# ANNUAL REPORT

## 2025-2026

ROYAL CIVIL SERVICE COMMISSION



"The bureaucracy must be agile enough to keep up with the rapid changes and innovations arising from the GMC. Our goal is to create an Enlightened Entrepreneurial Bureaucracy within the next 10 years to ensure successful convergence. If we fail to do this, comparisons will inevitably be made between the success of GMC and the lack of progress elsewhere in Bhutan and if there is no convergence, I will have failed.
I am giving 10 years for this transformation to take place."

- His Majesty's Address to the Nation on the 117th National Day
17 December 2024

This  Annual Report is submitted as per Article 26(9): The Commission shall submit an Annual Report on its policies and performances to the Druk Gyalpo and to the Prime Minister.

# IN GRATITUDE TO HIS MAJESTY THE KING

The Royal Civil Service Commission, on behalf of all civil servants in Bhutan and abroad, offers its deepest gratitude and unwavering loyalty to His Majesty The Druk Gyalpo. Throughout the past year, His Majesty has tirelessly shaped Bhutan's future with transformative vision and strategic foresight, leaving a profound impact on the lives and well-being of every citizen. While His Majesty's selfless sacrifices, compassionate leadership, and extraordinary foresight in service of the Tsa-Wa-Sum are as vast and immeasurable as the stars in the heavens, this report reflects only an iota of His Majesty's profound contribution. Nevertheless, these highlighted milestones serve to honor His Majesty's visionary guidance, which continues to inspire the nation's collective resolve and drive Bhutan's extraordinary transformation.

The past year has been a defining period for Bhutan in shaping the future under the dynamic and farsighted leadership of His Majesty The King.

### 1. Gyalsung

Fulfilling His Majesty's vision of Gyalsung National Service announced during the 112th National Day in 2019 and launched in September 2024, more than 9,860 youth reaching 18 years have completed the national service.

### 2. Pelsung

Launched on October 7, 2025, by His Majesty The King, Pelsung (the Guardians of Prosperity) has trained more than 981 youths (including 256 civil servants) across 3 cohorts.

### 3. Gelephu Mindfulness City

Under the visionary leadership of His Majesty The Druk Gyalpo, the past year has marked remarkable progress in transforming Gelephu Mindfulness City (GMC) from a bold national vision into reality. Envisioned as a Special Administrative Region that harmonizes Bhutanese values with global innovation and sustainability, GMC represents a bold leap into the future. Over the past year, several key milestones have been achieved:

On 8 July 2025, Their Majesties and Their Royal Highnesses graced the ceremony marking the commencement of construction works for the Gelephu International Airport, a significant milestone in strengthening regional connectivity and advancing GMC's development.

On 12 July 2025, Their Majesties and Their Royal Highnesses joined over 3,100 Gyalsups, Desuups and participants from local communities, government agencies, schools and businesses in the first Zhabtog programme for the development of GIA.

4–8 September 2025, His Majesty The King joined 7,050 volunteers in a second nationwide Zhabtog programme to develop public spaces and parks within GMC.

7–10 October 2025, During the third GMC Zhabtog Programme, His Majesty The King announced the launch of Pelsung, the third pillar of nation-building alongside Desuung and Gyalsung. Over 5,600 volunteers participated in land preparation, landscaping, and beautification activities across GMC alongside their Majesties.

On 3 November 2025, Gelephu Mindfulness City was named a winner of the 2025 Holcim Foundation Awards for Sustainable Construction, receiving global recognition for its visionary and sustainable urban development model inspired by Bhutan's values, culture, and harmony with nature.

On 8 December 2025, The Gelephu International Airport launched its first international flight on the Gelephu–Kolkata–Gelephu route operated by Drukair, marking a major milestone in enhancing Bhutan's regional connectivity and supporting tourism, trade, and investment.

On 22-26 December 2025, Their Majesties joined over 10,000 volunteers during the fourth GMC Zhabtog Volunteer Programme, where participants contributed to the development of the Lotus-Born Trail, Mindfulness Trail, and other environmental and public spaces.

On 28 December 2025, GMC signed an MoU with The Fourth Sector Group (4SG) to advance a sustainable and inclusive economic model integrating innovation, Gross National Happiness, environmental stewardship, and human wellbeing.

On 3 January 2026, Mr. Gautam Adani, Chairman of Adani Group, joined GMC as a Founding Member, strengthening collaboration towards advancing hydropower development and GMC's vision as a hub for innovation, responsible growth, and prosperity.

21–25 February 2026, Their Majesties The King and Queen, His Majesty the Fourth King, Members of the Royal Family, and over 16,000 volunteers participated in the fifth GMC Zhabtog Programme.

During the event, Their Majesties and the Royal Family graced the consecration of the Ugyen Norlha Chorten and attended the groundbreaking ceremony for the Gelephu Chorten, modeled after the revered Jarung Khashor Stupa.

Additionally, His Majesty awarded the Druk Thuksey Medal to Mrs. Thippaporn Ahriyavraromp and Dr. Jarak-Nathawat Ahriyavraromp from MQDC, Thailand, in recognition of their exceptional contributions and steadfast support to the Gelephu Mindfulness City initiative.

During the event, His Majesty announced the ambitious initiative to construct 108 Jangchub Chorten along an 11-kilometre stretch to complete them within a single day.

On 13 March 2026, Her Majesty The Gyaltsuen graced the Salhang Tendrel of the Kurukulee Centre in GMC, a significant spiritual landmark designed to promote Buddhist practice, learning, and contemplation.

On 16 March 2026, His Majesty The King appointed Mr. Siddharth Shah, Senior Partner at Khaitan & Co, as a Board Director of GMC, bringing extensive expertise in legal advisory, investment, and cross-border transactions to strengthen GMC's institutional foundation.

On 10–14 April 2026, His Majesty The King, Her Majesty The Gyaltsuen, and Their Royal Highnesses participated in the sixth GMC Zhabtog Programme, which brought together approximately 8,100 volunteers from Bhutan and Bhutanses living in Australia . On 10 April, His Majesty The King launched the design process for the GMC's 18-hole golf course at Barshong.

## 4. 118th National Day Address

During the 118th National Day in Bumthang, the home of Jigme Namgyel and Gongsar Ugyen Wangchuck, His Majesty made two announcements on GMC. In His Majesty's golden words "Gelephu Mindfulness City (GMC) is beyond a megacity or a Special Economic Zone. We are building something that does not yet exist anywhere in the world: the first Buddhist city – not only for Bhutan, but also for the world. There is no one better suited to build it than the Bhutanese people. We have all the preconditions and the ingredients – we have legacy, identity, institutions, experience, talent, and an abundance of knowledge. Above all, we will build the *first Buddhist city with love and devotion*."

His Majesty placed his confidence on his people: "I am confident that we will succeed, and my confidence comes from the people of Bhutan. I trust their judgement, determination, loyalty, and hard work. As long as we stand together behind a common goal, we will succeed. Bhutanese can shoulder responsibility, serve diligently, and rise to every occasion. Ultimately, through a Buddhist lens, our aspiration is threefold: *a strong economy in the outer realm, prosperity for our people in the inner realm, and a strong spiritual foundation in the secret realm*."

Further, His Majesty shared that as the work on GMC progresses, one matter weighs heavily on his mind: the management of land. Even if all other aspects of GMC proceed smoothly, mishandling land could undermine the entire project. For this challenge too, we have found a solution: GMC will be structured as a company, with shares tied to land holdings. Landowners will retain their stake. Of the one million acres within GMC, 94 percent is state land, reserved for Bhutan and shared among the people of all 205 gewogs. This ensures that landowners maintain their holdings and benefit from GMC's growth, while all Bhutanese share in the prosperity it creates. This framework will bridge gaps between the "haves" and "have-nots," provide opportunities for youth, and support experienced entrepreneurs while cultivating a new generation of capable, productive entrepreneurs. In this way, GMC becomes a platform for the future of the nation, benefiting everyone.

His Majesty also shared "To provide a strong financial backing, from the Bitcoin mining project which we so carefully undertook a few years ago, 10,000 BTC, valued at around one billion US Dollars, will be allocated to GMC as a long-term strategic reserve. This ensures that the project is secure and its benefits are preserved for our people, our youth, and our nation." His Majesty's Royal Address concluded with a resolve "Let us move forward without delay. Together, we will build the future of Bhutan, protect the country we have, secure our collective future, and hand Bhutan to the next generations stronger, better, and more prosperous."

## 5. Strengthening Bhutan’s Global Stewardship

His Majesty The King has steadfastly elevated Bhutan’s presence on the global stage, His Majesty has continued to champion Bhutan's interests with remarkable vision, wisdom, and statesmanship, strengthening the country’s reputation as a nation committed to peace, sustainability, and shared prosperity. The Royal Civil Service joins the nation to offer our deepest felicitation on the two conferments:

On October 29, 2025, His Majesty The King and Her Majesty The Gyaltsuen were conferred the prestigious Hadrian Award by the World Monuments Fund in recognition of Their Majesties’ leadership in safeguarding Bhutan’s cultural and spiritual heritage, including traditional architecture, monasteries, and living traditions.

On December 22, 2025, Their Majesties were awarded honorary doctoral degrees by Chulalongkorn University in Thailand an Honorary Doctor of Philosophy Degree in International Development Studies conferred upon His Majesty The King, and an Honorary Doctor of Philosophy Degree in Sociology and Anthropology conferred upon Her Majesty The Gyaltsuen, in recognition of Their Majesties’ enduring contributions to sustainable development, disaster preparedness, public participation, and the well-being of the Bhutanese people.

During the 70th Birth Anniversary of His Majesty the Fourth Druk Gyalpo, we came together for the Global Peace Prayers, and held Jabzhi Dechog, and the Kalachakra.

Between 4-14 November 2025, His Majesty The King, His Majesty the Fourth Druk Gyalpo, Her Majesty The Gyaltsuen, and Members of the Royal Family graced the Global Peace Prayer Festival and the Kalachakra Initiation and Empowerment, landmark spiritual events held to promote global peace and wellbeing.

The event brought together more than 150 eminent Buddhist masters, lamas, and scholars representing diverse Buddhist traditions, with over 85,000 devotees in attendance, making it the largest non-sectarian Vajrayana Buddhist prayer gathering ever held in Bhutan.

## 5. Strengthening Bhutan’s Global Stewardship

In parallel, the Jabzhi Gyap (Jabzhi Dhoechog) ritual was conducted at Kuenselphodrang from 4–10 November, offering prayers for global peace, healing, and prosperity. The programme culminated in the Kalachakra Initiation and Empowerment (12–14 November), inaugurated by His Majesty The King, His Majesty the Fourth Druk Gyalpo, and His Excellency Shri Narendra Modi, Prime Minister of India, and presided over by His Holiness the Je Khenpo. The occasion was further marked by the display of the Sacred Buddha Relics from India.

On November 11, 2025, on the invitation of His Majesty the King, Prime Minister of India Narendra Modi paid a two day State Visit to Bhutan. During the visit, Prime Minister Modi attended the celebration of the 70th Birth Anniversary of His Majesty the Fourth Druk Gyalpo at Changlimithang as the Guest of Honour. His Majesty The King and Prime Minister Modi jointly inaugurated the Punatsangchhu-II Hydroelectric Project, marking a significant milestone in India–Bhutan energy cooperation. The high-level bilateral engagements underscored Bhutan's growing role as a trusted regional partner and reaffirmed the enduring friendship between Bhutan and India while advancing cooperation in key areas such as hydropower, connectivity, health, and sustainable development.

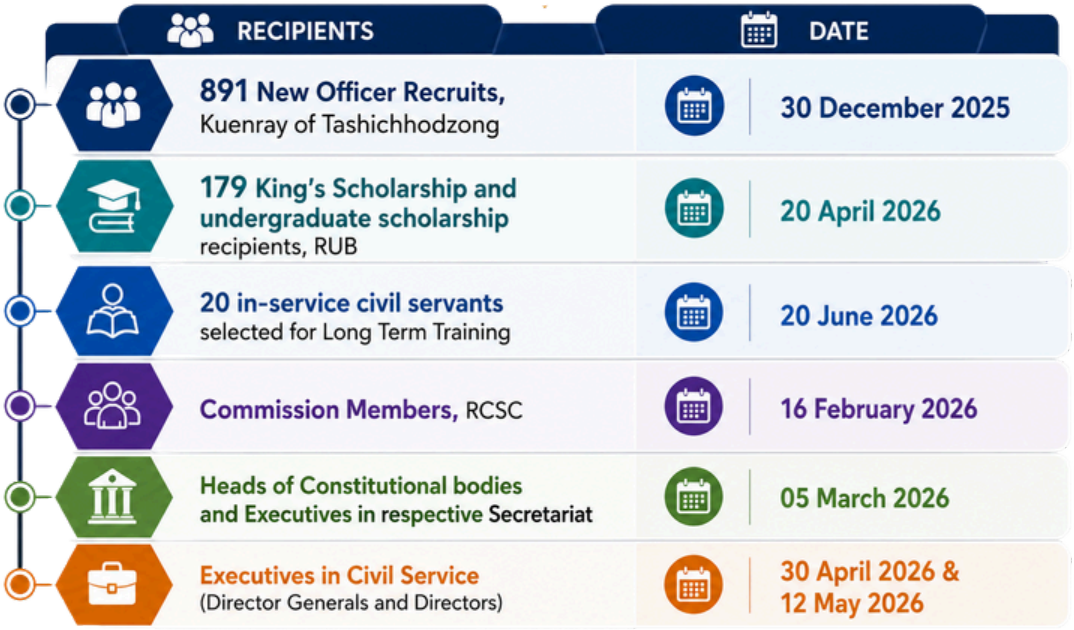
## 6. Digital Sovereignty

With extraordinary foresight, His Majesty has positioned Bhutan as a global leader in embracing emerging digital technologies. Through strategic digital asset initiatives, including sovereign Bitcoin holdings and the introduction of Ter, a sovereign-backed, physical gold-backed digital token, Bhutan is strengthening its economic resilience, diversifying its economy, and securing its digital future. These bold initiatives demonstrate a forward-looking approach to innovation while reinforcing the nation's long-term resilience. Above all, His Majesty has consistently emphasized that digital transformation must serve the people by creating opportunities, fostering innovation, strengthening institutions, and improving the quality of life for every Bhutanese.

## 7. Royal Audiences-A Sacred Platform for the National Vision

A Royal Audience granted by His Majesty The King serves as the sacred medium through which the grand national vision is articulated, shared, and entrusted to the nation.

For the civil servants privileged to be in His Majesty's presence, this audience offered a rare and precious opportunity to receive strategic insights into the Gelephu Mindfulness City (GMC) and the overarching aspirations shaping Bhutan's future. By directly conveying these pivotal Royal Initiatives, the audience bridges the sovereign vision with executive action, inspiring dedication and aligning the civil service with the nation's highest purpose. In the past year, following audiences were granted to the commission and its secretariat;




During multiple Royal Audiences, His Majesty emphasised the cyclical nature of challenging times: difficult times build strong people; strong people create good times; good times can foster complacency; and complacency can, in turn, lead to difficult times. His Majesty also emphasized on the inflection point and time for us to pivot for developed Bhutan and not to go back to the ground zero. His Majesty underscored the need to shape our work culture so that we never fall victim to complacency but rather embed continuous improvement into Bhutanese DNA. On skill set His Majesty underscored the importance of digital skilling and AI and the need to leverage technology as we embrace the new digital era.



"As we pursue the most important national objectives for Bhutan's future and prosperity, we are supported by commitment from every quarter. The people of Bhutan have participated enthusiastically in every aspect of this project to ensure its success. There is strong and united backing from the government, ministries and agencies, local governments, civil servants, and armed forces. Together, this gives us good reason to feel confident and reassured about the path we are taking as a nation."

- His Majesty's Address to the Nation on the 118th National Day
17 December 2025

# KEY HIGHLIGHTS FOR JULY 2025-JUNE 2026

## HIGH IMPACT LEADERSHIP

- Launched the Leaders in Civil Service Program, trained 30 P1-level Chiefs.
- Trained 170 P2 officers through the Leadership Development Program.
- Delivered aOS leadership training to 300 leaders, who subsequently trained 2,078 civil servants.
- Assessed 95 P2 officers through the Leadership Potential and Situational Judgement Test.
- Provided executive coaching and high-performing team development support to senior leaders, including international coaching.
- Certified senior leaders and civil servants in assessment, coaching, mentoring, and organizational change.
- Conducted six quarterly meetings with Government Secretaries and the Executive Forum to strengthen leadership alignment and coordination.
- Issued the Leadership Attachment Framework and enabled secondment of civil servants to State-Owned Enterprises.

## HIGH-PERFORMING WORKFORCE

- Endorsed standardised Dzongkhag organogram with clearer reporting lines and institutional accountability.
- Established JDWNRH as an operationally autonomous institution and restructured health-sector governance and staffing arrangements.
- Established an additional Regional Office for Infrastructure Development in Trashigang to improve infrastructure delivery in the eastern region.
- Established the Teacher Professional Council under BQPCA.
- Instiituted the Emerging Talent Pool for flexible, skills-based recruitment in critical fields.
- Introduced Cluster Procurement Services as a pilot to improve procurement specialization and efficiency.
- Completed three phases of Compliance HR Audits covering 14 agencies and assessed implementation of previous audit recommendations.
- Streamlined HR processes and delegated HRC responsibilities between Ministry and Departments.
- Developed standard work plans for all 205 Gewog Administrative Officers.

## TALENTED AND ENTREPRENEURIAL PROFESSIONALS

- Conducted BCSE 2025, recruited 600 officers.
- Adopted the new BCSE Operational Guidelines and achieved 14% savings in examination expenditure.
- Implemented 1,958 slots through training programmes under the GoI PTA.
- Administered 71 Long-Term Training and 470 Short-Term Training slots.
- Introduced fast-track career progression for doctors and nurses.
- Developed the Job Rotation Framework and piloted teacher rotation from schools to the STEM Division in the Ministry.

## MOTIVATED CIVIL SERVANTS

- Developed the Agency Excellence Award Framework to recognize high-performing agencies.
- Published the Standard Operating Procedure on the Prevention of and Response to Sexual Harassment in the Workplace.
- Conducted Civil Service Wellness Day 2026.
- Published 12 Civil Service Spotlight features.
- Produced the Civil Service Theme Song.

# KEY HIGHLIGHTS JULY 2025-JUNE 2026

## INNOVATIVE CIVIL SERVICE

- Launched the RCSC Chatbot and finalized the Public Relations and Communication Strategy for RCSC.
- Launched Zhiyog Droezom and conducted three sessions to promote dialogue and knowledge-sharing.
- Conducted eight e-Forums and Civil Service Innovation Day to encourage innovation and cross-agency learning.
- Launched the Youth Innovation Dialogue, completing two cohorts with newly appointed Finance and Administration Service Officers.
- Developed and disseminated the Civil Service Style Guide.
- Developed the Zhiyog eAcademy concept.

## Commission Notification in a Year

- Streamlined Human Resource Committee responsibilities in Ministries.
- Enforced settlement of government dues before separation from the Civil Service.
- Introduced a three-month notice requirement for civil servants seeking separation while on Extraordinary Leave.

# TABLE OF CONTENTS


## PART I: Institutional Overview

1.1 Overview of RCSC ..... 01
1.2 The Evolution of Civil Service Reform: ..... 02
1.3 The Current Commission ..... 03
1.4 13th Five-Year Plan Mid-Term Review ..... 05
1.5 State of the Nation Report 2026 ..... 08
1.6 Annual Performance Plans of FY 2025-26 ..... 08
1.7 Budget Performance of FY 2025-26 ..... 09
1.8 The State of the Civil Service ..... 10
1.9 Media Engagement ..... 18
1.10 Parliamentary Engagement: Promoting Transparency & Dialogue ..... 19

## PART II: Strategic Thrust Area - Year Two Achievements

### 2.1 HIGH IMPACT LEADERSHIP

2.1.1 Leadership Development and Talent Pipeline ..... 25
2.1.2 High-Impact Leadership Coaching ..... 31
2.1.3 Remodel Executive Management ..... 32
2.1.4 Fast Stream Leadership Challenge Program ..... 33
2.1.5 10X Goals, 10X Actions, and Impact Programs ..... 34

### 2.2 HIGH PERFORMING WORKFORCE

2.2.1 Enhanced Performance Accountability Culture ..... 39
2.2.2 Enhanced Productivity and Efficiency (Workforce Optimization) ..... 40
2.2.3 AI Fluency Enhanced ..... 48
2.2.4 Strengthened Dzongkhag and Thromde Administration ..... 49
2.2.5 Global Benchmarking and Citizen Satisfaction Surveys ..... 49
2.2.6 Job Rotation and Job Enlargement Programs ..... 50
2.2.7 Human Resource Management ..... 50
2.2.8 Bhutan Civil Service Examination ..... 55

### 2.3 TALENTED ENTREPRENEURIAL PROFESSIONALS

2.3.1 Civil Service Skills Framework for Competency and Professional Development ..... 58
2.3.2 Sustainable Professional Development with National Institutes ..... 61
2.3.3 Building Deep Professional Specialists ..... 61
2.3.4 Remodeling Civil Service Examinations and Talent Attraction Programs ..... 62
2.3.5 Internship and Fast Stream Recruitment Programs ..... 62
2.3.6 Future Talent Pipeline for Through Pre-Service Scholarship ..... 63

# TABLE OF CONTENTS


## 2.4 INNOVATIVE CIVIL SERVICE

2.4.1 E2B10X Lab: Leading Efficiency in Process, People and Productivity ..... 65

## 2.5 MOTIVATED CIVIL SERVANTS

2.5.1 Civil Service Well-being (CSW) ..... 71

2.5.4 Civil Servants in Focus ..... 74

2.5.5 Organization Level Performance Recognition (Agency Excellence Award) ..... 75

## 2.6 HR AUDIT AND COMPLIANCE

## PART III: PUBLIC SERVICE DELIVERY AND KEY INITIATIVES ACROSS GOVERNMENT AGENCIES

3.1 Ministries and Central Agencies ..... 79

3.2 Dzongkhag and Thromde Administrations ..... 91

## PART IV: CHALLENGES AND WAY FORWARD

4.1 Right sizing the Civil Service ..... 101

4.2 Performance Management as a tool for High Performance ..... 102

4.3 Innovation and continuous improvement Culture ..... 104

4.4 Building a High Impact Leadership Team ..... 105

4.5 Building Workforce-wide AI Skills is critical and urgent ..... 105

4.6 Attraction and Retention of Critical Professional Talent ..... 106

4.7 Addressing Mid-Career Attrition Through Pension Reform ..... 106

4.8 Recognition and reward ..... 107

4.9 Housing and Living Condition in Remote postings ..... 108

## PART V: ANNEXURES

5.1 List of Executives Appointed ..... 109

5.2 List of Executives Appointed through Open Competition ..... 110

5.3 List of Executives Transferred ..... 111

5.4 List of Executives Promoted ..... 112

5.5 List of P1 Chief appointed through Open Competition ..... 115

5.6 RCSC administered Long-Term Programs ..... 126

5.7 Undergraduate Scholarship ..... 130

# PART I: INSTITUTIONAL OVERVIEW

## 1.1 OVERVIEW OF RCSC

Bhutan's modern civil service traces its origins to the far-reaching administrative and development reforms initiated during the reign of His Majesty the Third Druk Gyalpo, Jigme Dorji Wangchuck in the 1960s, when the country began a deliberate transition to planned socio-economic development initiatives through the Five Year Plans. To implement the First Five-Year Plan, the Royal Government established a self-contained Development Secretariat (often referred to as the Development Wing) in 1961, with dedicated financial personnel and technical directorates to support the emerging machinery of government. This subsequently gave rise to the Department of Manpower under the Ministry of Development in 1973, marking the first formal step towards a central personnel agency for the civil service.

Building on these foundations, His Majesty the Fourth Druk Gyalpo, Jigme Singye Wangchuck, issued a Royal Charter in 1982 establishing the RCSC as an independent central personnel agency to oversee recruitment, promotion and conditions of service, thereby replacing ad hoc departmental manpower arrangements. This institutional shift aimed to entrench meritocracy, uniformity and accountability across the civil service. His Majesty also articulated a clear vision for the institution, stating: "Strengthening the civil service would be the first step to creating a strong foundation for a successful democracy. The civil service must strive for the highest standards, live by higher ideals and nurture a sense of duty towards fellow Bhutanese."

In 2008, the RCSC was accorded constitutional body status under the Constitution of the Kingdom of Bhutan. Article 26(1) provides that there shall be a Royal Civil Service Commission, which shall promote and ensure an independent and apolitical civil service that will discharge its public duties in an efficient, transparent and accountable manner. The Constitution further provides that the Commission shall endeavour to ensure that civil servants render professional service, guided by the highest standards of ethics and integrity, to promote good governance and social justice in implementing the policies and programmes of the Government. It also mandates the Commission, in the interest of promoting merit, productivity and equity, to ensure that uniform rules and regulations on recruitment, appointment, staffing, training, transfers and promotion prevail throughout the civil service.

In line with its constitutional mandate, the RCSC has steadfastly served as the guardian of an independent, apolitical, professional and accountable civil service. Supported by its Secretariat and a nationwide network of human resource professionals, the Commission continues to strengthen institutional capacity, promote good governance and ensure that civil servants remain committed to delivering efficient, high-quality public services in the interest of the nation and its people.

## 1.2 THE EVOLUTION OF CIVIL SERVICE REFORM:

*From System Building to Transformative Change*

The evolution of civil service reform in Bhutan can be viewed through the lens of Systems Change, a framework developed by FSG and the Collective Impact Forum that recognises that enduring transformation in complex systems requires change at multiple, interconnected levels: structural (policies, practices and resource flows), relational (relationships, connections and power dynamics), and transformative (mental models and mindsets). These changes are not linear; they are layered, iterative and mutually reinforcing.

Building on the foundations of the pre-democratic civil service, the RCSC, since its establishment in 2008 as a constitutional body, has progressively evolved the civil service through successive phases of reform.

The First Commission established the structural foundations of the modern civil service through the Civil Service Act, HR policies, position classification, career progression and the Code of Conduct. The Second Commission strengthened systemisation and professionalisation through cadre architecture, Super Structure Services, performance management, leadership development and HR planning. The Third Commission advanced a major transformation of the Civil Service, in line with the Royal Command issued on 17 December 2020, by restructuring institutions, clarifying mandates, flattening hierarchies, strengthening accountability, and leveraging digitisation and technology to improve efficiency. This shift is driven by the changing demands of Bhutan's development journey. As the country pursues the Diamond Strategy and responds to increasingly complex and rapidly evolving challenges, the civil service must move beyond an administrative mindset to an accelerator mindset, one that enables growth, delivers outcomes, embraces innovation and creates greater value for citizens.

To guide this transformation, the Commission has articulated the vision of an Enlightened Entrepreneurial Bureaucracy with a tenfold increase in productivity (E2B10X). The Strategic Road Map 2024 translates this ambition into five interconnected thrust areas: High-Impact Leadership, Talented Entrepreneurial Professionals, High-Performing Workforce, Motivated Civil Servants, and Innovative Civil Servants.

The Commission's current reform agenda, therefore, seeks to shift the civil service from building systems to transforming the system itself, from compliance to ownership, from process to outcomes, and from incremental improvement to accelerated impact. It is this transformation that will enable the civil service to remain responsive to the aspirations of the nation and deliver effectively on Bhutan's next chapter of development.

## 1.3 THE CURRENT COMMISSION

Entering its second year, the Fourth Commission continues to be guided by the Royal Vision, the goals of the 13$^{th}$ FYP and 10X economy as a national outcome. Building on the foundations and strategic direction outlined in the preceding section, the Commission has focused its efforts during the reporting period on translating this vision into tangible institutional and organisational change.

During the reporting period, the Commission continued its primary focus on the implementation of the ongoing Civil Service reforms. Central to this effort was the translation of the Commission's strategic priorities into concrete initiatives across the five thrust areas of the Strategic Roadmap 2025–2035, leadership, talent, performance, motivation, and innovation. Each serving not merely as an administrative work-stream, but as a deliberate lever for shifting the underlying culture of the Civil Service.

Between 1 July 2025 and 30 June 2026, the Commission convened 41 weekly Commission meetings and ensured that the requirements of the agencies and appeals were delivered in a timely manner. The Commission also maintained extensive engagement with the wider Civil Service to understand the emerging challenges and ensure steady flow of feedback through open conversation so that the HR policies, systems and interventions remain grounded in the realities and needs of institutions and civil servants. The Chairperson engaged with civil servants in far-flung Dungkhags, extending appreciation for their dedicated service in rural areas while listening to their unique experiences, challenges, and needs.

During the reporting period, the Commission and Secretariat participated in global forums and engaged with partner institutions to advance the Commission's priorities and strengthen collaboration.

| OFFICIAL | ACTIVITIES & ENGAGEMENTS | DESTINATION & DATE |
|---|---|---|
| CHAIRPERSON | Attended the High-Level Conference on "New Ways of Governing" in Oslo, Norway, and represented Bhutan at the United Nations Public Service Forum 2026 in Tbilisi, Georgia. | Oslo, Norway 26–31 October 2025<br>Tbilisi, Georgia 23–25 June 2026 |
| LOBZANG DORJI, COMMISSIONER | Attended the Global Government Summit in Singapore to gain insights into emerging trends and innovations in public governance. | Singapore 19–25 January 2026 |
| KINLAY TSHERING, COMMISSIONER | Attended the Bhutan Day Celebration at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, India. She also undertook a study visit to Bangkok, Thailand, focusing on performance management systems, the Agency Excellence Award, and institutional linkage development. | Mussoorie, India 24–30 November 2025<br>Bangkok, Thailand 17–24 May 2026 |
| BABURAM SHERPA, COMMISSIONER | Participated in the BMI Global Scholarship Forum in Dubai, United Arab Emirates, and also joined the study visit to Bangkok, Thailand, to learn from international best practices in performance management, institutional excellence, and partnership development. | Dubai, UAE 6–11 October 2025<br>Bangkok, Thailand 17–24 May 2026 |
| TSHERING CIGAY DORJI (PhD), COMMISSIONER | Institutional visit to the Union Public Service Commission (UPSC) in New Delhi, India, to strengthen institutional collaboration and exchange experiences in civil service management and public administration. | New Delhi, India 22–26 March 2026 |

Human resource management in the Civil Service is a shared responsibility among the RCSC, Parent Agencies, and Working Agencies. To promote a more agile, responsive, and flexible Civil Service, the Commission has progressively delegated key HR management functions to agencies, enabling greater autonomy and accountability in managing their human resources.

**HR Delegation Matrix**

| HR FUNCTION | RESPONSIBLE AGENCY | | |
|---|---|---|---|
| | DZONGKHAG | MINISTRY | RCSC |
| REGULAR RECRUITMENT 1. PMC | Provide requisition to Parent Ministry. | Submits annual PMC staff requirements by location to RCSC. | Prioritization of annual Vacancy with Agency. Appointment through the BCSE. |
| 2. CONTRACT PMC 3. SSC/OC | Recruitment and placement by Agency. | | Delegated |
| TRANSFER | Within Dzongkhag. | Within Ministry/ inter-Ministry and inter-Dzongkhag for parented staff. | Inter-Ministry with change in Super Structure. |
| PROMOTION | Regular promotion P2-below. | Regular promotion P2-below. | Meritorious promotion and EX/ES. |
| DEVELOPMENT (STT) | As per CPD with Parent Agencies. | Domain Competencies of parented staff. | Common general competencies including leadership. |
| DEVELOPMENT (LTT) | Open scholarship. | CPD planned LTT. | Scholarship list maintained by RCSC. |

## 1.4 13TH FIVE-YEAR PLAN MID-TERM REVIEW

During the mid-term review, the Commission presented that it stays committed to be the driving force behind Bhutan's transition toward a "High-Income GNH Economy" by 2034. Under the 13th Five-Year Plan, RCSC falls within the governance cluster, which aims to achieve the outcome of a more dynamic, results-oriented public sector that acts as an effective agent of transformation, demonstrating strong accountability and sound economic management. Further, the Commission presented its renewed vision: "To become an Enlightened Entrepreneurial Bureaucracy by 2035" with a 10-fold increase in productivity, a vision inspired by the 117th National Day address by His Majesty The King, emphasising the transition under the Noble Diamond Strategy.

