

Annex 2: Draft National Action Plan, Bhutan

VISION:							
<i>Inclusive social and economic development through an effective public administration system upholding gender equality and non-discrimination.</i>							
GOAL:							
<i>By end of 2029¹, the proportion of women in the civil service in Bhutan has increased to 45 percent (baseline of 2023 is 40%), with the proportion of women at the 'leadership and decision-making level' increased to 30% (baseline of 2023 = 20.4%).</i>							
No.	ACTION	INDICATOR	MEANS OF VERIFICATION	TIME FRAME	RESOURCES REQUIRED	RESPONSIBLE AGENCY	REQUIRED BUT MISSING CAPACITIES
1				INSTITUTIONAL AND POLICY FRAMEWORK			
1.1	Integrate statements on promotion of GEPA in the revised National Gender Equality Policy (NGEP).	<ul style="list-style-type: none"> Revised NGEP assessed from GEPA perspective and GEPA elements integrated; Revised NGEP (with integration of GEPA) endorsed by the Cabinet, with the directive for its implementation 	<ul style="list-style-type: none"> Publication of the revised NGEP through circulation to agencies and upload in the websites of NCWC & other relevant agencies. 	Dec, 2025	<ul style="list-style-type: none"> Financial Resource; Political will and support 	NCWC as the lead coordinating agency in collaboration with RCSC.	<ul style="list-style-type: none"> Qualified Gender Expert personnel
1.2	Establish National Inter-Governmental Committee on gender	<ul style="list-style-type: none"> Government executive order on establishment of the national inter-governmental 	<ul style="list-style-type: none"> Cabinet/PMO; NCWC report; 	2025-2028	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> NCWC and RCSC 	<ul style="list-style-type: none"> Establish national inter-governmental committee on gender mainstreaming

¹ This action plan is proposed for five years, corresponding to Bhutan's 13 Five-Year Plan, that spans from 2024/2025 – 2028/2029.

	mainstreaming and promotion of gender equality in public agencies	<p>committee on gender mainstreaming issued;</p> <ul style="list-style-type: none"> • ToR (including the functions and operation mechanism) developed. • No. of gender equality initiatives implemented by the national intergovernmental committee. 					
1.3	Develop and submit concept note/proposal on enactment of the National Gender Equality Act (NGEA)	<ul style="list-style-type: none"> • Policy advocacy conducted for the need of NGEA • Proposal for the NGEA submitted to the agency concerned/Cabinet. 	<ul style="list-style-type: none"> • NCWC report. 	2024 -	<ul style="list-style-type: none"> • Financial Resource; • Human Resources; • Political will and support; 	<ul style="list-style-type: none"> • NCWC as coordinating agency in collaboration with the Cabinet • Parliament of Bhutan and relevant public agencies, as implementing partners. 	<ul style="list-style-type: none"> • Gender Equality Law expert
1.4	Strengthen institutionalisation of Gender Focal Points (GFP) and their functions in public agencies	<ul style="list-style-type: none"> • Consultation conducted at the national as well as local level on strengthening effectiveness of GFPs' functions. • Desired level and position of GFPs agreed in the national consultation based on relevance 	<ul style="list-style-type: none"> • Agency reports; • Annual work plans of GFPs; 	2024-2025	<ul style="list-style-type: none"> • Political will and institutional support 	<ul style="list-style-type: none"> • NCWC and RCSC as coordinating agencies. • Ministry of Finance, public agencies and GFPs as implementing partners. 	

		<p>of sectors, position etc.</p> <ul style="list-style-type: none"> ● Revised ToR ofGFPs with clear operation and accountability mechanism discussed during the national consultation; ● Executive Order from the Cabinet issued on appointment and operation of GFPs in public agencies. 					
1.5	Carry out advocacy for allocation of separate budget for promotion of gender equality actions in public agencies	<ul style="list-style-type: none"> ● Advocacy for budget allocation carried out. ● Separate budget on gender equality allocated to public agencies. 	●		●	●	
1.6	Implement internal framework for gender equality promotion and mainstreaming in public agencies, including prevention of sexual exploitation and harassment (SEAH) and	<ul style="list-style-type: none"> ● Government (Cabinet) directive for all agencies to implement measures to promote gender equality in their agencies; ● Guidelines and strategies implemented in agencies to encourage women’s participation in decision-making. ● No. of SEAH reports through effective grievance and 	<ul style="list-style-type: none"> ● Annual, mid-term and five-year performance assessment report of agencies, showing clear gender action outputs/results. ● Annual performance 	2024-2026	<ul style="list-style-type: none"> ● Financial resources; ● Technical expertise. 	<ul style="list-style-type: none"> ● NCWC, RCSC and PMO as coordinating agencies; ● Public agencies as implementing partners. 	<ul style="list-style-type: none"> ● Technical experts/expertise at NCWC/public agencies.

