



Employment Service Centre Strategy, Bhutan

Department of Employment and Entrepreneurship (DoEE)

Ministry of Industry Commerce and Employment (MoICE)

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Abbreviations

BBCC	Bhutan Board for Certified Counsellors
BLMIS	Bhutan Labour Market Information System
CID	Citizen Identity Card
DoEE	Department of Employment and Entrepreneurship
EOs	Employment Officers
EOL	Extra Ordinary Leave
ESC	Employment Service Centre
FY	Financial Year
ILO	International Labour Organisation
LMICGD	Labour Market Information and Career Guidance Division
MIS	Management Information System
MoEA	Ministry of Economic Affairs
MoICE	Ministry of Industry, Commerce and Employment
MoLHR	Ministry of Labour and Human Resources
NEP	National Employment Policy
PWDs	People with Disabilities
RCSC	Royal Civil Service Commission
ROICE	Regional Office for Industry, Commerce and Employment
YELP	Youth Engagement and Livelihood Program

FOREWORD

The Ministry of Industry, Commerce and Employment (MoICE) is pleased to bring forth the Employment Service Centre Strategy. Employment Service Centres (ESCs) are the functional arms of the Department of Employment and Entrepreneurship (DoEE) under MoICE. ESCs operate as an important communication link between jobseekers and employers and provide employment facilitation services such as online registration for job seekers and employers, referrals of job seekers to potential employers, placement, vacancy announcement and career guidance and counselling services. Information on labour market and other opportunities are also disseminated through the ESCs.

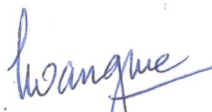
Despite the institution of such important centres with the mandate to cater employment related services and support the important job market players in the economy, there is a lack of a strategic document to strengthen and streamline the services. Thus, this document aims at identifying the strategic goals to strengthen the ESCs.

The strategy is based on the evidence gathered from the administrative records and documents maintained by the DoEE, consultations with the relevant focals of the ESCs and review of the international practices.

I commend the sincere efforts and commitment made by the DoEE. I would also like to express my appreciation and gratitude to the World Bank and its team for assisting with this task under the Human Capital Recovery and Resilience (HCRRP) PforR Program.

I look forward to implementing the strategic actions underlined in this document to realize the vision of our Ministry – to provide gainful employment to every Bhutanese.

Tashi Delek!


Tashi Wangmo
Secretary

ACKNOWLEDGEMENT

I would like to extend our sincere acknowledgement and appreciation to the World Bank for their invaluable support in the development of human capital in Bhutan through the Human Capital Recovery and Resilience Project (HCRRP).

The successful completion of the Employment Service Centre Strategy is a result of dedicated exertion made by the World Bank team. The development of the strategy document required extensive guidance and assistance, including the comprehensive situational analysis of all the Employment Service Centres (ESCs) located across different dzongkhags in the country. Their efforts are genuinely appreciated and I take the opportunity to express my gratitude to the team.

With great pleasure, I would also like to express my profound thanks to my colleagues for dedicatedly providing their support and significant contribution towards development of this strategy document. This document represents another milestone achievement for our department and let us implement the strategic recommendation with the same enthusiasm and dedication.

Thank you and Tashi Delek!



Kunzang Lhamu
Director General

1. Introduction

In many countries, Employment Service Centres (ESC) play a crucial role in connecting job seekers with employers and facilitating the process of finding employment. ESCs are defined as government institutions that plan and execute labour market policies to facilitate labour market adjustments and to cushion the impact of economic transitions¹. Public employment services have been established or upgraded to tackle the challenging labour market conditions faced by jobseekers, employers, and the most vulnerable populations.

ESCs around the world often provide a combination of services². Depending on the country, ESCs may perform some or all of the following functions: i) Job brokerage by publicly disseminating job vacancies to be filled in order to facilitate rapid matches between supply and demand; ii) Provision of labour market information by collecting data on job vacancies and potential applicants; iii) market adjustment by implementing labour market policies aimed at adjusting labour demand and supply; iv) Management of unemployment benefits by providing income support for unemployed persons, which includes both unemployment insurance and unemployment assistance; v) Management of labour migration by coordinating the geographic mobility across borders of persons who want to use and develop their skills in a new working environment.

