

Day 2:

GEPA Action Plan (BHUTAN)

Human Resource Policies and Practices

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BACKGROUND:

- Royal Civil Service Commission with a Permanent Secretariat instituted by Constitutional Mandate is the central personnel agency in the entire civil service
- Civil Service Act of Bhutan 2010
- Bhutan Civil Service Rules and Regulations 2023

(The mother document that governs the entire HRM/D functions within the civil service)

| No. | ACTION | INDICATOR | MEANS OF VERIFICATION | TIMEFRAME | RESOURCES REQUIRED | RESPONSIBLE AGENCY | REQUIRED BUT MISSING CAPACITIES |
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| II HUMAN RESOURCE POLICY AND PRACTICE | | | | | | | |
| 1 | Review the Bhutan Civil Service Rules and Regulations (BCSR) on recruitment, promotion and retention provisions from a gender lens and implement temporary special measures. | <ul style="list-style-type: none"> • Temporary special measures within civil service HR functions implemented to meet women's differential needs; • % increase in women in leadership positions as a result of implementing special measures in HR functions. | <ul style="list-style-type: none"> • RCSC report and statistics on civil servants; • Agencies' HR reports and data | 2025-2028 | Financial Resource | RCSC/NCWC | |
| 2 | Include and enhance gender equality and mainstreaming into training curricula of civil service training institutes. | <ul style="list-style-type: none"> • No. of pre-service training programmes No. of targeted leadership programmes with gender as part of the training component. | <ul style="list-style-type: none"> • NCWC report; • RCSC training reports; • Agency HRD report. • Annual reports of RIM. | 2025-2029 | <ul style="list-style-type: none"> • Financial and human resources; • Technical expertise | <ul style="list-style-type: none"> • NCWC and ECSC; • Training institutes and colleges | |

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| 3 | Strengthen women's representation and participation in the HRC and other decision-making forums. | <ul style="list-style-type: none"> ● Government (RCSC) directive requiring at least one woman in the HRCs and other committees (irrespective of eligibility prescription); ● No. of other committees within the agencies with women representatives. | <ul style="list-style-type: none"> ● Agency reports | 2025-2026 | <ul style="list-style-type: none"> ● Human resources ● Political support | <ul style="list-style-type: none"> ● NCWC and RCSC ● Relevant public agencies | |
| 4 | Train GFPs on gender equality and mainstreaming strategies and include them as mandatory member of the Committees | <ul style="list-style-type: none"> ● No. of trainings provided to GFPs ● No. of GFPs who have attended the trainings ● HRCs with GFPs as members | <ul style="list-style-type: none"> ● NCWC report ● RCSC report and data ● Agency report and records | 2025-2026 | <ul style="list-style-type: none"> ● Financial and human resources | <ul style="list-style-type: none"> ● NCWC as coordinating agency ● RCSC as implementing partner | |
| 5 | Provide targeted training to HROs on gender equality and | <ul style="list-style-type: none"> ● No. of HROs trained on gender equality and gender | <ul style="list-style-type: none"> ● Agency HRD/M reports | 2020-2029 | <ul style="list-style-type: none"> ● Financial and human resources; ● Technical expertise | <ul style="list-style-type: none"> ● RCSC ● Public agencies (HR divisions) | |

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| | gender responsive strategies | mainstreaming in HR functions; <ul style="list-style-type: none"> No. of women benefiting from gender-responsive affirmative HRD/M decisions. | | | | | |
| 6 | Sensitization on gender equality and gender mainstreaming to all executives, managers and supervisors | <ul style="list-style-type: none"> No. of executives (especially men) at the central level sensitised and trained No. of managers and supervisors (especially men) at the central and local levels sensitised and trained. | <ul style="list-style-type: none"> RCSC HRD report; NCWC report | 2025-2029 | <ul style="list-style-type: none"> Financial resources | <ul style="list-style-type: none"> RCSC as coordinating agency NCWC and public agencies as implementing partners | |
| 7 | Mentoring of mid-level female officers | <ul style="list-style-type: none"> No. of mentoring programmes conducted; No. of women participants who attended mentoring programmes. | <ul style="list-style-type: none"> NCWC report RCSC report Agency report | 2026-2029 | <ul style="list-style-type: none"> Financial resources Technical expertise | <ul style="list-style-type: none"> NCWC RCSC | |
| 8 | Strengthen and replicate 'Go to Person' facility in the agencies | <ul style="list-style-type: none"> No. of agencies at the local level with Go to Person platform. No. of civil servants who | <ul style="list-style-type: none"> RCSC report | 2026-2027 | <ul style="list-style-type: none"> Financial and technical resources | <ul style="list-style-type: none"> RCSC NCWC | |

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| | | attended the sensitisation on 'Go to Person' platform. | | | | | |
| 9 | Mandatory training on gender equality upon joining a workplace (like those done in UN agencies). | <ul style="list-style-type: none"> No. of officials who have attended mandatory training on gender. | <ul style="list-style-type: none"> Agency HRD/M report. | | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> | |
| 10 | Introduce leadership performance measures | <ul style="list-style-type: none"> No. of agency heads, division chiefs and other relevant supervisors assessed and incentivised based on the gender action outputs. | <ul style="list-style-type: none"> RCSC report | 2026-2029 | <ul style="list-style-type: none"> Political support | <ul style="list-style-type: none"> RCSC NCWC | |
| 11 | Implement affirmative gender equity measures | <ul style="list-style-type: none"> Type and no. of affirmative actions implemented in HR functions. | <ul style="list-style-type: none"> RCSC report NCWC report Other public administration report | 2025-2028 | <ul style="list-style-type: none"> Financial resources | <ul style="list-style-type: none"> RCSC NCWC | |
| 12 | Implement special measures for enabling work conditions for women | <ul style="list-style-type: none"> Improved flexi time for child/old age care. Flexibility for use of paternity leave; No. of agencies with high standard creche with professional caregivers, and | <ul style="list-style-type: none"> RCSC reports NCWC report | 2025 - 2029 | <ul style="list-style-type: none"> Financial resources; Technical resources | <ul style="list-style-type: none"> RCSC NCWC | |

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| | | <p>breast-feeding space at workplaces;</p> <ul style="list-style-type: none"> ● Govt. directive endorsing mothers to bring young children to trainings/workshops. | | | | | |
| 13 | Institute and promote gender role models through awards and talk shows. | <ul style="list-style-type: none"> ● No. of role models recognised and incentivised with civil service awards (certificate of appreciation; salary increment; promotion, etc.) | <ul style="list-style-type: none"> ● Annual reports ● Civil service awards | | <ul style="list-style-type: none"> ● Financial resources | <ul style="list-style-type: none"> ● NCWC and RCSC | |
| 14 | Implement general sensitisation and awareness on gender and gender equality, especially at the local level. | <ul style="list-style-type: none"> ● No. of public officials at the local level sensitised on sexual exploitation, harassment or gender discrimination at workplaces. ● No. of harassment cases reported in public agencies at the local level. | <ul style="list-style-type: none"> ● Annual reports ● NCWC reports ● Media reports | 2026-2029 | <ul style="list-style-type: none"> ● Financial resources | <ul style="list-style-type: none"> ● NCWC | |