



United Nations

Department of
Economic and
Social Affairs



Capacity Development Workshop Promoting the Presence and Leadership of Women Within Public Institutions at the National and Local Levels

REPORT



17-20 October 2023, Tashi Namgay Resort, Paro, BHUTAN

CONTENT

- I. Acknowledgements**
- II. Overview of the Workshop**
 - a) National Substantive Training Context
 - b) Background and Summary of Outcomes
- III. Structure and Methodology**
- IV. Proceedings of the Workshop**
- V. Deliberations and Conclusions**
- VI. Gender Action Points for Implementation**
- VII. ANNEXES**
 - Annex 1: Opening Remarks by Ms. Ugyen Tshomo, Chief of the NCWC Secretariat
 - Annex 2: Draft National Action Plan
 - Annex 3: Participants' Evaluation Report

I. Acknowledgements

This report documents the proceedings of the *Capacity Development Workshop Promoting the Presence and Leadership of Women Within Public Institutions at the National and Local Levels in Bhutan*, convened at the Tashi Namgay Resort, Paro, Bhutan from 17 to 20 October 2023. The four-day workshop unfolded under the auspices of the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). The successful organization of this workshop was made possible through the collaboration of the United Nations Department of Economic and Social Affairs (UN DESA) with the Secretariat of Bhutan’s National Commission for Women and Children (NCWC) and UNDP Bhutan Country Office. Ms. Valentina Resta, Senior Governance and Public Administration Officer is the UN DESA focal point for the implementation of the project.

Special thanks go to Ms. Ugyen Tshomo, the Chief of the NCWC Secretariat, who delivered opening remarks on behalf of the NCWC of the Royal Government of Bhutan (RGoB) and shared her insights throughout the workshop. Mr. Tashi Namgay, Director of the Department of Education Programmes of the Ministry of Education and Skills Development (MoESD) and the Member Secretary to the NCWC of the RGoB, provided the overall institutional support.

Mr. Mohammad Yunus, Resident Representative Bhutan Country Office ensured UNDP’s commitment to the seamless organisation of the workshop and Mr. Khurshid Alam, Deputy Resident Representative delivered opening remarks. Ms. Tshewang Lhamo, Gender and Inclusion Analysis, as the focal point of the project at the UNDP Bhutan office, oversaw administrative and logistic arrangement, coordinated technical sessions and contributed expert knowledge and ideas to the discussions. Ms. Koh Miyaoi, Gender Advisor and Gender Team Leader, UNDP Asia-Pacific Regional Bureau in Bangkok, Thailand, led the facilitation of the workshop and shared technical knowledge on gender equality strategies.

Mr. Tshering Chopel, the National Consultant for the Project, discussed the findings of the national review and facilitated sessions addressing policy, institutional frameworks, data gaps and interventions to promote and strengthen gender equality in Bhutan’s public institutions.

Mr. Hiroshi Ito, UNV and Ms. Deki Pem, Intern at the UNDP Bhutan office provided valuable contributions, ensuring the smooth operation of the workshop and recording the minutes, respectively.

II. Overview of the Workshop

The Capacity Development Workshop in Bhutan was organized under the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). The project is funded by the Government of Italy and implemented by the United Nations Department of Economic and Social Affairs (UN DESA), Division for Public Institutions and Digital Government (DPIDG) in partnership with the United Nations Development Programme (UNDP) Bhutan Country Office and the National Commission for Women and Children (NCWC) of the Royal Government of Bhutan.

The project intends to contribute to the call by the 2030 Agenda for Sustainable Development for the achievement of gender equality and the empowerment of all women and girls (Goal 5) based on the importance of “women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.” Commitments to the equal participation of women and men in public life, decision-making and policy development were also included in many international agreements such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979) and the Beijing Platform for Action (1995) and in many regional and national documents such as Constitutions and legislation.

Since the inception of the project in 2022, key activities have included the completion of a global review of laws, policies and good practices on gender equality in the public sector; the development and utilization of self-paced capacity-building modules; and the initiation of an online “Moodle” platform designed to ease access to global and national resources while creating a community of practice among peers with opportunities for cross-country learning. At the country level, the project has supported a national review of the measures for promoting the presence and leadership of women in public administration at the national and local levels in each of the four participating countries (Bhutan, Lao PDR, Mauritius and Senegal), which is followed by national capacity development workshops. The capacity development workshop in Bhutan is an important project milestone.

The overall goal of the workshop is to continue to provide guidance to government officials and public servants on their efforts to enhance women’s leadership within public institutions. The event contributed to the development of a gender action plan that targets gaps identified in the national review and promotes gender equality and women’s career progression toward leadership positions in the public sector at the national and local levels in Bhutan.

The four-day workshop took place from 17 to 20 October 2023, at the Tashi Namgay Resort in Paro, Bhutan, and brought together 25 government officials at the senior decision-making and mid-level positions across different sectors at the national and local levels, including the National Commission for Women and Children (NCWC); the Royal Civil Service Commission (RCSC); the Human Resource Management and Development (HRMD) Division of RCSC; the National Housing Development Corporation Ltd (NHDCL); the National Statistics Bureau; the Election Commission; the National Council; GovTech; the Ministries of Agriculture and Livestock, Finance; Infrastructure



and Transport; Education and Skills Development; Health; and Department of Local Governance; as well as representatives from *Haa*, *Thimphu* and *Sarpang Dzongkhags* at the local level. Participants also included three officials from the UNDP Country Office and the UNDP RBAP Gender Team Leader, who along with the national consultant co-facilitated workshop sessions. Officials from UN DESA and UNDP served as resource persons. The workshop was conducted in English and attendance at the workshop was per invitation only. At the end of the workshop, participants received training completion certificates.