In Bhutan, ESCs are placed under the Department of Employment and Entrepreneurship (DoEE), Ministry of Industry, Commerce and Employment (MoICE). The role and importance of the ESC is emphasized in the National Employment Policy (NEP) 2013, which states that “Employment Service Centres shall be strengthened to provide one-stop services to youth on various employment services including information on work opportunities, occupation profiles, career counselling services.” As ESCs provide a combination of services from the three divisions of the DoEE, that include the (i) Employment Service Division, (ii) Entrepreneurship Promotion Division and (iii) Labour Market Information and Career Guidance Division (LMICGD), ESCs are the functional arms of the DoEE.

This document aims at identifying strategic goals to strengthen the ESC in Bhutan over the coming years, in line with the NEP. It provides a situational analysis of the existing ESCs in the country, presents the challenges they currently face, and strategies to overcome these challenges³.

¹ Practitioners’ guides on employment service centres, ILO (2016).

² The World of Public Employment Services, OECD (2015).

³ Data about ESC and the services they currently offer is mostly limited to the number of visitors, as stated in the annual report of the DoEE. The information used to draft this strategy was collected through a desk review of the existing policies, annual reports, and interviews conducted with MoICE, and the ESC focal points in the five offices utilizing a semi-structured questionnaire.

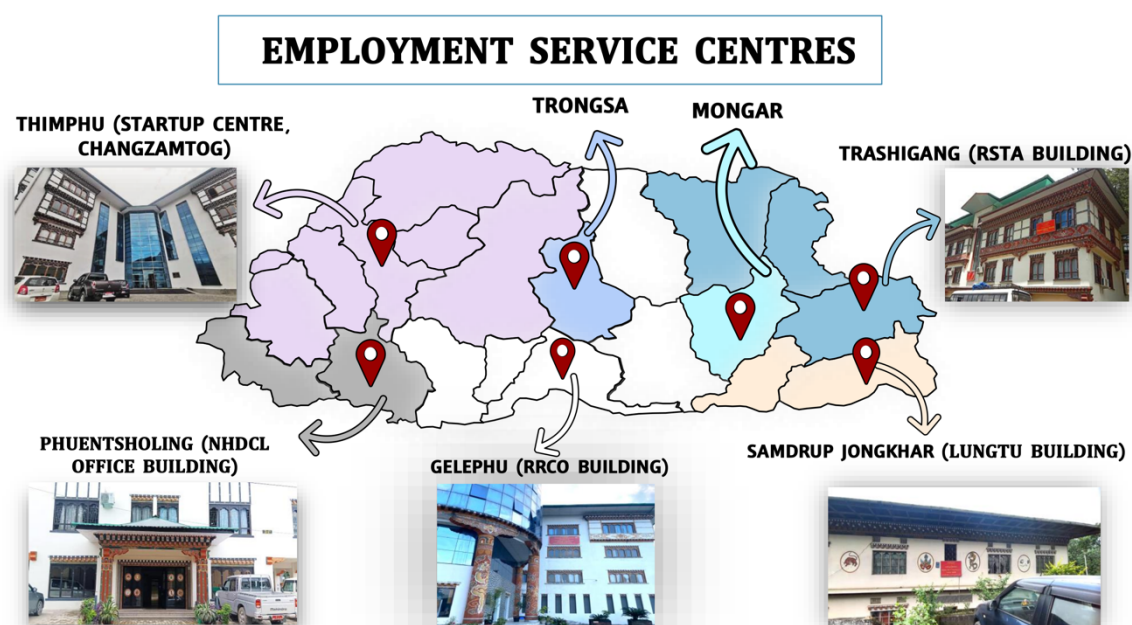
2. Situational Analysis of Employment Service Centres (ESCs)

2.1. Number and geographical location of the ESCs

Currently there are five Employment Service Centres (ESCs) under the DoEE and the Regional Office of Industry, Commerce and Employment (ROICEs)⁴. The centres are located in: i) Thimphu, covering Gasa, Paro, Thimphu, Haa, Punakha and Wangdue Phodrang; ii) Trashigang ROICE, catering services to Trashigang, Mongar, Trashiyangtse and Lhuentse; iii) Samdrup Jongkhar ROICE, to Samdrup Jongkhar and Pemagatshel; iv) Gelephu ROICE, covering Sarpang, Dagana, Tsirang, Zhemgang, Trongsa and Bumthang and v) Phuentsholing ROICE, which looks after Samtse and Chukha.