The Commission reported on the progress of Output 2: Ensuring that the public sector is more motivated, agile, and result-driven under two distinct key performance indicators (KPIs) by the end of the 13thFYP comprising 15 activities:

| KPI (A) | Unit (B) | Baseline (2023) (C) | 13th FYP end Target (2028-2029) (D) | Achievement (2025-2026) |
|---|---|---|---|---|
| Enhancing civil servant productivity by improving the civil servant-to-population ratio | Ratio | 1:27 | 1:29 | 1:26 |
| Reducing the civil service attrition rate by 50% | % | 16% | 8% | 6% |

| 13 FYP Outlay | Total Amount Mobilized | 13 FYP Total No. of Planned activities | No. of Planned activities completed | No. of Planned activities ongoing | Activities to be Dropped | No. of Planned activities yet to be implemented | | No. of Donor Projects |
|---|---|---|---|---|---|---|---|---|
| | | | | | | Of which. No. of activities with Funds secured | Of which. No. of activities with Funds not secured | |
| 4003.2 millions | 1238.548 millions | 15 | 2 | 10 | 2 | 1 | 0 | 1 |

## Issues and Recommendations Highlighted During the Mid-Term Review

| Issues | Commission recommendation | MTR Directives |
|---|---|---|
| **Civil Service size to Citizen. Target is 1:29 by end of 13th FYP, currently stands at 1:26** | • Optimization of school numbers backed with enhanced facilities in the consolidated schools.<br>• Reorganize health service delivery in remote Gewogs (with low patient load) with the introduction of the mobile health service.<br>• Multi-tasking or Joined-up services (one person delivering mandates/services of two or more agencies)<br>• Outsourcing of public services. | MTR noted the recommendation. |
| **Improvement of PMS with a Performance based incentive (PBVI)** | • Activate the PBVI approved in the Pay Revision Act 2023.<br>• Align incentives with performance (policies not aligned to right incentives have low acceptance and adoption). | MTR noted the submission. |
| **Attrition** | • Reported attrition at aggregated level has reduced from 16% in 2023 to 6%.<br>• New development observed is the shorter average length of service at around 4 years for voluntary resignation for the period from 2023 to 2025.<br>• Higher attrition in Professional groups like ICT and Engineering. | MTR noted the submission. |
| **Talent Attraction & Retention in critical Professional group (ICT, Engineering and Health)** | • For Engineers there are supply shortages, for example 18 vacancies filled against 54 vacancies for January 2026 intake.<br>• For ICT, supply is available but retention challenge with a broken pyramid in HR structure at GovTech.<br>• Addressing it through a Talent Management Framework.<br>• Compensation for Engineers and ICT is comparatively lower even in the domestic market.<br>• For Doctors and Nurses, supply is well managed through preservice scholarship programs.<br>• Health Professional Career Framework is under formulation to provide a unique career management the health group.<br>• Low takers in Super Specializations for highly complex fields. Incentives to encourage super specialization in critical areas are recommended. | MTR noted the submission. |

## Issues and Recommendations Highlighted During the Mid-Term Review

| Issues | Commission recommendation | MTR Directives |
|---|---|---|
| **Talent Retention Strategy** | • Reported on the initiatives undertaken to uplift the morale of the Civil Service through enhanced engagement and recognition.<br>• Submitted on the need for extrinsic motivation and incentives. | MTR noted the submission. |
| **Retention in Rural Areas** | • Submitted the need for Housing support for civil servants in the rural areas.<br>• Timely routine transfer intervention from Parent Agencies.<br>• Need for continuous optimization and rationalization of services in education and health to reduce resource proliferation. | MTR noted the submission. |
| **Reduce Attrition** | • Option to withdraw lumpsum PF after 23 years of service without resignation and pension reform. | MTR guided MoF to review the submission |
| **Workplace Challenge for Visually Impaired Civil Servants** | • Submitted the need for digital skilling for visually impaired with keyboard friendly government websites.<br>• Assistive technology and other workplace support | MTR directed to use the available resources to procure the assistive technology. |
| **Civil Service Welfare Fund Scheme Support** | • Appraised on the Civil Service Welfare fund scheme, which also introduced child birth incentives of Nu.10,000 per birth of a child.<br>• Explored a possibility for an endowment amount from the Government for extending wider benefits under the scheme. | MTR noted the submission and directed RCSC to submit separately. |
| **Secretariat Office Building** | • Renovation of the secretariat office to improve workplace conditions. | MTR directed MoIT to look into the Office construction on priority. |
| **Reprioritization of Budget and Activities** | • Submitted to surrender the balance funding outlay for completed and reprioritized activities. | MTR directed to repurpose such resources saved for crèche facilities in Tashichodzong. |

## 1.5 STATE OF THE NATION REPORT 2026

The State of the Nation Report 2026 reaffirmed the central role of the Royal Civil Service Commission and the civil service in advancing Bhutan's national development priorities. It noted that the performance of more than 30,000 civil servants is fundamental to the quality of public service delivery and the country's socio-economic development. In line with His Majesty's Royal Kasho on Civil Service Reform and the vision of an Enlightened Entrepreneurial Bureaucracy, the report highlighted continued efforts to build a professional, responsive and future-ready public service that is innovative, accountable, compassionate and service-oriented.

It also recognized the joint efforts of the Government and the RCSC in advancing the national Diamond Strategy. The report further underscored a stronger focus on performance management through the reintroduction of the Annual Performance Agreement to promote efficiency, transparency and results, alongside proposed reforms such as multi-skilling, Performance-Based Variable Increment, accelerated promotion for critical talent, and targeted retention incentives for rural and hard-to-staff areas. In addition, measures to strengthen the attractiveness and inclusiveness of the civil service, including the establishment of crèches in government office complexes, were highlighted as part of the broader effort to enhance employee support, retention and overall institutional performance. The Commission remains grateful to the Government for the guidance and highlighting the civil service status in the state of the nation report.

## 1.6 ANNUAL PERFORMANCE PLANS OF FY 2025-26

Aligned with the Strategic Roadmap 2025–2035, the Annual Performance Plan continued to advance the identified strategic thrust areas in pursuit of His Majesty's vision of an Enlightened Entrepreneurial Bureaucracy (E2B), with the goal of achieving tenfold productivity (10X) over the next ten years.

The detailed progress and achievement of the Annual Performance Plans 2025-26 is reported under the respective Strategic Thrust Areas presented in Part II: Strategic Thrust Area and Year two Achievements of this report.

## 1.7 BUDGET PERFORMANCE OF FY 2025-26

A total net budget of Nu. 768.55 million, comprising Nu. 687.83 million in capital budget and Nu. 80.722 million in the current budget, was approved for FY 2025–26. The Commission extends its sincere appreciation to the Royal Government for its continued budgetary support, which has enabled the successful implementation of key civil service reforms, human capital development initiatives, and strategic priorities.

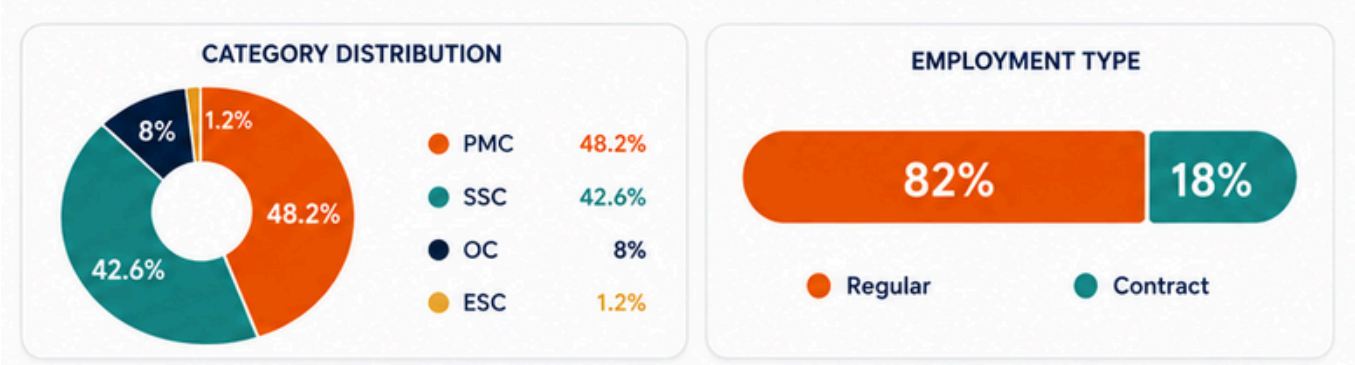
The Commission achieved an overall budget utilisation rate of 96% during the reporting year, reflecting an improvement of nearly 3% from 93.01% in FY 2024–25. Total savings amounted to Nu. 30.7 million.

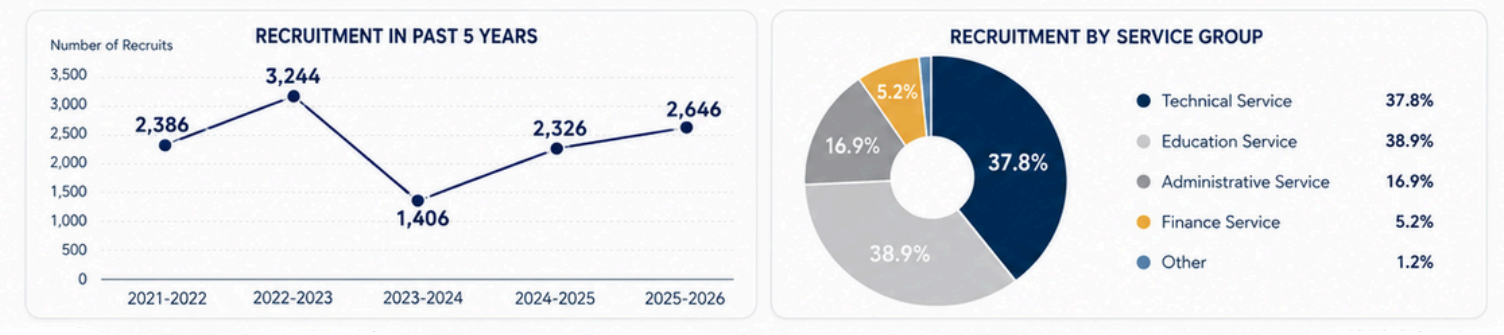
The RCSC budget primarily supports Undergraduate (UG) scholarships (Nu.410.936M), in-service HR development (Nu.237.162M), and leadership training (Nu. 19.311M) aimed at building high impact leadership and highly talented entrepreneurial civil servants.

## 1.8 THE STATE OF THE CIVIL SERVICE

As the steward of public service delivery, the civil service has continued to uphold its constitutional mandate of professionalism, integrity, and accountability while navigating evolving challenges and emerging opportunities. Despite significant workforce pressures and increased responsibilities arising from attrition, the civil service has demonstrated remarkable resilience and commitment by sustaining service delivery, achieving planned targets, and delivering new mandates and goals. Civil service continues to attract best and the brightest talent which reassures a brighter future. As of 30 June 2026, the Civil Service strength stands at 30,187 supported by 6,842 serving as Elementary/General Service personnel.



The civil service workforce at 30,187, matches the pre-COVID level in terms of numbers. At an aggregated national level the civil servant-to-citizen ratio is 1:26 which is way below the 13th FYP target of 1:29. While the numbers at the national level appear comfortable, attrition in specific professional groups still remains a concern.

**FY 2025–26 Separation Analysis**

A total of 2,563 civil servants separated from service during FY 2025–26, an increase of 26.1% over the 2,377 recorded in FY 2024–25. The increase is, however, largely cyclical and demographic rather than a reflection of declining retention. Contract completions and terminations on regularisation rose by 49.3 % (+244), driven mainly by 547 contract teachers reaching the end of their term, while superannuation rose by 35.6% (+57) as a large cohort reached retirement age. Voluntary resignation declined by 6.23 %.

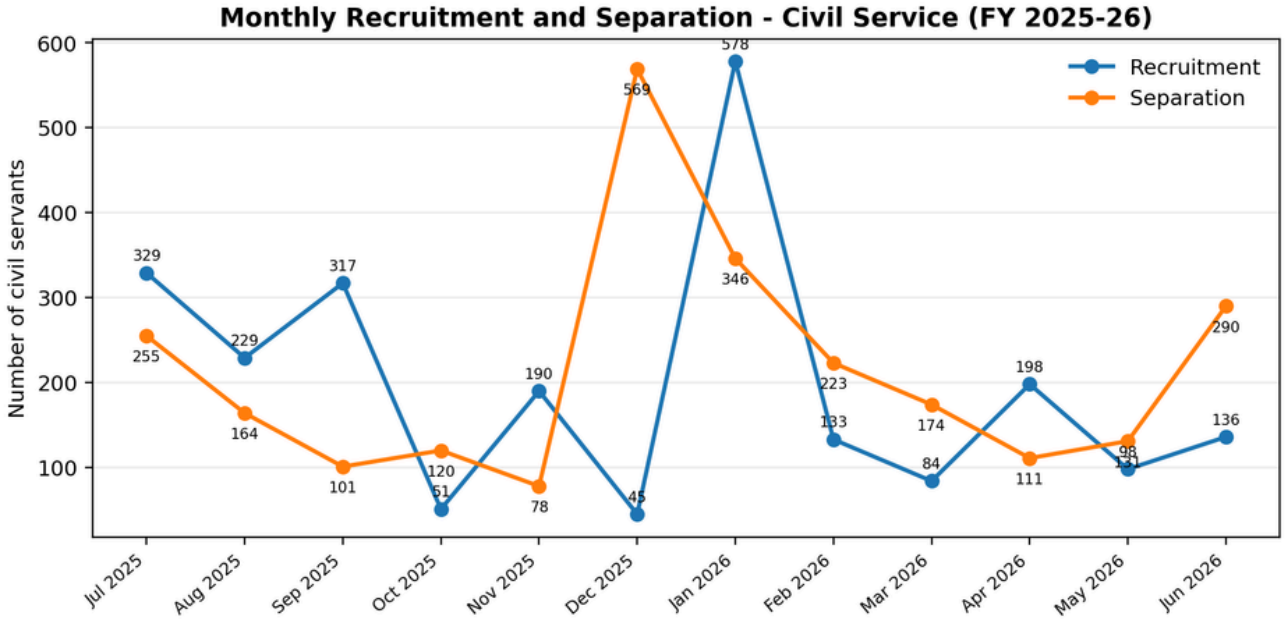
Contract-related separations constituted a substantial share of total exits. Of these, 159 contract employees were absorbed into regular positions through BCSE recruitment, while the remaining movements were associated with completion of contract terms, positions no longer being required or resignations from contract service. This distinction is important because not all recorded separations represent a permanent loss of talent from the civil service.

| Category | FY25–26 | FY24–25 | Change | Change % | Nature of Movement |
|---|---|---|---|---|---|
| Voluntary resignation / VRS | 1,504 | 1,604 | **–100** | **–6.23%** | Discretionary outflow |
| Contract completion / conversion | 739 | 495 | **244** | **49.3%** | Cyclical; largely retained |
| Superannuation (age) | 217 | 160 | **57** | **35.6%** | Demographic; forecastable |
| Death | 48 | 58 | **–10** | **–17.2%** | — |
| Termination / disciplinary | 28 | 30 | **–2** | **–6.7%** | Stable, long-run average |
| Compulsory retirement | 27 | 30 | **–3** | **–10.0%** | Stable |
| **Total separations** | **2,563** | **2,377** | **186** | **7.8%** | **Overall increase** |

## Attrition Trends by Voluntary Resignation

The overall attrition rate has relatively declined as compared to the post-pandemic peak (16% in 2023 to 8.62 % in 2024 and to 6 % in 2025). This reduction has been driven primarily by a steep fall in voluntary resignations as shown below in the table.

| Fiscal Year | VR Rate | Voluntary Resignations | Civil Service Strength | Servant-to-Citizen Ratio |
|---|---|---|---|---|
| 2022-2023 | 12% | 3,413 | 29,241 | 1:27 |
| 2023-2024 | 6.5% | 1,905 | 29,235 | 1:27 |
| 2024-2025 | 5.3% | 1,574 | 30,025 | 1:26 |
| 2025-2026 | 4.9% | 1,504 | 30,187 | 1:26 |




A clear seasonal pattern is evident in separations, with noticeable peaks occurring during Dec–Jan and June–July each year. These windows broadly coincide with overseas academic admission cycles, suggesting that departures for further studies abroad are a material contributor to the periodic rise in separations. The January recruitment peaks due to the single-window recruitment of PMC during this period. Beyond headline volumes, the Commission's growing concern is the changing profile of who is leaving. The average length of service among employees exiting through voluntary resignation is now approximately four years, indicating that a significant share of departures occur relatively early in an officer's career. This pattern is examined in more granular, fiscal-year terms, and carries implications beyond the immediate loss of manpower: early-career exits raise the recurring cost of recruitment, induction, training and professional development while shortening the period over which the civil service benefits from that investment.

This reflects a broader shift toward the civil service becoming an early-career launching platform rather than a long-term career aspiration. Accordingly, while the aggregate attrition trend is stabilizing to an acceptable level, the Commission's focus is increasingly shifting from how many employees are leaving to understanding who is leaving, at what stage of their careers, and with what skills and experience.

**Critical Sector Attrition Analysis**

**ICT Talent**

**Issue:Retention of Mid-level Officers**

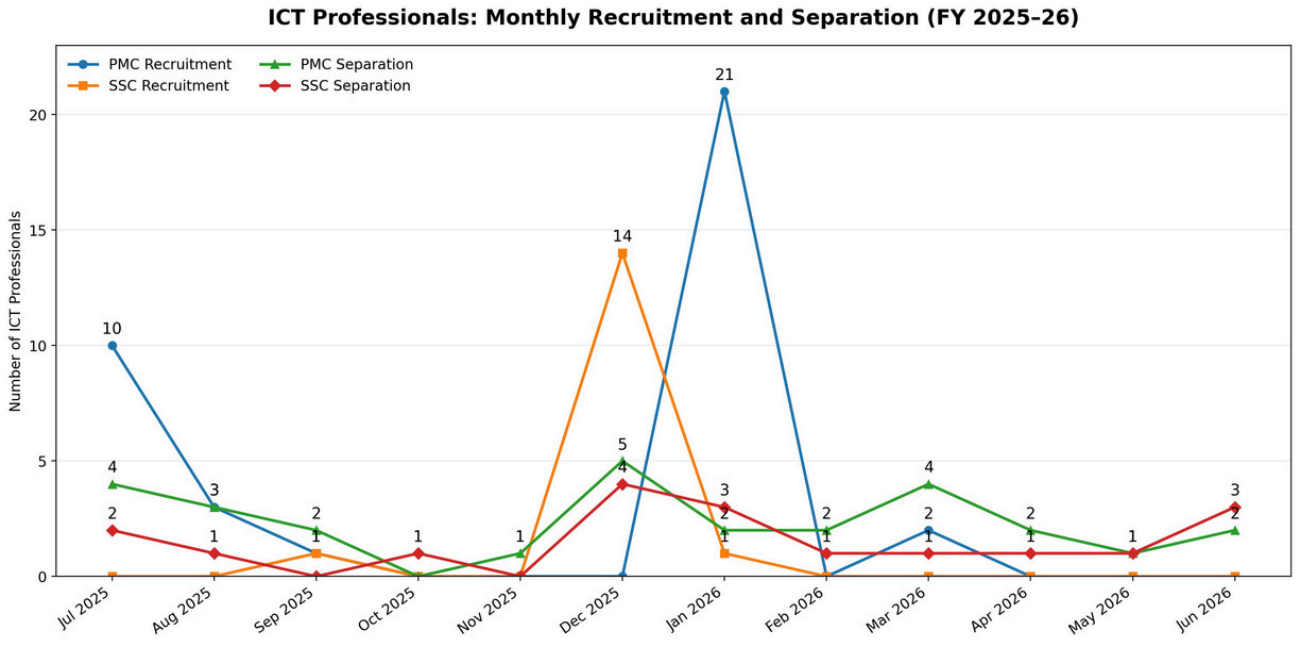
For the ICT group, there is steady supply at the entry level as all 21 PMC vacancies are filled in 2026 and for 2027 recruitment 114 applied for 30 vacancies. However, the agency faces difficulty with retention of mid-level officers as 47 ICT officers with 10 years of average length of service voluntarily resigned in FY 25-26.




The attrition rate within the group is around 15%, higher than the national level. The incentives for mid-level experienced IT professionals are more attractive than the civil service even in the domestic market. Narrowing incentives is likely to be the way forward for improving retention.

The retention intervention adopted are:

- Fixing the talent pyramid through a talent management framework.
- Fast tracking career progression based on competency and skill level.
- Talent pipeline of best and brightest through the pre-service scholarship and Campus recruitment.



**Engineering Professionals**

**Issue: Attraction and Retention**

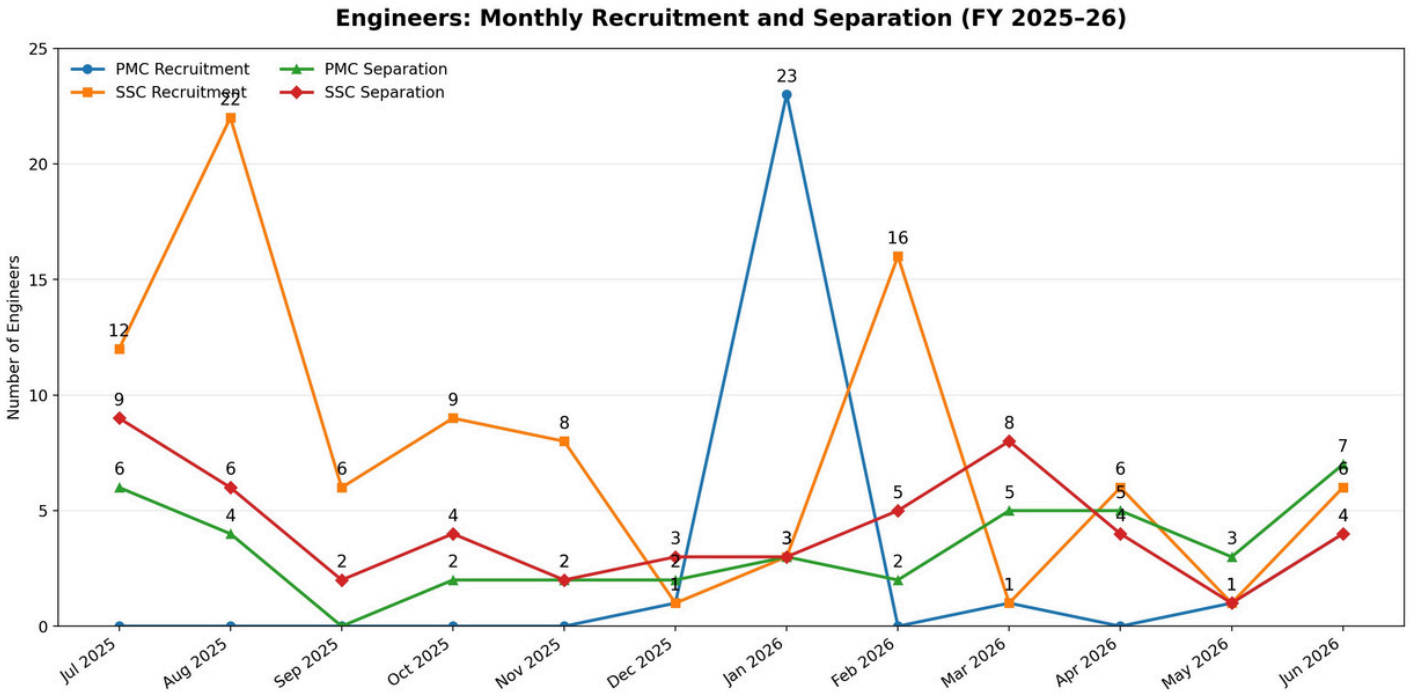
Unlike the ICT group, the engineering group at the PMC level faces a dual challenge of attracting and retaining qualified professionals in the civil service. Attrition within the group for the FY 25-26 was 10.6% (41 leaving the Civil service). The rate is particularly high among civil engineers.




Unlike BPC, the civil service received no civil engineering candidates through the campus recruitment drive this year. For the civil engineers, the Civil service is no longer the first choice of employment. The experience from the campus recruitment at CST indicates that civil service remuneration is not sufficiently competitive with opportunities offered by corporate-sector employers such as BPC and DGPC.

The interventions to attract and retain the Civil Engineers are:

- Re-skilling of Technicians with delegation of higher roles.
- Campus recruitment
- Contract hiring from projects
- Outsourcing to private sector
- Attracting best and brightest through the preservice scholarship.

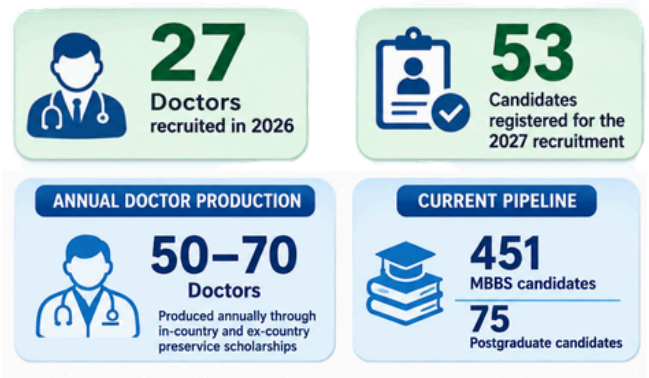


**Doctors**

**Issue: Retention**

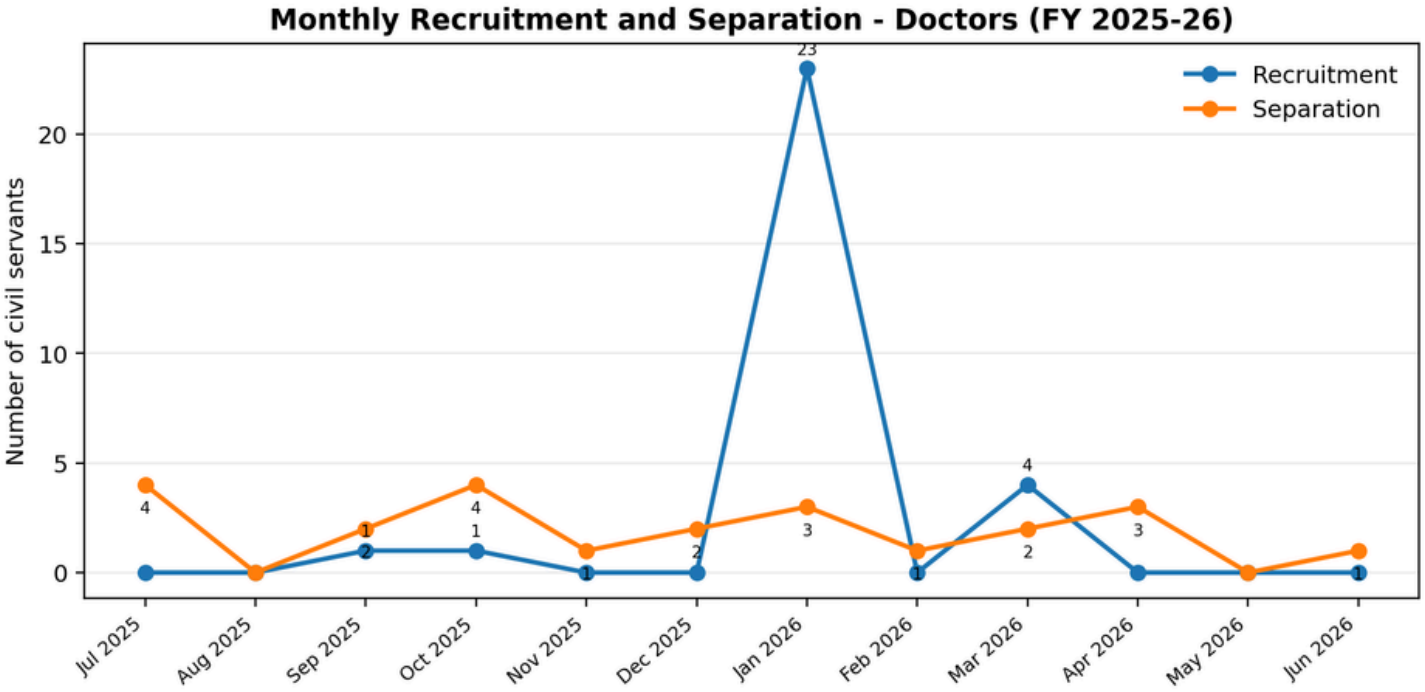
The medical profession have a steady pipeline of MBBS graduates, with around 50–70 Doctors produced annually through in-country and ex-country preservice scholarships. Currently, 451 candidates are pursuing MBBS and 75 are undertaking postgraduate studies.

Doctor attrition remains low at 4.1% (23 doctors), supported by positive recruitment and a strong supply pipeline. The key challenge is developing sufficient specialised and sub-specialised expertise and retaining doctors in rural areas, where low patient loads limit opportunities for professional practice and clinical exposure.




Retention interventions:

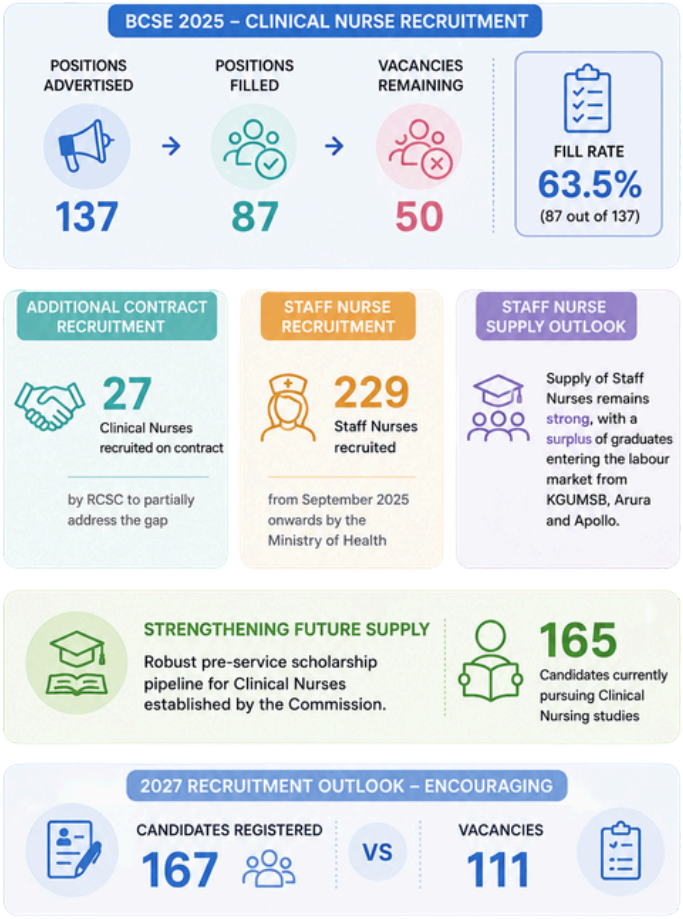
- Proposal on Separate Career track for the Health workforce is in final stages. This will promote competency and skill based career progression.
- Continuous talent acquisition through the preservice scholarship.
- Succession planning for a sustainable sub-specialization.

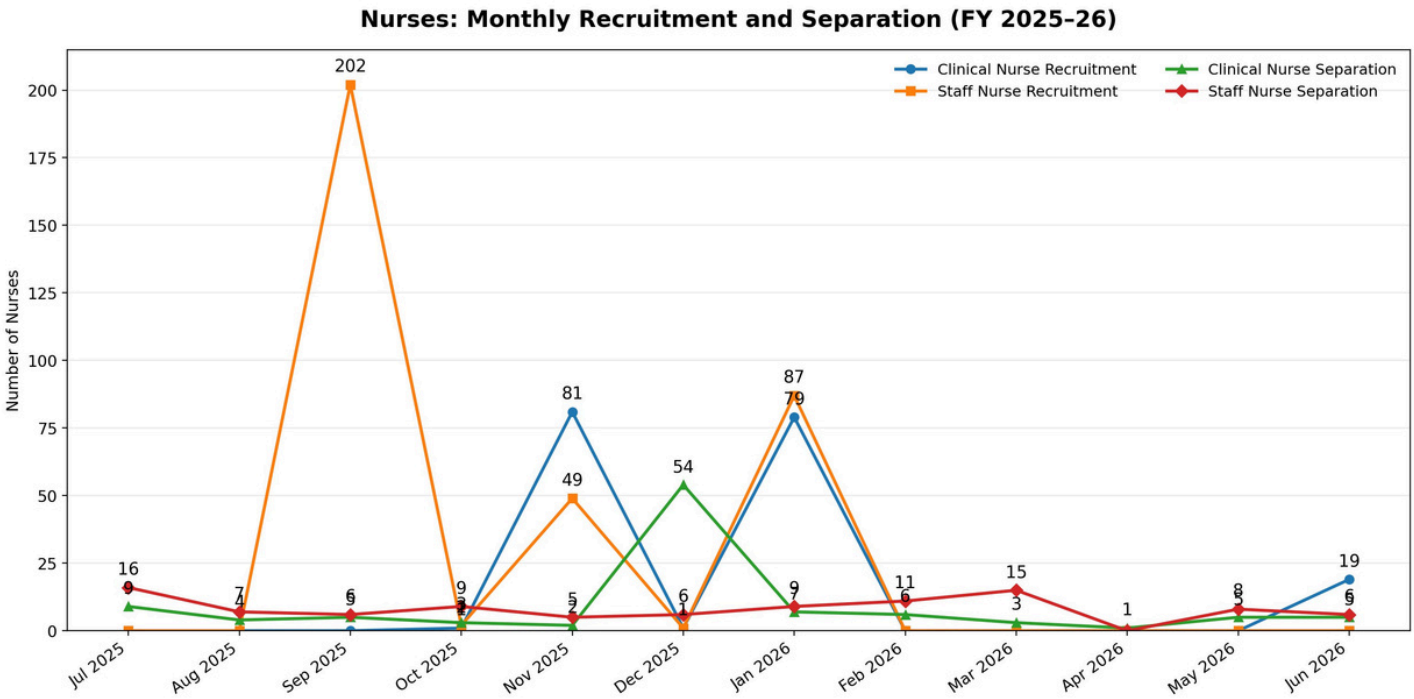


## Nurses

**Issue: retention**

In the reporting year, 204 nurses resigned, of whom 104 were clinical nurses. The attrition rate among Nurses stands at 5.6 %. As shown in the graph below, the overall supply and recruitment pipeline remains adequate, with a notable surplus of Staff Nurses. The more significant workforce challenge, however, is the retention of nurses after they gain professional experience. The more significant workforce challenge, however, is the tendency for Nurses to leave after gaining professional experience. Despite this trend, the current pipeline and surplus supply of Nurses are expected to adequately offset these separations in net workforce terms.



