

རྒྱལ་བཞུང་འོ་གཞི་བཞུགས་ཚོགས་པ།

Royal Civil Service Commission



# Civil Service Statistics 2022

**30,194**

Civil Servants

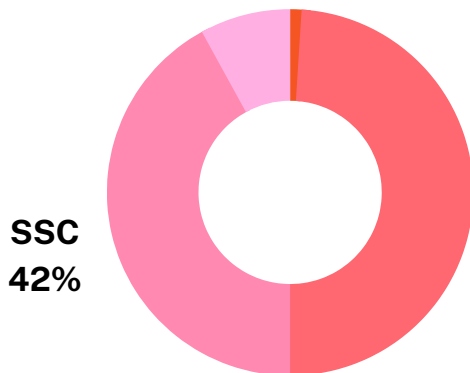
**4,853**

Contract Employees

OC ESC  
8% 1%

RATIO OF CS: POPULATION

**1:25**



PMC  
49%



12,076 Female | 18,118 Male

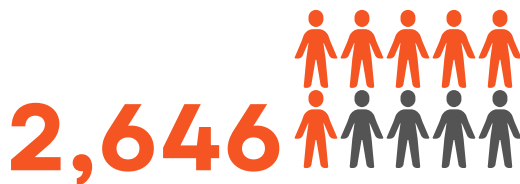
Median AGE:

**36**

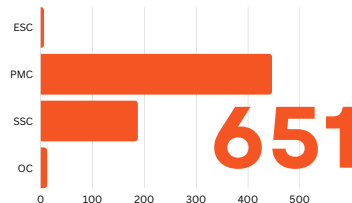
**1,791**

New Recruits

Separation



Extraordinary Leave



*Excellence in Service*

**CIVIL SERVICE STATISTICS  
DECEMBER 2022**

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## Introduction

This Report presents an overview of the Civil Service statistics as on 31<sup>st</sup> December 2022. It contains data of civil servants prior to the restructuring of the Civil Service agencies. It includes data on civil servants recruited as regular and contract under Judiciary, Legislative, Constitutional bodies (except Election Commission of Bhutan), Ministries, Autonomous Agencies, Dzongkhags, Thromdes and civil servants seconded to Non-civil Service Agencies.

The General Service Personnel (GSP) and Essential Service Personnel (ESP) are considered outside the Civil Service, and therefore only the cumulative figures are made available.

The information is organized and presented in 55 tables and 15 graphs. The number of civil servants is disaggregated by Position Category and Position Level, and Major Occupational Groups and Sub-groups which reflects the overview of the Civil Service structure.

The number by Parent Agency and Working Agency gives an overview of staffing strength and pattern at agency level. The number of civil servants by the Dzongkhag Administration and Thromde provides an assessment of the extent in support of decentralization.

The Report also contains information on Human Resource actions including recruitment, promotion and separation. The trend on recruitment and separation provides an overview of the growth in Civil Service for the last five years.

This Report also includes data on civil servants by level of qualification and breakdown of the civil servant by sex and age groups.

## Part I – Overview of the Report

### General

The size of the Civil Service as on 31<sup>st</sup> December 2022 is 30,194 consisting of 25,341 regular civil servants and 4,853 contract civil servants.

Civil Service has grown steadily in size over the past decade. Compared to the size in 2012, It has grown by over 24% as of December 2022. However, the size in 2022 fell by over 3% as compared to the previous year.

Overall, the civil servants in Dzongkhag and Thromde Administrations has been 59.98% on an average for the last 5 years from 2018 to 2022. The growth in the Civil Service under Dzongkhag and Thromde Administrations was 58.83% in 2018, 58.84% in 2019, 59.68% in 2020, 60.71% in 2021 and 61.89% in 2022 (Table 14).

As on 31<sup>st</sup> December 2022, the number of civil servants constitutes 3.96% of the total population of the country (Table 2). The ratio of civil servants to population is 1:25 compared to 1:24 in 2021. Female Civil Servants constitute 39.99% with an increase of 0.23% from 2021.

During January to December 2022, a total of 1,791 civil servants were recruited, 4,600 promoted, and 2,646 separated with a net decrease of 855 Civil Servants (Graph 10).