III. Structure, Methodology and Documents

The four-day workshop was designed to increase both the participants' awareness of existing gaps in gender equality in public administration in Bhutan and their capacities to prioritize actions to advance gender equality in public administration.



The workshop was structured around key plenary sessions and working group discussions which:

- i. Reviewed the status of gender equality within the civil service at both national and local levels in Bhutan;
- ii. Assessed gender equality policies, strategies and implementation mechanisms in public administration;
- iii. Examined the gaps identified in the national review;
- iv. Explored ways to enhance policies, practices and initiatives that address those gaps and foster women's career advancement toward leadership roles in the public sector; and
- v. Drafted a national action plan (Annex 2).



The workshop progressed through sessions that cumulatively built the capacities of participants around the essential elements to design and implement a gender equality action plan for public institutions in Bhutan. Each day of the workshop included expert presentations that introduced and discussed concepts essential to gender equality in public institutions supported by global examples for visualization and cross-country learning opportunities. The expert presentations remained interactive and offered opportunities for questions and answers.

Following expert presentations, each day included sessions dedicated to small group discussions. The participants were divided into groups to ensure a breadth of expertise and experiences related to the specific workshop themes within each group. With the guidance of facilitators, the groups discussed topics presented by experts and reflected on their

potential applications in Bhutan's public institutions. The groups presented the findings of their discussions in the plenary. Each day of the workshop concluded with participants' feedback on the day's sessions.

Workshop documentation and presentations are available on the [Moodle platform](#).



IV. Proceedings of the Workshop

The workshop commenced with the opening remarks delivered by Ms. Ugyen Tshomo, the Chief of the NCWC Secretariat, on behalf of the Royal Government of Bhutan (Annex 1) followed by the opening statements by Mr. Khurshid Alam, Deputy Resident Representative, UNDP Bhutan Country Office (virtual) and Ms. Valentina Resta, Senior Governance and Public Administration Officer, UN DESA. Before the commencement of the technical sessions of the workshop, Ms. Resta provided an overview of the project [Promoting the presence and leadership of women within public institutions at the national and local levels](#), and briefed the participants on its timeline and expected outcomes. She emphasized the project's twin goals: (1) To enhance government capacity to develop and implement an action plan to prioritize gender equality in public administration at the national and local levels and promote women's career progression to leadership positions in the public sector; (2) To stimulate knowledge transfer to enhance awareness across governments. Her presentation underscored the importance of a carefully designed and implemented gender equality action plan to achieve gender equality in public institutions and encouraged all participants to actively engage in the sessions in order to help draft a list of action points for Bhutan at the end of the workshop. In the follow-up presentation, Ms. Resta introduced the "[Moodle Platform](#)," an online platform created to support the implementation of the project that provides access to related resources.





The **first day** of the workshop continued with the presentation of Ms. Koh Miyaoi, Gender Advisor and Gender Team Leader, UNDP, on the significance of gender equality in public institutions. Ms. Miyaoi reviewed key concepts and terminologies on gender equality to enhance the technical understanding of the participants on the application of these concepts in public institutions at the national and subnational levels. In her next presentation, Ms. Miyaoi underlined the contributions of gender equality in public institutions to public policymaking through references to the [Global Report on Gender Equality in Public Administration 2021](#). At the end of her presentation, Ms. Miyaoi referred to three categories of barriers to women’s participation and leadership in public administration globally: (1) legislation, policies and processes; (2) institutional culture and gender stereotypes; and (3) access

to leadership training and capacity building. She then presented global examples of legislative and policy frameworks as well as national gender action plans with their specific target areas to inspire reflective discussion among participants (Table 1).

Table 1: Excerpt from Ms. Koh Miyaoi’s presentation of global examples

National Action Plans & Gender Equality Strategies	Australia Delivering for Tomorrow: Australian Public Service Gender Equality Strategy 2021-2026
	Cambodia Gender Equality and Women’s Empowerment in Public Administration: Cambodia Case Study
	Malaysia National Women’s Policy and Women’s Development Action Plan
Action Lines and E-Government	UK Civil Service Diversity and Inclusion Strategy 2022-2025
	Canada School of Public Service Digital Academy
Priorities and Objectives at the Subnational Level	The City of Graz, Austria
	The Seoul Metropolitan Government, Republic of Korea
Implementation Framework and Resource Allocation	Canada Public Service Commission
	Cambodia Ministry of Civil Service (MCS) and National Programme for Public Administrative Reform
Measurable Targets for Gender Equality in Public Administration	Namibia Ministry of Gender Equality, Poverty Eradication and Social Welfare of Namibia Strategic Plan Matrix 2020/21 – 2024/25
	Colombia Quota Law of 2000
Outcome Transparency and Accountability	Indonesia National Civil Service Recruitment System
	Canada Secretariat Treasury Board



In the next presentation, Mr. Tshering Chopel, the national consultant, introduced the institutional, legal and policy framework for promoting gender equality in public administration in Bhutan. His presentation reviewed the provisions of the Constitution of the Kingdom of Bhutan, the Civil Service Act of Bhutan 2010 and the National Gender Equality Policy of Bhutan and outlined how gender equality is promoted through the institutional framework led by NCWC and other relevant agencies such as RCSC.