**Civil Service Exit Survey**

As part of its ongoing commitment to improving civil service retention and employee experience, the Commission institutionalized an exit survey interview for all separating civil servants (excluding the Operational category), capturing feedback on reasons for resignation, workplace experience, leadership, and career development. During the reporting year, 693 responses were received and analyzed.

The voluntary resignations were primarily driven by aspirations for further studies, better career prospects, improved work-life balance, greater recognition and job stability. Nearly 28.7% had contemplated leaving for over a year, pointing to long-term disengagement,while 33.7% made the decision within three months, highlighting the impact of short-term triggers. The survey tool was reviewed and refined to ensure relevance, clarity, and actionable insights. Despite its mandatory nature, compliance remains inconsistent, underscoring the need for stronger enforcement by agencies.

| Reason for Leaving the Civil Service | % |
|---|---|
| Further Education | 42 |
| Better opportunities (pay / advancement / regular employment) | 29 |
| Work-life balance / family related issue | 11 |
| Job satisfaction | 8 |
| Performance Management System | 4 |
| Health concerns | 3 |
| Conflict with supervisor / management | 1 |
| Lack of gender-friendly environment | 1 |

The uniform, one-size-fits-all approach to compensation and career progression that has long served the civil service well is no longer sufficient on its own. Attrition is not evenly distributed, it is concentrated among young and mid-career professionals in specialized fields such as ICT and engineering, where the private sector and overseas markets offer remuneration the civil service cannot currently match.

There is therefore, an urgent need for differentiated talent management: benchmarking remuneration against market realities for high-demand, hard-to-retain skill sets. Recognising that where talent is scarce and highly mobile, efforts to attract and retain it must be equally targeted, differentiated, and strategic.

The Commission is also undertaking a Civil Service Census survey and would be able to report on the motivation level after the study is completed.

## 1.9 MEDIA ENGAGEMENT

In the past year, RCSC received 45 formal media queries, out of which 16 written responses were provided. These queries covered a wide range of topics, including but not limited to those outlined below:

*Table 1: Media Queries*

| Media | Query Type |
|---|---|
| BBS | Executive forum, Zhiyog Droezom in Gelephu, Attrition, Zhiyog Droezom launch, New CS oath taking, HR Conference, CS Wellness Day, Inaugural of CS Innovation Day, PE Corrigendum, PE results |
| Bhutan today | Leadership Development Program and evolution, Fair conduct of BCSE, BCSE result video, BCSE result story, 23 increasing female participation in civil service, BCSE oath taking, PE Corrigendum, RCSC Scholarship cycle |
| Business Bhutan | BCSE result story, Inaugural of CS Innovation Day, Zhiyog Droezom, PE Corrigendum,Max Moderation system and PME |
| The Bhutanese | BCSE topper info, Attrition, PME categorization, BCSE PE cut-off |
| Kuensel | RCSC's reprioritised vacancies, Leaders in Civil Service Programme (LCSP), Establishment of PEDS in Dzongkhags, Roadmap progress and update, BCSE results and Topper declaration, Behavioural and mindset change within civil service, DEO/TEO, Drungpa/ Dzongrab vacancy issue, RCSC addressing disparities in incentives, career progression and working conditions, Performance Management System (MaX), Attrition, Medical Leave for escorts, PE Corrigendum, TMF update, CSWS common dependent |

The RCSC continued to enhance accessibility and engagement through its digital platforms. A chatbot was introduced on the RCSC website to provide users with quick access to information and guidance on common civil service and HR-related queries.

The Commission also expanded its social media presence by establishing official YouTube, Instagram, and TikTok accounts, with 317 followers on YouTube, 463 followers on Instagram, and 3,277 followers on TikTok, respectively. Key announcements, guidelines, reports, and clarifications were proactively shared through the website and various social media platforms. The official Facebook page, with over 72,000 followers, continued to serve as a major outreach channel, enabling wider dissemination of information and fostering greater trust and accountability. Beyond formal media requests, clarifications and information were regularly provided through Facebook, Instagram, TikTok, YouTube, monthly e-Corner and webinar sessions, and the Solution Hub Team, which addressed over 1,000 HR-related queries from civil servants.

## 1.10 PARLIAMENTARY ENGAGEMENTS: PROMOTING TRANSPARENCY & DIALOGUE

Not withstanding its independent constitutional mandate, the RCSC has actively engaged with the Legislative arm to clarify civil service policies and programs, reaffirming its commitment to transparency and cooperative governance.

The RCSC engaged with the Good Governance Committee of the National Assembly (NA) on the NA resolution calling for a review of the MaX system and the bell-curve based performance management system in the Civil Service. On 5th May 2026, the Commission presented the status of the PMS and submitted a response on the resolution to the Cabinet.

The Commission sought the National Assembly's understanding on the need to enforce the current performance system rigorously, in order to raise civil service performance standards to a new level. While time will be required to further refine and strengthen the system, enforcement should not be deferred until that evolution is complete. Doing so risks reverting to the pre-reform norm, where more than 99% of civil servants were rated Outstanding, a level of self-assessment starkly at odds with public perception of civil service efficiency. The Commission emphasized that for any performance management system to succeed, two elements are essential:

first, a performance accountability culture, encompassing expectation-setting, planning, ongoing monitoring and coaching, and evaluation and targeted development; and second, the right incentive structures, such as Performance-Based Incentives (PBI), which are not yet in place. Mandatory enforcement of the accountability culture is therefore, the more urgent priority in the near term, while the incentive framework is developed in parallel. Without such accountability, performance ratings risk drifting back toward uniformly assigning high scores that reward compliance rather than genuine performance differentiation, creating a high risk of the civil service reverting to complacency.

Towards this end, the Commission reported that it is reviewing performance management systems used by leading civil services, including those of Australia, Japan, and Singapore, as well as practices adopted by large corporate organisations. This comparative review will help refine Bhutan's system based on proven approaches and relevant best practices. Going forward, the RCSC will focus on strengthening continuous performance monitoring, coaching, and leadership accountability, the key elements needed to build a stronger performance culture.

The Performance-Based Variable Incentive (PBVI) framework remains an important reform priority to address the existing incentive gap. However, its implementation has been deferred due to fiscal constraints. In the interim, the Commission will continue to strengthen oversight of the performance management system to ensure it remains relevant, fair, and responsive.

Taken together, these near-term enforcement measures and longer-term reforms reflect the Commission's commitment to building a robust performance system, one capable of sustaining a genuinely High Performing Civil Service.

The Commission also engaged with the National Council on its resolution arising from the Review Report of the Healthcare System in Bhutan during the 36th Session. The RCSC provided inputs on strategic health workforce planning, HR supply and authority, service obligations for MBBS Doctors and other health professionals, and ongoing efforts to strengthen career pathways and retention. The Commission also shared relevant developments under the Health Sector Transformation 2.0, particularly in relation to governance arrangements and their human resource implications. The Commission also engaged with National Council on pension reform.

# THE STRATEGIC ROADMAP

## VISION

To become an Enlightened Entrepreneurial Bureaucracy by 2035.

## MISSION

Rooted in meritocracy, intelligence-driven, innovative and integrity-centered, the Civil Service is led by high-impact leadership with an entrepreneurial spirit to shape transformative policies and sustainable solutions, fulfilling the Noble Diamond Strategy in ten years.

### High Impact Leadership

Develop 10X leaders, who create a force of multiplying-effect, accelerating progress, raising standards, and inspiring transformative changes. They challenge status-quo and traditional expectations.

The leaders set exceptional vision, deploy strategic thinking, and personal drive, enabling them to transform people, process and technology.

### High Performing Workforce

Build a high performance-culture that consistently exceed expectations and drive exceptional standards and results.

The collective commitment to excellence fosters innovation, boosts productivity and maintains a sustainable competitive advantage for Bhutan.

### Streamlined Bureaucracy Driving Efficiency

Eliminate obsolete rules and unnecessary bureaucratic process layers, and hassles including structures to reduce administrative burdens and accelerating decision-making and accountability.

Encourage collaboration and coordination among civil service agencies to work towards the common goal of national development, breaking down silos, building trusted relationships and fostering a unified approach.

### Talented Entrepreneurial Professionals

Equip civil servants with the necessary competencies to embrace forward-thinking mindset with strong business acumen proactively seeking opportunities to innovate and drive higher value for the people of Bhutan.
Excel at spotting gaps and untapped potentials, take calculated risks, optimise outcomes, bring ideas to action and deliver tangible results.

### Driven and Motivated Workforce

Boost the morale and motivation of civil servants by recognising and rewarding performance, fostering a sense of pride, and creating an environment where they feel valued and empowered.

Civil servants are motivated, deeply engaged, passionate and goal-oriented in their roles.

### Citizen-Centric Service

Transform the civil service into a citizen-centric organisation that prioritizes the needs and expectations of the public, ensuring that service delivery is efficient, transparent, and responsive.

The Bhutanese people live the true GNH.

# KEY INTERVENTIONS

The Royal Civil Service Commission has outlined five strategic thrust areas as the accelerator operating system to build a high-performing civil service fitting the Enlightened Entrepreneurial Bureaucracy with 10x Productivity (E2B10X). The first area, High Impact Leadership, focuses on mission-driven transformational leaders . The second, Talented Entrepreneurial Professionals, aims to attract, nurture, and retain skilled professionals. The third thrust area, High Performing Workforce, seeks to foster a culture of accountability and excellence through performance optimization. Motivated Civil Servants, the fourth area, emphasizes civil servant well-being, performance recognition, and a strong reward system. Finally, Innovative Civil Service promotes experimentation, process efficiency, and performance-based management. Together, these thrust areas lay the foundation for an E2B10X.

1

### HIGH IMPACT LEADERSHIP

- Leadership development and pipeline.
- High-impact leadership coaching.
- Remodel executive management.
- Fast stream leadership challenge program.
- 10X goals, 10X actions, impact programs (areas for 10X change).

2

### TALENTED ENTREPRENEURIAL PROFESSIONALS

- Civil Service Skills Framework for competency and professional development.
- Building deep professional specialist.
- Sustainable professional development with national institutes.
- Remodeling Civil Service Examinations and talent attraction programs.
- Internship and fast stream recruitment programs.

3

### HIGH PERFORMING WORKFORCE

- Enhanced performance accountability culture.
- Enhanced productivity and efficiency (Workforce optimisation).
- AI fluency enhanced.
- Strengthen Dzongkhag/ Thromde administrations.
- Global benchmarking and citizen satisfaction surveys.

4

### MOTIVATED CIVIL SERVANTS

- Civil Service Well-Being Program:
  - Civil Service Welfare Fund
  - Civil Service Help-desk
- Civil Service in focus.
- Organization performance recognition (Agency Excellence Award).
- Strengthen the performance management system and reward structure.

5

### INNOVATIVE CIVIL SERVICE

- E2B10X lab: leading efficiency in process, people and productivity.
- Civil Service innovation forum and dialogues.
- Create business ventures from non-core functions and process outsourcing.
- Pilot performance based organization management and staffing.

# MAJOR EXPECTED OUTCOMES (2035)

The Civil Service prepared, equipped, and ready for the convergence under the Noble Diamond Strategy by 2035.

**Employee Engagement:**
Survey-based metric on Job Satisfaction: Very Good and Above Achieved.

**Continuous Improvement:**
Process improvements reported annually.

**Execution Excellence:**
Agencies Deliver 100% of 13th FYP KPI by 2030.

**Talent Attraction:**
Top 15% of university toppers recruited in the civil service.

**Citizen Centric Service:**
Citizen Satisfaction Index increased from Very Good to Excellent by the end of 13th FYP.

**Productivity:**

- The number of E2B10X projects successfully implemented by 2030.
- Improve civil service to citizen ratio from 1:27 to 1:29 by 2030.

**Governance Index:**
Civil Service globally benchmarked by 2027.

# PART II: Strategic Thrust Areas and Year Two Achievements

# Strategic Thrust Area I
# High Impact Leadership

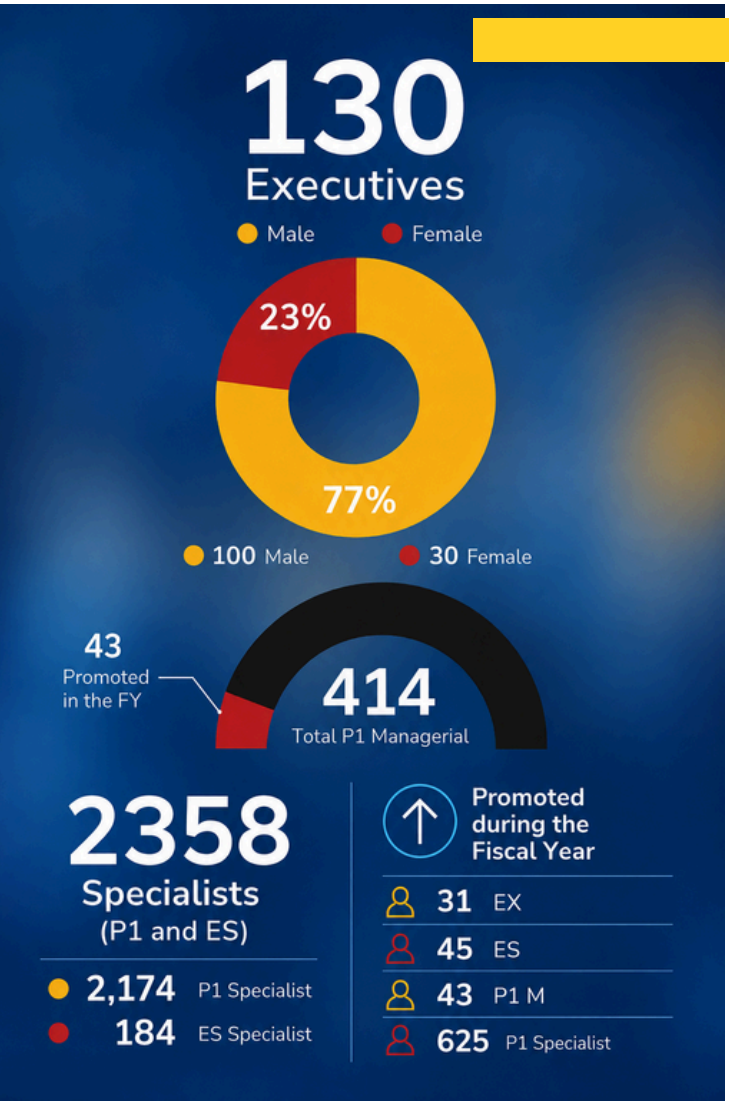


“On this special occasion, I want to share some of the timeless advice from my father that continue to guide me: serve the nation and people with loyalty and dedication; safeguard our sovereignty and security; uphold the Dharma; preserve and promote our national identity; protect our cultural and natural heritage; foster national unity; reject complacency; build strong people through education and knowledge; nurture our young with the right values; uphold Bhutan’s reputation as a trustworthy nation; establish strong systems and good laws; and remain adaptive, evolving with changing times.

-His Majesty’s Address on the Birth Anniversary of
His Majesty the Fourth Gyalpo
11 November 2025

# 2.1 HIGH IMPACT LEADERSHIP:

*Mission driven transformational leaders delivering high impact teams and goals*




High-Impact Leadership is the ability to embody both Enlightened and Entrepreneurial Leadership, leading with wisdom, compassion, integrity, and purpose, while demonstrating courage, innovation, adaptability, and a strong bias for action to create meaningful and lasting impact for people, institutions, and the nation.

During the reporting year, the Commission advanced its efforts to develop leaders capable of driving a 10X effect across the Civil Service. The focus remained on building leaders who can accelerate progress, inspire transformative change, challenge traditional expectations, and lead institutions with ambition, strategic clarity, and personal conviction.



## 2.1.1 LEADERSHIP DEVELOPMENT AND PIPELINE

Leadership development remained a central priority of the Commission during the reporting year. The focus was on developing a stronger leadership pipeline, improving leadership assessment systems, and preparing civil servants for higher responsibilities through structured and competency-based interventions.

### 2.1.1.1 Strategic Partnership with Harvard Kennedy School

During the reporting year, the Commission advanced discussions with the Harvard Kennedy School (HKS), school of public policy and government at Harvard University, Cambridge, Massachusetts, United States, to establish a long-term partnership on leadership development and governance. The proposed collaboration is aligned with Bhutan's 13th Five-Year Plan and the Commission's leadership development strategy, focusing on public leadership, innovation, negotiation, governance, artificial intelligence in government, and institutional capacity development.

A key milestone during the reporting period was the successful completion of a joint scoping mission, through which the Commission and HKS validated strategic priorities, assessed institutional readiness, and identified a phased and sustainable approach to collaboration. The engagement also involved consultations with key government agencies and leadership institutions to ensure that the partnership complements Bhutan's existing leadership development ecosystem and strengthens local institutional capacity.

As part of the ongoing collaboration, the Commission facilitated two leadership knowledge-sharing sessions led by HKS faculty. Professor Anthony Saich, Director of the Ash Center for Democratic Governance and Innovation at HKS, conducted an interactive in-person dialogue with officials of the Ministry of Foreign Affairs and External Trade on the evolving geopolitical landscape and its implications for governance and public policy. In addition, Professor Edward Cunningham, Director of the Asia Energy and Sustainability Initiative at HKS, delivered an online session on Adaptive Leadership for civil service executives, exposing leaders to contemporary leadership approaches for navigating complexity, uncertainty, and organizational transformation.

Building on the outcomes of the scoping mission, HKS submitted a proposal for a five-year strategic partnership centred on executive leadership development, faculty development, and knowledge exchange. The Commission is currently reviewing implementation options and exploring sustainable financing mechanisms to advance the initiative. Once operationalised, the

partnership is expected to strengthen Bhutan's leadership ecosystem by combining global expertise with local institutional capability, ensuring a sustainable model for developing future public sector leaders.

#### 2.1.1.2 Leadership in Civil Service Programme

The Leaders in Civil Service Programme (LCSP) is a flagship leadership development programme jointly developed by the Royal Civil Service Commission (RCSC), the Chandler Institute of Governance (CIG), and the Royal Institute of Management (RIM) to strengthen the civil service leadership pipeline. Designed for P1 Division Chiefs, the programme equips leaders to excel in their current roles while preparing them for higher leadership responsibilities. Anchored in the Civil Service Leadership Capability Framework, the programme develops leadership across the three dimensions, namely, Drive, Direction, and Delivery.

The inaugural programme enrolled 30 P1 officers drawn from ministries, autonomous agencies, and Dzongkhags. Delivered over three residential segments spanning three weeks across a two-month period, the programme combined classroom learning with mentoring, action learning, workplace application, and structured reflection. The curriculum covered self-leadership, team and partnership leadership, strategic foresight, communication and neg otiation, strategic planning, organizational development, resource management, and whole-of-government collaboration.

A distinctive feature of the LCSP was its emphasis on development rather than evaluation. Participants completed a comprehensive suite of assessments, including pre-programme assessments, psychometric profiling, leadership exercises, reflective essays, visioning presentations, peer feedback, mentoring engagements, and post-programme evaluations. These assessments were designed to provide holistic developmental feedback, helping participants identify leadership strengths, development priorities, and readiness for greater responsibilities rather than serving as a pass-or-fail mechanism.

The programme also adopted an immersive learning approach through Human Library dialogues, fireside conversations, panel discussions, mentoring, learning journeys, and capstone projects. Serving and former Secretaries, Commissioners, the Cabinet Secretary, senior public sector leaders, and distinguished retired executives shared practical leadership experiences, exposing participants to diverse perspectives drawn from public service and governance. These engagements created dedicated opportunities for participants to reflect on their leadership philosophy,

challenge assumptions, and broaden their understanding of strategic leadership. To translate learning into practice, participants completed capstone projects addressing real strategic challenges identified by civil service agencies. Working in multidisciplinary teams, participants engaged sponsoring agencies, conducted field-based learning, and developed practical solutions to improve organizational performance. Several recommendations have subsequently been adopted and implemented by the sponsoring agencies, demonstrating the programme's contribution to strengthening public sector performance beyond individual leadership development.

The inaugural LCSP demonstrated strong strategic value as a leadership and succession development intervention. Of the 30 participants, four have subsequently been appointed to Executive positions, providing early evidence of the programme's role in preparing future senior leaders. Following the successful completion and evaluation of the inaugural cohort, the programme has been institutionalized and handed over to the RIM for continued delivery, ensuring its sustainability as a core component of the civil service leadership development ecosystem.

#### 2.1.1.3 Leadership Development Programme (LDP)

The Leadership Development Programme (LDP) is an established milestone leadership development programme for P2 civil servants, designed to strengthen the leadership pipeline by preparing aspiring officers for their transition to P1 leadership positions. Delivered by the RIM, the programme develops leadership competencies aligned with the Civil Service LCF through a blend of classroom learning, workplace application, reflective practice, and continuous assessment. Since its inception, the programme has served as a key component of the Commission's leadership development ecosystem, equipping emerging leaders with the values, mindsets, and practical capabilities required to lead increasingly complex public sector organizations.

**5 Cohorts of 34 P2 officers**

During the reporting year, 34 P2 officers successfully completed the programme. The six-month programme integrates three progressive modules covering Values-Based Leadership, Leading for Strategic Impact, and Leading Transformational Change, supported by pre-session learning, face-to-face workshops, workplace application, reflective assessments, and continuous coaching by facilitators.

A distinctive feature of the programme is its emphasis on applied leadership development. Participants undertake a Leadership Change Initiative (LCI) as a capstone project, identifying and implementing workplace initiatives that address real organisational challenges, improve service delivery, strengthen cross-functional collaboration, and demonstrate measurable leadership impact. The projects enable participants to apply concepts and tools acquired throughout the programme while generating tangible improvements within their respective agencies.

The programme adopts a comprehensive developmental assessment approach, combining pre-workshop assessments, workshop participation, reflective writing, module evaluations, and assessment of the Leadership Change Initiative to provide participants with structured feedback throughout their leadership journey. This continuous assessment process reinforces reflective learning, behavioural change, and practical application, ensuring leadership development extends beyond the classroom into the workplace.

As a sustained investment in leadership succession, the LDP continues to strengthen the capability of middle managers across the civil service, creating a pipeline of leaders who are better prepared to assume greater organizational responsibilities and drive improved public sector performance.

#### 2.1.1.4 Accelerator Operating System (aOS)_Leadership Minimum Mandatory Training

The aOS Leadership Minimum Mandatory Training (MMT) was launched as a strategic intervention to advance His Majesty's vision of an E2B by 2035. Moving beyond conventional leadership training, the programme was intentionally designed as a scientifically grounded Randomized Controlled Trial (RCT) to identify the most effective approaches for developing high-impact public sector leaders.

Over the course of one year, the pilot programme engaged 300 teams comprising 2,078 civil servants, who applied 19 practical leadership tools across two complementary leadership domains: Enlightened Leadership and Entrepreneurial Leadership. Working collaboratively with nearly 2,000 stakeholders, participants developed and implemented solutions to real organisational challenges, culminating in the successful completion of 270 leadership projects that demonstrated measurable improvements in public service delivery and organisational performance.

The learning outcome of the MMT is to develop Accelerator mindset by continuing to think like an Expert and work like a Good Soldier.

## Good Soldiers

- Reliable, prefer detail and routine.
- Often wait for instruction before moving forward.
- Can be dependent on others to tell them what to do.
- Like to play it safe and often avoid risk.

## Experts

- Are experts in their field or function.
- Demonstrate ability in solving problems or overcoming obstacles.
- Prefer independence, trusting in their own skills and expertise rather than relying on others.

## Accelerators

**Empowering Coach**
Perform beyond individual limits by motivating, coaching, empowering, and developing others.

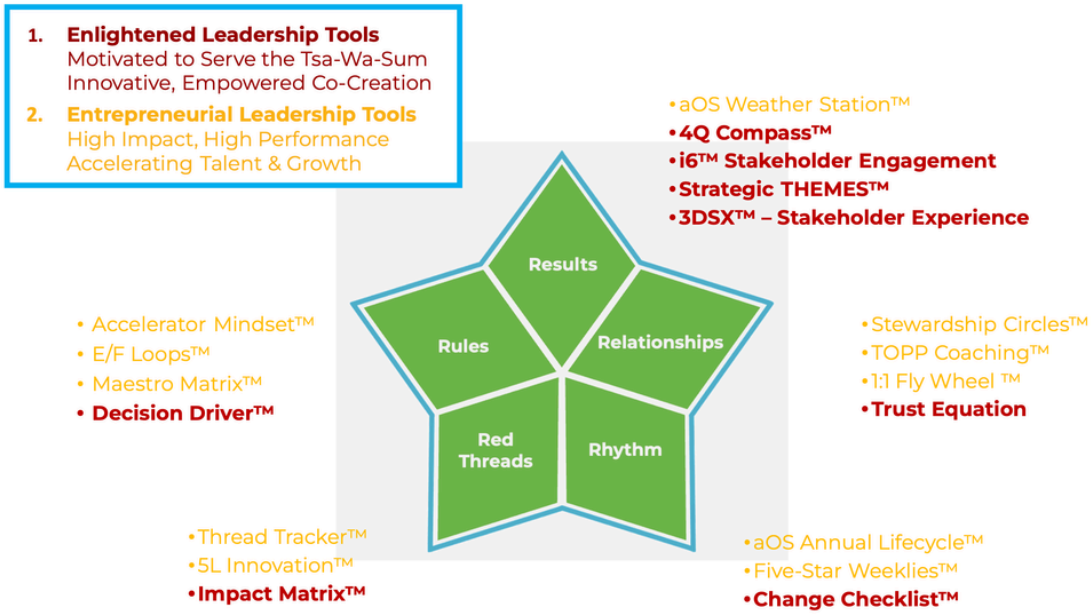
**Stakeholder Champion**
Think systemically and strategically, with a constant focus on stakeholder engagement.

**Community Builder**
Create space for individuals and communities so that they identify their own solutions.

**Performance Enabler**
Build engaged teams by removing barriers, facilitating collaboration, and ensuring accountability.

**Resilient Ally**
Build trust and cultivate an open, resilient mindset.

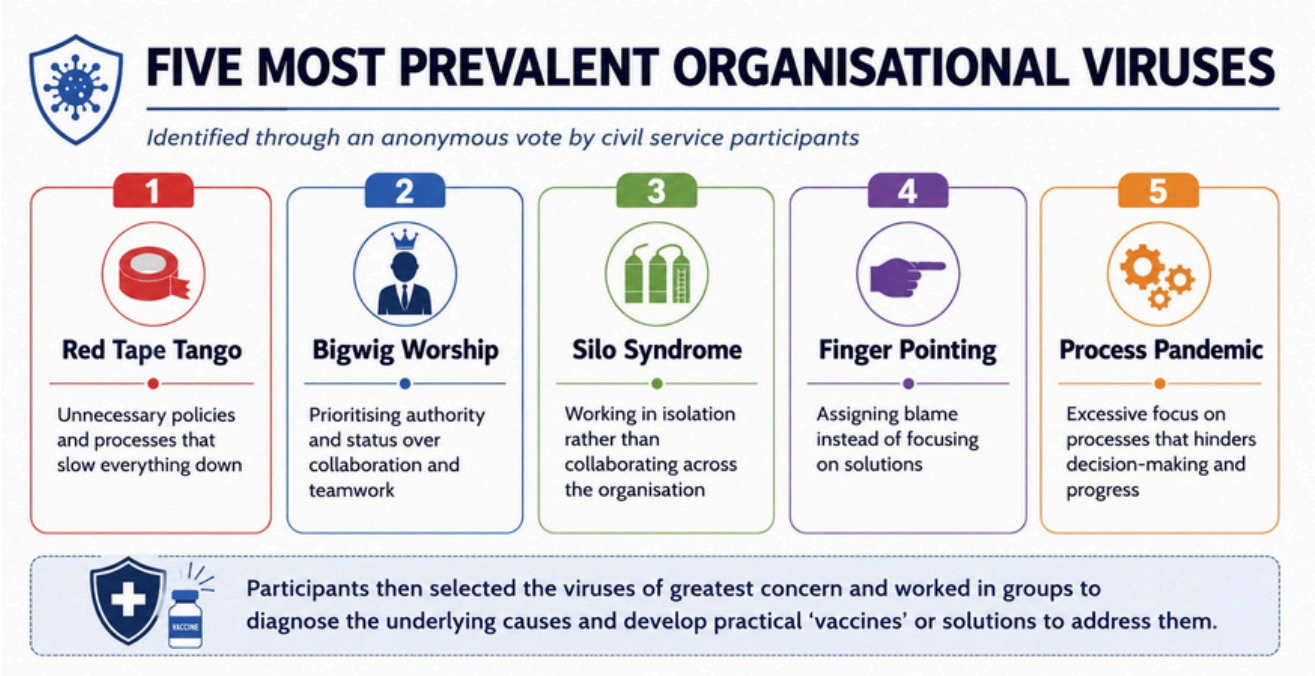
### Building blocks for Accelerator Mindset



The programme concluded with the aOS_Leadership MMT ExPo, attended by over 250 team leaders and graced by the Hon'ble Prime Minister. During the closing ceremony, the Hon'ble Prime Minister presented the Project Excellence Awards to four teams in recognition of their outstanding organisational impact and the Learner Excellence Awards to two participants for their exceptional commitment to continuous learning. Beyond these achievements, the pilot programme established Bhutan's first scientifically validated leadership development system for the civil service, with leadership tools fully integrated into the performance management cycle to support continuous reflection, coaching, and improvement. Building on the evidence generated through the pilot programme, the Commission is also developing a dedicated Learning Management System to institutionalise validated learning resources and enable nationwide scaling, laying a strong foundation for leadership development as a lifelong practice in support of an enlightened, entrepreneurial, and future-ready civil service.

As a high-energy centre piece of ExPo, the Organisation Virus Hack-a-Thon, facilitated by Mr. Justin Allen, used a framework of 20 common organisational dysfunctions ("Organisational Viruses") to encourage candid reflection on systemic challenges affecting effectiveness. The session moved from collective diagnosis to collaborative solution design.

1. **Bigwig Worship:** We prioritize authority and status over collaboration and teamwork.
2. **Red Tape Tango:** We burden ourselves with unnecessary policies and processes that slow everything down.
3. **Silo Syndrome:** We function within isolated departments or teams rather than communicating and collaborating across the organization.
4. **Me vs. We:** We foster an environment where people care more about individual success and recognition than teamwork.
5. **I Want it Now:** We prioritize immediate outcomes at the expense of long-term value creation.
6. **How We've Always Done It:** We cling to the status quo, even when it impedes progress or improvement.
7. **Finger Pointing:** We spend more time finding someone to blame solving problems.
8. **Puppet Strings Attached:** We unquestioningly do what we're told, even when it conflicts with our beliefs or common sense
9. **Process Pandemic:** We become overly fixated on processes, hindering decision-making and progress.
10. **Change Fatigued:** We experience fatigue from an overload of ongoing changes and initiatives, leading to stress and resistance to further changes.
11. **False consensus:** We seek input even though decisions have already been made.
12. **Hail the Hero:** We celebrate individual "heroes" instead of valuing collective efforts.
13. **Ends Justify Means:** We prioritize achieving results without considering the ethical or cultural implications of our actions.
14. **Black Box:** We resist transparency and clear communication with stakeholders in order to evade accountability and serve special interests.
15. **All Hands or None:** We either involve everyone excessively in decision-making or fail to consult the appropriate individuals before advancing projects.
16. **Ostrich Syndrome:** We put our heads in the sand and ignore problems in hopes that they will resolve themselves.
17. **Wrong End of the Telescope:** We fail to see the bigger picture and how our actions contribute to the overall organizational strategy.
18. **Soldier Salute:** We sit and wait for the boss to tell us what to do instead of proactively finding solutions.
19. **Nit Picker:** We constantly find fault or criticize... it's much easier than trying to solve the problems.
20. **Two Face:** We agree in front of everyone but then disagree privately.




## 2.1.2 HIGH-IMPACT LEADERSHIP COACHING

The Executive Coaching Programme was introduced to strengthen leadership capability across the civil service by providing one-on-one executive coaching to senior leaders. The programme is designed around two complementary objectives: first, to help executives establish a clear "line of sight" between strategic priorities and organizational outcomes, while supporting them to achieve these outcomes through structured performance coaching; and second, to cultivate a coaching mindset among leaders by enabling them to observe, experience, and progressively apply coaching practices within their own organizations. The programme is led by Mr. Mo Kasti, Executive Coach, Leadership Strategist, Author, and Founder of the Center for Transformation and Innovation, US.

During the reporting period, globally certified executive coaches were assigned to all 19 Dzongdags, with coaching engagements conducted through structured weekly and monthly sessions. The coaching focused on clarifying strategic priorities, strengthening leadership effectiveness, enhancing decision-making, improving stakeholder engagement, and maintaining sustained focus on institutional results. Through the coaching process, executives also gained practical exposure to professional coaching methodologies, reinforcing their capacity to conduct meaningful performance and developmental conversations with their own teams.

To ensure accountability and continuous improvement, the Commission will undertake a systematic assessment of the programme by gathering structured feedback from both coaches and participating executives, alongside evidence of leadership and organisational outcomes. The findings will inform the refinement and expansion of the initiative, including the planned launch of an advanced Leader as a Coach Academy to institutionalise coaching capability and strengthen a culture of sustained high performance across the civil service.

