

Human Resource Development Masterplan for Private and Corporate Sector (2008-2013)

Department of Human Resources, Ministry of
Labour and Human Resources

Bhutan Management Development Consultancy

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ACRONYMS/ABBREVIATIONS

ACC	Anti-Corruption Commission
AV	Audio Visual
BCSR	Bhutan Civil Service Rules and Regulations
BDFCL	Bhutan Finance Development Corporation
BICMA	Bhutan Info Com and Media Authority
BNB	Bhutan National Bank
BOB	Bank of Bhutan
BPO	Business Process Outsourcing
CBS	Centre for Bhutan Studies
DDC	Dzongkha Development Commission
EP 2010	Economic Policy 2010
DHI	Druk Holdings and Investment
ECB	Election Commission of Bhutan
GG Plus	Good Governance Plus
GNH	Gross National Happiness
GNHC	Gross National Happiness Commission
HC	Human Capital
HDI	Human Development Index
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information and Communication Technology
IPO	Initial Public Offering
MCT	Media Communication and Transport
MDG	Millennium Development Goal
MIS	Management Information System
NAS	National Assembly Secretariat
NEC	National Environment Commission
NGO	Non Government Organizations
NHRDN	National Human Resource Development Needs
NLC	National Land Commission
NPPF	National Pension and Provident Fund
NSB	National Statistics Bureau
OAG	Office of the Attorney General
OD	Organization Development
PCS	Position Classification System
P&M	Production and Mining
RAA	Royal Audit Authority

RCSC	Royal Civil Service Commission
RGoB	Royal Government of Bhutan
RICB	Royal Insurance Corporation of Bhutan
RIM	Royal Institute of Management
RTC	Royal Thimphu College
RUB	Royal University of Bhutan

GLOSSARY

Druk Gyalpo	His Majesty the King of Bhutan
Dungkhag	Sub-District
Dzongkhag	District
Dzongkhag Yargye Tshogdu	District Development Committee
Gewog	Block
Gewog Yargye Tshogchung	Block Development Committee
Lhengye Zhungtshog	The Cabinet
Ngultrum	Currency of Bhutan

1 INTRODUCTION

The private and Corporate plays a vital role in the socio economic development of the Bhutan. In order to accelerate the development of our economy, it is important to recognize the integrated roles of the public and the private sector. The success of the private sector will directly or indirectly contribute towards the success of the governments' development initiatives. The government must therefore, support the development of the Human Resources Requirements of the private and corporate sector and integrate it into the development programmes.

The Human Resource Development (HRD) Master plan document is a comprehensive HRD Master Plan for the Private and Corporate Sectors which includes assessment of training needs in relation to organizational goals and objectives. Further the master plan has considered developing relationships between training needs and HRD programmes of the organizations and their future development goals. The process adopted intends to help the private and corporate sectors understand the importance of HRD for organisational effectiveness and make HRD interventions more effective through proper co-ordination among different stakeholders.

The HRD Master plan will guide the planning and development of the human resources in the private and corporate sectors during the 10th Five Year Plan. The master plan reflects the sectoral HRD objectives and activities critical for the improvement of the sectors. It is expected that the plan will be a continuous and dynamic one able to incorporate the changing priorities of the sectors.

The Plan consists of two parts:

Part I covers the broad analysis of macro issues, review of 9FYP, economic scenarios and the supply from both within and outside the country.

Part II consists of the HRD requirements of the sectors in the following broad categories:

1. Brief description of sectors
2. Sectoral Objectives
3. Competency Requirements
4. HRD Objectives
5. Key Result Areas
6. Training plans
7. Summary of HR Budget
8. Implementation Schedule.

Trainings need to be related to sector specific objectives and competencies with systematic impact assessment carried out both at the organizational and national Level. Further the plan also has been synchronized with the National Human Resource Development Policy (NHRDP) and the Economic Development Policy (EDP).

Country Background

Bhutan is a small landlocked country situated along the Southern slope of the Himalayan range, bordering the Tibetan region of China in the North and India in the West, South, and East. The country occupies an area of 38,394 square kilometres of rugged mountains that ranges from 300 meters in the southern foothills to over 7500 meters in the north. The country has large rugged-terrains and small agricultural land.

It is the world's youngest democracy and elected its first democratic government in 2008. This transition to a democratic constitutional monarchy was initiated and choreographed by the fourth Druk Gyalpo Jigme Singye Wangchuck.

Gross National Happiness (GNH) is the principle philosophy of the Bhutanese socio-economic development, social welfare, and governance. GNH is a concept introduced and developed by the fourth King, His Majesty Jigme Singye Wangchuck that propagates a balance between material and non-material components of development. The philosophy and practice of GNH propounds that, there is a need to go beyond material development and focus on issues of equity,

environment, good governance, and spiritual development. The path towards GNH is guided by “Bhutan 2020: A vision towards Peace, Prosperity, and Happiness”

According to the Population and Housing Census of Bhutan (PHCB) carried out in 2005, the population of Bhutan was 672,425 and projected to rise to 733,004 by 2013. The average annual rate of population growth is expected to decline from 1.8 percent in 2005-2010 to around 1 % in 2020-2030. Demographically the Bhutanese population is relatively young with a median age of 22.3 years and ageing index of 14.2. This poses a challenge for creating employment as it implies that there are far more people entering the workforce than those retiring from the work force.

1.1 Overview

Bhutan emerged from its self imposed isolation only in the early sixties. Since then development has been rapid and its economy has grown rapidly over the last four decades. The economy has registered a long term average annual growth rate of real GDP of 7.6% since 1980.

The greatest impetus to the economy is still provided by foreign aid and driven by large scale hydroelectric projects. The Bhutanese economy has been gradually shifting from the primary sector to the secondary and tertiary sectors resulting in significant structural changes. The share of primary sector has declined from 29% to 19% of GDP in the Ninth Plan and the secondary and tertiary sector increased to 45% and 35% respectively. The share of primary sector is expected to decline to 16% during the 10FYP and the industry and service sectors grow to 47% and 9%¹ Of the GDP respectively.

The major sectors of the economy are hydroelectricity and construction with most construction activities centring around large hydropower plants. Hydropower is projected to be the country’s largest growth sector in the foreseeable future. Expansion of the hydropower industry and generation of electricity is expected to boost the growth of energy-intensive industries in the country besides having multiplier effects on the economy.

India is the major trading partner of Bhutan with most of power produced and mineral products exported to India. Tourism is another important economic sector. Bhutan is a major attraction for eco- and cultural tourism. This sector is a vital source of hard foreign currency and a major contributor to employment generation.

In spite of rapid economic growth in the past and efforts made by the Royal Government of Bhutan (RGoB), sustainable economic growth continues to remain a major challenge. The economic growth is largely financed from external aid resources. The fiscal deficit is high, balance of payment situation is weak, public debt is mounting, and foreign exchange reserves are difficult to sustain as it is not built through exports. Therefore, RGoB has formulated an “Economic Policy 2010 (EP 2010) with the objective of stimulating economic reforms based on the free market principles and the rule of law.

This EP 2010, clearly shows the RGoBs' commitment to support and develop the private sector, which is the “engine of growth” of the country. The Economic Policy will be the apex economic development policy of the country and guiding document for all ministries and agencies to stimulate business development. This will be complemented and worked in tandem with the NHRDP 2010, which is an umbrella policy for guiding respective sectors in meeting the HR requirement to support the growing economy. These policies reflect selective government interventions to stimulate growth sectors² so that their expansion benefits the productivity of the economy as a whole.

The Royal Government shall also provide incentives for the promotion of green technology, micro-hydro projects, solar, wind, bio-mass and energy efficiency and conservation programmes. The success of the country’s environment conservation efforts shall be one of the main drivers

¹ Draft Tenth Five Year Plan (2008-2013), Main Document

² Growth Sectors: ICT, Construction, Hospitality and Tourism as identified in the 10FYP

for developing the “Brand Bhutan” theme. Protection of biodiversity, genetic resources, and promotion of indigenous knowledge shall be pursued.

The RGoB has identified a broad range of economic growth opportunities which are based on developing the “Brand Bhutan”³ in tourism, culture, handicrafts, textiles and agro produce. These have been broadly categorized as follows:

- High Quality Green Services (*High end education, High end medical services, ICT, Data Centres, Tourism, Financial services, Consultancy services, BPOs and KPOs, Meetings, incentives, conferences and expositions (MICE)*)
- Agro and Forest based products
- Energy
- Art, Culture and Entertainment
- Natural Resources
- Transportation and Related Services
- Construction
- Other Manufacturing Undertakings

³ Draft Economic Policy of the Kingdom of Bhutan, 2009

Part I

2 REVIEW OF THE 9th HRD MASTER PLAN FOR PRIVATE AND CORPORATE SECTORS

2.1 Review of 9FYP Document

The Royal Government of Bhutan (RGoB) has always placed strong emphasis on the Human Resource Capital is crucial in materializing and sustaining the socio-economic development goals and Human resource development has been always accorded high priority by the Royal Government.

Bhutan 2020: A Vision for Peace, Prosperity, and Happiness believes in public private partnership in the development of the nation. Among others Bhutan 2020 also recognizes the importance of developing a long-term HRD perspective plan, the need to providing enabling environment, strengthen existing institutions and establish new ones in building a base for a stronger economic growth. The appropriate knowledge, skills and attitude of the citizens has been acknowledged as an important factor in achieving GNH.

The development of Human capital is crucial to ensure long-term sustainability and successful development of the economy. The Government continues to provide free basic education and health services to its citizens in order to develop human resources in both the public and private sectors.

Since the Fifth Plan, emphasis has been made the development on economic self-reliance growth of hydropower, mining, and industry, and the participation of the private sector was encouraged in economic development activities by corporatizing and privatising various state-owned enterprises. The Bhutan Chamber of Commerce and Industry (BCCI) was established in 1980 with a view to promote and support the private sector. Privatisation was further pursued in the nineties in Bhutan. The Royal Government disinvested its shares in Bhutan Tourism Corporation Limited, Penden Cement Authority Limited, Bhutan Carbide and Chemicals Limited, Bhutan Board Products Limited, Gedu Wood Manufacturing Corporation and various construction and road maintenance establishments were privatised.

A Royal Charter issued in November 2007 decreed that the a government holding body, the Druk Holding and Investment be constituted to lead and complement the private sector growth. One of its primary responsibilities is to “Promote and encourage entrepreneurship and business development through venture capital and other required institutional support”.

14 of the 22 companies earlier owned by the Royal Government and controlled by the Ministry of Finance, were transferred to the DHI. It has taken over various functions as regards management of the 14 government owned companies. DHI aims at ensuring good corporate governance among companies under its hold and improving performance of linked companies. It has a major responsibility for raising funds and making investment for the Royal Government. It is expected to develop a new corporate culture in the country.

Table 1 : Companies under the DHI

DHI Owned Companies	DHI Linked Companies
Basochu Hydro Power Corporation Ltd.	State Trading Corporation of Bhutan
Kurichu Hydro Power Corporation Ltd.	Royal Insurance Corporation Ltd.
Bhutan Telecom Ltd.	Bhutan Board Products Ltd.
Bhutan Power Corporation Ltd.	Penden Cement Authority Ltd.
Natural Resources Development Corporation Ltd.	Bank of Bhutan Ltd.
Druk Air Corporation Ltd.	Bhutan National Bank Ltd.
Chukha Hydro Power Corporation Ltd.	Bhutan Ferro Alloys Ltd.

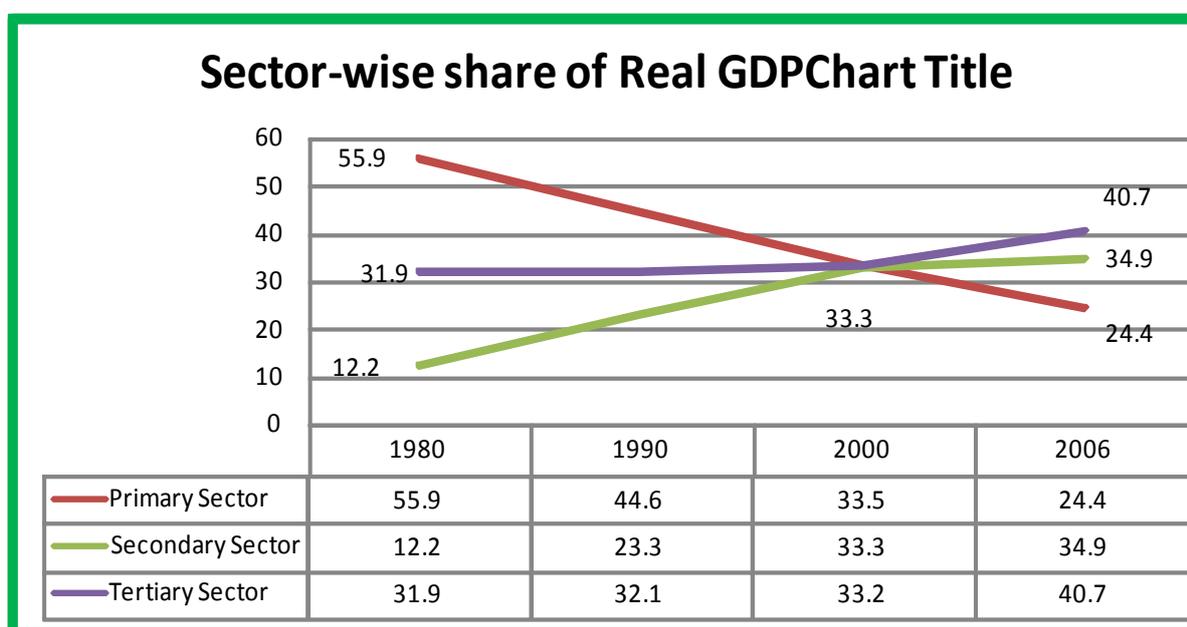
Source; NHRDP Report 2009

To facilitate the process of developing the private sector, the RGoB has established many large organisations and promoted joint venture because there was lack of capital in the private sector to establish large and strategic organisations.

There has been a very noticeable change in the economic structure of Bhutan over the last decade, with the secondary and tertiary sectors of the economy growing more rapidly than the primary sector. The share of the primary sector declined from 29% of the GDP in 2002 to 19% in 2007. These changes reflect that the economy has modernized as the share of the primary sector in the GDP has declined. This is viewed as a shift away from less productive to the more productive sectors.

These structural changes have been driven mainly by the public sector through hydropower projects and financial support from donors flowing through the government. However as highlighted in the EDP , the occupational structure of the economy has not shifted in a manner consistent with the changes in the sectoral composition of GDP and is a disturbing trend reflecting jobless growth. However as highlighted in the EDP , the occupational structure of the economy has not shifted in a manner consistent with the changes in the sectoral composition of GDP and is a disturbing trend reflecting jobless growth.

Figure 1: Structural Changes to the Economy



Source: Economic Development Policy 2010

2.2 Review of the HRD Master Plan for Private and Corporate Sector (2002-2008)

The Royal Government since the initiation of the 6th FYP, has not only taken the lead role in taking a holistic approach to human resources development planning for the private and the corporate sector, but also has generously supported the HRD of these sectors. During the 9th FYP, the Royal Government has taken yet another initiative by separating the HRD of the corporate and private sectors from that of the civil service and committing 50% of the total Ninth HRD Budget outlay for the human resource development in the two sectors.

The need for a separate comprehensive HRD master plan for the private and corporate sector was felt necessary as the government recognized that majority of the prospective job seekers were not attracted to join the private firms and companies, though jobs were available in these sectors. With the initiation of Ninth Plan, Human resource development in the private sector was seen as a means of creating demand in the private sector for employment.

With the commencement of Ninth FYP, the Department of Human Resources under the Ministry of Labour and Human Resource has been given the responsibility to plan, coordinate and implement the HRD Master Plan for the private and corporate sector.

The distinctive feature of the 9th HRD Masters Plan for the private and corporate sector are the sectoral approach with an overview of the current status of each sector, its respective objectives, competencies requirement, HRD Objectives and key result area. The six sectors are broadly categorized as follows:

- i. Service Sector: including media, communications and transport, tourism and hospitality and trading;
- ii. Production Sector: including manufacturing/production/mining Sector and hydro power industries;
- iii. Construction Sector;
- iv. Finance Sector;
- v. Education Sector: including the private education schools and private training institutes; and
- vi. Information Technology Sector: including IT training institutes, IT enterprises, and IT consultancy firms.

In line with the Royal Government's high priority on the private sector development, HRD Master Plan has been prepared exclusively for the private and corporate sectors to be implemented during the 9th FYP period. The then Department of Employment and Labour (DEL) took a lead role in preparing the master plan. The representatives of the private and corporate sectors were also actively involved in the process of its formulation.

Unlike in the civil service, the private and corporate sectors comprise of various types of industries particularly in the aspects of their missions, goals, and strategies. In view of this, preparation of plan based on the needs of individual enterprises was not foreseen to be an appropriate approach. Therefore, the plan was developed on sector based, which is grouped into six broad categories as already mentioned above.

The 9th HRD master plan has been developed to ensure a balanced human resource development across all sectors with the following objectives:

- i. Enhance the human resource capacities of the corporate and private sectors,
- ii. Enhance the employability of new generation of Bhutanese workforce,
- iii. Breed a new generation of entrepreneurs,
- iv. Enhance the competitiveness of Bhutanese products both in the domestic and international markets, and
- v. Contribute towards the achievement of the national goal of self-reliance and His Majesty's vision of Gross National Happiness

2.2.1 9th HRD Master Plan budget Allocation (Nu. Million)

Table 2: Budget outlay for the 9th Plan HRD for the private and corporate sector

Category	No. of Slots	Budget (in Nu. Millions)	% Slots	% of Budget
In-country	6557	274	83%	18%
Fellowship	1309	1151	17%	77%
Contingency		75		5
Total	7866	1500	100%	100%

Source: Status Report of HRD of 9FYP, DHR, MoLHR

Table 3: Sector wise budget allocation for the 9th FYP

SN	Sector	Amount (in Millions)	% allocation
1.	Service	450.00	30%
2.	Manufacturing/Production	375.00	25%
3.	Construction	225.00	15%
4.	Finance	150.00	10%
5.	Education	150.00	10%
6.	Information Technology	150.00	10%
	Total	1500.00	100%

Source: Status Report of HRD of 9FYP, DHR, MoLHR

The sector-wise budget allocation as shown in the table 3 and table 4 is based on the thrust areas identified by the Royal Government in the Ninth Plan period.

2.3 Achievement against Plan

The entire planned activities of the 9FYP HRD for the private and corporate sector could not be implemented. Only 47% of the planned budget and 57% of the slots were implemented for the 9FYP HRD. The budget was made up of contributions from various sources which include funds provided by the RGoB, the Government of India (GoI), the SDA and other agencies. The bulk of the HRD was implemented through Ad-hoc donor agencies. (Refer to Table 4 below for details of fund amounts and slots implemented through the different funding sources.)

Donor Agencies other than the SDS and the Government of India (GoI) contributed to 17% of the HRD slots and comprised of 91% of the budget. This seeming mismatch between the slots allocated and budget utilized is due to the bulk of the long term programmes being implemented through these funds, which takes up far more share of the budget than short term courses.

Table 4: Source of Funds and Share of Slots by Funding Source (9FYP)

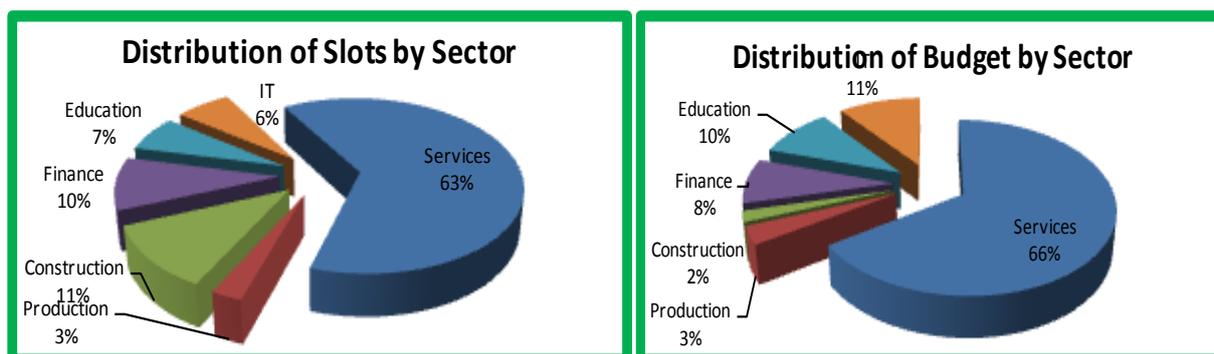
Funding Source	Slots	Budget in Millions of Nu.
RGB	2916	28.98
GoI	357	29.99
SDS	445	2.4
Other Donors	783	601.57
	4501	662.94

Source: Status Report of HRD of 9FYP, DHR, MoLHR

The cost of fellowships by donor agencies other the SDS and the GoI are monetized values of fellowships implemented under such funding. A cursory analysis of the proportions of the trainings implemented within the country and outside the country, it seems that in-country are more cost effective, (over 2,800 trained with a budget of Nu.30 million against, 350 trained for a budget of Nu. 30 million in India and 780 with a budget of Nu. 600 million in other countries.). However, these figures do not take into account the durations of the trainings. The average training durations range from one to two weeks for in-country courses, whereas trainings in India from one to four years in India and ex country training courses from one month to two years.

The figures below illustrate the implementation of the 9FYP HRD.

Figure 2: Distribution of Trainings by Slots and Budget implemented during the 9FYP by Sector



Source: Status Report of HRD of 9FYP, DHR, MoLHR

Table 5: Distribution of Slots and Budget (In-country and Ex-country) by Sector during the 9FYP

	Slots	budget	Slots in %age	Budget in %age
In-country	3541	33.68	79%	5%
Ex-country	960	629.26	21%	95%
Total	4501	662.94	100%	100%

The service sector was the largest recipient of the HRD support. It has received the largest share of ex-country HRD development programmes both in terms of Slots and in terms of budget followed by the IT and Education Sector. This is due to the inclusion of a wide range of industries under the Service sector.

Support to the education sector was mainly from donor funds and were implemented outside the country. Education Sector had a very small share of the in-country slots and budget, which seem to imply that capacity to train teachers does not exist in the country, which is not true, rather it indicates the large demand for trained teachers in the government education system which absorbs almost all graduated of the two National Institutes of Education (NIE) in the country.

This trend of HRD support during the 9FYP seems to show a strong support for the education and services sector. However this apparent trend cannot be treated as a true indicator of the overall HRD implementation strategy of the Royal Government because much of the segregations into sectors was made on the nature of the course rather than the sector they were employed in.

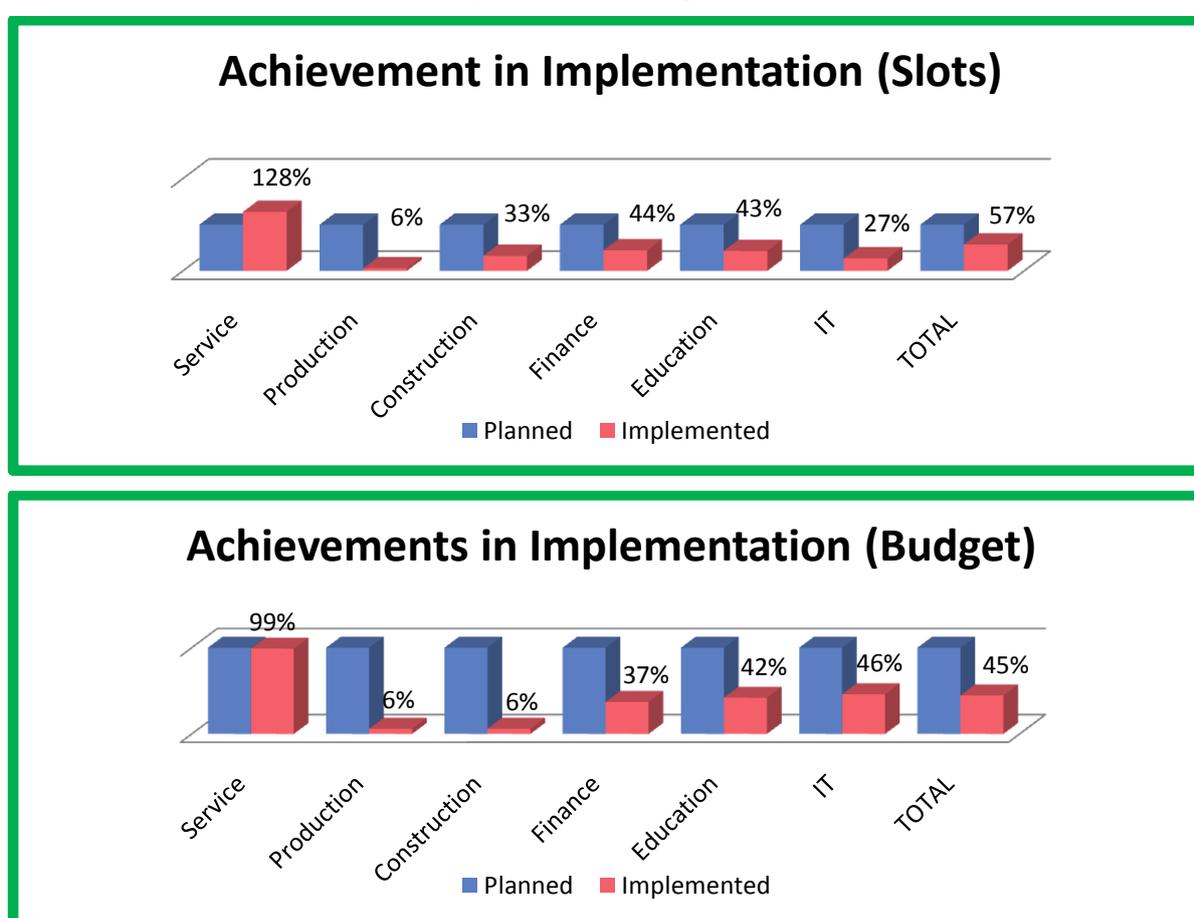
The Apprentice Training Programme (ATP) has received the largest portion of the in-country budget (49% but comprises of only 19% of the slots implemented. This is due to the length of the ATP course which is 12 months, compared to other in-country courses ranging from 1 week to 3 weeks.

The figures below presents a pictorial view of the distribution of slots and budget implemented during the 9FYP. 79% of the trainings were implemented in-country utilizing only 5% of the training budget utilized and 21% of the slots implemented ex- country using 95% of the training budget utilized.

Table 6: Sector wise achievement by Slots and Budget

Sector	Slot		Budget (in million Nu.)	
	Planned	Implemented	Planned	Implemented
Service	2425	3100	450	445.42
Production	1789	100	375	22.11
Construction	1330	434	225	13.31
Finance	825	367	150	55.64
Education	582	251	150	62.97
Information technology	915	249	150	68.95
TOTAL	7866	4501	1500	662.94

Figure 3: Sector wise achievement by Slots and Budget



Source: Status Report of HRD of 9FYP, DHR, MoLHR

Of the total in-country HRD needs, 54% of the slots were implemented utilizing only 13% of the In-country training budget and for ex-country trainings 54% of the budget utilized to implement 73% of the slots. These findings seem to indicate that there was an overestimation in the cost of both ex-country and in-country trainings. This appears to be true for in-country trainings. With monetized cost of implementing long term slots on fellowship, the cost of ex-country is clearly an underestimation of the costs of trainings.