The first day concluded with two group work sessions. During the first session, participants responded to two questions: 1. How does gender equality affect governance in Bhutan? 2. What are the impacts of policies or processes of gender equality on national development outcomes? During the second group work session, participants

responded to three questions: 1. What is the most significant new information concerning gender equality in public administration you have acquired today? 2. What is the most challenging issue to be addressed in the Bhutanese context relating to gender equality in public administration, and why? 3. What are the most noticeable differences between national and subnational levels in Bhutan?

The second day of the workshop focused on improving participants’ understanding of challenges to advancing gender equality in public administration while addressing national and subnational differences in practices and gender equality outcomes. The day started with Ms. Miyaoi’s summary of the group deliberations from the previous day (Table 2)

Table 2: Summary of Group Discussions on the Challenges to Promoting Gender Equality in public administration in Bhutan

Knowledge on gender equality, gender equity, gender parity, gender mainstreaming is uneven	Gender-neutral policies, rules and regulations	Implementation of gender-equal laws and policies is ineffective	Limited resources
Workplace environment and practices are not enabling	Gender stereotypes and discriminatory social norms	Small pool of women at managerial level, negatively impacting on the proportion of women at the leadership Level	National/Subnational differences

Mr. Tshering Chophel then presented the national review findings. He first provided sex-disaggregated statistics of women's participation and leadership across different policy areas in public administration in Bhutan. He highlighted the fact that while women's participation in civil



service is increasing steadily, the numbers of women civil servants remained still lower than those of men in all position categories, and especially in decision-making positions.

The presentation underscored gaps in sex-disaggregated data in areas of recruitment and promotion, as well as discrepancies between legal provisions and their implementation. It also noted how existing human

resources rules which are based on meritocracy have no room for affirmative action to support women's access to higher hierarchical positions. The participants discussed the need for gender-responsive standards or guidelines to address such discrepancies. Mr. Chophel concluded with an 11-point recommendation list.

After the presentation, participants were invited to discuss two topics: 1. the gender equality gaps reported as well as those that may have been under-reported; and 2. the organizational policies, institutional culture and human resources or other practices that affect women's potential and capacity to serve in leadership positions in public institutions in Bhutan. Effects of leadership training and mentoring opportunities and differences at national and subnational levels were salient features of the group discussion.



The third day of the workshop aimed at training participants on action planning to address gender equality gaps and priorities emerging from the national review. The presentations were structured to offer relevant good practices as action planning references and to increase ownership and capacity to collectively discuss and agree on gender equality priority points and identify implementation risks.

Mr. Chophel started the day with a recapitulation of day two. Ms. Miyaoi then presented the fundamentals of

action planning for gender equality in public administration including a checklist extracted from

the self-paced capacity building module three (available on the “[Moodle Platform](#)”). The checklist underscored the necessity to make the process of action planning participatory, inclusive and consultative. It also focussed on the alignment with specific country contexts and the need to adhere to [2030 Agenda for Sustainable Development](#). This session was followed by a second session again guided by Mr. Chopel and Ms. Miyaoi and focused on the “Institutional and Policy Framework for Women’s Participation and Leadership in Public Administration-Priorities, Action Lines, Measurable Indicators and Accountability Mechanisms”.

Ms. Miyaoi provided global examples of institutional and policy frameworks to advance women’s participation and leadership in public administration and discussed priorities, action lines, measurable indicators and accountability mechanisms. Her presentation highlighted the need to examine differences at the national and local levels. Among the specific examples discussed were the [Australian Public Service Gender Equality Strategy 2021-2026](#); the [Malaysian National Women’s Policy and Women’s Development Action Plan](#); the [Canadian School of Public Service Digital Academy](#); the [Seoul Metropolitan Government](#); and the [Cambodian Ministry of Civil Service \(MCS\) and National Programme for Public Administrative Reform \(NPAR\)](#).

Ms. Miyaoi’s presentation in the third session brought attention to human resource policies and practices to encourage gender equality and gender parity in leadership positions.

It reviewed policies on recruitment, retention, remuneration, allowance and benefits, work-life balance policies, and workplace harassment protection, and called for SMART (Specific, Measurable, Attainable, Realistic and Time-bound) indicators to measure progress in gender equality goals.





The programme of the third day included two working sessions followed by presentations of recommendations made by each group. During the first group work session, the participants deliberated on the specific institutional and/or policy frameworks, including coordination and accountability mechanisms, they would propose for improving gender equality in public administration in Bhutan.

In the second session, participants discussed human resources rules and practices they found pertinent in order to improve gender equality and achieve gender parity at leadership positions. They described the required actions and concrete measures concerning recruitment, retention, remuneration, allowances and benefits, work life balance, as well as workplace harassment protection.





The **fourth day** of the workshop pursued two goals: 1. to showcase the increased capacity of the participants and their ownership of the process to translate collectively agreed gender equality priority gaps into actionable measures; and 2. to identify the next steps for the implementation of these action points. Mr. Chopel started with a summary of the group discussions of the previous day on action points to increase women's presence in the decision-making positions in Bhutan's public administration both at the national and local levels.