The executive coaching engagements also helped identify broader organizational capability gaps that could not be addressed through individual coaching alone. Through the coaching conversations, several Dzongkhag leadership teams recognised the need to strengthen staff capabilities in areas such as systems thinking, strategic planning, problem-solving, and public service delivery. Consequently, targeted capacity-building programmes were initiated to address these needs. During the reporting period, Trashi Yangtse Dzongkhag, with technical support from its assigned executive coach, conducted a structured leadership development programme focused on systems thinking, practical planning tools, and service delivery improvement. This demonstrated how executive coaching can serve as a catalyst for identifying organisational development needs and informing targeted interventions beyond individual leadership development.

### 2.1.3 REMODEL EXECUTIVE MANAGEMENT

As part of the High-Impact Leadership roadmap, the Commission initiated measures to remodel executive management by creating structured pathways for civil service leaders to gain cross-sectoral exposure and bring enterprise-oriented thinking into public sector leadership.

A key intervention during the reporting period was the approval of tenure-based secondment of civil servants to State-Owned Enterprises and other public corporate bodies for P1 and above equivalent management positions. Anchored in the principle of “Civil Service meets Enterprise by Exchanging Talent, Building Leaders, Powering National Development,” this initiative is intended to promote the dynamic exchange of talent, knowledge, and expertise between the civil service and the public corporate sector. It will also strengthen leadership capabilities through exposure to corporate efficiency and entrepreneurial pragmatism. In the long term, the initiative is expected to build a stronger national development ecosystem driven by cross-sectoral collaboration, shared learning, and institutional innovation.

## 2.1.4 FAST STREAM LEADERSHIP CHALLENGE PROGRAM

During the reporting year, the Commission approved the Cross-Sector Leadership Secondment Programme, enabling eligible civil servants in P1 and equivalent executive positions to undertake tenure-based secondments to State-Owned Enterprises (SOEs) and other public corporate organisations. The initiative is designed to broaden leadership experience by exposing senior civil servants to different organisational contexts, operating models, and approaches to strategy, innovation, and service delivery.

The programme adopts a two-way talent exchange approach. Civil servants on secondment contribute their public sector expertise, policy knowledge, and governance experience to strengthen organisational capability within host institutions.

Upon completion of the secondment, participants return to the civil service with practical experience in corporate management, commercial decision-making, operational efficiency, customer orientation, and enterprise leadership. This reciprocal exchange of knowledge, skills, and leadership practices is expected to strengthen both sectors while fostering greater collaboration across the public service ecosystem.

As a strategic leadership development intervention, the programme supports the development of adaptive leaders capable of working across institutional boundaries, promoting innovation, and applying diverse leadership approaches to improve public sector performance. Over time, the initiative is expected to contribute to a more agile, collaborative, and future-ready civil service that is better equipped to support Bhutan's national development priorities.

### 2.1.4.1 Talent-Driven Leadership in Projects, Schools, and Institutes

The Commission continued to advance talent-driven leadership by creating structured opportunities for high-performing and high-potential civil servants to lead strategic initiatives across priority sectors, including education, health, and economic development. This approach is aimed at ensuring that capable civil servants are not only recognised for their potential, but are also provided with pragmatic opportunities to demonstrate leadership, deliver results, and contribute directly with micro-projects.

During the reporting period, the framework for the Accelerated Leadership Programme was endorsed by the Commission. The Commission is currently working on its implementation in collaboration with the Ministry of Education and Skills Development (MoESD), with a focus on

enabling talented civil servants to take on leadership roles in schools and education-related initiatives. This marks an important step towards building a stronger leadership pipeline and ensuring that leadership opportunities are increasingly guided by performance, potential, and demonstrated capability.

Further, the Commission approved the secondment of ten in-service teachers to the International School, Thimphu for a period of three years supporting the establishment of Bhutan's first international school, which is being established by the MoESD in partnership with EtonHouse International Education Group, Singapore.

## 2.1.5 10X GOALS, 10X ACTIONS, AND IMPACT PROGRAMS (AREAS FOR 10X CHANGE)

### 2.1.5.1 Executive Forum | ExFo

The Executive Forum (ExFo) 2025, held from 5–6 January, 2026 at Jigme Wangchuck Power Technical Institute (JWPTI), Dekiling under the theme "Leading as One, Delivering as One". It brought together 86 senior executives, to align the civil service's leadership and delivery capacity with the RCSC Strategic Roadmap's (2025–2035) vision of an Enlightened Entrepreneurial Bureaucracy and its Diamond Strategy of E2B 10X by 2035. The Forum served as the primary platform for cascading this 10X ambition to agency heads, with sessions on national priorities, the 13th Five-Year Plan, and sectoral roadmaps translating the target into agency-level planning expectations. Executives were tasked with incorporating these strategic priorities into their respective agency plans and initiatives, aligning deliverables, budget, and performance objectives with the whole-of-government push toward tenfold gains in productivity, service delivery, and institutional performance.

Several concrete 10X actions and impact programs emerged as follow-up commitments from the Forum. On performance and delivery systems, RCSC committed to advancing PMS 2.0 with a focus on coaching, continuous monitoring, and moderation review, alongside strengthening the linkage between Annual Deliverables, budgeting, and performance management, coordinated jointly by the Cabinet Secretariat, Ministry of Finance, and RCSC.

A Proposed Agency Excellence Award Framework, modelled on international good practice such as Singapore's Public Sector Transformation Awards, was presented to institutionalise recognition for high-impact leadership, innovation, and value creation. On the digital and productivity front, Executives committed to advancing AI readiness and ethical, citizen-centric adoption across agencies, while the energy sector session set out a 10X generation

target by 2040 through diversification and private sector participation. The Civil Service Welfare Scheme was also revised, with the Commission endorsing dependent payouts by membership rather than per incident, and the Fund Management Committee tasked with reviewing contributions and benefits for further deliberation. Collectively, these follow-up actions position the Forum's outputs as the near-term operational backbone for translating the 10X strategic vision into measurable institutional change.

#### 2.1.5.2 Quarterly High-Level Secretaries' Meeting

The Commission introduced high-level Secretaries' Meetings as a strategic platform for Heads of Agencies to deliberate on cross-sectoral priorities, address inter-agency challenges, and strengthen whole-of-government coordination. The meetings were supported by pre-circulated issue briefs and decision-oriented analysis to enable focused discussion and informed decision-making.

To ensure accountability and timely follow-through, each meeting generated time-bound resolutions with clearly assigned owners. Meeting minutes were issued within five working days, and progress on agreed actions was monitored through an action-tracking dashboard to support the closure of inter-agency blockers.

During the reporting period, a total of six high-level Secretaries' Meetings were conducted, contributing to improved coordination, faster resolution of cross-cutting issues, and stronger alignment across agencies.

#### 2.1.5.3 Leader As a Coach

As part of the 10X impact programs to build a self-sustaining coaching culture within the civil service, RCSC identified and trained 20 top-performing High Potential (HiPo) civil servants, certifying them as coaches to institutionalize internal coaching capacity. Rather than relying solely on external expertise, this initiative builds a cadre of trained civil servants who can drive coaching-led performance improvement from within the system. The certified coaches are being deployed as internal change agents and positive disruptors. With their engagements it formalises accountability and ensures organisational buy-in for the coaching interventions. Their mandate centers on facilitating coaching interventions tied to priority reform areas, generating documented coaching outcomes, and systematically gathering feedback, creating a feedback loop that strengthens continuous improvement and contributes to the broader goal of institutional performance under the 10X agenda.

### 2.1.5.4 Executive Spotlight

To recognise leadership excellence, executives selected through open competition are featured in the Executive Spotlight in the RCSC website, highlighting their departmental vision, strategic priorities, commitment to public service, and notable career achievements.



**5**

**Executives were provided Executive Spotlight.**

### 2.1.5.5 Executive contributing as Board Members outside Civil Service

The RCSC actively facilitates the appointment of Civil Service Executives as board members in State-Owned Enterprises (SOEs) and other public organizations to foster cross-fertilization of talent and ideas. As of now, 112 Executives and Chiefs serve as board members across 102 companies outside the Civil Service. (List) Annexure.

### 2.1.5.6 Talent Management Framework (TMF)

The RCSC initiated the development of a TMF as part of its broader effort to identify HiPo talent and groom them for succession. Its purpose is to ensure a sustained supply of a talent pipeline through career development strategies and targeted interventions for highly competent civil servants.

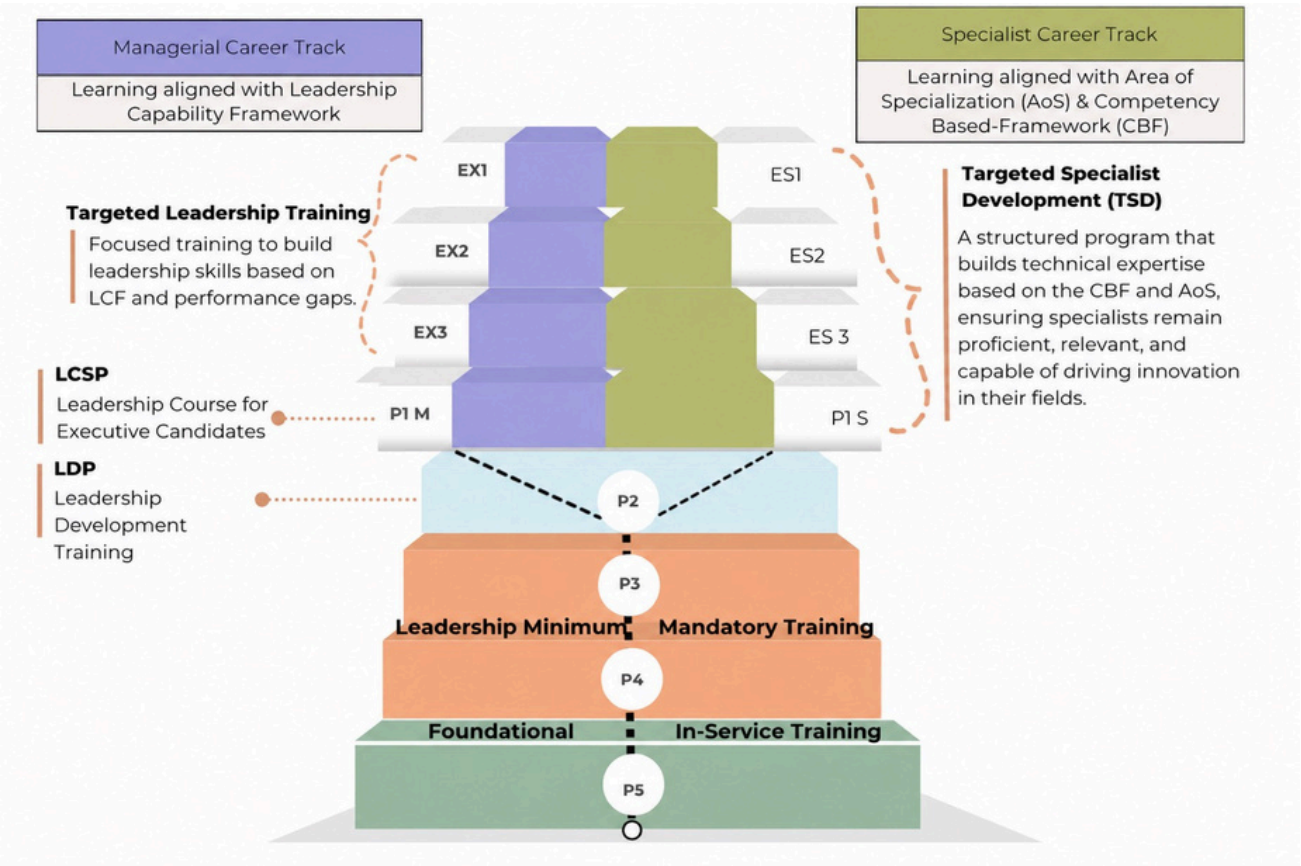
The expected outcomes of the TMF are:

- A customized, agency-specific framework for systematically managing talent.
- Strengthened leadership and professional pipelines across sectors.
- Improved retention of scarce and high-demand skills within the civil service.
- Greater alignment of workforce capabilities with the priorities of the 13th Five-Year Plan.

During the reporting year, the RCSC collaborated with the Anti-Corruption Commission (ACC) and Government Technology (GovTech) to pilot the TMF concept. These two agencies were identified as critical pilots given their strategic mandate, the highly specialized nature of their work, and the persistent challenge of retaining skilled professionals due to high demand for their expertise. The pilot intervention will allow the RCSC to test practical approaches in talent mapping, succession planning, and targeted retention strategies, providing valuable lessons for eventual roll-out across the wider civil service.

High attrition among mid-level GovTech officers has created an uneven staff pyramid. This initiative aims to restore a balanced distribution across position levels.

## Development and Career Roadmap



# Strategic Thrust Area II
# High Performing Workforce



“I have grown up serving my father, and have been King for almost 20 years. I know my people very well, and if I have ambitious plans for our country, it is because I have enormous faith and trust in our people and in your capabilities.”

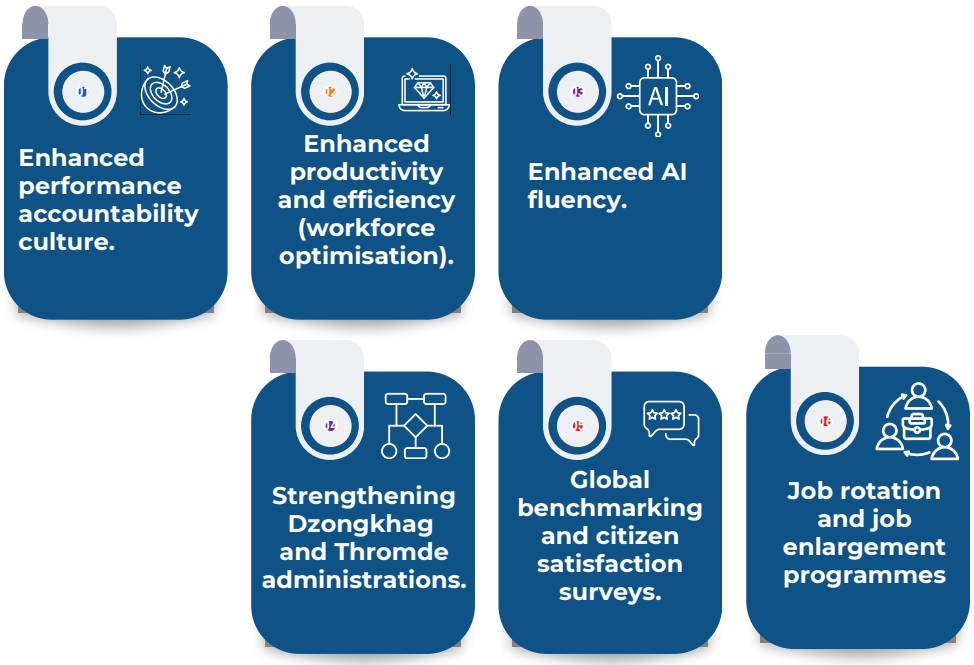
-His Majesty’s Address on the 17th Convocation of the Royal University of Bhutan
17 June 2026

# 2.2 HIGH PERFORMING WORKFORCE

*Fostering a culture of high standards and performance to accelerate national progress*

In the second year of implementation, the Commission continued to strengthen a high-performance culture across the civil service, guided by His Majesty's vision of results-driven governance. Building on the foundations laid in the first year, the focus shifted towards deepening performance accountability, improving the quality of performance conversations, and ensuring that agencies and civil servants remain aligned to national priorities and citizen expectations.

Through this continued effort, the Commission advanced the transition from traditional process-oriented administration towards a more agile, accountable, and outcome-focused civil service. The second year therefore marks an important phase of implementation of interventions reported below.



## 2.2.1 ENHANCED PERFORMANCE ACCOUNTABILITY CULTURE

During the reporting year, the Commission intensified efforts to strengthen the implementation of Performance Management System (PMS) 2.0, as PMS is central to talent and development of the capabilities of the civil servants. Through continuous review of the system, international benchmarking, and regular engagement with civil servants across all levels and agencies, the Commission observed that while certain aspects of the PMS require further refinement, a more significant challenge lies in the gap between the processes prescribed in the framework and their consistent application in agencies. In particular, the absence of regular performance conversations and coaching has weakened the critical link between performance planning, continuous monitoring, and final performance evaluation.

To bridge this gap between policy and practice, while further strengthening the existing framework, the Commission initiated a series of complementary interventions. The Executive Forum provided a platform for Senior Executives to review the implementation of the MaX system, including the moderation framework and application of the bell curve, resulting in proposals to strengthen moderation practices, leadership accountability, and continuous performance management.

Recognizing that effective performance management depends fundamentally on leadership capability, the Commission conducted Leadership Assessor Training and Leader as Coach programmes to equip leaders with the skills to conduct objective assessments, facilitate meaningful performance conversations, and embed coaching as a routine management practice. These initiatives were complemented by a structured implementation of developmental plans in accordance with the performance differentiation, including those rated in the Partially Meeting Expectations (PME) category. The Commission led-oversight support to the leadership teams to embed structured coaching and improvement plans to support the growth and development of the civil servants.

The Commission also benchmarked Bhutan's PMS against leading civil services, maintained continuous consultation with civil servants, and engaged technical experts, including Tata Consultancy Services (TCS), to review the design and implementation of the system. These efforts will inform the next phase of PMS 2.0 reforms, ensuring that performance management evolves into a leadership-driven system that promotes accountability, continuous development, and sustained organizational performance.

## 2.2.2 ENHANCED PRODUCTIVITY AND EFFICIENCY (WORKFORCE OPTIMIZATION)

Workforce planning is being transformed from a static, position-based exercise into a dynamic and continuous process focused on actual operational needs, emerging priorities, workload requirements, and service delivery demands. The Commission collaboratively ensures that human resources are optimally utilized, organizational mandates are clearly aligned, and staffing resources remain responsive to evolving institutional requirements. The workforce optimization efforts during the reporting period focused on two complementary initiatives: Structural Optimization for functional alignment and adequate staff deployment.

### 2.2.2.1 Structural Optimization and Functional Realignment

The Commission undertook structural and functional reviews to ensure that institutional arrangements remain fit for purpose, mandates are appropriately positioned, and functions are organized to improve coordination, accountability, specialization, and service delivery. These interventions included the elevation of the Corporate Regulatory Authority (CRA) from a Division to a Department, reflecting the increasing scope and importance of its regulatory functions.

Following the elevation, the Commission approved the establishment of two specialized Divisions, the Corporate Regulatory and Capital Market Division and the Insolvency Registry and Enforcement Division, and increased the staffing strength from 7 to 15 positions. The restructuring is intended to strengthen the Authority's capacity to effectively discharge its legal mandates under Chapter 16 of the Companies Act, 2016.



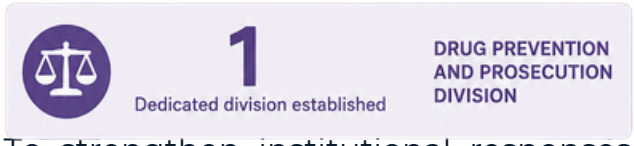

As part of the National Teaching Service reform, the Teacher Professional Council (TPC) was established under the Bhutan Qualifications and Professionals Certification Authority (BQPCA), MoESD with an initial staffing strength of 10 positions. The Council is expected to strengthen the professional standards and capacity of Teachers through rigorous professional certification and continuous professional development.



The Commission also supported the extension of the clustering approach to public procurement functions. The Ministry of Finance initiated a pilot Ministerial and Autonomous Procurement Cluster for agencies based in Thimphu.




The initiative brings procurement professionals together to provide specialized services to multiple agencies, thereby reducing duplication, promoting economies of scale, improving consistency and efficiency, and strengthening transparency and accountability in public procurement.




To strengthen institutional responses to drug-related offences, the Drug Prevention and Prosecution Division was established under the Department of Justice, Office of the Attorney General. The dedicated Division is intended to enhance the coordinated management of drug-related cases, including prosecution, coordination with relevant stakeholders, disposal of seized drugs, treatment referrals, compliance monitoring, support to the Treatment Assessment Panel, restitution of proceeds from drug offence, legal drafting, and data management, in collaboration with the National Drug Task Force.

The Commission also approved the 13th Five-Year Plan staffing structure for the Ministry of Industry, Commerce and Employment (MoICE), with a total approved strength of 464 positions. As part of the revised structure, Dry Ports and Start-up Centers were placed under the administrative jurisdiction of their respective Regional Offices for Industry, Commerce and Employment (RoICEs).




This realignment is intended to strengthen administrative oversight, regional coordination, and on-the-ground supervision by integrating these units more closely with regional operations rather than relying solely on administrative oversight from the head office.

The staffing norms of the 10 TTIs under the MoESD were also reviewed and revised to support the effective delivery of technical and vocational education. The revised trainer-to-trainee ratios recognize the practical nature of the programmes, the need for closer supervision, and safety requirements associated with hands-on training. The review also identified opportunities for selected courses to be outsourced to the private sector or delivered through the DSP, where appropriate, to improve efficiency and optimize the use of public resources.



#### 2.2.2.2 Strategic Staffing and Workforce Deployment

The Commission continued to align staffing resources with emerging service delivery needs, strategic priorities, and operational requirements through targeted staffing interventions and workforce deployment. These efforts focused on ensuring that critical functions are adequately resourced while enabling the Civil Service to respond more effectively to changing demands and emerging priorities.

To strengthen food and drug safety services at the grassroots level, six base offices of the Bhutan Food and Drug Authority (BFDA) were strengthened in Trashiyangtse, Lhuentse, Haa, Gasa, and Samtse Dzongkhags.

The Reju Immigration Check Post was opened under the Regional Immigration Office, Samdrup Jongkhar, Department of Immigration, Ministry of Home Affairs to improve the accessibility of immigration services. In keeping with the need to provide holistic education, 26 English Language Teachers were deployed to Lobdras under Zhung Dratshang along with the introduction of the Primary Level English Curriculum in monastic schools from the 2026 academic year. The initiative is with a noble goal to provide functional English language skills to the monks and nuns, so they can expand access to Buddhist knowledge at home and internationally.

Additional 20 positions was approved on and above the earlier 13$^{th}$ FYP strength to carry out the ambitious infrastructure projects. The improved capacity is expected to strengthen project management, technical supervision, and quality assurance for major infrastructure initiatives, including the Gelephu–Tareythang Road and Bridge Project.

Following the creation of the Community Centres to take public service delivery to the Gewog level, 177 Community Centre Operators from BDBL were onboarded and 27 additional CC Operators were successfully recruited during the reporting period. Further, the PSDD conducted a five-day front desk service delivery training to enhance their communication skills, empathy, working knowledge of AI, Dzongkha Unicode and financial literacy to enable them to deliver the services effectively at the community level.

Further, for timely and flexible deployment of staff, the Commission delegated the internal mobility of staff to MoIT and GovTech. Transfer guidelines for MoFAET, MoAL, and OAG were endorsed to facilitate effective workforce mobility and transfers.

The Administrative Assistants doing the HR functions were remapped as HR Assistants considering the specialized nature of HR role. Similarly, the entry qualification for the ICT Technical Associate position was extended to Diploma in Electronics and Communication Engineering.

The ECCD facilitators entry position was upgraded from S5 to S2 with the change of minimum qualifications, from Class 12 to Class 12 plus Diploma certificate in ECCD Facilitator. This elevation signifies the importance of ECCD towards building quality human capital.



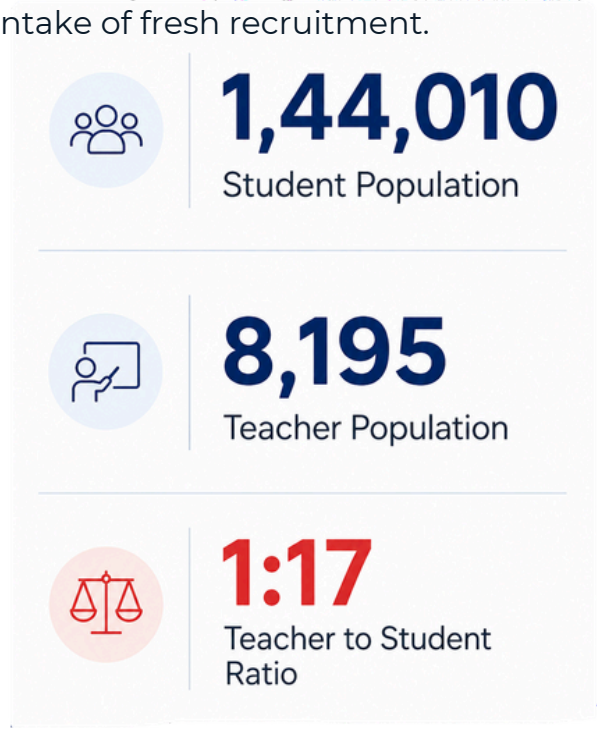
### 2.2.2.3 Education Sector

The Ministry of Education and Skills Development, Dzongkhags, and Thromdes have continued to strengthen workforce planning and deployment for the education sector based on the recommendations from the school optimization report 2025.

As of June 2026, the Education Sector accounts for 41% of the total civil service workforce, headcount of 12,241, for both teaching and non-teaching staff. 8,195 teachers are spread across 518 schools catering to 144,010 students . The number of schools has reduced from 530 in the previous reporting year to 518 driven by the new initiatives on effective resource allocation. This effort has contributed to an improvement in the national teacher-to-student ratio from 1:15 to 1:17, indicating more efficient deployment and utilisation of teaching resources. The continuous effort by all parties involved in delivering quality education will narrow this ratio closer to the national standard ratio of 1:30. Overall, the teacher requirements have begun to stabilize as workforce planning, school optimization, and enrollment trends become more closely aligned.

The staffing requirements are aligned to the Ministry's education reform in Cambridge curriculum and the introduction of new subjects such as Digital Technology and Innovation and Science and Technology. These changes have necessitated adjustments in instructional hours, subject offerings which has also impacted on the teacher requirements.

While the demand for Teachers has marginally increased in the newly introduced Subjects, the requirement for Dzongkha Teachers has reduced from the revised instructional hours. Thus, based on the 2025 Teacher Requirement Exercise, 156 Dzongkha Teachers are identified as excess. It will be adjusted from the Contract Teachers who were recruited foreseeing such futures and lower intake of fresh recruitment.



Other measures taken are repurposing Dzongkha subject Teachers to other subjects based on competencies. As these reforms continue, Teacher requirements are expected to stabilize further, enabling more efficient use of both HR and other resources without compromising access to quality education.

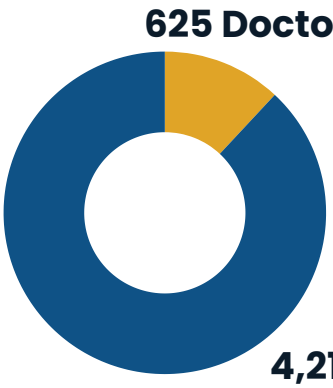
#### 2.2.2.4 Health Sector Workforce

Following the Health Sector Structural Reform, the Commission endorsed the 13th Five-Year Plan staffing projections for the Ministry of Health, National Medical Services (NMS), Jigme Dorji Wangchuck National Referral Hospital (JDWNRH), and the Dzongkhag Health Sector, based on health standards proposed by the Ministry.

The reforms approved operational autonomy to JDWNRH with creation of the Department of Support Services and Department of Clinical Services. The administrative function of Hospitals 20 beds and below were delinked from NMS and reintegrated under Dzongkhag Administration. The NMS is retained with overarching clinical oversight and the Regional and the Cluster hospitals.

Aligned to this structural mandates, a total projected strength of 7,263 heads till 2030 was endorsed by the Commission. The staffing exercise is based on the health standards submitted by the Ministry and rationalized by the existing patient case loads, service delivery needs, and the evolving scope of healthcare services. After the joint exercise, 54 Health Assistants based on case load are assessed to be excess from the 12th FYP.

While the Commission remains guided by the Ministry on the technical needs of the sector, it expects Health and Dzongkhags to exercise greater discipline in workforce deployment by first optimizing existing resources and critically assessing the cost and value of each additional position. Every staffing decision should demonstrate a clear service need and contribute to efficient and sustainable use of public resources.




**1:1250**

**Doctor to Population Ratio close to the WHO-recommended standard of 1:1000**

**851**

Health facilities

*ranging from National Referral Hospitals to Outreach Clinics*

**2,748**

**34,24,234**

Patient Visit in **2025**

*on average, a person visits around 4 times a year*

**6.1%**

*attrition rate from within health professional in 2025*

**1.3%**

*attrition rate from the overall civil service strength in 2024*

As of June 2026, the health sector comprised 4,840 clinical staff, of which 625 are Doctors, serving across 851 health facilities ranging from national referral hospitals to sub-post, with a combined bed capacity of 2,748. In 2025, a total of 3,424,234 patient visits were recorded, equivalent to an average of approximately four visits per person per year.

The Doctor-to-population ratio stood at approximately [1: 1250], matching close to the WHO-recommended benchmark of one Doctor per 1,000 population. The health sector also recorded an attrition rate of [6.1%] among health professionals in 2025 with a moderate risk of retention of experienced staff.

Between 2024 and the current reporting period, the health sector's workforce and infrastructure both expanded. Total clinical staff grew by nearly 11%, from 4,365 to 4,840, improving the Doctor-to-population ratio from 1:1,285 to 1:1,250. Bed occupancy increased by 41%, from 1,945 to 2,748 due to upgradation and expansion of existing facilities, with patient visits increasing from 3,154,113 in 2024 to 3,424,234 in 2025, an increase of roughly 270,000 visits. This increase may also be partly attributable to enhanced utilisation of the ePIS system, which has improved the recording and tracking of patient visits. The bed occupancy ratio in JDWNRH is more than 80% and that of other health facilities is below 50%.

Recognizing the critical importance of the health workforce, the Ministry and the Commission continuously strives to ensure:

- Maintaining a steady upstream supply of talent pipeline of MBBS, nursing, and allied health sciences.
- Waived Preliminary Examination for clinical professionals.
- Inservice-professional development, up-gradation of qualification, specialisation and sub-specialization
- Contract recruitment of resigned Clinicians (9) this reporting period
- Doctor career path
- Separate health workers competency based career path (final draft stage).
- waiver of mandatory service for Long-term studies
- Promotion during Long-term study at KGUMSB
- P3 entry positions for Doctors with Specialization
- Reduction of study bond for PG in KGUMSB

**167** *117 undergoing nursing and 50 undergoing allied health sciences, funded by RGoB*

**316** *undergoing MBBS funded by RGoB*

A major strategic initiative during the reporting period was the development of a distinct career progression framework for health professionals, recognizing the specialized nature of medical and clinical services and the need for differentiated career pathways. The Doctors' Career Pathway Framework has reached the final stage of approval. The framework is intended to establish a structured and ladderized career progression and compensation system linked to professional specialization and competency.

The initiative is aimed to incentivise Doctors to continuously upgrade their qualifications and competencies, while also improving the quality of specialised services and reducing the need for referrals outside Bhutan.

## 2.2.3 AI FLUENCY ENHANCED

Recognising the need to equip civil servants with the knowledge and capabilities to effectively leverage AI in their work, the Commission identified AI Fluency as one of the key interventions under the thrust area of High-Performing Civil Service.
At present, civil servants are largely exploring and experimenting with AI based on individual curiosity, initiative, and learning aptitude, resulting in varying levels of AI adoption across civil service functions.

The Commission acknowledges that meaningful and responsible AI adoption begins with structured skilling and that civil servants must be equipped with essential AI knowledge and competencies. Towards this an humble beginning has started since 2024-25 and continued in the reporting period.

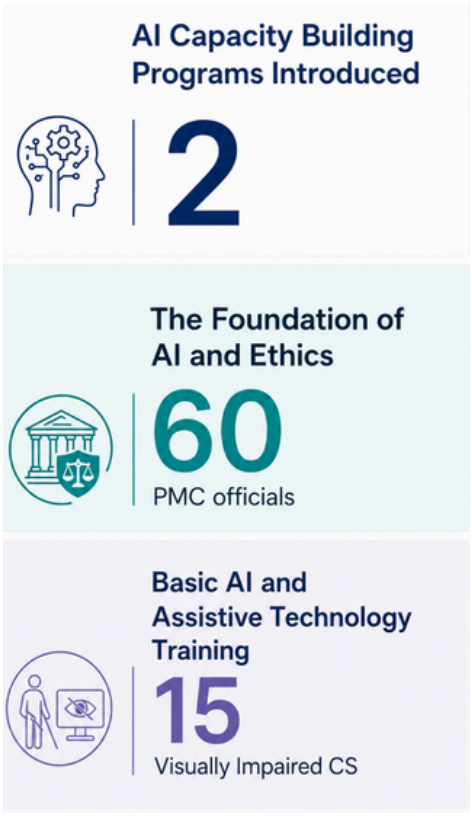
Two targeted AI training initiatives were undertaken during the reporting period to promote digital competency and inclusive innovation within the civil service. 60 PMC level officers are trained in foundation level of AI and Ethics by GCIT.

15 visually impaired civil servants have been trained with foundational Artificial Intelligence (AI) and assistive technology skills, opening new possibilities to work smarter, learn independently, and contribute with greater confidence.

This initiative is a step towards creating a truly inclusive Civil Service, where technology removes barriers and enables every civil servant to realize their full potential.