2.4 Lessons learnt

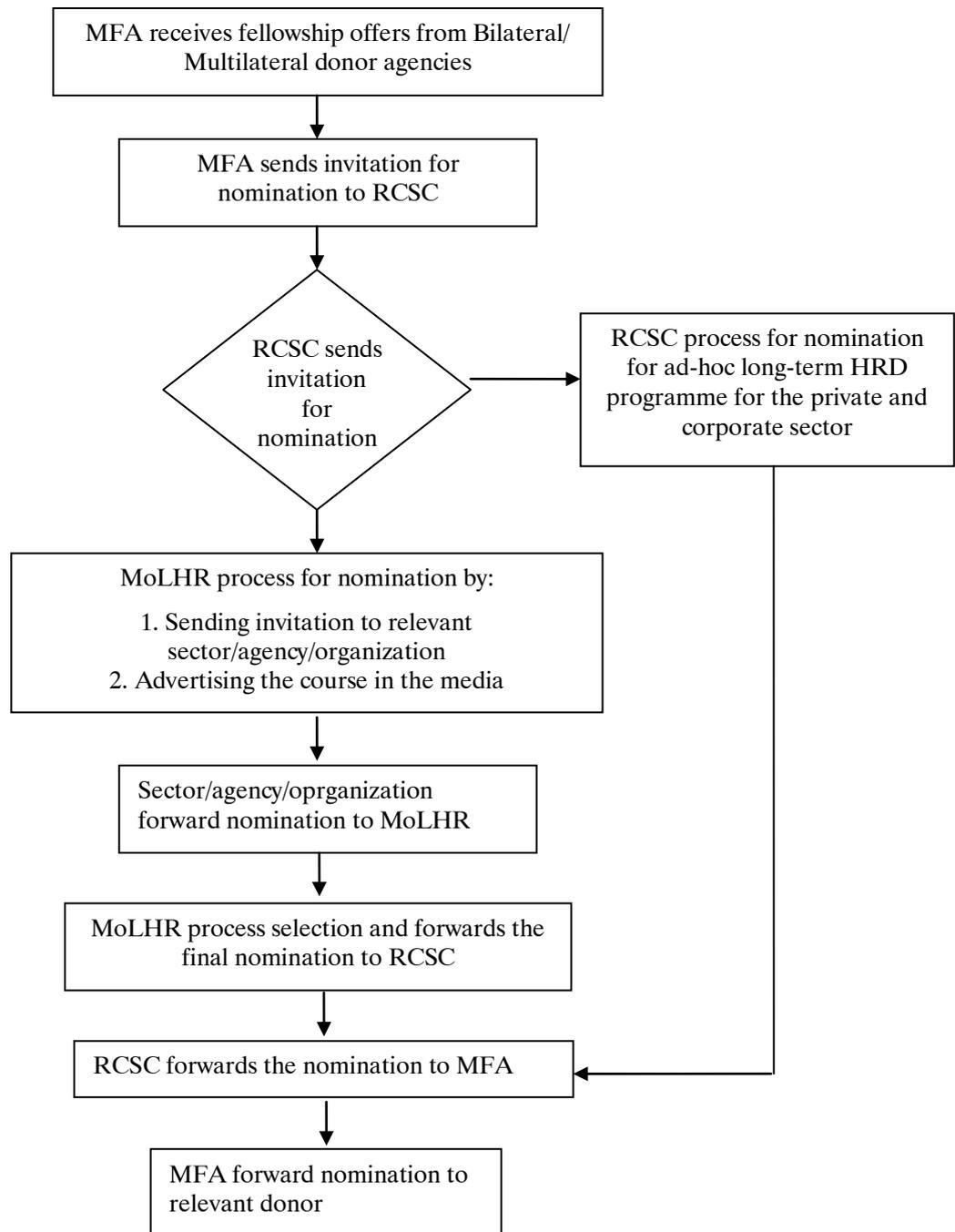
Some of the critical lessons learnt during the implementation of the 9FYP HRD Master plan for the private and corporate sector are:

- i. During the 9FYP the government had principally committed a budget of Nu. 1500 million for capacity development of the private and corporate sector. However, it must be noted that the funds were uncommitted in nature and were not made available for the implementation of the Master Plan, especially for the implementation of long-term programmes. Majority of the HRD programmes were implemented through multilateral and bilateral donor assistance (ad-hoc offers and financial support). Relying solely on donors has resulted in training programmes not always fulfilling the HRD requirements of the private and corporate sector. This has resulted in trainings that were irregular and supply driven.
- ii. Though HRD masterplan was prepared in consultation with stakeholders (through meetings and workshops), no systematic training need assessment was conducted to assess the real HRD needs of the private and corporate sector. Further, there was no proper post-training evaluation carried out to assess the impact of the trainings on individual trainee, the nominating organization and the private sector growth in general. This has been mainly due to lack of staff capacity to undertake such assessment studies.
- iii. There was no monitoring and evaluation carried out for most of the programmes implemented under the HRD for private and corporate sector, specifically for ex-country training programme due to shortage of adequate staff, capacity of the existing staff and lack of budget. M&E is crucial for effective and implementation of any programmes to ensure the achievement of HRD objectives.
- iv. Ninety percent of Bhutan's private firms/companies being small/ medium in nature and the lack of policies/strategies to encourage private firms/companies to invest in their employee's capacity and skill development needs has resulted in HRD not being given importance. The lack of long-term HRD plans in almost all the private firm/companies and most of the corporations shows that the Private and Corporate sectors do not identify and prioritize capacity development needs of their staff in line with organizational needs.
- v. During the initial stage of implementation of the master plan, the department was directly involved in the coordination and implementation of many in-country training programmes which are now being outsourced to the private training providers or consultancy firms. With outsourcing, the department has been able to implement more HRD programmes and activities. Thus M&E becomes more important to ensure that these programmes are effective and directly contributes to private sector growth.

- vi. The department has not been able to successfully implement the master plan, mainly due to shortage of staff, staff capacity and lack of funds. Though human resource development of the private and corporate sector has been accorded equal priority with that of public sector (during the 9th FYP), support from the Royal government in terms of implementation of the programmes have been inadequate.
- vii. Much of the activities implemented during the 9th FYP have been with the help of bilateral and multilateral donor assistance, which is ad-hoc in nature and do not necessarily meet the HRD requirement of our private and corporate sector. Though the government has developed friendly policies to bring about the development in these sectors, not much has been done in terms of supporting the HRD needs based on TNA carried out by the respective sectors.
- viii. Private and corporate sector HRD has been implemented mainly through various in-country and ex-country programmes offered by the government. The ministry has not been able to create an enabling environment for adequate private sector participation and initiatives towards developing and strengthening their HR needs. The ministry will have to institute mechanisms to promote and encourage private and corporate sector to invest in their HRD through tax and other government policies.
- ix. The private sector HRD was mainly implemented through partnering with private sector associations. These associations act as an important link between the government and the sectors they represent for fostering growth in the private sector. However, their primary interest is in the business development and less in HRD. Furthermore outreach of HRD programmes and activities has been limited to few and not the entire sector. Thus it is important to institute HRD units in these associations which should provide information regarding HRD needs of their sector and facilitate HRD activities.
- x. MoLHR is the apex HRD ministry in the country. In addition it is responsible for planning, facilitating and implementing HRD for private and corporate sector. However, streamlining HRD procedure is one of the major challenges facing the ministry with others agencies directly implementing HRD for private and corporate sector. This has lead to ambiguity on the roles of MoLHR and other HRD implementing agencies amongst the private and corporate sector and the donors. This has resulted in insufficient funds and delays affecting the overall achievement of HRD for private and corporate sector.

The following flow chart shows the existing procedure for implementing HRD programme for the private and corporate sector.

Diagram 1: Flow Chart: for Implementation process for HRD for Private and Corporate Sectors



3 NATIONAL HUMAN RESOURCE PERSPECTIVES, CHALLENGES AND FOCUS OF THE TENTH FIVE YEAR PLAN

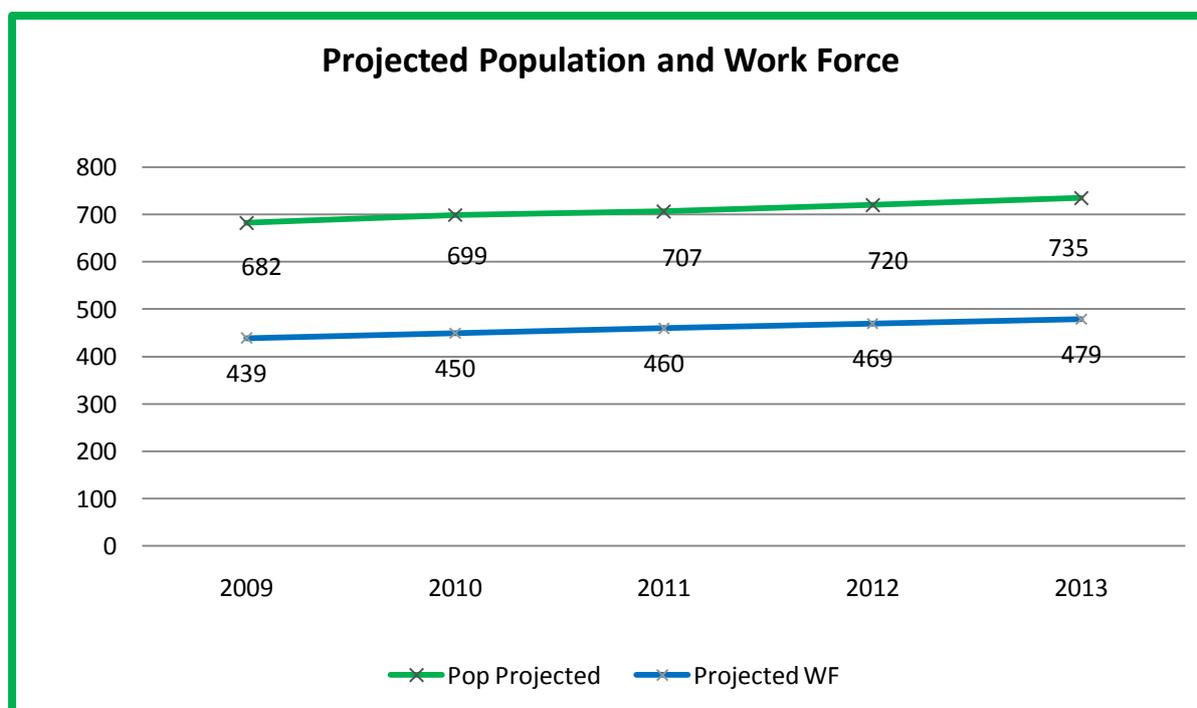
The RGoB's emphasis on the Human Resource Capital continues to be carried on in the 10FYP. The Royal Government recognizes investment in the human capital as crucial to ensure long-term sustainable and successful development of the economy. Given such importance accorded to the HRD, the Government continues to provide free basic education to its citizens.

Providing productive and meaningful employment to all citizens through education and training is a priority for the RGoB. The Ministry of Labour and Human Resources has been created towards this end and to focus on the Human Resource Development needs of the private and corporate sector with the vision: "A Nation where there is gainful employment for all its citizens" with the mission of facilitating human resource development for economic development and to ensure gainful employment for all Bhutanese workforce.

The EP 2010, also recognizes that there are constraints in the private sector which includes Human Resources to a large extent, which, unless systematically removed, will hamper the realization of the goals of the EP 2010. These have been listed as follows:

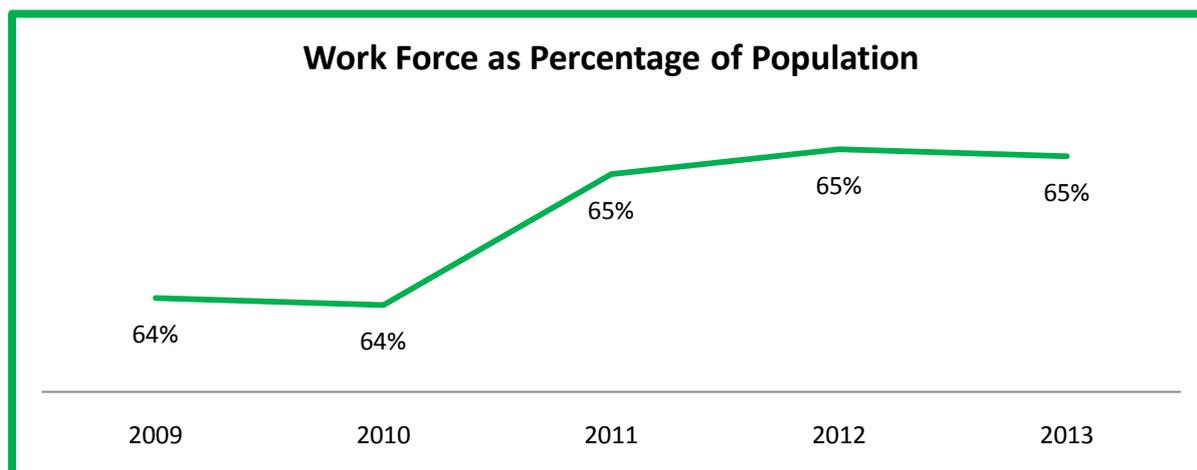
- Lack of management skills,
- Shortage of professionals,
- Low productivity of labour,
- Difficult access to finance,
- High transportation cost,
- Small domestic market,
- Limited exports and markets,
- Absence of R&D capability,
- Inadequate infrastructure and
- Inconsistent policies.

Figure 4: Population and Work Force Projection (In thousands)



Source: Population Projection 2005-2008 (Figures in Thousands)

Figure 5: Percentage growth of Work Force



Source: Population Projection of Bhutan 2005-2030

Table 7: Projected Work Force

Year	2009	2010	2011	2012	2013
Projected Workforce	439,045	449,531	459,678	469,450	478,822
Increase over previous Year		10,486	10,147	9,772	9,372

Source: Population Projection of Bhutan 2005-2030

The labour productivity in the agriculture and industrial sector has been generally low which if unattended would undermine the competitive edge of the nation. The government understands this and is providing numerous incentives and trainings to farmers through programmes implemented by the Ministry of Agriculture.

The changing trends in the economic activities also necessitates that the country prepare for changing knowledge and skill needs of the future, both in terms of capacity and in numbers. Human resource development policies must ensure that these requirements of the progress of economic change are considered while developing HRD programmes for the future.

The Tenth Five Year Plan aims at creating additional employment through vitalization of industries and other policy interventions. The Plan also aims at developing quality and critical mass of human capital to foster a culture of creativity, innovation and enterprise and thereby facilitating poverty reduction in the country. In particular, the plan focuses on the following HR intervention areas:

- (i) Striving for excellence in education with emphasis on enhancing quality of education at all levels;
- (ii) Addressing shortage and quality of human resources in both the public and private sector in the areas of professional and high skilled occupations;
- (iii) Fostering greater civil service professionalism and specialization and enhancing capacity at the centre and local government levels;
- (iv) Enhancing labour productivity across agricultural, industrial and service sectors;
- (v) Facilitating full employment, particularly among educated youths;
- (vi) Promotion of gender development and equity; and
- (vii) Provision of increasing in-country education and training facilities through partnership with external institutions.

The Tenth Five Year Human Resource Development Master Plan aims to effectively integrate and align human resources of the country to the emerging development needs of the country with focus on enhancing productivity and professionalism, improving quality and coverage of education and training and creation of employment opportunities.

The past five years' sectoral composition of nominal GDP shows that the secondary sector which was stagnant until 2006 has over taken other sectors in 2007. While the share of primary sector shows a clear decreasing trend over the past five years, the share of the tertiary (services) sector has suddenly fallen in 2007. This sudden change in the sectoral trend of the Bhutanese economy in 2007 is mainly due to full commissioning of 1020 MW Tala Hydroelectric Project.

3.1 Challenges and Focus

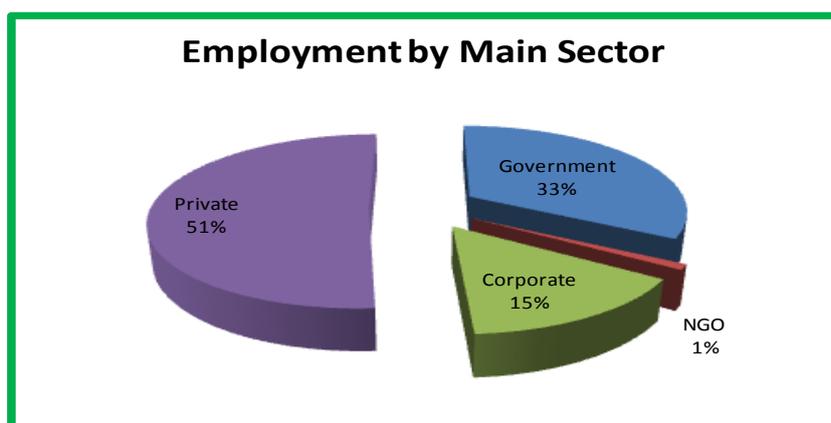
The Tenth Five Year Human Resource Master Plan aims to effectively integrate and align human resources of the country to the emerging development needs of the country with focus on enhancing productivity and professionalism, improving quality and coverage of education and training and creation of employment opportunities.

The private and corporate sector has been identified as the main engine of economic growth. *Bhutan 2020: A Vision for Peace, Prosperity and Happiness* clearly states that the private and corporate sector will be the mainstay of national development. Further, this sector is envisioned to be the major provider of employment for the Bhutanese youth. *Bhutan 2020* projects that Bhutan's hydropower sector will be the prime mover of industrialisation, supported by clean manufacturing and fast growing tourism sector.

The private and corporate sector face difficulty in finding qualified and trained manpower. The HRD services have to be reinforced to help the sector achieve its goals and become competitive. Bhutanese youth's preference is for government jobs as they are seen as more secure and having greater career potential. The second preference is for corporations. Working for the corporations is equated as good as working for the Royal Government. Only those who do not manage to get into the above opt for the private sector. Both the private and corporate sector organisations need high quality manpower both at all levels. The private sector need to be trained and clear and attractive career path defined.

It is expected that approximately 93,000 jobs have to be created during the Tenth Plan which poses an enormous challenge. With the increasing investment in education sector, the growth of labour force has exceeded the available employment opportunities and therefore the national unemployment has increased to 4% in 2009 from 1.4% in 1999⁵ which has to be addressed through relevant strategies and intervention by the Government. The Private and Corporate Sectors generates three fourths of the employment and therefore must be given due attention.

Figure 6: Number of Employees by Sector of Employment, 2007



Source: Labour Market Information Bulletin 2008, DoE, MoLHR

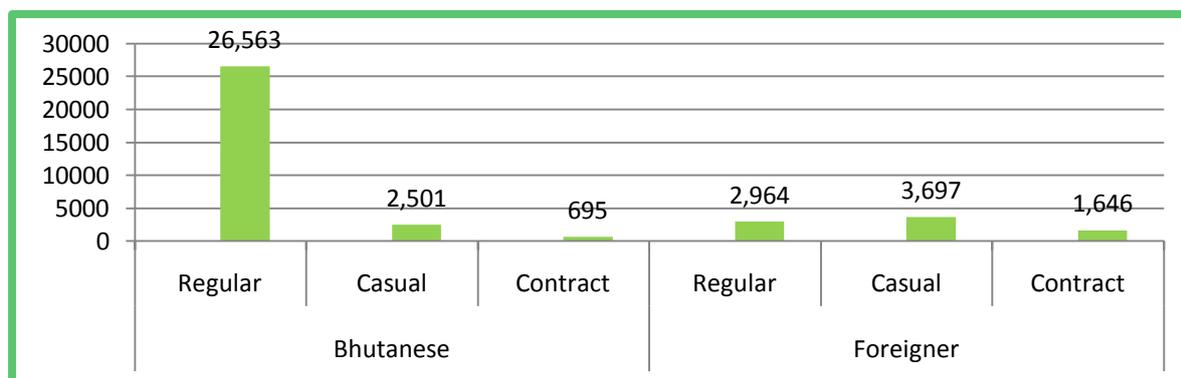
The Bhutanese industry has low level of productivity due to, lack of technology and low level of human capital. Foreign Direct Investment (FDI) and joint ventures are important ways to

⁴ RMA Annual Report 2008

⁵ Labour force Survey 2009

enhance productivity and create wealth and the Royal Government has considered that in a very positive light. The “engine of growth” (private sector) employed 38,066 employees, of whom 78% (29759) are Bhutanese and 22% foreigners (8307)

Figure 7: Number of People Employed in the Private and Corporate Sector



Source: Establishment Census, 2008, LMID, DoE, MoLHR

An extensive survey of 100 private sector organisations was conducted by the Ministry of Trade & Industry, Bhutan Chamber of Commerce, UNDP and the World Bank in 2001. The survey shows that there is a shortage of skills at all levels and that the productivity of labour force is low.

Most glaringly, very few employees receive any kind of in-service training. The Bhutanese managers had limited exposure to modern practices and management tools and techniques. The following reasons were cited for poor HRD efforts:

- Lack of incentives from the Royal Government
- High turnover of the Bhutanese workers
- The Large Number of foreign Workers in the Country
- Contract nature of foreign workers
- Availability of trained workers from neighbouring countries

The RGoB having recognized these challenges and constraints facing the private sector, has identified and proposed the main objective of the NHRDP, as HRD for the private and corporate sectors.. The NHRDP recognizes that the economic goals of the country can be achieved only by the creation of appropriate human capital. The MoLHR has been identified as the central agency for developing HRD frameworks, facilitating coordination among HRD agencies and monitoring and integrating HRD Plans, services and activities.

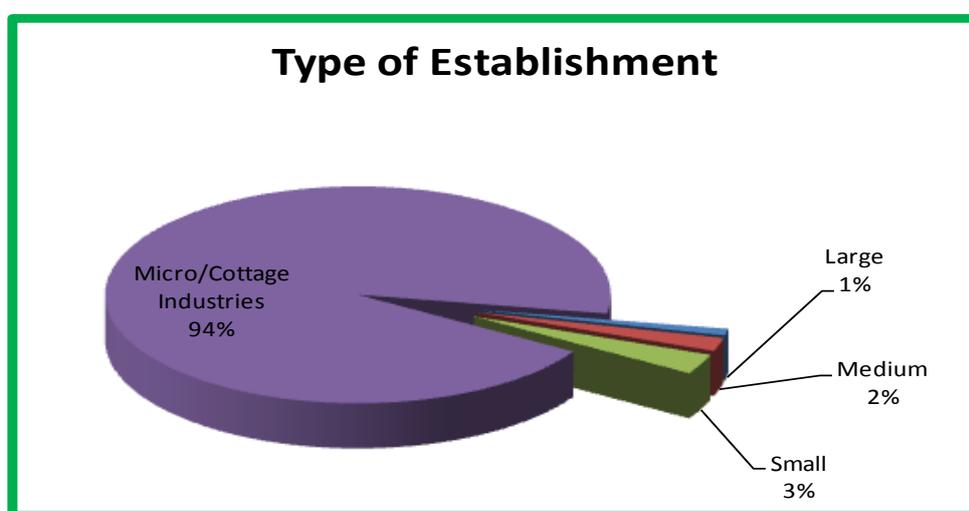
The private sector respondents felt that it is the responsibility of the Royal Government to provide support for HRD. This is probably due to the nascent stage of the development of entrepreneurial spirit and modern management practices. Lack of awareness about the need for effective training, and the close relationship between training and development of their employees in developing right kind of skills and attitudes and increased productivity and profitability has led to mismatch of skills and low productivity of the Bhutanese work force.

The Tenth Five Year Plan (2008-2013) emphasises strengthening of industry which includes manufacturing, hydropower, tourism, cultural industries and Information and Communication Technology. The Plan stresses on knowledge content of the economy and to enhance productivity of its industrial base through innovation, creativity, and enterprise. Marketing knowledge and savvy are emphasised as vital for the success of the Tenth Plan.

The Tenth Plan strongly emphasises on the importance of the Micro, Small and Medium Enterprises (MSMEs) (94.6 %of the Bhutanese private sector undertaking fall into the category of SMEs.) as a major source of employment and crucial means of enhancing income and poverty reduction. With relative low levels of capital investment required, the sector offers decent employment and income generation opportunities, particularly for Bhutanese youth and other weaker sections of Bhutanese society

The Ministry of Economic Affairs (MoEA) plans to establish a Department of MSMEs to give greater attention to this sector of the economy. The Financial sector has provided support to the development of the SME, Bhutan Development Finance Corporation (BDFC) has a scheme to lend loans to the MSMEs in the country.

Figure 8: Types of Establishment



Source: Establishment Census, 2008, LMID, DoE, MoLHR

Table 8: Distribution of Establishment by Investment

Sl/No	Ownership	Investment				Total
		Micro/Cottage	Small	Medium	Large	
1	Public/Corporation	208	19	5	38	270
2	Private	6,561	170	53	96	6,880
3	Joint Ventures	8	2	-	2	12
	Total	6,777	191	58	136	7,162

Source: Establishment Census, 2008, LMID, DoE, MoLHR

The National Human Resource Development Policy of Bhutan 2010 purports to strongly support the development of the private sector in the country and has outlined some economic activities that hold opportunity for entrepreneurs.

The Economic policy, 2010 has identified various areas of economic opportunities. High quality green services are one such area. It consists of high- end education and medical services, ICT, data centres, tourism, financial services, consulting services, BPOs and KPOs, and Meeting, Incentives, Conferences and Expositions (MICE). Thus, education is given the status of industry. It will help the educational sector to have similar financial and economic benefits as other industries enjoy.

The draft policy also visualises Bhutan to be a hub of general education and for specialised study on technical skills, environmental conservation, Buddhism, GNH and renewable energy. It proposes that general and specialised colleges, such as in the field of ICT, architecture, engineering, medical and law shall be allowed and be encouraged to open franchise/campus in the country.

The draft foreign direct investment policy, states that FDI is defined in terms of convertible foreign exchange, unless specified in bilateral agreements. Therefore, Bhutan will have to enter into bilateral agreement with neighbouring countries to attract foreign direct investment in other currencies.

National Human Resource Development Policy of Bhutan 2010

4 HUMAN RESOURCE DEVELOPMENT MASTER PLAN OF THE PRIVATE AND CORPORATE SECTORS (2008-2013) – THEME, OBJECTIVES AND BUDGET.

4.1 Human Resource Development Planning During the 10th Plan Period

Human resource planning is a tool to determine the demand for human resources by an organization to achieve its strategic goals. HR planning will determine the qualifications, competencies, and numbers required to realize the organizational goals and objectives.

It is also used to study the supply of human resources available from internal and external sources which may be tapped to meet the organizational needs. Internal supply refers to the human resources existing within an organization which may be strategically reallocated via promotions, transfers and trainings to meet requirements and external supply refers to all human resources available outside of the organization who may be recruited based on their qualifications and experience.

Forecasting is a key element of HR planning. However, while it can be used to produce estimates and projections, it is seldom precise. This is mainly due to the dynamic and ever globalizing work environment in which human resources are the mobile capital.

Therefore, HR planning is moving towards a more flexible and responsive approach which involves monitoring of developments that affect human resource requirements and enhancement of capacity to adapt to change.

Objective of 10th HRD master plan

- i. Guide private and corporate sector HRD and to enable private and corporate sector to understand economic policy direction of the country,
- ii. Promote private and corporate sector growth through support in building appropriate human resource capacities in the private and corporate sector,
- iii. To ensure and enhance need based HRD training programmes catering to the present and future needs of the private sector and corporate sector.
- iv. promote coordination among different HRD agencies in implementing various HRD activities;
- v. To develop appropriate skills among Bhutanese youth to emerging needs of the private and corporate sectors.

4.1.1 Sources of External Human Resource Supply

Human resources in Bhutan have three main sources:

A pool of under-graduates and graduates from professional degree courses in India and abroad;

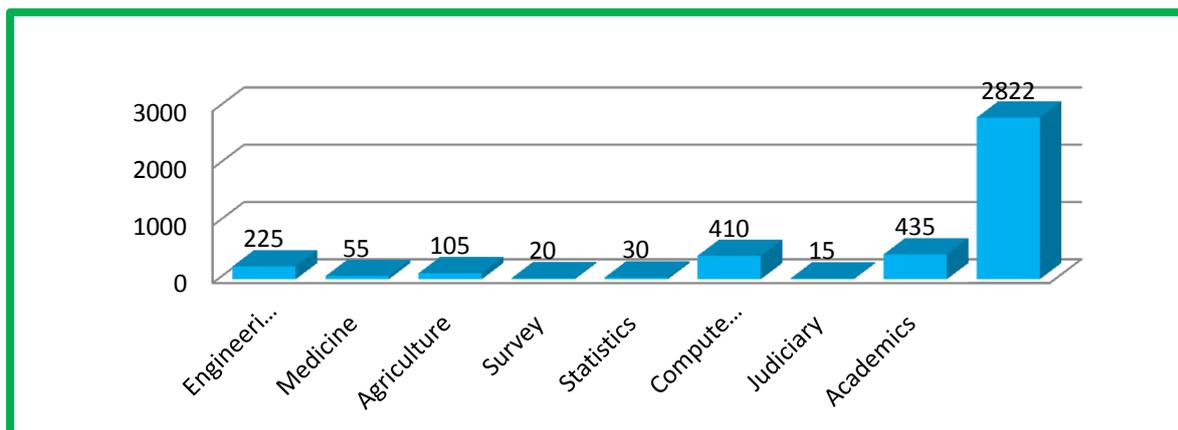
- Under-Graduate Pool (Supply from ex-country institutions)
- In-country pre-service education institutions; and
- In-country (pre-service and in-service) training institutions;

Ex country

Each category is described in more detail below. Figures include only students completing studies before the beginning of, or during the 10th Plan.