For the final working session of the workshop, the participants were guided to review in plenary available resources and the vision and a specific objective that would frame the development of a gender equality action plan in public administration in Bhutan. Subsequently, participants were divided into different groups to complete a table provided by the facilitators and asked to identify institutional and human resources components of the action plan. They discussed institutional agencies whose participation in collecting and analyzing data would be essential and voiced their concerns on the resource and capacity differences between the national and local levels. Participants also identified relevant data and analysis needed to understand the status of gender equality and gender parity in public administration and track the implementation progress and measures aiming to improve gender equality and gender parity, especially in leadership positions. Ms. Resta then led a session to illustrate the next steps of the implementation of the project ["Promoting the presence and leadership of women within public institutions at the national and local levels"](#). She also asked participants to identify additional learning priorities for civil servants in Bhutan.

As a final task, participants reflected on their experiences during the workshop and completed an evaluation survey (Annex 3).

The workshop ended with closing remarks by Ugyen Tshomo on behalf of the NCWC who thanked UN DESA, UNDP, the facilitators and, the participants for their contribution to the workshop. Ms. Miyaoi delivered closing remarks on behalf of UNDP and Ms. Resta on behalf of UN DESA. Participants were then awarded their training completion certificates.





V. Deliberations and Conclusions

Throughout the workshop, group deliberations played a significant role giving participants an opportunity to reflect on the specific themes covered in expert presentations. These deliberations focused on identification of gender equality gaps across different institutional structures and policies and encouraged participants to reflect on lessons learned from global practices. The following is the summary of the outcome of the group discussions on each day:

Day one, first group session: Participants focused on how gender equality in public administration affects the quality of governance in Bhutan. They discussed their own experiences and listed policies and processes that can help further improve gender equality at the national and local levels. The group reporting underscored the need for effective implementation of gender equality mechanisms to foster more inclusive, fair and accountable workplaces in public institutions, and the need to focus on capacity building and empowerment of women civil servants.



Day one, second group session: Participants focused on learning on gender equality in public administration. Responses to guiding questions drew attention to gender-blind human resources policies and the importance of collaboration and partnership at all levels of government. Participants then discussed and noted the most challenging issue to gender equality in leadership positions in Bhutan's public institution based on the information they received during the workshop

and their professional experience. They noted the difficulty of addressing gender stereotypes; subconscious biases in the human resources management functions; difficulty in stakeholder engagement and collaboration; and the lack of accountability. As a final task, when groups were asked to identify differences between national and local levels in Bhutan, participants noted that central level agencies and civil servants are more exposed to better opportunities and access to resources, while the capacity and expertise at the local levels are low.

Day two, group session: The group work focused on gender gaps that have been overlooked in the national review, and why they exist and how they can be addressed. The groups noted the limited understanding of gender concepts as well as information on gender-pay gaps, and people's resistance to change. They recommended gender-sensitive monitoring and evaluation mechanisms for better institutionalization of gender equality goals.

Day three, first group session: The group work focused on specific institutional and policy frameworks, including coordination and accountability mechanisms and human capital investments that could be proposed for improving gender equality in public administration in Bhutan. The groups recommended for all policies to include gender equality statements and implementation strategies. They underscored the need for human resources and decision-making platforms and bodies to be gender balanced. Participants recommended a review of human resources rules and practices to ensure that they are gender sensitive with clear lines of coordination and accountability.



Day three, second group session: The group work focused on concrete suggestions for actions and measures for gender equality and gender parity in leadership positions in the areas of recruitment, retention, remuneration, allowances and benefits, work-life balance, and workplace harassment protection. Participants further deliberated on how these measures need to be adopted differently at the national and local levels. The recommendations included: introduction of temporary measures such as quotas; improvement of workplace environment and enabling conditions; review of the existing professional allowance of maternity benefits; strengthening flexi-time; improving mother and child care facilities in the offices; institutionalizing the internal framework to address gender-related issues within the workplace and sexual harassment prevention; reviewing provisions on paternity leave, and ensuring gender equal opportunities for coaching and mentorship on access to leadership positions.



Day four, first group session: The group work focused on data and analysis to better understand the status of gender equality and gender parity in the public administration in Bhutan and to better track progress. The groups recommended a gender analysis of pay gaps and remuneration packages, and the implementation of gender responsive budgeting and planning. Participants supported the RCSC's lead for data analysis and tracking of progress of implementation.



Day four, second group session: In the final group work, participants proposed actions, indicators, means of verification, timeframe, resources required and noted agencies who would be held responsible to attain 30 per cent of women in decision-making positions across all sectors at the national and local level of the Bhutanese public administration by 2029 (Annex 2).

VI. Gender Action Points Recommended for Implementation

The workshop participants agreed that an action plan to advance gender equality in public administration is crucial in supporting the government to achieve its gender equality goals. They identified the following steps for finalizing and implementing the action plan with the inputs from the workshop and government (NCWC).

- Participants need to share the draft action plan with their management for validation and ownership.
- NCWC needs to take the lead in taking forward the action plan with support from the United Nations (including completing administrative processes and clearance)
- Regional Workshop needs to provide opportunities to peer review the national action plans of participating countries.

Participants also identified the following additional learning priorities they find essential for increasing their capacities:

- Lessons learnt on what works and what does not work in efforts to increase gender equality in leadership positions in public institutions.
- Success stories concerning effective implementation of gender equality goals and targets at the local levels and ways to translate policy into action.
- Insights on implementation of temporary special measures.
- Best practices on different approaches to gender mainstreaming in public administration.
- Insights on the role of Lao Women Union's efforts to change government's public administration policies (peer-to-peer learning between project countries).
- Information on gender digital gap and gender disaggregated data on digital literacy.
- Information on gender pay gap, measures to address the gap and means to track progress.
- Information on the impact of technology on women officials' career progress.
- Best practices on men's role in advancing gender equality in public institutions, including capacity building initiatives targeting men.