### Position Category and Position Level

As on 31<sup>st</sup> December 2022, there are 280 (0.93%) civil servants in Executive and Specialist Position, 14,749 (48.85%) civil servants in Professional and Management Position Category, to 12,793 (42.37%) in Supervisory and Support Position Category, and 2,372 (7.85%) in Operational Position Category (Table 3).

### Employment Type

There are 25,341 regular civil servants equivalent to 83.92% and 4,853 on contract equivalent to 16.07% (Table 1). By Parent Agency, the Ministry of Education has the highest number of contract employees with 3,255 followed by the Ministry of Home and Cultural Affairs with 345 (Table 7). By working agency, the Ministry of Agriculture and Forests has the highest regular number of employees with 2,495 followed by the Ministry of Health with 1,374 (Table 6).

Besides regular and contract civil servants, there are 3,490 as Elementary Service Personnel (ESP) and 2,599 as General Service Personnel (GSP), who are not considered as civil servants, and therefore kept outside the total strength of the Civil Service.

### **Agency**

By Working Agency, the Ministry of Agriculture and Forests has the highest number of Civil Servants with 2,648 constituting 8.77% of the total strength of the Civil Service followed by Trashigang Dzongkhag with 1,558 constituting 5.16%, Samtse Dzongkhag with 1,484 constituting 4.91%, and the Ministry of Health with 1,455 constituting 4.82% (Table 6).

By Parent Agency, the Ministry of Education has the highest number of civil servants with 12,536 constituting 41.52% of the total strength of the Civil Service followed by the Ministry of Health with 4,925 constituting 16.31% and the Ministry of Agriculture and Forest with 3,149 constituting 10.43% (Table 7).

### **Location**

Civil servants by location refers to civil servants located within the perimeter of a Dzongkhag but not necessarily under Dzongkhag Administration. By location, Thimphu Dzongkhag has 8,109 civil servants which includes civil servants of all central agencies located within the perimeter of Thimphu Dzongkhag followed by Chhukha with 2,176, and Sarpang with 2,047. Gasa Dzongkhag has the least number of civil servants with 289 civil servants (Table 15).

As on 31<sup>st</sup> December 2022, 61.89% of the civil servants are working under Dzongkhag and Thromde Administrations (Table 14). Although by location, Thimphu Dzongkhag has the highest number with 8,109 civil servants, of which 435 are under the Dzongkhag Administration, 1,385 under Thimphu Thromde and the remaining are under the Ministries and Central Agencies (Table 16).

Under the Dzongkhag Administration, the highest number of civil servants are Trashigang Dzongkhag with 1,558 followed by Samtse with 1,484 and Chhukha with 1,168. Gasa Dzongkhag Administration has the least number of civil servants with 226 civil servants. The average number of civil servants in the Dzongkhag Administration is 824 (Table 17).

### **Major Occupational Groups**

Amongst the 19 Major Occupational Groups, Education and Training Services has the highest number of Civil Servants with 10,180 constituting 33.72%. It is followed by the Administration and Support Services with 5,238 constituting 17.35% and Medical and Health Services with

3,843 constituting 12.73% of the civil servants. The Arts, Culture & Literacy Services and Foreign Services has the least number with 74 constituting 0.25% of the total strength (Table 19 and Graph 4).

### **Sex**

Of the total of 30,194 civil servants, 12,076 are female, constituting 39.99% of the total strength of the Civil Service. Among the Major Occupational Groups, the highest number of female civil servants are in the Education and Training Services with 4,364 constituting 14.45% of the total strength of the Civil Servant and 42.87% within the Education and Training Services. It is followed by Administration and Support Services with 2,240 and Medical and Health Services with 1,816 (Table 23).

### **Age Groups**

By age groups, about 75% of the civil servants are below the age of 42 years as on 31<sup>st</sup> December 2022 and around 25% of civil servants are younger than 30 years. The median age of civil servants is 36 years. A total of 6,952 civil servants equivalent to 23.02% fall under the 30-34 years age group, followed by 6,064 civil servants equivalent to 20.08% under the 35-39 years age group (Graph 7).