The pool will also comprise of graduates in Engineering, Agriculture, Livestock, and Forestry; Medicine, Survey, Statistics, Computer Science, Law, Education and Academics and other social studies. The projected supply of undergraduates from ex-country is shown in *(Figure 8. and Annexure 2: Projected Supply of Undergraduates in Various Fields (From Abroad) during the 10FYP)*

Figure 9: Undergraduates from ex-country institutions during the 9FYP Period



Source: Projected supply is based on the NGOP 2008

4.2 Supply from In-country Institutions based on the present trend.

It is expected that by 2013, there will be 10,014 graduates ready to enter the job market. This number excludes the graduates passing out from different course levels from in-country private training Institutes. The projected supply expected that in-country training institutes will produce candidates with following qualifications in various fields:

Table 9 : Projected HR supply from in-country training Institutes during the 10th FYP

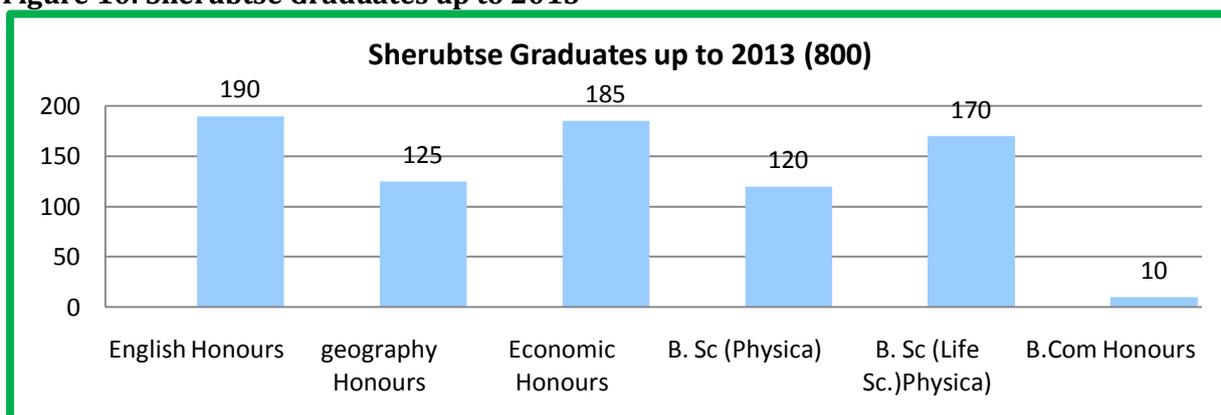
Name of Institute	PG Dip	Bachelors	Dip	Cert	In 2008	By 2013
Sherubtse College		800			160	800
CST		190			38	190
JNP			975		195	975
ILCS		135			27	135
RIM	3		735		203	1080
NIE , Paro	95	940			207	1035
NIE , Samtse	410	1090			300	1500
CNR			305		61	305
RIHS			215	310	105	525
RTC		577				577
Gaeddu College of Business Studies		832				832
Vocational Institutes				2060	412	2060
Total	859	3,987	2,240	2,370	1,290	10,014

Source: the projected supply is based on the number of candidates graduated in 2008

Details of the graduates of in-country Institutes provide various courses:

Sherubtse College has been supplying under-graduates in Arts, Commerce, Computer Applications, and General Science. During the course of the 10th Plan, it will supply about 800 under-graduates, the majority of whom will be in the areas of Arts, Commerce, and Science. In addition to the above, the Gaeddu college of Business Studies will be supplying graduates to the national pool. It is expected that the college will contribute between 250 to 300 graduates to the work force.

Figure 10: Sherubtse Graduates up to 2013

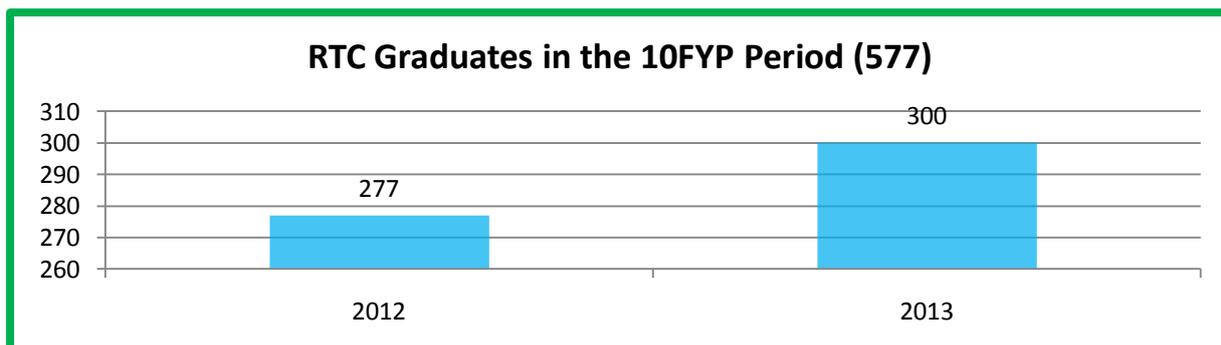


Source: The projected supply is based on the number of candidates graduated in 2008

The **College of Science and Technology** has been offering Bachelors degree in Civil & Electrical. During the course of the 10th Plan, it is expected to supply 190 Engineers. The Institute expects to produce 80 Civil Engineers and 110 Electrical Engineers during the plan.

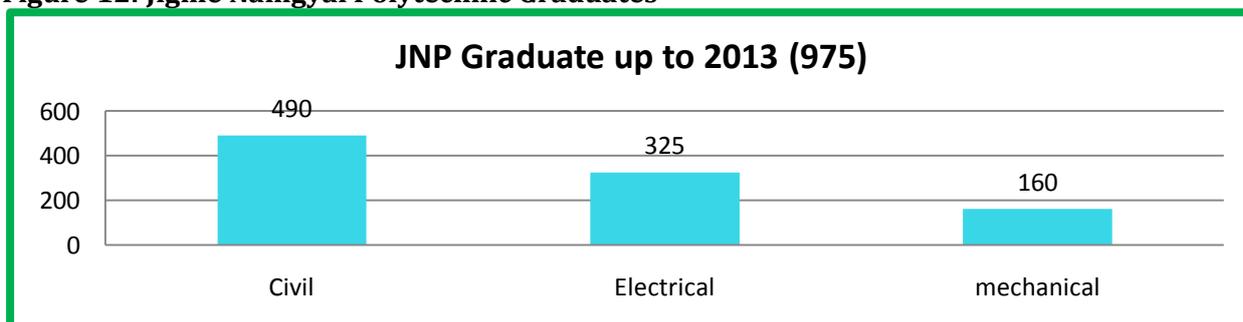
Jigme Namgyal Polytechnic has been offering Diploma and Certificate level courses in the field of engineering. During the 10th Plan, it is expected to supply 975 Diploma holders. 50.3% of the total candidates will be graduated in Civil Engineering; 33.4% in Electrical Engineering; and 16.4% in Mechanical Engineering.

Figure 11: RTC Graduates up to 2013



Source: The projected supply is based on the number of candidates graduated in 2008

Figure 12: Jigme Namgyal Polytechnic Graduates

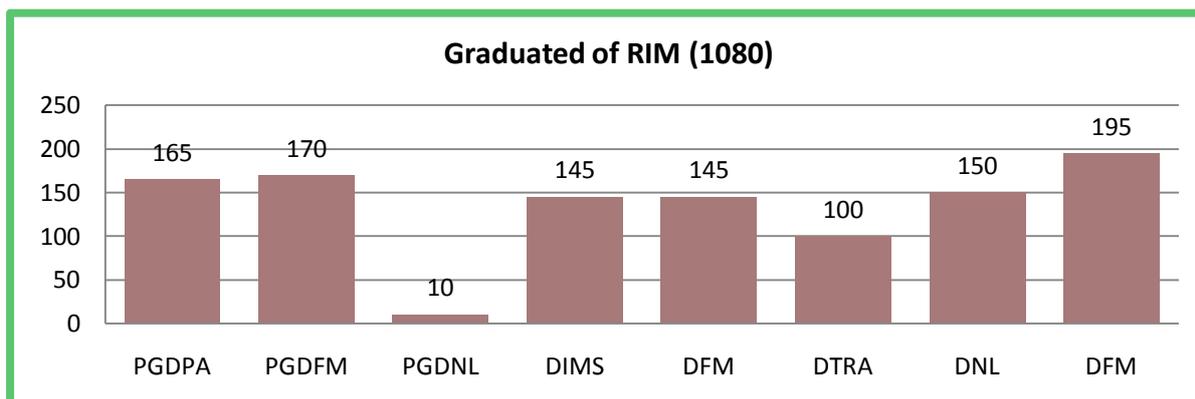


Source: The projected supply is based on the number of candidates graduated in 2008

The **Institute of Language and Cultural Studies** supplies under-graduates in Language, Literature and Culture. During the 10th Plan, 135 students will graduate from the institute.

The Royal Institute of Management (RIM) is the only institute of its kind in the country. It provides in-service as well pre-service training in areas of general management, information management, financial management, and management at post-graduate diploma and certificate levels. Every year, the RIM trains about 203 candidates. During the 10th Plan, 1080 candidates are expected to graduate from the Institute.

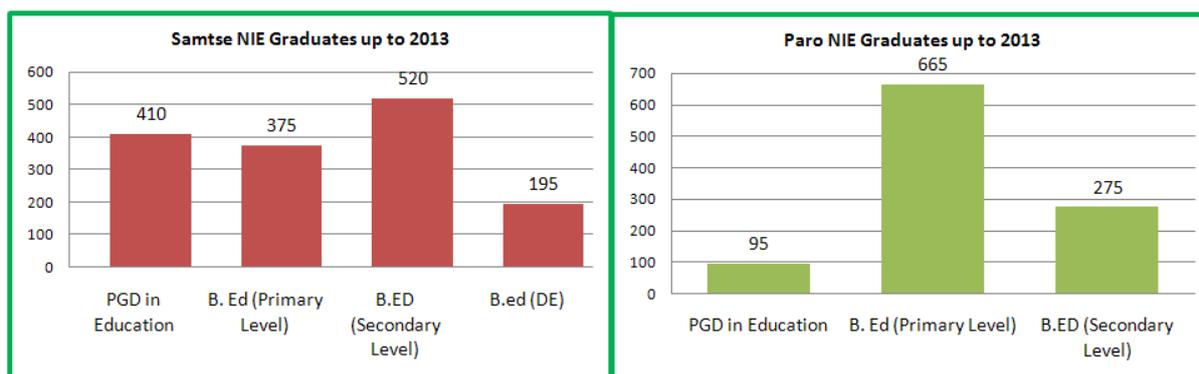
Figure 13: Royal Institute of Management graduates 2009 – 2013



Source: The projected supply is based on the number of candidates graduated in 2008

The two **Colleges of Education at Paro & Samtse** supply trained teachers at the primary as well as secondary level in subject areas. All trainees of B Ed. (primary and secondary level) and PGCE courses are pre-service candidates. Annually these two Institutes supply about 400 trained teachers and during the 10th Plan they will be supplying approximately 2,535 trained teachers across all levels of education. They also train about 100 in-service Teachers for the PG in Education.

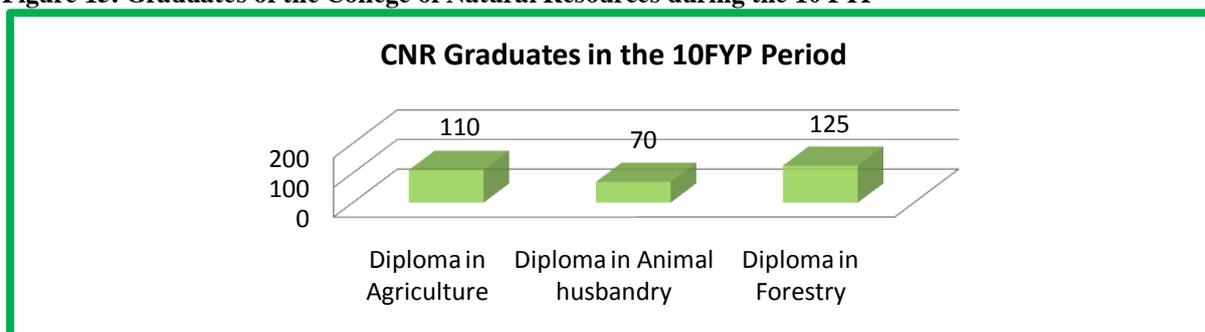
Figure 14: Graduates from Samtse College of Education



Source: The projected supply is based on the number of candidates graduated in 2008

The **College of Natural Resource and Bhutan Forestry Institute** supply mainly pre-service trained people at Diploma and Certificate levels in areas of forestry, agriculture and livestock besides training in-service staff and farmers. Annually, about 65 trainees graduate from these institutes at the Diploma level. During the 10th Plan there will be 305 Diploma holders in Agriculture (110), Livestock Services (70) and Forestry services (120) available for employment. The college has a plan to upgrade its course from Diploma to Bachelors degree level.

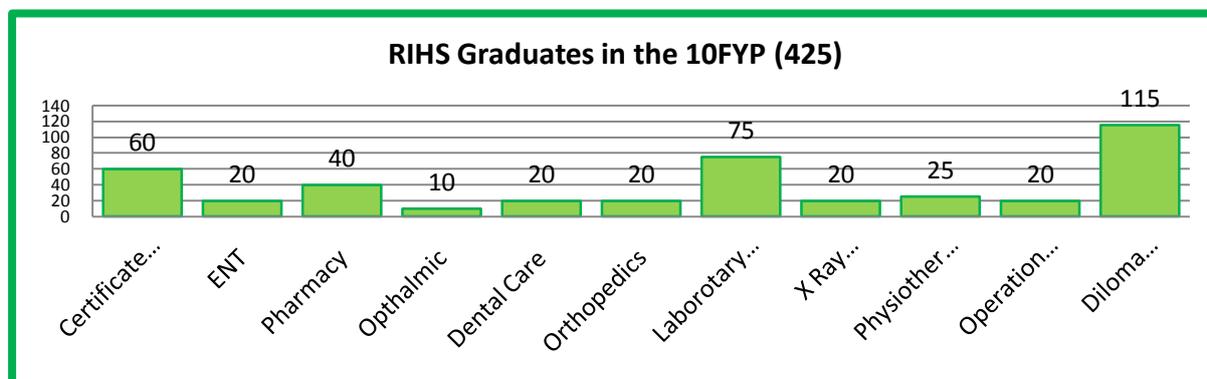
Figure 15: Graduates of the College of Natural Resources during the 10 FYP



Source: The projected supply is based on the number of candidates graduated in 2008

The **Royal Institute of Health Sciences** supplies Health Assistants, General Nurses and Auxiliary Nurse Midwives and technicians at an annual rate of 105 such trained health personnel annually. It is estimated that in the 10th Plan the Royal Institute of Health Sciences will be supplying about 525 trained personnel.

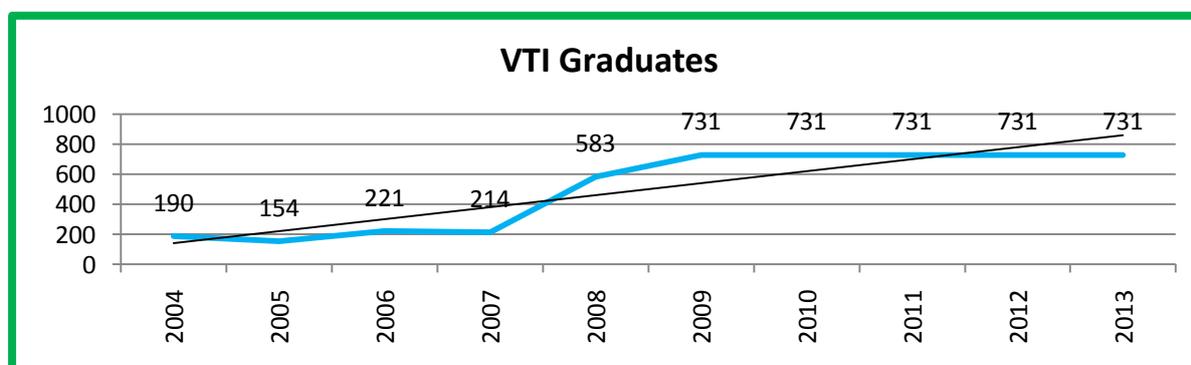
Figure 15: Graduates of the Royal Institute of Health Sciences during the 10 FYP



Source: The projected supply is based on the number of candidates graduated in 2008

Vocational Training Institutions providing, technical and vocational personnel are supplied by a number of institutes under the Department of Human Resources of the MOLHR. These Institutes include the National Institute of Zorig Chusum, Vocational Technical Institutes, and Driving Institutes. The supply, which is mainly pre-service, consists of Certificate level holders. During the Plan period these Institutes, in total, will also supply about 2060 trained personnel comprising of technicians (Civil, Mechanical And Electrical), business and tourism operators, computer programmers and operators, traditional Artisans and Craftsman, Auto-mechanics, drivers and construction workers (Carpenters, Masons etc).

Figure 16: Graduates of the VTIs during the 10 FYP



The projected supply is based on the number of candidates graduated in 2008

Apprenticeship Training Programme (ATP)

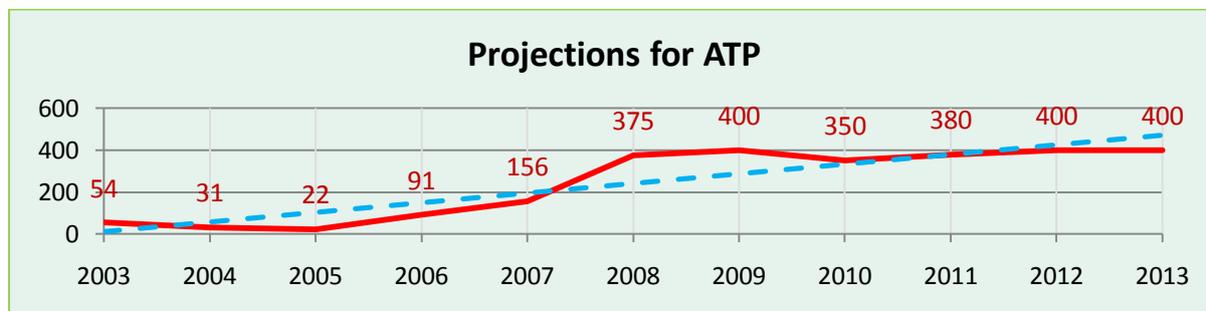
The ATP is one of the most successful job placement programmes of the MoHLR. Since its inception in 2000 it has had 863 participants and over 250 organizations from various sectors all over Bhutan participated in the Program. It has had a very high job placement rate over 90%. Participation by gender in this program has also been fairly well balance (54% Males to 46% females).

Most proprietors and managers have said that this was a very good initiative of the MoLHR as it ensured that the organizations could actually train and evaluate the participants in areas and skills actually required by the company or sector. The value of this program could be strengthened if a certification was issued for participation in this program. This implies a proper schedule of phased learning program and activities which can be assessed and evaluated by the MoLHR. The MoLHR will also have to strengthen its monitoring and evaluation of such programs.

However, a few have voiced dissatisfaction with the attitude of the participants as they seem to be uninterested in the work and are participating in the programme only to have a source of income while seeking other employment opportunities.

Based on the participation rate in the ATP, it is expected that the program will successfully train and place about 1905 job seekers (90% of 2200 participants) during the 10FYP.

Figure 17: Projected ATP Graduates by 2013



Source: Based on Historical data of participation in the ATP Programme since 2004

Table 10: Summary of Vocational and Apprentice Training Program Participants

Institutes	Historical Data						Projected					Total
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
IZC	26	57	36	29	81	370	150	150	150	150	970	
VTI	190	154	221	214	583	731	731	731	731	731	3,655	
ATP	300	300	300	300	400	375	350	380	400	400	1,930	
Total											6,555	

Table 11: Summary of Pre Service Candidates during the 10FYP

Institutes	No. of Graduates
Ex-country Institutes	4,117
In-country Institutions	9,569
Total	14,091

The pre-service supply of graduates in various fields both from In-country and Ex-country over the 10FYP period is 14,091. In-country institutions include the RIM, VTIs, RIHS, NIEs, JNP, CST, Gaeddu College of Business Studies, Sherubtse College, CNR, ILCS, and the Institute of Zorig Chusums.

Besides above institutions supplying trained HR to the labour market, there are approximately 80 to 90 private training providers in the country providing various Technical and Vocational Education and Training (TVET) programmes. These training institutes provide certificate and diploma courses. The supply projection for these training providers have not been accounted for in the supply projection.

4.3 Demand for Human resources in the Private and Corporate Sector

Despite the policy of the Royal Government of replacing expatriate workers in Bhutan with Bhutanese personnel, establishments are being permitted to employ foreign professional skills, wherever there is a shortage of Bhutanese professionals. The FDI policy of 2002 also allows FDI

ventures to employ expatriates in those areas for FDI ventures to employ expatriates where there is a shortage of Bhutanese with requisite skills depending on the size of their investment.

It has been estimated and announced by the government that Bhutan needs to create 93,000 jobs in the 10FYP, however, no reliable information is available for projected HR requirements of the private sector as to what type of background and skills nor provide any time line for their HR requirements, therefore, it is difficult to say with any degree of certainty what the demand for HR needs is for the private and corporate sector.

However based on online information on the labour market information system (LMIS) of the MoLHR, we can safely assume that the positions filled by the expatriate workforce in the country provides an indication of skills required to be developed among Bhutanese to replace these expatriate workforce. Personnel at the managerial level, those requiring specialized skills, skills that cannot be provided in Bhutan and skills with very few expatriate workforce not been included in this list.

The information below is constrained by the same limitations as the labour net and reflects only those who have registered with the MoLR. Though the figures try to reflect the minimum requirement, it may be exaggerated as earlier readings were not available. It only reflects two reading in 2009, (*July and October 2009*) after work on the Punatshangchu Hydro project commenced.

The information is based on two reading of the Labour net, in July and October 2009. A large majority of the workers listed above are masons and concrete workers by occupation (70%) followed by carpenters (15%).

Table 12: Expatriate Work Force in Bhutan by Occupation

Sl.#	Occupation	Average Numbers	Percentage
1	Cable Jointer	136	1%
2	Carpenter	2,984	12%
3	Panel Beater	28	0.11%
4	Drill Machine Operator	123	0.50%
5	Electrician	234	1%
7	Fabricator	78	0.31%
8	Heavy Machine Operator	112	0.45%
9	Heavy Vehicle Diver And Handy Boys	55	0.22%
10	Masons And Concrete Worker	16,849	68%
11	Mechanics	172	1%
12	Painter	178	1%
13	Plumber	247	1%
14	Rod Binder And Helper	1,357	5%
15	Skill Labour	1,132	5%
16	Stone Carver	11	0.04%
17	Structural Metal Worker	33	0.13%
18	Welders	346	1%
	Hospitality Sector		

19	Managers	140	1%
20	Accountants	51	0.21%
21	Front office	44	0.18%
22	Housekeeping	68	0.27%
23	Waiters	85	0.34%
24	Cooks	71	0.29%
27	Others	312	1.67%
	Total	24,846	

Note: Labour net and LMIS 2009. Expatriates working with the Punatshangchu Project have also been included in the list

The following table illustrates the proportion of expatriate worker by nine broad sectors. The number of construction workers would generally be higher than that reflected in table 16 because expatriates engaged in construction activities are also employed by sectors other than construction especially power and production sectors. Thus in the following table, although the construction sector remains the major employer of expatriate workforce, the figure reflects only 59%.

Table 13: Expatriate Workers by Sector

Sector	Percent
Construction	59%
Finance	2%
Education	2%
Hospitality	2%
Production and Mining	12%
Power	11%
Media Communication and Transport	7%
Others	5%

Extracted from the Labour net, MoLHR

5 Human Resource Development Requirements

The total HR budget required for the 10FYP for the corporate and a Private sector has been projected at Nu.1600 million (Nu. 1490 million proposed HRD fund requirements and a contingency fund of Nu. 110 million). The contingency fund has been kept aside for Special Skills Development needs and for the change of status of government agencies into corporations or autonomous bodies. Detailed figures of the budgetary requirement are provided in Table 14 below.

Table 14: Distribution of Budget and Slots by Sector for the 10FYP

SN	Sector	Slots		Budget	
		Nu Millions	% allocation	Nu Millions	% allocation
1	Training and other services	2,975	24%	187	12%
2	Hospitality and Tourism	1,290	13%	72	5%
3	Media, Communication and Transport	645	5%	135	8%
4	Power	779	6%	352	22%
5	Production and mining	587	5%	94	6%
6	Construction	329	3%	51	3%
7	Finance	2,669	22%	312	20%
8	Education	353	3%	144	9%
9	Information and Communication Technology	3,114	18%	141	9%
10	Contingency			110	7%
	TOTAL	12,741	100%	1600.00	100%

Note: The contingency fund has been set aside to cater for HRD needs of organizations that may see a change in its status from a Government agency to an autonomous body or any new autonomous agencies or corporations that may be established. Contingency fund has been disregarded while calculating the distribution of slots and budget for any purpose.

*Apprenticeship Training Programme included.

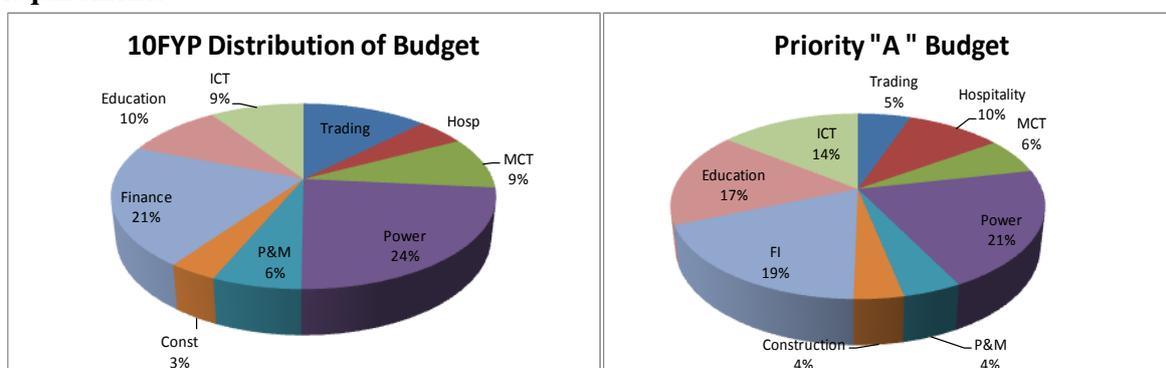
Based on the priorities of the sectors the power sector has the largest projected budget with Nu. 352 million followed by the Finance sector with Nu.312 million and the ICT Sector with Nu.141 million. The construction sector has reflected the smallest requirements with Nu. 51 million.

The HR needs have been prioritized into three categories, A, B and C. A as critically, B as important and C as HR required for the improvement of the organizational functioning. The following consist of an analysis of the total HRD slots and budget by priority. Priority A HRD needs comprise of Nu. 873 million and 5871 slots. (55% of Budget and 46% of the Budget) Of this through power sector and the financial sector have the highest share with 21% and 19% respectively, ICT and Hospitality have the lions share of the slots with 37% and 26% share of the slots respectively.

