business Studies

**Phurpa Gyeltshen**  
66.16%  
11604000275  
Royal Thimphu College

**Rinchen Zangmo**  
65.77%  
10103001055  
Gaeddu College of Business Studies

#### Technical Category (Allied Medical Services)

**Rinchen Wangmo**  
77.22%  
11315000462  
Manipal University

**Sonam Tshoki Lhamu**  
76.65%  
10203003589  
K.S. Hedge Medical College

**Tandin Wangmo**  
76.12%  
11704000524  
K.S. Hedge Medical College

#### Technical Category (MBBS)

**Dependra Chapagai**  
75.55%  
11811001841  
AIIMS, New Delhi

**Yangchen Tshomo**  
75.02%  
10802000347  
Shajala University of Science & Technology

**Dechen Wangdi**  
73.02%  
11705001033  
AIIMS, New Delhi

#### Technical Category (Engineer/ICT & Statistics)

**Nima Rinchen**  
77.65%  
10505000241  
Amity Institute of Applied Science

**Kencho Gyeltshen**  
74.84%  
10808002265  
Visvesvaraya Techniogical Uni., Karnataka

**Tshewang Jamtsho**  
71.68%  
11605001632  
NIT, Warangal, Telangana

**Technical Category  
(Dzongkha)**

**Jamyang Loday**  
78.49%  
11607001869  
College of Language & Culture  
Studies

**Dorji Tshering**  
77.94%  
11511000576  
Institute of Science of Mind

**Sonam Tobgay**  
77.35%  
11105001133  
Sherubtse College

**Education Services  
(PGDE)**

**Kusal Khandal**  
72.43%  
11109001468  
The University of Texas at El Paso

**Lhakpa Dem**  
68.14%  
11908001227  
Sherubtse College

**Pema Zangmo**  
66.13%  
10905003748  
University of Brunswick

**BEducation Services  
(B.Ed Category)**

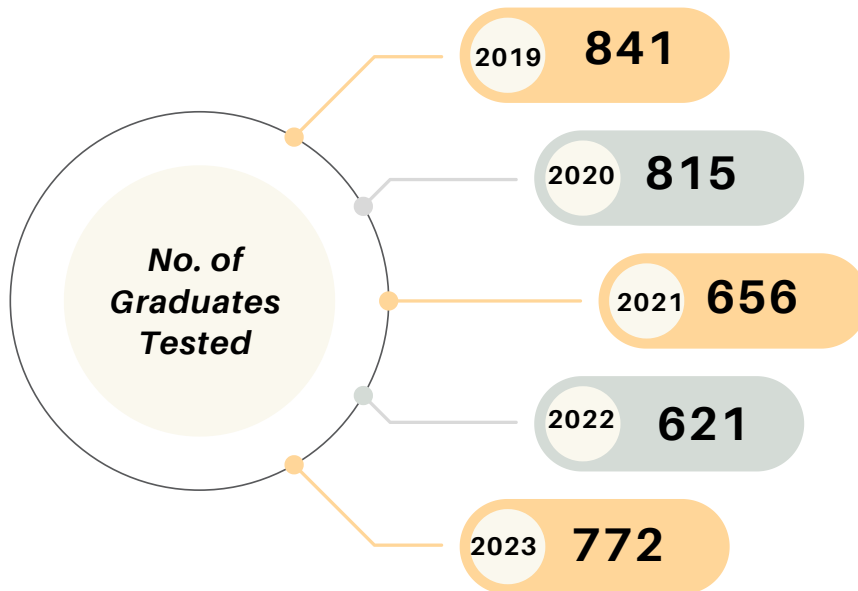
**Cheki Yangzom**  
75.41%  
11514002534  
Paro College of Education

**Thinley Wangmo**  
75.35%  
10705005538  
Paro College of Education

**Tshering Dema**  
74.41%  
10711002371  
Paro College of Education

**3.7.3 DRUG TEST AS PART OF MEDICAL FITNESS CERTIFICATE**

The Commission introduced drug tests as part of the medical fitness certificate in January 2018. This initiative upholds the Civil Service Values and Conduct which explicitly prohibits indulgence in intoxicating substances in the Civil Service. The Commission believes that such efforts will educate and advocate against the use of drugs. In the last five years, all the graduates aspiring to join the Civil Service after securing a minimum of 50% in ME underwent a mandatory pre-employment drug test. To date, there have been zero positive cases of drug tests with selected graduates.



**Number of Graduates Tested for Drugs**

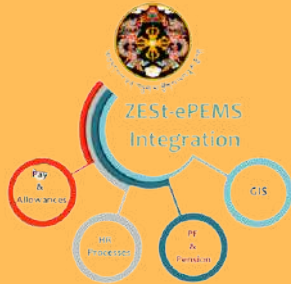
# 3.8

# Efficient, Effective & Transparent HR Service Delivery

In its efforts to be a model organisation, RCSC has reorganised the RCSC Secretariat; improved work processes through leaning, delegation, and automation of services; and as parent agency, continued to provide outreach programs to coordinate and build capacity of HR personnel.

## 3.8.1 ICT INITIATIVES FOR THE YEAR

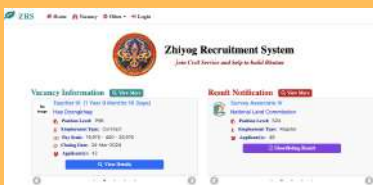
RCSC consistently implements technology initiatives leveraging ICT to improve efficiency and effectiveness of the services it provides to the civil servants as elaborated below:



**ZEST e-PEMS Integration**



**ZEST Launched**



**ZRS Launched**

**2019 - 20**

- Zhiyog Electronic System (ZEST) launched
- Zhiyog Records (Document Management System) introduced

**2020 - 21**

- Usage of ICT to facilitate clustering of Finance Services

**2021 - 22**

- ZEST and ePEMS Integration initiated
- Civil Service Recruitment and Placement System launched
- BCSE System enhanced

**2022 - 23**

- ZEST and e-PEMS integrated
- ZEST System enhanced
- PMS System enhanced
- LFS System enhanced
- Systems upgraded to recent secured technology
- Zhiyog Records System established

**2023 - 24**

- HR Solution Hub instituted
- BCSE System enhanced

### 3.8.2 CRITICAL FEEDBACK TEAM

Recognising the unique role that the Critical Feedback Team (CFT) played, a total of five CFTs were formed in the RCSC Secretariat to gather feedback from coworkers and present it to the Chairperson for any necessary interventions. Apart from feedback, CFT is responsible for other initiatives that go beyond divisional mandates such as HR Conference, farewell and welcome gatherings for the outgoing and incoming employees, and the marathon event for the civil servants.

As per the directives of the HRC, CFT conducted a comprehensive study on HR Officers in the country and as an outcome, recommendations on the HR Officers retention strategies were presented with HRC adopting key feasible proposals. Furthermore, an Organisational Climate Survey offered insights in understanding the need and feedback of the co-workers. CFT, in collaboration with the secretariat services successfully organised a two-day HR Conference from 22 - 23 December, 2023 in Tsirang, and a Civil Service marathon on 9 March, 2024. A total of 408 civil servants participated in the marathon out of which 176 were women, and 21 were above the age of 55 years.



**Civil Service Marathon 2024**

### 3.8.3 CAPACITY BUILDING OF HR

#### a. Monthly Webinars with HR Officers

In response to the pandemic restriction and seizing the opportunities presented by technologies for working faster, better and cheaper, the RCSC as the Parent Agency for HR personnel started the monthly virtual meetings to touch base with all the HR personnel in the Civil Service from June 2020. The webinars have been helpful to resolve common issues, bring uniformity in the interpretation of the BCSR and strengthen coordination mechanisms between Dzongkhags/Thromdes, and Central/Parent Agencies, and RCSC. This has been helpful particularly in teacher and health staff deployments. RCSC has conducted 49 such meetings from 2020 till February, 2024.

As we move forward, there is still room to improve coordination in the interpretation of the pay and benefits for civil servants with MoF and the role of the Sector Heads, namely Dzongkhag Health and Dzongkhag Education Officers in HR deployment and in other matters pertaining to the interpretation of the BCSR.

### **b.HR Conference**

A total of 88 HR officials from various Ministries, Dzongkhags, Thromdes, Autonomous Agencies, and the RCSC participated in a two-day HR Conference held from December 22-23, 2023 at the Professional Development Centre of the Royal Audit Authority in Tsirang.

The conference, themed 'BCSR 2023', aimed at elucidating any uncertainties and guiding HR personnel officials through the essential elements of BCSR 2023, ensuring a unified comprehension and execution of the regulations across the Civil Service. RCSC tried to make the learning sessions as interactive as possible to make sure learning is retained while also making it a "fun" activity.

Further, the conference offered team building and extensive networking opportunities, both formally and informally, allowing participants to connect, exchange ideas, and build valuable relationships and team work in an atmosphere of collaboration amongst the HR fraternity. In addition, the conference provided a platform to reward and recognise HR officials who have outstanding performance ratings and letting them share their rich experiences and insights to inspire and build competencies of HR Officers and Admin Assistants.

### **3.8.4 HR SOLUTION HUB**

---

Since its institutionalisation in July 2023, the HR Solution Hub continued to serve as a centralised point of contact for all queries and provide comprehensive support to civil servants and stakeholders. In tandem with the BCSR 2023, the increasing number of HR functions were decentralised to the Agencies, highlighting the significant role that the HR Solution Hub plays in providing backstopping of HR services, streamlining HR processes and

functions, and optimising overall organisational efficiency. As of 29 February, 2024, the HR Solution Hub has resolved and facilitated the resolution of a total of 8,881 issues, the majority of it being related to systems such as ZES, ZRS, and MaX. The HR Solution Hub received issues through various channels such as the systems, e-mail, WhatsApp, telephone, and walk-in queries.

### **3.8.5 WASTE MANAGEMENT AND OBSERVATION OF MONTHLY ZERO WASTE HOUR**

---

The RCSC continues to observe a monthly Zero Waste Hour for Zero Waste Society by 2030 initiated by Her Majesty The Gyalsuen, on the 2nd day of every month to advocate on being responsible for waste management. In addition to the Zero Waste Hour in the office, the office conducts community cleaning campaigns within the capital city as a part of community vitality service. The RCSC continues to discourage bottled water for all RCSC programmes and actively promotes segregating office waste. The Head, Secretariat Services, RCSC coordinates the programme in close coordination with the agency focal of the Ministry of Agriculture and Livestock and the departments of MoF. The programme also takes care of the beautification of the respective office premises.





Commission in Focus

Report on Policies and Performances: Jul 2023 - Feb 2024

Consolidated Report of Policies and Programmes: Jul 2019 - Mar 2024

Civil Service Statistics: Jan 2019 - Dec 2023

Way Forward

Annexures

## Civil Service Statistics from January 2019 to December 2023

<b>4.1</b>	CS to Population Ratio and Strength	60
<b>4.2</b>	CS by Position Category and Gender	60
<b>4.3</b>	CS by Employment Type	61
<b>4.4</b>	CS Recruited by Position Categories and Employment Status	61
<b>4.5</b>	CS Separated by Types	62
<b>4.6</b>	CS Separated by Position Categories	62

*This section of the report presents a statistical overview of the civil servants by number, position categories and gender, employment type, recruitment and separation.*



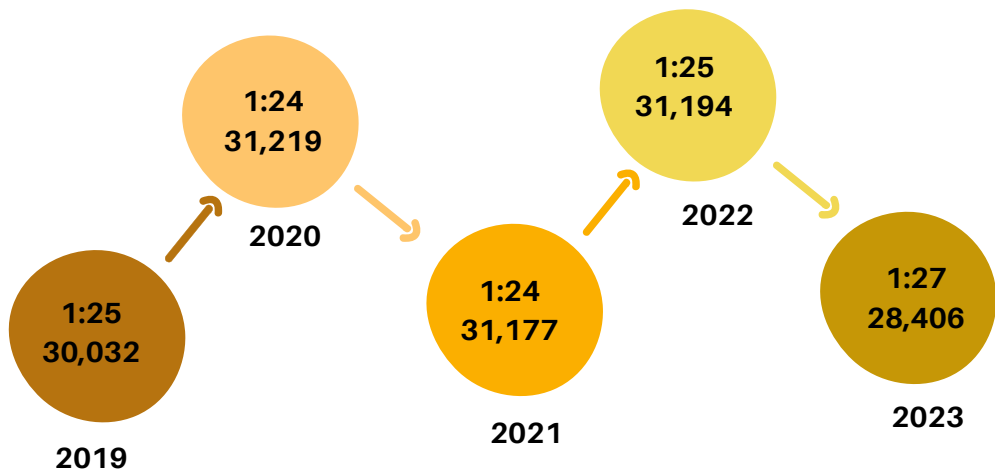


# 4

# Civil Service Statistics

(Jan 2019 - Dec 2023)