	discrimination at workplace.	reporting mechanisms in public agencies.	report of public agencies. <ul style="list-style-type: none">• Periodic survey; harassment and discrimination reports.				
2				HUMAN RESOURCE POLICY AND PRACTICE			
2.1	Review the Bhutan Civil Service Rules and Regulations (BCSR) from a gender lens and implement temporary special measures.	<ul style="list-style-type: none"> • Temporary special measures within civil service HR functions identified 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; • BCSR revised 	2023-2028	Financial Resource	RCSC/NCWC	
2.2	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 with gender curricula; • 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 RCSC; • Training institutes and colleges 	

2.3	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 	
2.4	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 	
2.5	Provide targeted training to HROs on gender equality and gender responsive strategies	<ul style="list-style-type: none"> ● No. of HROs trained on gender equality and gender mainstreaming in HR functions; ● No. of women benefiting from gender-responsive affirmative HRD/M decisions. 	<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) 	
2.6	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 	<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 	

		levels sensitised and trained.					
2.7	Mentoring of mid-level female officers	<ul style="list-style-type: none"> No of Mentor-mentee identified Number of mentees who reached leadership positions 	<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 	
2.8	Strengthen and replicate 'Go to Person' facility in the agencies at the local level	<ul style="list-style-type: none"> No. of agencies at the local level with 'Go to Person' platform. No. of civil servants who attended the sensitisation on 'Go to Person' platform. 	<ul style="list-style-type: none"> Notification on enhancement of Go to Person Sensitization of the Go to person facility during the HR Webinar 	August 2024	<ul style="list-style-type: none"> Technical assistance Training to the Go to Person focal in RCSC on case management 	<ul style="list-style-type: none"> RCSC NCWC 	
2.9	Mandatory training on gender equality during onboarding orientation	<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"> Financial resource to design training materials Institutional support 	<ul style="list-style-type: none"> RCSC NCWC 	
2.10	Introduce leadership performance measures on gender equality	<ul style="list-style-type: none"> No. of agency heads, division chiefs and other relevant supervisors assessed 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 	
2.11	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 	

2.12	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 breast-feeding space at workplaces; Govt. directive endorsing mothers to bring young children to trainings/workshops. 	<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 	
2.13	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 	
2.14	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 	
3				EVIDENCE AND DATA-BASED ANALYSIS			

3.1	Improve the civil service statistics with gender-disaggregated data on distribution of civil servants by agencies and positions at the local level.	Systematic collection, use and analysis of sex-disaggregated data in place. Percentage/number of gender-based composition in the decision-making level at both local and central level Gender Paygap	<ul style="list-style-type: none"> ● Civil service statistics and annual reports. 	2025-2028	<ul style="list-style-type: none"> ● Financial resources ● Human Resources ● Technical support 	<ul style="list-style-type: none"> ● RCSC ● NCWC ● Agencies 	
3.2	Implement civil service Gender Equality Monitoring System (GEMS)	Gender equality data in public administration presented through GEMS	<ul style="list-style-type: none"> ● RCSC report ● NCWC report 	2026-2029	<ul style="list-style-type: none"> ● Financial resources ● Human Resources ● Technical support 	RCSC and NCWC	
3.4	Publish and use Gender- Sensitive Indicator Handbook.	No. of gender-sensitive handbook.	NCWC report	2027-2029	Human & Financial resources	<ul style="list-style-type: none"> ● NCWC ● Agencies 	
3.5	Submit data on gender discrimination in the workplace on an annual basis.	No. of reports on sexual discrimination issues	<ul style="list-style-type: none"> ● RCSC and NCWC reports ● Annual agency reports ● Media reports 	2026-2029	Human & Financial resources	<ul style="list-style-type: none"> ● RCSC ● Agencies 	
3.6	Data sharing within institutions and agencies	No. of bi-lateral and Multilateral Coordination Meetings (bi-annual)	Program Report	2024-2029	Financial resources	NCWC/RCSC/ Respective Agency	

3.7	Capacity building on gender disaggregated data analysis and use to report on gender equality status at workplaces	No. of PA trained in data analysis	Program Report	2024-2029	Human & Financial resources	<ul style="list-style-type: none"> ● NCWC and NSB ● Agencies 	
3.8	Carry out organisational climate survey on gender equality	Gender gaps and gender-related issues identified through the annual organisational climate survey report	Organisational climate survey report of agencies	2025-2029	Human & Financial resources	<ul style="list-style-type: none"> ● RCSC and NCWC ● Agencies 	
3.9	Strengthen gender analysis practice to track and report gender equality data.	<ul style="list-style-type: none"> ● Availability of gender-disaggregated data in RCSC ● Availability of gender-disaggregated data in agencies 	<ul style="list-style-type: none"> ● RCSC report ● NCWC report ● Agency report 	2026-2029	<ul style="list-style-type: none"> ● Human resources ● Financial resources ● Technical support 	<ul style="list-style-type: none"> ● RCSC and NCWC ● Public administration agencies 	
3.10	Capture gender analysis and women's impact in HR auditing.	<ul style="list-style-type: none"> ● HR audit reports with gender analysis and recommendations 	<ul style="list-style-type: none"> ● RCSC report 	2025-2029	<ul style="list-style-type: none"> ● Human resources ● Financial resources 	<ul style="list-style-type: none"> ● RCSC and NCWC ● Public administration agencies 	