### **Recruitment**

From January to December 2022, a total of 1,791 civil servants were recruited, the highest being in the Education and Training Services Group with 992, followed by the Medical and Health Services Group with 235 and the Administration and Support Services Group with 194 new recruits (Table 27).

### **Promotion**

A total of 4,600 civil servants are promoted from January to December 2022. It includes 50 in Executive & Specialist Category, 2,476 in Professional and Management Category, 1,924 in Supervisory and Support Category, and 150 in Operational Category (Table 30).

### **Separation**

From January to December 2022, a total of 2,646 civil servants were separated of which 80 are from Executive & Specialist Category, 1,512 from Professional and Management, 848 from Supervisory and Support, and 206 from Operational Category (Table 34). The attrition rate for 2022 is 8.62% compared to 4.82% in 2021.

## **Regular Civil Servants by Qualification**

Of the total 25,341 regular civil servants, 31 have PhD, 2,584 have Masters Degree, 2,482 have Post Graduate, 7,986 have Bachelor's Degree while 12,258 have Diploma and lower qualification (Table 37).

## **Long-Term Training**

During January to December 2022, a total of 366 civil servants were sent for long-term training. Out of 366, 286 are undergoing Master's Degrees from which 25 civil servants are under Masters through mixed mode (Table 40 & 41).

## **Secondment**

As on 31<sup>st</sup> December 2022, there are 56 civil servants on Secondment in non-civil service agencies. (Table 47).

## **Extraordinary Leave**

A total of 651 civil servants availed Extraordinary Leave as of December 2022. The highest number is at P3 position level which accounted for 180 civil servants, followed by 119 civil servants at P2 (Table 48).

## **Super Structure**

Amongst the five Super Structure groups, Education Service has the highest number of civil servants with 11,473 and the least number in Executive and Specialist Service with 280 (Table 50).

## **Volunteers**

There are 37 international volunteers out of which 25 are Japan International Cooperation Agency (JICA) volunteers, 8 are Friends From Thailand (FFT), 3 from Fulbright Scholars/Specialists and 1 is an Australian Volunteer who has been providing their services through remote volunteering (Table 55).



## Part II - Detailed Statistics

### General

**Table 1**  
**Summary**

| Category   | As of 31st December 2022 | % of Total  |
|--|--------------------------|-------------|
| Regular (Bhutanese)  | 25,340                   | 83.92%      |
| Regular (Non-Bhutanese)  | 1                        | 0.00%       |
| Contract (Bhutanese)   | 4,798                    | 15.89%      |
| Contract (Non-Bhutanese)   | 55                       | 0.18%       |
| <b>Total Civil Service Strength</b>  | <b>30,194</b>            | <b>100%</b> |
| Total Regular  | 25,341                   | 83.93%      |
| Total Contract   | 4,853                    | 16.07%      |
| Total Female Civil Servants  | 12,076                   | 39.99%      |
| Total Male Civil Servants  | 18,118                   | 60.01%      |
| Total Civil Servants located in Thimphu  | 8,109                    | 26.86%      |
| Total Civil Servants outside Thimphu   | 22,085                   | 73.14%      |
| Total Civil Servants located outside the Country   | 89                       | 0.29%       |
| Total Civil Servants under Dzongkhag Administration & Thromde  | 18,686                   | 61.89%      |
| Total Expatriates in the Civil Service   | 56                       | 0.19%       |
| International Volunteers   | 37                       | 0.12%       |
| Substitute Teachers, Substitute for EOL, Substitute for Maternity Leave & Substitute for Study Leave | 199                      | 0.66%       |

The cumulative figures of Elementary Service Personnel and General Service Personnel as on 31st December