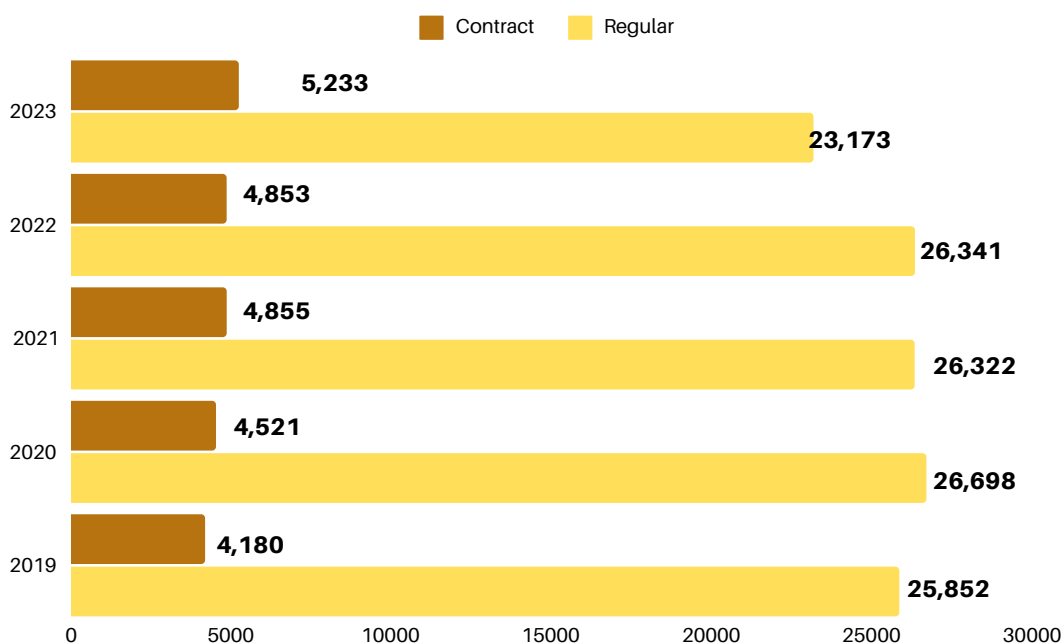
## 4.1 CS to Population Ratio and Strength



## 4.2 CS by Position Categories and Gender

Position Category	2019		2020		2021		2022		2023	
	M	F	M	F	M	F	M	F	M	F
ESC	246	40	259	46	274	52	224	56	224	67
PMC	8761	5400	9151	5609	9023	5967	8796	5953	8229	5646
SSC	7452	5563	7779	5869	7442	5922	7132	5661	6726	5297
OC	2114	456	2055	451	2042	455	1966	406	1856	361

### 4.3 CS by Employment Type



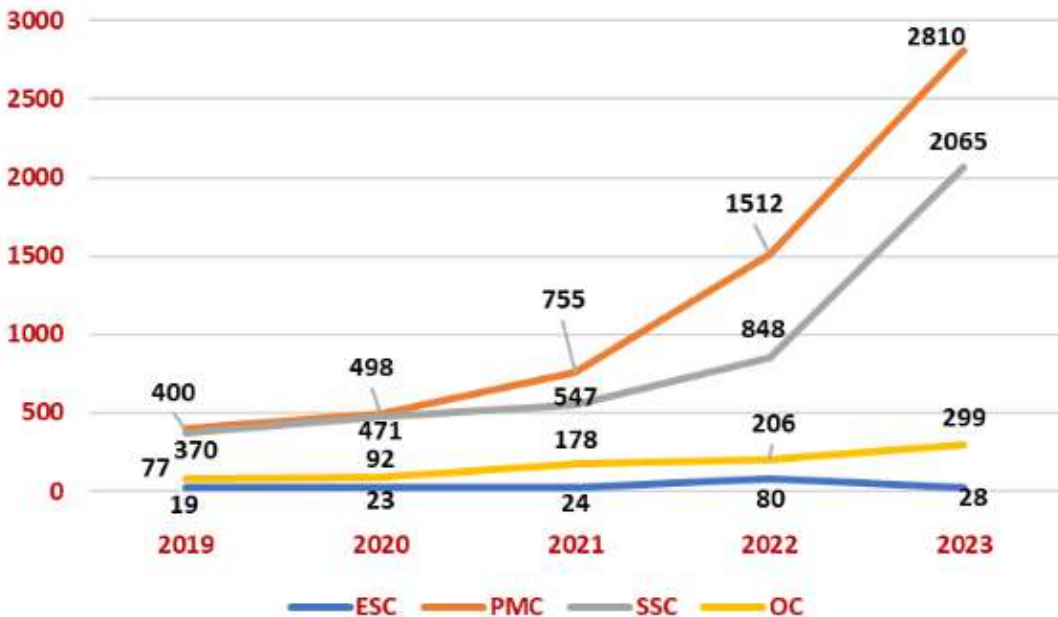
### 4.4 CS Recruited by Position Categories and Employment Status

Position Category	Employment Type	2019	2020	2021	2022	2023
Professional & Management	Regular	613	861	766	546	960
	Contract	549	299	661	759	1,115
Supervisory & Support	Regular	406	528	309	190	316
	Contract	485	228	319	189	792
Operational staff	Regular	8	1	3	28	5
	Contract	224	76	187	77	143

### 4.5 CS Separated by Types

Type of Separation	2019	2020	2021	2022	2023
Voluntary Resignation	579	570	939	1,686	3,728
Contract Completion	90	248	252	475	424
Delink	-	-	22	64	446
Superannuation	866	165	190	268	106
Death	52	48	43	54	41
Termination	13	12	0	21	15
Withdrawal/ Wrong update	5	8	14	14	22
Compulsory Retirement	9	28	34	20	13
Separation by Order	-	5	9	-	2
Special Retirement Scheme	-	-	1	44	
Contract Termination on Regularisation	-	-	-	-	405
<b>Total</b>	<b>1,614</b>	<b>1,084</b>	<b>1,504</b>	<b>2,646</b>	<b>5,202</b>

### 4.6 CS Separated by Position Categories







Commission in Focus

Report on Policies and Performances: Jul 2023 - Feb 2024

Consolidated Report of Policies and Programmes: Jul 2019 - Mar 2024

Civil Service Statistics: Jan 2019 - Dec 2023

Way Forward

Annexures

## Way Forward

<b>5.1</b>	Enhancing Productivity and Performance	63
<b>5.2</b>	Securing Long-term Public Interest	64
<b>5.3</b>	Transformational Leadership	64
<b>5.4</b>	Optimising Resources in the Civil Service	64
<b>5.5</b>	Harnessing the Potential of Technology	65
<b>5.6</b>	Aligning Employment Systems with New Generation Perceptions	65



# 5

## Way Forward

RCSC aims for greater efficiency, accountability, and improved public services through enhanced dynamism and productivity. Some of the areas that must be leveraged upon going forward are discussed here.

### Areas of opportunities

- 1 Enhancing Productivity and Performance
- 2 Securing Long-term Public Interest
- 3 Transformational Leadership
- 4 Optimising Resources in the Civil Service
- 5 Harnessing the Potential of Technology
- 6 Aligning Employment Systems with New Generation Perceptions

The Bhutanese Civil Service will continue to play a critical role in the socio-economic transformation and in elevating the country in the league of developed nations. It must continue to provide quality policy proposals and alternatives for the government to make decisions,

execute policies and programmes, and provide high-quality public services needed for the efficient functioning of the economy and society at large. Civil servants will be called to perform in a very dynamic and ever-changing socio-economic-technological environment.

It would need capabilities, structures, and processes to support whole-of-government responses to the most pressing challenges. Hence, there is a need not only to develop a congenial operating context but also to develop requisite competencies and character in civil servants so that they will be enabled to support national aspirations. Below are some of the areas identified with great prospects for improving service delivery cost effectively and which must be pursued actively going forward.

### 5.1 ENHANCING PRODUCTIVITY AND PERFORMANCE

The bureaucracy has to raise its performance bar if we have to realise our aspiration of a developed state. The current incremental approach to improving processes and enhancing productivity will not result in the achievement of the ambitious 13th FYP goals and the aspiration to become a developed country by 2034. In just doing good, there is a danger that we perpetuate performance mediocrity. To affect a higher level of productivity and performance, the Civil Service will continue to explore a multi-pronged approach. This includes setting and

aspiring to more ambitious targets, adopting game changing strategies, improving accountability mechanisms, enhancing elements of competition, performance-based incentives, fostering a culture of flexibility and innovation, diligently pursuing Public-Private-Partnerships and outsourcing all of which should contribute to overall effectiveness in the Civil Service. However, market measures will have to be considered carefully so as to maintain public interest, ethical standards, and fairness in the management of public resources.

### **5.2 SECURING LONG-TERM PUBLIC INTEREST**

---

Experience has shown that many different groups within the Civil Service approach the Government with their requests. This has subsequently led to situations where politicians have pandered to public servants. Such developments undermine the integrity of governance and distorts public policy priorities. By prioritising the demands or preferences of specific groups within the public service, it may result in short-term solutions over long-term sustainability and sacrificing the greater good for immediate relief. This can lead to ineffective resource allocation and inefficiencies. Moreover, pandering to public servants can create a culture of entitlement and dependency, where decisions are made not based on merit or the common good, but on the power wielded by groups that have ability to put pressure due to their large size or influence.

Ultimately, such practices can undermine merit, hinder effective governance and jeopardise the well-being of society as a whole. Therefore, it's crucial to uphold public interest and resist the temptation to cater solely to specific interest groups within the public service.

### **5.3 TRANSFORMATIONAL LEADERSHIP**

---

As the nation aspires to be in the league of developed nations, support of behavioural transformation in bureaucracies that involves changing the attitudes, values, and practices of individuals and groups within the organisation

to foster a more entrepreneurial, risk taking mindset, and an adaptive, and innovative work culture is going to be critical. RCSC will continue to invest in building and empowering leaders and change agents, promoting cross-functional collaboration, and leveraging technology to support behavioural transformation initiatives as the key levers for change. We must build transformational leadership with commitment, persistence, and a holistic approach where there is involvement of employees at all levels and an environment that encourages continuous learning and improvement to drive an agile and responsive workforce in organisations. Above all, transformational leadership must begin with leaders embodying the change and living by examples for the rest to emulate in attaining the desired state.

### **5.4 OPTIMISING RESOURCES IN THE CIVIL SERVICE**

---

As a welfare state, our efforts have been to provide free and easy access to quality administrative and social services. The nature of geographical terrains, human settlements, transportation connectivity, networking, and communication technology have largely dictated the infrastructure and service delivery processes leading to huge maintenance and service delivery costs to the government.



However, with improved connectivity availability of modern technology, and considering the declining population, in some areas, there is an opportunity to optimise and improve the efficiency, effectiveness, and overall quality of service delivery. Bigger service sectors like the MoH and MoESD have the potential to optimise their facilities and services and reduce costs without compromising the quality of services that they provide. Similarly, there is also great potential to reduce government expenditure by reviewing and rationalising the administrative set-up at the Dungkhags and Gewogs and the public services they provide.

### **5.5 HARNESSING THE POTENTIAL OF TECHNOLOGY**

---

Technological advancement has the capacity to redefine the way we work. There is a huge scope of harnessing the power of technology like Cloud Computing, Automation and Workflow Management, Data Analytics and Business Intelligence, Blockchain Technology, and AI in the Civil Service which could potentially help reduce the cost of service delivery.

Mobile applications like G2C services have already made a difference and new initiatives like the NDI and ePIS could significantly bring in efficiency in the processes and alter the service experience for the stakeholders. Technology can significantly reduce the demand for staff in several ways like automation of routine process related tasks, triggering actions based on predefined rules, and integrating disparate systems, introducing self-service portals, using Chatbots and virtual assistants to handle basic service related inquiries, predictive analytics tools/ software that analyse data for quicker decision making and providing online courses and assessments through learning management systems which reduces the need for HR to coordinate training sessions manually.

The technology could also provide room for flexi-working for civil servants, in particular, parents with young children thereby improving staff

well-being and talent retention. RCSC in collaboration with GovTech will continue to look for opportunities to harness technology for faster, better, and cheaper services.

### **5.6 ALIGNING EMPLOYMENT SYSTEMS WITH NEW GENERATION PERCEPTIONS**

---

The traditional work model where one works full-time in an agency, carries out specific tasks within predisposed work hours, and progression in salary grades largely based on seniority is changing fast. In the future, the most high-value work will be cognitive in nature. Employees will have to apply creativity, critical thinking, and constant digital upskilling to solve complex problems. The digital economy demands new ideas, information, and business models that continually expand, combine, and shift into new ventures. The increasing popularity of alternative working patterns such as part-time working, flexitime employment, telecommuting, job-sharing, and compressed workweek mark the important changes in the nature of work. This requires changes in the way we define jobs and align HR processes around them. Creating such an appropriate work climate and employment arrangements to attract and retain new generation talents are areas that RCSC will focus on.