Table 15: Slots and Budget by Priority

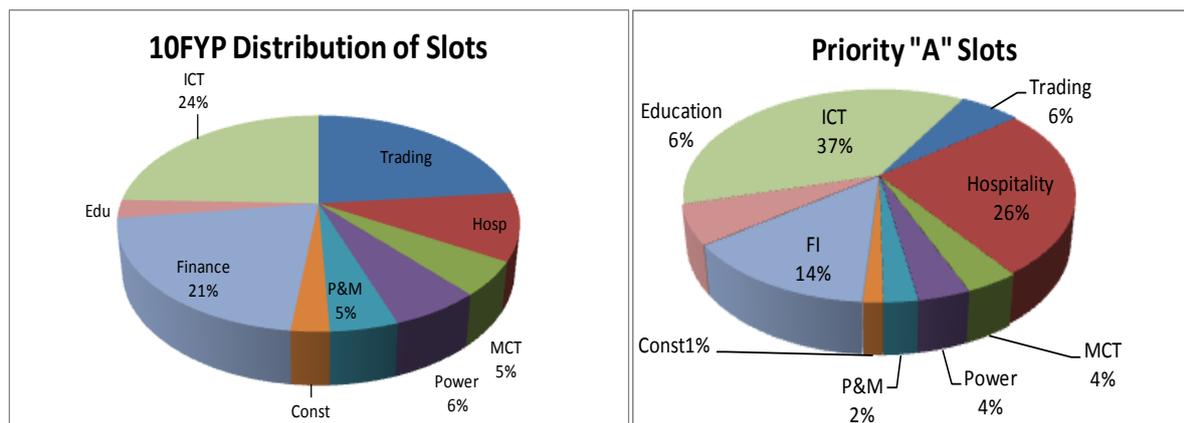
	Slots	Budget in Million Nu.
Priority "A"	5871	872.9226
Priority "B"	3484	522.02
Priority "C"	3386	94.79
Total	12741	1489.73

Figure 18: Comparison of overall Distribution budget and Budget for Priority A HRD Requirements



T&S, Trading and other services; Hosp, Hospitality and Tourism; MCT, Media, Communication and Transport; Pwr, Power; P&M, Production and mining; Const, Construction; FI, Finance; Edu, Education; ICT, Information and Communication Technology;

Figure 19: Comparison of Overall Distribution of Slots and slots for Priority “A” HRD Activities



T&S, Trading and other services; Hosp, Hospitality and Tourism; MCT, Media, Communication and Transport; Pwr, Power; P&M, Production and mining; Const, Construction; FI, Finance; Edu, Education; ICT, Information and Communication Technology;

Table 16: Overall Sector wise allocation of slots and budget by level of training

SN	Sector	Level of Training	Slots	Budget
1	Trading and other services	Masters	28	53.93
		Bachelors (under-graduates)	3	5.40
		Diploma	6	6.30
		Short-term Courses	471	60.70
		Incountry trainings	2,465	60.65
		Seminar/Workshops/Study Tour	2	0.50
		Sub-total	2,975	187.49
2	Hospitality and Tourism	Masters	2	3.60
		Bachelors (under-graduates)	2	3.60
		Diploma	2	2.32
		Short-term Courses	1,284	62.55
		In-factory/ on-job-training	-	-
		Seminar/Workshop/Study Tour	-	-
		Vocational Trainings	-	-
		Sub-total	1,290	72.07
3	Media, Transportation and Communication	Masters	12	22.78
		Bachelors (under-graduates)	5	10.35
		Diploma	23	15.60
		Short-term Courses	598	76.16
		In-factory/ on-job-training	3	9.98
		Seminar/Workshop/Study Tour	4	0.30
		Sub-total	645	135.16
4	Power	Masters	22	40.60
		Bachelors (under-graduates)	2	1.35
		Diploma	-	-
		Short-term Courses	728	289.13
		In-factory/ on-job-training	-	-
		Seminar/Workshop/Study Tour	27	21.28
		Sub-total	779	352.36
5	Production	Masters	8	12.99
		Bachelors (under-graduates)	-	-
		Diploma	14	20.70

		Short-term Courses	560	60.14
		In-factory/ on-job-training	-	-
		Seminar/Workshop/Study Tour	5	0.11
		Sub-total	587	93.95
6	Construction	Masters	8	14.40
		Bachelors (under-graduates)	-	-
		Diploma	4	10.80
		Short-term Courses	317	26.23
		In-factory/ on-job-training	-	-
		Seminar/Workshop/Study Tour	-	-
		Sub-total	329	51.43
7	Finance	Masters	45	119.59
		Bachelors (under-graduates)	10	13.05
		Diploma	37	34.20
		Short-term Courses	2,542	143.71
		In-factory/ on-job-training	-	-
		Seminar/Workshop/Study Tour	35	1.91
		Sub-total	2,669	312.47
8	Education	Masters	38	68.34
		Bachelors (under-graduates)	29	-
		Diploma	31	13.95
		Short-term Courses	255	29.92
		In-factory/ on-job-training	-	-
		Seminar/Workshop/Study Tour	-	-
		Sub-total	353	112.21
9	Information and Communication Technology	Masters	7	13.39
		Bachelors (under-graduates)	-	-
		Diploma	-	-
		Short-term Courses	3,107	127.89
		In-factory/ on-job-training	-	-
		Seminar/Workshop/Study Tour	-	-
		Sub-total	3,114	143.53
		Contingency		110.27
		TOTAL	12,741	1,600.00

Table 17: Ex-Country Trainings by Level of Courses

Sector	Level	Slots	Budget
Trading and Other Services	Masters and above	28	53.93
	Bachelors	3	5.40
	Diploma and Certificate	6	6.30
	Short term trainings	471	60.70
	Seminars and Workshops	2	0.50
	Sub Total	510	126.84
Hospitality and Tourism	Masters Courses	2	3.60
	Bachelors Courses	2	3.60
	DIPLOMA	2	2.32
	Short term Ex-country Courses	528	40.88

	Sub Total	534	50.40
Media Communication and Transport	Masters and Above	12	22.78
	Bachelors	5	10.35
	Diplomas and Cert	23	15.60
	Short courses	475	81.84
	Study tour,	4	0.30
	Attachment	3	1.35
	Sub Total	522	132.22
Power	Masters	22	40.60
	Bachelors	2	1.35
	Short courses	531	239.99
	Study tour	27	21.28
	Sub Total	582	303.22
Production	Masters	8	12.99
	Diploma	14	20.70
	Short Courses	381	56.41
	Study tour	5	0.11
	Sub Total	408	90.21
Construction	Masters	8	14.40
	Diploma	4	10.80
	Short Courses	240	24.98
	Sub Total	252	50.18
Financial Institutions	Masters	45	119.59
	Diploma	37	34.20
	Short Courses	2089	148.53
	Seminars/Workshops	35	1.91
	Sub Total	2206	304.24
Education	Masters	38	62.31
	Diploma	31	10.95
	Short Courses	128	22.06
	Sub Total	197	95.32
Information and Communication Technology	Masters	7	13.39
	Short Term	251	34.26
	Sub Total	258	47.65
	Total	5469	1,200.25

Table 18: In- Country Trainings by Level of Courses

Sector	Level	Slots	Budget
Trading and Other Services	Short Term Trainings	560	13.65
	ATP	1905	47.00
	Sub Total	2465	60.65
Hospitality and Tourism	Short Term Course	756	21.67
	Sub Total	756	21.67

Media Communication and Transport	Short Term Course	123	2.94
	Sub Total	123	2.94
Power	Short Term Course	197	49.14
	Sub Total	197	49.14
Production	Short Term Course	179	3.74
	Sub Total	179	3.74
Construction	Short Term Course	77	1.25
	Sub Total	77	1.25
Financial Institutions	Short Term Course	463	8.23
	Sub Total	463	8.23
Education	Short Term Course	127	16.89
	B. Ed	29	31.32
	Sub Total	156	48.21
Information and Communication Technology	Short Term Course	2856	93.63
	Sub Total	2856	93.63
Total		7272	289.48

Figure 20: Comparison of 9FYP and 10FYP HRD (Planned)

Level of Training	9FYP Slots	10FYP Slots	9FYP Budget	10FYP Budget
Masters	73	170	109.89	349.62
Bachelors	118	51	323.65	65.07
Diplomas & Certificates	593	117	251.47	103.87
Short-term Courses	5,694	9,862	352.62	876.44
In-factory/ on-job-training	1,090	2,468	211.31	70.63
Seminar/Workshop/ Study Tour	160	73	55.6	24.10
Blue Collar Trainings	138		120.46	
Contingency Funds			75	110.27
Total	7866	12,741	1,500.00	1,600.00

In comparison to the 9FYP there is an increase of **61.97% in slots and 6.67% in budgetary requirements**. Long-term Masters Courses and short term courses have increased about two fold in the 10FYP, while all others have decreased. There is also an increase in the total number of short term trainings. Overall there is an increase of 2970 slots and in the 10FYP compared to the 9FYP.

5.1 Overall HR Development Strategies for the Corporate and Private Sectors

Human resource supply and demand during the 10th planning period will be one that would require an increasing demand for developing professionalism, specialist skills and skill upgrading. These strategies include improving the focus of training and budget and strengthening Human Resource Development systems.

While in all probability, supply will continue to exceed demand in future, efforts must be made to reduce the gap. The challenge for the private and corporate sector will be to provide gainful employment to the educated while at the same time ensuring that the private and corporate sector has adequate skilled human resources.

As can be summarised from the supply of labour from the IN-country institutes only graduates with general skills are produced creating a gap in specialized skills. This means that retraining the graduates is required before they can be employed.

Besides the RIM where attempts are made to have industry requirements the other institutes provide courses that are not in keeping with sector or industry requirements. This results in courses that are theoretical and graduates not fitting in with industry needs.

The pace of new job creation will need to match the number of people seeking jobs. This entails having appropriately skilled workforce to ensure development of the private and corporate. Some of the broad strategies reduce the gap between industry requirements and availability of required skills are:

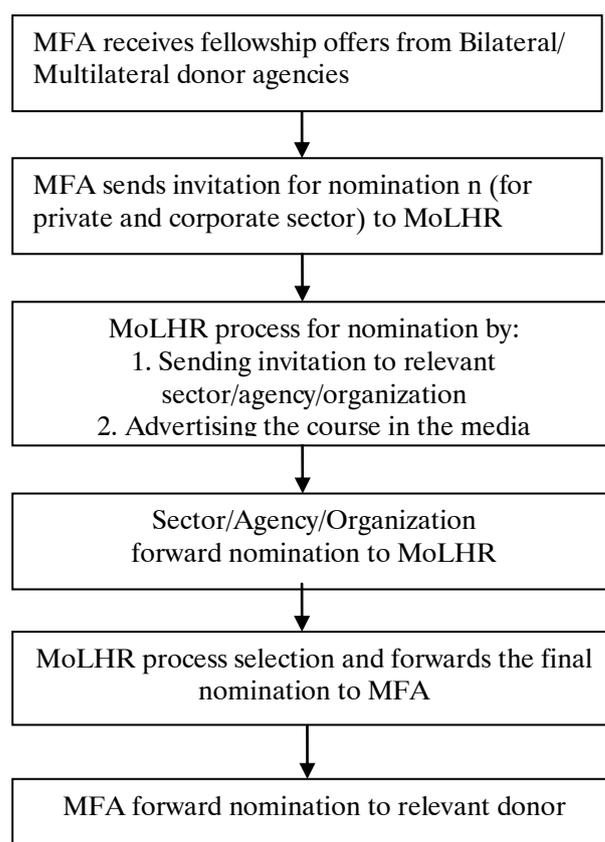
- **Develop Systematic HRD Approach**

Human resource development needs to be made the responsibility of respective agency(ies)/sector(s)/organisation(s)/association(s). A systematic HRD approach supported by well defined HRD structure and roles must be adopted by these stakeholders based on their HRD needs. The implementation and evaluation of HRD programme should also be made an integral part to the HRD process for successful implementation HRD activities.

- **Streamline HRD procedure**

One of the main reasons for under achievement during the 9FYP has been due to lack of proper channelling of HRD funds and slots for private and corporate sector HRD. Relevant government agencies must therefore understand the need to streamline HRD procedure for efficient, equitable and transparent allocation of resources for effective HRD implementation in the private and corporate sector.

Diagram 2: Flow Chart: Proposal for implementing HRD programmes for the private & corporate sector



Monitoring and Evaluation

Effective monitoring and evaluation system will need to be put in place and the HRD Master Plan reviewed periodically. This will not only give a clear status of sector-wise implementation of the Master Plan but make the HRD process more dynamic in its

implementation. The M&E system will foster creation of an environment where all the sectors are valued and encouraged to participate and take advantage of advancement and professional development opportunities. Specifically the M &E should focus on:

- i. Reprioritizing and revising training needs of the sector in accordance with the changing needs and priority in the sectors,
- ii. Assessing how the knowledge and skills from the training programme has resulted in increasing productivity of respective trainees, nominating organization and private sector in general, and
- iii. Ascertaining the extent of training opportunity and fund mobilization to each sector and how it has been distributed among the different sectors.

- **Promotion of Private Training Providers**

Promote private institutions for in-country training for the private and corporate sectors in specialized areas of management and related fields. Most of the training programmes during the 9th plan have been directly implemented by the department due to lack of competent private training provider/ consultancy firms in the country. However, the department will need to prioritize on outsourcing training programmes to private consultancy firms and training providers in order to develop the competency of the private training provider/ consultancy. However, while outsourcing, the trainings the Department of Human Resources will need to ensure that the courses delivered are uniform and the contents are in line with what the clients need. In future, for the sustainability and quality of the programme, the department will need to explore the possibility of facilitating establishment of viable training providers, to cater to specific training needs of the private and corporate sectors.

- **Aligning Training Curriculum with Organizational Needs**

In-country government and private training institutions to refocus and reposition themselves, upgrade and/or revise curriculum to service changing human resources training requirements effectively. This could be done through involvement of the sectors/industry in the design and delivery of programmes. On-the-Job-Training (OJT) could also be enhanced so that the courses become practical.

- **Private Public Partnership (PPP)**

Public private partnership could be established to offer relevant and high quality TVET programmes. The partnership should cover various areas, such as curriculum development, faculty support, testing resources, internship support, and financial support.

Cost sharing programmes would minimise cost and ensure private sector commitment towards developing more realistic HRD plans and thus meeting their HRD needs. Therefore the department will need to develop a PPP framework for encouraging the private and corporate sector to cost share in HRD initiatives.

- **HRD Trust Fund**

During the 9th Plan period, bilateral and multilateral donor assistance has been an importance source for implementation of the 9th HRD Master Plan for Private and Corporate Sector. Approximately 90% of the ex-country and 65% of the in-country training programme has been implemented with donor funding. As such, existing donor ties will need to be strengthened and new donors explored. However for sustainability of the HRD programmes, the possibility of HRD establishing a HRD Trust fund should be explored and developed. Having HRD Trust fund will foster long-term viability of the HRD programme for the private and corporate sector and also in meeting specific sectoral needs as per demand.

- **Develop HRD Regulation for the Private and Corporate Sector**

The DHR through the 'Guidelines for HRD support to Private and Corporate sector' ensures that the HRD programmes and activities are processed and implemented in the most transparent, equitable and efficient manner. This can be well enforced by developing it into HRD Regulation for the private and corporate sector.

- **Training Impact Study**

Quality human resource is critical for success of any organisation. Therefore, the role of HRD in increasing productivity thus leading to profitability must be understood by the private and corporate sector. No study could be carried out to assess the impact of private and corporate sector HRD interventions by the government during the 9 FYP. In order to understand and assess the impact of such HRD interventions, systematic training impact study must be carried out at the end of plan period.

- **Training Needs Assessment**

To project the real HRD needs in the private and corporate sector, a systematic training needs assessment in the private and corporate sector will need to be done one year prior to developing the subsequent HRD Master Plan. In the past this was done through consultative meetings and workshops with the stakeholders at various levels. In most cases, the training needs specified by the stakeholder are more like a wish-list and does not necessarily reflect the actual need of the organization. The reason being, the participating private firms lack capacity to identify their HR needs. However, future training needs assessment of the two sectors will be carried out systematically.

- **Registration and Accreditation of private training providers**

With limited budget, it is cost effective to implement HRD programmes by adopting an in-country training modality. The provisions of such trainings are mostly outsourced to the local training providers. Thus it is important that the training providers deliver quality training programmes to facilitate private sector growth through HRD. Registration and accreditation would ensure that Quality Management System is put in place to have quality HRD programme delivered by the private training providers.

- **Restructuring and Certification of The Apprenticeship Program**

All training programme must ensure that the trainings provided build or develop skill that will make them employable. Therefore the ATP will be restructured and conducted in a systematic manner where trainees are taken through cohesive and complementary stages which add and complement skills acquired at earlier stages. A proper curriculum and objectives drawn up for each phase of the ATP. The trainees will be provided with certification in reorganization of having acquired the basic minimum skills in particular skills.

CONCLUSION

Human Resource Development (HRD) is both the ends and means of development and it is the main vehicle for economic and social progress. HRD is also the foundation for the kingdom's drive for modernization. Realizing these, HRD has always been accorded high priority by our successive Kings and the Royal Government much before the launching of the Five-Year Development Plans. The fruits of the Royal initiatives and the consistent emphasis placed on HRD are now visible with thousands of students graduating from the various education systems. Both private and public sectors of the kingdom have benefited from these relentless efforts of our Monarchs and the Royal Government in our pursuit for sustainable development.

Bhutan now stands at the crossroad of change and development. With the launch of the 10th FYP, the country enters a new era of constitutional democracy. The private and corporate sector can play a very important role in realizing the benefits of economic development and frontally confronting the challenges of rising youth unemployment. In light of this, the Royal government has recognized private sector as the engine of economic growth. However, the private and corporate sector organisations are in dire need of high quality human resources at all levels. There is a need to constantly develop human resources on a regular basis to foster private sector growth and enhance competitiveness through a qualified and skilled workforce.

With ever expanding labour force, employment generation will be the most important challenge that Bhutan's small economy will face in the coming future. Ways will have to be found for generating employment. The presence of a large number of skilled foreign workers suggests opportunities in TVET areas, which can be replaced by skilled Bhutanese workers. A framework promoting public-private partnerships in implementing HRD in the private and corporate sector needs to be developed.

Part II

6 Sectoral Human Resource Development Needs

The private and corporate sector consists of a large number of sub-sectors. For the purpose of this report the sectors have been generally grouped as follows:

- Power
- Construction
- Hospitality
- Information and Communication Technology
- Media, Transport and Communication
- Financial Services
- Production and mining
- Trading
- Education

The Sector HRD plan consists of the HRD requirements of the sectors in the following broad categories:

1. Brief description of sectors
2. Policy Objectives
3. Competency Requirements
4. HRD Objectives
5. Key Result Areas
6. Training plans
7. Summary of HR Budget
8. Implementation Plan

6.1 Production and Mining Sector

The country has rich natural mineral resources that must be suitably harnessed. The mining sector has been untapped and holds immense potential for growth. It is an important part of the industrialisation strategy. These resources must be used in a sustainable manner to diversify the economy while at the same time ensuring due environmental considerations. These are finite and non renewable therefore must be optimally utilized. They constitute the vital raw materials for the mineral based manufacturing industries.

Most of our producers are in the nascent stage and struggling to survive in the face of competition from neighbouring countries. This sector is dominated by a few large and medium industries. The large enterprises are fairly well organized and staffed with qualified personnel but the small scale industries which form the majority of the enterprises are staffed with semi qualified foreign workers. The mining sector too has immense potential to grow with improvements in technical advancements are faced with the same constraints.

This sector has very good opportunity with a sizeable market in the country and huge market in neighbouring India. The sector must become more competitive and pursue aggressive marketing. Presently this sectors productivity is low, product quality bad and customer satisfaction secondary to quantity.

A major constraint plaguing this sector is the lack of adequate and skilled manpower. The managers of the private sector and the RGOB recognize the fact that there is a mismatch between the existing and required skills. This problem is further compounded by the increasing number of workers entering the labour market without the necessary skills and experience.

The mismatch and shortage of skills and experience also exists at the managerial level. Managers and senior staff in the private sector lack foreign business experience and entrepreneurial and innovative skills. Research and planning is also weak and Human Resources Development ranks low on their list of priority, consequently there is no innovation diversification nor in product development and design and marketing initiatives.

6.1.1 Sectoral Objectives

The main sectoral objectives of this sector are:

- Promotion of Small and Medium Enterprises
- Promoting environmentally friendly/sustainable, profitable and socially beneficial operations
- Optimizing utilization of plants and machineries
- Developing capacity for research and planning (product development and quality, customer relations, marketing and advertising)
- Developing management and administrative and general technical skills
- Gaining exposure to international best practices.

6.1.2 Competency Gaps

Competencies that have been identified as lacking or in short supply identified for development are:

- Professionalism/professionals in planning, designing, research, finance accounts and marketing and quality control
- Administrative and managerial skills in the areas of business management, office management and effective supervision
- Technical skills in operations and quality management and environmental impact assessment

6.1.3 HRD Objectives

- Increase administrative and managerial capacities
- Increase knowledge on foreign business
- Increase capacities in research and planning
- Improve overall operational capacity

6.1.4 Key Result Areas

The desired impact of the HRD intervention shall manifest themselves in the following key result areas:

- Increased productivity
- Improved customer service
- Improved quality of products
- Improved efficiency in administration and management
- Improved efficiency in MIS
- Improved technology
- Optimal utilization of plants and machineries
- Increased market coverage
- Increase in the employment of Bhutanese workers
- Increase in the use of eco friendly technology and processes
- Safer working conditions for the workers
- Higher morale and positive attitude of staff

Table 19: Budget proposal for Production and Mining Sector

		Y1	Y2	Y3	Y4	Y5	Total
Ex-Country	Slots	10	87	149	82	80	408
	Budget	7.53	26.09	32.63	15.40	8.57	90.21
In-Country	Slots	21	30	101	12	15	179
	Budget	0.29	0.57	2.15	0.35	0.38	3.74
Sub Total	Slots	31	117	250	94	95	587
	Budget	7.82	26.66	34.78	15.74	8.96	93.95

Code	Training / Fellowship	Y1	Y2	Y3	Y4	Y5	Total Slots	Budget
1	Masters	1	3	0	3	1	8	12.99
2	Bachelors (under-graduates)	0	0	0	0	0	0	0.00
3	Diploma	0	4	8	2	0	14	20.70
4	Short-term Courses	30	109	240	88	93	560	60.14
5	In-factory/ on-job-training	0	0	0	0	0	0	0.00
6	Seminar/Workshop/Study Tour	0	1	2	1	1	5	0.11
7	Vocational Trainings	0	0	0	0	0	0	0.00
		31	117	250	94	95	587	93.94

6.2 Finance Sector

Financial Institutions play a catalytic role in the socio economic development all the world over. The financial is comprised of the Bank of Bhutan (BOB), The Bhutan National Bank, (BNB), the Bhutan Development Finance Corporation (BDFC), the Royal Insurance Corporation of Bhutan (RICB) and the National Pension and Provident Fund (NPPF). A new insurance company has just made its (Initial Public Offering (IPO) and will begin operations shortly and another banking service Punjab National Bank is scheduled to start operations in 2010. Two of the institutions have broken away from the inertia of traditional manual operations system to electronic banking. Together the financial institutions offer the whole gamut services ranging from banking services to rural and agricultural credit services to providing protection against risks and old security to internet banking:

- Banking Services
- Rural Credit Services and Agricultural Credit Loans.
- Insurance Services
- Preferential Financing Schemes
- Loans (*Government Employee Loans, Credit Card Services, Housing Loans, Education Loans, Transport Loans, Industrial Loans, Consumer Personal Loans*)
- Contractors Revolving Credit Scheme
- Guarantee Schemes
- Electronic/Internet banking

It has not been very long since the key management positions in all the financial Institutions that were held by expatriates have been filled by Bhutanese. Though the human resources are in a fairly adequately filled, the quality and efficiency of the human resources in providing their services is still very unsatisfactory. With the EP 2010 desirous of promoting the private sector, especially the SMEs, and FDI, it imperative that the financial institution develop the efficiency and capacity of it human resources in order to provide quality services to its customers.

6.2.1 Sector Objectives

The main objectives of the Finance Sector are;

- Increase the efficiency in providing personalized financial services
- Improve human resource development and capacity building
- Facilitate the growth of the SME
- Create employment opportunities to Bhutanese through expansion of business activities
- Extension of banking services to rural clients at Gewog level

6.2.2 Competency Gaps

Competencies that have been identified in the finance sector as lacking or in short supply identified for development is:

- Professional administrator and managers
- Professional skills in underwriting, system analysis, computer programming, feasibility study, project appraisal and investment analysis
- Finance and Accounting
- Professional Legal Personnel
- Marketing and customer relations

6.2.3 HRD Objectives

The main objectives of the HRD are:

- To enhance capacity of managerial and administration personnel
- To strengthen policy and planning capacity
- To Build capacity to handle legal issues
- To upgrade existing technical capability keep abreast of changing technology

6.2.4 Key Result Areas

The impact of the HRD intervention shall be seen in the following key result areas:

- Improved customer service and customer satisfaction
- Improved capacity to forecast financial soundness of undertakings
- Improved ability to evaluate financial health of a company
- Improved efficiency in management and administration
- Improved planning and implementation of HRM and HRD
- Reduction in cost of doing business
- Improved capacity to apprise, monitor and evaluate investment projects

6.2.5 Summary of Training Budget Proposed

The Finance Sector has a total human resource development budget need of Nu 464.5 million to meet the training needs. A summary of the training and the HRD Budget allocation is provided in the table below:

Table 20: Budget Proposal for the Finance sector

		Y1	Y2	Y3	Y4	Y5	Total
Ex-Country	Slots	21	344	863	622	356	2206
	Budget	73.29	64.20	95.87	44.31	26.57	304.24
In-Country	Slots	10	104	194	128	27	463
	Budget	0.16	2.22	3.59	1.91	0.35	8.23
Sub Total	Slots	31	448	1057	750	383	2669
	Budget	73.46	66.42	99.45	46.22	26.92	312.47

Code	Training / Fellowship	Y1	Y2	Y3	Y4	Y5	Total Slots	Budget
1	Masters	8	15	16	3	3	45	119.59
2	Bachelors (under-graduates)	-	10	-	-	-	10	13.05
3	Diploma	-	9	20	5	3	37	34.20
4	Short-term Courses	23	405	1,006	731	377	2,542	143.71
5	In-factory/ on-job-training	-	-	-	-	-	-	0.00
6	Seminar/Workshop/Study Tour	-	9	15	11	-	35	1.91
		31	448	1057	750	383	2669	312.467

6.3 Trading and Service Sector

The trading Sector includes retail, wholesale and foreign and domestic trade and wholesale dealership. This sector provides services to meet people's demands for consumable and durable goods. Services such as sourcing and delivering goods to customers. This sector has been able to provide gainful employment and has a significant contribution towards generating income and tax revenues.

6.3.1 Sectoral Objectives

- Ensure customers receive quality products.
- Ensure that customers receive wide choice of products.
- Provide more opportunities for gainful employment.
- Ensure that the capacity of the sector is increased.

6.3.2 Competency Gaps

- Managerial and professionalism
- Quality Customer service delivery
- Functional knowledge on sales, marketing, financial management, inventory management and quality control.

6.3.3 HRD Objectives

- Increase managerial and administrative capacities
- Develop business management skills professionalism
- Increase competencies in functional areas.

6.3.4 Key Result Areas

- Increased revenue
- Increased customer satisfaction
- Improved quality service delivery
- Improved management systems
- Increased commitment to business excellence

Table 21: Budget Proposal for the Trading Sector

		Y1	Y2	Y3	Y4	Y5	Total
Ex-Country	Slots	20	159	186	77	68	513
	Budget	25.57	30.60	42.69	20.78	7.20	126.84
In-Country	Slots	435	501	586	498	445	4370
	Budget	9.90	12.84	14.44	12.32	11.15	107.65
Sub Total	Slots	455	660	772	575	513	4880
	Budget	35.47	43.44	57.13	33.10	18.35	187.49

Code	Training / Fellowship	Y1	Y2	Y3	Y4	Y5	Total Slots	Total Budget
1	Masters	9	5	4	5	-	23	53.93
2	Bachelors (under-graduates)	-	1	1	1	-	3	5.40
3	Diploma	-	-	6	-	-	6	6.30
4	Short-term Courses	9	153	175	71	68	476	121.35
5	In-factory/ on-job-training	375	350	380	400	400	1905	47.00
6	Seminar/Workshops/Study Tour	2	-	-	-	-	2	0.50
		395	509	566	477	468	2,415	234.489

6.4 Education Sector

High end education is also a priority area in the EP 2010. Education Sector in this master-plan refers to privately owned educational institutions. The RGoBs' policy of promoting public private partnership in education has promoted and supported establishments of privately owned and operated schools. Bhutan's first private college was established and has begun operations in July 2009.

The private schools are supervised by the Ministry of Education and text books provided free of cost. The ministry also provides support in providing teachers wherever it can. However this is difficult as the supply of teachers from the two NIE is not able to meet the demand of the government schools themselves. The government higher secondary schools have the capacity to absorb only about a third of the high school graduates the number of private high schools is likely to rise which will further exacerbate the shortage of teachers. Currently these are being met by the recruitment of foreign teachers. These have been reported to be unreliable as they leave whenever they find better jobs in their homeland or other countries and are more expensive. Therefore, in order to provide quality education which is a priority area for the government, this shortage of teachers both in quantity and quality must be addressed.