Two new ROICEs are being set up in Trongsa and Mongar as a result of the merging of the regional offices under the erstwhile Ministry of Labour and Human Resources (MoLHR) and Ministry of Economic Affairs (MoEA). With the addition of these two new offices, the jurisdiction of the ESCs will change.

Figure 1. Districts covered by the current ESCs



⁴ ROICEs are regional offices of the Ministry of Industry, Commerce and Employment located at Thimphu, Phuentsholing, Gelephu, Samdrup Jongkhar, Mongar and Trongsa. The ROICEs provide business promotion, monitoring and regulatory services, and employment and labour related services.

2.2. Staffing

The Thimphu ESC is operated by two regular and full-time administrative staff. They are supported by certified counsellors from the Ministry who visit the centre once a week to provide career guidance and counselling sessions.

All other ESCs are managed by the Employment Officers (EOs) who are the focals of the ESCs. Due to staff constraints and other responsibilities assigned by the Ministry, interns are recruited under engagement programs such as the Youth Engagement and Livelihood Program (YELP)⁵ of the DoEE to assist the EOs. These interns are trained by the EO of the ROICEs and their main responsibilities include assisting job seekers to register and access the services provided on the Bhutan Labour Market Information System (BLMIS).

2.3. Infrastructure and resources

While all the other ESCs are located within the ROICE office space, the Thimphu and Phuentsholing ESCs possess their own space. The Thimphu ESC is well equipped as compared to the other ESCs and provides reprographic services in addition to the other employment services. The other ESCs have limited equipment and facilities to assist the jobseekers and employers. The ESCs are open from 9 am to 5 pm from Monday to Friday.

2.4. Functions and services

As mandated by the NEP 2013, the ESCs function as an important communication link between jobseekers and employers⁶ and provide facilitation services such as registration, referrals, placement, vacancy announcements and career guidance and counselling services. In addition, the ESCs provide training and recruitment facilitation services to the job seekers and the employers.

The following services are provided to the job seekers:

- Online BLMIS Services
- Career guidance and counselling
- Assist in processing the security clearance for employment
- Job interview skills and curriculum vitae writing sessions
- Job matching, referrals and placement
- Information on current job vacancies
- Assist job seekers to submit documents to employers
- Information on in-country training opportunities and other labour market related information

⁵ The Youth Engagement and Livelihood Programme (YELP) is a wage subsidy program to promote school-to-work transition and provide job seekers with opportunities to enhance their skills and work experience. It was launched by the Ministry of Industry, Commerce and Employment (MoICE) in 2019.

⁶ Employers refer to any registered entity including the training providers.

- Reprographic services

The following services are offered to Employers:

- Online registration on BLMIS
- Announce job vacancies
- Arrange job interviews (employers & job seekers)
- Employment consultation
- Job matching, referral and placement
- Assist to update employee details and other information on BLMIS
- Assist to apply for foreign workers.

As per the administrative record maintained by the DoEE, the total number of visitors availing services from the ESCs in the Financial Year (FY) 2022-23 is 2373 (Table 1.). The visitors avail services such as YELP, enquire on labour rights, lodge grievances and seek dispute settlement, and seek training and job opportunities amongst others. However, in the case of ROICEs, the majority of the visitors are those seeking YELP support. The breakdown of visitors per ESC is in the table below.

Table 1. Number of jobseekers who visited the ESCs

Locations	FY 2021 – 2022	FY 2022 – 2023
Gelephu	147	280
Phuentsholing	42	41
Samdrup Jongkhar	105	240
Thimphu	1,621	1,802
Trashigang	0	10
Total	1,915	2,373

There has been an increase of 23.92% in the number of jobseekers visiting the ESC between FY 2021–22 to FY 2022–23. The Thimphu ESC has the highest number of visitors compared to the other four regions in both the FYs. The higher number of visitors in the Thimphu ESC can be attributed to its central location, regular staff, better facilities and higher concentration of jobs and clientele in the region.

The most common services include registration on the BLMIS, referral and placement. The Thimphu ESC follows up on the employment status of the job seekers after two months of registration while the other ESCs do not follow up on job seekers' status.

The table 2 below indicates the number of job seekers placed and referred for the FY-2022-2023:

Table 2. Number of job seekers placed and referred by ESC in the FY 2022-23.