1. Elementary Service Personnel : 3,490

2. General Service Personnel : 2,599

<sup>1&2</sup> Source: Department of Public Accounts, MoF

**Table 2**  
**Proportion of Civil Servants to Population**

| Year | Number of civil servants | Population | %     | Civil Servant to Population Ratio |
|------|--------------------------|------------|-------|-----------------------------------|
| 2008 | 19,848                   | 671,083    | 2.96% | 1:34                              |
| 2009 | 21,113                   | 683,407    | 3.09% | 1:32                              |
| 2010 | 22,512                   | 695,822    | 3.24% | 1:31                              |
| 2011 | 23,151                   | 708,265    | 3.27% | 1:31                              |
| 2012 | 24,275                   | 720,679    | 3.37% | 1:30                              |
| 2013 | 25,306                   | 733,004    | 3.45% | 1:29                              |
| 2014 | 26,320                   | 745,153    | 3.53% | 1:28                              |
| 2015 | 26,611                   | 757,042    | 3.52% | 1:28                              |
| 2016 | 27,029                   | 768,577    | 3.52% | 1:28                              |
| 2017 | 28,070                   | 735,553    | 3.82% | 1:26                              |
| 2018 | 28,618                   | 734,374    | 3.90% | 1:26                              |
| 2019 | 30,032                   | 741,672    | 4.05% | 1:25                              |
| 2020 | 31,219                   | 748,931    | 4.17% | 1:24                              |
| 2021 | 31,177                   | 756,129    | 4.12% | 1:24                              |
| 2022 | 30,194                   | 763,249    | 3.96% | 1:25                              |

Source: Population Projections of Bhutan 2005-2030, Population and Housing Census of Bhutan 2017 & Population Projections Bhutan 2017-2047

**Table 3**  
**Civil Servants by Position Category and Years of Service**

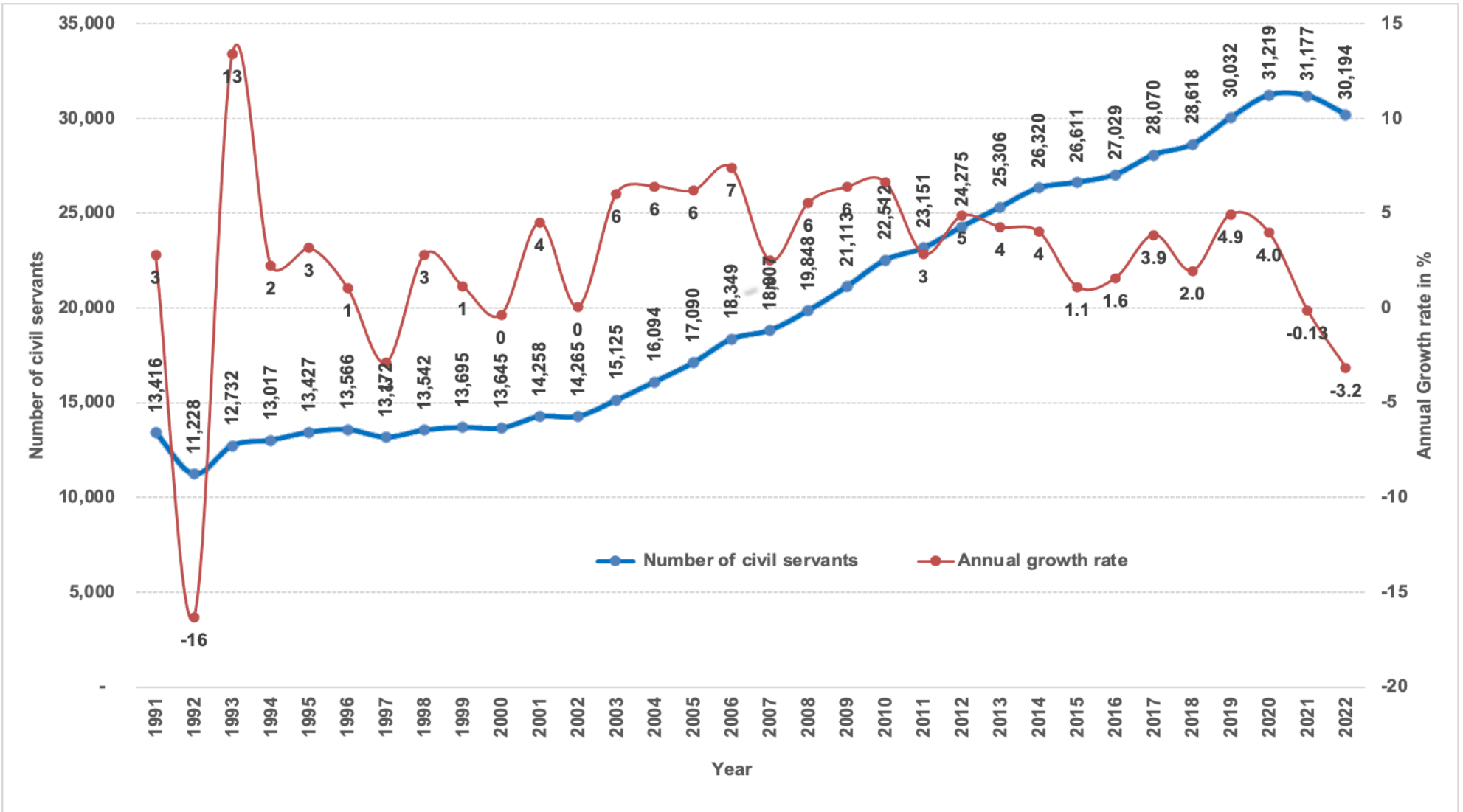
| Position Category         | <10 years     | 10-19 years  | 20-29 years  | > 30 years   | Total         |
|---------------------------|---------------|--------------|--------------|--------------|---------------|
| Executive and Specialists | 23            | 23           | 168          | 66           | 280           |
| Professional & Management | 7,733         | 4,640        | 1,887        | 489          | 14,749        |
| Supervisory & Support     | 5,262         | 4,499        | 2,204        | 828          | 12,793        |
| Operational Staff         | 1,131         | 773          | 396          | 72           | 2,372         |
| <b>Total</b>              | <b>14,149</b> | <b>9,935</b> | <b>4,655</b> | <b>1,455</b> | <b>30,194</b> |