6.4.1 Sectoral Objectives

The objectives of the education sector are in line with the EP 2010s policy of developing Bhutan as a hub of High end Education:

- To impart quality education
- To maintain well qualified and well trained teachers
- To enhance planning, management and administration capacities
- To enhance the financial management and accounting capacities
- To establish a learning centre equipped with quality learning aids and learning materials

6.4.2 Competency Requirements/gaps

The main competencies required for the Education Sector are:

- Trained teachers in all subjects
- Heads of schools and Institution qualified and trained in planning, management and administration
- Trained and qualified finance managers and accounts
- Qualified and trained office managers and
- Well qualified and trained IT personnel

6.4.3 HRD Objectives

The main objectives of the HRD are:

- To recruits new graduates and equip them with teaching skills
- To train Bhutanese graduates as subject specialist
- To build planning, management and administration skills among heads of schools
- To train office mangers in data management and processing
- To build a pool of world class educators

6.4.4 Key Result Areas

The impact of the HRD intervention shall be seen in the following key result areas:

- Increased number of schools with qualified and trained national teachers
- High quality of graduates
- Increased number of private school graduates selected for government scholarships for higher education

- Planning, management and administration capabilities of private schools at par with that of government schools
- Increase number of foreign students

Table 22: Budget for Education Sector

Code		Y1	Y2	Y3	Y4	Y5	Total
Ex-Country	Slots	1	28	76	60	32	197
	Budget	1.74	25.60	38.29	25.28	19.41	110.32
In-Country	Slots	2	31	68	49	6	156
	Budget	0.02	6.78	10.44	9.50	6.48	33.21
Sub Total	Slots	3	59	144	109	38	353
	Budget	1.76	32.38	48.73	34.77	25.89	143.53

Code	Training / Fellowship	Y1	Y2	Y3	Y4	Y5	Total Slots	Budget
1	Masters	1	10	16	9	2	38	68.34
2	Bachelors (under-graduates)	-	6	9	8	6	29	0
3	Diploma	-	5	12	11	3	31	13.95
4	Short-term Courses	2	38	107	81	27	255	29.92
5	In-factory/ on-job-training	-	-	-	-	-	-	0
6	Seminar/Workshop/Study Tour	-	-	-	-	-	-	0
	Sub Total					38	353	143.05

6.5 Information and Communication Technology Sector

ICT offers tremendous opportunity for increasing efficiency and reducing cost and building competitiveness and most importantly reach. It will play an important role in promoting good governance, knowledge based economy and green industries in the country. At present, the ICT is at a nascent stage of development and is primarily a hardware trading sector. The EP 2010 envisions the ICT sector playing a major role as a sector with a huge potential to earn foreign exchange, generate employment opportunities and build up the capacity of the private sector.

Though Bhutan joined the information superhighway in 1999, IT literacy is still low due to the accessibility to IT being limited and expensive to most of the population. In order to boost this sector the government shall open this sector to FDI without restriction as long as they employ a minimum number of Bhutanese and invest a minimum amount as defined in the FDI policy. The DEP specifically states that the RGoB shall support the capacity of the ICT sector. The establishment of an IT park has also been initiated by the RGoB and will be implemented shortly. The sector will be providing incentives like tax holidays and exemption of sales taxes.

6.5.1 Sector Objective:

The objectives of the Information and Communication Sector are:

- To provide an interface between the public and private sector
- Dissemination of Public Information
- Improvement of Institutions and practises
- Electronic public services
- Efficient delivery of services
- Multiple access services

6.5.2 Competency Requirements/gaps

The main competencies required for the Information and Communication Sector are:

- Management and administration skills
- Program and system analysis concept
- Networking and hardware assembling and maintenance
- Basic knowledge in computer and internet/communication
- Business management and International Business management and experience

6.5.3 HRD Objectives

The main objectives of the HRD are:

- To develop/upgrade capacities in Hardware, software and networking
- To train IT managers
- To build capability in data processing
- To develop skills in software development

6.5.4 Key Result Areas

The impact of the HRD intervention shall be seen in the following key result areas:

- Improved capacity
- Increased competitiveness
- Improved sustainability
- High participation in the IT park
- Higher involvement in the international market

Table 23: Budget for ICT Sector

		Y1	Y2	Y3	Y4	Y5	Total
Ex-Country	Slots	4	87	89	61	17	258
	Budget	5.57	13.58	11.03	13.65	3.83	47.65
In-Country	Slots	274	841	881	815	45	2856
	Budget	37.35	18.14	18.95	17.25	1.95	93.63
Sub Total	Slots	278	928	970	876	62	3114
	Budget	42.92	31.71	29.97	30.90	5.78	141.28

Code	Training / Fellowship	Y1	Y2	Y3	Y4	Y5	Total Slots	Budget
1	Masters	2	2	-	3	-	7	13.39
2	Bachelors (under-graduates)	-	-	-	-	-	-	0.00
3	Diploma	-	-	-	-	-	-	0.00
4	Short-term Courses	276	926	970	873	62	3,107	127.89
5	In-factory/ on-job-training	-	-	-	-	-	-	0.00
6	Seminar/Workshop/Study Tour	-	-	-	-	-	-	0.00
		278	928	970	876	62	3114	141.28

6.5.5 Hospitality Sector

The hospitality sector includes tourism, hotels and handicrafts businesses. Tourism is one of our main convertible currency earners. It has seen rapid growth in recent years due to increase in tourists attracted by rich tradition and culture and pristine environment. Bhutan's *low volume high value* tourism policy has proven to be successful. The sector is a major source of employment albeit only about three quarters engaged in the hospitality sector is permanent and a quarter seasonal. This sector also is also challenged by lack of qualified and skilled Human

resources. This sector has a lot of “transitional occupations’, occupations which employees engage in while looking for something better, (e.g. waiting, guiding) which consequently leads to high turnover.

This sector has also been identified as an eco friendly sector green sector which aside from earning hard currency has been identified as a priority sector for development by the EP 2010. It proposed to promote sustainable tourism by minimizing negative impacts.

The RGoB also plan to establish a logo to promote Brand Bhutan products manufactured in the country to enable tourists to identify genuine Bhutanese handicraft from those being imported. The sector will be provided incentives to attract more Bhutanese and FDIs to invest in the sector.

6.5.6 Sector Objective:

The objectives of the hospitality Sector are:

- To develop professionalism and enhance the capacity of personnel (*hospitality management, administration, finance and accounts, ICT, marketing and sales, resource planning and technical skills development*)
- To conduct research in product development, customer relations promotion, information and publicity and advertisement.
- To optimize utilization of the country’s rich natural and cultural resources
- To optimize utilization of hotels and transport services
- To improve quality of hotels and services
- To develop environmentally sustainable, economically profitable and socially beneficial tourism activities

6.5.7 Competency Requirements/gaps

The main competencies required for the Hospitality sector are:

- Trained professionals (*hotel management, tourism management, administration, marketing, research and planning, product development, finance and accounts and human resource management*)
- Business management
- Monitoring and evaluation and training skills
- Environmental evaluation
- Capacity of front desk staff, housekeeping, catering, guides, and waiting
- Quality control

6.5.8 HRD Objectives

The main objectives of the HRD are:

- To develop skills in tourism and hotel management and administration,
- To enhance marketing and customer handling skills
- To develop and upgrade skills and capacities of existing personnel
- To upgrade skills in support services
- To ensure trained replacements are available to address the turnover of personnel in “transition occupation”.

6.5.9 Key Result Areas

The impact of the HRD intervention shall be seen in the following key result areas:

- Improved Marketing system
- Increased sales
- Improved quality of goods and services
- Effective and efficient information system
- Increased productivity
- Increased professionalism

- Reduction in costs through ICT and other technology
- Increased quality of infrastructure

Table 24: Budget proposal for the Hospitality Sector

		Y1	Y2	Y3	Y4	Y5	Total
Ex-Country	Slots	2	134	160	135	103	534
	Budget	2.32	11.59	13.91	14.21	8.36	50.40
In-Country	Slots	23	180	252	186	115	756
	Budget	0.27	5.18	6.92	5.27	4.05	21.67
Sub Total	Slots	25	314	412	321	218	1290
	Budget	2.59	16.76	20.83	19.48	12.41	72.07

	Training / Fellowship	Y1	Y2	Y3	Y4	Y5	Total Slots	Total Budget
1	Masters	-	-	1	1	-	2	3.60
2	Bachelors (under-graduates)	-	1	-	1	-	2	3.60
3	Diploma	2	-	-	-	-	2	2.32
4	Short-term Courses	23	313	411	319	218	1,284	62.55
5	In-factory/ on-job-training	-	-	-	-	-	-	0.00
6	Seminar/Workshop/Study Tour	-	-	-	-	-	-	0.00
7	Vocational Trainings	-	-	-	-	-	-	0.00
		25	314	412	321	218	1,290	72.07

6.6 Power Sector

Energy is the greatest opportunity for the country and the main driver of the economy. The Steep terrain with fast flowing rivers provides tremendous opportunities for hydropower and renewable energy development, particularly in light of concerns on global climate change. Bhutan's hydropower potential is estimated at 30,000 MW. With less than a tenth of the potential tapped hydropower contributes almost 50% of the total domestic revenue. The EP 2010s energy policy aims at accelerating the growth in the sector.

Much of the employment generated by the sector is in the construction stage and overlaps with employment in the construction sector. For this paper employment in the power sector shall be assumed to be employment once generation of power has commenced. Still the sector faces a shortage of qualified personnel in distribution, transmission, and generation. This has dictated that the sector employs a large number of expatriates

Further the Royal Government plans to provide electricity to all households by the year 2013.

6.6.1 Sectoral Objectives

- To harness the water resources of the kingdom to produce clean and renewable energy
- To ensure high reliability and availability of power
- To fulfil the power demands of the whole country
- To export surplus power to India and earn export revenue

6.6.2 Competency Requirements/gaps

The main competencies required for the Power sector are in management and technical areas such as:

- Administration and Management capacity
- Professionals in legal, technical and engineering fields
- Geometrics engineering

- Hydrological analysis and planning
- Water resource management
- Hydropower execution

6.6.3 HRD Objectives:

- To have a compact and efficient management structure
- Build technical and managerial capabilities

6.6.4 Key Result Areas

The impact of the HRD intervention shall be seen in the following key result areas:

- Increased efficiency and transparency in management and administrative skills
- Capacity to implement large projects
- Increased professionalism in technical and management areas
- Efficient planning and implementation of hydropower projects
- Increase in rural electrification coverage
- Expanded national electrification
- Increase in hydropower generation

Table 25: Budget proposal for the Power Sector

		Y1	Y2	Y3	Y4	Y5	Total
Ex-Country	Slots	4	232	236	91	19	582
	Budget	2.37	250.25	32.902	16.36	1.3313	303.22
In-Country	Slots	2	45	123	20	7	197
	Budget	0.0074	45.857	2.5513	0.518	0.21	49.143
Sub Total	Slots	2	277	359	111	26	779
	Budget	2.3774	296.11	35.454	16.88	1.5413	352.36

Code	Training / Fellowship	Y1	Y2	Y3	Y4	Y5	Total Slots	Total Budget
1	Masters	-	10	6	6	-	22	40.60
2	Bachelors (under-graduates)	-	-	2	-	-	2	1.35
3	Diploma	-	-	-	-	-		-
4	Short-term Courses	6	252	339	105	26	728	289.13
5	In-factory/ on-job-training	-	-	-	-	-		-
6	Seminar/Workshop/Study Tour	-	15	12	-	-	27	21.28
		6	277	359	111	26	779	352.36

6.7 Construction Sector

The construction sector is one of the major economic activities. With many hydropower projects slated to be constructed within the next 12 years, over 500 kms of road to be built and electricity for all to be provided within the 10th Plan, planned development and improvement of urban infrastructure, the construction industry will see increased opportunities. The demand for infrastructure, commercial and residential buildings will expand many folds in the long run.

Presently due to lack of capital, technical knowhow and management skills, the construction sector has had limited benefits from the construction of hydro power projects. The EP 2010 would like to see the construction sector needs to enhance its technical capacity and also consolidate so that they are large enough and able in 5 to 10 years to take part in hydropower construction. A large of portion of infrastructure revolves around hydropower projects and with

an abundance of opportunities the construction companies needs to gear up to meet these challenges and opportunities.

Till date the Bhutanese construction firms have been engaged in small projects due to lack of experience in handling large projects. The sector players have expressed their desire to participate in major construction projects and enter into joint ventures with foreign construction companies.

The sector employs the largest number for expatriate workers in skilled and semi skilled workforce, and faces shortage of human resources at all levels, ranging from unskilled labourers to engineer. Bhutanese workers shy away from this sector as they find it unattractive and consider it a lowly occupation. The sector must move towards mechanization to which is again hampered by lack of skilled personnel in the country. This requires the RGoB to support the construction sector in developing appropriate skills to move towards mechanization to meet present and future needs of the Industry.

6.7.1 Sectoral Objectives

The objectives of the construction sector are:

- To generate employment for the Bhutanese people
- To enhance capacity in civil constructions
- To participate in major construction projects
- To promote mechanize construction practises to reduce manual labour
- To establish necessary infrastructure for the construction industry in terms of heavy equipments

6.7.2 Competency Requirements/gaps

The main competencies required for the Hospitality sector are:

- Administration and Management Capacity
- Professionals in engineering, Human resource management, environment engineering and project management,
- Technical skills in mechanical engineering
- Operational crafts and skills, heavy machinery operators, carpenters, masons and skilled personnel to man plants and machineries,

6.7.3 HRD Objectives

The main objectives of the HRD are:

- To build managerial and administrative capacities
- To equip the sector with adequate manpower in Technical areas
- To recruit qualified expatriates to train the sectors plants and machinery operators in their specific jobs
- Enhance the managerial and supervisory skills of engineering personnel

6.7.4 Key Result Areas

The impact of the HRD intervention shall be seen in the following key result areas:

- Increased efficiency and transparency in management and administrative skills
- Capacity to implement large projects
- Increased professionalism in engineering and project management
- Reduction on dependence on foreign workers
- Increased capacity for mechanized workforce
- Improved quality of works and workmanship
- Efficient planning and implementation of projects and sound financial practises

Table 26: Budget proposal for Construction Sector

		Y1	Y2	Y3	Y4	Y5	Total
Ex-Country	Slots	-	66	78	63	45	252
	Budget	-	29.85	8.33	6.45	5.55	50.18
In-Country	Slots	6	22	49	-	-	77
	Budget	0.08	0.33	0.84	-	-	1.25
Sub Total	Slots	6	88	127	63	45	329
	Budget	0.08	30.18	9.17	6.45	5.55	51.43

Code	Training / Fellowship	Y1	Y2	Y3	Y4	Y5	Total Slots	Budget
1	Masters	-	8	-	-	-	8	14.40
2	Bachelors (under-graduates)	-	-	-	-	-	-	-
3	Diploma	-	4	-	-	-	4	10.80
4	Short-term Courses	6	76	127	63	45	317	26.23
5	In-factory/ on-job-training	-	-	-	-	-	-	-
6	Seminar/Workshop/Study Tour	-	-	-	-	-	-	-
		6	88	127	63	45	329	51.43

6.8 Media, Communication and Transport

The harsh rugged terrain of Bhutan makes communication and accessibility even between communities within close distances difficult and arduous. Road network and transport is essential for accessibility media services for the dissemination of information and news developing bonds and to facilitate the overall objectives of development.

The communication sector is growing rapidly in the world. In Bhutan too this sector is growing rapidly with two weekly papers being established during the 9FYP and a daily newspaper has also begun operations recently. Another weekly paper is scheduled to be operational shortly. The print media sector with many new players is facing a shortage of skilled manpower and is consequently high employee poaching. Three privately run radio broadcasting services has been set up during the 9FYP and a TV channel has been proposed to be initiated.

The 9FYP has given due importance to infrastructure development and improving and diversifying air and road services and to providing nationwide quality TV services. The 10 FYP will see further diversification in the transport services with the introduction of a 18 Km railroad connecting Pasakha an industrial estate in Bhutan to Hashimara in India.

The 9FYP has also seen many film productions enterprises sprout and actively engage in film production.

6.8.1 Sectoral Objectives

The objectives of the Media, Communication, and Transport sector are:

- To inform educate and entertain the people of Bhutan and preserve and promote the nations rich cultural heritage
- To provide efficient and economical communication services
- To expand the communication network to rural areas and improve quality of life
- To fulfil all audiovisual and print media need of the country
- To document and archive for audio visual and print materials of historical importance

6.8.2 Competency Requirements/gaps

The main competencies required for the sector are:

- Administrative and management skills, (*managerial, administration, finance and accounting, human resource planning and development*)
- Professionals in audio visual production (*technical and creative areas, cameramen, film editing, hosting, sound recording, script writing, production and editing, reporting,*)
- Professional legal personnel
- Professionals in broadcasting

6.8.3 HRD Objectives

- Increase the overall professional and build capacity for improved organizational performance.

6.8.4 Key Result Areas

The impact of the HRD intervention shall be seen in the following key result areas:

- Better quality productions (*Radio, TV and Films*)
- Improved managerial and administrative skills and practices
- Efficient technical support
- Improved documentation and archiving
- Improved responsiveness and customer services
- Improved professionalism in print, radio and AV productions
- Improved and expanded accessibility to media/internet services

Table 27: Budget Proposal for the Media, Communication, and Transport Sector

		Y1	Y2	Y3	Y4	Y5	Total
Ex-Country	Slots	13	181	187	95	46	522
	Budget	12.50	45.28	47.89	17.85	8.70	132.22
In-Country	Slots	19	18	49	37	-	123
	Budget	0.24	0.79	1.12	0.80	-	2.94
Sub Total	Slots	32	199	236	132	46	645
	Budget	12.75	46.07	49.01	18.65	8.70	135.16

	Training / Fellowship	Y1	Y2	Y3	Y4	Y5	Total Slots	Budget
1	Masters	3	7	2	-	-	12	22.78
2	Bachelors (under-graduates)	-	3	2	-	-	5	10.35
3	Diploma	-	8	14	1	-	23	15.60
4	Short-term Courses	29	177	217	130	45	598	76.16
5	In-factory/ on-job-training	-	3	-	-	-	3	9.98
6	Seminar/Workshop/Study Tour	-	1	1	1	1	4	0.30
		32	199	236	132	46	645	135

Annexure

6.9 Annexure 1: List of Courses conducted by other Government Agencies

SN	Training	Conducting Agency	No of Participants	Budget in Million Nu.
1	CEC/ BEC/ BOW/ CRS	MTI	627	0.7100
2	Trekking (Basic Course)	DoT	20	0.0900
3	Basic Level Cultural Guide	DoT	25	0.1000
4	Front Office	DoT	21	0.3280
5	House Keeping	DoT	20	0.3280
6	Food and Beverages	DoT	20	0.3280
7	Trekking Cooks Refresher Course	DoT	15	0.0750
8	Bird Watching	DoT	20	0.1000
9	Basic Level Cultural Training	DoT	53	0.2120
10	Front Office Practices	DoT	21	0.3280
11	Sr. Level Trekking Guide Training	DoT	10	0.2120
12	House Keeping Services	DoT	22	0.3280
13	Refresher Course for front office, House Keeping and Restaurant services	DoT	16	0.1280
14	Thai and continental cooking	DoT	21	0.2120
15	cultural guide refresher course	DoT	30	0.1500
16	Intensive guide training for graduates	DoT	30	0.1200
17	Sr. Level Trekking Guide Training	DoT	15	0.1930
18	CCNA	DIT	15	0.0300
19	Planning & Management of Infrastructure Projects	MoWHS	33	0.0660
20	Basic Book-keeping workshop	RR&CO	78	0.0735
	Service		1112	4.1115
1	Trainer training	RMA	9	0.0180
2	First training on project appraisal & monitoring	RMA	36	0.0720
3	Workshop for banker & pvt. Sector	RMA	18	0.0360
4	international bank training course	RMA	8	0.0160
5	second phase-First training on project appraisal & monitoring	RMA	23	0.0460
6	second phase-First training on project appraisal & monitoring	RMA	27	0.0540
7	training on credit appraisal techniques for SMEs	RMA	15	0.0300
8	training on credit appraisal techniques for SMEs	RMA	16	0.0320
9	credit scoring & reconstructing financial statement	RMA	28	0.0560
10	seminar on new financial products that can be introduced in Bhutan	RMA	15	0.0300
11	workshop on sales leadership	RMA	15	0.0300
12	training on HR tools & techniques	RMA	8	0.0160
	Finance		218	0.4360
1	Training of Standard & Quality Control in Construction	MoWHS	19	0.0380
2	Training of Standard & Quality Control in Construction	MoWHS	23	0.0460

3	Training of Standard & Quality Control in Construction	MoWHS	53	0.1060
4	Training of Standard & Quality Control in Construction	MoWHS	68	0.1360
5	Training of Standard & Quality Control in Construction	MoWHS	83	0.1660
6	Training of Standard & Quality Control in Construction	MoWHS	34	0.0680
7	Training of Standard & Quality Control in Construction	MoWHS	29	0.0580
8	Training of Standard & Quality Control in Construction	MoWHS	32	0.0640
9	Training on Construction Manager software and light gauge steel framing technology	SPBD	37	0.0740
10	Construction Manager Software	MoWHS	5	0.0100
	Construction		383	0.7660
1	Food and Beverage services	DoT	22	0.3280
	Production		22	0.3280
1	Microsoft in-country training (1st Session)	DIT	11	0.0220
2	Microsoft in-country training (2nd Session)	DIT	8	0.0160
3	Pilot Course on e-business strategies	BCCI Knowledge centre	26	1.4400
	Public Information Service	BCCI Knowledge centre	22	
	Community Information Service	BCCI Knowledge centre	20	
	Workshop on Cyber related issues	MoIC	51	0.0070
	IT		138	1.4850
	Total		1873	7.1265

6.10 Annexure 2: Projected Supply of from Ex-country Institutions

Projected Supply of Undergraduates in Various Fields (From Abroad) during the 10FYP					
Sl.#	ENGINEERING	SLOT	Sl.#	EDUCATION(ACADEMICS)	SLOT
1	B. (Architecture)	10	23	B.A. (Education)	20
2	B. Tech in Computer Engineering	10	24	B.A. (Dzongkha)	10
3	B.Sc Computer Science & Engineering	10	25	B.A. (English Hons)	105
4	B.E (Electronics & Communication)	20	26	B.A. (Geography Hons)	20
5	B.E Civil	50	27	B.A. (History Hons)	30
6	B.E Electrical	110	28	B.A. (Political Science)	60
7	B.E Mechanical	15	29	B.A. (Psychology)	30
	Total	225	30	B.A (Physics)	5
	MEDICINE		31	B.A. (Buddhist Philosophy)	20
8	B.Sc (Medical Laboratory Technology	15	32	B.A. (Fine Arts&Visual Communication/Multimedia)	25
9	B. (Pharmacy)	15	33	B.Sc (General)	95
10	B. Dental Surgeon	5	34	B.Sc Hons	10
11	M.B.B.S	20	35	B.Sc Mathematics (Hons)	5
	Total	55		Total	435
	AGRICULTURE			HUMANITIES	
12	B.Sc (Agriculture)	5	36	B. Sc Hotel Management	5
13	B. Sc (Veterinary)	5	37	BBA	530
14	B.Sc (Forestry)	30	38	B.A. (Eco Hons)	15
15	B.Sc (Horticulture)	5	39	B.A. (Journalism)	145
16	B. Sc. ISM	60	40	B.A. (Sociology Hons)	30
	Total	105	41	Bachelors in Travel & Tourism Management	10

Annexure 3: Projected Supply of Undergraduates from In-country Training

Projected Human Resource Supply from In-country Training Providers during the 10FYP					
SI.#	SHERUBTSE COLLEGE, KANGLUNG	SLOT	SI.#	PARO COLLEGE OF EDUCATION	Slot
1	English Hons	190	27	Post Graduate Diploma in Education(PGDE)	95
2	Geography Hons	125	28	B.Ed (Primary)	665
3	Economics Hons	185	29	B.Ed (Secondary)	275
4	B.Sc (Physical Sc)	120		Total	1035
5	B.Sc (Life Sc)	170		SAMTSE COLLEGE OF EDUCATION	
6	B.Com Hons	10	30	Post Graduate Diploma in Education(PGDE)	410
	Total	800	31	B.Ed (Primary)	375
	COLLEGE OF SCIENCE AND TECHNOLOGY		32	B.Ed (Secondary)	520
7	BE in Civil Engineering	80	33	B.Ed (Primary DE)	195
8	BE in Electrical Engineering	110		Total	1500
	Total	190		College of Natural Resources	
	JIGME NAMGYAL POLYTECHNIC		34	Diploma in Agriculture	110
9	Civil	490	35	Diploma in Animal Husbandry	70
10	Electrical	325	36	Diploma in Forestry	125
11	Mechanical	160		Total	305
	Total	975		ROYAL PROVIDER OF HEALTH SCIENCES	
	ROYAL PROVIDER OF LANGUAGE AND CULTURE STUDIES		37	Certificate in Community Health	60
12	B.A in language and Culture	135	38	ENT	20
	Total	135	39	Pharmacy	40
	ROYAL PROVIDER OF MANGEMENT		40	Ophthalmic	10

13	PG Diploma in public Administration	165
14	PG Diploma in Financial Management	170
15	PG Diploma in National Law	10
16	Diploma in Information Management Systems	145
17	Diploma in Financial Management	145
18	Diploma in Tax and Customs Administration	100
19	Diploma in National Law	150
20	Diploma in Financial Management (Geog Accountant)	195
	Total	1080
MINISTRY OF LABOUR & HUMAN RESOURCES		
21	Rangjung VTI	375
22	Samthang VTI	480
23	Khuruthang VTI	350
24	Sershong VTI	425
25	National Provider of Zorig Chusum	340
26	Tashiyangtse(TIZC)	90
	Total	2060

41	Dental Technician	10
42	Dental Hygienist	10
43	Orthopaedics	20
44	Laboratory	75
45	X-ray	20
46	Physiotherapy	25
47	Operation theatre	20
48	Diploma in General Nursing & Midwifery	160
49	Diploma in District Health Management (In-service)	55
	Total	525
ROYAL THIMPHU COLLEGE		
50	BBA	40
51	B. Com	160
52	Humanities	217
53	BCA	160
	Total	
	Gaeddug college of Business	832
	GRAND TOTAL	9,437

NB: * The projected supply is based on the number of graduates in 2000

6.11 Annexure 4: Distribution of Trainings by Slots and Budget for All Sectors

Distribution of Slots over the 10FYP Period

Sector	Sector-wise Slots					
	Y1	Y2	Y3	Y4	Y5	Total Slots
Trading	455	660	772	575	513	2,975
Hospitality	25	314	412	321	218	1,290
Media Communication and Transport	32	199	236	132	46	645
Power	6	277	359	111	26	779
Production and Mining	31	117	250	94	95	587
Construction	6	88	127	63	45	329
Financial Institutions	31	448	1,057	750	383	2,669
Education	3	59	144	109	38	353
Information and Communication technology	278	928	970	876	62	3,114
Total	867	3090	4327	3031	1426	12,741

Distribution of Budget over the 10FYP Period

Sector	Budget Sector wise: Ngultrums in Millions					
	Y1	Y2	Y3	Y4	Y5	Total Budget
Trading	35.47	43.44	57.13	33.10	18.35	187
Hospitality	2.59	16.76	20.83	19.48	12.41	72
Media Communication and Transport	12.75	46.07	49.01	18.65	8.70	135
Power	2.38	296.11	35.45	16.88	1.54	352
Production and Mining	7.82	26.66	34.78	15.74	8.96	94
Construction	0.08	30.18	9.17	6.45	5.55	51
Financial Institutions	73.46	66.42	99.45	46.22	26.92	312
Education	1.76	32.38	48.73	34.77	25.89	144
Information and Communication technology	42.92	31.71	29.97	30.90	5.78	141
Annual Budget	179.22	589.73	384.51	222.18	114.10	1489.73

6.12 Annexure 5: Ex-country Slots and Budget

	Slots					
Sector	Y1	Y2	Y3	Y4	Y5	Total
Trading	20	159	186	77	68	510
Hospitality	2	134	160	135	103	534
Media Communication and Transport	13	181	187	95	46	522
Power	4	232	236	91	19	582
Production and Mining	10	87	149	82	80	408
Construction	0	66	78	63	45	252
Financial Institutions	21	344	863	622	356	2206
Education	1	28	76	60	32	197
Information and Communication technology	4	87	89	61	17	258
Annual Budget	75	1318	2024	1286	766	5469

	Budget in Millions of Nu.					
Sector	Y1	Y2	Y3	Y4	Y5	Total
Trading	25.57	30.60	42.69	20.78	7.20	126.84
Hospitality	2.32	11.59	13.91	14.21	8.36	50.40
Media Communication and Transport	12.50	45.28	47.89	17.85	8.70	132.22
Power	2.37	250.25	32.90	16.36	1.33	303.22
Production and Mining	7.53	26.09	32.63	15.40	8.57	90.21
Construction	0.00	29.85	8.33	6.45	5.55	50.18
Financial Institutions	73.29	64.20	95.87	44.31	26.57	304.24
Education	1.74	25.60	38.29	25.28	19.41	110.32
Information and Communication technology	5.57	13.58	11.03	13.65	3.83	47.65
Annual Budget	130.89	497.03	323.53	174.27	89.52	1215.25

6.13 Annexure 6: In-country Slots and Budget

	In Country Slots					
Sector	Y1	Y2	Y3	Y4	Y5	Total
Trading	435	501	586	498	445	2465
Hospitality	23	180	252	186	115	756
Media Communication and Transport	19	18	49	37	0	123
Power	2	45	123	20	7	197
Production and Mining	21	30	101	12	15	179
Construction	6	22	49	0	0	77
Financial Institutions	10	104	194	128	27	463
Education	2	31	68	49	6	156
Information and Communication technology	274	841	881	815	45	2856
Annual Budget	792	1772	2303	1745	660	7272