Placement supported by ESCs (FY 2022-23)		
Month	Number of job seekers placed	Number of job seekers referred
July	191	6
August	223	105
September	351	81
October	423	77
November	379	385
December	510	57
January	476	40
February	503	21
March	466	28
April	340	20
May	218	47
June	193	46
Total	4273	913

The GOWA awareness forum was launched in 2021 to raise awareness on the various labour market opportunities and initiatives of the Ministry and relevant agencies. During these forums, training and skilling opportunities are presented to the participants. These forums also facilitate job placement through on-the-spot recruitment, acting as a platform to connect employers and jobseekers. The following table 3 shows the number of GOWA forums organised at the national and regional level since 2021.

Table 3. GOWA forums from 2021 to July 2023

Dzongkhag	No. of events held	No. of youths attended	No. of employers' present	No. of youths employed
Gelephu	5	375	53	41
Phuentsholing	4	258	27	31
Samdrup Jongkhar	5	213	45	27
Thimphu	11	1,259	115	141
Trashigang	6	398	47	90
Total	31	2,503	287	330

3. Challenges faced by Employment Service Centres (ESCs)

3.1. Capacity, staffing and services

Some of the staff are trained and certified in career guidance and counselling through a three months training program provided by the Paro College of Education and erstwhile Bhutan Board for Certified Counsellors (BBCC). At least one employment officer per regional office was trained and currently out of the 10 officers, only 7 remain. Capacity building for staff at the ESCs is limited and other specialised training besides the career guidance counselling training has not been provided.

This shortage of trained staff limits the services offered by the ESCs to assisting with basic services such as online registration on BLMIS, facilitating job referrals and placement and providing basic labour market information.

The EOs are not dedicated full-time to the ESCs and are required to carry out many other responsibilities such as labour and employment inspections, monitoring, workshops and information dissemination to various stakeholders.

There is an acute shortage of staff at the ESCs. This has been exacerbated by some officers leaving on Extra Ordinary Leave (EOL), transfers and resignation. The current regulations do not allow replacement of staff on EOL. Most of the ROICEs are staffed with only one EO, which makes it challenging to provide all the employment services required. The two new ROICEs are yet to be allocated with EOs.

3.2. Accessibility and communication

All ESCs (except Thimphu and Phuentsholing) are located in government administrative buildings, which limits the accessibility of the services. The ESCs located within ROICEs provide their services from a separate room or their own office space and are limited to the official working hours. The visitors are required to follow formal etiquette to visit the centres, which hinders their accessibility. Further, the facilities are not disabled friendly and conducive for youth engagement.

A draft Media and Communication Strategy and awareness packages has been developed to engage effectively with stakeholders and advocate on the initiatives of the DoEE. However, the limited resources have been a challenge in implementing the strategy. The ESCs do not have a visible sign board nor an information dissemination platform to promote its presence and effectively provide services in a consistent manner.

3.3. Office space, equipment and resources

Apart from the Thimphu and Phuntsholing ESCs, all ESCs lack proper office space, equipment and resources. Office space is mostly limited to one room with basic furniture and lacks computers with reliable internet. This hampers the most basic service of the

ESC, which is to assist visitors registering online in the BLMIS and limits the ESCs from providing the other services, such as individual career guidance and counselling.

3.4. Data management

The administrative data maintained by the ESCs are inconsistent and recorded manually in the excel sheet. The data on visitors are limited to those in handwritten logbooks, which include name, gender, and Citizenship Identity (CID) number (though it is not standardized across all the ROICEs) and important information like place of residence, purpose, qualification, experience, types of services availed are missing. The tracking of job seekers is carried out manually through calls.

There is no management information system recording data on registration, vacancy announcements, referral and placement services, tracking of employment status, career guidance and counselling sessions, walk-in clients availing the services, labour market information and other employment related events.

3.5. Performance management

Monitoring and Evaluation of the performance of the ESC is very limited due to the lack of a systematic mechanism and plan for monitoring and evaluating the performance of the ESCs. Apart from the number of visitors, and data maintained on referral and placement, no other indicators/ methods/ tools like client satisfaction surveys to measure the performance of the ESCs are available.

3.6. Budget availability

All ESCs lack allocated budget to perform their mandate except for Thimphu ESC which is allocated with some operation budget. This constrains the ESCs from initiating innovative and creative programs to make the ESCs more vibrant and proactive.