Further, the Commission is working with the RIM to repurpose the ICT Unit into a Digital Skilling Academy so as to provide structured AI skilling to the civil servants. Further, in collaboration with InnovateUS, a micro site is developed to create learning opportunities for civil servants to learn AI in public service at their pace.

These initiatives demonstrate RCSC's commitment to skilling the workforce with responsible AI adoption while ensuring that digital transformation is inclusive and accessible to all civil servants.



## 2.2.4 STRENGTHEN DZONGKHAG AND THROMDE ADMINISTRATION

To support the effective functioning of the Dzongkhag Administration the Dzongkhag organogram was revised with a clear line of reporting with both the Central Agencies and LGs. The ToRs of the Human Resource Services was also revised incorporating more advisory and strategic roles, so the HR teams could support the Administration with effective workforce management and development and continued service delivery. Alongside, Individual Work Plans for GAOs were standardized and populated with mandatory roles to enhance their presence as strategic drivers of change at the grassroots level. The GAOs are also made the focal protection officer for The Pema Centre, further strengthening their role in community engagement, social support, and responsive service delivery. Similarly, the position titles for the Development Regulatory Officer was revised to Engineer to reflect a more enabler role.

This also reflects the commitment of the Commission to be supportive and be a strong catalyst of change and growth of the civil service.

## 2.2.5 GLOBAL BENCHMARKING AND CITIZEN SATISFACTION SURVEYS

### 2.2.5.1 Civil Service Census and Global Benchmarking

Building on the initiation of the Civil Service Census reported in the previous fiscal year, the RCSC advanced the initiative during the current fiscal year from instrument development and initial validation towards extended piloting and preparation for nationwide implementation. The Census continues to serve as a strategic diagnostic exercise to establish baseline information on civil servant motivation, engagement, leadership, workplace well-being, organizational culture, public service motivation, and other workforce-related dimensions, with the aim of strengthening evidence-informed civil service transformation.

During the fiscal year, the Census instrument was further refined and validated in collaboration with Prof. Lhawang Ugyel, Senior Lecturer at the Crawford School of Public Policy, Australian National University (ANU). Following the initial expert review and pilot testing with Human Resource Officers, the instrument was refined based on feedback on question clarity, respondent understanding, survey completion time, and overall usability. Duplicate and ambiguous items were removed, and additional areas relevant to the Commission's strategic priorities were incorporated.

An extended pilot survey was subsequently conducted with interested civil servants, facilitated through Human Resource Officers, resulting in approximately 1,600 responses. The pilot data were analyzed to assess the reliability and validity of the instrument and to generate preliminary baseline findings. The analysis report is scheduled for presentation to the Commission in the third week of July 2026.

The Census will be rolled out across the Civil Service. The findings will be analyzed at both the Civil Service and agency levels to generate diagnostic insights on organizational strengths, workforce challenges, and transformation priorities. Over time, the Commission intends to institutionalize the Civil Service Census as a periodic diagnostic exercise to monitor workforce trends, assess the impact of reform initiatives, and enable internal and international benchmarking of employee engagement and public service motivation. The evidence generated will further inform human resource policies, leadership development, organizational development interventions, and broader civil service reforms, contributing to the development of a high-performing workforce.

## 2.2.6 JOB ROTATION AND JOB ENLARGEMENT PROGRAMS

Recognizing job rotation and job enlargement as important interventions for motivating civil servants, broadening skills and experience, and strengthening a well-rounded workforce, the Commission is working to institutionalize these practices through a structured and strategic approach. To this end, the Commission convened HR officers from agencies for a week-long workshop to develop a draft Job Rotation and Job Enlargement Framework. The framework is intended to provide a systematic basis for planned workforce mobility, cross-functional learning, talent development, and career growth, while ensuring effective workforce utilization and institutional continuity.

## 2.2.7 HUMAN RESOURCE MANAGEMENT

### 2.2.7.1 Annual Recruitment

Annual recruitment is based on the annual workforce planning exercise undertaken jointly by the agencies and the RCSC to assess the human resource requirements and ensure that recruitment decisions are aligned with organizational mandates, strategic priorities, and evolving service delivery needs.

Once the numbers are ascertained the recruitment of regular PMC is conducted by RCSC through the Bhutan Civil Service Examination (BCSE) and contract and other staff are recruited by Agency as per the delegated authorities.

During the reporting year, 2,646 civil servants were recruited for various vacancies, of which 1,732 were recruited by the agencies.

**2,646**

**New Recruitment**

277

142 transitioned from Contract to Regular

114 contract terminated and appointed as regular (PMC)

21 upgraded from SSC to PMC

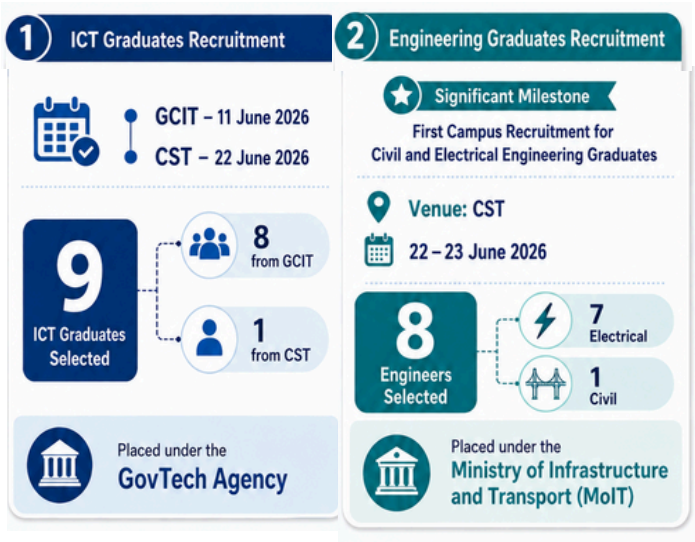
| Recruitment Type | PMC | SSC | OC | Total |
|---|---|---|---|---|
| Recruitment by RCSC | 893 | 15 | 6 | 914 |
| Recruitment by Agencies | 548 | 1041 | 143 | 1732 |

### 2.2.7.2 Campus Recruitment

In response to the higher attrition and low attraction, the campus recruitment for ICT and Engineers was initiated in 2025. This year, the RCSC participated in Gyalpozhing College of Information Technology and College of Science and Technology campus recruitment to harness the top talent.

- ICT Graduates: A total of 9 ICT graduates (eight from GCIT and one from CST) were selected for the GovTech Agency.

- Campus Recruitment for Civil Engineering and Electrical Engineering at CST. Eight engineers (seven Electrical and one Civil Engineering) signed-up. No or low takers from Civil Engineers.





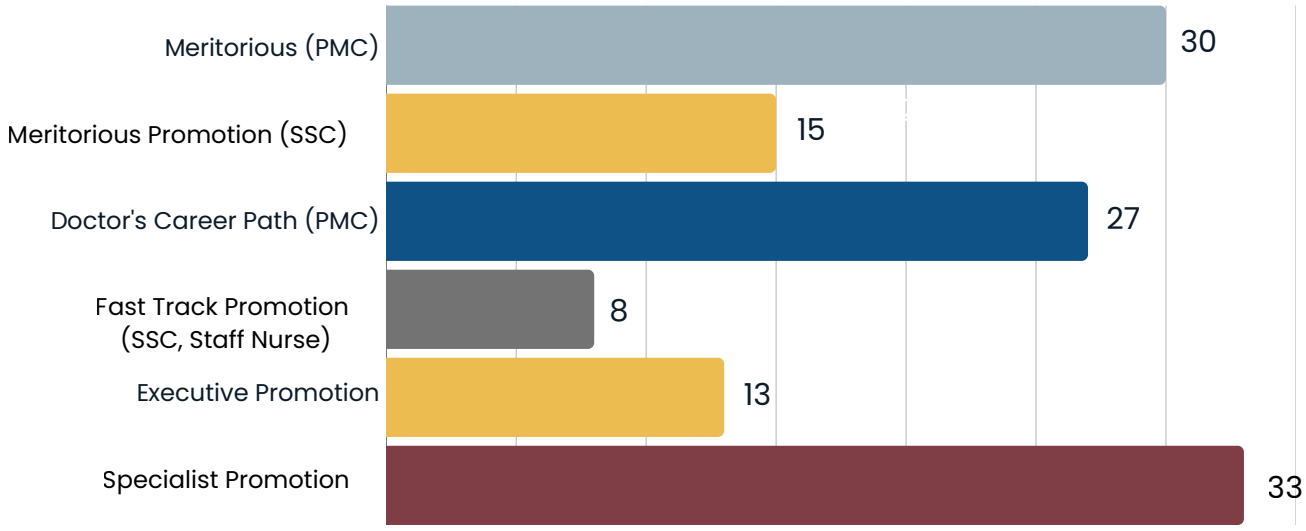

### 2.2.7.3 Promotion

The promotion of civil servants is a shared responsibility between the Commission and the Agencies. Normal promotions below P1 Specialist level are delegated to the Agencies and Meritorious promotion and promotion of Executive Specialist and Executives are at RCSC level.

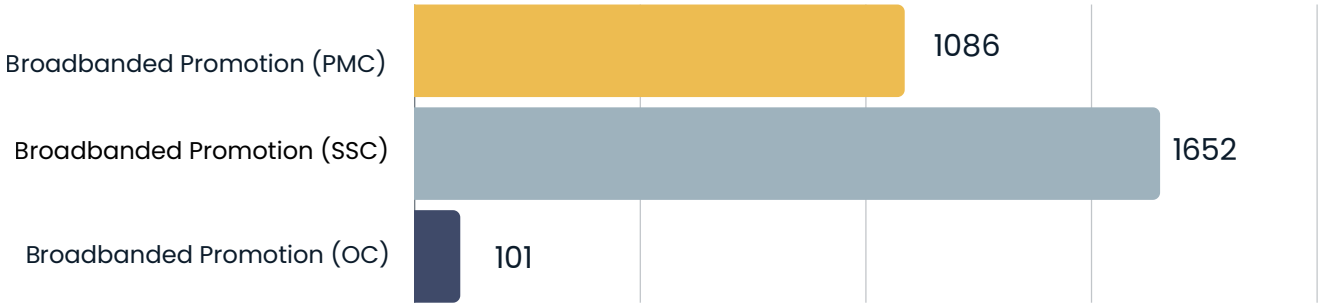
The meritorious promotions are reviewed at RCSC level as part of the reward and recognize HiPos (high Potentials) based on the performance scores awarded by the Agencies. Civil Servants promoted under various categories are as reported below:

| Total Promotion | RCSC level | Agency level |
|---|---|---|
| 2,965 | 126 | 2,839 |

***RCSC level promotions by type***




***Agency level promotions by type***



### 2.2.7.4 Annual civil servant transfer and mobility oversight

In order to facilitate administrative mobility and ensure the optimal deployment of human resources in the national interest, agencies execute the annual transfer of civil servants in alignment with established agency-level transfer guidelines.

Parent agencies manage and execute routine annual transfers to align personnel capabilities with organizational needs and public service demand. The RCSC provides overall policy oversight to maintain consistency, fairness, and transparency across all administrative transfers. The Commission acts as the reviewing authority for transfer appeals, ensuring due process and addressing grievances in accordance with civil service regulations, with the key objective to balance agency operational needs with administrative fairness to ensure efficient human resource distribution across the civil service.




**69**
Transfer facilitated by RCSC

**1,818**
By Respective Agencies

### 2.2.7.5 International Volunteers

International volunteers continue to support knowledge and skill sharing by facilitating the exchange of expertise and technical skills between volunteers and the Bhutanese counterparts. Their engagement helps strengthen institutional capacity while fostering collaboration and continued relations with development partners. As of June 2026, a total of 37 international volunteers are serving across various agencies in the country.

| Programme | Duration of Service | Total |
|---|---|---|
| Japan International Cooperation Agency | 6–24 months | 25 |
| Friends From Thailand | 12–24 months | 3 |
| Australian Volunteers Programme | 1–24 months | 9 |
| **Total** | | **37** |

### 2.2.7.6 Secondment

During the reporting period, 63 civil servants were seconded to support national programmes and projects, as well as assignments to international and other organizations within and outside Bhutan.

| National Project / Organization | Number |
|---|---|
| GMC and GMCA | 18 |
| Bhutan Olympic Committee | 1 |
| Dorjilung Hydropower Project | 1 |
| Druk Green Power Corporation | 1 |
| Punatsangchhu Hydroelectric Project Authority – I | 2 |
| Punatsangchhu Hydroelectric Project Authority – II | 1 |
| RIGSS | 2 |
| Youth Development Fund | 1 |
| Desuung | 4 |
| Gyalsung infra | 10 |
| Gyalsung HQ and Academic | 13 |
| Drinchengang Project | 2 |
| **Total** | **56** |

| International Organization | Number |
|---|---|
| Bay of Bengal Initiative (BIMSTEC) | 1 |
| SARSO Secretariat (Director) | 1 |
| SAARC Culture Center | 1 |
| SAARC Secretariat | 1 |
| World Bank | 2 |
| WTO Netherlands Internship Trainee Program | 1 |
| **Total** | **7** |

## 2.2.8 BHUTAN CIVIL SERVICE EXAMINATION (BCSE)

The BCSE is the primary competitive examination for talent acquisition into the Professional and Management Category in the Civil Service. The BCSE 2025 was conducted in accordance with the relevant provisions of the Civil Service Act of Bhutan 2010 and the BCSR 2023.

### 2.2.8.1 Preliminary Examination (PE)

For BCSE 2025, the Preliminary Examination was held on August 3, 2025, in Thimphu and Mongar, administered across nine schools in Thimphu Thromde and one school in Mongar. The revision of the PE cut-off in BCSE 2025 from 50% to 55% represents a move toward higher academic and performance standards, encouraging greater competency and ensuring candidates demonstrate stronger understanding of required knowledge and skills.

**55%** *The cut off percentage for PE was increased to 55%.*

**5,095**
*Registered for PE*

**698**
*Exempted (Doctors, Nurses, B.Ed)*

**1,756**
*Qualified for ME (55% cut-off)*

### 2.2.8.2 Main Examination (ME)

In 2025, a total of 3,520 candidates appeared for the Preliminary Examination (PE), of which 2,424 candidates qualified for the Main Examination (ME). From the qualified candidates, 1,963 candidates appeared for the ME representing 81% of the qualified candidates, while 19% did not proceed to the next stage.

The high progression rate demonstrates the continued interest and commitment of the majority of eligible candidates in pursuing a career in the Civil Service.

From the successful candidates, 520 graduates were appointed to the Civil Service with effect from January 2026, while 80 candidates were selected to pursue the Post Graduate Diploma in Education (PGDE) programme at Paro and Samtse College of Education.

| Category of Examination | No. of Graduates | Selected |
|---|---|---|
| Administrative Services | 492 | 60 |
| B.Ed | 390 | 154 |
| Dzongkha | 92 | 2 |
| Finance Services | 284 | 35 |
| Teaching (PGDE) | 147 | 80 |
| Technical | 558 | 269 |
| Grand Total | 1,963 | 600 |

### 2.2.8.3 Mandatory Drug Test & Oath of Allegiance

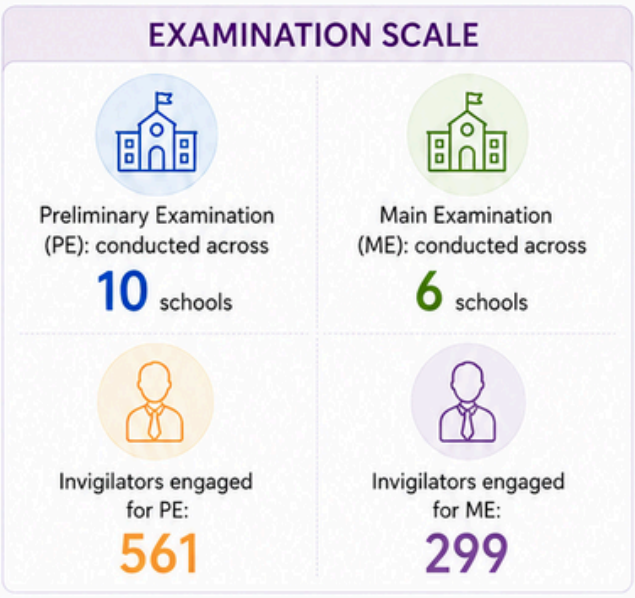
In line with the Civil Service Code of Conduct, mandatory drug testing is carried out for all new recruits under the guidance of the Bhutan Food and Drug Authority (BFDA). A total of 600 selected graduates were tested for pre-employment drug use, and all candidates cleared the test.

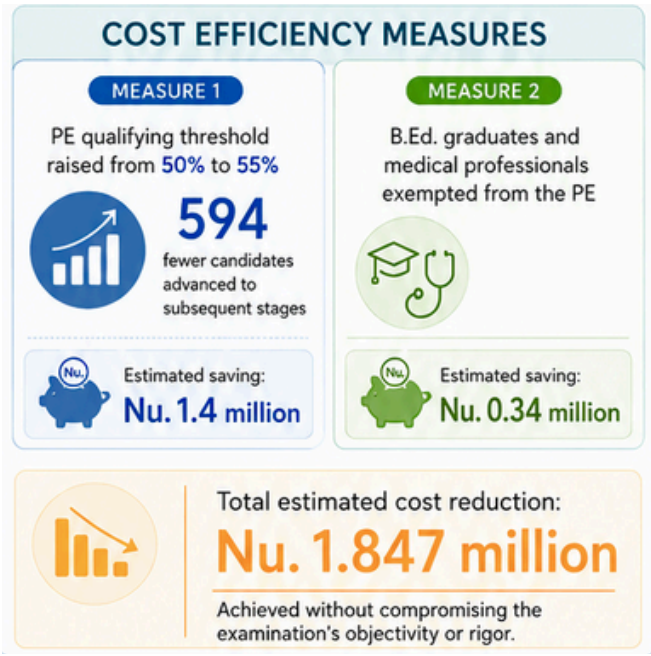
Two ceremonial Oaths of Allegiance were conducted. One for the 520 graduates appointed in January 2026, and a second for 128 PGDE graduates appointed in July 2026. This sacred covenant reflects both procedural necessity and a deeply held spiritual and ethical foundation upon which the Bhutanese Civil Service is built.

### 2.2.8.4 Cost Efficiency in BCSE Recruitment

The conduct of the BCSE 2025 incurred a total expenditure of Nu. 12.328 million, covering honorarium and associated logistics. The PE was administered across ten schools and the ME across six, engaging 561 and 299 invigilators respectively. The per-candidate cost for both examinations was approximately Nu. 2,419.

The Commission implemented two measures that yielded significant cost efficiencies without compromising the examination's objective or rigor. First, raising the PE qualifying threshold from 50% to 55% reduced the number of candidates advancing to subsequent stages by 594, generating an estimated saving of Nu. 1.4 million. Second, exempting B.Ed. graduates and medical professionals from the PE produced an additional estimated saving of Nu. 0.34 million. Together, these measures resulted in an overall estimated cost reduction of Nu. 1.847 million.



# Strategic Thrust Area III
# Talented Entrepreneurial Professionals



“To make up for Bhutan’s small population, Bhutan must have a competitive edge. Likening numbers to hardware, the focus must be on building the software.“

-His Majesty’s Address on the 17th Convocation of the Royal University of Bhutan
17 June 2026

# 2.3 TALENTED ENTREPRENEURIAL PROFESSIONALS

*Civil servants equipped with the skills, knowledge, agility, and mindset needed to excel in the service.*

The objective of this thematic area is to create an enabling environment where civil servants are supported to develop the skills, knowledge, aptitude, and mindset needed to thrive and excel in the public service. The Commission seeks to strengthen their capabilities and confidence to embrace a forward-looking mindset, identify opportunities for innovation, make better use of available resources, and respond proactively to emerging challenges. Through continuous learning, collaboration, mentorship, and opportunities to experiment and apply new ideas, civil servants are encouraged to exercise strategic foresight, take informed and calculated risks, and translate their ideas into meaningful results that improve service delivery and contribute to national outcomes.

Key intervention under this thematic area is to develop a Civil Service Skills Framework, which will provide a strategic approach in developing the skilling and training requirements in the civil service. The Commission encourages to grow the training eco-system in partnership with national institutes and skilling and re-skilling are continuously made available.



## 2.3.1 CIVIL SERVICE COMPETENCY AND PROFESSIONAL DEVELOPMENT

### 2.3.1.1 Civil Service Skills Framework

Building on the endorsement of Competency and Professional Development (CPD) frameworks for nine ministries and 14 agencies, the Commission continued to strengthen competency-based talent development across the Civil Service. While the CPD approach remains effective, there is a need to develop a Civil Service Skills Framework to serve as a structured training directory, and better align learning needs with required skills, and reduce fragmented training requests.

To develop the skills framework, a team visited the partner Institutes like Public Service Division, Civil Service College, Chandler Good Governance and Institute for Adult learning in Singapore.

### 2.3.1.2 Competency and Professional Development (CPD)

During the reporting period, 1,958 civil servants across 67 occupational groups were trained under the GoI PTA.

These CPD interventions were delivered through a delegation of responsibilities, with parent agencies leading domain-specific skills development and the RCSC coordinating for the core common competencies. Collectively, these efforts supported the skilling and up-skilling of civil servants in areas critical to their roles and the delivery of mandates under the 13$^{th}$ FYP.

The Commission guided agencies to ensure that training interventions address identified competency gaps and foster a culture of continuous learning and professional growth, rather than being driven by travel incentives.

| Agency | Number of training | Number of slots |
|---|---|---|
| ACC | 2 | 23 |
| Cabinet | 2 | 46 |
| Cross sector | 7 | 341 |
| GovTech | 3 | 26 |
| MoAL | 14 | 250 |
| MoENR | 2 | 24 |
| MoF | 2 | 99 |

| Agency | Number of training | Number of slots |
|---|---|---|
| MoHA | 3 | 221 |
| MoICE | 3 | 17 |
| MoICE | 1 | 8 |
| MoIT | 12 | 521 |
| NLCS | 6 | 73 |
| NSB | 1 | 22 |
| OAG | 1 | 29 |
| RAA | 6 | 128 |
| RCSC (HR) | 2 | 130 |
| **TOTAL** | | **1,958** |

### 2.3.1.3 Capacity Building Through RCSC Administered Scholarship Opportunities

- **Long-Term Training (LTT)**

During the reporting year, a total of 71 LTT slots were implemented across the civil services through 15 different programs. The Commission remains grateful to its partner institutes for their continued support in providing scholarship opportunities.In total, 425 civil servants availed LTT comprising six PhDs, 286 Master's, 90 Bachelor's, and 12 Diplomas, with the remaining participants pursuing specialisation and fellowship programmes.

| Programme | Slots |
|---|---|
| Nehru Wangchuck Scholarship | 9 |
| Australia Awards | 13 |
| Trongsa Penlop Scholarship | 5 |
| Fulbright Foreign Students Fellowship Program (FFSFP) | 2 |
| Hubert H.Humphrey Fellowship (HHHP) | 2 |
| Japan Development Scholarship | 8 |
| JICA | 6 |
| MEXT - (Research) | 2 |
| All India Service (IAS, IFS, IRS, IAAS) | 14 |
| GoI | 4 |
| LKY | 1 |
| RGoB | 5 |
| **TOTAL** | **71** |

Long-term training opportunities were also extended to non-civil servants serving in various public institutions, reflecting the Commission's commitment to inclusive capacity building across the public sector.

| Major Occupational Group | CS on LTT |
|---|---|
| Education and Training Services Group | 145 |
| Medical and Health Services Group | 117 |
| Agriculture and Livestock Services Group | 48 |
| Finance and Audit Services Group | 25 |
| Architectural, Engineering and Land Services Group | 19 |
| Laboratory and Technical Services Group | 19 |
| Planning and Research Services Group | 9 |
| Human Resource Services Group | 9 |
| Forestry and Environment Protection Services Group | 8 |
| Legal and Legislative Services Group | 4 |
| Sports and Youth Services Group | 4 |
| Foreign Services Group | 4 |
| Information Communication and Technology Services Group | 3 |
| Trade, Industry and Tourism Services Group | 3 |
| Executive and Specialist Services Group | 2 |
| **Total** | **425** |

- **Short Term Training**

To professionalise the Civil Service with the competencies required for each profession and to deliver high-quality, citizen-centric services aligned with organisational strategic objectives, the RCSC administers short-term training programmes of less than six months through two streams: donor-supported programmes and RGoB-funded training.

Under the donor support program, a total of 470 slots were implemented as follows:

| Programs | Slots implemented |
|---|---|
| Singapore Cooperation Program (SCP) | 23 |
| Japan International Cooperation Agency (JICA) | 43 |
| Malaysian Technical Cooperation Agency (MTCP) | 4 |
| Annual International Training Course (AITC) | 22 |
| Institute of Developing Economics Advanced School (IDEAS) | 1 |
| Korea International Cooperation Agency (KOICA) | 2 |
| Foundational Inservice Training (FIT) (RGoB) | 367 |
| Young Leaders Program (YLP STT) | 8 |
| **Total** | **470** |

The fields of study are prioritised based on the evolving developmental priorities, spanning from public administration and policy, environmental policy, health, education, renewable energy, space technology, disaster risk management, and inclusive specialised education, among others. The RCSC remains committed to use the scholarship opportunities to enhance the capabilities of the civil service.

## 2.3.2 SUSTAINABLE PROFESSIONAL DEVELOPMENT WITH NATIONAL INSTITUTES

The RCSC will continue to engage the in-country training providers to skill and re-skill the civil servants. It will continue to deepen collaboration with these institutes and strengthen the capabilities of both the providers and the civil service.

| Incountry Training Institute | No.of STTs Conducted |
|---|---|
| RIM | 6 |
| CNR, Lobesa | 3 |
| CST, Phuentsholing | 1 |
| GCIT, Thimphu | 1 |
| RTC, Thimphu | 1 |
| JNEC, Samdrupjongkhar | 2 |
| JSW Law School, Paro | 1 |
| PDRC, Tisrang, | 6 |
| IMS, Thimphu | 1 |
| TTPL/Thimphu | 1 |
| National Highland Development Centre, Wangdue | 1 |
| National Mushroom Centre, Thimphu | 1 |
| National Piggery Development Centre/National Nucleus Pig | 1 |
| National Poultry Development Centre (NPDC), | 1 |
| **Total** | **27** |

## 2.3.3 BUILDING DEEP PROFESSIONAL SPECIALIST

Aligned with the RCSC's Strategic Roadmap 2025–2035, the Commission is strengthening deep professional specialisation to grow technical expertise to support delivering Bhutan's 10X National Economic Vision. The Specialist Career Framework links career progression to the 13th FYP Area of Specialisation, requiring civil servants to demonstrate substantive technical contributions, including focused research within their agency's designated areas, to qualify for promotion to Specialist positions at P1 and above. Career advancement is therefore anchored in demonstrated expertise, research, and peer-recognised technical contribution.

The Commission is also strengthening specialist retention strategies It is integrating Specialists participate in decision-making through roles such as "Specialist Heads" and "Advisors," and shifting their mandates from routine duties to results-based national targets. The Commission has already started prioritizing targeted training for specialists based on their role identity. A dedicated programme is underway with the Crawford School of Public Policy, Australian National University, focused on professional identity,cross-sector competencies, policy advisory skills, research capacity, and strategic leadership engagement, marking a shift toward a more agile, technology-ready civil service.

## 2.3.4 REMODELING CIVIL SERVICE EXAMINATIONS AND TALENT ATTRACTION PROGRAMS.

RCSC is restructuring the BCSE to build a professional workforce for a modern, technology-driven public sector. The new model moves beyond academic knowledge to assess digital literacy, problem-solving, adaptability, and entrepreneurial thinking, while agile and remote assessment mechanisms broaden access to specialised talent. It also strengthens accountability and operational efficiency across the recruitment cycle. In May 2026, the Commission waived off the PE requirement for Engineering, B.Ed., and Health professionals to address attrition in these critical sectors. This is an agile practice to shift from business as usual to solving problems grounded on current realities, not merely a procedural adjustment.

The Commission visited the Union Public Service Commission (UPSC), India, to study best practices in examination design and digital assessment, and explored Tata Consultancy Services' Computer-Based Examination System to enhance the speed, integrity, efficiency and accessibility of recruitment. These efforts reaffirm Commission's commitment to transforming the BCSE into a cost-effective and competency-based talent acquisition system.

## 2.3.5 INTERNSHIP AND FAST STREAM RECRUITMENT PROGRAMS

As part of efforts to strengthen talent acquisition in critical professions and emerging talent, the Commission introduced campus recruitment initiatives in 2025 to attract top talent directly from universities. The initiative provides young graduates with opportunities to join the Civil Service on contract, enabling them to make informed career choices and consider the Civil Service as a meaningful career pathway.

The Commission also introduced a pathway to engage emerging talent through paid internships. During the reporting period, not a single candidate was available.

## 2.3.6 FUTURE TALENT PIPELINE FOR CTHROUGH PRE-SERVICE SCHOLARSHIP

As part of efforts to widen the talent pool and ensure a predictable supply of talent in critical professions, the Commission implements Pre-Service and King's Scholarship programmes.

### 2.3.6.1 King's Scholarship Programme (KSP) and Pre-Service Scholarship Programme

King's Scholarship and Pre-Service Scholarship Program are an integral part of talent acquisition for the civil service. These two programs provide opportunities for top students to study abroad.

During the reporting period, the Commission also extended talent offers to public agencies including Druk Holding and Investments (DHI), the Royal Bhutan Army (RBA), and the Druk Gyalpo's Institute.

### 2.3.6.2 Scholarship Awarded in 2026

A total of 281 slots were announced under the Pre-service Scholarships of which 184 slots were awarded. A total of five slots were awarded under the King's scholarship program.

Scholarship recipients were also inducted on the terms and conditions, responsibilities, code of conduct, mental well-being, and pre-departure requirements.

**King's Scholarship**

| Sl. No | Category | Total Slots | Slots filled |
|---|---|---|---|
| 1 | B.Sc. Chemistry and Biotechnology | 1 | 1 |
| 2 | B.Sc. Software, Data & Technology | 1 | 1 |
| 3 | B.Sc. Robotics & Intelligent Systems | 1 | 1 |
| 4 | B.Sc. Mathematics(Teaching) | 1 | 1 |
| 5 | B.Sc. Physics (Teaching) | 1 | 1 |
| **Total** | | **5** | **5** |

**Pre-Service Scholarship**

| Sl. No | Category | Total Slots | Slots Filled |
|---|---|---|---|
| 1 | Bio-medicine Category | 172 | 150 |
| 2 | Bio-medical Engineering | 2 | 1 |
| 3 | Engineering and ICT-related Category | 31 | 28 |
| 4 | Social Sciences/Law/ Education Category | 11 | 5 |
| **Total** | | **216** | **184** |

# Strategic Thrust Area V
# Innovative Civil Service




"Another dimension, lay in Bhutan's cultural software: the innate curiosity of the Bhutanese people, their ability to learn and grow, the bonds that hold communities together, and the integrity and trustworthiness that have enabled generations of Bhutanese to overcome challenges and build a stronger nation."

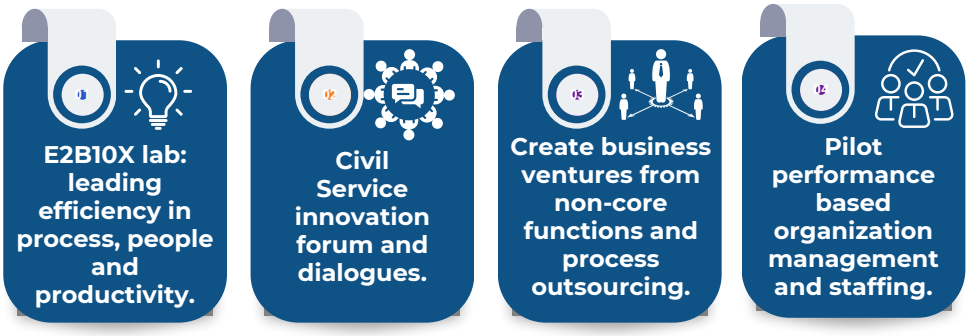
-His Majesty's Address on the 17th Convocation of the Royal University of Bhutan
17 June 2026

# 2.4 INNOVATIVE CIVIL SERVICE

*Driving 'test and learn' culture of continuous improvement. Empowered to experiment, find new ways to fix/ solve problems and deliver Citizen Centric Services.*

The Commission's efforts under this thrust area are guided by the need to build a Civil Service that works as one integrated system, rather than as separate institutions operating in silos. Greater collaboration, coordination, and trust among agencies are central to improving efficiency, strengthening accountability, and delivering better outcomes for the public. Ultimately, this thrust area seeks to transform the Civil Service into a more citizen-centric institution that is transparent, efficient, and responsive, contributing to the wellbeing of the Bhutanese people and the broader national aspiration of Gross National Happiness.

**Key interventions include:**



## 2.4.1 E2B10X LAB: LEADING EFFICIENCY IN PROCESS, PEOPLE AND PRODUCTIVITY

In alignment with the Royal Vision of His Majesty The King's Diamond Strategy, the Enlightened Entrepreneurial Bureaucracy (E2B10X) Lab, has been established to serve as a catalyst for promoting innovation and entrepreneurship through the incubation of ideas. The lab aims to serve as a central platform for ideation, testing, and scaling impactful solutions, improving processes and eliminating waste, and sharing knowledge and best practices.