	Budget in Millions of Nu.					
Sector	Y1	Y2	Y3	Y4	Y5	Total
Trading	9.90	12.84	14.44	12.32	11.15	60.65
Hospitality	0.27	5.18	6.92	5.27	4.05	21.67
Media Communication and Transport	0.24	0.79	1.12	0.80	0.00	2.94
Power	0.01	45.86	2.55	0.52	0.21	49.14
Production and Mining	0.29	0.57	2.15	0.35	0.38	3.74
Construction	0.08	0.33	0.84	0.00	0.00	1.25
Financial Institutions	0.16	2.22	3.59	1.91	0.35	8.23
Education	0.02	6.78	10.44	9.50	6.48	33.21
Information and Communication technology	37.35	18.14	18.95	17.25	1.95	93.63
Annual Budget	48.33	92.70	60.98	47.90	24.58	274.48

6.14 Annexure 7: Distribution of Slots and Budget by Sector and by Level of Course

	Trading and Other Services	Hospitality	Media Communication and Transport	Power	Production and Mining	Construction	Financial Institutions	Education	information and Communication Technology
Level of Training	Slots								
Masters	28	2	12	22	8	8	45	38	7
Bachelors (under-graduates)	3	2	5	2	-	-	10	29	-
Diploma	6	2	23	-	14	4	37	31	-
Short-term Courses	471	1,284	598	728	560	317	2,542	255	3,107
In country trainings	2,465	-	3	-	-	-	-	-	-
Seminar/Workshops/Study Tour	2	-	4	27	5	-	35	-	-
Sub-total	2,975	1,290	645	779	587	329	2,669	353	3,114
Level of Training	Budget								
Masters	53.93	3.60	22.78	40.60	12.99	14.40	119.59	68.34	13.39
Bachelors (under-graduates)	5.40	3.60	10.35	1.35	-	-	13.05	31.32	-
Diploma	6.30	2.32	15.60	-	20.70	10.80	34.20	13.95	-
Short-term Courses	60.70	62.55	76.16	289.13	60.14	26.23	143.71	29.92	127.89
In country trainings	60.65	-	9.98	-	-	-	-	-	-
Seminar/Workshops/Study Tour	0.50	-	0.30	21.28	0.11	-	1.91	-	-
Sub-total	187.49	72.07	135.16	352.36	93.95	51.43	312.47	143.53	141.28

6.15 Annexure 8: HRD Implementation Plan for Production and Mining Sector for the 10FYP

Sl. #	Level	Broad Field of Study	Slots	Duration (months)	Year 1 Slots	Year 1 Budget	Year 2 Slots	Year 2 Budget	Year 3 Slots	Year 3 Budget	Year 4 Slots	Year 4 Budget	Year 5 Slots	Year 5 Budget	Priority	Total Budget
		Ex-country	408		10	7.53	87	26.09	149	32.63	82	15.40	80	8.57		90.21
		Study tour	5		0	0.00	1	0.02	2	0.05	1	0.02	1	0.02		0.11
1	6	Study tour for furniture units and machinery manufactureers (wood industry)	5	0.3			1	0.02	2	0.05	1	0.02	1	0.02	A	0.11
		Short Courses	381	88.75	9	5.33	79	14.36	139	21.79	76	8.18	78	6.75		56.41
2	4	Advance Accounting course	12	0.5			3	0.11	5	0.19	4	0.15		0.00	B	0.45
3	4	Advanced Financial management	2	1					2	0.15		0.00		0.00	B	0.15
4	4	Auto CAD	2	3					2	0.45		0.00		0.00	B	0.45
5	4	Business & Administration Management	1	3			1	0.23				0.00		0.00	A	0.23
6	4	Chemical Technician	10	5			5	1.88	5	1.88		0.00		0.00	A	3.75
7	4	Concrete technology	20	2			10	1.50	10	1.50		0.00		0.00	A	3.00
8	4	Event Managemnt	2	1			2	0.15				0.00		0.00	A	0.15
9	4	Financial Management	13	1					6	0.45	7	0.53		0.00	B	0.98
10	4	Furniture manufacturing	15	3			6	1.35	9	2.03		0.00		0.00	A	3.38
11	4	Industrial Safety Course	100	1			20	1.50	30	2.25	25	1.88	25	1.88	B	7.50
12	4	Material Management	2	3								0.00	2	0.45	C	0.45
13	4	Micro Enterprise Management	8	1								0.00	8	0.60	C	0.60
14	4	Occupational Health & Safety	2	0.75								0.00	2	0.11	C	0.11
15	4	Organic farming	10	1			5	0.38	5	0.38		0.00		0.00	A	0.75
16	4	Packaging technology	20	3			5	1.13	5	1.13	5	1.13	5	1.13	B	4.50
17	4	Performance Management	2	1			2	0.15				0.00		0.00	A	0.15
18	4	Plant Maintainance	45	1					15	1.13	15	1.13	15	1.13	B	3.38
19	4	Production Management	45	1					15	1.13	15	1.13	15	1.13	B	3.38
20	4	Project Management	6	1					6	0.45		0.00		0.00	B	0.45
21	4	Quality Control/Certification	3	1			3	0.23				0.00		0.00	A	0.23
22	4	Refresh course for wood working machine operators	3	0.5								0.00	3	0.11	C	0.11

23	4	Risk management	2	1				2	0.15		0.00		0.00	B	0.15
		Strategic Management	9		9	5.33			0.00		0.00		0.00	A/B	5.33
24	4	SME management	6	3				6	1.35		0.00		0.00	B	1.35
25	4	Upholstery sofa designing	3	1					0.00		0.00	3	0.23	C	0.23
26	4	Wood Seasoning kiln Technology	5	1			5	0.38	0.00		0.00		0.00	A	0.38
27	4	Certificate course in Marketing	4	6			4	1.80	0.00		0.00		0.00	A	1.80
28	4	Certificate Course in Packaging Technology	3	6			3	1.35	0.00		0.00		0.00	A	1.35
29	4	Certificate in Business Management	1	6				1	0.45		0.00		0.00	B	0.45
30	4	Certificate in Maintenance Engineering	2	6				2	0.90		0.00		0.00	B	0.90
31	4	Designing & Manufacturing of Plastic	10	6				5	2.25	5	2.25		0.00	B	4.50
32	4	Furniture Designing	2	6				2	0.90		0.00		0.00	B	0.90
33	4	Polymer science technology	9	6			3	1.35	6	2.70	0.00		0.00	A	4.05
34	4	Production Technology	2	6			2	0.90		0.00			0.00	A	0.90
		Diploma	14		0	0.00	4	7.20	8	10.80	2	2.70	0	0.00	20.70
35	3	Diploma in Commercial Accounting	1	24		0.00	1	1.80		0.00		0.00	0.00	A	1.80
36	3	Diploma in Food Processing	2	24		0.00	2	3.60		0.00		0.00	0.00	A	3.60
37	3	Diploma in Laboratory Technology	2	12		0.00		0.00	2	1.80		0.00	0.00	B	1.80
38	3	Diploma in Maintenance Engineering	1	24		0.00	1	1.80		0.00		0.00	0.00	A	1.80
39	3	Diploma in Marketing	2	24		0.00		0.00	2	3.60		0.00	0.00	B	3.60
40	3	Diploma in Packaging Technology	1	12		0.00		0.00	1	0.90		0.00	0.00	B	0.90
41	3	Diploma in Procurement Management	1	12		0.00		0.00		0.00	1	0.90	0.00	C	0.90
42	3	Diploma in Store Management	1	12		0.00		0.00	1	0.90		0.00	0.00	B	0.90
43	3	PG Diploma in Commercial Accounting	1	24		0.00		0.00		0.00	1	1.80	0.00	C	1.80
44	3	PG Diploma in Food Processing	1	24		0.00		0.00	1	1.80		0.00	0.00	B	1.80
45	3	PG Diploma in Maintenance Engineering	1	24		0.00		0.00	1	1.80		0.00	0.00	B	1.80
		Masters	8		1	2.19	3	4.50	0	0.00	3	4.50	1	1.80	12.99
46	1	Executive MBA	2	12		0.00	1	0.90		0.00	1	0.90	0.00	B	1.80
47	1	Masters in Finance Management	1	24		0.00	1	1.80		0.00		0.00	0.00	A	1.80
48		Masters in Operations Management	1		1	2.19		0.00		0.00		0.00	0.00	A	2.19
49	1	MBA	2	24		0.00	1	1.80		0.00	1	1.80	0.00	B	3.60

50	1	MBA in Marketing	1	24		0.00		0.00		0.00		0.00	1	1.80	C	1.80
51	1	MSc Food Technology	1	24		0.00		0.00		0.00	1	1.80		0.00	B	1.80
In-country			179		21	0.29	30	0.57	101	2.15	12	0.35	15	0.38		3.74
52	4	Basic Accounting	20	0.5		0.00		0.00	20	0.30		0.00		0.00	B	0.30
53	4	Book Keeping	15	0.5		0.00	15	0.23		0.00		0.00		0.00	B	0.23
54	4	Company Secretary	8	0.5		0.00		0.00	8	0.12		0.00		0.00	B	0.12
55	4	Computer/Office Management	2	0.5		0.00		0.00	2	0.03		0.00		0.00	B	0.03
56	4	Financial Management	3		3	0.05		0.00		0.00		0.00		0.00	A	0.05
57	4	Costing & Financial Management	1	0.5		0.00	1	0.02		0.00		0.00		0.00	B	0.02
58	4	Entrepreneurship	18	0.5		0.00		0.00	18	0.27		0.00		0.00	B	0.27
59	4	Fire Fighting Technology	4	0.5		0.00		0.00		0.00		0.00	4	0.06	C	0.06
60	4	Marketing Management	2		2	0.03		0.00		0.00		0.00		0.00	A	0.03
61	4	HRD	4		4	0.01		0.00		0.00		0.00		0.00	A	0.01
62	4	Marketing Management	1	0.5		0.00	1	0.02		0.00		0.00		0.00	A	0.02
63	4	IT Management	8		8	0.14		0.00		0.00		0.00		0.00	A	0.14
64	4	Small Business Management	11	0.5		0.00	5	0.08	6	0.09		0.00		0.00	A	0.17
65	4	Training on leadership Development	4	0.5		0.00		0.00	4	0.06		0.00		0.00	B	0.06
66	4	Project Management	4		4	0.05		0.00		0.00		0.00		0.00	A	0.05
67	4	Improving Maintenance & repair of machines & equipments	2	0.75		0.00		0.00	2	0.05		0.00		0.00	B	0.05
68	4	Material Management/Inventory	1	0.75		0.00		0.00		0.00		0.00	1	0.02	C	0.02
69	4	Human Resource Management	3	1		0.00		0.00	3	0.09		0.00		0.00	B	0.09
70	4	Office Management	8	1		0.00		0.00	8	0.24		0.00		0.00	B	0.24
71	4	Personnel management	3	1		0.00		0.00	3	0.09		0.00		0.00	B	0.09
72	4	Product Design & Development	40	1		0.00	8	0.24	12	0.36	10	0.30	10	0.30	B	1.20
73	4	Sales Management	15	1		0.00		0.00	15	0.45		0.00		0.00	B	0.45
74	4	Cost Accounting	2	0.75		0.00		0.00		0.00	2	0.05		0.00	B	0.05
Total			587		31	7.82	117	26.66	250	34.78	94	15.74	95	8.96		93.95

6.16 Annexure 9: HRD Implementation Plan Finance Sector for the 10FYP

Sl. #	Level	Broad Field of Study	Slots	Duration (months)	Year 1 Slots	Year 1 Budget	Year 2 Slots	Year 2 Budget	Year 3 Slots	Year 3 Budget	Year 4 Slots	Year 4 Budget	Year 5 Slots	Year 5 Budget	Priority	Total Budget
		Ex-country	2206		21	73.29	344	64.20	863	95.87	622	44.31	356	26.57		304.24
		Seminars/Workshops	35		0	0.00	9	0.49	15	0.84	11	0.58	0	0.00		1.91
1	6	Comprehensive Credit Seminar	33	0.75			8	0.45	15	0.84	10	0.56			B	1.86
2	6	Seminars/Workshops like Computer Society of India/Oracle, World/Oracle Apps World	1	0.5			1	0.04		0.00					A	0.04
3	6	Workshop on Distribution Channel (NIA Pune)	1	0.25						0.00	1	0.02			C	0.02
		Short Courses	2079		13	7.70	301	20.96	812	50.47	603	36.53	350	19.82		135.48
4	4	Training on Internal Trainees	34	0.75			9	0.51	15	0.84	10	0.56			B	1.91
5	4	Programme on Project Finance	34	0.75			9	0.51	15	0.84	10	0.56			B	1.91
6	4	ACNP (IT)	4	2				0.00	4	0.60					B	0.60
7	4	Acturial Practice in Life Insurance (NIA Pune)	2	0.25			2	0.04		0.00					C	0.04
8	4	Administration Management	14	0.75			7	0.39	7	0.39					A	0.79
9	4	Advance Accounting course	12	0.5					6	0.23	6	0.23			B	0.45
10	4	Advance Human Resources	11	0.75			6	0.34	5	0.28					A	0.62
11	4	Advance Microsoft Server Administration and Networking	21	0.75					7	0.39	7	0.39	7	0.39	C	1.18
12	4	Advance small and Medium Enterprise Management	33	0.75			8	0.45	15	0.84	10	0.56			B	1.86
13	4	Advanced Bank Management for Senior Bankers	33	0.75			8	0.45	15	0.84	10	0.56			A	1.86
14	4	Advanced Bank Management for Senior Bankers	21	0.75					7	0.39	7	0.39	7	0.39	B	1.18
15	4	Advanced Financial Accounting	5	1					5	0.38					B	0.38
16	4	Advanced Financial management	2	1					2	0.15					B	0.15
17	4	Advanced Micro Finance (strategies)	3	0.5					3	0.11					A	0.11
18	4	Advanced Project Appraisal, Supervision, Monitoring & Evaluation	1	0.75					1	0.06					B	0.06
19	4	Alternate Financing & Rural credit operations	10	1			5	0.38	5	0.38					A	0.75
20	4	Auditing in Computerised Environment	30	0.75			10	0.56	10	0.56	10	0.56			A	1.69
21	4	AutoCAD Course	2	0.75			2	0.11		0.00					B	0.11
22	4	Bank Management Program	35	0.75			10	0.56	15	0.84	10	0.56			A	1.97

23	4	Banking	10	1.5			5	0.56	5	0.56					A	1.13
24	4	Banking Management for Bankers	32	0.75			12	0.68	10	0.56	10	0.56			A	1.80
25	4	Banking Operations, commercial Litigation and lender Liability	21	0.75					7	0.39	7	0.39	7	0.39	B	1.18
26	4	CCNA	2	0.5					2	0.08					B	0.08
27	4	CCNA (IT)	3	1					2	0.15	1	0.08			B	0.23
28	4	CCNP (IT)	4	3			2	0.45	2	0.45					A	0.90
30	4	Client-sever Database/Application Design and Development	1	2					1	0.15					B	0.15
31	4	Commercial and litigation drafting skills	21	0.75					7	0.39	7	0.39	7	0.39	B	1.18
32	4	Comprehensive Technical Program in Life (NIA, Pune)	2	1			2	0.15		0.00					A	0.15
33	4	Comprehensive Technical Programme in General Insurance	1	1			1	0.08		0.00					A	0.08
35	4	Conflict and risk Management Skills	21	0.75					7	0.39	7	0.39	7	0.39	B	1.18
36	4	Construction Management Practices,	6	0.75					3	0.17	3	0.17			B	0.34
37	4	Consumer Lending	30	0.75			10	0.56	10	0.56	10	0.56			B	1.69
38	4	Corporate Accounting and Finance for Manager	30	0.75			10	0.56	10	0.56	10	0.56			B	1.69
40	4	Corporate Credit Analysis	4	1					2	0.15	2	0.15			B	0.30
41	4	Corporate Governance	6	0.75					3	0.17	3	0.17			B	0.34
42	4	Corporate Governance and Accountability	21	0.75					7	0.39	7	0.39	7	0.39	B	1.18
43	4	Corporate Social Responsibility & Ethics	3	1						0.00			3	0.23	C	0.23
44	4	Creative Leadership, lending, motivating, inspiring the team to New Heights	21	0.75					7	0.39	7	0.39	7	0.39	B	1.18
46	4	Credit Card	32	0.75			10	0.56	12	0.68	10	0.56			A	1.80
47	4	Credit Management Programme	32	0.75			10	0.56	12	0.68	10	0.56			B	1.80
48	4	Credit, Investment and Asset- Liability Management	32	0.75			10	0.56	12	0.68	10	0.56			B	1.80
49	4	Customer Focused Successful Banking Business	32	0.75			10	0.56	12	0.68	10	0.56			B	1.80
50	4	Data Base Administrator	4	4			4	1.20		0.00					A	1.20
51	4	Data Communication/Broad Band Concepts	1	0.5			1	0.04		0.00					A	0.04
52	4	Debt and Financial Management (legal issues	21	0.75					7	0.39	7	0.39	7	0.39	B	1.18
53	4	Debt Markets, Products, Players, and Analytics and Markets	7	0.75					7	0.39					B	0.39

54	4	Depository, Clearing and Settlements	2	3				2	0.45					B	0.45
55	4	Documentation in Corporate Finance	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
56	4	Due diligence in corporate Finance	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
57	4	Executive Secretary and Personal Assistant"	4	0.75				2	0.11	2	0.11			B	0.23
58	4	E-Commerce	35	0.75				15	0.84	10	0.56	10	0.56	A	1.97
59	4	Effective Branch Management	35	0.75				15	0.84	10	0.56	10	0.56	A	1.97
60	4	Effective Management Skills & Techniques	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
61	4	Effective Management Skills & Techniques	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
62	4	Event Management	2	1		2	0.15						0.00	A	0.15
63	4	Executive Development Program	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
64	4	Executive Development Programme	3	0.5		1	0.04	2	0.08					A	0.11
66	4	Executive Management Course	5	0.75		2	0.11	3	0.17					A	0.28
67	4	Executive Programme on Financial Institutions	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
68	4	Fair Debt Collection Practice	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
69	4	Financial Management & Ratio Analysis	3	0.5				3	0.11					B	0.11
70	4	Finance & Accounts Analysis	5	0.75				3	0.17	2	0.11			A	0.28
71	4	Finance for Non- Finance Manager	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
72	4	Financial Management	13	1				7	0.53	6	0.45			B	0.98
73	4	Financial Management with Computer Application	5	1				3	0.23	2	0.15			B	0.38
74	4	Financial Markets & New Financial Instruments	2	3				2	0.45					B	0.45
75	4	Financial Mathematics for Capital Market	2	0.75				2	0.11					B	0.11
76	4	Foundation Course in General Insurance	3	1		3	0.23		0.00					A	0.23
77	4	Foundation Course in General Insurance College of Insurance, Mumbai	2	1		2	0.15		0.00		0.00			A	0.15
78	4	Frauds and Scams, Counterfeiting and Forgery	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
79	4	General Management Programme	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
80	4	GnetPro (Accelerated)	1	2					0.00	1	0.15			C	0.15
81	4	Hardware-A+	2	4		2	0.60		0.00					A	0.60
82	4	HRD Skills for Functional Managers	12	0.75		5	0.28	7	0.39					A	0.68
83	4	Human Resource Development in Banking	9	0.75		4	0.23	5	0.28					A	0.51
84	4	ICE (IT)	4	2				2	0.30	2	0.30			B	0.60

85	4	Innovative Banking	35	0.75				15	0.84	10	0.56	10	0.56	B	1.97
86	4	Insurance Management	5	1		2	0.15	3	0.23					A	0.38
87	4	Integrated Financial Management	2	0.75		2	0.11		0.00					A	0.11
88	4	International Leel Top Management Seminars	3	0.5					0.00	3	0.11			C	0.11
89	4	International Trade Finance	27	0.75		12	0.68	15	0.84					A	1.52
90	4	Internet & Web Design & Development	1	3.00				1.00	0.23					B	0.23
91	4	Investment/ Merchant Banking	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
92	4	IT (SQL)	5	0.75		2	0.11	3	0.17					A	0.28
93	4	Legal aspects of Banking and financial transactions	21	0.75			0.00	7	0.39	7	0.39	7	0.39	B	1.18
94	4	Legal Course	2	0.5		2	0.08		0.00					A	0.08
95	4	Legal policies and procedures on DFIs	2	0.5		2	0.08		0.00						0.08
96	4	Letters of Credit & Foreign Change	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
97	4	Life Insurance Foundation (Mumbai)	4	1		4	0.30		0.00					A	0.30
98	4	Life Underwriting (NIA Pune)	1	0.5				1	0.04					B	0.04
99	4	Linux Administrator	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
101	4	Listing, Compliance	2	0.75				2	0.11					B	0.11
102	4	Litigation and dispute settlement mechanisms	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
103	4	Management Development Programme	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
104	4	Management for Bankers	32	0.75		10	0.56	12	0.68	10	0.56			A	1.80
105	4	Management of Fire Insurance	1	0.1		1	0.01		0.00					A	0.01
106	4	Management of Miscellaneous Insurance	1	0.1		1	0.01		0.00					A	0.01
107	4	Management of Motor Insurance	1	0.1		1	0.01		0.00					A	0.01
109	4	Management of Pension and P.F. Administration	5	0.75		3	0.17	2	0.11					A	0.28
110	4	Management of Problem Loan Accounts	2	0.5		2	0.08		0.00					A	0.08
111	4	Managing & Structuring Organization	2	1		2	0.15		0.00					B	0.15
112	4	Managing Loans and Banking Operation	30	0.75		10	0.56	10	0.56	10	0.56			A	1.69
113	4	Managing Loans and others Disbursement	30	0.75		10	0.56	10	0.56	10	0.56			A	1.69
114	4	Managing of Organisational Change	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
115	4	Managing Problem Bankers	35	0.75				15	0.84	10	0.56	10	0.56	B	1.97
116	4	Managing Semi Urban and Rural Branches	35	0.75				15	0.84	10	0.56	10	0.56	B	1.97

117	4	Marketing Strategies for Non Life, NIA, Pune	1	0.1		1	0.01		0.00					A	0.01
118	4	Material Management	2	1					0.00	2	0.15			C	0.15
119	4	MCSA	5	2				3	0.45	2	0.30			B	0.75
120	4	MCSE	2	1.5		2	0.23		0.00					A	0.23
121	4	MCSE 2003 net server	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
122	4	Micro Enterprise Management	8	1					0.00	4	0.30	4	0.30	C	0.60
123	4	Microsoft Certified Network Administrator(MCNA)	4	1					0.00	4	0.30			B	0.30
124	4	Microsoft Certified System Engineer (MCSE)	4	1					0.00	4	0.30			B	0.30
125	4	Microsoft MCSE 2003 Course	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
126	4	Microsoft MCSE 2003 Course	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
127	4	Network +	5	2				3	0.45	2	0.30			B	0.75
128	4	Network and Data Communication	1	3				1	0.23					B	0.23
129	4	New Product Development in Banking and Finance	35	0.75				15	0.84	10	0.56	10	0.56	B	1.97
130	4	Oracle 9i Database Administrator	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
132	4	Oracle Application Development	1	1					0.00	1	0.08			C	0.08
133	4	Oracle Certified Network Associate (CCNA)	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
134	4	Oracle Certified Professional (OCP)	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
135	4	Oracle Data Base Administration	1	1		1	0.08		0.00					A	0.08
136	4	Organisational Planning & Cost Control	2	0.75					0.00	2	0.11			C	0.11
137	4	Organizational Financial Planning and Cost Control	2	0.5				2	0.08		0.00			B	0.08
138	4	Payment System	35	0.75				10	0.56	15	0.84	10	0.56	B	1.97
139	4	PC+Netwrok (ACCELERATED)	4	2		4	0.60		0.00					A	0.60
140	4	Performance Management	2	1		2	0.15		0.00					A	0.15
141	4	Prevention of Insurance Frauds	1	0.1		1	0.01		0.00					A	0.01
142	4	Programme for Law Officers	11	0.75		6	0.34	5	0.28					A	0.62
143	4	Programme for Middle Level Executives	2	0.1				2	0.02					B	0.02
145	4	Programme for Middle Level Management (NIA Pune)	2	0.25				2	0.04					C	0.04
146	4	Programme on Risk Management NIA, Pune	1	0.1				1	0.01					B	0.01
147	4	Project Appraisal	6	0.5		3	0.11	3	0.11					A	0.23
148	4	Project Appraisal	10	1		4	0.30	6	0.45					A	0.75

149	4	Project Finance	35	0.75				15	0.84	10	0.56	10	0.56	B	1.97
150	4	Project Finance & Problem Loans	35	0.75				15	0.84	10	0.56	10	0.56	B	1.97
151	4	Project Management	3	0.75				3	0.17					B	0.17
152	4	Project Management	6	1				3	0.23	3	0.23			B	0.45
154	4	Property Valuation	11	0.75				5	0.28	6	0.34			B	0.62
155	4	Public Relations for Business	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
156	4	Public Relations for Business Success	4	0.5			2	0.08	2	0.08				A	0.15
	4	ST	13		13	7.70			0.00						7.70
157	4	public Relations for Organizational Success	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
158	4	Quality Control/Certification	3	1			3	0.23	0.00					A	0.23
159	4	Records Retention, Retrieval and Destruction Implementing an effective system for the	21	0.75				7	0.39	7	0.39	7	0.39	B	1.18
160	4	Reinsurance Management	1	0.1			1	0.01	0.00					A	0.01
161	4	Risk management	2	1				2	0.15					B	0.15
162	4	Risk Management Seminar	2	0.25				2	0.04					B	0.04
163	4	Rules, Regulations on Capital Market Surveillance	3	1				3	0.17					B	0.17
164	4	Server +IT (IT)	4	3			4	0.90	0.00					A	0.90
165	4	Shoe Repair Training	2	1				2	0.15					B	0.15
166	4	SME Financing for Asia and the Pacific	20	0.75			10	0.56	10	0.56				A	1.13
168	4	SME management	6	3				3	0.68	3	0.68			B	1.35
170	4	soft skills for corporate financiers	10	0.75				5	0.28	5	0.28			B	0.56
171	4	SQL/Oracle database Design, Installation & Configuration	1	1				1	0.08					B	0.08
172	4	Strategic Human Resource Management	1	0.5			1	0.04	0.00					A	0.04
173	4	Support training for IT staff on NBS	4	0.5				2	0.00	2	0.00				0.00
176	4	System Auditing	1	0.5				1	0.04					B	0.04
177	4	Tools and mechanisms of auditing	2	0.33			2	0.05	0.00					A	0.05
178	4	Top Management Programme	15	0.75				5	0.28	5	0.28	5	0.28	B	0.84
179	4	Trade Finance for Bankers	25	0.75				10	0.56	10	0.56	5	0.28	B	1.41
180	4	Training of trainer	2	0.33				2	0.05					B	0.05
181	4	Treasury Management	20	0.75				10	0.56	10	0.56			B	1.13

182	4	Understand Equity Markets and Trading	8	0.75				4	0.23	4	0.23			B	0.45	
183	4	Understanding Collections Laws	15	0.75				5	0.28	5	0.28	5	0.28	B	0.84	
184	4	Understanding the Markets	4	0.75			2	0.11	2	0.11				B	0.23	
185	4	Web Application Development	1	1			1	0.08		0.00				A	0.08	
186	4	Advance Course in Information Technology	1	12			1	0.90		0.00				B	0.90	
187	4	Financial Management (Financial Analysis, Reporting & Forecasting)	7	6				4	1.80	3	1.35			B	3.15	
		Diploma	37		0.00	0.00	9.00	8.55	20.00	19.80	5.00	3.15	3.00	2.70		34.20
188	3	Diploma in Financial Management	2	3					0.00	2	0.45			C	0.45	
189	3	Degree (Core Banking Solutions)	2	12			2	1.80		0.00				A	1.80	
190	3	Diploma in Accounting	9	12					3	2.70	3	2.70	3	2.70	B	8.10
191	3	Diploma in Administration & Accounts	1	18					1	1.35				B	1.35	
192	3	Diploma in Business Management	2	6					2	0.90				B	0.90	
193	3	Diploma in Computer Hardware & Networking	4	12			2	1.80	2	1.80				A	3.60	
194	3	Diploma in Management Audit	1	6			1	0.45		0.00				B	0.45	
195	3	Diploma in Microfinance	2	6					2	0.90				B	0.90	
196	3	Diploma in Office Management	1	6					1	0.45				B	0.45	
197	3	Diploma in Risk Management Australia & New Zealand Institute of Insurance, Australia	1	12			1	0.90		0.00				A	0.90	
198	3	Diploma in Software Application	1	12					1	0.90				B	0.90	
199	3	Graduate Diploma of Insurance Deakin University, Australia	1	12			1	0.90		0.00				A	0.90	
200	3	PGP Banking Services	2	18			2	2.70		0.00				A	2.70	
201	3	PGP Corporate Finance	2	18					2	2.70				B	2.70	
202	3	PGP Forex Management	2	18					2	2.70				B	2.70	
203	3	PGP industrial Relations and Labour Law	2	18					2	2.70				B	2.70	
204	3	PGP Project Appraisals	2	18					2	2.70				B	2.70	
		Bachelors	10		0	0.00	10	13.05	0	0.00	0	0.00	0	0.00		13.05
206	2	CA/CPA/Cost/MBA in Finance/Insurance/Banking	3	24			3	5.40		0.00				A	5.40	
207	2	Certified Public Accountant (C.P.A)	2	36			2	5.40		0.00				A	5.40	
208	2	Diploma (Core Banking Solutions)	2	6			2	0.90		0.00				A	0.90	
209	2	LLB	1	12			1	0.90		0.00				A	0.90	