4. Strategic areas to strengthen Employment Service Centres (ESCs)

The ESCs face significant challenges and need to be strengthened in order to fulfil their mandates and achieve their targets. All ESCs need targeted focus on strategic thematic areas in order to garner the necessary support and investment.

4.1. Recognizing ESC as separate Unit

The ESCs are the functional arms of the Department of Employment and Entrepreneurship and provide employment related services in coordination with all the other divisions under the Department as well as the other government, private, corporate agencies and CSOs. In order to strengthen the services and have clear visibility of ESCs and its role, the following is recommended in the long term:

- a) Identify ESC as a separate office/unit under the Office of Director General, DoEE

4.2. Reinforcing services of ESC as “One-stop shop”

The ESCs act as a one-stop-shop for job seekers and employers. Job seekers are provided job search assistance, job referral and placement assistance, thus connecting them with employers. The Employers can connect with the job seekers to find a right match for their job openings and profile.

The following interventions will be adopted:

- b) Clarify and formalize the mandates and scope of services of the ESCs to the target group particularly job seekers and employers.
- c) Identify other products of the Ministry and services that can be provided such as entrepreneurship and start-up related services, career guidance and counselling, labour market information, information on employment programs, labour administration, and business promotion and development services, including the gender services and mentoring support.
- d) Cross organisational collaboration to provide services and information efficiently to job seekers and employers on all support programs offered by the government, international organisations, Corporations, Financial Institutes, Civil Society Organizations from the ESC or refer clients to relevant agencies.
- e) Promote the services of ESCs through online mode, facilitated online mode and face-to-face assistance.

4.3. Recruiting adequate staff

In order for the ESCs to deliver its mandate and function effectively, an adequate number of staff who are trained and qualified is necessary. As per the International Labour Organization’s (ILO) international best practices, ESCs should be staffed with at least

four staff including administrative assistants, certified/trained counsellors and at least two program/employment officers to function optimally⁷.

The ESCs shall be staffed as below:

- a) Employment/ Program officer, Certified counsellor, Administrative assistant. The numbers of staff for the ESCs will depend on the Staff Assessment Tool of the Royal Civil Service Commission (RCSC).

4.4. Providing training opportunities

The ESCs provide various services for which they will require professional capacities to carry out the responsibilities efficiently. This shall involve the following:

- a) Train and reskill/ upskill the professional capabilities of the ESC staff in the following areas:
 - ☐ Career guidance and counselling
 - ☐ Customer care and front-line services
 - ☐ Communication
 - ☐ Labour market research and analysis
 - ☐ Arbitration and negotiation
 - ☐ Data analytics and reporting
 - ☐ Design Thinking
 - ☐ Monitoring and Evaluation
 - ☐ Other relevant trainings

4.5. Selecting locations for ESCs

To improve the outreach and effectiveness of ESCs, the following should be done:

- a) Adopting the following standard criteria for selection of locations for ESCs: i) youth friendly locations, ii) centrally located, iii) easily accessible through public transportation, iv) well-marked and easy to locate, v) access to other public facilities and recreation centres, vi) sufficient space (sqm) to accommodate standard ESC configuration. ESCs should also be located geographically in areas with growing economic activity and higher population, etc.
- b) Ensure accessibility for People with Disabilities (PWDs) such as location on the ground floor, ramps, accessible restrooms, appropriate signage, etc.

⁷ International Labour Organisation. Practitioners' guides on employment service centres. Operating employment centres. Volume 2. Page 15.

4.6. Improving office set up

The success of the ESC is largely dependent on the layout and design of the centre. As such, there is a need to standardise and organise the set up in a welcoming and convenient manner. The following key features shall be considered:

- a) Adopt a standard office configuration including a reception and waiting area, separate counselling and interview rooms, office space for staff and training and workshop areas.
- b) Equip with relevant computers, furniture, reprographic services, internet connectivity and other facilities.

4.7. Providing inclusive and accessible services

ESCs should align and develop services as per the labour market demand, and also to increase inclusivity through the following:

- a) Services are developed and made more inclusive and accessible for the priority groups;
- b) Establishing linkages with associations and CSOs dedicated to supporting different target groups

4.8. Designing and implementing the Communications Strategy

Improvement of outreach and advertising of the services offered by ESCs shall be prioritised through the following:

- a) Advocate and raise awareness on the services of ESCs on a continuous basis through various mediums;
- b) Develop a biannual campaign delivery plan which details communication activities and campaigns.
- c) Adopt technology-based mechanisms such as dedicated helplines, email support, or video calls to facilitate quick and efficient communication with job seekers and employers.