### 2.4.1.1 Civil Service innovation forum and dialogues

To cultivate a stronger culture of innovation and continuous learning, the Commission expanded platforms for dialogue, reflection, and knowledge exchange across the civil service. These initiatives provide opportunities for civil servants to discuss emerging issues, share good practices, and collaboratively explore practical solutions to strengthen policies and public service delivery.

- **Zhiyog Droezom- the Civil Service Forum**

A key initiative under this effort is Zhiyog Droezom, the Civil Service Forum, established to address the limited opportunities for agencies to openly share experiences, learn from one another, build trust and engage in meaningful conversations beyond routine meetings and reporting.

- The programme is conducted in a hybrid format, enabling participation both in-person and virtually through Zoom Webinar and Facebook Live, thereby broadening its reach across the civil service and beyond. Each forum concludes with an interactive question-and-answer (Q&A) session, allowing participants to engage directly with the panelists, seek clarifications, and contribute to the discussion.

During the reporting period, two episodes of Zhiyog Droezom were successfully conducted:

**Episode 1**: Organized in collaboration with the Ministry of Energy and Natural Resources on the theme *"Bhutan's Evolving Energy Future: Policy, People, and Possibilities"* The programme engaged 147 in-person participants and 200 webinar attendees, with over 50,000 views on Facebook Live.

**Episode 2**: Led by the Department of Tourism, together with six Dzongkhags—Chhukha, Haa, Zhemgang, Samdrup Jongkhar, Trashigang, and Paro, focused on the theme "Bhutan Believe: Tourism Begins at Home". The event saw 100 participants in attendance, 150 webinar attendees, and over 48,000 Facebook Live views.

Preparations for the third session have also commenced in collaboration with the GovTech Agency. The forum continues to serve as an important platform for discussing civil service reforms, digital transformation, institutional challenges, and emerging opportunities, while fostering collaboration, trust and meaningful engagement.

- **e-forum series**

The Commission also introduced the e-Forum Series under the theme *"Inspire. Connect. Serve.,"* bringing together speakers and participants from a wide range of civil service agencies to exchange knowledge and best practices. During the reporting period, seven e-Forum sessions were conducted on emerging and future-oriented topics, including artificial intelligence, economy, agricultural technology, and other emerging tools and issues shaping the future of public administration (detailed in Table below).

By fostering cross-agency dialogue and exposing civil servants to evolving national and global trends, the e-forum series promotes continuous learning, broadens perspectives, strengthens inter-agency collaboration, and encourages informed discussions beyond formal training programmes.

Conducted virtually through Zoom and livestreamed on Facebook, the series enables civil servants across the country to participate, engage in discussions, and access the sessions regardless of their location. The initiative engaged more than 2,000 civil servants and the general public, significantly expanding its reach and fostering broader participation in discussions on issues of national and public sector importance.

| Agency | Theme |
|---|---|
| Sarpang Central School, Sarpang Dzongkhag | AI for Smarter Teaching and Learning |
| Department of Macro-Fiscal and Development Finance, MoF | Economic and bureaucratic efficiency: Bhutan |
| National Statistics Bureau | Economic Efficiency and Bureaucratic Efficiency: Bhutan |
| Department of Energy and Climate Change, MoENR | Carbon Markets |
| National Land Commission Secretariat | From Vision to Action: Land, Data, Convergence |
| Department of Agriculture and Marketing Corporations, MoAL | Bhutan's Agri-Trade Future |
| Dasho Kuenzang Wangdi, former ECB Commissioner | A Personal Reflection on Bhutan's Modernization Journey |

- **Youth Innovation Dialogue**

Recognising the importance of youth participation in shaping the future of the civil service, the Commission also initiated the Youth Innovation Dialogue (YID). The dialogue was designed to engage younger civil servants, providing a platform to understand their aspirations, perspectives, and challenges while encouraging them to contribute ideas for reform and innovation.

The dialogue engaged 59 young civil servants from 2025 Appointees under the Administration and Finance Services. Facilitated by Commissioner Tshering Cigay Dorji and Mr Luke Tay, the workshop focused on equipping new civil servants with strategic foresight tools to navigate a "poly-crisis" environment and contribute to the E2B10X vision of becoming an "Enlightened Entrepreneurial Bureaucracy" by 2035.

This initiative supports a more inclusive reform process by ensuring that the voices of younger civil servants are reflected in the transformation of the Royal Civil Service.

- **Civil Service Innovation Day**

The first ever Civil Service Innovation Day (CSID) 2026 was successfully organised under the theme "*Innovate for E2B*" from 15-16 June, 2026. It served as a platform to recognise creativity, practical problem-solving, and a stronger innovation culture within the civil service.

The event featured 67 innovation exhibits, comprising 52 projects from ministries, dzongkhags and agencies and 15 projects from Technical Training Institutes (TTIs). Over two days, the event attracted more than 1,000 participants, with 165 civil servants actively engaged in showcasing their projects.



The Innovation Day provided an opportunity for participants to present practical ideas that respond to real challenges faced by agencies and citizens. These included ideas focused on process improvement, digital solutions, service delivery enhancement, productivity gains, and better use of technology in government operations.

Awards were also presented to the Top Projects, alongside Honorary Recognition Awards, in recognition of excellence and innovation. The event strengthened inter-agency collaboration, promoted the sharing of innovative practices, and reinforced the Commission's commitment to fostering an innovative and entrepreneurial Civil Service.

**Innovation in Service Delivery Award Recipients**

1. Gold: *Strengthening Cryosphere Monitoring through a Standardised Semi-Automated Glacier Mass Balance Analysis System*, National Centre for Hydrology and Meteorology (NCHM).
2. Silver: *Beyond Borders and Bureaucracy & Beyond the Stamp Immigration services*, Department of Immigration (DoI), Ministry of Home Affair.
3. Bronze: *Advancing Waste Management Through "One Thimphu, Bhutan's Heart Initiative" for a Clean, Green, and Resilient City,* Thimphu Thromde.

**Digital Transformation Initiative Award Recipients**

1. Gold: *Towards Efficient, Sustainable & Tech-driven Mineral Resources Management*, Department of Geology and Mines, Ministry of Energy and Natural Resources.
2. Silver: *Smart Textbook and Accessible Digital Textbooks - Inclusive Digital Learning Resources for Every Learner*, Department Of School Education, Ministry of Education and Skills Development.
3. Bronze**:** *myGovConnect/myNLCs*, National Land Commission.

**Best Governance Innovation Award Recipients**

1. Gold: *RoI Framework for Public Service Delivery,* Department of Culture and Dzongkha Development, Ministry of Home Affairs.
2. Silver: *Teacher Performance Dashboard: A Data-Driven Pathway To Teacher Excellence And System Efficiency*, Pema Gatshel Dzongkhag.
3. Bronze: *Promotion of Entrepreneurial Mindset in Zhemgang District*, Zhemgang Dzongkhag.

**Technical Training Institutes Award Recipients**

1. *Gold*: Smart Campus – Integrated IoT-Based Facility Management System, Technical Training Institute, Rangjung
2. *Silver*:The Chandelier of Four Harmonious Friends Mandala, National Institute for Zorig Chusum
3. *Bronze*: Doma Paney Delight, Royal Institute for Tourism and Hospitality

**Honorary Recognition Awards**

1. Jigme Wangchuk Power Training Institute (JWPTI)- Certificate of Appreciation for Development of Zhiyop Robot.
2. Ministry of Industries, Commerce and Employment (MoICE): Certificate of appreciation for highest number of participation with 20 project submissions.
3. Kuenga Norbu, Assistant Human Resource Officer, RCSC - A certificate of appreciation for developing the logo for the Civil Service Innovation Day 2026.

One of the highlights during the event was the unveiling of *Zhiyop*, an AI-enabled companion jointly developed by the RCSC and Jigme Wangchuck Power Training Institute (JWPTI). *Zhiyop* provides courteous and informative responses on the Bhutan Civil Service Rules and Regulations (BCSR) 2023, while engaging users through Bhutanese etiquette and professional communication standards.

### 2.4.1.3 Documenting the Past-Policies and Governance

The Commission initiated Documenting the Past to preserve the institutional knowledge, experiences, and reflections of senior civil servants who have dedicated their careers to serving the Tsa-Wa-Sum.

During the reporting period, the concept note was developed and approved, establishing the framework for implementation. Interview questions and guiding themes were also developed to capture key milestones, leadership experiences, personal reflections, and lessons learned.

The initiative will be implemented in the next fiscal year, beginning with one-on-one interviews with six veteran retired civil servants, creating a repository of institutional knowledge and insights for current and future generations of civil servants.

# Strategic Thrust area IV Motivated Civil Servants



"I am confident that we will succeed, and my confidence comes from the people of Bhutan. I trust their judgement, determination, loyalty, and hard work. As long as we stand together behind a common goal, we will succeed. Bhutanese can shoulder responsibility, serve diligently, and rise to every occasion. Ultimately, through a Buddhist lens, our aspiration is threefold: a strong economy in the outer realm, prosperity for our people in the inner realm, and a strong spiritual foundation in the secret realm."

- His Majesty's Address to the Nation on the 118th National Day
17 December 2025

# 2.5 MOTIVATED CIVIL SERVANTS

*Empowering and taking care of civil servants to deliver national goals.*

A motivated Civil Service is fundamental to building a high-performing public sector that serves the nation with integrity, professionalism, and purpose. Recognising that civil servants are the driving force behind effective public service delivery, this thrust area seeks to foster intrinsic motivation by creating an enabling environment where civil servants feel valued, inspired, and empowered to contribute meaningfully to national goals and institutional priorities. Through initiatives that promote recognition, well-being, engagement, and professional fulfilment, the Commission aims to strengthen commitment, resilience, and a shared sense of purpose across the Civil Service.

Collectively, these recognition programmes have contributed to motivating civil servants, encouraging high performance, and fostering a culture of continuous improvement and innovation across the civil service.

The Commission also recognises that the Civil Service operates within a changing workforce environment, shaped by the continuous dynamics of inflow and outflow of civil servants. In this context, strengthening motivation, recognising performance, and creating a supportive work environment are critical not only for retaining capable professionals, but also for sustaining institutional memory, maintaining service continuity, and ensuring that the Civil Service remains attractive to current and future talent.

**The key interventions include:**



## 2.5.1 CIVIL SERVICE WELL-BEING (CSW)

### 2.5.1.1 Royal Civil Service Award

The Royal Civil Service Award (RCSA), instituted in accordance with the Royal Command of His Majesty The King and mandated by the Civil Service Act of Bhutan and the Bhutan Civil Service Rules and Regulations, is a key initiative to honour and celebrate the dedication, loyalty, and service excellence of civil servants. By formally recognising long and distinguished service to the Tsa-wa-Sum, the Award fosters pride while promoting professionalism, innovation, and service excellence. The initiative directly promotes the strategic thrust area of Well-Cared and Motivated Civil Servants by recognising and valuing civil servants' contributions to national goals. During the reporting year, 3,213 Royal Civil Service Awards were conferred to eligible civil servants on the 118th National Day in 2025.

**a. Lifetime Service Award**

225 civil servants and 106 public servants, a total of 331 were conferred with the Lifetime Service Award.



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

383 civil servants and 93 public servants, a total of 476 were conferred with the Gold Medals for serving 30 years.



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

799 civil servants and 285 public servants, a total of 1084 were conferred with the Silver Medals for serving 20 years.



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

1,023 civil servants and 299 public servants, a total of 1322 were conferred with the Bronze Medals for serving for 10 years.



### 2.5.1.2 Civil Service Support Desk (CSSD)

- **Hoops for Health (H4H)**

The Well-being Unit continued the successful implementation of the "Hoops for Health" Basketball Programme, launched on 16 November 2018, as part of its commitment to fostering a healthy, active, and inclusive workplace culture within the Civil Service. The programme provides women civil servants with a dedicated platform to engage in regular physical activity, build camaraderie, and promote physical and social well-being beyond the workplace.

Conducted every Friday after office hours for one hour, the programme brings together women civil servants from various agencies to participate in friendly basketball sessions. Beyond encouraging fitness and healthy lifestyles, "Hoops for Health" has become a space for building friendships, enhancing teamwork, boosting confidence, and promoting a strong sense of community among women civil servants.

- **Go-to-Person Service**

Following the launch of the Standard Operating Procedure for the Prevention and Response to Sexual Harassment in the Civil Service on 13 May 2025, a total of 96 Go-to Persons and Alternate Go-to Persons were nominated across Ministries, Agencies, and Dzongkhags and thromdes. These nominees were subsequently sensitised on the SOP through two training cohorts. In addition, an awareness video on sexual harassment was launched on 25 November 2025, coinciding with the International Day for the Elimination of Violence Against Women. Building on this, 29 Go-to Persons have since been trained in Psychological First Aid, with training for the remaining nominees planned for the next fiscal year.

- **Civil Service Wellness Day**

The Civil Service Wellness Day organized under the theme "Healthy Civil Service, Healthy Nation" celebrated an eventful day with highlight being the Group Relay Marathon in Thimphu. Where civil servants ran in teams representing their Departments/agencies promoting health, teamwork, camaraderie and friendly competition.
All participated in Sorig-Zhiney and Luejong, Yoga, and Zumba sessions. To make the event more exciting and engaging, there was Best T-shirt award, lucky draws, healthy food stalls and traditional medicine therapy and massage. The annual event is also an opportunity for civil servants to get a basic health screening. The day also shared the stage with the visually impaired civil servants, making it inclusive.
The event further provided an opportunity for civil servants to reconnect with retired civil servants and network across different agencies and sectors.

- **Civil Service Theme Song #I'MZHIYOP**

The Civil Service Theme Song was officially launched during the Civil Service Wellness Day to strengthen civil service identity, unity, and pride. The song was written, composed, and performed by civil servants themselves, making it a true reflection of the voice, values, and spirit of the civil service.

A significant highlight of the theme song was the active participation of civil servants with disabilities, whose involvement added greater meaning and inclusivity to the initiative. Their contribution reflected the Commission's commitment to building a civil service where every individual is valued, represented, and empowered to contribute.

The launch of the theme song also created strong engagement across agencies including, through a viral Civil Service Theme Song TikTok trend. Civil servants from different agencies participated in the trend, further promoting unity, creativity, and a shared sense of belonging. Overall, the theme song served as an inspiring reminder of the dedication, resilience, and collective commitment of civil servants in serving the Tsa-Wa-Sum.

- **2.5.1.3 Civil Servants' Welfare Scheme (CSWS)**

The CSWS was established on 11 November, 2015 with the vision to support with financial assistance founded on the principle, by the civil service, for the civil service.

The CSWS supports financial assistance to members during:

- semso on demise of member including superannuated members
- semso for death of a direct dependents
- medical referral and child brith

As of June 30, 2026 the total fund in the corpus amounts to Nu. 341,377,492.81/- excluding the interest accrued from deposits. The total payouts as benefits to the civil servants in the past year amounted to Nu. 28,415,000/- as detailed in the table below;

| Sl. No | Bank | Account Type | Term | Amount (Nu.) | Rate of Interest (%) | Interest Amount after 5 years |
|---|---|---|---|---|---|---|
| 1 | Bhutan National Bank | Term Deposit | 5 yrs | 310,000,000 | 8% | 434,000,000 |
| 2 | Bhutan National Bank | Current Deposit | - | 31,377,492 | - | 31,377,492.81 |
| **Total** | | | | **341,377,492** | | **465,377,392.81** |

### 2.5.3.1 CSWS Payout Summary

| Payment Type | Total Nos. | Total Payouts (Nu.) |
|---|---|---|
| Member Semso | 43 | 3,250,000 |
| Dependent Semso | 457 | 15,995,000 |
| Medical Referral Payment | 30 | 600,000 |
| Childbirth payment | 857 | 8,570,000 |
| **TOTAL** | **1,387** | **28,415,000** |

### 2.5.1.4 Wellbeing Cases

As part of the Commission's commitment to employee wellbeing, waivers on existing rules and regulations are granted for cases on genuine grounds. These include exceptions related to transfers and leave, particularly when such measures are necessary to address personal, medical, or family-related hardships. Each case is assessed on its merit, and decisions are made in the interest of supporting the individual's wellbeing while maintaining the integrity and efficiency of public service delivery. A total of 16 wellbeing cases were considered in the last one year.

## 2.5.4 CIVIL SERVANTS IN FOCUS

The Civil Servants in Focus initiative is a program designed to recognise and celebrate the outstanding contributions of civil servants in Bhutan. The initiative aims to motivate both the featured individuals and the wider civil service community by highlighting their stories of dedication, innovation, and service. This is done by sharing their stories on the RCSC's social media platforms. During the reporting period, 12 civil servants were featured in the "Civil Servants in Focus" series, highlighting their contributions, achievements, and dedication to civil service.

## 2.5.5 ORGANISATION LEVEL PERFORMANCE RECOGNITION (AGENCY EXCELLENCE AWARD)

The Commission has continued to strengthen performance accountability by expanding recognition beyond individual achievements. While the Civil Service has traditionally acknowledged individual excellence through promotions, the collective performance of agencies in executing national priorities through efficiency, innovation, teamwork, and integrity warrants a more systematic institutional mechanism.

To address this, the concept of an Agency Excellence Award (AEA) was presented at the Executive Forum and received endorsement from civil service leadership. To build a robust and well-grounded framework, a delegation from the RCSC conducted an official study visit to Thailand from 17-23 May, 2026 to learn about their Public Sector Management Quality Award (PMQA) framework, Agency Excellence Awards, and institutional benchmarking systems. The visit enabled the team to gain firsthand insights into how structured performance indicators, evaluation models, and recognition mechanisms can be leveraged to incentivize innovation and foster accountability across public sector agencies. These learnings provided essential reference points for designing Bhutan's own organizational performance recognition mechanisms.

Applying these practical insights, the Commission officially rolled out the agency excellence award during the inaugural Civil Service Innovation Day held in June 2026. The initiative established a structured platform to encourage teamwork, drive healthy competition, and promote institutional benchmarking across ministries, dzongkhags, and autonomous agencies. During the event, several agency-level awards were presented across key categories, including Innovation in Service Delivery, Digital Transformation Initiatives, Best Governance Innovation, and Technical Training Institutes alongside Honorary Recognition Awards to honor outstanding organisational accomplishments (refer to Section 2.4.1.2 Civil Service Innovation Day for the detailed list of award recipients).

# 2.6 HR AUDIT AND COMPLIANCE

### 2.6.1 Compliance Human Resource Audit

The following table indicates the compliance percentage for all the agencies audited during the FY 2024-25. A total of 14 Agencies were audited and it has been noted that all Agencies have maintained above 85% compliance rates.

| SL. No | Audit Phases and Agencies | Total HR actions | Total major observations | Total minor observations |
|---|---|---|---|---|
| 1 | 38th (Thimphu Thromde, RIM, MoF and National Assembly Secretariat ) | 11,431 | 194 | 213 |
| 2 | 39th (MoENR,MoIT,MoICE, Trongsa, Thimphu, Punakha Dzongkhag and Dratshang Lhentshog) | 23,623 | 60 | 52 |
| 3 | 40th (MoHA, GovTech and JDWNRH) | 22,216 | 6 | 85 |
| **Grand Total** | | **57,270** | **260** | **350** |

### 2.6.2 HR Audit Observation Reduction & BCSR Sessions

A targeted effort was made to reduce recurring HR audit observations and strengthen agency-level awareness of the Bhutan Civil Service Regulations (BCSR).

- The 38th and 39th phases compliance rates were endorsed at 100% across audited agencies, demonstrating strong implementation of recommendations.
- Best HR practices and common audit observations were presented in the months of July 2025, November 2025 and April 2026 during the monthly HR Webinar.
- BCSR and notification update sessions for all 14 agencies audited were conducted, ensuring all auditees are current on regulatory requirements.

### 2.6.3 Strategic HR Reviews

**A Review of Teacher and Leadership Workload in Selected Schools**

- A comprehensive review of the workload of Teachers, Vice Principals, and Principals in selected schools under the MoESD was conducted.
- Field visits were conducted at Yangchenphug Higher Secondary School (YHSS), Motithang Higher Secondary School (MHSS) and Dechencholing higher Secondary school in July 2025. Additionally, data were collected from 65 schools across the country. A draft report was accordingly submitted to the Commission and MoESD's Secretary and relevant officials in September 2025.
- Key recommendations: (1) Revise the Teacher Human Resource Plan (THRP) 2014; (2) Develop assessment frameworks for Principals and Vice Principals; (3) Implement monitoring mechanisms for school administration.

**Teaching Professionals Workload Review at Royal Institute of Management (RIM)**

A study on workload distribution among RIM teaching professionals was undertaken.

- The draft report was presented to the Commission in September 2025 and tabled at the 63rd Commission Meeting held in October 2025 as an information item.
- RIM was formally directed to submit a Plan of Action for lecturers not meeting the 20% teaching hours threshold, with redeployment to be considered where engagement cannot be increased.
- RIM's Plan of Action was received and approved by the commission. The implementation plan will be again audited after one year.

**Summary of Key Results**

| Activities | Key Achievement | Status |
|---|---|---|
| Compliance HR Audit | 14 agencies audited across 38th, 39th and 40th phases | Completed |
| Audit Observations | 100% compliance for 38th, 39th and 40th phases | Completed |
| Presentation of best HR practices and consolidated observation | Presented for 38th, 39th and 40th phases in monthly webinar | Completed |
| BCSR Sessions | BCSR session conducted for 14 Agencies Audited | Completed |
| Review and Teacher and leadership workloads | Workload review completed; recommendations submitted to MoESD | Completed |
| Teaching profession workload review(RIM) | Plan of Action approved; 1-year follow-up audit scheduled | Completed |

## 3.2 Disciplinary and 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 behavior within the civil service. Additionally, the Act grants the Commission appellate authority over cases originating from Ministries and Agencies. In events where a civil servant is dissatisfied with a decision made by a Disciplinary Committee, they have the right to appeal to the RCSC, which acts as the highest appellate authority in the absence of an administrative tribunal.

| Type of Administrative penalties imposed by | Total |
|---|---|
| Reprimand | 24 |
| Withheld Increment | 4 |
| Deduction of Increment | 4 |
| Withheld Promotion | 2 |
| Suspension | 8 |
| Compulsory Retirement | 39 |
| Termination | 43 |

# Part III: Public Service Delivery and Key Initiatives Across Government Agencies

# PUBLIC SERVICE DELIVERY AND KEY INITIATIVES ACROSS GOVERNMENT AGENCIES

This chapter is introduced for the first time in the RCSC Annual Report to provide a consolidated overview of selected public-facing services delivered by government agencies and some of the key initiatives undertaken during the reporting period. Its primary purpose is to showcase the range and scale of services provided directly to citizens, businesses, communities, and other service users across the Government by the civil servants.

Beyond documenting service delivery, the chapter is also intended to encourage agencies to reflect on the relevance, quality, accessibility, timeliness, and efficiency of their services. By taking stock of what is being delivered and how it benefits the public, agencies are encouraged to rethink existing approaches, identify areas for improvement, and continuously enhance the overall experience of service users.

The scope of this chapter is limited to services that are public-facing and directly rendered to service users, along with selected initiatives that have contributed to improving service delivery, accessibility, responsiveness, efficiency, and user experience. It does not provide to assess the impact nor an exhaustive account of all activities undertaken by the agencies. Internal process and operational functions, backstage work on policy and regulation formulation, coordination and meetings, capacity-building activities, and other supporting functions that are not client facing are not covered here. Further, it is collected on a voluntary basis and don't reflect all agencies. In addition, only brief snapshots of selected services and notable achievements are presented in this report. More elaborate information on the summary presented are available in the link below, online readers may view it in the link provided.

***Click Here For more Details***

The information presented is a selective overview of public-facing services and key initiatives and not a complete account of all the roles and activities carried out.

# MINISTRIES AND CENTRAL AGENCIES

## Cabinet Secretariat

The Cabinet Secretariat anchored several whole-of-government initiatives in FY 2025–26, from long-term national planning to large-scale public event coordination, spanning the Strategic Planning Division, Construction Quality Division, Public Service Delivery Division, Administration and Finance Division, and Cabinet Affairs Division.

### Services rendered

| Service | Number |
|---|---|
| Public Service Contact Centre (Toll-Free 1199) — citizen interactions | 134,193, across 60+ government services |
| Integrated Service Centre (ISC) / GovBiz Unit — citizens served | 3,113, plus 4 major business proposals facilitated to completion |
| Monthly HPM planning-coordination sessions convened | 7 rounds, chaired by the Prime Minister |
| "Meet the Press" monthly public-engagement sessions | 12 structured sessions |
| Online vehicle requisition system (pool vehicles) | Launched June 2026, with GovTech support |

### Notable initiatives and achievements

- Developed Bhutan's 21st Century Economic Roadmap (10X Vision), a national strategy targeting a tenfold increase in real GDP and developed-country status by 2050, grounded in GNH.
- Established the 10X Vision Delivery Unit (VDU) under the Prime Minister's Office, including a National Steering Committee, to drive implementation, resource mobilisation and accountability.
- Initiated the Five-Year Plan (FYP) Portal, an integrated planning, monitoring and evaluation system for real-time tracking of national programmes.
- Led the 13$^{th}$FYP Mid-Term Review across all ministries, Dzongkhags and Thromdes, conducted earlier than the usual cycle to align with the 10X Roadmap, the Diamond Strategy and the Gelephu Mindfulness City.
- Established the Bhutan Innovation Lab (BIL), which has already delivered the national tourism policy diagnostic, the National Action Plan on Substance Abuse, and improvements to the national hospital appointment system.

## Ministry of Agriculture and Livestock

MoAL delivered production-support, regulatory, marketing and conservation services in FY 2025–26 through the Department of Agriculture, Department of Livestock, Department of Agricultural Marketing and Cooperatives, National Biodiversity Centre, and the Ministry's Policy and Planning Division.

### Department of Agriculture: Services Rendered

| Services | Number |
|---|---|
| Crop Protection (chain-link fencing) | 119 schemes, 647 km, protecting 18,320 acres for 7,324 households |
| Irrigation Services | 62 schemes (55 by Local Governments, 7 by HQ), covering 8,619 acres for 4,455 households |
| Agriculture Land Development | ~800 acres developed |
| Agriculture Inputs Supplied | 3,000 MT fertiliser; 500 MT plant-protection chemicals; 4.70 MT vegetable seed; 510 MT potato seed; 68 MT cereal seed; ~643,000 fruit seedlings |
| Farm Mechanization | ~31,000 acres mechanized |
| Land Conversion Cases Verified | 230 cases (TAT cut by 50%) |
| SRF Lease Feasibility Services | 6 applicants (TAT cut from up to 10 days to 5 days) |

### Department of Livestock: Services Rendered

| Services | Number |
|---|---|
| Veterinary Clinical Services (treatment, surgery, diagnostics, deworming, vaccination, pet registration, sterilization) | 59,520 |
| Veterinary Laboratory Diagnostic Services | 17,130 |
| Livestock Input Supply (day-old chicks, piglets, fingerlings) | 1,697,046 |
| Bovine Frozen Semen (produced + procured) | 36,040 doses |
| Feed Quality Laboratory Samples Analysed | 1,699 |
| Technical & Environment Clearances Issued | 13 |
| Apiculture Inputs & Technical Services | 10 |

### Notable initiatives and achievements

- Launched the National Crop and Livestock Insurance Scheme with a Nu. 800 million government premium subsidy, providing an important financial safety net against agricultural and livestock losses.
- Rolled out the Farmer Registration System across all 20 Dzongkhags, creating a real-time national database on farmers, crops, land and agricultural inputs to strengthen evidence-based planning and service delivery.
- Established a Bhutan Outlet in Guwahati and convened BATIF 2.0, securing major agrifood investment commitments.

## Ministry of Energy and Natural Resources

MoENR's five departments; Water, Geology and Mines, Forests and Park Services, Environment and Climate Change, and Energy issued a wide range of permits, clearances and licences in FY 2025–26, with continued digitisation of application and payment processes.

### Services rendered

| Services | Number |
|---|---|
| Water — bore-well feasibility, abstraction permits & conflict reviews | 4 issued; 7 permits issued; 5 conflicts reviewed |
| Geology & Mines — rural stone/boulder permits | 1,368 issued |
| Geology & Mines — commercial surface-collection/dredging permits | 165 issued of 208 reviewed |
| Geology & Mines — stock-lifting permits | 427 issued of 440 reviewed |
| Geology & Mines — mines/quarries leased (new, renewal, extension, transfer) | 14 leased of 20 processed — average processing time cut from 3–4 years to 1.7 years |
| Geology & Mines — geochemical samples analysed | 405 samples, generating Nu. 216,000 in revenue |
| Geology & Mines — off-hour Transport Permits for mineral export | Approximately 400,000 truckloads, in weekends and holidays |
| Forests & Park Services — timber / non-wood forest produce export approvals | 3,256 processed |
| Forests & Park Services — forestry clearances | 3,814 issued; 3,364 not approved |
| Forests & Park Services — CITES export permits (endangered species) | 7 issued |
| Environment & Climate Change — Environmental Clearances | 143 new; 46 renewed |
| Environment & Climate Change — ozone-depleting-substance import permits | 29 issued |
| Energy — power sanctions & clearances | 48 sanctions; 64 clearances |
| Energy — Solar Home Lighting Systems | 22 new; 30 rehabilitated |
| Energy — solar project EoI clearances | 39 (1,660 MW FY2025–26; 2,535 MW cumulative) |
| Energy — hydropower projects allocated | 7 |

### Notable initiatives and achievements

- Reduced environmental clearance turnaround time for blue-category projects from 45 to 30 working days, and for red-category projects from 170 to 100 working days.
- Introduced off-hour, including weekend and public-holiday, Transport Permit issuance for mineral exports.

## Ministry of Education and Skills Development

As of June 2026, the Education Sector accounted for 41% of the total Civil Service workforce, comprising 12,241 teaching and non-teaching personnel. Of these, 8,195 teachers were deployed across 518 schools, serving 144,010 students nationwide, with a national teacher-to-student ratio of 1:17. Against this backdrop, the Ministry of Education and Skills Development implemented several notable initiatives during the reporting year, as highlighted below.

### Notable initiatives and achievements

- Development and implementation of the National School Curriculum Framework 2026–2030, including competency-based curricula to make education more relevant and future-ready.
- Alignment of national assessments with Cambridge international standards, including preparations for joint BCSEA–Cambridge certification for Class XII from the 2027 Board Examination.
- Nationwide Teacher Requirement Exercise and redeployment of 300+ excess teachers to schools facing shortages, improving workforce efficiency without relying solely on new recruitment.
- Expansion of digital learning through Digital Lopen, alongside digitization of examination, certification, verification, qualification recognition, and accreditation services.

## Ministry of Finance

The Ministry of Finance advanced major public financial management reforms in FY 2025–26 across budgeting, procurement, treasury and tax administration, led by its five departments: Macro-Fiscal & Development Finance (DMDF), Planning, Budget & Performance (DPBP), Procurement & Properties (DPP), Treasury & Accounts (DTA), and Revenue & Customs (DRC).

### Reforms and systems rendered

| Reform / system | Effective Date |
|---|---|
| Goods and Services Tax, Income Tax Act, Excise Tax Act | In effect since 1 January 2026 |
| Procurement Rules & Regulations 2025 and new Standard Bidding Documents | Effective 1 July 2025 |
| Cluster Procurement (Ministerial + Autonomous Bodies offices) | Piloted across 3 ministries and 12 autonomous agencies, October 2025 |
| Emergency Logistics Preparedness Procurement Manual 2026 | Launched March 2026; effective FY 2026–27 |

### Notable initiatives and achievements

- Launched the Macroeconomic Outlook Dashboard (May 2026), a public interactive platform with an in-house Macroeconomic Simulator for scenario-based policy analysis.
- Awarded a contract for a new Integrated Financial Management Information System (IFMIS, 2026)

- To modernise and integrate budgeting, procurement and treasury operations.
- Published the Unified Chart of Accounts (UCoA) manual, assigning a uniform code to every asset, liability, revenue and expense type to bridge national budgeting, tracking and international standards.

**Ministry of Foreign Affairs and External Trade**

The Ministry of Foreign Affairs and External Trade (MoFAET) delivered consular and passport services to citizens alongside diplomatic facilitation for international organisations and missions based in Bhutan.

### Services rendered

| Services | Number |
|---|---|
| Passports verified & printed (Ordinary, Official, Diplomatic, Travel Document) issued | 31,158 |
| Passports dispatched | 31,237 |
| Attestations completed | 1,116 |
| Other Services | 655 |

### Notable initiatives and achievements

- Revision of the Passport Manual 2006.
- Integration of the passport system with the National Digital Identity.

**Ministry of Home Affairs**

MoHA's six departments;
Civil Registration and Census (DCRC), Immigration (DoI), Law and Order (DLO), Local Governance and Disaster Management (DLGDM), the Civil Society Organization Authority (CSOA), and Culture and Dzongkha Development (DCDD) together manage identity, security, local-governance and heritage services nationwide. Rather than a single aggregated volume, the Ministry tracks performance through department-level statutory outputs.