ANNEX 1 Opening Remarks by Ms. Ugyen Tshomo (Chief of the NCWC Secretariat)

Kuzuzangpo and Good morning!!!

1. The Royal Government of Bhutan is pleased to acknowledge that is Bhutan is selected as one the target countries for the implementation of the project “Building Capacities for the promoting the Presence and Leadership of Women within Public Institution at the national and Local level”.
2. We recognize that the project aims to develop and implement an action plan that priorities gender equality in public administration at the national and local level and promote women’s career progression to leadership position in the public sector.
3. Bhutan has come far in gender equality with relevant policies and legislation yet there is still miles go before we narrow the gap. In the Global Gender Gap Index 2023, Bhutan progressed from 126th position in 2022 to 103rd out of 146 countries. This is a progress in narrowing the gender gap, with a score increase of +4.5 percentage points from 2022.
4. Over the past six years, women’s representation in the civil service has increased from 36% in 2016 to 44% in 2022 in the professional and management positions, and from 10% in 2016 to 23% as of 1st October 2023 in the executive and specialist positions.
5. Women hold 16% of the executive positions surpassing the 15% target for 2023 in the Gender Equality Strategy (2018-2023) with four of the 10 government secretaries being women however that does not translate into narrowing the gender gap any sooner.
6. Women hold 13.9% of the Constitutional posts. In the Judiciary, 50% of the workforce is women with 27% as district-level judges and 59% as bench clerks.
7. Similarly, women's representation in the Board of Directors has increased from 25% in 2022 to 37% in 2023 in the Druk Holding and Investment (commercial arm of the government) and from 9% in 2018 to 11% in 2022 in the State-Owned Companies.
8. Despite the progress, we are far from achieving gender parity. We acknowledge the need to further increase women’s representation at all levels and the Royal Government’s committed to implementing project interventions such as this that address barriers including socio-cultural perception about women leadership.
9. We have just presented our 10th periodic CEDAW in Geneva exactly one week ago and we are made to understand that Bhutan do much more than now to narrow the gender gap.
10. Prejudices and stereotypes on gender roles and relationships persist due to entrenched traditional mindsets, behaviors and cultural norms particularly within civil service workplaces, especially at the local level. There is a prevailing social belief and conviction that men are more adept leaders, leading to a disproportionate representation of men in leadership positions Challenging these gender norms, prejudices and stereotypes is a Herculean task, requiring ongoing and concerted efforts through awareness-raising and sensitization programmes using diverse methods and approaches

11.

Wishing all the best for the 4-day training workshop.

Thank you.

ANNEX 2 DRAFT NATIONAL ACTION PLAN

VISION:							
A (Bhutanese) society where substantive equality is practiced providing equal opportunities for women and men, boys and girls to achieve their full potential and benefit equitably from the social, economic and political development in the country (NGEP 2020, RGoB)							
GOAL:							
By 2029, the proportion of women at the decision-making level in Bhutan's Public Administration is increased to 30%. Baseline (2023) = 20.4%							
No.	ACTION	INDICATOR	MEANS OF VERIFICATION	TIME FRAME	RESOURCES REQUIRED	RESPONSIBLE AGENCY	REQUIRED BUT MISSING CAPACITIES
1	Policy Framework						
1.1	Sensitization on the NGEP 2020 for PA	% of PA sensitized on NGEP 2020	Program Report	2024-2025	Financial Resource Human Resource	NCWC/RCSC	
1.2	Policy directives for all the agencies for gender equality and gender mainstreaming in the respective agencies	Timeline by which a policy directive is issued for gender equality and gender mainstreaming.	Executive Order	2025	None	NCWC/ Cabinet	
1.3	Review and revise BCSR 2018 in aspects of selection and recruitment, composition of HRC members (30%)	Timeline by which the BCSR is revised (incorporating the gender equality aspects)	RCSC Report	2024	Financial Resource Human Resource	RCSC/NCWC	
1.4	Revive Gender Focal Points in all Agencies/Dzongkhags	Network of GFP in all agencies	Notification sent/ office order issued on nomination	Q1 (2024)	Manpower	RCSC/NCWC	Capacity building and resistance to take up additional responsibilities

1.5	Increase paternity leave						
2	Legal Framework						
3	Institutional Culture and Workplace Environment						
3.1	Develop and implement Prevention of Sexual Abuse and Exploitation (PSEA) framework in agencies.	No. of agencies implementing PSEA; Reduction in sexual abuse and exploitation incidences;	Agency annual report; Periodic survey; harassment and discrimination reports	2024	Human & Financial resources	NCWC/RCSC/ Respective Agencies	
3.2	Establish high standard creche services at work places, suitable to the needs of all employees	No. of agencies having working creche services at work place	Program Report; Field verification Employee feedback and survey	2024-2029	Financial resources	NCWC/RCSC/ Respective Agency	
3.3	Create breast feeding space at workplaces	No. of agencies having designated breast-feeding space at work place	Program Report; Field verification Employee feedback and survey.	FY 2024-2029	Financial	Agency concerned	HRM functions and process
3.4	Improve flexi time for child/age care opportunities with opportunities for remote working and shift work system	No. of agencies providing more flexi time	Employee satisfaction survey				
3.5	Support and provide assistance to mother attending training and workshop	No. of new mothers attending the training out of country	surveys	immediate	Funding for training	MoF, HRC of the respective agencies, Training providers	Proper SoP in place
3.6	Enhance SOP for go-to-person and implementation	Appointed GCFP as member to HRC	Report/ Notification	1-2 months	Human resources and capacity	Respective Agencies , RCSC	