**Table 4**  
**Number of Civil/Public Servants Conferred the Royal Civil Service Award 2022**

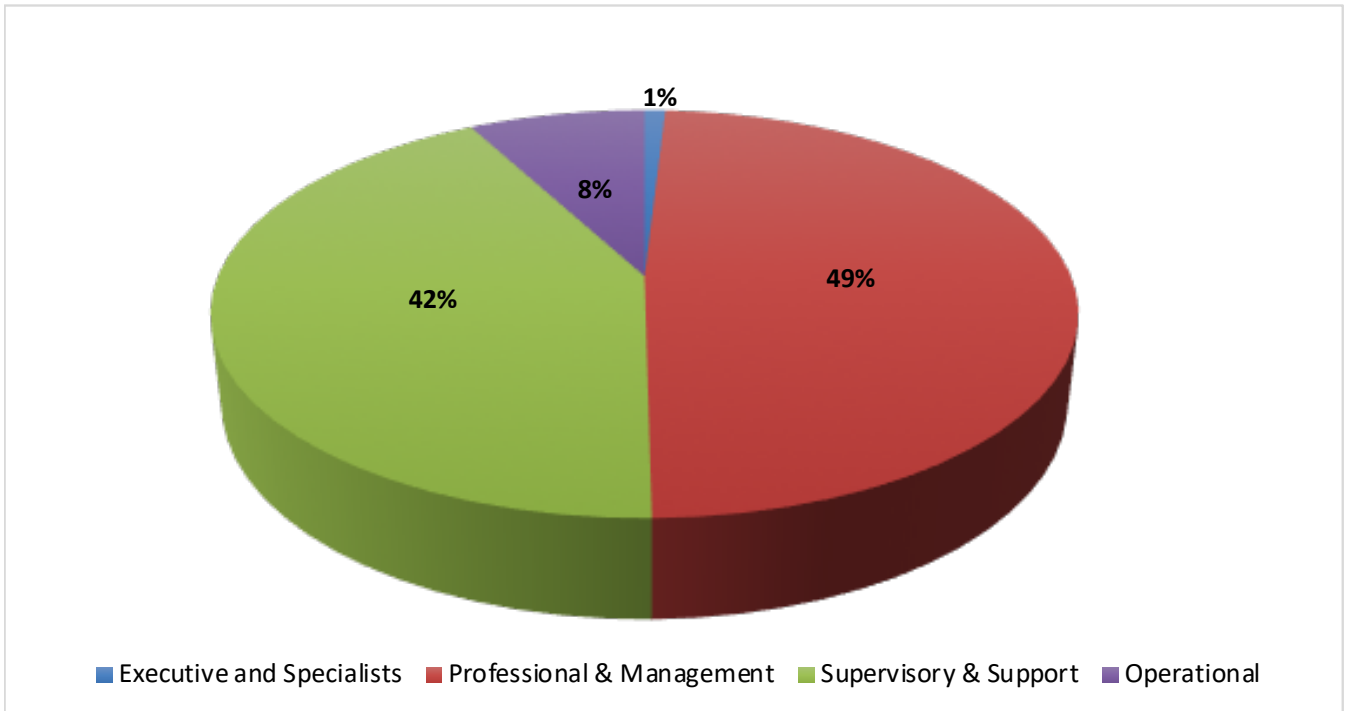
| Category of Awards          | Civil Service | Public Service | Total        |
|-----------------------------|---------------|----------------|--------------|
| 10 Years and above (Bronze) | 1,894         | 731            | 2,625        |
| 20 Years and above (Silver) | 1,091         | 345            | 1,436        |
| 30 Years and above (Gold)   | 251           | 104            | 355          |
| Lifetime Services (Gold)    | 296           | 60             | 356          |
|                             | <b>3,532</b>  | <b>1,240</b>   | <b>4,772</b> |