### Department of Civil Registration and Census (DCRC); Services Rendered

| Services | Number |
|---|---|
| Household information updates | 152,837 |
| Security Clearance Certificate | 89,927 |
| CID renewal | 38,257 |
| New CID issuance | 16,279 |
| Lost card replacement | 13,037 |
| Birth registration | 8,759 |
| Enrollment of biometrics for NDI | 6,975 |
| Death registration | 3,763 |
| Access to BCRS API from other agencies | 17 |
| Other Services | 65,703 |
| Total | 395,554 |

***Total revenue from CID processing services: Nu. 11,470,300.***

### Department of Law and Order (DLO) ; Services rendered

| Services | Number |
|---|---|
| No of Clearance issued | 154,613 |
| Crowd-funding approvals (medical referrals) processed within 24 hours | 17 cases |
| Construction Explosive approvals for end-users processed in 12 hours | 113 permits |

The Department of Immigration safeguarded Bhutan's borders through immigration management and clearance services; the Department of Local Governance and Disaster Management coordinated administration, disaster mitigation and capacity building across all 20 Dzongkhags and 205 Gewogs; the Civil Society Organization Authority maintained regulatory oversight of more than 50 registered Civil Society Organizations; and the Department of Culture and Dzongkha Development managed heritage clearances, monument ticketing, and national conservation, museum and archaeology programmes.

### Notable initiatives and achievements

- Convened the 27th Annual Dzongdags' Conference, formally integrating the Thimphu Earthquake Contingency Plan into district-level executive action.
- Launched Automated Immigration Clearance (e-Gates) at Paro International Airport, a stamp-less visa regime, and piloted mobile clearance equipment at Phuentsholing, Samdrup Jongkhar and Samtse.
- Launched the National Monument Fund online ticketing platform, reducing visitor wait times and improving revenue transparency; DCDD generated Nu. 74.07 million in direct revenue (Nu. 623.62 million including monument funds).
- Introduced Investor Visa/Permit and Investor Card categories, aligned with the FDI Rules and Regulation 2025.

## Ministry of Health

MoH delivered a broad range of clinical, public health, diagnostic and regulatory services. In 2025, 3.42 million patient visits were recorded across the country. As of June 2026, the health sector comprised 4,840 clinical staff, including 625 doctors, serving across 851 health facilities with 2,748 beds. Patient loads are reflected under respective Dzongkhag reports, while the MoH classification includes only JDWNRH data.

### Services rendered

| Services | Number |
|---|---|
| Traditional Medicine patients treated (Jamched, Tshubched, Laynga, Kamkhab, OPD) | 43,817 |
| AMCHP — pregnant/lactating women enrolled under Conditional Cash Transfer | 8,116 (Nu. 136M disbursed; 2,889 graduations) |

| Services | Number |
|---|---|
| People living with HIV retained on antiretroviral therapy | >98% |
| Vaccines procured, with zero stock-outs nationwide | Nu. 45.40 million |
| Cold-chain equipment, spare parts & generators procured | Nu. 14.98 million |
| Health-related research projects reviewed (Research Ethics Board of Health) | 102 |
| Interplast (Australia/NZ) reconstructive-surgery partnership, to date | 1,617 consultations; 584 surgeries |
| Health workers trained on strategic communication (SBC/IPC), 11 Dzongkhags | 123 |
| Village Health Workers trained, 8 Dzongkhags | 239, plus 398 field backpacks distributed |
| Hospitals providing Mobile Medical Unit services | 10 nationwide |

### Notable initiatives and achievements

- Digitised the Annual Household Health Survey after nearly 50 years of paper-based implementation and published the Ministry's first Annual Health Bulletin using individual-level ePIS/AHS data.
- Secured ¥600 million (approximately Nu. 345 million) for CT scan, MRI and ambulance procurement for JDWNRH, strengthening national diagnostic and emergency-care capacity.

### Notable initiatives and achievements

- Launched the National Traditional Medicine Strategy and Action Plan 2025–2034, upgraded the Traditional Medicine Division to the National Centre for Traditional Medicine Services, and introduced new Jamched and Tshubched services across all 84 Traditional Medicine hospitals and units.
- Inaugurated dialysis services at Trashigang Hospital and advanced the introduction of peritoneal dialysis at JDWNRH, improving access to specialised renal care outside the capital.
- Developed the National Action Plan for Health Security aligned with the 2025 Joint External Evaluation and conducted an influenza-pandemic response simulation and SOP exercise.

## Jigme Dorji Wangchuck National Referral Hospital (JDWNRH)

### Services rendered

| Department/ Units | Patient Load |
|---|---|
| Department of Pathology & Laboratory Services | 1402248 |
| Department of Radiodiagnosis & Imaging | 108550 |
| Department of Community Health | 96017 |
| Department of General Practice | 77033 |
| Department of Dentistry | 75369 |
| Department of Ophthalmology | 63476 |

## Jigme Dorji Wangchuck National Referral Hospital (JDWNRH)

### Services rendered ePIS record

| Department/ Units | Patient Load |
|---|---|
| Department of Pediatrics | 52,519 |
| Department of Medicine | 50,675 |
| Department of ENT and Head Neck Surgery | 42,444 |
| Department of Gynaecology and Obstetrics | 28,771 |
| Department of Orthopaedics | 27,467 |
| Department of Surgery | 26,519 |
| Department of Dermatology | 24,096 |
| Department of Psychiatry | 24,077 |
| Department of Emergency Medicine | 23,067 |
| Department of Physiotherapy and Rehabilitation | 15,881 |
| MCH Emergency Unit | 15,176 |
| Diabetes Clinic | 11,444 |
| Cardiology Unit | 9,008 |
| Nephrology Unit | 7,728 |
| Department of Forensic Medicine and Toxicology | 3,098 |
| Maternal Fetal Medicine Clinic | 2,654 |
| Pain Management & Palliative Care Unit | 2,371 |
| Palliative & Homecare Unit | 1,720 |
| Department of Anesthesiology | 1,614 |
| Department of Oncology | 1,601 |
| Breast Clinic | 1,262 |
| Nutrition Unit | 1,069 |
| TB Treatment Unit | 52 |
| Adult Intensive Care Unit | 48 |
| Blood Transfusion Unit | 27 |
| **Total** | **2,197,081** |

### Notable initiatives and achievements

- Digitisation of past paper-based medical records, identified by the hospital as its key initiative for the year.

## Ministry of Infrastructure and Transport

MoIT delivered technical, regulatory and transport services in FY 2025–26 through its Department of Infrastructure Development, Department of Surface Transport and Department of Human Settlement, alongside two regulatory authorities; the Bhutan Construction & Transport Authority (BCTA) and the Bhutan Civil Aviation Authority (BCAA).

## Department of Infrastructure Development; Services rendered

| Services | Number |
|---|---|
| Technical design and project development | 380 |
| Project Implementation and construction management | 73 |
| Technical advisory and backstopping | 30 |
| Knowledge products/policy guidelines | 20 |
| Capacity building/training | 27 |
| Building approvals/technical sanctions | 610 |

## Department of Surface Transport; Services rendered

| Services | Number |
|---|---|
| Clearance issued for approach road construction | 169 |
| Clearance issued for extraction of construction materials within Road Right of Way (RRoW) | 43 |
| Approval for the construction of vegetable shed within RRoW | 25 |

## Bhutan Construction and Transport Authority; Services rendered

| Services | Number |
|---|---|
| Construction Industry Services | 7,571 |
| Vehicle Registration and Certification Services | 176,606 |
| Driver and Learner Licensing Services | 70,490 |
| Route Approvals and Permits | 1,111 |
| Passenger Transport Personnel Services | 68 |
| **Total** | **255,846** |

## Bhutan Civil Aviation Authority (BCAA)

| Types | Number |
|---|---|
| Air worthiness | 21 |
| Flight operations | 34 |
| Personal licensing | 18 |
| Air navigation services | 6 |
| Aviation security | 6 |
| Aerodrome services | 8 |

### Notable initiatives and achievements

- Construction Manager Software (CMS): Migrated the 18-year-old desktop system to a cloud-based platform for real-time project monitoring, automated tendering and billing.
- Zhichar V2: Developed an integrated national platform for spatial plans, buildings and emergency shelters, enabling citizens to access property and planning information online.
- Construction Approval System: Introduced a national digital platform for processing and monitoring building approvals, with the aim of significantly reducing turnaround time.
- Bhutan RoadWatch Application: Enabled the public to access real-time information on roadblocks, clearance status and road conditions.
- Road Safety Audit and iRAP Star Rating: Introduced evidence-based road-safety assessments to identify risks and prioritise cost-effective safety improvements.

## Government Technology Agency (GovTech)

GovTech drove Bhutan's whole-of-government digital transformation in FY 2025–26, spanning national digital identity, cybersecurity, artificial intelligence, satellite research, and citizen-facing digital services.

### Services Rendered

| Services | Number |
|---|---|
| Digital systems developed | 42 |
| Standard Operating Procedures developed (ITIL-aligned) | 113 |
| Government agencies with deployed chatbots | 12 |
| AI Lab Program participants trained in FY 2025–26 | 153 (121 foundational + 32 specialised) |
| Citizens given digital-skills training (7 sectors) | 7,043 |
| Blockchain Hackathon teams | 11 |
| Tech Solution Connect Forum participants (17–18 May 2026) | 100 |

### Notable initiatives and achievements

- Introduced the 4th Generation Citizenship Identity Card with high-density biometric QR codes, enabling secure offline identity verification without requiring a smartphone or internet connection.
- Piloted Starlink connectivity at three remote schools to assess reliable internet access for underserved communities.
- Established a dedicated Security Operations Center and Incident Management Team, strengthening proactive cybersecurity monitoring and the protection of digital public services.

## National Centre for Hydrology and Meteorology

NCHM delivered continuous weather, hydrology, climate and disaster early-warning services in FY 2025–26, alongside major infrastructure expansion and international recognition for scientific innovation.

### Services rendered

| Services | Number |
|---|---|
| Hydromet monitoring instruments operated | 373 (193 meteorological + 159 hydrological/GLOF) |
| Daily weather forecasts issued | 1,456, over 364 operational days |
| Extreme-weather advisories disseminated | 17 |
| Aviation weather forecasts issued (Paro International Airport) | 1,092, over 364 uninterrupted days |
| Daily water-level updates / hydrological outlooks issued | 533 each |
| Hydrological data users served | 250+ (government, private sector, researchers, students) |
| Historical climate-data users served | 304 |
| Instruments calibrated (thermometers / barometers / AWS) | 25, 3, 21 |
| Glaciers / glacial lakes inventoried (Deep Learning-assisted) | 673 / 620 |

### Notable initiatives and achievements

- Installed Bhutan's first high-altitude black-carbon monitoring station on Shodug Glacier (5,168 m a.s.l.), using Starlink for real-time data transmission.
- Received the Gold Award for Innovation in Service Delivery (Semi-Automated Glacier Mass Balance Analysis System) and the Project Excellence Award (Aviation Meteorology Quality Management System); Specialist Mr Karma received ICIMOD's Dr Andreas Schild Memorial Mountain Award.
- Installed 19 near-surface ground-temperature sensors in the Mo Chhu headwaters to monitor permafrost stability in critical alpine catchments.

## Dratshang Lhentshog

### Notable initiatives and achievements

- Piloted the Class I English Curriculum in 26 Monastic Schools
- Developed the Dratshang Information Management System (DIMS) with support from GovTech

**National Land Commission Secretariat**

The National Land Commission Secretariat (NLCS) evolved beyond a traditional land administration agency into a strategic national development institution in FY 2025–26, spanning citizen land services, digital transformation, and integrated spatial planning.

## Services rendered

| Services | Number |
|---|---|
| Citizen land transaction services delivered (rural, urban, state land, LUC, Satshab, lease) | 35,000+ |
| e-Sakor digital transactions processed | 16,903 |
| MyNLCS workflow tasks completed | 4,800+ |
| Rural service average turnaround time | Reduced to 7.86 days |
| Urban service average turnaround time | Reduced to 3.68 days |
| NCRP legacy case backlog resolved | 70% |
| Land records cleaned | 5,000+ |
| Lagthrams issued | 8,000+ |
| LUC and Kasho parcels segregated | 4,000+ |
| Cadastral surveyors licensed and audited | 37 |

## Notable initiatives and achievements

- Adopted DrukRef23, Bhutan's new national geodetic reference framework, modernising national surveying and engineering infrastructure.
- Successfully launched Bhutan's National Spatial Data Infrastructure (NSDI), the country's first unified national geospatial platform, integrating 112 authoritative spatial datasets (200+ identified) for whole-of-government data sharing.
- Completed nationwide Alienable Land Mapping across all 20 Dzongkhags, Bhutan's largest scientifically derived inventory of potentially alienable land and completed Land Use and Land Cover Mapping field sampling across 10 Dzongkhags using machine learning.
- Revised the Land Rules, developed the Strata Rules 2026, and established a Certified Land Conveyancer framework to strengthen professional standards.
- Strengthened protection of Chhuzhing (wetland) and revised the Land Exchange Policy to safeguard agricultural land and climate resilience.

# DZONGKHAG AND THROMDE ADMINISTRATIONS

## Bumthang Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Land Record and Survey | 1,826 |
| Civil Registration and Census | 1,545 |
| Municipal Services | 315 |
| Environment Services | 10 |
| Agriculture Services | 8 |

### Notable initiatives and achievements

- Digitally transformed the DIBELS reading assessment for PP–VI students.
- Developed a TRE-integrated Human Resource Intelligence System.
- Rolled out a WASH Facilities Dashboard for schools.

## Chukha Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Land Record and Survey | 6,207 |
| Civil Registration and Census | 2,008 |
| Human Resources | 341 |
| Procurement | 49 |
| Engineering | 214 |

### Notable initiatives and achievements

- Achieved a 75% AI conception rate with imported Jersey semen and introduced sex-sorted semen (230 replacement heifers), pushing dairy milk production to 2,245 MT against a 2,086 MT target.
- Egg production reached 2.88 million against a 2.67 million target, driven by a 120% increase in registered poultry farms; trout production reached 1,240 kg against a 0.2–0.5 MT baseline, with 9,000 fingerlings restocked.
- Upgraded Chhukha District Veterinary Hospital with modern diagnostic and therapeutic equipment, including an infusion warmer, multiparameter monitor, oxygen concentrator and ECG.

## Dagana Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Civil registration and census services | 2,459 |
| Agriculture services | 287 |
| Finance services (AFD) | 8 |
| HR Services | 245 |
| Livestock services | 13,127 |
| Land services | 1,884 |
| Environment services | 440 |
| Culture services | 257 |
| Municipal services | 120 |

### Notable initiatives and achievements

- Distributed 66,000 asparagus seedlings to 12 households, covering 4.4 acres, and undertook land development for 77 households covering 91 acres.
- Strengthened livestock services through reproductive waste management, brucellosis surveillance, annual vaccination, artificial insemination and cattle sourcing, reaching 13,127 cattle.
- Achieved 95% coverage of the population aged 18+ under health screening programmes.
- Recorded 89.8% completion of 8 ANC visits and 90.2% completion of 4 PNC visits among pregnant women.
- Developed 11 health infrastructure and ancillary facilities, including disability-friendly infrastructure at Dagapela Hospital.

## Gasa Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Civil registration and census services | 386 |
| Land services | 712 |
| Education services | 80 |
| Environment services | 100 |
| Engineering services | 95 |
| HR services | 791 |
| Health services | 9,487 |
| Livestock services | 16,253 |

### Notable initiatives and achievements

- Green Kitchen Initiative (Laya CS & Gasa PS): shifted school kitchens to LPG and electric cookers, cutting Laya CS's annual firewood-related cooking costs from Nu. 180,000 to about Nu. 68,000 (a 62% reduction) while reducing indoor smoke and pressure on forest resources.
- Remote Staffing Stabilization Model: replaced reactive vacancy-filling with a structured, suitability-based deployment system for hard-to-reach schools, achieving full staffing coverage across all five schools in Laya and Lunana Gewogs.
- Digital School Governance and Coordination Framework: enabled real-time virtual coordination with remote Laya and Lunana schools, replacing physical meetings with structured digital communication.

## Haa Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Health Services | 99,390 |
| Civil Registration and Census | 819 |
| Land Record and Survey | 251 |
| Cultural-sector clearances and events coordinated | 24 |

### Notable initiatives and achievements

- Launched the Dzongkhag's new tourism brand, “Haa Lay Mi Lay,” and hosted the 3rd edition of the Haa Spring Festival.
- Piloted the Community-Based Flood Early Warning System (CBFEWS) with Haa Dzongkhag Administration, ICIMOD, NCHM and DLGDM.
- Conducted an earthquake-induced damage assessment covering 104 households across Haa Throm and four upper Gewogs.

## Lhuentse Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Civil Registration and Census | 1,358 |
| Agriculture | 897 |
| Finance (AFD) | 330 |
| HR Services | 262 |
| Procurement | 106 |
| Land Record and Survey | 100 |
| Livestock | 93 |
| Environment | 63 |
| Engineering | 33 |
| Culture | 3 |

## Mongar Dzongkhag

### Notable initiatives and achievements

- Launched a monthly e-newsletter and multiple information-sharing dashboards, including a Daily Sector Activity Log for the Land Sector.
- Outsourced waste collection to a private firm, cutting disposal-site burden by roughly 70%.
- Establishment of Dumping Yard has supported better waste segregation practices, with approximately 50% improvement in segregation at source.

## Paro Dzongkhag

### Turnaround-time improvements

| Services | Baseline | Revised |
|---|---|---|
| Health services ( OPD waiting time) | 45 minutes | 33 minutes |
| Engineering services (Construction approval time) | 30 days | 25 days |
| Land services (inheritance, sale, gift, exchange approval time) | 67 days | 37 days |

### Notable initiatives and achievements

- Processed 583 construction-approval services within the revised turnaround time (364 new construction approvals, of which 333 were completed within TAT).
- Trained 55 women in plastic recycling (950 kg processed into 15 recycled products) and installed a Reverse Vending Machine that collected 120,768 bottles.
- Established a one-stop Dzongkhag Service Desk with dedicated printing, photocopying and form-issuance services and an information help desk.

## Pemagatshel Dzongkhag

### Services rendered

| Sector | Number |
|---|---|
| Human Resource | 3,908 |
| Land Record and Survey | 2,031 |
| Civil Registration and Census | 1,138 |
| Procurement | 497 |
| Engineering and Human Settlement | 321 |
| Environment | 54 |
| Cultural-sector clearances and events coordinated | 12 |

### Notable initiatives and achievements

- Reduced turnaround time across 7 core service categories,most notably IT network restoration (30 to 5–10 minutes) and CSI services (15 to 3 days) and standardised timelines for all 7 finance-cluster transaction types.
- Rolled out 6 digital transformation tools: an Online Attendance System, TAT Service Record System, Online Dispatch System, 13$^{th}$ FYP Planning Dashboard, Fiscal Year M&E Dashboard, and a Teachers' Performance Dashboard.
- Introduced 7 new institutional programmes, including Quarterly Coordination Meeting (QCM), a Three day Bathing Carnival 1.0.

## Punakha Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Land Record and Survey | 1,873 |
| Civil Registration and Census | 604 |
| Human Resource | 227 |
| Engineering Sector | 62 |
| Environment | 57 |
| Cultural-sector clearances and events coordinated | 57 |

### Notable initiatives and achievements

- Aligned Dzongkhag service-delivery standards with the national E2B10X (Enlightened Entrepreneurial Bureaucracy) framework, deploying new dispatch and DAK-in/DAK-out tracking systems to measure document turnaround time in real time.
- Conducted the inaugural “Fertility Festival” at Chimi Lhakhang (23–24 May 2026), drawing 3,245 visitors and including a 10 km Fertility Trail Run with 53 registered runners, funded through the Economic Stimulus Programme with the Department of Tourism.

## Samdrup Jongkhar Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Agriculture services | 30,686 |
| Health services | 14,651 |
| Civil registration and census services | 3,081 |
| Livestock services | 1,528 |
| Land services | 1,270 |
| Education services | 637 |
| HR services | 352 |
| Engineering services | 67 |
| Environment services | 66 |
| Finance services (AFD) | 280 |

### Notable initiatives and achievements

- Gewog-level services were separately tracked across all 11 Gewogs, spanning rural timber permits, land transactions, life insurance, disaster response and online property-tax payments.

## Samtse Dzongkhag

### Services rendered

| Sector | Number |
|---|---|
| Land Record and Survey | 4,955 |
| Civil Registration and Census | 4,388 |
| Environment | 141 |
| PEDS | 173 |
| Engineering Sector | 89 |

### Notable initiatives and achievements

- Launched the Weekly Beautification and Waste Management Initiative, every Friday afternoon, some 400–500 residents, school principals, institution heads and community leaders clean and beautify 41 designated municipal sites; 100 Gulmohar and Cassia fistula saplings and 52 coffee plants have been planted to date.

## Sarpang Dzongkhag

### Services rendered

| Sector | Number |
|---|---|
| Livestock services | 171,220 |
| Land services | 7,521 |
| Finance services (CFS) | 7,643 |
| Civil registration and census services | 4,811 |
| Education services | 2,573 |
| HR Services | 239 |
| Agriculture Services | 419 |
| Environment Services | 102 |
| Procurement | 130 |
| Cultural Services | 40 |
| Health Service Unit | 14 |

## Thimphu Dzongkhag

### Services rendered

| Sector | Number |
|---|---|
| Livestock | 41,065 |
| Civil Registration and Census | 4,187 |
| Land Record and Survey | 1,971 |
| Engineering | 267 |
| HR | 487 |
| PEDS | 166 |

## Trashigang Dzongkhag

- Conceptualised and delivered a “festival triad” to position eastern Bhutan on the national tourism map: the Tragopan Festival (celebrating avifauna and forest heritage), Rhododendron Week (showcasing high-altitude blooms during the shoulder season), and The Great Yeti Quest together designed to channel visitor spending directly into the local economy.

## Trashiyangtse Dzongkhag

### Services rendered

| Sector | Number |
|---|---|
| Land Record and Survey | 215 |
| Civil Registration and Census | 1,568 |
| Finance Services | 5,980 |

### Notable initiatives and achievements

- Hosted the Black-necked Crane Farewell Festival 2026, generating Nu. 1.122 million in community revenue, attracting up to 4,000 visitors, and securing Nu. 9.388 million in infrastructure investments.
- Strengthened the dairy sector by distributing 40 improved dairy cows and essential equipment, training 116 farmers, sensitizing 148 farmers on clean milk production, and introducing cattle ear-tagging through the National Digital Identity System (NDIS).
- Advanced digital governance through 100% GIMS coverage, 100% e-GP processing of applicable tenders, online procurement requisitions, and paperless, banking-integrated financial management covering 5,980 payment vouchers.
- Improved infrastructure service delivery by introducing paperless measurement records, mandatory construction insurance, CMS-based monitoring, and stronger Occupational Health and Safety compliance.

## Trongsa Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Civil registration and census services | 1,872 |
| Land services | 1,132 |
| Environmental services | 28 |
| Agriculture services | 311 |
| Livestock services | 6,824 |
| Municipal services | 9 |
| HR services | 368 |
| Cultural services | 5 |
| Education services | 189 |
| DT services | 2 |
| PEDS services | 6 |

### Notable initiatives and achievements

- Advanced digital service delivery through the digitalisation of DIBELS assessment and development of the TRE Dashboard and HR Intelligence System to strengthen data-driven monitoring and decision-making.
- Strengthened agricultural productivity and diversification through promotion of cardamom, quinoa and mushroom production, alongside terrace consolidation to expand productive farmland.

## Tsirang Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Land services | 4,285 |
| Civil registration and census services | 1,765 |
| Environment services | 120 |
| Engineering services | 128 |
| Municipal services | 291 |
| PEDS services | 6 |
| ICT services | 218 |
| Culture services | 33 |
| Livestock services | 3,97,027 |
| Procurement services | 1,555 |

### Notable initiatives and achievements

- Facilitated key regional infrastructure projects, including the construction of the Damphu Economic Hub, the establishment of the Integrated Roadside Station at Serutar, and the development of the Kuchi Stream Recreational Roadside Station.
- Enhanced local tourism and enterprise by developing agro-tourism products in Lungsigang, procuring and distributing an egg tray manufacturing machine to the Waklay Plant, and tracking domestic and international tourist arrival data.

## Wangduephodrang Dzongkhag

### Services rendered

| Services | Number |
|---|---|
| Agriculture services | 13 |
| Finance services | 8 |
| Education services | 16 |
| Environment services | 4 |
| Gewog Administrative services (GAOs) | 166 |
| Livestock services | 24 |

### Notable initiatives and achievements

- Restored 35 acres of fallow wetland in Phangyul, installed over 50 km of hybrid and conventional chain-link fencing across multiple gewogs to protect hundreds of acres from wildlife, and coordinated local produce supply to Gyalsung Academy at Khotokha, generating Nu. 3.50 million for farmers.
- Enforced strict compliance across annual budgeting, revenue administration, timely payroll management, and paperless procurement/contract payments.
- Hosted grassroots sports initiatives including World Athletics Kids Day and high-performance Taekwondo training, and rolling out DIBELS structured reading and the new EMIS system.

## Zhemgang Dzongkhag

### Services rendered

| Sector | Number |
|---|---|
| Civil Registration and Census | 794 |
| Land Record and Survey | 662 |
| Engineering Sector | 182 |
| Environment | 12 |

### Notable initiatives and achievements

- Rolled out the Community Engagement Platform in 9 chiwogs across 5 Gewogs with EU/DLGDM funding.
- Held the first-ever Inter-School Business Idea Competition and a 3-day Entrepreneurship & Business Skills Development Programme for 17 local entrepreneurs.
- Distributed 214,297 coffee seedlings across 6 Gewogs (317 acres, 913 households) and built 22.6km of chain-link fencing protecting 721 acres.
- Livestock production generated an estimated Nu. 159.35 million in returns; piloted guinea fowl and freshwater shrimp farming.

## Gelephu Thromde

### Services rendered

| Services | Number |
|---|---|
| Water & Sewerage Services | 2,714 + 0.10 KM maintained |
| Solid Waste & Environmental Management (Waste/Clearances/Air and Water Quality Monitoring) | 2,847 households + 9 drop-off points/62/Daily Monitoring |
| Roads & Street Lighting Services (Road construction/ Pothole repair/Streetlight poles / fixtures maintained or replaced/Maintenance of Footpaths/UG Cables) | 1.5 KM/50 M3/1,921 poles/500 fixtures/10 M2/3500 M UG cable replaced & 1200 M aerial cables. |
| Land & Property Services | 393 |
| Building Regulation & Construction Services | 58 |
| Entertainment Services(Approval for out-door entertainment programs/Renewal/Issuance of Entertainment Licence) | 5 programs granted/ 21 Licence issued |
| Urban Planning & Development Services (Planning/Utility RoW ClearancesPrecinct Verification) | 1 Project, 219 affected plots, 4 cases & grievance redressal for LAPs/4 RoWs/15 |
| Community, Recreation & Emergency Services | 18 |
| Governance,Digital & Administrative Services | 132 |
| Civil Registration and Census | 1,776 |

### Notable initiatives and achievements

- Conducted 6 topographical surveys for development planning and an inventory of 5,125 trees for GMC landscaping.
- Completed 3 Old Town Redevelopment & Socio-Economic Impact Assessments, including building and infrastructure inventories.

## Thimphu Thromde

### Services rendered

| Services | Number |
|---|---|
| Urban Planning services | 996 |
| City Environment services | 653 + 26,880.12 MT waste disposal and recovery |
| Water and Sewage Services | 6603 + Nu. 883,000 revenue generated |
| Construction services - design approval, valuation, occupancy | 1,410 |
| Land Record and Survey | 105 |
| Civil Registration and Census | 5,495 |
| Education services | 3,745 + 10 private ECCD approved +9 private ECCD renewals+ 26 MoU signed with private ECCD centres |

### Notable initiatives and achievements

- Developed the Thimphu Thromde Sherig Google Site, an in-house digital platform built on the existing @education.gov.bt Google Workspace, unifying administration, academic monitoring, wellbeing, for 34 schools, 47 ECCD centres, 15 NFE centres, 2 Community Learning Centres and 1 Youth Centre.

# PART IV: CHALLENGES AND WAY FORWARD

**4.1 Right sizing the Civil Service**

As enshrined in Article 26, Section 1, the RCSC is mandated to promote and ensure an independent and apolitical Civil Service in discharging its public duties in an efficient, transparent and accountable manner. The Constitution requires the Commission, as the central personnel agency of the Royal Government of Bhutan and in the interest of promoting merit, productivity and equity, to ensure that uniform rules and regulations prevail throughout the civil service on recruitment, appointment, staffing, training, transfer and promotions. And it is expedient to develop a "small, compact and efficient civil service" as an important agent for the realization of the vision of the GNH. The mandate to sustain an independent, apolitical, and merit-based civil service remains as vital today as when it was first chartered.

Maintaining a right-sized civil service remains a daunting challenge for the Commission. As of June 2026, the civil servant-to-population ratio stands at 1:26, falling well short of the 13th Five-Year Plan target of 1:29, indicating that the civil service continues to grow faster than the population it serves, even as the Plan calls for greater restraint. This is compounded by the fact that HR cost (just Civil service) now accounts for close to 30% of the recurrent budget, and remains outside the instrument ofbudget control, limiting the Commission's ability to manage or forecast this expenditure with precision.

Given that HR cost constitutes such a substantial share of recurrent expenditures, it is imperative to maintain the fiduciary responsibility under Article 14(6) of the Constitution to ensure this spending remains sustainable and does not compromise the fiscal position of the state. Taken together, these pressures underscore why right-sizing the civil service is not merely an administrative target but a fiscal and constitutional imperative.

The Commission would like to stress that right-sizing remains critical to the overall efficiency of government operations. The demand for increase in HR numbers are often from the policy choices to improve government services. Example in the Education Sector, in education policy of doing away with multi-grade teaching to dedicated subject teacher for class PP-III (2016-2018), compelled increase of dedicated Dzongkha teachers pushing the numbers of teachers from 10,040 to 11,168 and doing away with cut-off marks for admission to class XI-XII in 2020 and reduction of school going age from six to five years led to 9% growth in teacher numbers.

Further, HR demand is largely driven on the basis of infrastructure expansion and the need to extend access to services, rather than on actual workload output, a pattern that drives continual requests for higher staff numbers without corresponding evidence that the workload justifies them.

For instance, JDWNRH's speciality-wise infrastructure expansion in each plan duplicates common services like pharmacy, OT, lab services, security services that could otherwise be pooled for scale and efficiency. Similarly, mandating both male and female health staff at low-patient-load remote BHUs is HR intensive, opening school sections with low student numbers in the same dzongkhag, and unable to deliver joined-up services for two agencies where single agency workload is low, all illustrate how structural and planning choices drive higher HR requirements.

These examples make clear that a meaningful share of current HR demand stems not from actual workload but from how infrastructure, services, and institutional structures are planned and delivered. It indicates that the civil service is not simply short-staffed relative to a fixed and necessary establishment, but that considerable room exists to right-size through better planning, pooling of common services, and more rational resource allocation, without compromising service delivery. Right-sizing, therefore, is an achievable outcome with more deliberate institutional design, collaboration and financial costing for service delivery.

A possible way forward is to link the ‘right sizing' to HR costs by way of computing the unit costing for service delivery and establish a baseline figure to start with. The Commission and the Ministry of Finance could bring HR cost planning within the annual budget ceiling process, enabling better forecasting and ensuring staffing decisions are made with accountability on fiscal implications as well. If done well, it will also push outsourcing of non-core functions to the private sector and bring-forth market efficiency.

### 4.2 Performance Management as a tool for High Performance

The RCSC’s work is becoming increasingly complex, requiring greater knowledge-based expertise and faster adaptation to build a high-performing Civil Service aligned with the Diamond Strategy. At the same time there is a pressure to reduce the HR cost and meet the expectations of the public, to ensure the commission maintain optimum levels of performance in the civil service. On the other hand there is pressure from the legislative that the current PMS with mandatory performance quota be altered.

The Commission acknowledges the National Assembly resolution to review the mandatory bell curve, particularly the proposal to eliminate the Partially Meeting Expectations (PME) category. This feedback is taken seriously, and the Commission remains committed to development of high performance through an alternative approach to performance management. However, the Commission wishes to caution against removing the forced distribution at this stage of the civil service's performance journey. The mandatory bell curve without linking to AP score was introduced from FY 2015–2016 with a clear and specific purpose: to shift the civil service from a culture of uniform, undifferentiated ratings toward one that genuinely distinguishes performers from underperformed.

That purpose has not yet been fully realised, and the underlying pressures that necessitated the bell curve in the first place and the tendency toward lenient, compressed ratings in the absence of a forcing mechanism, have not changed. Thus removing the PME category now, before a genuine culture of performance differentiation and accountability has taken root, risks a rapid reversion to the pre-reform norm of near-universal "outstanding" ratings, and undoing a decade of deliberate efforts in a matter of one single reporting cycle.

Doing away with forced distributions elsewhere have shown that ratings driftback toward leniency almost immediately once the mechanism enforcing differentiation is withdrawn, well before the underlying accountability culture is strong enough to sustain differentiation on its own. For the civil service, this would mean returning to the entrenched "iron rice bowl" mindset that the reform Kasho explicitly set out to dismantle, a mindset in which employment, not performance, is presumed guaranteed, regardless of contribution. At a moment when the nation has articulated a renewed and more ambitious vision of civil service performance under the *Diamond Strategy*, such a reversal would move the civil service in precisely the opposite direction

As such, performance differentiation remains vital, not as a compliance exercise or shorthand for managing under performers, but as the function of development and talent management. Therefore, to establish the desired performance culture it is essential that adequate time be given to mature the current system reinforced by continuous refinement including a review of how the PME category itself is defined, applied, and supported with coaching and development. These are important elements of people management and focus on performance improvement,

prevention of underperformance and active management of performance issues with clarity early on. So that differentiation is fair as well as rigorous, rather than removed altogether before its maturity stage.