4	HRM Functions and Process						
4.1	Enhance women's representation in HRC and other decision-making forums	Minimum of two women (of 5 members) included in the HRC and other decision-making platforms.	- HR record / Office order	FY 2024-2025	Human Resource	Agency concerned	HRM functions and process
4.2	Include GCFP as one of the HRC members included	GCFP included as one of the HRC member	- RCSC directives / HR record / Office order	FY 2024-2025	Human Resource	RCSC	HRM functions and process
4.3	Reduce no. of years for broadband promotion for women reduced	Broad band promotion requirement for women (from P3 to P2) reduced from 4 years to 3 years	Notification to that effect	FY 2025-2026	Human Resource	RCSC	HRM functions and process
4.4	Relax Max moderation score requirement for women from Very Good to Good	The minimum requirement of VG for women to participate in Open Competition relaxed	Notification to that effect	FY 2025-2027	Human Resource	RCSC	Difficulty in instituting remote working - lack of infrastructure
4.5	Provide financial benefits for women during maternity leave	Professional allowance and other benefits for women during maternity leave provided	Notification to that effect	FY 2024-2027		Parliament/MOF/RCSC	Withdrawal of professional allowance

4.6	Reintegration programs after maternity leave	No of civil servants availing reintegration program vis-a-vis ML	Evidence of the conduct of program	Q2 (2024)	HR/Financial	Relevant Agency	
5	Data						
5.1	Strengthen existing systems for data collection	Timeline by which an interoperable system for data collection is established	Program Report	2026	Human & Financial resources	NCWC/GovTech/ Respective Agency	HRM functions and process
5.2	Networking for data and resource 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	Prioritization of resources, internal capacity, does not understand the importance of data driven decision making.
5.3	Data collection and analysis system for gender parity strengthened	Centralized data management system developed and strengthened	- System in place	FY 2025-2027	Financial and technical backstopping		
5.4	Capacity building on leadership and ICT	Number of trainings provided by gender	Attendance/nomination	4Qs	Financial and human resource	RCSC/NCWC/ GovTech/Relevant Agencies	
6	Capacity Building						

6.1	Gender Equality awareness conducted	<p>A. No. of civil servants (men and women) at decision-making level sensitized on gender equality;</p> <p>B. No. of civil servants (men and women) at mid-position level sensitized on gender equality;</p> <p>C. No. of civil servants (men and women) at lower level sensitized on gender equality.</p>	<p>Administrative documents</p> <ul style="list-style-type: none"> - Workshop reports - Attendance record - Pre and post test record - Surveys 	FY 2024-2025	- Financial and technical backstopping	- NCWC / agency concerned	Coaching and mentoring skills
6.2	Institute coaching and mentorship, especially for women in senior and leadership positions.	<p>Ratio of mentee to mentors</p> <p>Number of buddies created</p> <p>No. of women who availed mentorship and training programs</p>	Number of coaching/mentorship conducted	Q3	HR/Financial	Relevant Agency	
6.3	Implement women empowerment and leadership trainings for women eligible to access senior and leadership positions	No. of women participating in decision-making levels	No. of women participating in mentorship and training programs	Quarterly progress reviews and yearly evaluation	Funding for capacity development programs	HRC of the respective agencies, RCSC, NCWC	Training on empowering women

6.4	Sensitization of the HRC and Gender Focal Points members on gender equality	No. of HRC members and GFP trained	NCWC Report Conduct of Sensitization workshop	1-2 months			
6.5	Improve ICT and digital literacy skills	Number of trainings provided by gender Number of Men and Women Achieving Digital Literacy Proficiency	Reports	FY 2024-2029	-Financial constraint	GovTech	
6.6	Capacity building on data analysis	No. of PA trained on data analysis	Program Report	2024-2029	Human & Financial resources	NCWC/NSB/ Respective Agency	