4.9. Building an Integrated Management Information System (MIS)

To institute a robust and comprehensive data collection and management system, the following shall be implemented:

- a) Enhancement of the BLMIS with the provision of capturing information on referrals, placements, vacancies, and other labour market related information and employment related services provided.
- b) Development of Dashboard to support analysis of the data and reporting to ensure evidence-based decision making.
- c) Develop an ESC portal, providing an online one-stop-shop for clientele to promote easy access to information and services.

4.10. Institutionalizing Monitoring and Evaluation

The performance of ESCs shall be measured and tracked to identify strengths, weaknesses, and areas for improvement, through the following:

- a) Develop standard and clear indicators for evaluating the performance across all the ESCs.
- b) Institute a systematic mechanism and plan for monitoring and evaluating the performance of the ESCs.

5. Conclusion and way forward

ESCs play an important role in linking the major job market players in the economy and bring about positive outcomes in the labour market. It creates an effective platform for job seekers and employers to interact and avail critical information and opportunities that are available.

Despite concerted efforts being made to provide employment related services and support both job seekers and employers, the ESCs experience budget and human resource constraints and lack institutionalised services and regional coverage, limiting its visibility, sustainability and effectiveness.

The strategic areas identified in this document shall lead to the development and implementation of an action plan and an operational manual to standardise and ensure sustainable operation and management of the ESCs.

The DoEE in collaboration with the ROICES and other key stakeholders will take the lead role in the implementation of the Strategy. The Strategy will be reviewed as and when deemed necessary.

6. Implementation Plan

SL	Strategic Area	Activity	Actions/ Tasks	Responsbile Agency/Division	Timeframe	Approximate Budget required, in million for one time/ one year (Nu.)	Budget Resource	Remarks
4.1	Recognizing ESC as separate unit	a) Identify ESC as a separate office/unit under Office of Director General, DoEE	1. Submit proposal on ESC as a separate body under the office of Director General, DoEE	Lead: ESD, DoEE Collaboarting agency: RCSC, ROICEs	Long term plan		RGoB	
4.2	Reinforcing services of ESC as "One-stop shop"	a) Clarify and formalize the mandates and scope of services of the ESCs to the target group particularly job seekers and employers.	1. Develop Operational Manual for ESC 2. Conduct workshop for stakeholder to give inputs for the operational manual 3. Endorsement and implemntation of the Operational Manual for ESC 4. Development of pamphlets and brochures 5. Review and revise the Operational Manual on a need basis	Lead: ESD, DoEE Collaboarting agency: All Divisions of DoEE, ROICEs	Complete the development of Operational Manual by December 2023	0.8	RGoB Request technical assistance from the World Bank for Development of the Operational Manual	0.7 M for conducting workshops for stakeholders and development of Operational Manual 0.1 for development of pamphlets and brochures
		b) Identify other products and services of the Ministry that can be provided such as entrepreneurship and start-up related services, career guidance and counselling, labour market information, information on employment programs, labour administration, and business promotion and development services, including the gender specific services and mentoring support.	1. Quarterly coordination meeting between the ESCs and Department focals of the Ministry for updates and follow ups 2. In-house training to the ESC officials on application process of the different services	Lead: ESD, DoEE Collaborating agency: ROICEs and Departments under the Ministry	Start: After the endorsement ESC strategy and the Operational Manual	1	RGoB	1 M for one Coordination meeting to be held in-person (focals from all regions to be present) and would include in-house training for ESC staff. The other coordination meeting can be held virtually.
		c) Cross organisational collaboration to provide services and information efficiently to job seekers and employers on all support programs offered by the government, international organisations, Corporations, Financial Institutes, Civil Society Organizations from the ESC or refer clients to relevant agencies.	1. Identification of the organisations for cross-sectoral collaboration. 2. Dissemination of information that is a by-product of the cross-sectoral collaboration. 3. Quarterly coordination meetings with the cross-sectoral agencies	Lead: ESD, DoEE Collaborating agency: ROICEs, Other government agencies, international organisations, Corporations, Financial Institutes, Civil Society Organizations, etc	Start: After the endorsement ESC strategy and the Operational Manual	1	RGoB	Respective ESCs in DoEE and ROICEs to coordinate the coordination meetings with the cross-sectoral agencies
		d) Promote the services of ESCs through online mode, facilitated online mode and face-to-face assistance.	1. Develop awareness package on the services of ESCs	Lead: ESD and LMICGD, DoEE Collaborating agency: ROICEs	Twice a year	1	RGoB and explore support from other funding agencies	Development of videos and other awareness materials