Commission in Focus

Report on Policies and Performances: Jul 2023 - Feb 2024

Consolidated Report of Policies and Programmes: Jul 2019 - Mar 2024

Civil Service Statistics: Jan 2019 - Dec 2023

Way Forward

Annexures

## Annexures

1.1	Consolidated no. of Executives appointed - Open Competition	66
1.2	List of Executives appointed from Jul 2023 to Apr 2024 Open Competition	66
1.3	Consolidated no. of Executives appointed	66
1.4	List of Executives appointed from Jul 2023 to Apr 2024	67
1.5	Consolidated no. of P1M appointed - Open Competition	67
1.6	List of P1M appointed Jul 2023 to Apr 2024 Open Competition	68
2.1	Detail of King's Scholarship (2022 - 2023)	69
2.2	Detail of King's Scholarship (2023 - 2024)	69
3.1	Staffing and Structure Changes 2019 - 2020	70
3.2	Staffing and Structure Changes 2020 - 2021	72
3.3	Staffing and Structure Changes 2021 - 2022	74
3.4	Staffing and Structure Changes 2022 - 2023	77
4.1	Consolidated no. of Executives promoted	80
4.2	List of Executives promoted from Jul 2023 to Apr 2024	80

## Annexures (continued)

5.1	Consolidated no. of Executives separated	80
5.2	List of Executives separated from Jul 2023 to Apr 2024	80
6.1	Consolidated no. of Executives transferred	81
6.2	List of Executive transferred from Jul 2023 to Apr 2024	81
7	No. of International Volunteers	82
8	Scholarship Implementation Status 2019 - 2023	83
9	GoI Funded STTs Implemented in the 12th FYP (2019 - 2023)	85
10.1	UG Scholarship Implemented in 2019	95
10.2	UG Scholarship Implemented in 2020	97
10.3	UG Scholarship Implemented in 2021	98
10.4	UG Scholarship Implemented in 2022	100
10.5	UG Scholarship Implemented in 2023	101
11	Details of Additional Scholarships Programmes Administered by RCSC	102
12	Summary of Implementation of Strategic Recommendations of HR Audit	103
13	Status of Compliance HR Audit in FY 2023 - 2024	104

**Annexure 1.1: Consolidated no. of Executive appointed - Open Competition**

<b>Fiscal Year</b>	<b>No. of Executives appointed through OC</b>
2019-2020	7
2020-2021	11
2021-2022	6
2022-2023	10

**Annexure 1.2: List of Executives appointed from July 2023 to April 2024  
Open Competition**

<b>SN</b>	<b>Name, Position Title, Agency</b>	<b>Position Level</b>	<b>Promotion effective date</b>
1	Chhoden, Dy. Auditor General, Royal Audit Authority, Office of the Dy. Auditor General	EX3 A	1-Oct-2023
2	Sangye Choden, Executive Secretary, Gelephu Thromde, Office of the Executive Secretary	EX3 A	1-Oct-2023
3	Pema, Executive Secretary, Phuentsholing Thromde, Office of the Executive Secretary	EX3 A	1-Oct-2023
4	Pema Tshomo, Director, Ministry of Foreign Affairs and External Trade, Office of the Director	EX3 A	1-Feb-2024
5	Sonam Tobgye, Director, Cabinet Secretariat, Office of the Director	EX3 A	1-Feb-2024
6	Dorji Gyeltshen P, Executive Secretary, Samdrup Jongkhar Thromde, Office of the Executive Secretary	EX3 A	1-Feb-2024
7	Gyem Bidha, Director, Ministry of Health, Office of the Director	EX3 A	1-Feb-2024
8	Sonam Penjor, Director, Ministry of Industry Commerce and Employment, Office of the Director	EX3 A	1-Feb-2024

**Annexure 1.3: Consolidated no. of Executive appointed**

<b>Fiscal Year</b>	<b>No. of Executives appointed</b>
2019-2020	13
2020-2021	9
2021-2022	11
2022-2023	24

#### Annexure 1.4: List of Executive appointed from July 2023 to April 2024

SN	Name Position Title, Agency	Promoted Position Level	Promotion effective date
1	Samten Dhendup, Director, National Land Commission, Office of the Director	EX3 A	1-Sep-2023
2	Tenzin Thinley, Secretary General, National Council Secretariat, Office of the Secretary General	EX1 B	28-Sep-2023
3	Duba, Secretary General, National Assembly Secretariat, Office of the Secretary General	EX1 B	28-Sep-2023
4	Ugen Chozom, Chief of Protocol I, Ministry of Foreign Affairs and External Trade, Office of the Chief of Protocol	EX3 A	28-Sep-2023
5	Karma Gyamtsho, On Secondment (II), His Majesty's Secretariat, Office of the Gyalpoi Zimpon	EX2 A	1-Jan-2024
6	Tshewang Chophel Dorji, Secretary, Ministry of Education and Skills Development, Office of the Secretary	EX1 A	3-Feb-2024
7	Pemba Wangchuk, Secretary, Ministry of Health, Office of the Secretary	EX1 A	3-Feb-2024
8	Leki Wangmo, Secretary, Ministry of Finance, Office of the Secretary	EX1 A	3-Feb-2024
9	Jigme Tenzing, Secretary, Government Technology Agency, Office of the Secretary	EX1 A	3-Feb-2024

#### Annexure 1.5: Consolidated no. of P1M appointed - Open Competition

Fiscal Year	No. of P1M appointed through open competition
2019-2020	4
2020-2021	34
2021-2022	54
2022-2023	21

**Annexure 1.6: List of P1M appointed from July 2023 to April 2024  
Open Competition**

SN	Name Position Title Agency	Position Level	Appointment effective date
1	Leki Tenzin, Chief Economic Development and Marketing Officer, Ministry of Agriculture and Livestock/Department of Agricultural Marketing and Cooperatives/Market Development Division	P1 A	1-Jul-2023
2	Indra Prasad Sharma, Chief Program Officer, National Medical Services/Department of Clinical Services/Clinical Service Division	P1 A	1-Sep-2023
3	Binod Pradhan, Chief Information and Media Officer, Ministry of Industry Commerce and Employment/Department of Media, creative industry and intellectual property/Media Development Division	P1 A	1-Jan-2024
4	Chumo Wangmo, Chief Program Officer, Ministry of Industry Commerce and Employment/Department of Employment and Entrepreneurship/Entrepreneurship Promotion Division	P1 A	1-Jan-2024
6	Kezang Lhamo, Chief Budget Officer, Ministry of Finance/Department of Planning, Budget and Performance/Economic Cluster Division	P1 A	1-Jan-2024
6	Kinzang Norbu, Chief Finance Officer, Ministry of Foreign Affairs and External Trade/Finance Division	P1 A	1-Jan-2024
7	Kuenzang Thinley, Collector (Tax), Ministry of Finance/Department of Revenue and Custom/Office of the Director/Goods and Services Tax (GST) Project	P1 A	1-Jan-2024
8	Leki Tshering, Chief Procurement Officer, Ministry of Finance/Department of Procurement and Properties/Procurement Management and Development Division	P1 A	1-Jan-2024
9	Namgyel Dorjee, Chief Program Officer, Ministry of Finance/Department of Macro-Fiscal and Development Finance/Development Coordination and Debt Management Division	P1 A	1-Jan-2024
10	Pema Wangdi, Collector (Revenue), Ministry of Finance/Department of Revenue and Custom/Revenue Intelligence Division (RID)	P1 A	1-Jan-2024
11	Phuntsho Gyeltshen, Chief Tourism Officer, Ministry of Industry Commerce and Employment/Department of Tourism/Standards and Compliance Division	P1 A	1-Jan-2024
12	Tashi Wangmo, Collector (Tax), Ministry of Finance/Department of Revenue and Custom/Tax Administration Division	P1 A	1-Jan-2024
13	Tashi Tenzin, Chief Information and Media Officer, Ministry of Industry Commerce and Employment/Bhutan InfoComm and Media Authority/Media and Content Division	P1 A	1-Jan-2024
14	Tshewang Penjor, Chief Budget Officer, Ministry of Finance/Department of Planning, Budget and Performance/ Local Government Division	P1 A	1-Jan-2024

### Annexure 2.1: Detail of King's Scholarship (2022 - 2023)

SN	Field of Study	Slot	Target Group	Earmarked Agency	Place of Study
1	B. Education	1	Arts/Commerce & Science Students (all streams)	MoE	Canada/ Singapore/ UK/US
2	BSc. Mathematics	1	Science with Mathematics	MoE	
3	Big Data/AI	1		MoIC	
4	B. Public Administration	1	Arts/Commerce & Science Students (all streams)	RCSC	
5	B. International Relations	1	Arts/Commerce & Science Students (all streams)	MoFA	
6	B. Applied Economics	1	Arts/Commerce with Math/Business Math and Science with Math	GNHC	
7	BSc. Agri Economics	1	Science with Biology and Mathematics	MoAF	
8	B. Economics	2	Arts/Commerce with Economics and Accountancy or Business Mathematics	MoEA/MoLHR	India (St. Stephen's College, DU)

### Annexure 2.2: Detail of King's Scholarship (2023 - 2024)

SN	Field of Study	Slot	Target Group	Earmarked Agency	Place of Study
1	B. Public Policy	1	Arts/Commerce & Science students with mathematics (All streams)	MoESD	Canada/ Singapore/ UK/US
2	B.Sc Mathematics	1	Science with mathematics	MoESD	
3	Actuarial Science	1	Science (Pure science)	MoF	
4	Software Engineering (blockchain technology)	1	Science (Bio maths)	GovTech	
5	B.Sc in Biostatistics	1		MoH	
6	B. Economics	2	Arts/commerce with economics and mathematics	Cabinet & MoF	



### Annexure 3.1: Staffing & Structure changes in 2019-2020

SN	Agencies	Staffing numbers/Position level/structure approved
1	Ministry of Agriculture & Forests	The 10th Commission meeting held on 23 July, 2019 approved to lower the entry Position Level of Forester at S3A from S2A with a commensurate change in qualification requirements.
		The 11th Commission meeting held on 30 July, 2019 approved the following post creations under National Animal Hospital, Motithang, Thimphu: 1. One Animal Health Supervisor 2. Two ESP as Cleaner and 3. Animal Attendant for horses
		The 12th Commission meeting held on 6 August, 2019 approved the following: 1. Endorsed the name change of National Animal Hospital to National Veterinary Hospital; and 2. The recruitment of 50 Ex-Army personnel on consolidated contract at S5C as Forester with the additional post creation of 9 for Royal Manas National Park and 30 for Phibso Wildlife Sanctuary as specified below: a. 10 each for Manas and Umling Range b. 15 each for Nichula and Phibsoo Range.
		The 15th Commission meeting held on 3 September, 2019 approved the 12FYP staffing of BAFRA.
2	Ministry of Education	The 14th Commission meeting held on 27 August, 2019 approved the following standard: a. 1 ECCD Facilitator for every 15 Children for Centers with more than 15 children; and b. 1 ECCD Facilitator for less than 15 but more than 8 Children A total of 163 new ECCD Centers has been approved with the post creation of 201 ECCD Facilitators.
		The 14th Commission meeting held on 27 August, 2019 approved the following: a. Standard for Teachers to teach Special Educational Needs students in principle: Teachers required for specific Subject and Class =(6 hrs X No. of Sections)/18 hrs per teachers b. Post creation of 6 posts on contract as Asst. Instructor (Bhutanese Sign Language Instructor at S5A) under Wangsel Institute.
		The 33rd Commission meeting held on 11 February, 2020 approved the recruitment of 400 teachers on and above the annual teacher requirement due to the lowering the admission age for class PP from 6 years to 5 years.
		The 34th Commission meeting on 27 February, 2020 approved the implementation of Bhutan Professional Standards of Teachers.
3	Ministry of Finance	The 31st Commission meeting held on 28 January 2020 approved the recruitment of 20 Revenue/Tax/ Custom Inspector with waiver on qualification for contract employees in SSC.
4	Ministry Foreign Affairs	The 7th Commission meeting held on 2 July, 2019 approved the opening of two Desk Officer's positions for lateral transfer under the Public Diplomacy Division.
		The 14th Commission meeting held on 27 August, 2019 approved the post creation of the Education Attache (Dzongkha) for PMB, New York and the ex-post-facto approval on the vacancy announced.
		The 28th Commission meeting held on 1 January, 2020 approved the post creation of one Finance Attaché in the SSC for the Royal Bhutanese Embassy, New Delhi.
		The 33rd Commission meeting held on 11 February, 2020 approved the post creation of one Third Secretary, P5-P2 for Royal Bhutanese Embassy, Bangkok.
		The 46th Commission meeting held on May 26, 2020 endorsed the renaming of the Department of SAARC & Regional Organization to Department of Regional Cooperation.