Graph 1

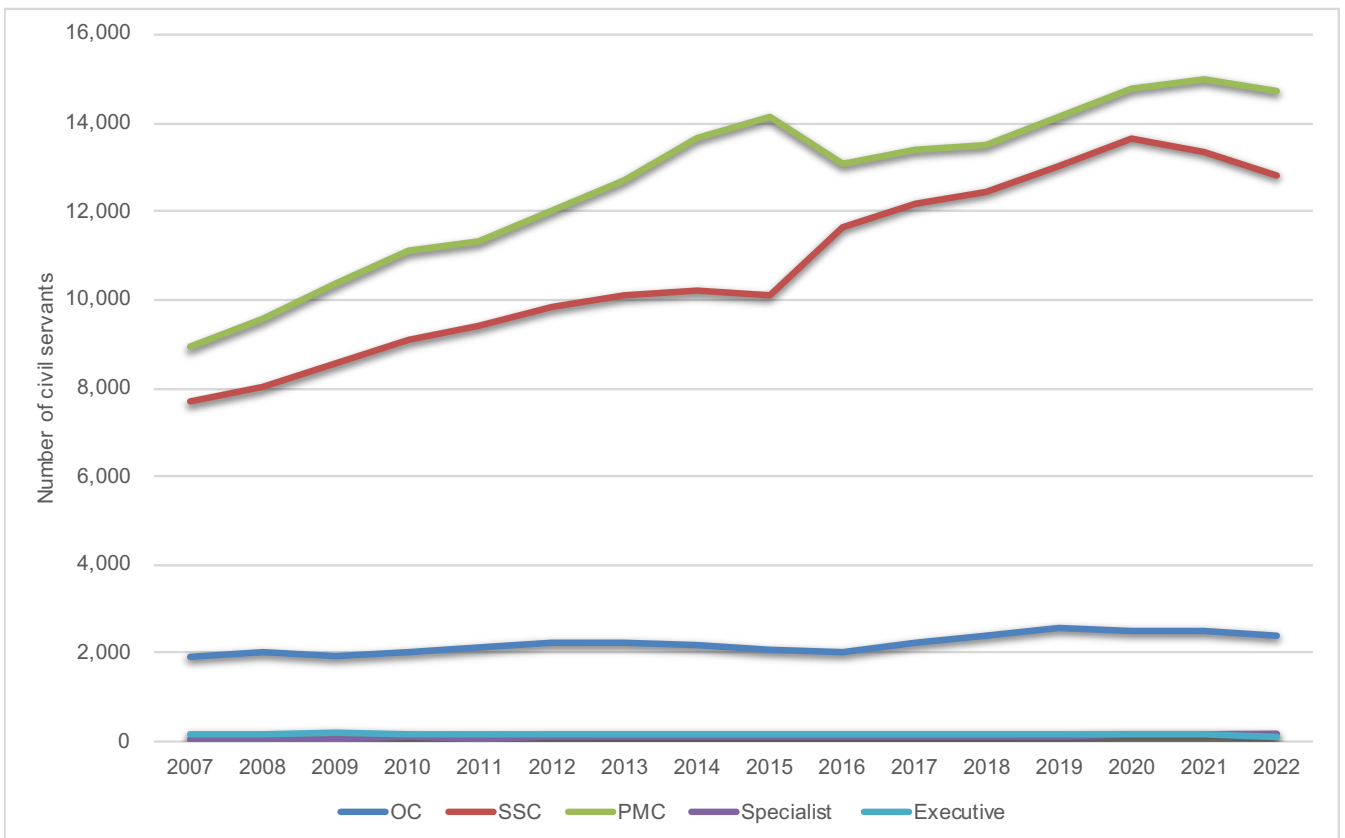
Civil Service Staffing Trend (1991 -2022)