211	1	Cert (Core Banking Solutions)	2	3			2	0.45		0.00					A	0.45
		Masters	45		8	65.59	15	21.15	16	24.75	3	4.05	3	4.05	0	119.59
213	1	M. Sc in Business Information Technology	1	24					1	1.80					B	1.80
215	1	M. Sc in Computer Networks and communications	1	18			1	1.35		0.00					A	1.35
	1	Masters	4		4	56.82				0.00					B	56.82
216	1	M. Sc in Computer Science	1	24					1	1.80					B	1.80
	1	Masters	4		4	8.77				0.00					B	8.77
217	1	M. Sc in Information and Communication Technology	1	18			1	1.35		0.00					A	1.35
218	1	M.BA	6	18						0.00	3	4.05	3	4.05	B	8.10
219	1	Masters in Business Administration	2	24			2	3.60		0.00					A	3.60
220	1	Masters in Development Management	3	12			1	0.90	2	1.80					A	2.70
221	1	Masters in Economics	2	24			1	1.80	1	1.80					A	3.60
224	1	Masters in Engineering	2	24			1	1.80	1	1.80					B	3.60
227	1	Masters in Human Resources Management	1	18			1	1.35		0.00					A	1.35
228	1	Masters in IT	1	24					1	1.80					B	1.80
230	1	Masters in Rural Development	2	12			2	1.80		0.00					A	1.80
232	1	Masters in Social Science	2	24					2	3.60					B	3.60
233	1	MBA (Finance & Banking)	1	18					1	1.35					B	1.35
234	1	MBA Human Resources Management	2	18					2	2.70					B	2.70
235	1	MBA in Insurance at (NIA Pune)	2	24					2	3.60					B	3.60
236	1	MBA Insurance	1	24			1	1.80		0.00					A	1.80
238	1	MBA International Business	2	18					2	2.70					B	2.70
239	1	MBA Marketing Management	2	18			2	2.70		0.00					A	2.70
240	1	MBA Retail Management	2	18			2	2.70		0.00					A	2.70
		In-country	463		10	0.16	104	2.22	194	3.59	128	1.91	27	0.35		8.23
241	4	Office Management & Customer Services	25	0.1					10	0.08	15	0.11			B	0.19
242	4	Change Management & Team Building	20	0.25					10	0.08	10	0.08			A	0.15
243	4	HRM & Industrial Relations (NIA Pune)	1	0.25						0.00	1	0.01			C	0.01
244	4	Management & Senior Officers	13	0.25			5	0.04	8	0.06					A	0.10
245	4	Micro Finance & Social Mobilisation	21	0.25					7	0.05	7	0.05	7	0.05	C	0.16
246	4	Mid level officers	20	0.25						0.00	10	0.08	10	0.08	B	0.15

247	4	Project Appraisal	15	0.25				6	0.05	9	0.07			B	0.11
248	4	Training of trainer on MF & SB	15	0.25				8	0.06	7	0.05			B	0.11
249	4	Asset Liability Management	2	0.5		2	0.03		0.00					A	0.03
250	4	Audit Programming	1	0.5		1	0.02		0.00					A	0.02
251	4	Basic Accounting	22	0.5				11	0.17	11	0.17			B	0.33
252	4	Book Keeping	15	0.5				15	0.23					B	0.23
254	4	Conflict, Mediation and Dialogue	2	0.5				2	0.03					B	0.03
255	4	Customer Service Management Course	8	0.5		8	0.12		0.00					A	0.12
257	4	Management Accounting	3	0.5		3	0.05		0.00					A	0.05
259	4	Small Business Management	10	0.5		10	0.15		0.00					A	0.15
260	4	Training on leadership Development	4	0.5				4	0.06					B	0.06
261	4	Transport Operation & Management	5	0.5				5	0.08					B	0.08
262	4	Web Administration	2	0.5		2	0.03		0.00					A	0.03
263	4	Accounting Skills for Management Trainees	35	0.75				10	0.23	15	0.34	10	0.23	B	0.79
264	4	Computer Hardware Maintenance and Troubleshooting	21	0.75				10	0.23	11	0.25			B	0.47
265	4	Cost Accounting	2	0.75				2	0.05					B	0.05
266	4	Effective Management Skills & Technique	2	0.75					0.00	2	0.05			C	0.05
267	4	Financial Management and Cost Control	20	0.75		10	0.23	10	0.23					A	0.45
268	4	Financial Management	7	0.2	7	0.12			0.00					B	0.12
269	4	Fixed Asset Management	10	0.75		10	0.23		0.00					A	0.23
270	4	Handling difficult Clients and building rapport with them	20	0.75				10	0.23	10	0.23			B	0.45
271	4	Human Resource Management	11	0.75				11	0.25					B	0.25
272	4	Information Technology and Management	20	0.75				10	0.23	10	0.23			B	0.45
273	4	Management of Development Projects	4	0.75				4	0.09					B	0.09
274	4	Office Management	3	0.3	3	0.04			0.00					B	0.04
275	4	Organizational Planning and Cost Control	20	0.75				10	0.23	10	0.23			B	0.45
276	4	Procurement Management	4	0.75		4	0.09		0.00					A	0.09
277	4	Record Management	14	0.75		14	0.32		0.00					A	0.32
278	4	Store& Inventory Management	15	0.75		15	0.34		0.00					A	0.34
279	4	Human Resource Management	3	1				3	0.09					B	0.09

280	4	Marketing & Service Management	4	1				4	0.12					B	0.12
281	4	Marketing : The Successful Sales Manager	4	1			4	0.12	0.00					A	0.12
282	4	Personnel management	3	1				3	0.09					B	0.09
283	4	Problem Account Management	6	1				6	0.18					B	0.18
284	4	Project Management	6	1			6	0.18	0.00					A	0.18
285	4	Project Monitoring & Evaluation	8	1			8	0.24	0.00					A	0.24
286	4	Sales Management	15	1				15	0.45					B	0.45
287	4	Stores Management	2	1			2	0.06	0.00					A	0.06
Total			2669		31	73.46	448	66.42	1057	99.45	750	46.22	383	26.92	312.47

6.17 Annexure 10: HRD Implementation Plan for Trading and Services Sector for the 10FYP

Sl. #	Level	Broad Field of Study	Slots	No. of slots		Durati on (mont hs)	Year 1 Slot s	Year 1 Budge t	Year 2 Slot s	Year 2 Budge t	Year 3 Slot s	Year 3 Budge t	Year 4 Slots	Year 4 Budge t	Year 5 Slots	Year 5 Budget	Priority	Total Budget
		Ex-country	510	0	0		20	25.57	159	30.60	186	42.69	77	20.78	68	7.20		126.84
		Seminars and Workshops	2	0	0		2	0.50	0	0.00	0	0.00	0	0.00	0	0.00		0.50
		Study Tour	2				2	0.50		0.00		0.00		0.00		0.00		0.50
Short term trainings			476	0	0		9	5.33	153	16.20	175	21.99	71	9.98	68	7.20		60.70
1	4	Advance Accounting course	12			0.5					4	0.15	4	0.15	4	0.15	B	0.45
2	4	Data Communication	2			0.5					2	0.08					B	0.08
3	4	Network Security	5			0.5			5	0.19		0.00					A	0.19
4	4	Auditing and Inspection	3			0.75					3	0.17					B	0.17
5	4	Macromedia	3			0.75			3	0.17		0.00					A	0.17
6	4	Training of Trainer	1			0.75					1	0.06					B	0.06
7	4	Advanced Financial management	2			1					2	0.15					B	0.15
8	4	Cable operations management	40			1			8	0.60	12	0.90	10	0.75	10		B	2.25
9	4	Consultancy operations & management	20			1			8	0.60	12	0.90					A	1.50
10	4	Event Management	2			1			2	0.15							A	0.15
11	4	Export Promotion	15			1			6	0.45	9	0.68					A	1.13
12	4	Export/import management	30			1					10	0.75	10	0.75	10	0.75	B	2.25
13	4	Floriculture	10			1			4	0.30	6	0.45					A	0.75
14	4	Hair Cutting and dressing	12			1			5	0.38	7	0.53					B	0.90
		ST	9				9	5.33									A	5.33
15	4	Human Resource Development	1			1					1	0.08					B	0.08
16	4	Interior Designing	10			1			10	0.75							A	0.75
17	4	International Postal Service	1			1					1	0.08					B	0.08
18	4	Jewellery craft	10			1			10	0.75							A	0.75
19	4	Lab Technician	10			1									10	0.75	C	0.75
20	4	Laundry	30			1					10	0.75	10	0.75	10	0.75	B	2.25
21	4	Mandarin Cultivation	20			1			10	0.75	10	0.75					A	1.50
22	4	Micro Enterprise Management	8			1									8	0.60	C	0.60
23	4	Performance Management	6			1			6	0.45							A	0.45
24	4	Pharmacy(Dispensing)	14			1			7	0.53	7	0.53					A	1.05
25	4	Postal Management	5			1			5	0.38							A	0.38
26	4	Project Management/Development	8			1			8	0.60							A	0.60
27	4	Pump Operator	5			1			5	0.38							A	0.38
28	4	Quality Control/Certification	3			1			3	0.23							A	0.23

29	4	Risk management	2			1				2	0.15					B	0.15	
30	4	Strategic planning & Development	1			1			1	0.08						A	0.08	
31	4	TV & Refrigerator Mechanic	20			1			9	0.68	11	0.83				A	1.50	
32	4	Chamber Management	10			1.25			5	0.47	5	0.47				A	0.94	
33	4	Boiler Operator Maintenance	10			2			5	0.75	5	0.75				A	1.50	
34	4	Fashion & Design: Advanced Tailoring & Fashion Designing	40			2			8	1.20	12	1.80	10	1.50	10	1.50	B	6.00
35	4	Advanced Auto Electrician	20			3			10	2.25	10	2.25				A	4.50	
36	4	Advanced Auto Mechanic Course	20			3				0.00	10	2.25	10	2.25		B	4.50	
37	4	Construction Management	2			3			2	0.45						A	0.45	
38	4	Costume design	20			3					10	2.25	10	2.25		B	4.50	
39	4	Forest Nursery & Plantation	2			3			2	0.45						A	0.45	
40	4	Marketing/Advertising	8			3					4	0.90	4	0.90		B	1.80	
41	4	SME management	6			3					3	0.68	3	0.68		B	1.35	
42	4	Wood Seasoning	2			3			2	0.45						A	0.45	
43	4	Cooperatives Management	10			6			4	1.80	6	2.70				A	4.50	
44	4	Improving technical efficiency in food marketing	2			6								2	0.90	C	0.90	
45	4	Information System Management	3			6								3	1.35	C	1.35	
46	4	Management of cold store and its maintenance	1			6								1	0.45	C	0.45	
Diploma and Certificate			6	0	0	0	0	0.00	0	0.00	6	6.30	0	0.00	0	0.00	6.30	
47	3	Certificate Course in Finance & Accounting	3			12					3	2.70				B	2.70	
48	3	Dip. In mechanics	1			12					1	0.90				B	0.90	
49	3	Diploma in office management	1			12					1	0.90				C	0.90	
50	3	Dip. In Civil Engineering	1			24					1	1.80				B	1.80	
Bachelors			3	0	0	0	0.00	1	1.80	1	1.80	1	1.80	0	0.00	5.40		
51	2	B.Sc in Forestry	3			24			1	1.80	1	1.80	1	1.80		B	5.40	
Masters and above			28	0	0	9	19.73	5	12.60	4	12.60	5	9.00	0	0.00	53.93		
52	1	Chartered Accountancy	2			24					1	1.80	1	1.80		B	3.60	
53	1	M.A. (IT)	1			24					1	1.80				B	1.80	
54	1	M.A. in Adm. Management	3			24			1	1.80	1	1.80	1	1.80		B	5.40	
		Masters	9				9	19.73								A	19.73	
55	1	M.Com (Business Mgt.)	3			24			1	1.80	1	1.80	1	1.80		B	5.40	
56	1	M.Sc in Civil Engineering	1			24							1	1.80		C	1.80	
57	1	M.Sc in Forest Management	1			24							1	1.80		C	1.80	
58	1	Master level in Finance and Accounting	2			24			2	3.60						A	3.60	

59	1	MBA	5			24			2	3.60	3	5.40					A	9.00
60	1	MBA (Finance)	1			24			1	1.80							A	1.80
In-country Short term Trainings			2465	0	0	26	435	9.900	501	12.84	586	14.44	498	12.32	445	11.15		60.65
61	2	ATP	1905				375	9.25	350	8.64	380	9.38	400	9.87	400	9.87		47.00
62	4	Office Management	13			0.25				0.00	6	0.05	7	0.05			B	0.10
63	4	Marketing and Customer Care	8			0.5			5	0.08	3	0.05					A	0.12
64	4	Marketing & Advertising	1			0.5			1	0.02							A	0.02
65	4	Computer Hardware training	1			0.5				0.00	1	0.02					B	0.02
66	4	Commercial Accounting	10			0.5				0.00	10	0.15					B	0.15
67	4	Internet Security	3			0.5			3	0.05							A	0.05
68	4	Basic Accounting	22			0.5				0.00			22	0.33			B	0.33
69	4	Book Keeping	15			0.5				0.00	15	0.23					B	0.23
70	4	Company Secretary	8			0.5				0.00	8	0.12					B	0.12
71	4	Training on leadership Development	4			0.5				0.00	4	0.06					B	0.06
72	4	Transport Operation & Management	5			0.5				0.00	5	0.08					B	0.08
73	4	Entrepreneurship	18			0.5				0.00	18	0.27					B	0.27
74	4	Financial Management	9			0.3	9			0.00							A	0.00
75	4	Small Business Management	11			0.5			11	0.17							A	0.17
76	4	Data Base Administration	3			0.75				0.00	3	0.07					B	0.07
77	4	Cost Accounting	3			0.75			3	0.07							A	0.07
78	4	Stock and Inventory Management	9			0.75				0.00					9	0.20	C	0.20
79	4	Auto - CAD	5			1				0.00			5	0.15			B	0.15
80	4	Office Management	5			0.3	5	0.07		0.00							A	0.07
81	4	Business Management/Development	6			1				0.00					6	0.18	B	0.18
82	4	Business Management Courses	80			1			20	0.60	20	0.60	20	0.60	20	0.60	B	2.40
83	4	Auto Repairs	50			1				0.00	20	0.60	20	0.60	10	0.30	B	1.50
84	4	HRD	1			0.3	1			0.00							A	0.00
85	4	E-Commerce	15			1			15	0.45							A	0.45
86	4	Financial Mngement	9			0.3	9										A	0.00
87	4	Welding & Fabrication	25			1					25	0.75					B	0.75
88	4	Personnel management	3			1					3	0.09					B	0.09
89	4	Sales Management	15			1					15	0.45					B	0.45
90	4	Financial Management	18			1			18	0.54							B	0.54
91	4	Office Management	24			1							24	0.72			B	0.72
92	4	Marketing and Customer Care	25			1			25	0.75							A	0.75
93	4	IT Management	11			0.3	11	0.19									A	0.19
94	4	Project Management	10			0.3	10	0.13									A	0.13

95	4	Marketing Management	15			0.3	15	0.26									A	0.26
96	4	Marketing & Advertising	25			1			25	0.75							A	0.75
97	4	Computer Hardware training	25			1					25	0.75					B	0.75
98	4	Commercial Accounting	25			1					25	0.75					B	0.75
99	4	Internet Security	25			1			25	0.75							A	0.75
Total			2975	0	0		455.	35.47	660.	43.44	772.	57.13	575.0	33.10	513.00	18.35	0.00	187.49

6.18 Annexure 11: HRD Implementation Plan for Education Sector for the 10FYP

Sl. #	Lvl	Broad Field of Study	Slots	Duration (mths)	Year 1 Slots	Year 1 Bdgt	Year 2 Slots	Year 2 Bdgt	Year 3 Slots	Year 3 Bdgt	Year 4 Slots	Year 4 Bdgt	Year 5 Slots	Year 5 Bdgt	Priority	Total Budget
		Ex- Country	197		1	1.74	28	25.6	76	38.29	60	25.28	32	19.41		110.315
		Short Courses	128		0	0	13	5.35	48	4.088	40	4.125	27	14.46		28.025
1	4	Advance Accounting course	13	0.5					4	0.15	5	0.188	4	0.15	A	0.4875
2	4	Advanced Financial management	2	1					2	0.15					AB	0.15
3	4	Event Management	2	1					2	0.15					A	0.15
4	4	Network Development	10	1				0.075	4	0.3	3	0.225	3	3.075	A	3.675
5	4	Office Management	15	1				0.075	3	0.225	6	0.45	6	6.075	A	6.825
6	4	Performance Planning	14	1			3	3.075	4	0.3	4	0.3	3	3.075	A	6.75
7	4	Project Management	5	1				0.075	5	0.375				0.075	A	0.525
8	4	SME Management	4	1			1	1.075	1	0.075	1	0.075	1	1.075	A	2.3
9	4	Micro Enterprise Management	15	1					5	0.375	5	0.375	5	0.375	A	1.125
10	4	Project Management	8	1			3	0.225	4	0.3	1	0.075			A	0.6
11	4	Risk management	5	1			2	0.15	3	0.225					A	0.375
12	4	Management of Private Schools & Day Care Centres	15	1.5					5	0.563	5	0.563	5	0.5625	A	1.6875
13	4	Curriculum Development for schools	15	2			4	0.6	6	0.9	5	0.75			A	2.25
14	4	Material Management	5	3							5	1.125			A	1.125
		Diploma	31		0	0	5	2.25	12	5.4	11	4.95	3	1.35		13.95
15	3	Diploma in school management	13	6			3	1.35	4	1.8	6	2.7			B	5.85
16	3	Diploma in ToT	8	6					3	1.35	3	1.35	2	0.9	B	3.6
17	3	Diploma in Performance Management	7	6			2	0.9	4	1.8	1	0.45		0	B	3.15
18	3	Diploma in Day care Centre Management	3	6				0	1	0.45	1	0.45	1	0.45	B	1.35
		Masters	38		1	1.74	10	18	16	28.8	9	16.2	2	3.6		68.34
20	1	M.Ed Geography	4	24			2	3.6	2	3.6					B	7.2
21	1	M.Ed Physics	4	24					2	3.6	2	3.6			B	7.2
22	1	M.Ed Biology	6	24			2	3.6	3	5.4	1	1.8			B	10.8
23	1	M.Ed Chemistry	4	24			1	1.8	1	1.8	1	1.8	1	1.8	B	7.2

24	1	M.Ed Computer Science	7	24			2	3.6	2	3.6	2	3.6	1	1.8	B	12.6
25	1	M.Ed English and Literature	4	24			1	1.8	2	3.6	1	1.8			B	7.2
26	1	M.Ed Maths	4	24					2	3.6	2	3.6			B	7.2
27	1	M.Ed	1	24	1	1.74									B	1.74
28	1	MBA	4	24		0	2	3.6	2	3.6					B	7.2
		In-country	156		2	0.0174	31	6.78	68	10.44	49	9.495	6	6.48		48.2124
		In-country short courses	127	8.55	2	0.0174	25	0.3	59	0.72	41	0.855	0	0	A	16.8924
29	4	Basic Accounting	20	0.5					10	0.15	10	0.15			B	0.3
30	4	Book Keeping	15	0.5							15	0.225			B	0.225
31	4	Entrepreneurship	12	0.5			4	0.06	8	0.12					B	0.18
32	4	HRD	1	1	1										A	0
33	4	Small Business Management	13	0.5			6	0.09	7	0.105					A	0.195
34	4	Training on leadership Development	4	0.5					4	0.06					B	0.06
35	4	Cost Accounting	2	0.75					2	0.045					B	0.045
36	4	Human Resource Management	3	1					3	0.09					B	0.09
37		TOT./ IT Enabling services	30				10		20							15
38	4	Office Management	8	1							8	0.24			B	0.24
39	4	Marketing management	1	0.3	1	0.0174									A	0.0174
40	4	Personnel management	3	1							3	0.09			B	0.09
41	4	Sales Management	15	1			5	0.15	5	0.15	5	0.15			B	0.45
		In-country long courses	29	108	0	0	6	6.48	9	9.72	8	8.64	6	6.48	0	31.32
		B Ed Dzongkha	9	36			2	2.16	3	3.24	3	3.24	1	1.08	B	9.72
		B Ed (Mathematics)	11	36			2	2.16	3	3.24	3	3.24	3	3.24	B	11.88
29	2	B.Ed	9	36			2	2.16	3	3.24	2	2.16	2	2.16	B	9.72
Total			353		3	1.7574	59	32.38	144	48.72	109	34.77	38	25.89		143.52

6.19 Annexure 12: HRD Implementation Plan for the Information and Communication Technology for the 10FYP

Sl. #	Lvl	Broad Field of Study	Slots	Duration (mths)	Year 1 Slots	Year 1 Bdgt	Year 2 Slots	Year 2 Bdgt	Year 3 Slots	Year 3 Bdgt	Year 4 Slots	Year 4 Bdgt	Year 5 Slots	Year 5 Bdgt	Priority	Total Budget
		Ex country	258		4.00	5.57	87.00	13.58	89.00	11.03	61.00	13.65	17.00	3.83		47.65
		Short Term	251		2.00	1.19	85.00	9.98	89.00	11.03	58.00	8.25	17.00	3.83		34.26
1	4	Advance Accounting course	12	0.50			4	0.15	4	0.15	4	0.15			A	0.45
2	4	Advanced Financial management	5	1.00					3	0.23	2	0.15			A	0.38
3	4	Computer Hardware Maintenance	35	3.00			10	2.25	15	3.38	10	2.25			A	7.88
4	4	Electronic Repair	53	1.00			16	1.20	20	1.50	17	1.28			A	3.98
5	4	Event Management	5	1.00			5	0.38							A	0.38
6	4	Financial Management	13	1.00			5	0.38	5	0.38	3	0.23			A	0.98
	4	ST	2		2	1.19									A	1.19
7	4	Material Management	4	3.00							2	0.45	2	0.5	A	0.90
8	4	Mobile phone repairs	20	1.00			10	0.75	10	0.75					A	1.50
9	4	Network designing & development	40	3.00			10	2.25	10	2.25	10	2.25	10	2.3	A	9.00
10	4	Performance Management	4	1.00			4	0.30							A	0.30
11	4	Printing technology: Offset & Desktop	20	1.00			10	0.75	10	0.75					A	1.50
12	4	Project Management	10	1.00					5	0.38	5	0.38			A	0.75
13	4	Project Preparation	6	1.00			6	0.45							A	0.45
14	4	Risk management	2	1.00					2	0.15					A	0.15
15	4	SME management	20	3.00			5	1.13	5	1.13	5	1.13	5	1.1	A	4.50
		Masters	7		2.00	4.39	2.00	3.60	0.00	0.00	3.00	5.40	0.00	0.00		13.39
16	1	Masters	2		2	4.39									A	4.39
17	1	MBA	5	24.00			2	3.60			3	5.40			A	9.00
		In-country	2856		274.00	37.35	841.00	18.14	49	18.95	815.00	17.25	45.00	1.95		93.63
18	4	Generic Skills for IT ES Sector	168		168	35.28									A	35.28
19	4	Basic Accounting	37	0.50					17	0.26	20	0.30			A	0.56
20	4	Company Secretary	8	0.50					8	0.12					A	0.12
21	4	Entrepreneurship	26	0.50			13	0.20	13	0.20					A	0.39
22	4	Cost Accounting	2	0.75					2	0.05					A	0.05
23	4	Basic Computer Course	50	1.00			25	0.75	25	0.75					A	1.50
24	4	Database Management	60	1.00			15	0.45	15	0.45	15	0.45	15	0.5	A	1.80
25	4	Human Resource Management	3	1.00					3	0.09					A	0.09
26	4	Financial Management	1	0.30	1	0.02									A	0.02
27	4	Office management	2	0.30	2	0.03									A	0.03
28	4	Project Management	1	0.30	1	0.01									A	0.01
29	4	Generic Skills Development Prog.	2350	3.00	100	2.00	750	15.00	750	15.00	750	15.00			A	47.00
30	4	HRD	1	2.00	1										A	0.00

31	4	Marketing Management	1	0.30	1	0.02									A	0.02
32	4	IT Training	80	1.00			20	0.60	20	0.60	20		20	0.6	A	2.40
33	4	Office Management	8	1.00					8	0.24					A	0.24
34	4	Personnel management	3	1.00					3	0.09					A	0.09
35	4	Sales Management	15	1.00			8	0.24	7	0.21					A	0.45
36	4	Web designing & development	40	3.00			10	0.90	10	0.90	10	0.90	10	0.9	A	3.60
Total			3114		278.00	42.92	928.00	31.71	236	29.97	876.00	30.90	62.00	5.78		141.28

6.20 Annexure 13: HRD Implementation Plan for Hospitality and Tourism Sector for the 10FYP

Sl. #	Lvl	Broad Field of Study	Slots	Duration (mths)	Year 1 Slots	Year 1 Bdgt	Year 2 Slots	Year 2 Bdgt	Year 3 Slots	Year 3 Bdgt	Year 4 Slots	Year 4 Bdgt	Year 5 Slots	Year 5 Bdgt	Priority	Total Budget
Ex country			534		2	2.32	134	11.59	160	13.91	135	14.21	103	8.36		50.40
Short term Ex-country Courses			528		0	0.00	133	9.79	159	12.11	133	10.61	103	8.36		40.88
1	4	Advance Accounting course	20	0.5			5	0.19	5	0.19	5	0.19	5	0.19	A	0.75
2	4	Advanced Financial management	5	1					5	0.38					A	0.38
3	4	Bartending	50	1			20	1.50	10	0.75	10	0.75	10	0.75	A	3.75
4	4	Event Management	5	1			5	0.38							A	0.38
5	4	Financial Management	13	1					7	0.53	6	0.45			A	0.98
6	4	Food & Beverage Mgt.	40	1			10	0.75	10	0.75	10	0.75	10	0.75	A	3.00
7	4	Food Production	80	1			20	1.50	20	1.50	20	1.50	20	1.50	A	6.00
8	4	Hospitality/ Entertainment Mgt	150	1			40	3.00	40	3.00	40	3.00	30	2.25	A	11.25
9	4	Micro Enterprise Management	10	1							5	0.38	5	0.38	A	0.75
10	4	Performance Management	10	1			5	0.38	5	0.38					A	0.75
11	4	Project Management	8	1					4	0.30	4	0.30			A	0.60
12	4	Project Preparation	6	1			3	0.23	3	0.23					A	0.45
13	4	Quality Control/Certification	10	1			5	0.38	5	0.38					A	0.75
14	4	Quality service and customer relations	20	1			10	0.75	10	0.75					A	1.50
15	4	Resort management & operations	20	1					10	0.75	10	0.75			A	1.50
16	4	Risk management	5	1					5	0.38					A	0.38
17	4	Tours & Travel Management	40	1			10	0.75	10	0.75	10	0.75	10	0.75	A	3.00
18	4	Air Ticketing & Travel Management	30	1.5					10	1.13	10	1.13	10	1.13	A	3.38
19	4	Material Management	6	3							3	0.68	3	0.68	A	1.35
Diploma			2		2	2.32	0	0.00	0	0.00	0	0.00	0	0.00		2.32
	4	Diploma in Hotel Management	2		2	2.32		0.00		0.00		0.00		0.00	A	2.32
Bachelors Courses			2		0	0.00	1	1.80	0	0.00	1	1.80	0	0.00		3.60
20	2	BA (Hospitality and Tourism Mgn.)	2	24			1	1.80			1	1.80			A	3.60
Masters Courses			2		0	0.00	0	0.00	1	1.80	1	1.80	0	0.00		3.60
21	1	MBA (Hospitality and Tourism Mgn.)	2	24					1	1.80	1	1.80			A	3.60
In-country			756		23	0.27	180	5.18	252	6.92	186	5.27	115	4.05		21.67
22	4	Basic Accounting	22	0.5					22	0.33					A	0.33
23	4	Book Keeping	15	0.5					15	0.23					A	0.23
24	4	Company Secretary	8	0.5							8	0.12			A	0.12
25	4	Guiding	150	1			40	1.20	40	1.20	40	1.20	30		A	4.50
26	4	Cost Accounting	2	0.75					2	0.05					A	0.05
27	4	Entrepreneurship	18	0.5							18	0.27			A	0.27
28	4	Financial Management	4	0.3	4	0.07									A	0.07
29	4	Hotel Management & Catering technology	80	3			20	1.80	20	1.80	20	1.80	20	1.80	A	7.20
30	4	House Keeping	100	1			25	0.75	25	0.75	25	0.75	25	0.75	A	3.00
31	4	HRM	3	0.3	3										A	0.00
32	4	Human Resource Management	10	1					10	0.30					A	0.30