5	Ministry of Economic Affairs	The 39th Commission meeting held on 7 April, 2020 approved the post conversion of two Basic Operators to Technician under TRMD, Department of Trade.
		The 42nd Commission meeting held on 28 April, 2020 approved the outsourcing of security personnel for Thinchupangkha Depot under the Ministry.
6	Ministry of Information & Communications	The 12th Commission meeting held on 6 August, 2020 approved the establishment of the National Film Commission and Media Council.
		The 16th Commission meeting held on 10 September, 2019 approved the delinking of Bhutan Civil Aviation Authority from the Ministry of Information and Communications as an independent Regulatory Authority with functional autonomy.
		The 37th Commission meeting held on 18 March, 2020 approved the implementation of ICT Clusters for the remaining Dzongkhags and ICT HR standard for ICT Clusters.
		The 50th Commission meeting held on 23 June, 2020 approved the 12th FYP staffing of the Ministry.
7	Ministry of Works & Human Settlement	The 18th Commission meeting held on 15 October, 2019 approved the following: 1. The transfer guidelines of the Ministry. 2. The transfer of 43 Engineer posts from the Department of Roads to various Dzongkhag Engineering Sectors as a result of the transfer of GC road mandate to the Dzongkhags.
		The 50th Commission meeting held on 23 June, 2020 approved the 12th FYP staffing of the Ministry.
8	Ministry of Labour & Human Resources	The 7th Commission meeting held on 2 July, 2019 endorsed the appointment of 17 General Subject Teachers in the seven TTTs (IZC Thimphu and Trashigang; TTI, Chumey, Khuruthang, Rangjung, Samthang and Thimphu) on regular appointment w.e.f. 1.1.2019. Further, the Commission approved the three general subject Teachers (Dzongkha, English and Maths) for JWPTI on regular service.
		The 8th Commission meeting held on 9 July, 2019 approved the post creation of one Asst. Instructor for TVET Pilot at Rangjung Central School, Trashigang.
9	Ministry of Health	The 3rd Commission meeting held on 7 May, 2019 approved the recruitment of 24 Specialists from Bangladesh on contract for two years under Special Pay Package.
		The 8th Commission meeting held on 9 July, 2019 approved the following: 1. Post creation of 29 Clinical Counselors under different hospitals. 2. Post creation of three Laboratory Officers for Royal Center for Disease Control.

### Annexure 3.2: Staffing & Structure changes in 2020-2021

SN	Name of Agency	Changes approved
1	Ministry of Education	The 94th Commission Meeting held on 1 June, 2021 approved the recruitment of substitute teachers on consolidated contract at P5B for contract teachers on 6 months maternity leave.
		The 92nd Commission Meeting held on 18 May, 2021 approved the fast-tracking of B.Ed regular appointment on 1 June, 2021 instead of 1 July, 2021.
		The 91st Commission Meeting held on 11 May, 2021 delegated the authority to do short-term recruitment of contract Teachers by Dzongkhags/Thromdes in place of attrition (Superannuation, Voluntary resignation, death, compulsory retirement, termination, contract termination) till the end of academic year (31 December).
		The 52nd Commission Meeting held on 7 July, 2020 approved the Transfer Guidelines of the Ministry of Education.
2	Ministry of Information & Communications	The 84th Commission Meeting held on 23 March, 2021 approved the post conversion of five ICT Officers to Engineers under Telecom and Space Division. The Chief position under Telecom and Space Division has been changed to multi-entry Chief Program Officer where both Engineering and ICT background can apply.
		The 53rd Commission Meeting held on 14 July, 2021 approved the contract recruitment of eight Office Assistants, O1A under RSTA as a temporary measure to replace those officials deployed for COVID-19 escort service in the southern borders.
		The 93rd Commission Meeting held on 25 May, 2021 approved the contract extension of two Motor Vehicle Inspector under RSTA, Thimphu Regional Office beyond the approved staffing to facilitate the increased service delivery in the southern borders due to the COVID-19 pandemic in our country.
3	Ministry of Home & Cultural Affairs	The 60th Commission Meeting held on 15 September 2020 approved the transfer guidelines of the Ministry.
4	Ministry of Economic Affairs	The 87th Commission Meeting held on 13 April, 2021 approved the post creation of one additional Procurement Officer for the Ministry of Economic Affairs.
5	Ministry of Health	The 49th Commission Meeting held on 16 June, 2020 approved the post creation of two Thromde Health Officers for Thimphu and P/ling Thromdes at P5A- P2A.
		The 63rd Commission Meeting held on 13 October, 2020 approved the staffing of Dangdung BHU I under Trongsa Dzongkhag.
		The 67th Commission Meeting held on 3 November, 2020 approved the 3 years Diploma course in Medical Entomology & Parasitology at KGUMSB.
		The 72nd Commission Meeting held on 15 December, 2020 approved the upgradation of Buli BHU II and TsirangToe BHU II to BHU I.
		The 97th Commission Meeting held on 22 June, 2021 approved the recruitment of 39 different medical professionals on and above the 12th FYP staffing to facilitate the increased service delivery requirement due to COVID-19 pandemic.

6	Ministry of Foreign Affairs	The 90th Commission Meeting held on 4 May, 2021 approved post creation in RBECanberra: Ambassador-1, Dy. Chief of Mission-1, Minister Counsellor/Counsellor (Foreign Service)-1, Third Secretary-1, Attache V (Finance)-1, Admin. Asst. III-1 and Chauffeur-1.
7	Jigme Dorji Wangchuck National Referral Hospital	The 91st Commission Meeting held on 6 May, 2021 approved the contract extension of a Laboratory Officer above the approved 12th FYP staffing under JDWNRH to facilitate the increased service delivery requirement due to COVID-19 pandemic.
		The 85th Commission Meeting held on 30 March, 2021 approved the contract extension of two Staff Nurses against the approved post of Clinical Nurse to facilitate the increased service delivery requirement due to COVID-19 pandemic.
		The 97th Commission Meeting held on 22 June, 2021 approved the recruitment of 42 different medical professionals over and above the 12th FYP staffing to facilitate the increased service delivery requirement to respond to COVID-19 pandemic.
8	Royal Institute of Management	The 51st Commission Meeting held on 30 June, 2021 approved the recruitment of Adjunct Professor for the Institute through following modalities of OSA and resource persons if the experts are from the Civil Service and on regular contract from outside civil service.

### Annexure 3.3: Staffing & Structure changes in 2021-2022

SN	Name of the Agencies/Changes approved
1	Ministry of Education
	The 108th Commission Meeting held on September 21 2021 approved the recruitment on a special contract for Creative Arts Project Officer for one year.
	The 114th Commission Meeting held on November 2 2021 approved the post conversion of Youth Managers as Programme Officers on a regular basis.
	The 131st Commission Meeting held on March 15, 2022 approved the post creation of 59 Teachers (interim) who completed the 6-month Diploma programme from DGI, MoE.
2	Ministry of Information and Communication
	The 104th Commission Meeting held on August 24 2021 approved the post creation of 35 ESPs under the Department of Air Transport.
	The 109th Commission Meeting held on September 28, 2021 approved the creation of a Data Science Project Unit under DITT for time bound transfer of the seven employees from different agencies.
	The 114th Commission Meeting held on November 2 2021 approved the post transfers of the following: One post of Transport Officer, Regional Office, Gelephu to Regional Office, Phuentsholing; and One post of Registration and Licensing Officer, Regional Office, Gelephu to Regional Office, Thimphu.
	The 115th Commission Meeting held on November 15 2021 approved the change in superstructure of Asst. Fire and Rescue Officer from Technical Service to Administration Service.
3	Ministry of Finance
	The 101st Commission Meeting held on August 3 2021 approved the creation of Cluster Finance Services (CFS) under in ZEst as follows: CFS, Bumthang under the Department of Public Accounts (DPA);CFS, Paro under the DPA; and CFS, Trashiyangtse under the Dzongkhag Admin, Trashiyangtse Dzongkhag.
	The 135st Commission Meeting held on April 19, 2022 approved the creation of CFS under in ZEst as follows: CFS, Trashigang under the Director of Department of Public Accounts; CFS, Haa under the Dzongkhag Administration, Haa Dzongkhag; CFS Tsirang under the Dzongkhag Admin., Tsirang Dzongkhag; CFS, Dagana under the Dzongkhag Admin, Dagana Dzongkhag; CFS, Trongsa under the Dzongkhag Admin, Trongsa Dzongkhag; CFS, Zhemgang under the Dzongkhag Admin, Zhemgang Dzongkhag; CFS, Lhuntse under the Dzongkhag Admin, Lhuntse Dzongkhag; CFS, P/Gatshel under the Dzongkhag Admin, P/Gatshel Dzongkhag; CFS, Gasa under the Dzongkhag Admin, Gasa Dzongkhag; and CFS, Judiciary under the Royal Court of Justice.
	The 137th Commission Meeting held on May 3 2022 approved the staffing for the following Cluster Finance Services:One Finance Officer and nine Accounts Asst. for CFS Bumthang;Two Finance Officers and 11 Accounts Asst. for CFS Paro;One Finance Officer and eight Accounts Asst. for CFS Trashiyangtse;One Finance Officer and five Accounts Asst. for CFS Judiciary; andOne Chief Finance Officer, 3 Finance Officers, and 19 Accounts Asst. for CFS MoAF.
4	Ministry of Agriculture and Forests
	The 99th Commission Meeting held on July 6 2021 approved the following: Transfer of RNR Statistics Division from the Ministry of Agriculture and Forest to National Statistics Bureau named as Agriculture Statistics Division. Approved one position of Statistical Investigator under PPD, MoAF.
	The 107th Commission Meeting held on September 14 2021 approved the post creation of two ESP positions under Bhutan Tiger Center under Dept. of Livestock.
	The 123rd Commission Meeting held on January 18 2022 approved the creation of multiple entries (Admin/Agriculture/Livestock) for the post of Marketing Officer.

	The 136th Commission Meeting held on April 26 2022 approved the post creation of 21 Technicians as an interim measure till the Gyalsung project is completed.
5	Ministry of Economic Affairs
	The 116th Commission Meeting held on November 23 2021 approved the following: Change in entry qualification of the Registrar of Companies as multiple entry. The PGDPA, PGDNL and PGDFM graduates would be eligible for the position. Renaming of the Company Registry Division as Office of the Registrar of Companies under the Office of the Secretary.
6	Ministry of Works and Human Settlement
	The 134th Commission Meeting held on April 12 2022 approved the post-adjustment of Jr. Engineers for Regional Offices under the Department of Road as follows: Approved the post-reduction of Jr. Engineer from 8 to 5 at T/gang Regional Office. Approved the post-increase of Jr. Engineer from 11 to 12 at P/Ling Regional Office. Approved the post-increase of Jr. Engineer from 8 to 10 at L/thang Regional Office.
7	Ministry of Health
	The 104th Commission Meeting held on August 24, 2021 has approved the following: Creation of three Specialist positions at Samtse and Wangdue Hospital. Transfer of four Specialist positions from Trongsa Hospital to Bumthang Hospital.
	The 100th Commission Meeting held on July 28 2021 approved the proposal to handover Dewathang hospital to RBA on the following conditions: Ministry to ensure the redeployment of all staff in a staggering manner within five years. In case if any post is retained, then it will be converted to secondment. After five years, the MoU can be re-negotiated between MoH and RBA. Phase out of the non-operational & contract staff post at Dewanthang after 5 years.
	The 124th Commission Meeting held on January 25, 2022 approved the contract recruitment of nine Nurses for Phuentsholing Hospital beyond approved staffing till December 31, 2022 to combat COVID-19 in our country.
	The 141st Commission Meeting held on May 31, 2022 approved the change in entry qualification of Medical Record Officer from PGDPA to Bachelors in Public Health.
8	Ministry of Labour and Human Resources
	The 117th Commission Meeting held on November 30, 2021 reviewed the staffing proposal for a new Dept. (DNHRD), MoLHR and Division creation under Department of Employment and Entrepreneurship (DOEE) with the following approvals: Approved one programme Officer under Human Resource Planning and Coordination Division, Department of National Human Resources Development. The proposal of a new division, Information and Career Guidance (ICGD) under DOEE was not approved, but recommended to start as a unit under Department of Employment and Entrepreneurship. Approved one Counsellor under Information and Career Guidance Unit, DoEE. Approved one programme officer under Information and Career Guidance Unit, DoEE.
9	Ministry of Foreign Affairs
	The 133rd Commission Meeting held on April 5, 2022 approved the transfer revised guidelines of the Ministry.
10	Thimphu Thromde
	The 115th Commission Meeting held on November 16, 2021 approved the post conversion of 3 Technicians to Jr. Engineer under the Infrastructure Division.
	The 139th Commission Meeting held on May 17, 2022 approved the recruitment of 35 teachers as an interim measure till December 31, 2022 to resolve the issue of increase in the number of children seeking admission under the Thromde.