As reported under the Enhanced performance accountability culture, the Commission is studying other matured systems of developed countries and other large corporate bodies to elevate the system in the near future once the desired culture is established.

### 4.3 Innovation and continuous improvement Culture

Transitioning the Bhutanese civil service to incorporate corporate culture of agility, innovation, pragmatism continues to remain a challenge, stemming from multiple issues like traditional systems with high regulation, risk averseness, past achievement comforts, silos and capacities. As the civil service has long operated within a hierarchical, process-oriented framework where compliance and procedural correctness take precedence over agility and measurable results.

While structured performance systems and accountability mechanisms are being introduced, shifting entrenched mindsets, work habits, and bureaucratic processes towards results-driven, agile practices requires sustained effort, leadership commitment, and cultural change at all levels.

To support cultural changes, the Commission continues to initiate interventions from leadership training to creating an innovative environment where people are empowered to think differently, experiment boldly and continuously improve the way they serve. To nurture such a culture across the Civil Service, the Commission established the E2B10X Lab as a platform to support civil servants to innovate and experiment. Building on the momentum of these efforts, Civil Service Innovation Day is launched as an annual platform to celebrate and showcase, reward and recognise innovation within the Civil Service. The event brings together civil servants from across agencies to share impactful initiatives, exchange ideas and inspire a culture of continuous improvement. It serves not only as a space to recognise innovative practices but also to encourage collaboration and learning across institutions. By placing innovation at the forefront of public service excellence, the Commission aims to foster an ecosystem where creativity, experimentation and continuous improvements are valued and encouraged.

Complementing these initiatives is the civil service reward and recognition, which acknowledges individuals and teams who demonstrate exemplary innovation, leadership and commitment to improving public service outcomes. Recognising and

celebrating such contributions reinforces the values of excellence and continuous improvement, while motivating others to pursue meaningful change. Going forward, the Commission encourages the leadership teams and civil servants to continuously embrace progressive change to keep pace with the growing needs of the citizens and Bhutan's relevance.

### 4.4 Building a High Impact Leadership Team

Leadership is the critical lever for both strategy execution and cultural transformation. Yet, the transition toward corporate governance in the Civil Service has revealed a fundamental gap: leadership is too often treated as a position rather than a practice. In recent years, significant positive changes are visible and yet traces of low ownership of systems, disengagement from continuous self-development and building successors, weak collaboration and blaming on constraints can hold back the achievements of the forward-leaning bureaucracy we seek to build.

The Commission recognizes that high-performing teams cannot emerge in a vacuum. They require leaders who model accountability, instill confidence, and actively steer long-term vision rather than merely administering it. Currently, the absence of systematic intervention mechanisms means talent goes unidentified, succession pipelines remain underdeveloped, and promising individuals are left without structured pathways to grow into leadership roles. To close this gap, the Commission will prioritize building a high-impact leadership team as a core work stream. This means moving beyond generic leadership rhetoric to invest in an ecosystem that demands ownership and self-reflection from those in authority; identifies, tracks, and grooms talent through deliberate succession planning; and holds leaders accountable as culture-carriers and architects of the new bureaucracy. In the coming years, concerted efforts will be directed at streamlining leadership management systems so that talent and potential are actively optimized, not left to chance.

### 4.5 Building Workforce-wide AI Skills is Critical and Urgent

The Commission recognizes the "transformative potential of AI" and the urgency to seize the growth opportunities by embracing AI to enhance efficiency, improve citizen experience and accelerate workflows by automating routine tasks. To achieve this, AI adoption must be systematic and
supported by training, clear standards and ethical guidelines, and strong leadership commitment.

The Commission rolled out foundational AI and RPA training for some civil servants but for an AI-enabled future, all civil servants must have broad AI competency. In line with

these efforts to build workforce-wide AI and digital capabilities within the Civil Service, the Commission initiated the establishment of a Digital Skills Academy at the Royal Institute of Management (RIM). The initiative is aimed at strengthening the digital capabilities of civil servants in response to the rapid advancement of digital technologies, particularly Artificial Intelligence (AI), and supporting the implementation of Bhutan's Diamond Strategy.

The proposed Academy will serve as a dedicated platform for delivering structured digital skills tailored to the diverse learning needs of civil servants. Moving forward, it is imperative that the learning needs be driven by the Sector specific AI adoption strategy. The skilling initiative will also drive agencies to start AI adoption strategy.

**4.6 Attraction and Retention of Critical Professional Talent**

The overall attrition rate stood at 16% in 2023, 8.62% in 2024, and 6% in 2025. As of 30 June 2026, the Civil Service strength had recovered to its pre-COVID 2021 level, reflecting successful workforce replenishment. This translates to a civil servant-to-citizen ratio of 1:26, indicating adequacy in numbers.

However, the emerging concern is the short average tenure of around four years among voluntary resignations, observed over the past three years. Attrition also remains high in three critical sectors, ICT, engineering, and medical professionals with increasing competition for ICT and engineering talent in the domestic market. These trends may affect the capacity to deliver the ambitious plans and programmes of the 13th FYP and 10X goals. While new recruits replenish the shortfalls in number, the Civil Service continues to face a “brain drain” of experienced talent. As the Civil Service becomes a launchpad for talent, increased investment in training and development can further fuel talent mobility, creating a cycle of developing talent while struggling to retain it.

The Commission is working on multi-pronged approaches to maintain a steady flow of talent by diversifying talent attraction programs like campus recruitment, paid internship for Emerging Talent, talent management and development for mid-career progression etc. However, it is challenging to retain when incentives are not competitive.

**4.7 Addressing Mid-Career Attrition Through Pension Reform**

As part of broader efforts to address Civil Service attrition and strengthen workforce stability, the RCSC undertook a review of the Pension Rules and Regulations 2022, particularly in response to rising voluntary resignations among mid-career professionals. Following the review, the Commission submitted a proposal to the Lhengye Zhungtshog in August 2024 to revise the pension

rules and remove the requirement for civil servants to resign to access lump-sum pension benefits. The Commission remains grateful to the government for increasing the eligibility threshold for lump-sum pension withdrawal from 20 to 23 years of service. However, over the past year, 157 civil servants with 15–23 years of service exited the system. Many of these resignations were driven by the motivation to withdraw the lump-sum pension or provident fund benefits.

The Commission firmly believe that the pension reform will be a key retention intervention for now to improve both the length of service and retain experienced staff.

**4.8 Recognition and reward**

The Civil Service continues to lose experienced personnel to private-sector and alternative public-sector opportunities offering more competitive remuneration. Recent exit surveys, supported by independent research, consistently identify future financial security as a primary driver of attrition. This poses a direct risk to institutional memory, service continuity, and the pipeline of experienced leaders needed to sustain ongoing reforms.

At the same time, current national fiscal constraints preclude across-the-board salary increases that would close this competitiveness gap. The Commission acknowledges that pay parity alone cannot be the immediate solution.

Going forward, a two-pronged strategy is necessary to retain civil servants. In the near term, it will strengthen and expand non-monetary incentives, including career progression pathways, professional evelopment, flexible work arrangements, and recognition frameworks, to enhance job satisfaction and dorganizational commitment.

Concurrently, as fiscal space improves, civil service pay must be adjusted to account for inflation and external market parity, thereby restoring the long-term financial security that employees need to remain and build their careers within the system.

On Performance-Based Incentives, RCSC will continue refining and aligning the framework to foster a culture of high performance, meritocracy, and accountability across all agencies. The focus will be on ensuring that incentives are meaningfully linked with agency and individual performance while maintaining transparency, fairness, and consistency across the system. This will involve building the capacity of agencies to implement performance assessments rigorously and fairly and will aslo align incentives to the current differentiated performance manace managment system. By doing so, RCSC aims to motivate civil servants to deliver results and strengthen the Civil Service as an effective engine for national development.

### 4.9 Housing and Living Conditions in Remote Postings

In far-flung and remote areas, civil servants are often deployed without access to adequate housing provisions. With government quarters unavailable and private rental markets virtually non-existent, many officers are left without viable accommodation options, creating a significant wellbeing and workforce sustainability challenge.

Consequently, civil servants are often compelled to live in temporary sheds and substandard structures without basic amenities, compromising their health, safety, and ability to perform effectively. This has become a significant driver of attrition in remote areas, with experienced officers increasingly declining remote postings or leaving the service altogether rather than accepting conditions that compromise their living comfort.

The Commission recognizes that housing is not a peripheral welfare issue but a foundational enabler of service delivery and retention. Going forward, dzongkhags should incorporate improving housing requirements of civil servants stationed in the most difficult locations in their plans and programmes. Towards this the commission will seek the support from the government for suitable resources.

# PART 5: ANNEXURES

## 5.1 List of Executives Appointed

| Sl. No | Name | Position Title | Ministry/Agency | Date of appointment |
|---|---|---|---|---|
| 1 | Pem Namgyal | President | Jigme Dorji Wangchuck National Referral Hospital | 24 Jul 2025 |
| 2 | Pema Lektup Dorji | Secretary | Ministry of Foreign Affairs and External Trade | 25 Nov 2025 |
| 3 | Rinchen Dorji | Secretary General | National Assembly Secretariat | 25 Nov 2025 |
| 4 | Sonam Wangyel | Secretary | Ministry of Home Affairs | 27 Nov 2025 |
| 5 | Singay Dorji | Dzongdag II | Pema Gatshel Dzongkhag | 13-Dec-2025 |
| 6 | Minjur Dorji | Dzongdag II | Lhuentse Dzongkhag | 13-Dec-2025 |
| 7 | Dorji Gyeltshen P | Dzongdag II | Samdrup Jongkhar Dzongkhag | 13-Dec-2025 |
| 8 | Sonam Tobgye | Dzongdag II | Office of the Prime Minister, Cabinet Secretariat | 13-Dec-2025 |

## 5.2 List of Executive appointed through Open Competition

| Sl.No | Name | Position Title | Ministry/Agency | Date of appointment |
|---|---|---|---|---|
| 1 | Sherab Zangpo | Director | Jigme Dorji Wangchuck National Referral Hospital | 01-Oct-2025 |
| 2 | Phub Tshering | Medical Director (Specialist) | Clinical Department, Jigme Dorji Wangchuck National Referral Hospital | 1 Feb 2026 |
| 3 | Norbu Wangchuk | Director | Royal Civil Service Commission | 1 Apr 2026 |
| 4 | Wangda Dorji | Director | Department of Human Settlement, Ministry of Infrastructure and Transport | 01-May-2026 |
| 5 | Phuntsho Gyaltshen Dorji | Director | Department of Justice, Office of the Attorney General | 01-May-2026 |
| 6 | Phuntsho Norbu | Director | Office of the Prime Minister, Cabinet Secretariat | 01-May-2026 |
| 7 | Tashi Penjore | Director (Specialist) | Department of Biomedical Engineering, National Medical Services, Ministry of Health | 01-July-2026 |

## 5.3 List of Executives Transferred

| Sl.No | Name | Position Title | From | To | Date of Transfer |
|---|---|---|---|---|---|
| 1 | Phub Rinzin | Director General | Wangdue Phodrang Dzongkhag | Department of Workforce Planning and Skills Development, Ministry of Education and Skills Development | 01-Oct-2025 |
| 2 | Jigme Choden | Director | Lhuentse Dzongkhag | Bhutan InfoComm and Media Authority, Ministry of Industry Commerce and Employment | 1 Nov 2025 |
| 3 | Jigme Wangdi | Director | BICMA, Ministry of Industry Commerce and Employment | Department of Digital Infrastructure, Government Technology | 1 Nov 2025 |
| 4 | Tashi Dawa | Dzongdag II | Pema Gatshel Dzongkhag | Wangdue Phodrang Dzongkhag | 1 Nov 2025 |
| 5 | Duba | Director General | National Assembly | Department of Medical Products, National Medical Services, Ministry of Health | 27 Nov 2025 |
| 6 | Melam Zangpo | Dzongdag II | Haa Dzongkhag | Samtse Dzongkhag | 11-Dec-2025 |

| Sl.No | Name | Position Title | From | To | Date of Transfer |
|---|---|---|---|---|---|
| 7 | Karma Namgyel | Executive Secretary | Thimphu Thromde | Samdrup Jongkhar Thromde | 11-Dec-2025 |

## 5.4 List of Executives Promoted

| Sl. No | Name | Position Title | Agency/Ministry | Position level | | Date of Promotion |
|---|---|---|---|---|---|---|
| | | | | From | To | |
| 1 | Kinga Jamphel | Director General | Department of Health Services, Ministry of Health | EX3 A | EX2 A | 01-Oct-2025 |
| 2 | Dorji Wangchuk | Joint Auditor General | Department of Performance and Compliance Audit (DPCA), Royal Audit Authority | EX3 A | EX2 A | 01-Oct-2025 |
| 3 | Tashi Wangmo | Executive Secretary I | Thimphu Thromde | EX3 A | EX2 A | 01-Oct-2025 |
| 4 | Tshering Dorji | Director General | Department of Macro-Fiscal and Development Finance, Ministry of Finance | EX3 A | EX2 A | 01-Oct-2025 |
| 5 | Karma Dupchu | Director General | National Center for Hydrology and Meteorology (NCHM) | EX3 A | EX2 A | 01-Oct-2025 |
| 6 | Sonam | Dzongdag I | Tsirang Dzongkhag | EX3 A | EX2 A | 01-Oct-2025 |

## 5.4 List of Executives Promoted

| Sl. No | Name | Position Title | Agency/Ministry | Position level | | Date of Promotion |
|---|---|---|---|---|---|---|
| | | | | From | To | |
| 7 | Rinchen Kuentsyl | Director General | Department of Multilateral Affairs, Ministry of Foreign Affairs and External Trade | EX3 A | EX2 A | 01-Oct-2025 |
| 8 | Tashi Penjore | Consul General (I) | Royal Bhutanese Consulate General Kolkata, Ministry of Foreign Affairs and External Trade | EX3 A | EX2 A | 01-Oct-2025 |
| 9 | Tashi Yangzome Dorji | Director General | Department of Livestock, Ministry of Agriculture and Livestock | EX3 A | EX2 A | 01-Oct-2025 |
| 10 | Phuntsho Namgyal | Director General | Department of Geology and Mines, Ministry of Energy and Natural Resources | EX3 A | EX2 A | 01-Oct-2025 |
| 11 | Nagtsho Dorji | Director General | Department of Culture & Dzongkha Development, Ministry of Home Affairs | EX3 A | EX2 A | 1 Jan 2026 |

## 5.4 List of Executives Promoted

| Sl. No | Name | Position Title | Agency/Ministry | Position level | | Date of Promotion |
|---|---|---|---|---|---|---|
| | | | | From | To | |
| 12 | Tashi Tobgay | Dzongdag I | Dagana Dzongkhag | EX3 A | EX2 A | 1 Jan 2026 |
| 13 | Tenzin Rondel Wangchuk | Ambassador (II) | Permanent Mission of Kingdom of Bhutan to the United Nation, New York, Ministry of Foreign Affairs and External Trade | EX3 A | EX2 A | 1 Jan 2026 |
| 14 | Kinley Wangchuk | Director General | Bhutan Civil Aviation Authority, Ministry of Infrastructure and Transport | EX3 A | EX2 A | 1 Jan 2026 |
| 15 | Chencho | Director General | Office of Cabinet Affairs and Strategic Coordination, Cabinet Secretariat | EX3 A | EX2 A | 1 Jan 2026 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 1 | Chindup Gyeltshen | Asst. Auditor General | P1 A | Royal Audit Authority/Department of Follow-up and Regions (DFR)/Office of the Assistant Auditor General, Phuentsholing | 7/1/2025 |
| 2 | Dechen Wangdi | Chief Engineer | P1 A | Ministry of Industry Commerce and Employment/Bhutan Standards Bureau | 7/1/2025 |
| 3 | Dorji Rinchen | Sr. Dzongrab | P1 A | Trashigang Dzongkhag/Secretariat Services | 7/1/2025 |
| 4 | Jampel Ngidup | Chief ICT Officer | P1 A | GovTech/Department of Digital Transformation/Digital Service Operation and Maintenance | 7/1/2025 |
| 5 | Karma Lodroe | Chief Employment Officer | P1 A | MoICE/Department of Employment and Entrepreneurship/Employment Service Division | 7/1/2025 |
| 6 | Kelzang Wangdi | Chief Program Officer | P1 A | Ministry of Health/Bhutan Food and Drug Authority/Controlled Substances and Medical Device Division | 7/1/2025 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 7 | Kinga Wangmo | Chief Finance Officer | P1 A | Ministry of Agriculture and Livestock/Finance Division | 7/1/2025 |
| 8 | Kinley Zam | Asst. Auditor General | P1 A | Royal Audit Authority/Department of Sectoral Audit(DSA)/Social Cluster Division | 7/1/2025 |
| 9 | Koncho Tempel | Chief Engineer | P1 A | Ministry of Infrastructure and Transport/Department of Surface Transport /Trongsa Regional Office | 7/1/2025 |
| 10 | Kuenzang Lhamo | Chief Airport Manager | P1 A | Ministry of Infrastructure and Transport/Department of Air Transport/Airport Management Division | 7/1/2025 |
| 11 | Sherub Jamtsho | Chief Procurement Officer | P1 A | Ministry of Finance/Department of Procurement and Properties/Central Procurement and Property Management Division | 7/1/2025 |
| 12 | Sonam Lhamo | Chief Industries Officer | P1 A | Ministry of Industry Commerce and Employment/Department of Industry/Invest Bhutan | 7/1/2025 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 13 | Sumit Giri | Chief Procurement Officer | P1 A | MoH/National Medical Services/Department of Medical Products/Logistic Management Division | 7/1/2025 |
| 14 | Tashi Tenzin | Chief Tourism Officer | P1 A | MoICE/Department of Tourism/Innovation and Strategy Division | 7/1/2025 |
| 15 | Trashi Namgyal | Chief Meteorology/Hydrology Officer | P1 A | National Center for Hydrology and Meteorology (NCHM)/Hydrology and Water Resources Services Division | 7/1/2025 |
| 16 | Tshering Doma | Chief Immigration Officer | P1 A | Ministry of Home Affairs/Department of Immigration/Paro Airport Immigration Office | 7/1/2025 |
| 17 | Tshering Tenzin | Asst. Auditor General | P1 A | Royal Audit Authority/Department of Follow-up and Regions (DFR)/Follow-up and Legal Service Division | 7/1/2025 |
| 18 | Tshering | Chief Program Officer | P1 A | Government Technology (GovTech)/Data Science and AI Division | 7/1/2025 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 19 | Tshering Yangzom | Asst. Auditor General | P1 A | Royal Audit Authority/Department of Performance and Compliance Audit (DPCA)/Governance Cluster Division | 7/1/2025 |
| 20 | Ugyen Dorji | Chief Program Officer | P1 A | Ministry of Infrastructure and Transport/Bhutan Construction and Transport Authority(BCTA)/Transport Regulatory Division | 7/1/2025 |
| 21 | Wangchuk | Sr. Drungpa | P1 A | Samdrup Jongkhar Dzongkhag/Jomotshangkha Dungkhag | 7/1/2025 |
| 22 | Rinzin Dorji | Chief Forestry Officer | P1 A | Ministry of Energy and Natural Resources/Department of Forests and Park Services/Phrumshingla National Park (PNP) | 8/1/2025 |
| 23 | Sangay Norbu | Chief Forestry Officer | P1 A | Ministry of Energy and Natural Resources/Department of Forests and Park Services/Bumdeling Wildlife Sanctuary (BWS) | 8/1/2025 |
| 24 | Sonam Tobgay | Chief Forestry Officer | P1 A | Ministry of Energy and Natural Resources/Department of Forests and Park Services/Divisional Forest Office - Trashigang | 8/1/2025 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 25 | Tshering Choden | Chief Program Officer | P1 A | MoICE/Bhutan InfoComm and Media Authority/Information Communication and Infrastructure Division | 8/1/2025 |
| 26 | Dorji Gyaltshen | Chief Program Officer | P1 A | MoENR/Department of Water/Water Services Division | 9/1/2025 |
| 27 | Durga Prasad Sharma | Chief Engineer | P1 A | MoH/National Medical Services/Department of Bio-Medical Engineering/Planning and Inventory Division | 9/1/2025 |
| 28 | Jigme Singye | Sr. Drungpa | P1 A | Dagana Dzongkhag/Lhamoy Zingkha Dungkhag/Lhamoizingkha | 9/1/2025 |
| 29 | Kesang Jamtsho | Sr. Drungpa | P1 A | Trashigang Dzongkhag/Sakteng Dungkhag | 9/1/2025 |
| 30 | Norbu Tenzin | Sr. Dzongrab | P1 A | Lhuntse Dzongkhag/Secretariat Services | 9/1/2025 |
| 31 | Sonam Wangdi | Chief Planning Officer | P1 A | MoESD/Policy and Planning Division | 9/1/2025 |
| 32 | Tshewang Dorji | Chief Attorney | P1 A | OAG/Department of Justice/Arbitration, Mediation and Litigation Division | 9/1/2025 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 33 | Dorji Choda | Regional Director (Integrity) | P1 A | Anti-Corruption Commission/Bumthang Regional Office | 10/1/2025 |
| 34 | Gem Tenzin | Chief Finance Officer | P1 A | Samdrup Jongkhar Thromde/Finance Division | 10/1/2025 |
| 35 | Pema Dorji | Chief Program Officer | P1 A | Ministry of Finance/Department of Macro-Fiscal and Development Finance/Macro-Fiscal Policy Division (MFPD) | 10/1/2025 |
| 36 | Tenzin Wangchuk | Chief Program Officer | P1 A | National Statistics Bureau/Survey and Data Processing Division | 10/1/2025 |
| 37 | Jigme Wangchuk | Chief Engineer | P1 A | Ministry of Industry Commerce and Employment/Bhutan Standards Bureau/Metrology and Laboratory Services Division | 11/1/2025 |
| 38 | Namgay Wangchuk | Chief Program Officer | P1 A | Ministry of Health/National Medical Services/Department of Clinical Services/Clinical Services Division | 11/1/2025 |
| 39 | Tandin Dendup | Chief Planning Officer | P1 A | Ministry of Health/Policy and Planning Division | 11/15/2025 |
| 40 | Jamyang Lophyal | Chief Planning Officer | P1 A | Ministry of Home Affairs/Policy and Planning Division | 12/1/2025 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 41 | Tashi Dema | Chief HR Officer | P1 A | MoICE/Human Resources Division | 12/15/2025 |
| 42 | Haka Drukpa | Chief Dzongkhag Agriculture Officer | P1 A | Wangdue Dzongkhag/Agriculture Sector | 1/1/2026 |
| 43 | Jamyang Sonam | Chief Program Officer | P1 A | GovTech/Department of Digital Transformation/Tech Industry Development Division | 1/1/2026 |
| 44 | Karma Tenzin | Chief Dzongkhag Livestock Officer | P1 A | Trashigang Dzongkhag/Livestock Sector | 1/1/2026 |
| 45 | Kiran Kumar Pradhan | Chief Program Officer | P1 A | GovTech/Telecom And Space Division | 1/1/2026 |
| 46 | Lakjey | Sr. Dzongrab | P1 A | Dagana Dzongkhag/Secretariat Services | 1/1/2026 |
| 47 | Lhendup Dorji | Chief Transport Officer | P1 A | MoIT/Bhutan Construction and Transport Authority(BCTA)/Regional Office Mongar | 1/1/2026 |
| 48 | Ngawang Tashi Dorji | Chief ICT Officer | P1 A | GovTech/Cybersecurity Division | 1/1/2026 |
| 49 | Pema Wangda | Sr. Drungpa | P1 A | Thimphu Dzongkhag/Lingzhi Dungkhag | 1/1/2026 |
| 50 | Tenzin | Chief Transport Officer | P1 A | MoIT/Bhutan Construction and Transport Authority(BCTA)/Regional Office Thimphu | 1/1/2026 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 51 | Thinley Tenzin | Chief Dzongkhag Livestock Officer | P1 A | Mongar Dzongkhag/Livestock Sector | 1/1/2026 |
| 52 | Tobgay | Chief Engineer | P1 A | MoIT/Department of Infrastructure Development/Regional Office for Infrastructure Development, Punakha | 1/1/2026 |
| 53 | Tshering Moktan | Chief Engineer | P1 A | MoIT/Department of Infrastructure Development/Regional Office for Infrastructure Development, Tsirang | 1/1/2026 |
| 54 | Tshewang Chojay | Chief ICT Officer | P1 A | GovTech/Department of Digital Infrastructure /Whole of Government Systems Division | 1/1/2026 |
| 55 | Tshongtu | Chief Program Officer | P1 A | MoIT/Bhutan Construction and Transport Authority(BCTA)/Services and Management Division | 1/1/2026 |
| 56 | Ugyen Tshomo | Chief Legal Officer | P1 A | The Pema/The Pema Secretariat/Secretarial Services/Legal Services | 1/1/2026 |
| 57 | Wangchuk | Chief Dzongkhag Livestock Officer | P1 A | Zhemgang Dzongkhag/Livestock Sector | 1/1/2026 |
| 58 | Dorji Choidup | Chief HR Officer | P1 A | Royal Civil Service Commission/Human Resource Development Division | 2/1/2026 |
| 59 | Tshering Lhamo | Chief HR Officer | P1 A | Royal Civil Service Commission/Human Resource Management Division(HRMD) | 2/1/2026 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Sl No | Sl No | Sl No | Sl No | Effective Date of Promotion |
|---|---|---|---|---|---|
| 60 | Passang Dorji | Sr. Dzongrab | P1 A | Bumthang Dzongkhag/Secretariat Services | 4/1/2026 |
| 61 | Sonam Tshenley | Chief Program Officer | P1 A | Ministry of Home Affairs/Department of Local Governance & Disaster Management /Local Governance Division | 4/1/2026 |
| 62 | Ugyen Dorji | Chief Labour Officer | P1 A | MoICE/Department of Labour/Labour Protection Division | 4/1/2026 |
| 63 | Dorji Phuntsho | Chief Procurement Officer | P1 A | MoH/National Medical Services/Department of Medical Products/Quantification and Procurement Division | 4/15/2026 |
| 64 | Kinley | Chief Dzongkhag Health Officer | P1 A | Chukha Dzongkhag/Health Sector | 4/15/2026 |
| 65 | Pema Tshewang | Chief Dzongkhag Health Officer | P1 A | Samtse Dzongkhag/Health Sector | 4/15/2026 |
| 66 | Pelden | Chief Program Officer | P1 A | MoESD/Department of School Education/Teacher and Education Leadership Division | 5/1/2026 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 67 | Yeshey Lhendup | Chief Program Officer | P1 A | Ministry of Education and Skills Development/Department of School Education/STEM & Innovation Division | 5/1/2026 |
| 68 | Jambay Dorji | Chief Regulatory and Quarantine Officer | P1 A | Ministry of Health/Bhutan Food and Drug Authority/Paro Regional Office | 5/15/2026 |
| 69 | Jigme Tenzin | Chief of Division | P1 A | Ministry of Foreign Affairs and External Trade/Department of Multilateral Affairs/Political and International Security Division | 5/15/2026 |
| 70 | Kinley Wangmo | Chief Planning Officer | P1 A | Anti-Corruption Commission/Policy and Planning Division | 5/15/2026 |
| 71 | Norbu Tshering | Chief Program Officer | P1 A | Royal Privy Council/Program Division | 5/15/2026 |
| 72 | Sonam Pelzom | Chief of Division | P1 A | Ministry of Foreign Affairs and External Trade/Planning and Public Diplomacy Division | 5/15/2026 |

## 5.5 List of P1 Chief appointed through open Competition

| Sl No | Name | Position Title | PL | Organisation | Effective Date of Promotion |
|---|---|---|---|---|---|
| 73 | Tandin Dorji | Chief of Division | P1 A | Ministry of Foreign Affairs and External Trade/Department of Bilateral Affairs/Europe, Americas and Africa Division | 5/15/2026 |
| 74 | Tashi Peljor | Chief of Division | P1 A | Ministry of Foreign Affairs and External Trade/Department of Bilateral Affairs/Asia and Pacific Division | 5/15/2026 |
| 75 | Gyeltshen | Chief Program Officer | P1 A | Cabinet Secretariat/Office of the Prime Minister(Director)/PM Aides and Media Division | 6/1/2026 |
| 76 | Sangay Tenzin | Chief Finance Officer | P1 A | Secretariat of His Majesty The Fourth Druk Gyalpo/Administration & Finance Division | 6/1/2026 |
| 77 | Kelzang Jamtsho | Sr. Drungpa | P1 A | Haa Dzongkhag/Sombaykha Dungkhag | 6/9/2026 |

## 5.6 RCSC administered Long-Term Programs

| Sl.No | Program | Area / Field of Study |
|---|---|---|
| 1 | Nehru Wangchuck Scholarship | Masters in Physics |
| | | Masters in Musculoskeletal Physiotherapy |
| | | Masters in Cardio - Pulmonary Physiotherapy |
| | | Masters in Economics |
| | | Masters of Science in Mathematics |
| | | Master of Law |
| | | Masters of Business and Commerce Studies |
| 2 | Australia Awards | Master of Data Science |
| | | Master of Geoscience |
| | | Master of Management (Human Resources) |
| | | Master of Int Tourism & Hospitality Management |
| | | Master of Statistics |
| | | Master of Engineering (Sustainable Energy) |
| | | Master of Geoscience |
| | | Master of Journalism |
| | | Master of Education |

## 5.6 RCSC administered Long-Term Programs

| Sl.No | Program | Area / Field of Study |
|---|---|---|
| 2 | Australia Awards | Master of Inclusive & Specialised Education |
| | | Master of Laws |
| | | Master of Counselling |
| 3 | Trongsa Penlop Scholarship | Master of Education (Curriculum and Instruction) |
| 4 | Fulbright Foreign Students Fellowship Program (FFSFP) | Economic Development |
| | | Public Administration |
| | | Urban Regional Planning |
| 5 | Hubert H.Humphrey Fellowship (HHHP) | Economic Policy and Finance |
| | | Public Policy Analysis and Public Administration |
| | | Technology Policy and Management |
| | | Communication and Journalism |
| | | Law and Human Rights |

## 5.6 RCSC administered Long-Term Programs

| Sl.No | Program | Area / Field of Study |
|---|---|---|
| 5 | Hubert H.Humphrey Fellowship (HHHP) | Agricultural and Rural Development |
| | | Natural Resources and Environmental Policy |
| | | Public health Policy and Management |
| | | Substance Abuse Education Policy |
| | | Educational Administration, Planning and policy |
| 6 | JDS | 1. Public Policy /Administration and International Relations<br>2. Economic Policy Development<br>3. Agriculture and Rural Development Policy<br>4. Countermeasures for Climate Change and Disaster Risk Management Policy and Infrastructure Development Policy for Sustainable Economic Growth<br>5. PhD in Civil and Environmental Engineering |
| 7 | MEXT - TT | Certificate in Education |
| 8 | All India Service | IAS, IFS, IRS, IAAS |

## 5.6 RCSC administered Long-Term Programs

| Sl.No | Program | Area / Field of Study |
|---|---|---|
| 9 | JICA | 1. SDGs Global Leader Course (Human Infomatics)<br>2. Road Assest Management<br>3. Space Technology Utilization<br>4. Flood Disaster Risk Reduction<br>5. Master's in Health Innovation at the School of Tropical Medicine and Global Health<br>6. Master's in Energy Policy (International Master's Program in Hydrogen Energy System)<br>7. Master Degree in Medical Sciences |
| 10 | GoI | 1.Msc Chemistry<br>2.Masters in Law<br>3.Masters in Renewable Energy<br>4.Msc Mathematics<br>5.Msc. Physics |
| 11 | LKY | Masters in Public Administration |

## 5.7 Undergraduate Scholarship 2026

*A. Pre-Service Scholarships*

| Area of Study | Country | Selected |
|---|---|---|
| Medical (MBBS/Nursing/Allied Health Sciences) | Bhutan (KGUMSB) | 30 |
| | Sri Lanka | 10 |
| | Bangladesh | 30 |
| | Vietnam | 5 |
| | India | 58 |
| | Japan | 2 |
| | Bhutan (RTC) | 14 |
| **Total** | | **149** |
| Engineering & ICT | India | 19 |
| | Bangladesh | 9 |
| | UK | 1 |
| Teaching/Social Sciences | India | 5 |
| **Total** | | **183** |

## 5.7 Undergraduate Scholarship 2026

*B: King's Scholarship Programme*

| Area of Study | Country | Selected |
|---|---|---|
| Engineering & ICT | Germany | 3 |
| Teaching | USA | 2 |
| **Total** | | **5** |

*C: KS & Pre-Service Scholarship students Undergoing studies (by Country)*

| Sl .No. | Country | Ongoing No. of Stds. |
|---|---|---|
| 1 | Bhutan | 96 |
| 2 | India | 206 |
| 3 | Sri Lanka | 102 |
| 4 | Bangladesh | 121 |
| 5 | UK | 6 |
| 6 | USA | 16 |
| 7 | Australia | 3 |
| 8 | Spain | 2 |
| 9 | Germany | 6 |
| 10 | Phillipines | 4 |
| 11 | Cuba | 3 |
| 12 | Malaysia | 2 |
| 13 | Japan | 6 |
| 14 | Canada | 11 |
| **Total** | | **584** |

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