**Graph 2**  
**Civil Servants by Position Category (in %)**



**Graph 3**  
**Civil Servants by Position Category (2007 -2022)**



Note: PMC: Professional & Management Category, SSC: Supervisory & Support Category, OC: Operational Category

**Table 5**  
**Civil Servants by Position Category and Employment Type**

| Position Category & Position Level            | 2018          |              |               | 2019          |              |               | 2020          |              |               | 2021          |              |               | 2022          |              |               |
|---|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|
|   | R             | C            | T             | R             | C            | T             | R             | C            | T             | R             | C            | T             | R             | C            | T             |
| <b>Executive</b>                              |               |              |               |               |              |               |               |              |               |               |              |               |               |              |               |
| EX1   | 23            |              | 23            | 22            | 1            | 23            | 25            |              | 25            | 24            | 1            | 25            | 15            | 3            | 18            |
| EX2   | 51            | 2            | 53            | 52            | 3            | 55            | 49            | 2            | 51            | 51            | 1            | 52            | 23            | 0            | 23            |
| EX3   | 70            | 4            | 74            | 74            | 4            | 78            | 72            | 4            | 76            | 75            | 4            | 78            | 57            | 3            | 60            |
| No Level <sup>1</sup>                         | 3             |              | 3             | 3             |              | 3             | 2             |              | 2             | 2             |              | 2             | 2             |              | 2             |
| <b>Total</b>                                  | <b>147</b>    | <b>6</b>     | <b>153</b>    | <b>151</b>    | <b>8</b>     | <b>159</b>    | <b>148</b>    | <b>6</b>     | <b>154</b>    | <b>152</b>    | <b>6</b>     | <b>157</b>    | <b>97</b>     | <b>6</b>     | <b>103</b>    |
| <b>Specialist</b>                             |               |              |               |               |              |               |               |              |               |               |              |               |               |              |               |
| ES1   | 4             | 1            | 5             | 3             |              | 3             | 6             | 6            | 12            | 7             | 9            | 16            | 9             | 10           | 19            |
| ES2   | 40            | 2            | 42            | 36            | 1            | 37            | 30            | 2            | 32            | 29            | 3            | 32            | 23            | 2            | 25            |
| ES3   | 70            | 1            | 71            | 85            | 2            | 87            | 103           | 4            | 107           | 117           | 3            | 120           | 130           | 3            | 133           |
| <b>Total</b>                                  | <b>114</b>    | <b>4</b>     | <b>118</b>    | <b>124</b>    | <b>3</b>     | <b>127</b>    | <b>139</b>    | <b>12</b>    | <b>151</b>    | <b>153</b>    | <b>15</b>    | <b>168</b>    | <b>162</b>    | <b>15</b>    | <b>177</b>    |
| <b>Professional &amp; Management Category</b> |               |              |               |               |              |               |               |              |               |               |              |               |               |              |               |
| P1  | 1,037         | 19           | 1,056         | 1,142         | 17           | 1,159         | 1,265         | 23           | 1,288         | 1,405         | 22           | 1,427         | 1541          | 19           | 1560          |
| P2  | 1,900         | 28           | 1,928         | 2,057         | 35           | 2,092         | 2,248         | 36           | 2,284         | 2,636         | 36           | 2,672         | 3033          | 30           | 3063          |