	Jigme Dorji Wangchuck National Referral Hospital
11	The 100th Commission Meeting held on July 13, 2021 approved the recruitment of Dr Sushma Jayanna, Vitreo-Retina Specialist on a special pay package for a duration of one year.
	The 118th Commission Meeting held on December 7, 2021 approved the contract extension of Dr. Yin Min Than, Anesthesiologist of JDWNRH under Special Pay Package for two years.
	The 131st Commission Meeting held on March 15, 2022 approved the contract extension of Laboratory Officers beyond the approved staffing as a temporary measure to combat CoVID-19 in the country.
	National Assembly
12	The 119th Commission Meeting held on December 14, 2021 approved the post adjustment of Legal Assistants as Committee Secretary as an interim measure.
	National Environment Commission
13	The 118th Commission Meeting held on December 7, 2021 removed the position of Asst. Admin. Officer from the staffing and converted the post to "Asst. HR Officer/Asst. Admin. Officer" under the approved 12th FYP Staffing of NECS.
	Bhutan InfoComm and Media Authority
14	The 124th Commission Meeting held on January 26, 2022 approved the post transfer of Programme Officer and Information and Media Officer.
	Gross National Happiness Commission
15	The 106th Commission Meeting held on September 7, 2021 approved the post conversion of one ICT Officer as ICT Technical Associate.
	Cabinet Secretariat
17	The 139th Commission Meeting held on May 17, 2022 approved the term extension of Tashi Dorji, Sr. Forest Ranger III and Kunley Gyeltshen, Assistant Engineer IV for the Log Cabin Project till December 31, 2023.
	Dzongkha Development Commission
18	The 107th Commission Meeting held on September 14, 2021 approved the recruitment of 10 Translators on consolidated contract for one year.
	Royal Civil Service Commission
19	The 125th Commission Meeting held on February 1, 2022 approved the creation of a Public Service Delivery Unit (PSD) under PPPD.
	20 Dzongkhags
20	The 122nd Commission Meeting held on January 4, 2022 approved the post conversion of Asst. Land Registrar to Land Record Asst. under the Land and Survey Sector, Gasa Dzongkhag.
	The 123rd Commission Meeting held on January 18, 2022 approved the post creation of four additional Extension Supervisors, one each for Paro and Wangdue Dzongkhag and two for Punakha Dzongkhag for Palace Services.
	Punakha Dzongkhag
21	The 120th Commission Meeting held on December 21, 2021 approval for post creation of six ESPs under Palace Services

### Annexure 3.4: Staffing & Structure changes in 2022-2023

SN	Name of the Agencies/Changes approved
1	<p><b>Governance Cluster</b>  <b>PMO and Cabinet Secretariat</b></p> <ul style="list-style-type: none"> <li>• Dissolution of Gross National Happiness Commission and Gross National Happiness Commission Secretariat and subsequent transfer of the mandates to MoF, Cabinet Secretariat and Centre for Bhutan and GNH Studies.</li> <li>• Creation of two Departments namely the Office of the Cabinet Affairs and Strategic Coordination and the Office of the Prime Minister.</li> </ul>
2	<p><b>Ministry of Finance</b></p> <ul style="list-style-type: none"> <li>• Department of Macroeconomic Affairs (DMEA) renamed as the Department of Macroeconomic and Development Finance (DMDF) with transfer of mandate of Development Coordination (external grants) from GNHCS.</li> <li>• Department of National Budget (DNB) renamed as Department of Planning, Budget and Performance (DPBP) with added mandate of PMCD &amp; LDD from GNHCS and GPMD from Cabinet Secretariat to strengthen the annual KPI setting and Budget.</li> <li>• Department of Public Accounts (DPA) to be renamed as the Department of Treasury and Accounts (DTA). Department of National Properties to be renamed as Department of Procurement and Properties.</li> <li>• Department of Revenue and Customs: no change.</li> </ul>
3	<p><b>GovTech Agency</b></p> <ul style="list-style-type: none"> <li>• With the merger of the Ministry of Works &amp; Human Settlement and Ministry of Information &amp; Communications as the Ministry of Infrastructure and Transport.</li> <li>• GovTech, a separate Agency under the Governance cluster to spearhead ICT development, as a Whole of Government approach created and the dissolved the Department of Information Technology &amp; Telecom</li> </ul>
4	<p><b>Economic Cluster</b>  <b>Ministry of Infrastructure &amp; Transport</b></p> <p>Merger of the Ministry of Works &amp; Human Settlement and Ministry of Information &amp; Communication as Ministry of Infrastructure and Transport with reorganization into four departments as follows:</p> <ul style="list-style-type: none"> <li>• Department of Road renamed as the Department of Surface Transport. This department takes over the non-regulatory functions of RSTA and takes forward the entire surface transport mandate under a single roof.</li> <li>• Creation of Department of Infrastructure Development (dissolved Department of Engineering Services)- with clustering of Engineering professionals to provide centralised infrastructure planning and engineering services.</li> <li>• Merger of Construction Development Board and Road Safety and Transport Authority as Bhutan Construction and Transport Authority.</li> <li>• BCTA folded under MoIT with a governing board and shared support services with the Ministry.</li> </ul>



5	<p><b>Ministry of Industry, Commerce &amp; Employment</b></p> <p>The Ministry of Economic Affairs renamed as the Ministry of Industry, Commerce and Employment (MoICE) with rearrangement of mandates transferred from MoLHR &amp; MoIC &amp; TCB: Reorganization of Departments under MoEA: Department of Industry created with merger of DCSI &amp; DoI. The Office of Consumer Protection was renamed as the Competition and Consumer Affairs Authority (CCAA). The Department of Employment and Entrepreneurship, Department of Labour transferred from MoLHR. The Department of Information and Media from MoIC merged with DoIP, as Department of Media, creative industry and intellectual property (DoMCIIIP). Tourism Council of Bhutan (TCB) folded under Ministry as Department of Tourism. The Media Council of Bhutan and the National Film Commission merged under BICMA and folded under the MoICE with a distinct Board.</p>
6	<p><b>Ministry of Agriculture &amp; Livestock</b></p> <p>Renaming of Ministry of Agriculture and Forest as Ministry of Agriculture and Livestock. Transfer of Department of Forest and Park Services to Ministry of Energy and Natural Resources. Transfer of BAFRA to Bhutan Food &amp; Drug Authority (BFDA) Transfer of Rural Development Training Centre (RDTC) mandates from MoAF to DoTE, MoESD. Transfer of Central Machinery Unit Bumthang to Farm Machinery Corporation Limited (FMCL) (State Owned Enterprise) Dissolution of Regional Livestock Development Centres (RLDCs) located in Wangdue, Tsimasham and Zhemgang.</p>
7	<p><b>Ministry of Energy &amp; Natural Resources</b></p> <p>Creation of new Ministry of Energy and Natural Resources (MoENR). Folding of functions from MoAF, MoEA, MoWHS and NECS into the Ministry Department of Energy formed with merger of DHPS &amp; DRE. Creation of the Department of Water with consolidation of water mandates. The National Environment Commission Secretariat was renamed as the Department of Environment and Climate Change. Bhutan Electricity Authority to be renamed as Electricity Regulatory Authority (ERA). The ERA administratively reports to the Ministry but is not staffed by civil servants in terms of administration.</p>
8	<p><b>Security Cluster</b></p> <p><b>Ministry of Foreign Affairs &amp; External Trade</b></p> <p>Renaming of the Ministry of Foreign Affairs as the Ministry of Foreign Affairs and External Trade. Folding of functions of the Department of Regional Cooperation into the Department of Multilateral Affairs. Creation of Department of Economic and Tech Diplomacy in place of the erstwhile Department of Regional Cooperation. Renaming of the Department of Protocol as the Department of Protocol and Consular Affairs.</p>
9	<p><b>Ministry of Home Affairs</b></p> <p>Renaming of the Ministry of Home and Cultural Affairs as the Ministry of Home Affairs. Merger of Department of Disaster Management and the Department of Local Governance as Department of Local Governance &amp; Disaster Management. Merger of Dzongkha Development Commission and the Department of Culture as Department of Culture and Dzongkha Development with establishment of National Commission for Culture and Dzongkha Development. Formalize the National Commission for Culture and Dzongkha Development, the composition of the members and their Terms of Reference.</p>
10	<p><b>Social Cluster</b></p> <p>Ministry of Education &amp; Skills Development, Merger of Ministry of Education and Ministry of Labour &amp; Human Resources as Ministry of Education and Skills Development; Merger of Department of National Human Resources Development and Department of Technical Education as Department of Workforce Planning and Skills Development. Formalization of the National Education Council (RUB/KGUMBS/TEIs) All outreach services such as case management, clinical, therapeutic, counseling, etc. of NCWC transferred to The Pema Centre. Folding of Bhutan Council for School Examination and Assessment into MoESD for shared support services.</p>

11	<p>Bhutan Qualifications and Professionals Certification Authority. The merger of the following as Bhutan Qualifications and Professionals Certification Authority: Bhutan Medical and Health Council, Department of Occupational Standard (MoLHR) Quality Assurance and Accreditation Division (MoE) Higher Education &amp; Planning Division (MoE) Engineering Council of Bhutan. Bhutan Board for Certified Counselors (BBCC) BQPCA folded under the Ministry of Education and Skills Development for shared support services.</p>
12	<p><b>Ministry of Health</b>  The Royal Centre for Disease Control (RCDC) was enhanced to the National Referral Laboratory (NRL). The NRL would provide laboratory services in relation to food, drug and water quality to Clients other than Health services. This will function as one of the technical departments under the Ministry of Health. The Department of Health Services was created. The Department of Traditional Medical Services has been downgraded to a Division. The Department of Medical Services has been dissolved and all the mandates were transferred to National Medical Services.</p>
13	<p><b>Bhutan Food &amp; Drug Authority</b>  The merger of the following as Bhutan Food &amp; Drug Authority: Bhutan Agriculture and Food Regulatory Authority, Bhutan Narcotics Control Authority, Drug Regulatory Authority, BFDA folded under the Ministry of Health for shared support services.</p>

**Annexure 4.1: Consolidated no. of Executives promoted**

Fiscal Year	No. of Executives promoted
2019-2020	0
2020-2021	4
2021-2022	3
2022-2023	4

**Annexure 4.2: List of Executives promoted from July 2023 to April 2024**

SN	Name, Position Title, Agency	Position Level	Date of Promotion
1	Kinlay Tshering, Director General, Ministry of Agriculture and Livestock, Office of the Director	EX2 A	1-Oct-2023
2	Chhime Tshering, Director General, Ministry of Industry Commerce and Employment, Office of the Director	EX2 A	1-Oct-2023
3	Gyeltshen, Director General, Anti-Corruption Commission, Office of the Director	EX2 A	1-Oct-2023
4	Tenzin Chophel, Dzongdag I, Chukha Dzongkhag, Dzongdag's Office	EX2 A	1-Jan-2024

**Annexure 5.1: Consolidated no. of Executives separated**

Fiscal Year	No. of Executives separated
2019-2020	25
2020-2021	12
2021-2022	55
2022-2023	11

**Annexure 5.2: List of Executives separated from July 2023 to April 2024**

SN	Name, Position Title, Agency	Position Level	Separation effective date
1	Loday Tsheten, Director, Ministry of Finance/Department of Macro-Fiscal and Development Finance/Office of the Director, Office of the Director	EX3 A	11-Aug-2023
2	Sonam Wangchuk, Changap, Secretariat of His Majesty The Fourth Druk Gyalpo/Administration & Finance Division, Administration & Finance Division	EX3 A	15-Aug-2023
3	Tandin Tshering, Secretary General, National Assembly Secretariat/Office of the Secretary General, Office of the Secretary General	EX1 B	24-Aug-2023
4	Dorji Dhradhul, Director General, Ministry of Industry Commerce and Employment/Department of Tourism/Office of the Director, Office of the Director	EX2 A	25-Mar-2024

**Annexure 6.1: Consolidated no. of Executives transferred**

<b>Fiscal Year</b>	<b>No. of Executives transferred</b>
2019-2020	6
2020-2021	26
2021-2022	20
2022-2023	10

**Annexure 6.2: List of Executive transferred from July 2023 to April 2024**

<b>SN</b>	<b>Name</b>	<b>Position Title</b>	<b>Agency</b>	<b>Position Level</b>	<b>Date of Appointment</b>
1	Sonam Tenzin	Director General	National Statistics Bureau	EX2 A	01-Dec-2023

## Annexure 7: No. of International Volunteers

SN	Agency	JICA	FFT
1	Bhutan Animal Rescue and Care, Thimphu	1	
2	Bhutan Football Association, BOC, Thimphu	1	
3	Bhutan Judo Association, BOC, Thimphu	1	
4	Changangkha Middle Secondary School, MoESD, Thimphu	1	
5	Chundu Armed Forces Public School, MoESD, Haa	1	
6	Construction Development Corporation Limited, Thimphu	1	
7	Dechencholing Higher Secondary School, MoESD, Thimphu	2	
8	Department of Energy, MoENR, Thimphu	1	
9	Department of Pathology & Laboratory Machine, JDWNRH	1	
10	Department of Tourism, MoICE, Thimphu	1	
11	Design and Geotechnical Division, DoST, MoIT, Thimphu	1	
12	Draktsho Vocational Training Centre, Thimphu	1	
13	EMS, Emergency Department, JDWNRH, Thimphu	1	
14	Farm Machinery Corporation Limited, Paro	3	
15	GovTech Agency, Thimphu	1	
16	HPD, DPH, Ministry of Health, Thimphu	1	
17	JDWNRH, Thimphu	2	
18	Katsho Middle Secondary School, MoESD, Haa	1	
19	Khuruthang Middle Secondary School, MoESD, Punakha	1	
20	National Institute for Zorig Chusum, Thimphu	1	
21	National Mushroom Centre, MoAL, Thimphu	1	
22	National Post Harvest, MoAL, Paro	1	
23	NICU, JDWNRH, Thimphu	1	
24	Policy & Planning Division, MoAL, Thimphu	1	
25	School Infrastructure Development Division, MoESD, Thimphu	1	
26	Queen's Project Office	0	4
27	Wangsel Institute for the Deaf, Paro		1
<b>Total</b>		<b>29</b>	<b>5</b>