33	4	Office Management	8	1				8	0.24					A	0.24	
34	4	Marketing Management	2	0.3	2	0.02								A	0.02	
35	4	Personnel management	10	1				10	0.30					A	0.30	
36	4	Sales Management	15	1				15	0.45					A	0.45	
37	4	Small Business Management	30	0.5			15	0.23	15	0.23				A	0.45	
38	4	Office Management	4	0.3	4	0.05								A	0.05	
39	4	Project Management	10	0.3	10	0.13								A	0.13	
40	4	Training on leadership Development	10	0.5			10	0.15						A	0.15	
41	4	Transport Operation & Management	5	0.5						5	0.08			A	0.08	
42	4	Waiter	250	0.5			70	1.05	70	1.05	70	1.05	40	0.60	A	3.75
Total			1290		25	2.59	314	16.76	412	20.83	321	19.48	218	12.41	72.07	

6.21 Annexure 14: HRD Implementation Plan for Power Sector for the 10FYP

Sl. #	Lvl	Broad Field of Study	Slots	Duration (mths)	Year 1 Slots	Year 1 Bdgt	Year 2 Slots	Year 2 Bdgt	Year 3 Slots	Year 3 Bdgt	Year 4 Slots	Year 4 Bdgt	Year 5 Slots	Year 5 Bdgt	Priority	Total Budget
		Ex-country	582		4	2.37	232	250.25	236	32.90	91	16.36	19	1.33		303.22
		Study tour	27		0	0.00	15	16.85	12	4.43	0	0.00	0			21.28
1	6	Earthing Practices	9	10			4	4.83	5	4.17					B	9.00
2	6	Seminar/Workshop/Conference	4	10			4	4.94							B	4.94
3	6	Study Tour to Prominent Electric Utilities in South Asia/Europe	8	0.5			4	4.04	4	0.15					B	4.19
4	6	Study Tours	6	0.5			3	3.04	3	0.11					B	3.15
		Short courses	531		4	2.37	207	213.96	216	16.77	85	5.56	19	1.33		239.99
5	4	Advance Accounting course	12	0.5			4	4.04	4	0.15	4	0.15			B	4.34
6	4	Advance AutoCAD & AutoLisp training (programming)	8	0.5			4	4.04	4	0.15					B	4.19
7	4	Advance Office Management with Computer Aided application	20	1			5	5.08	5	0.38	5	0.38	5	0.38	B	6.20
8	4	Advanced Financial management	2	1					2	0.15					B	0.15
9	4	Basic Business Accounting for Corporate and private sector	10	1			5	5.08	5	0.38					B	5.45
10	4	Best practices of Hydro power plant Maintenance	5	1.5			5	5.11							A	5.11
	4	Short Term	4		4	2.37									B	2.37
11	4	Best practices of Hydro power plant Operation	5	1.5			5	5.11							A	5.11
12	4	Cable Jointing Training	3	0.5					3	0.11					B	0.11
13	4	Civil Structural Design	1	0.75					1	0.06					B	0.06
14	4	Commercial Accounting	20	1			5	5.08	5	0.38	5	0.38	5	0.38	C	6.20
15	4	Comprehensive Design of High Voltage transmission lines & substation	2	0.75					2	0.11					B	0.11
16	4	Computer and System Development	1	1					1	0.08					B	0.08
17	4	Condition Monitoring of Generators	3	0.75			3	3.06							A	3.06
18	4	Condition Monitoring of Turbines	3	0.75			3	3.06							A	3.06
19	4	Construction Management	3	0.75					3	0.17					B	0.17
20	4	Construction Management (Software Training)	5	0.5					3	0.11	2	0.08			B	0.19
21	4	Corporate accounting	2	1					2	0.15					B	0.15
22	4	Corporate management (Administration)	2	0.5					2	0.08					B	0.08
23	4	Corporate management (Finance)	2	0.5					2	0.08					B	0.08
24	4	Corporate Strategies	4	1			2	2.08	2	0.15					B	2.23
25	4	Dam Safety & Inspection	2	0.75			2	2.06							A	2.06
26	4	Database Administration (Oracle, Foxpro, My SQL)	2	0.75			2	2.06							A	2.06
27	4	Digital control of turbine-governing system	3	1			2	2.08	1	0.08					A	2.15
28	4	Digital Protection relay for Feeders,	15	0.75			5	5.06	5	0.28	5	0.28			A	5.62

Generators and Transformer															
29	4	Distribution Automation System	2	0.5				2	0.08					B	0.11
30	4	Distribution Substation planning, design, equipment selection etc including safety regulation	3	12			3	3.90						A	3.90
31	4	Electric Utility Management	5	1.5				3	0.34	2	0.23			B	0.68
32	4	Electrical System Studies, Planning & Analysis (DD)	3	0.5			3	3.04						A	3.04
33	4	Energy Auditing & System Losses	2	0.5			2	2.04						A	2.04
34	4	Enhancing Managerial Competence	15	0.75				5	0.28	5	0.28	5	0.28	B	0.84
35	4	Environmental Impact Assessment/Environmental Management	1	0.75				1	0.06					B	0.06
36	4	Event Management	2	1			2	2.08						A	2.08
37	4	Fibre Optic communication	2	1				2	0.15					B	0.15
38	4	Financial Accounting and Management with Computer aided application	10	1				5	0.38	5	0.38			B	0.75
39	4	Financial Management	13	1			5	5.08	5	0.38	3	0.23		B	5.68
40	4	Financial Strategic Management	10	0.75				5	0.28	5	0.28			B	0.62
41	4	Fire Fighting	3	3			3	3.23						A	3.23
42	4	Flood control management	2	0.75			2	2.06						A	2.06
43	4	Gates, screens and valves in hydropower stations	3	1			2	2.08	1	0.08				A	2.15
44	4	High voltage safety	3	0.25				3	0.06					B	0.06
45	4	Hotline Testing Maintenance	14	0.5			4	4.04	5	0.20	5	0.20		B	4.44
46	4	HV and EHV substation Design and its specification	1	0.75			1	1.06		0.00				A	1.06
47	4	Hydraulic governing system (fluid mechanical) including nozzles and deflectors	3	1			3	3.08		0.00				A	3.08
48	4	Hydraulic safety	3	0.25				3	0.06					B	0.06
49	4	Hydrology	2	0.25				2	0.04					B	0.04
50	4	Industrial safety (workshop safety)	3	0.25				3	0.06					B	0.06
51	4	Industrial Security Intelligence Course	2	0.5			2	2.04						A	2.04
52	4	Industrial Security Management Course for Security Officers	2	1				2	0.15					B	0.15
53	4	Instrumentation and control in power station	3	0.25			3	3.02						A	3.02
54	4	Instrumentation of Dam gallery and power House	2	1.5			2	2.11						A	2.11
55	4	Maintenance of Auxiliary Supply Battery	2	0.75			2	2.06						A	2.06
56	4	Maintenance of Dam and Power House	2	1			2	2.08						A	2.08
57	4	Maintenance of Generator & Power Transformers	3	1			3	3.08						A	3.08
58	4	Maintenance of Pumps, Motors & Compressors	5	0.75			3	3.06	2	0.11				A	3.17

59	4	Maintenance of tunnels	2	1				2	0.15					B	0.15	
60	4	Maintenance & Testing of Power Distribution Transformer	5	10			3	3.75	2	1.50				A	5.25	
61	4	Maintenance of bearings	3	1			3	3.08						A	3.08	
63	4	Maintenance of civil structures (roads and buildings)	2	1					2	0.15				B	0.15	
64	4	Maintenance of electrical equipment	11	1			5	5.09	6	0.53				A	5.62	
65	4	Maintenance of switchgear	6	1			4	4.08	2	0.15				A	4.23	
66	4	Management Information System (MIS)	14	0.5			4	4.04	5	0.20	5	0.20		A	4.44	
67	4	Material Management	2	1.5							2	0.23		C	0.23	
68	4	Measurements theoretical and practical	3	1			3	3.08						A	3.08	
69	4	Meter Testing & Calibration	6	13			4	5.14	2	2.28				A	7.41	
70	4	Micro Enterprise Management	8	1							4	0.30	4	0.30	C	0.60
71	4	Multimedia & Graphics	2	0.5							2	0.08		C	0.08	
72	4	Non destructive testing, ultra sonic testing	2	1					2	0.15				B	0.15	
73	4	Numerical relays	2	1			2	2.08						A	2.08	
74	4	Operation & Maintenance of Transmission Lines	6	0.5					3	0.11	3	0.11		B	0.23	
75	4	Operation & Maintenance of Switchyard	3	0.75			3	3.06						A	3.06	
76	4	Operation and Maintenance of Distribution lines and substations	6	0.75			3	3.06	3	0.17				A	3.23	
77	4	Performance Management	2	1			2	2.08						A	2.08	
78	4	Power System Operational Control and Load Dispatch techniques	16	0.75			8	8.06	8	0.45				A	8.51	
79	4	Power System Protection and Control	5	1			3	3.08	2	0.15				A	3.23	
80	4	Power System Studies	5	0.75					3	0.17	2	0.11		B	0.28	
81	4	Practical maintenance training	4	0.75			4	4.06						A	4.06	
82	4	Project & Procurement Management Course	3	0.5			3	3.04						A	3.04	
83	4	Project Management	6	1					3	0.23	3	0.23		B	0.45	
84	4	Project Management and Construction Techniques	2	0.5					2	0.08				B	0.08	
85	4	Project Planning, Development and Management Course	4	0.75			2	2.06	2	0.11				A	2.17	
86	4	Project Preparation	2	1			2	2.08						A	2.08	
87	4	Protection of electrical equipment	2	1			2	2.08						A	2.08	
88	4	Quality Control/Certification	3	1			3	3.08						A	3.08	
89	4	Reactive Power Management in Power System and Availability based Tariff- Experience of Power Utilities	10	0.5			5	5.04	5	0.19				A	5.23	
90	4	Rehabilitation and retrofitting of structures	5	0.5					5	0.19				B	0.19	
91	4	Rehabilitation/reclamation of turbines	3	0.75			3	3.06						A	3.06	
92	4	Remote Terminal Unit Implementation	2	0.75					2	0.11				B	0.11	
93	4	Renovations, Modernization and Extension	15	0.5			5	5.04	5	0.19	5	0.19		B	5.41	

130	4	Company Secretary	8	0.5			4	4.02	4	0.06					B	4.08
131	4	Customer Service Management	10	0.5			5	5.02	5	0.08					B	5.09
132	4	Entrepreneurship	17	0.5			8	8.02	9	0.14					B	8.16
133	4	Financial Management for Technical person	10	0.5					5	0.08	5	0.08			B	0.17
134	4	Small Business Management	9	0.5			9	9.02							A	9.02
135	4	Training on leadership Development	4	0.5					4	0.06					B	0.08
136	4	Transport Operation & Management	5	0.5					5	0.08					B	0.09
137	4	Advance Computer Course	3	0.75					3	0.07					B	0.09
138	4	Cost Accounting	2	0.75					2	0.05					B	0.07
139	4	Distribution Management	7	0.75					7	0.16					B	0.18
140	4	office Administration & Management	2	0.75					2	0.05					B	0.07
141	4	Performance Appraisal System	1	0.75					1	0.02					B	0.05
142	4	Procurement and Inventory Management	3	0.75			1	1.02	1	0.02	1	0.02			B	1.07
143	4	Store Keeping	2	0.75					2	0.05					B	0.07
144	4	Supply chain management	8	0.75			4	4.02	4	0.09					B	4.11
145	4	Web & Mail Administration	1	0.75			1	1.02							A	1.02
146	4	Human Resource Management	3	1					1	0.03	2	0.06			B	0.12
147	4	Human Resources Information System	3	1			3	3.03							A	3.03
148	4	Office Management	8	1			2	2.03	2	0.06	2	0.06	2	0.06	B	2.21
149	4	Personal Information System	3	1			3	3.03							A	3.03
150	4	Personnel management	3	1					3	0.09					B	0.12
151	4	HRD	2		2	0.01								A/B	0.01	
152	4	Sales Management	15	1					5	0.15	5	0.15	5	0.15	B	0.48
153	4	Specialization courses on Recruitment and Selection process	2	1					2	0.06					B	0.09
154	4	Stores and inventory management	1	1			1	1.03							A	1.03
155	4	Stores Management	10	1					5	0.15	5	0.15			B	0.33
156	4	System and Network administration	1	1					1	0.03					B	0.06
157	4	Training & Development	2	1					2	0.06					B	0.09
158	4	Asset Management	2	1.5					2	0.09					B	0.14
159	4	Computerized Accounting System	2	1.5					2	0.09					B	0.14
160	4	Financial Management	2	1.5					2	0.09					B	0.14
161	4	Purchase Management	2	1.5					2	0.06					B	0.09
Total			779	397	6	2.38	277	296.1	359	35.45	111	16.88	26	1.54		352.36

6.22 Annexure 15: HRD Implementation Plan for Construction Sector for the 10FYP

Sl. #	Lvl	Broad Field of Study	Slots	Duration (mths)	Year 1 Slots	Year 1 Bdgt	Year 2 Slots	Year 2 Bdgt	Year 3 Slots	Year 3 Bdgt	Year 4 Slots	Year 4 Bdgt	Year 5 Slots	Year 5 Bdgt	Priority	Total Budget
		Ex-country	252		0		66	29.85	78	8.33	63	6.45	45	5.55		50.18
		Short Courses	240		0		54	4.65	78	8.33	63	6.45	45	5.55		24.98
1	4	Auto-CAD	12				4	0.15	4	0.15	4	0.15			B	0.45
2	4	Construction management	60	1			15	1.13	15	1.13	15	1.13	15	1.13	B	4.50
3	4	Construction project planning & management	30	1					10	0.75	10	0.75	10	0.75	B	2.25
4	4	Fabrication & Welding technology	15	1					5	0.38	5	0.38	5	0.38	B	1.13
5	4	Fibre technology/Joining	25	1			10	0.75	10	0.75	5	0.38			A	1.88
7	4	Financial Management	13	1					7	0.53	6	0.45			B	0.98
8	4	Heavy Duty machine operation	15	1			8	0.60	7	0.53					A	1.13
9	4	Landscaping	5	1			5	0.38							A	0.38
10	4	Metallurgical Training	15	1					5	0.38	10	0.75			B	1.13
11	4	Micro Enterprise Management	8	1									8	0.60	C	0.60
12	4	Performance Management	2	1			2	0.15							A	0.15
13	4	Project Management	6	1					3	0.23	3	0.23			B	0.45
14	4	Project Preparation	2	1			2	0.15							A	0.15
15	4	Quality Control/Certification	3	1			3	0.23							A	0.23
16	4	Risk management	2	1					2	0.15					B	0.15
17	4	Construction Machinery Management	10	3			5	1.13	5	1.13					A	2.25
18	4	Material Management	2	3									2	0.45	C	0.45
19	4	Mechanized Roads Construction & Management	15	6					5	2.25	5	2.25	5	2.25	B	6.75
		Diploma	4	72	0	0.00	4	10.80	0	0.00	0	0.00	0	0.00		10.80
20	3	Dip. In Civil	2	36			2	5.40							A	5.40
21	3	Dip. In Electrical	2	36			2	5.40							A	5.40
		Masters	8	72	0	0.00	8	14.40	0	0.00	0	0.00	0	0.00	0	14.40
22	1	M.Sc (Civil)	3	24			3	5.40							A	5.40
23	1	M.Sc (Electrical)	2	24			2	3.60							A	3.60
24	1	M.Sc (Environment)	3	24			3	5.40							A	5.40
		In-country	77	6.15	6	0.08	22	0.33	49	0.84	0	0.00	0	0.00		1.25
25	4	Entrepreneurship	18	0.5					18	0.27					B	0.27
26	4	Basic Accounting	22	0.5			22	0.33							B	0.33
27	4	Book Keeping	15	0.5					15	0.23					B	0.23
28	4	Cost Accounting	2	0.75					2	0.03					B	0.03
29	4	Human Resource Management	3	1					3	0.07					B	0.07

30	4	Financial Management	1	0.3	1	0.02									A	0.02
31	4	Project Management	3	0.3	3	0.04									A	0.04
32	4	Office Management	2	0.3	2	0.03									A	0.03
33	4	Office Management	8	1				8	0.18						B	0.18
34	4	Personnel management	3	1				3	0.07						B	0.07
Total			329		6	0.08	88	30.18	127	9.17	63	6.45	45	5.55		51.43

6.23 Annexure 16: HRD Implementation Plan for the Media, Communication and Transport Services for the 10FYP

Sl. #	Lvl.	Broad Field of Study	Slots	Duration (mths)	Year 1 Slots	Year 1 Bdgt	Year 2 Slots	Year 2 Bdgt	Year 3 Slots	Year 3 Bdgt	Year 4 Slots	Year 4 Bdgt	Year 5 Slots	Year 5 Bdgt	Priority	Total Budget
		Ex country	522		13	12.5	181	45.28	187	47.89	95	17.9	46	8.7		132.222
		Short courses	475		10	5.925	159	22.40	168	27.56	93	17.3	45	8.625		81.84375
1	4	Advance Accounting course	12	0.5			4	0.15	4	0.15	4	0.15			B	0.45
2	4	Advance Course in Graphic Designing	2	2			2	0.3							A	0.3
3	4	Advance course in hardware repair, Networking	1	1			1	0.075							A	0.075
4	4	Advance course in Windows Os installation and troubleshooting	1	1			1	0.075							A	0.075
5	4	Advance Courses in Adobe Indesign, Adobe Photoshop, Adobe Page Maker and Corel draw	2	2			2	0.3							A	0.3
6	4	Advance Courses in Paper Handling, Quality Control, Ink Water balance, basic maintenance of the printing machines	2	1			2	0.15							A	0.15
7	4	Advanced ENG Editing(TV)	2	1					2	0.15					B	0.15
10	4	Advanced Musician Course	10	1			5	0.375	5	0.375					A	0.75
11	4	Advanced Radio Production (DRAMA,DOCUMENTARY and FEATURES)	4	3			4	0.9							A	0.9
12	4	Advances Course Graphic/Sound/Music Recording	2	1			2	0.15							A	0.15
13	4	Animation	2	3					2	0.45					B	0.45
14	4	Attachment on election Reporting	12	0.75			6	0.337	6	0.338					A	0.675
15	5	Attachment with leading Advertising Agencies	4	1			4	0.3							A	0.3
16	4	Basic Camera, Lightning &Sound	5	1					5	0.375					B	0.375
18	4	Basic course on printing	2	1.5			2	0.225							A	0.225
19	4	Basic Radio Production	4	1.5				0	4	0.45					B	0.45
20	4	Basic Reporting Course	1	3				0	1	0.225					B	0.225
21	4	Camera & Lighting	50	3			10	2.25	10	2.25	20	4.5	10	2.25	B	11.25
22	4	Channel/Distribution Management	2	1			2	0.15							A	0.15
23	4	Commercial Radio/TV station Management	5	4			5	1.5							A	1.5
24	4	Computerized Commercial Accounting Course	2	1					2	0.15					B	0.15
25	4	Content Development & Animation	10	1			5	0.375	5	0.375					A	0.75
26	4	Digital transmission	1	0.5			1	0.037							A	0.0375
29	4	Electronic Repair	1	2			1	0.15							A	0.15

30	4	Event Management	2	1			2	0.15							A	0.15
31	4	Film acting	20	3			10	2.25	10	2.25					A	4.5
32	4	Film Editing & Sound Recording	40	3			10	2.25	10	2.25	10	2.25	10	2.25	B	9
33	4	Film Production/ direction	50	3			10	2.25	10	2.25	20	4.5	10	2.25	B	11.25
35	4	Further education in the field of Accounts Management	1	2					1	0.15					B	0.15
36	4	Graphics Designer	4	2			4	0.6							A	0.6
37	4	Hosting and Live Broadcast	4	2			4	0.6							A	0.6
38	4	Investigative Reporting	4	2			4	0.6							A	0.6
39	4	Jingle production	2	1					2	0.15					B	0.15
40	4	Journalism Studies	3	1			3	0.225							A	0.225
41	4	Layout & Designing	3	2					3	0.45					B	0.45
42	4	Library Management	2	3			2	0.45							A	0.45
43	4	Linux Administration	1	2					1	0.15					B	0.15
44	4	Local Area Network Adm. & Management	1	2					1	0.15					B	0.15
45	4	Material Management	2	3							2	0.45			C	0.45
46	4	Media Management	20	1			5	0.375	5	0.375	5	0.38	5	0.375	B	1.5
48	4	Multi-Media	15	3					5	1.125	5	1.13	5	1.125	B	3.375
49	4	News Archive Management	2	2			2	0.3							A	0.3
50	4	News Presentation Attachment	5	0.75					5	0.281					B	0.28125
51	4	News/Program Presentation	6	1					6	0.45					B	0.45
52	4	Performance Management	2	1			2	0.15							A	0.15
55	4	Post Press Training	4	1			4	0.3							A	0.3
56	4	Pre-Press Training	2	1			2	0.15							A	0.15
57	4	Presentation-IV/Techniques	4	3					4	0.9					B	0.9
58	4	Printers Training	4	1			4	0.3							A	0.3
59	4	Printing Press Management	2	1			2	0.15							A	0.15
60	4	Production & Direction	4	9					4	2.7					B	2.7
61	4	Production Management	3	1					3	0.225					B	0.225
62	4	Production of advertisements	2	1			2	0.15							A	0.15
65	4	Quality Control/Certification	3	1			3	0.225							A	0.225
66	4	Radio DJ attachment...	4	1			4	0.3							A	0.3
67	4	Refresher tours to some Newspaper Organization	3	0.5					3	0.113					B	0.1125
68	4	Research Training on Publishing	1	1			1	0.075							A	0.075
69	4	Revenue Management	2	1.5					2	0.225					B	0.225

70	4	RF Fundamentals	2	1			2	0.15							A	0.15
71	4	Risk management	2	1					2	0.15					B	0.15
72	4	Satellite Communications	2	0.5			2	0.075							A	0.075
73	4	Script writing	10	1					5	0.375	5	0.38			B	0.75
75	4	Short Course on Layout designing, commercial arts and basic maintenance of computer	1	0.5					1	0.038					B	0.0375
76	4	Short Courses/Diploma in Printing, Marketing & Management	1	2					1	0.15					B	0.15
		Short term Trainings	10		10	5.925									A	5.925
77	4	Short refresher course on Colour printing & Basic Maintenance	1	0.5			1	0.037							A	0.0375
78	4	Sound Recording & Production	4	3			2	0.45	2	0.45					A	0.9
79	4	Still photography & journalism	15	1					5	0.375	5	0.38	5	0.375	B	1.125
80	4	Strategic Business Management	2	3			2	0.45							A	0.45
81	4	Strategic Business Management	1	1					1	0.075					B	0.075
82	4	Studio Design	2	2			1	0.15	1	0.15					B	0.3
84	4	Television production & directions	2	1					2	0.15					B	0.15
85	4	Translator Course	4	1.5			1	0.112	1	0.113	2	0.23			B	0.45
86	4	TV production	2	0.75			1	0.0563	1	0.056					A	0.1125
87	4	Video editing/sound recording	20	1					10	0.75	10	0.75			B	1.5
88	4	Visual Communication	10	2			5	0.75	5	0.75					A	1.5
89	4	Web & Database technology	1	3			1	0.225							A	0.225
90	4	Writing for Web	2	2			2	0.3							A	0.3
91	4	Mass Communication	15	6					10	4.5	5	2.25			B	6.75
		Study tour,	4		0	0	1	0.075	1	0.075	1	0.08	1	0.075		0.3
83	6	Study tour/visits to Advertisement companies	4	1			1	0.075	1	0.075	1	0.08	1	0.075	A	0.3
		Attachment	3		0	0	3	1.35	0	0	0	0	0	0		1.35
92	5	Attachment with Newspaper Organization	3	6			3	1.35							A	1.35
		Bachelors	5		0	0	3	4.95	2	5.4	0	0	0	0		10.35
94	2	BA in Journalism	2	24			2	3.6							A	3.6

95	2	BBA	2	36				2	5.4					B	5.4	
97	2	Degree in Market Capturing/ Circulation	1	18			1	1.35						A	1.35	
		Diplomas and Cert	23		0	0	8	3.9	14	11.25	1	0.45	0	0		15.6
96	3	Commercial Accounting	1	18			1	1.35						A	1.35	
98	3	Diploma Course in Journalism	2	36					2	5.4				B	5.4	
99	3	Diploma in Accountancy	3	6					3	1.35				B	1.35	
27	3	Diploma in Financial Management & Accounting	2	3			1	0.225	1	0.225				B	0.45	
28	3	Diploma/short courses on maintenance of the machines, dummy layout and colour separation	1	1			1	0.075						A	0.075	
100	3	Diploma in Business Administration	1	6					1	0.45				B	0.45	
101	3	Diploma in Commercial Photography	2	6			1	0.45	1	0.45				B	0.9	
102	3	Diploma in Computer Networking	1	6			1	0.45						A	0.45	
103	3	Diploma in Computer Science	1	6			1	0.45						A	0.45	
104	3	Diploma in Library/Research	1	6					1	0.45				B	0.45	
105	3	Diploma in Marketing Management	2	6					1	0.45	1	0.45		B	0.9	
115	3	PG Diploma in Web Editing	1	6					1	0.45				B	0.45	
117	3	PG in Journalism	2	6			2	0.9						A	0.9	
106	3	Investigative/Diploma Journalism	3	9					3	2.025				B	2.025	
		Masters and Above	12		3	6.578	7	12.6	2	3.6	0	0	0	0		22.77825
107	1	Master in Human Resources Management	2	24					2	3.6				B	3.6	
108	1	Master of Journalism	4	24			4	7.2						A	7.2	
		Masters	3		3	6.578								A	6.57825	
109	1	Masters in Advertising	1	24			1	1.8						A	1.8	
111	1	Masters in Mass Communication	2	24			2	3.6						A	3.6	
		In-country	123		19	0.242	18	0.787	49	1.118	37	0.8	0	0		2.942119
119	4	Basic Accounting	22	0.5					11	0.165	11	0.17		B	0.33	
120	4	Basic Management Course	1	1					1	0.03				B	0.03	
121	4	Communication Skills Development	1	1					1	0.03				B	0.03	
123	4	Cost Accounting	2	0.75			1	0.022	1	0.023				B	0.045	

124	4	Customer Relations Management	2	0.5			1	0.015	1	0.015					B	0.03
125	4	Documentation	1	1					1	0.03					B	0.03
126	4	HRD	5		5	0.019									B	0.018519
128	4	Marketing Management	4		4	0.07									B	0.0696
129	4	IT Management	1		1	0.017									B	0.0174
130	4	Entrepreneurship	18	0.5			6	0.09	6	0.09	6	0.09			B	0.27
131	4	Financial Management	4		4	0.07									B	0.0696
133	4	Human Resource Management	3	1					3	0.09					B	0.09
134	4	ICT management & Planning	1	2			1	0.03							A	0.03
135	4	Office Management	5		5	0.067									B	0.067
136	4	Inventory Management	4	1					2	0.06	2	0.06			B	0.12
138	4	Maintenance of the offset Printing machines, Post press machines and pre press machines	1	2			1	0.03							A	0.03
139	4	Middle level Management	3	1				0	3	0.09					B	0.09
140	4	Office Management	8	1				0	4	0.12	4	0.12			B	0.24
141	4	Personnel management	3	1				0	3	0.09					B	0.09
143	4	Radio News Reporting and Writing....	6	3			6	0.54							A	0.54
144	4	Sales Management	15	1				0	5	0.15	10	0.3			B	0.45
145	4	Store/Procurement Management Course	2	1			2	0.06							A	0.06
147	4	Supply Chain Management	2	1					2	0.06				0	B	0.06
148	4	Training on leadership Development	4	0.5						0	4	0.06		0	B	0.06
149	4	Transport Operation & Management	5	0.5					5	0.075				0	B	0.075
Total			645		32	12.75	199	46.07	236	49.01	132	18.6	46	8.7		135.16

6.24 Annexure 17: List of Participants for the Consultative Workshop Held from the 3rd to the 6th of August 2009

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