ANNEX 3. PARTICIPANT EVALUATION REPORT

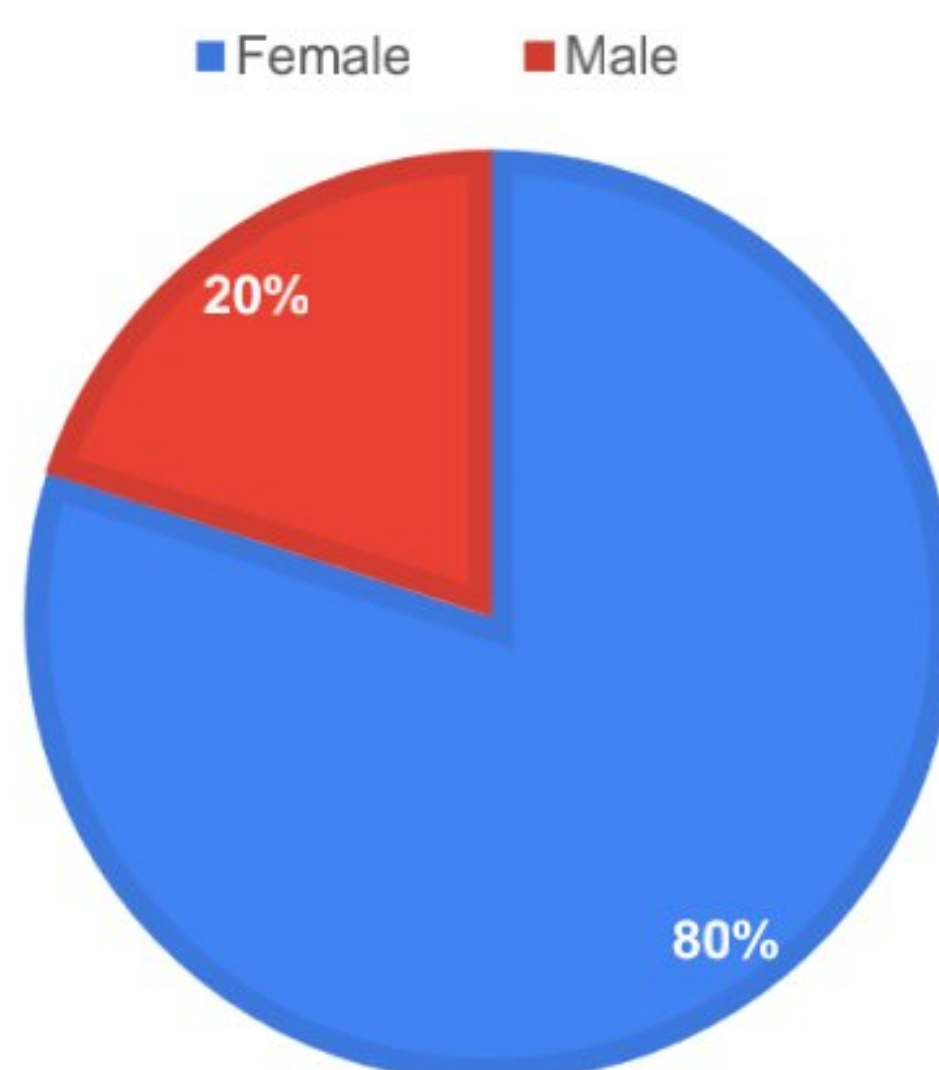
Background information

A Capacity Development Workshop titled “Promoting the presence and leadership of women within public institutions at the national and local levels” was held in Bhutan from 17 to 20 October 2023 under the project [“Building capacities for promoting the presence and leadership of women within public institutions at national and local levels”](#). The project is funded by the Government of Italy and implemented by the United Nations Department of Economic and Social Affairs (UN DESA), Division for Public Institutions and Digital Government (DPIDG) in partnership with the United Nations Development Programme (UNDP) and other UN entities. The workshop was organized by UNDP and UN DESA in collaboration with the National Commission for Women and Children (NCWC) Secretariat of Bhutan.

Participation

The workshop was attended by 25 public administration officials from Bhutan comprising 20 female officials (80%) and 5 male officials (20%). Representatives from various government entities including the Royal Civil Service Commission (RCSC), NCWC Secretariat, the Department of Macro-Fiscal and Development Finance of the Ministry of Finance, the Election Commission, National Council, GovTech, the Ministry of Agriculture and Livestock, the Ministry of Education and Skills Development, the Ministry of Energy and Natural Resources, the Ministry of Health, the Ministry of Infrastructure and Transport, the National Statistics Bureau, Department of Local Governance, National Housing Development Corporation Limited (NHDCL) and officials from subnational governments attended the event.

Participation by gender



Satisfaction with the workshop

Twenty-three participants completed evaluation forms and collectively they expressed a high level of satisfaction with the workshop.

Ninety-five per cent of the respondents were satisfied with: the following elements:

- Clarity of the meeting objectives.