### Annexure 8: Scholarship Implementation Status 2019 - 2023

SN	Name of Scholarship	Course	No. of candidates	Remark
1	Nehru-Wangchuck Scholarship	Masters in Nursing Program	3	
		Masters in Economics	3	
		Masters in Data Analytics/Big Data	2	
		MBA in Accounting/Finance	4	
		Masters in Human Resource Management	3	
		Fellowship in Pediatric ICU	1	
		Master in Veterinary Science (Gynecology and Obstetrics/Surgery)	4	
		M.Sc. (Information Systems)	2	
		Masters in Innovation and Entrepreneurship	1	
		M.Sc (Physics/Applied Mathematics)	1	
		Masters of Education in Primary Mathematics	1	
		Masters in Arts (Journalism & Mass Communication/English/Hospitality and Tourism	3	
		Fellowship for Gynecology (Maternal, Laparoscopic Surgery)	1	
		Sub-Specialisation in Neonatology/Vitreo Retina	2	
		Masters in Urban Transport Planning/Transport Planning	1	
MBA in competitive Intelligence & Strategic Management	1			
M. Tech. (Construction Management/Hydrology/Water Resource Development/Structural Engineering/Power System/Civil Engineering)	10			
2	Gol-PTA Scholarship	M.Sc. IT	4	
		M.Com. Accountancy	2	
		M.Sc. Physics	5	
		M.Sc. Mathematics	5	
		M.A (English)	3	
		M.Sc. (Applied Chemistry)	1	
		M.A Geography	1	
		Masters in Economics	1	
		Masters in Mahayana Buddhist Studies	1	

3	Australia Awards Scholarships	Master of Project Management	1	Civil servants (8 slots)
		Master Construction Management	1	
		Master of Public Policy	2	
		Master of Strategic Studies	1	
		Master of Management Human Resources	1	
		Master of Construction Management	1	
		Master of Education Studies	1	
		Master of Human Resource Management	1	
		Master of Construction Management	1	
		Master of Engineering (Mechanical Engineering)	1	
		Master of Project Management	1	
		4	Japanese Grant Aid for Human Resource Development Scholarship	Economic Policy Development
Public Policy/Administration	3			
International Relations	1			
Agriculture and Rural Development Policy	1			
Countermeasures for Climate Change and Disaster Risk Management	2			
Ph.D. (Economics/Engineering/Seismology/Flood Disaster/Data Analytics/Mining/AI)	1			None selected

### Annexure 9: GoI funded STTs implemented in the 12th FYP (2019 - 2023)

SN	Title of the Training	Agency	Target Participants	Venue	Total Slots	Remarks
<b>FY 2019-2020</b>						
1	Procurement Sensitisation Workshop	DNP, MoF	Procurement Officers	Sonamthang CS, Panbang, Bhutan	69	Aligned to CBF
2	7 CBF Trainings	DoI, MoHCA	Regional Directors, Dy. Chief Immigration Officers and Immigration Officers	In-house-Thimphu, Bhutan	126	Aligned to CBF
3	Foundational Inservice Training (FIT)	RCSC	BCSE 2019 selected technical group	RIM, Thimphu Bhutan	191	Aligned to CBF
4	Development of CBS	PPD, RCSC	Professional and Management Category	FITI, Thimphu, Bhutan	300	Aligned to CBF
5	HR Competency Training	RCSC	HR Officers	NILERD, New Delhi, India	20	Aligned to CBF
6	Expansion of "Executive Selection System"	ESMD, RCSC	Executive and Professional Level	In-house, Thimphu, Bhutan	2	Aligned to LCF
7	Basic Military Training/Induction Course	DoAT, MoIC	New recruit Aviation Security Staff	Tashi Gatshel, Chukha	64	Required as per ICAO
8	Basic Fire Fighting	DoAT, MoIC	Fire Crew	FSTC, Kolkata, India	4	Required as per ICAO
9	In-House Training (Aircraft Engine)	DoAT, MoIC	Fire Crew	Paro, Bhutan	65	Required as per ICAO
10	Training on Laboratory System and Internal Audit Program as per ISO/IEC 17025:2017	BSB	Mixed (P/S) level	Online Training, Bhutan	7	Emerging Needs
11	Training on Product Certification as per ISO/IEC 17065:2012	BSB	Mixed (P/S) level	Online Training, Bhutan	5	Emerging Needs



FY 2020-2021						
12	Competency Based Training	MoF (DPA)	Accounts Assistants	RIM, Bhutan	210	Aligned to CBF
13	Enhanced Asset Inventory System	MoF (DNP)	Procurement officers and Store Incharge	Hybrid (In-person and virtual), Bhutan	241	Aligned to CBF
14	e-GP user training to all Dungkhangs and AUs	MoF (DNP)	Procurement Officers, Engineers, Store Incharges	Hybrid (In-person and virtual), Bhutan	162	Aligned to CBF
15	e-GP ToT to Procurement Officers	MoF (DNP)	Procurement Officers	Thimphu & Bumthang, Bhutan	81	Aligned to CBF
16	Microservices training	MoIC (DITT)	ICT Officers	Virtual (Mind Map learning LLP), Bhutan	25	Aligned to CBF
17	BlockChain training	MoIC (DITT)	ICT Technical Associate/ICT Officer	Virtual (SimpliLearn Solutions Pvt. Ltd) Bhutan	25	Aligned to CBF
18	Taxonomic skills F&F	MoAF (UWICER)	Forest Officer, Ranger, Forester	UWICER, Bumthang, Bhutan	25	Aligned to CBF
19	In-service foundation course	MoAF (UWICER)	Forest Officer	UWICER, Bumthang, Bhutan	25	Aligned to CBF
20	Statistical & Analytical Tools; Application of GIS in Livestock Development	MoAF (DoL)	Livestock Production Officers	Thimphu, Bhutan	37	Aligned to CBF
21	Foundational Orientation Program to new HROs 2021	RCSC Secretariat	New HROs 2021	FITI, Thimphu, Bhutan	10	Aligned to CBF
22	QGIS and PostGIS	NLC	Survey Engineer, Surveyor & Survey Associate, Land Inspector, Map Production Technician	PDC, Tsirang, Bhutan	150	Aligned to CBF
23	Land Administration & Management	NLC	Land Registrar, Land Record Assistant, legal officer, legal assistant	Virtual Training, Bhutan	182	Aligned to CBF

24	Sampling & Survey Solution	NSB	Dy. Chief SO, Sr. SO, SO, Statistical Investigator	Punakha, Bhutan	25	Aligned to CBF
25	STATA	NSB	Dy. Chief SO, Sr. SO, SO, Statistical Investigator	Punakha, Bhutan	25	Aligned to CBF
26	Practical Legal Training (Introductory Program)	OAG	Attorney/ Legal Officer	Paro, Bhutan	26	Aligned to CBF
27	Practical Legal Training (Specialised Programme)	OAG	Sr. Attorney/ Sr. Legal Officer	Paro, Bhutan	71	Aligned to CBF
28	Smart Assistant Training (SAT)	RCSC coordinated (HRDD)	Administrative Assistants	RIM, Bhutan	457	Aligned to CBF
29	Virtual workshop on Professionalising the Civil Service	RCSC Coordinated (PPPD)	HROs	Thimphu, Bhutan	100	Aligned to CBF
30	Competency-based Framework for HR Development	RCSC coordinated (PPPD)	HROs	FITI, Thimphu, Bhutan		Aligned to CBF
31	Smart Assistant Training with HR Skills for PA	RCSC Coordinated (HRMD)	Personal Assts.	RIM, Thimphu, Bhutan	25	Aligned to CBF
32	Workshop on Design Thinking for public Sector Innovation	RCSC (Well-being)	Task force member (PMC)	RIM, Thimphu, Bhutan	38	Aligned to LCF
33	Mind Tools	RCSC (ESMD)	Executives	Virtual, Bhutan		Aligned to LCF
34	Action Learning Workshop- Coaching Skills	RCSC Coordinated (PPPD/ ESMD)	For Managers (P1 and above)	Thimphu, Bhutan	25	Aligned to LCF
35	Training on Use of Automated Biometric Identification System	MoHCA (DCRC)	Civil Registration and Census OfficerAdm. Assistants	Mongar, Bhutan	76	Emerging needs
36	Nature and Wildlife Photography	MoAF	Forestry personnel	RIM, Thimphu, Bhutan	25	Emerging Needs
37	Search Inside Yourself program to enhance emotional intelligence and Mindfulness	RCSC coordinated (CSWD)	PMC and SSC	Respective Dzongkhags, Bhutan	7085	Emerging Needs

38	Data Analytics	RCSC Coordinated (HRDD/ HRCS)	PMC level (HROs)	RIM, Thimphu, Bhutan	25	Emerging Needs
<b>FY 2021-2022</b>						
39	Training on Building Design Software(MIDAS GEN)	MoWHS (DES)	Civil Engineers in Local governments	Thimphu, Bhutan	26	Aligned to CBF
40	Construction Project Management for Bridges	MoWHS (DoR)	Civil Engineers	Thimphu, Bhutan	21	Aligned to CBF
41	Part I: Smart and sustainable City Planning & Development Part II: Smart and sustainable City Planning & Development (3D Drawings esp. Sketch Up and Photoshop)	MoWHS (DHS)	Urban Planners and GIS Officers	IMSL, Thimphu, Bhutan	116	Aligned to CBF
42	Training on Research Methodology	DAHE (QAAD), MoE	PMC /ES/EX level	Thimphu, Bhutan	12	Aligned to CBF
43	Training on Data Analysis & Report Writing (AQAR & ISAR)	DAHE (QAAD), MoE	ES/ PMC level	Paro, Bhutan	4	Aligned to CBF
44	Virtual Training Workshop on Professionalising the Civil Service	RCSC Coordinated (PPPD)	PMC	Thimphu, Bhutan	59	Aligned to CBF
45	Training on Construction Audit	MoF	Internal Auditors	PDC, Tsirang, Bhutan	35	Aligned to CBF
46	Competency Based Training for Accounts Assistants	MoF (DPA)	Accounts Assts.	RIM, Thimphu, Bhutan	300	Aligned to CBF
47	Nature and Wildlife Photography	MoAF	Foresters	RIM, Thimphu, Bhutan	25	Aligned to CBF
48	Basic Understanding of GST Compliance Risk Management	MoF (DRC)	Collector, Tax Offcier/Inspector	IMS, Thimphu, Bhutan	65	Aligned to CBF
49	Accounting & Risk Indicator	MoF (DRC)	Tax officers	PDC, Tsirang, Bhutan	20	Aligned to CBF

50	Advanced Patient Care	RCSC Coordinated	Clinical Nurses	Thimphu, Bhutan	60	Aligned to CBF
51	Professional Certificates in Commercial Arbitration	CDB	P level	Virtual (Indian Institute of Arbitration & Mediation (IIAM)), Thimphu, Bhutan	12	Aligned to CBF
52	Digital Skills and Tools	MoF ( CCA)	Internal Auditors	RIM, Thimphu, Bhutan	25	Aligned to CBF
53	CBF related training	MoF (DNP)	Procurement officers	CNR, Punakha, Bhutan	71	Aligned to CBF
54	Training on Planning & Budgeting	GNHC	Planning Officers	IMS, Thimphu, Bhutan	37	Aligned to CBF
55	Training on Lead Acid Battery and Wires & Cables	BSB	Engineer	Virtual (Delhi Test House), Thimphu, Bhutan	2	Aligned to CBF
56	Smart Assistant Training	Dratshang Lhentshog	Administrative focal	RIM, Thimphu, Bhutan	76	Aligned to CBF
57	Training on Spatial Data Analysis	NLCS	Dy. Chief Survey Engineers	PDC, Tsirang, Bhutan	20	Aligned to CBF
58	Training on Emerging Surveying Technologies	NLCS	Survey Engineers	PDC, Tsirang, Bhutan	10	Aligned to CBF
59	Training on QGIS & Database Analysis & Mgt	NLCS	Asst/ Land Registrar/Sr. LR	PDC, Tsirang, Bhutan	27	Aligned to CBF
60	Network design, development, management and maintenance training	MoIC	ICT Technical Associate	RIM, Thimphu, Bhutan	69	Aligned to CBF
61	Critical care/ Emergency Mgt.	MoH	Medical Doctors	KGUMSB, Paro, Bhutan	17	Aligned to CBF
62	Infection control and waste management	MoH	Health Assistants	KGUMSB, Paro, Bhutan	34	Aligned to CBF
63	Piggery AI Technology; Herd health Mgt; Aquaponics Technology	MoAF (DoL)	Livestock Production Officer	Tashi Namgay Resort, Paro, Bhutan	30	Aligned to CBF
64	Customer Care, Patient Handling & Safety SoPs	MoAF (DoL)	Veterinary Officers	Yu-Gharling Resort, Bumthang, Bhutan	32	Aligned to CBF