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4.3	Recruiting adequate staff	a) Employment/ Program officer, Certified counsellor, Administrative assistant.	1. Develop and submit staffing proposal for the four ESCs to RCSC	Lead: ESD, DoEE Collaborating agency: RCSC, ROICES	Medium to long term plan	4.1	RGoB	1 Employment /Program/ Counsellor and 1 Adm. Assistant Budget (both at mid career level) for 4 ROICES would cost approximately Nu. 4.1 M annually (Nu. 50,000 gross pay for officer and Nu. 35,000 gross pay for adm. Asst per month). However, it will depend on the approval from RCSC
4.4	Providing Training opportunities	a) Train and reskill/ upskill the professional capabilities	1. Develop a training plan comprising of the following: 1.1. Training of the second cohort of career guidance and counseling. 1.2. Inclusion of training administrative staff (especially older experienced staff) for career guidance and counselling. 1.3. Refresher courses offered to trained counselors to keep abreast of best practices. 1.4. Provide training and refresher courses for the identified fields (in ESC strategy) for the officials and this to include sensitization of information related to priority groups.	Lead: ESD, DoEE Collaborating agency: ROICES, RCSC, BQPCA, Public and Private Training institute, other relevant agencies	Start: After the endorsement ESC strategy and the Operational Manual	4	RGoB and explore support from other funding agencies	1 M for one batch of career counselling training (training cost and TA/DA)- based on 1st batch expenditure 1 M for refresher course 2 M for other identified course (Budget depend on the development of the training plan)
4.5	Selecting locations for ESCs	a) Adopt the following standard criteria for selection of locations for ESCs: i) youth friendly locations, 2) centrally located, 3) easily accessible through public transportation, 4) well-marked and easy to locate, 5) access to other public facilities and recreation centres, 6) sufficient space (sqm) to accommodate standard ESC configuration. ESCs should also be located geographically in areas with growing economic activity and higher population, etc.	1. Include the standardized criteria in the Operational Manual 2. Reassessment and feasibility study on physical relocation of all ESCs	Lead: ESD, DoEE Collaborating agency: ROICES, RCSC, MoF, ROICES	Complete the development of Operational Manual and feasibility study by December 2023	0.35	RGoB and explore support from other funding agencies	0.05 M for each ESCs in DoEE and ROICES to conduct the feasibility study
		b) Ensure accessibility for People with Disabilities (PWDs) such as location on the ground floor, ramps, accessible restrooms, appropriate signage, etc.	1. Review of accessibility for existing ESC locations. 2. Develop provisions for PWD at existing locations.	Lead: ESD, DoEE Collaborating agency: ROICES	Review and develop provision for PWDs by December 2023	2		2 M for development/modification of infrastructures to make it PWD friendly
4.6	Improving office set up	a) Adopt standard office configuration including a reception and waiting area, separate counselling and interview rooms, office space for staff and training and workshop areas b) Equip with relevant computer, furniture, reprographic services, internet connectivity and other facilities	1. Develop standard criteria and requirement for office set up in Operational Manual 2. Assess the current ESCs and purchase the required equipment	Lead: ESD, DoEE and ROICES	Assess and develop the standard criteria by December 2023	3.03	RGoB and explore support from other agencies for the equipment	Nu. 1.350 for 3 High end Desktop each for 6 ESCs (75,000*3*6) Nu. 1.2 for heavy duty photocopy machine each for 6 ESCs (200,000*6) Nu. 0.24 for printer each for 6 ESCs (40,000*6) Nu. 0.24 for scanner each for 6 ESCs (40,000*6) (The equipment support will vary based on the need assessment of the ESC in future)