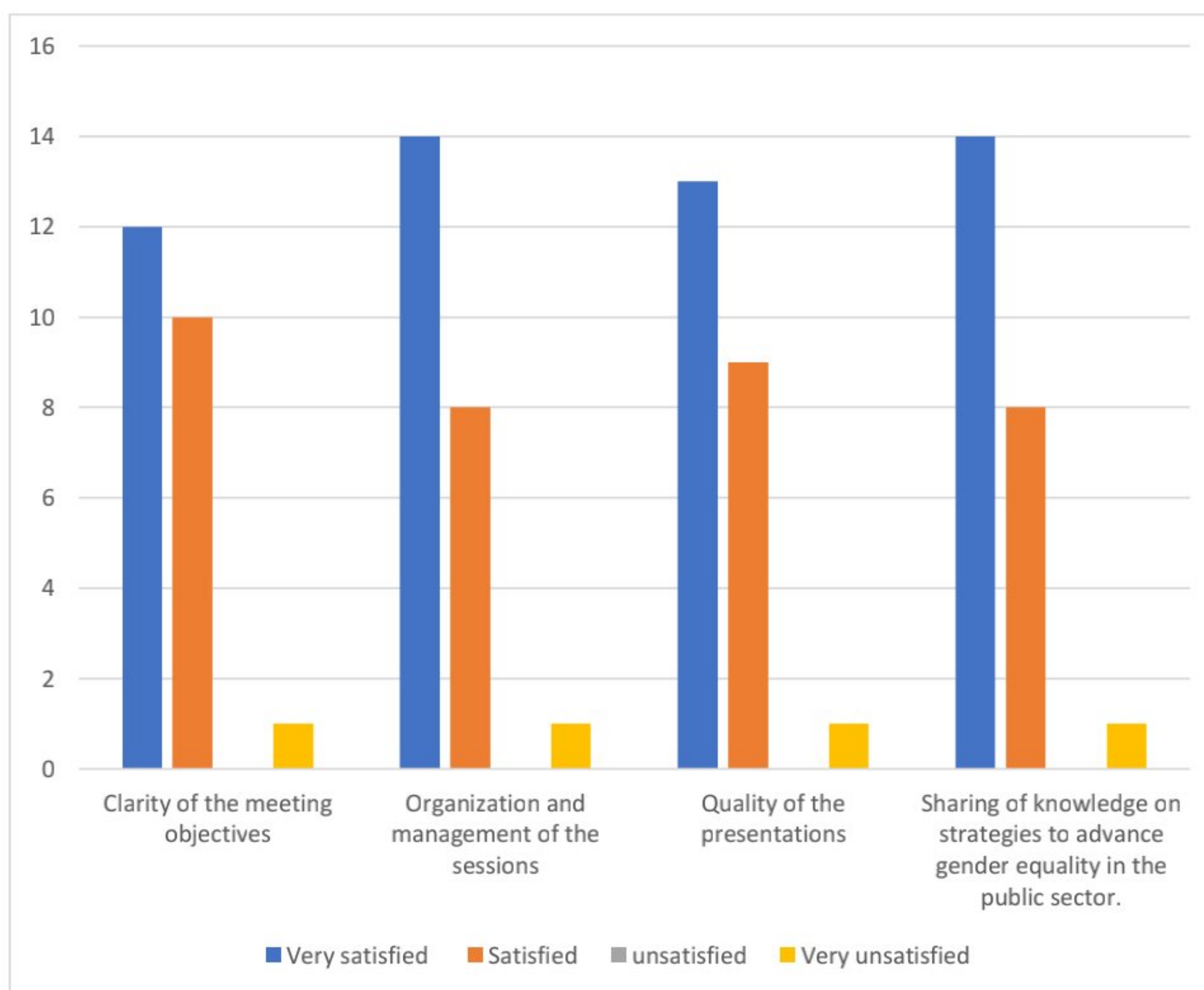
- Organization and the management of the sessions.
- Quality of the presentations.
- Sharing of knowledge on strategies to advance gender equality in the public sector.

Evaluation by participants - quantitative assessment

Analysis of responses based on the degree of satisfaction:

Topic	Very satisfied	Satisfied	Neutral	Unsatisfied	Very unsatisfied	Number of respondents
Clarity of the meeting objectives	12	10	0	0	1	23
Organization and the management of the sessions	14	8	0	0	1	23
Quality of the presentations	13	9	0	0	1	23
Sharing of knowledge on strategies to advance gender equality in the public sector.	14	8	0	0	1	23

Satisfaction with various elements of the workshop



Evaluation by participants - qualitative assessment

All respondents agreed on the relevance of the national review results to help pinpoint the areas that need improvement and actions to promote gender equality in public administration. In addition, six respondents added the following comments about the national review:

It illuminates areas requiring improvement, although it is not necessarily confined to them.	It identified numerous areas for improvement and actions to promote gender equality in public administration. During the discussion, the aspects not covered in the report were also deliberated upon.	It highlighted areas where enhancements are possible. It also scrutinized policies that had not been previously examined through a gender lens.	Adequate and accurate data is essential for the successful implementation of any plans.	Modifications can be seamlessly integrated into the rules and regulations.	There is some hesitancy regarding management approval.
--	--	---	---	--	--

Twenty-two respondents agreed that the meeting helped participants to plan measures needed to increase the presence and leadership of women to achieve gender equality in public administration. A participant noted that the experience assisted them in contemplating actions they could take to contribute. Five participants added the following comments about the relevance of the meeting:

At least (I) felt the need for measures to increase the presence of women to achieve gender equality in public administration	(I) learned about various practices around the world that can be replicated in Bhutan	There are some areas where the representation of women can be incorporated, for instance, representation in the HRC (Human Resource Committee/council) and interview panels.	(the workshop) made me realize how I can contribute to small actions in my department to cater towards improving gender equality which will finally lead to achieving gender equality in public administration.	I wanted the NCWC to organize a day workshop on gender equality sensitization in my agency.
---	---	--	---	---

Several participants commended the workshop's organization and the expertise of the resource persons. One participant specifically highlighted its comprehensiveness and impressive modalities, including the use of an online learning platform and presentations offering both global and national contexts. Another attendee praised the well-organized nature of the workshop, finding it beneficial for improving their understanding of gender equality in public administration in Bhutan. Additionally, one participant

expressed appreciation for the workshop's content, noting its significant contribution to enhancing their knowledge of gender equality in Bhutan's public administration. A participant mentioned the utility of the Moodle platform.

Respondents also provided recommendations on the organization of future workshops:

- Two participants would have liked more time to complete self-paced training through the Moodle platform.
- Three participants noted that sector heads and supervisors' participation should be increased.
- Two participants noted that more men should be included in gender equality workshops.
- Two participants noted that daily recaps of key messages should be done by participants (instead of facilitators).
- One attendee recommended extending the duration of the workshop in future iterations, while another proposed organizing study tours and consultation meetings.