65	Research & Data Analysis; Monitoring & Evaluation; Media & Communication	MoLHR	Employment Officers	IMS, TTI, Khuruthang, Bhutan	9	Aligned to CBF
66	Foundational Inservice Training (FIT) for Technical Services	RIM	Technical Services	RIM, Thimphu, Bhutan	200	Aligned to CBF
67	Familiarize and Implement all the Provisions of livestock Act, its rules and other tertiary legislations	BAFRA	Regulatory and Quarantine Officers	Paro, Bhutan	14	Aligned to CBF
68	Training on Advocacy and Approach	MoHCA (DCRC)	Civil Registration and Census officer	IMSL, Tsirang, Bhutan	23	Aligned to CBF
69	Quality Mgt. in Hospitality & Tourism	TCB	Tourism Officers	RITH, Thimphu, Bhutan	5	Aligned to CBF
70	Training on Entrepreneurship Development	MOEA	EDOS	Startup centre, Thimphu, Bhutan	16	Aligned to CBF
71	Training on Cultural Heritage Management	MoHCA	Cultural Officers	In house, Thimphu, Bhutan	17	Aligned to CBF
72	Training on Mining Regulations & Environment	MoEA	Mines Inspector	Startup centre, Thimphu, Bhutan	63	Aligned to CBF
73	Project Management	MoHCA	GAOs	Institute for Learning Solutions, Thimphu, Bhutan	203	Aligned to CBF
74	Smart Assistant Training	RCSC coordinated (HRDD)	Admin Assts & HR Assts.	RIM, Thimphu, Bhutan	300	Aligned to CBF
75	Leadership Development Programme	RCSC Coordinated (HRDD)	P2 levels	RIM, Thimphu, Bhutan	60	Aligned to LCF
76	Nurturing Leadership Program	RCSC Coordinated (ESMD)	Principals, Directors, DGs, Secretaries	Bhutan	125	Aligned to LCF

77	Sorig Zhiney & Luejong	RCSC Coordinated (CSWD)	PMC/ SSC Level (1 from each agency)'	Sorig Wellness & Spiritual Health Promotion Center, Paro, Bhutan	50	Emerging needs
78	Infection Control Practices and Occupational Safety Protocol	JDWNRH	Cook, cleaner, washerman, ward girl/ boy, gardener	JDWNRH, Thimphu, Bhutan	256	Emerging needs
79	Search Inside Yourself (SIY)	RCSC Coordinated (CSWD)	Various agencies	Respective Agencies, Bhutan	4741	Emerging needs
<b>FY 2022-2023</b>						
80	Smart Assistant Training	RCSC Coordinated (HRDD)	Administrative Assistants	RIM (Hybrid mode), Thimphu, Bhutan	256	Aligned to CBF
81	Project Management	MoHCA (DLG)	GAOs	Trashigang, Bumthang and Tsirang (3 Regions)	107	Aligned to CBF
82	Competency based training for Accounts Assts.	MoF	Accounts Assts.	RIM, Thimphu, Bhutan	165	Aligned to CBF
83	CBF aligned and PD training for Audit officials	RAA	Audit officials	PDC, Tsirang, Bhutan	113	Aligned to CBF
84	Training on Financial Risk Analysis & Mgt and Financial Data Analysis	MoF	Finance Officers	RIM, Thimphu, Bhutan	69	Aligned to CBF
85	Accounting standards of BAS	MoF	Tax officials	In-house, Thimphu, Bhutan	37	Aligned to CBF
86	Training on Image Classification	NLC	Survey engineer/ GIS officer	In-house- Thimphu, Bhutan	5	Aligned to CBF
87	Advanced geospatial processing technique	NLC	Survey engineer	Virtual, Thimphu, Bhutan	11	Aligned to CBF
88	Training on map reading, designing and publication	NLC	Land Record Assts.	PDC, Tsirang, Bhutan	137	Aligned to CBF
89	Training on Project Management	MoWHS	Civil engineers	Bumthang, Bhutan	24	Aligned to CBF

90	CBF Cascading Training cum ToT Program	RCSC Coordinated	Focal officers, Various agencies	Thimphu, Bhutan	61	Aligned to CBF
91	Mandatory Training	ACC	New recruits	PDC, Tsirang, Bhutan	36	Aligned to CBF
92	Extensive Training on Data System and Analysis & tools	MoLHR	Employment Officers	IMSL, Phuentsholing, Bhutan	8	Aligned to CBF
93	AQAF Familiarisation Workshop	RCSC Coordinated (HRAD)	All levels	Respective Dzongkhags, Bhutan	150	Aligned to CBF
94	Training on animal biosecurity principles and practices, biosecurity continuum, risk of transmission/ infection strategies for risk mitigation	BAFRA	Biosecurity & Food Safety Managers	Gelephu, Bhutan	12	Aligned to CBF
95	Database Design, Administration and Management	NLC	Land Registrar	RTC, Thimphu, Bhutan	42	Aligned to CBF
96	Advanced Patient Care	MoH	Clinical Nurse	In-house, Thimphu, Bhutan	61	Aligned to CBF
97	Training on Research Methodology, Digital documentation and Inventory	MoHCA (DoC)	Cultural Officers	In-house, Thimphu, Bhutan	18	Aligned to CBF
98	Social Protection in Globalised Economy	MoICE (DoL)	Labour officers	Professional & Mgt Training Institute, Bhutan	21	Aligned to CBF
99	Artificial Insemination	Haa Dzongkhag	P&S level	Sangbaykha Dungkhag, Haa, Bhutan	14	Aligned to CBF
100	FIT Phase I & II	RCSC Coordinated (HRDD)	Adm/ Finance/ IT Services	RIM, Thimphu, Bhutan	343	Aligned to CBF
101	HR Foundational Course to newly recruited Asst. HROs 2023	RCSC Coordinated (HRCS)	Asst. HROs	In-house, Thimphu, Bhutan	13	Aligned to CBF
102	Geoscientific Data Acquisition, Analysis and Interpretation using modern techniques and technologies	MoENR	Geologists	Paro, Bhutan	17	Aligned to CBF

103	Court-Annexed Mediation Training	BNLI	Bench clerks	Bumthang, Paro, Phuentsholing, Bhutan	108	Aligned to CBF
104	Bhutan Emergency Care and Life Support	MoH	Medical officers	ERRH, CRRH & JDWNRH, Bhutan	25	Aligned to CBF
105	Core competency/ Induction Program	MoHA	P & S level	In-house, Thimphu, Bhutan	20	Aligned to CBF
106	Construction Quality Management	MoIT	Engineers (Assts.)	Bumthang, Phuentsholing, Lobesa, Bhutan	62	Aligned to CBF
107	Training on Taxonomic Skills (Flora & Fauna)	MoAF	Forestry Officer	UWIFRT, Bumthang, Bhutan	28	Aligned to CBF
108	Training on Basic Life Support	MoH	Clinical Nurse	Punakha, Bhutan	25	Aligned to CBF
109	Training on Physical Examination of Patient for effective Nursing Intervention	MoH	Staff Nurse	Gelephu, Bhutan	25	Aligned to CBF
110	Training on diagnosis, clinical management of common health problems, basic nursing care, lab investigation and Basic Life support	MoH	Health Assistants	Mongar, Bhutan	25	Aligned to CBF
111	R Programming	ACC	P level	FITI, Thimphu, Bhutan	16	Aligned to CBF
112	Finance for Non-Finance Personnel	ACC	Integrity Promotion Officers	FITI, Thimphu, Bhutan	20	Aligned to CBF
113	Anti-Money Laundering and Countering the Financing of Terrorism	ACC	P level	FITI, Thimphu, Bhutan	20	Aligned to CBF
114	Leadership Development Programme	RCSC Coordinated (HRDD)	P2 Level	RIM, Thimphu, Bhutan	170	Aligned to LCF
115	Leadership training for hospital managers	RCSC Coordinated (ESMD)	Hospital managers (P4 & above)	In-house, Thimphu, Bhutan	28	Aligned to LCF
116	Junior Fire Officer course	MoIC (DoAT)	Fire & rescue crew & CFT operator	Narayanpur, Kolkata, India	20	Required as per ICAO



117	Basic training course for rescue's firefighting services	MoIC (DoAT)	Fire & rescue crew & CFT operator	Narayanpur, Kolkata, India	4	Required as per ICAO
118	OJT for licensing of ATC's	MoIC (DoAT)	ATC	Domestic Airports, Bhutan	10	Required as per ICAO
119	Search and Rescue Training (SAR)	MoIT	P, S & 0 level, DoAT	Paro, Bhutan	80	Required as per ICAO
120	Hot Fire Drill	MoIT	P, S & 0 level, DoAT	Paro, Bhutan	38	Required as per ICAO
121	Compartment Fire Behavior Training (CFBT)	MoIT	P, S & 0 level, DoAT	Thimphu, Bhutan	38	Required as per ICAO
122	Table Top Exercise (AEP)	MoIT	P, S & 0 level, DoAT	Domestic Airports, Bhutan	12	Required as per ICAO
123	Driving (skilling programs)	HMS	ESP/GSP	Karsel Dawa Driving Training Institute, Thimphu, Bhutan	22	Skills4life
124	Basic tailoring course (skilling programs)	HMS	ESP/GSP, OC & SSC	Vocational Skills Development Centre, Thimphu, Bhutan	70	Skills4life
125	SIY	RCSC Coordinated (HRDD)	All levels	Mongar, Bhutan	30	Emerging needs
<b>Total slots:</b>					<b>19,932</b>	

## Annexure 10: Implementation Status of UG Scholarship (Jul 2019 - Feb 2024)

### 10.1 UG Scholarship Implemented in 2019

SN	Course	Funding	Country	Number
1	MBBS	GoI	India	2
		RGoB	Sri Lanka	3
		RGoB	Bangladesh	10
		RGoB-APEMS	Sri Lanka	15
2	B.Pharmacy	GoI	India	7
3	B.Physiotherapy	GoI	India	2
4	S.Sc Nursing	GoI	India	5
5	B.Optomety	GoI	India	2
6	B.Orthotic and Prosthetic Technology	GoI	India	2
7	B.Medical Lab Technology	GoI	India	5
8	B.Sc OT Technology	GoI	India	1
9	B.Sc Dairy Science Technology	GoI	India	2
10	B.Sc Plant Pathology	GoI	India	1
11	B.Sc Seed Technology	GoI	India	1
12	B.Sc Entronology	GoI	India	1
13	B.Sc Fishery	GoI	India	2
14	B.Sc Post Harvest Technology	GoI	India	1
15	B.Sc Floriculture and Landscaping	GoI	India	4
16	B.Sc Nutrition and Dietetics	GoI	India	2
17	B.Sc Food Science Technology	GoI	India	2
18	B. A in Fine Arts Animation	GoI	India	3
19	B. A. Economics	RGoB	India	2
20		GoI	India	1
21	B. A. English	RGoB	Canada	3
22		RGoB-RTC	Bhutan	5
23	B. Actuarial Science (Actuary)	GoI	India	1
24	B. Computer Science and Engineering (Software Development)	GoI	India	3
25	B. Geo Information System	GoI	India	1
26	B. Hospitality Management and Administration	GoI	India	4
27	B. Sanskrit	QECS	India	2
28	B. Sc. Environmental Management	RGoB-RTC	Bhutan	1

29	B. Sc. Geology	GoI	India	1
30	B. Tech Agricultural Engineering	GoI	India	1
31	B. Tech/B.E. Civil Engineering	ICCR	India	6
32	B.A Anthropology	RGoB-RTC	Bhutan	3
33	B.A Chef/Culinary Arts	GoI	India	5
34	B.A Cinema, Film and Media Production	QECS	India	1
35	B.A Dzongkha and History	RGoB-RTC	Bhutan	3
36	B.A Fashion Design	GoI	India	2
37	B.A Mass Communication	RGoB-RTC	Bhutan	3
38	B.A Sociology and Political Science	RGoB-RTC	Bhutan	2
39	B.A Tourism Management and Administration	GoI	India	4
40	B.A. in Development Economics	RGoB-RTC	Bhutan	6
41	B.Animation and Graphics	GoI	India	3
42	B.Architecture	GoI	India	1
43	B.Business Administration (BBA)	RGoB-RTC	Bhutan	2
44	B.Commerce (B. Com)	RGoB-RTC	Bhutan	3
45	B.Chemical Engineering	ICCR	India	3
46	B.E. Big Data and Analytics	GoI	India	1
47	B.Sc.Biology	RGoB-Third	USA	1
48	B.Sc.Chemistry	RGoB-Third	USA	2
49	B.Sc.Mathematics	RGoB-Third	USA	2
50	B.Sc.Physics	RGoB-Third	USA	2
51	B.Statistics	GoI	India	2
52	B.Tech Mining/B. Mining Engineering	GoI	India	3
53	B.Tech/B.E Electrical Engineering	ICCR	India	5
54	B.Tech/B.E. Mechanical Engineering	ICCR	India	7
55	Bachelor of Music	QECS	India	1
	<b>Total</b>			<b>171</b>