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4.7	Providing inclusive and accessible services	a) Services are developed and made more inclusive and accessible for the priority groups	1. Identification of the priority groups. 2. Identification and development of the programs targeted or the manner in which they have been designed to cater to these priority groups, with focus on gender 3. Consultation meetings with agencies relevant to priority groups 4. Hands on training for the ESC staff to manage the priority groups	Lead: ESD, DoEE Collaborating agency: ROICES, other government agencies, international organisations, Corporations, Financial Institutes, Civil Society Organizations, etc	After the endorsement of ESC strategy and Operational Manual	2	RGoB and explore support from other funding agencies	0.5 M for consultation Meetings 1 M for Hands-on training for ESC staff to manage the priority group 0.5 for formalization of collaboration with CSOs/Associations
		b) Establishing linkages with associations and CSOs dedicated to supporting different target groups	1. Identification of CSOs and associations to collaborate with. 2. Formalisation of collaboration between DoEE and CSOs/associations.	Lead: ESD, DoEE Collaborating agency: ROICES				
4.8	Designing and implementing the communication strategy	a) Advocate and raise awareness on the services of ESCs on a continuous basis through various mediums;	1. Review and revise current communication strategy and plan (create linkage between the Communication Strategy and the ESC Strategy) 2. Implement the communication plan	Lead: ESD and LMICGD, DoEE Collaborating agency: ROICES	Complete review and revise by June 2024	1.5	RGoB and explore support from other funding agencies	0.7 M for conducting consultation meetings for the revision of Communication strategy
		b) Develop a biannual campaign delivery plan which details communication activities and campaigns.	3. Developing materials to promote visibility of the ESCs					0.8 M for developing materials to promote visibility of ESCs
		c) Adopt technology-based mechanisms such as dedicated helplines, email support, or video calls to facilitate quick and efficient communication with job seekers and employers.						
4.9	Building an Integrated Management Information System (MIS)	a) Enhancement of the BLMIS with the provision of capturing information on referrals, placements, vacancies, and other labour market related information and employment related services provided.	1. Identification of the progress indicators/trackers to be added to the BLMIS. 2. Addition of these indicators to the BLMIS. 3. Develop standard format for data collection	Lead: ESD, DoEE Collaborating agency: ROICES	By June 2025	3.2	World Bank	Nu. 0.8 M for development and inclusion of indicators on BLMIS (as per proposal submitted by Sonax) Nu. 0.9 M for the development of dashbord (as per proposal submitted by Sonax) Nu. 1.5 M for development of ESC portal
		b) Development of Dashboard to support analysis of the data and reporting to ensure evidence-based decision making.	1. Identification of indicators on the dashboard and incorporation of the indicators on the dashboard 2. Assessment and evaluation of data on a monthly basis to improve service delivery based on demand.					
		c) Develop an ESC portal, providing an online one-stop-shop for clientele to promote easy access to information and services.	1. Submit proposal for the development of the ESC portal as part of the BLMIS. 2. Identify the components of the portal (including services offered, bookings for appointments with counselors, etc.) 3. Identify list of additional indicators to be added (eg. number of visitors based on regional breakdown, demographics including age and gender). 4. Tracking of services availed by the jobseekers/employers (eg. to gain a better understanding of the services demanded, eg. clients visited to seek career guidance).	Lead: ESD, DoEE Collaborating agency: ROICES, GovTech, Job seekers and employer (private, government agencies, CSOs,etc)				

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4.10	Institutionalizing Monitoring and Evaluation	a) Develop standard and clear indicators for evaluating the performance across all the ESCs.	1. Track the number of visitors, disaggregated information of gender, age, and location of the client (should strive to be broken down to gewog level to better understand the demand based on gewog level). 2. Track job placement rates against vacancies to measure the success of ESCs in placing job seekers and in connecting job seekers with suitable job opportunities 3. Track other services availed by the jobseekers/employers	Lead: ESD, DoEE Collaborating agency: ROICES, Job seekers and employer (private, government agencies, CSOs, etc)	November 2023	2	RGoB and explore support from other funding agencies	1.5 M for carrying out surveys, tracer studies 0.5 M for monitoring and evaluation
		b) Institute a systematic mechanism and plan for monitoring and evaluating the performance of the ESCs	1. Monitoring of ESC indicators on a monthly basis. 2. Conduct client satisfaction studies through feedback and tracer studies, surveys, interviews, etc., 3. Conduct surveys to assess the effectiveness of the communication strategy 3. Evaluation and revision of services based on information received to cater to the demand from clients.	Lead: ESD and LMICGD, DoEE Collaborating agency: ROICES	Client satisfaction survey to be carried out annually Survey on effectiveness of communication strategy to be conducted annually			