## Annexure 10.2: UG Scholarship Implemented in 2020

SN	Course	Funding	Country	Number
1	MBBS	Gol	India	2
		RGoB	Sri Lanka	6
		RGoB	Bangladesh	8
		RGoB-APEMS	Sri Lanka	12
		RGoB-APEMS	Bangladesh	7
2	B.Sc Nursing	RGoB-RTC	Bhutan	15
		Gol	India	10
3	B.Sc Metrology	RGoB	USA	1
4	B.Sc Landscape Structure	RGoB	Malaysia	2
5	B.Sc Automotive Technology	RGoB	Malaysia	2
6	B.Pharmacy	Gol	India	5
7	B.Sc Medical Imaging Technology	Gol	India	4
8	B.Physiotherapy	Gol	India	2
9	B.Sc Medical Lab Technology	Gol	India	8
10	B.Sc Nutrition and Dietetics	Gol	India	1
11	B.Sc Horticulture	Gol	India	3
12	B.Sc Veterinary Science	Gol	India	2
13	B.Sc Chemistry	Gol	India	2
14	B.Tech Food Science Technology	Gol	India	1
15	B.Tech Dairy Technology	Gol	India	1
16	B.Sc Analytical Chemistry	Gol	India	2
17	B.Sc Artificial Intelligence	Gol	India	1
18	B.Statistics	Gol	India	2
	<b>Total</b>			<b>99</b>

### Annexure 10.3: UG Scholarship Implemented in 2021

SN	Course	Funding	Country	Number
1	MBBS	RGoB	Sri Lanka	8
		RGoB	Bangladesh	10
		RGoB-APEMS	Sri Lanka	15
		RGoB-APEMS	Bangladesh	5
2	B.A English Studies	RGoB-RTC	Bhutan	5
3	B.A in Development Economics	RGoB-RTC	Bhutan	2
4	B.A Sociology & Political Science	RGoB-RTC	Bhutan	2
5	B.A Anthropology	RGoB-RTC	Bhutan	3
6	B.A Mass Communication	RGoB-RTC	Bhutan	3
7	B. Sc Nursing	RGoB-RTC	Bhutan	15
8	B.Tech Surveying Engineering/Geodesy & Geomatics Engineering	RGoB	Canada	3
9	B. Sc. Water Engineering	RGoB-QECS	Canada	2
10	Diploma in Precision Engineering	RGoB-QECS	Malaysia	1
11	Diploma in Engineering Technology (Welding)	RGoB-QECS	Malaysia	1
12	Diploma in Digital TV Technician	RGoB-QECS	UK/Malaysia	1
13	Diploma in Electrical Technology (Lighting & Sound)	RGoB-QECS	Ireland/Malaysia	1
14	Diploma in Music Industry (Sound Production)	RGoB-QECS	India	1
15	B. Mathematics	RGoB	USA	2
16	B. Sc Physics	RGoB	Canada	2
17	B.Sc.Chemistry	RGoB	Canada	2
18	B Sc. Biology	RGoB	USA	1
19	B.Sc Landscape Architecture	RGoB-QECS	Malaysia	2
20	B.Psychology	RGoB-QECS	India	2
21	Sanskrit	RGoB-QECS	India	1
22	B. Pharmacy	Gol	India	4
23	B.Sc Cardiovascular Perfusion/CVT	Gol	India	1
24	B. Medical Lab Technology	Gol	India	3
25	B. Physiotherapy	Gol	India	2
26	B.Sc Nutrition and Dietetics	Gol	India	2
27	B.Sc.Horticulture	Gol	India	2
28	B.Sc Analytical Chemistry/B.Sc Chemistry	Gol	India	1
29	B.Sc Nursing	Gol	India	10
30	B.Tech Computer Science (Artificial Intelligence and machine learning)	Gol	India	2
31	B. Statistics	Gol	India	1
32	B.Tech Agriculture Engineering	Gol	India	3
33	B. Geo Information System	Gol	India	1
34	B. Sc. Environmental Engineering	Gol	India	2

35	B.Sc Cyber Security	Gol	India	2
36	B.Tech Mechanical Engineering	Gol	India	3
37	B. Sc Geology	Gol	India	1
38	B.Aerospace Engineering	Gol	India	1
39	B. Mechanical & Space Systems Engineering	Gol	India	1
40	B.Internet of Things(IoT) & Blockchain Developer	Gol	India	2
41	B.Graphic Design	Gol	India	1
42	B.Tourism Management	Gol	India	2
43	B.A Buddhist Studies	Gol	India	2
44	Professional Library Science	Gol	India	1
45	B.A Chef/Culinary Arts	Gol	India	10
46	B.Tech Electrical Engineering	ICCR	India	6
47	B.Tech Metallurgical Engineering	ICCR	India	6
48	B.Tech Computer Science & Engineering	ICCR	India	5
49	B. Tech Mining Engineering	ICCR	India	2
	<b>Total</b>			<b>169</b>

#### Annexure 10.4: UG Scholarship Implemented in 2022

SN	Course	Funding	Country	Number
1	MBBS	RGoB	Sri Lanka	8
		RGoB	Bangladesh	10
		RGoB-APEMS	Sri Lanka	10
		RGoB-APEMS	Bangladesh	10
		Gol	India	2
2	B.Sc Nursing	Gol	India	25
		RGoB-RTC	Bhutan	15
3	BBA	RGoB-RTC	Bhutan	1
4	BCom	RGoB-RTC	Bhutan	3
5	B.A. in Development Economics	RGoB-RTC	Bhutan	3
6	B.A.Sociology & Political Science	RGoB-RTC	Bhutan	2
7	B.A. Mass Communication	RGoB-RTC	Bhutan	2
8	B.A. English Studies	RGoB-RTC	Bhutan	3
9	B.Aerospace Engineering/Space Systems Engineering	Gol	India	2
10	B.Sc Meteorology/Atmospheric science	Gol	India	1
11	B.Sc Hydrology and water management	Gol	India	1
12	B. Environmental Engineering	Gol	India	1
13	B.E.Electrical and Renewable Energy	Gol	India	2
14	Bachelor of Games & Virtual World	Gol	India	1
15	B.Instrumentation Engineering/ Hydroinformatics	Gol	India	1
16	BE/B. Tech Mining Engineering	Gol	India	1
17	B.Cardio Technology	Gol	India	1
18	B.Embryology	Gol	India	1
19	B.Medical Lab Technology	Gol	India	1
20	B.Occupational Therapy	Gol	India	1
21	B.Pharmacy	Gol	India	1
22	B.Radio Imaging Technology	Gol	India	1
23	B.Sc. Horticulture	Gol	India	1
24	BSc. Nutrition and Dietetics	Gol	India	1
25	B.Tech Computer Science & Technology	ICCR	India	15
26	B.Tech Electronics & Communication Engineering	ICCR	India	2
27	B.Tech Software Engineering	ICCR	India	3
28	B.Tech Mining Engineering	ICCR	India	1
29	B.Tech Mechanical Engineering	ICCR	India	1
30	B.Tech Civil Engineering	ICCR	India	1
31	B.Tech Electronic & Communication Engineering	ICCR	India	1
32	B.Tech Geo Informatics	ICCR	India	1
	<b>Total</b>			<b>137</b>

### Annexure 10.5: UG Scholarship implemented in 2023

SN	Course	Funding	Country	Number
1	MBBS	RGoB/IWUH	Japan	2
		RGoB/Cuba	Cuba	1
		RGoB	Sri Lanka	13
		RGoB	Bangladesh	10
		RGoB-APEMS	Sri Lanka	9
		RGoB-APEMS	Bangladesh	9
2	B. Medical Lab Technology	GoI	India	1
3	B. Radio Imaging Technology	GoI	India	1
4	B.Sc.Nursing	GoI	India	6
5		RGoB	Bhutan	3
6	BE Computer System	RGoB	Australia	1
7	BE Mechatronics	RGoB	Australia	1
8	B. Meteorology	RGoB	UK	1
9	BE/B.Tech Survey Engineering/Geomatics	RGoB	Canada	1
10	BSC Mathematics	RGoB	USA	2
11	BSC Chemistry	RGoB	Canada	2
12	BE/B.Tech Biomedical Engineering	GoI	India	2
	<b>Total</b>			<b>65</b>



## Annexure 11: Details of Additional Scholarships Programmes Administered by RCSC

SN	Programme Particulars	Slots
1	JICA- SDGs Global Leader Scholarship	Up to 3
2	JICA-Universal Health Coverage Scholarship	1
3	MEXT (Teacher Training) Scholarship Program 2023	Up to 9
4	Government of Japan (MEXT) Scholarship (2024 intake)	Up to 26
5	JICA Knowledge Co-Creation Program Scholarship for 2023 intake to study Flood disaster and Seismology	2
6	Indian Administrative Service	Up to 3
7	Indian Revenue Service	Up to 7
8	Indian Audit and Accounts Service	Up to 2
9	Indian Forestry Service	Up to 2
10	Fulbright Fellowship Program 2024	Open
11	Hubert H. Humphrey Fellowship 2024-2025	Up to 6
12	Ph.D studentships from Sep 2023 offered by the University of Westminster	Open
13	Excellence of the Government of Mexico Scholarships for Foreigners 2022	Open
14	BARTC Pediatric Anesthesia Fellowship (BARTC-Peds), Thailand	Open
15	Scholarship for Government Officials - AIELPO in Athens, Greece	Open
16	Scholarship on M.Sc in Global Environment and Development	Open
17	Austrian Embassy Scholarship: Diploma in Hospitality and Tourism Management at ITH, Klessheim 2023-2024 intake	Up to 15
18	WMO Education and Training Opportunities	Open
19	UNESCO/Poland Co-Sponsored Fellowships Programme in Engineering (2023 Edition)	Open
20	M.Sc Nursing in Kumudini Nursing College (KNC), Bangladesh	Open
21	BIMSTEC Scholarship to pursue Master and Ph.D programme in Agriculture	Open

## Annexure 12: Summary of Implementation of Strategic Recommendations of HR Audit

SN	Agency	No. of Recommendations	No. of Recommendations Implemented	Implemented (%)
1	Ministry of Health	26	19	73.08%
2	Ministry of Agriculture & Livestock	24	22	91.67%
3	Ministry of Finance	27	25	92.59%
4	Ministry of Education & Skills Development	28	23	82.14%
5	Ministry of Industry Commerce & Employment	23	19	82.61%
6	National Medical Services	44	36	81.82%
7	National Land Commission	28	26	92.86%
8	National Statistics Bureau	44	37	84.09%
9	Royal Institute of Management	18	15	83.33%
10	Dratshang Lhentshog	23	18	78.26%
11	Cabinet Secretariat	33	30	90.91%
12	Centre for Bhutan & GNH Studies	27	23	85.19%
13	Trongsa	32	32	100.00%
14	Gasa	31	28	90.32%
15	Haa	18	16	88.89%
16	Phuentsholing Thromde	28	26	92.86%

### Annexure 13: Status of Compliance Human Resources Audit in FY 2023-24

SN	Agency	Current Auditing			Past Auditing		
		HR Actions	Major Observation	%	HR Actions	Major Observation	%
1	Ministry of Health	5345	11	0.21	5400	13	0.24
2	Ministry of Agriculture & Livestock	6055	72	1.19	7924	10	0.13
3	Ministry of Finance	2998	49	1.63	2661	1	0.04
4	Ministry of Education & skill Development	3116	7	0.22	1655	16	0.97
5	Ministry of Industry Commerce & Employment	2585	2	0.08	2490	42	1.69
6	Ministry of Energy & Natural Resources	5656	2	0.04	1454	1	0.07
7	Anti Corruption Commission	581	7	1.20	694	1	0.14
8	National Medical Services	4978	2	0.04	4576	154	3.37
9	National Land Commission	1331	0	0.00	2044	1	0.05
10	National Statistics Bureau	283	0	0.00	789	0	0.00
11	Royal Institute of Management	331	4	1.21	663	13	1.96
12	Dratshang Lhentshög	456	2	0.44	641	69	11
13	Cabinet Secretariat	376	0	0.00	584	4	1
14	Centre for Bhutan & GNH Studies	408	0	0.00	349	3	0.86
15	GovTech	1144	1	0.09	2251	2	0.09
16	Trongsa	2376	4	0.17	2213	2	0.09
17	Gasa	1143	1	0.09	1067	0	0.00
18	Dagana	2807	0	0.00	3424	13	0.38
19	Haa	2318	6	0.26	928	0	0.00
20	Bumthang	2450	4	0.16	3580	59	1.65
21	Phuentsholing Thromde	1840	1	0.05	526	2	0.38