| P3  | 3,735         | 75           | 3,810         | 3,829         | 62           | 3,891         | 3,721         | 43           | 3,764         | 3,610         | 35           | 3,645         | 3087          | 29           | 3116          |
| P4  | 3,430         | 163          | 3,593         | 3,397         | 236          | 3,633         | 3,385         | 230          | 3,615         | 2,999         | 194          | 3,193         | 2737          | 167          | 2904          |
| P5  | 2,225         | 914          | 3,139         | 2,146         | 1,240        | 3,386         | 2,459         | 1,350        | 3,809         | 2,532         | 1,521        | 4,053         | 2378          | 1728         | 4106          |
| <b>Total</b>                                  | <b>12,327</b> | <b>1,199</b> | <b>13,526</b> | <b>12,571</b> | <b>1,590</b> | <b>14,161</b> | <b>13,078</b> | <b>1,682</b> | <b>14,760</b> | <b>13,182</b> | <b>1,808</b> | <b>14,990</b> | <b>12776</b>  | <b>1973</b>  | <b>14749</b>  |
| <b>Supervisory &amp; Support Category</b>     |               |              |               |               |              |               |               |              |               |               |              |               |               |              |               |
| SS1   | 61            |              | 61            | 110           |              | 110           | 2,778         | 58           | 2,836         | 148           |              | 148           | 155           | 0            | 155           |
| SS2   | 301           | 2            | 303           | 350           | 3            | 353           | 2,557         | 61           | 2,618         | 623           | 2            | 625           | 674           | 4            | 678           |
| SS3   | 950           |              | 950           | 1,054         |              | 1,054         | 1,814         | 20           | 1,834         | 980           |              | 980           | 953           | 0            | 953           |
| SS4   | 1,533         | 14           | 1,547         | 1,576         | 16           | 1,592         | 799           | 48           | 847           | 1,908         | 13           | 1,921         | 1988          | 9            | 1997          |
| S1  | 2,570         | 48           | 2,618         | 2,646         | 60           | 2,706         | 545           | 1,644        | 2,189         | 2,506         | 70           | 2,576         | 2441          | 58           | 2499          |
| S2  | 2,011         | 67           | 2,078         | 2,146         | 58           | 2,204         | 124           |              | 124           | 2,520         | 84           | 2,604         | 2582          | 66           | 2648          |
| S3  | 2,173         | 16           | 2,189         | 2,028         | 17           | 2,045         | 406           | 3            | 409           | 1,713         | 21           | 1,734         | 1404          | 20           | 1424          |
| S4  | 1,135         | 18           | 1,153         | 955           | 31           | 986           | 1,104         | 2            | 1,106         | 477           | 55           | 532           | 415           | 79           | 494           |
| S5  | 546           | 987          | 1,533         | 520           | 1,445        | 1,965         | 1,670         | 15           | 1,685         | 509           | 1,735        | 2,244         | 323           | 1622         | 1945          |
| <b>Total</b>                                  | <b>11,280</b> | <b>1,152</b> | <b>12,432</b> | <b>11,385</b> | <b>1,630</b> | <b>13,015</b> | <b>11,797</b> | <b>1,851</b> | <b>13,648</b> | <b>11,384</b> | <b>1,980</b> | <b>13,364</b> | <b>10935</b>  | <b>1858</b>  | <b>12793</b>  |
| <b>Operational Category</b>                   |               |              |               |               |              |               |               |              |               |               |              |               |               |              |               |
| O1  | 839           | 4            | 843           | 849           | 4            | 853           | 852           | 3            | 855           | 872           | 6            | 878           | 896           | 4            | 900           |
| O2  | 325           | 168          | 493           | 354           | 174          | 528           | 354           | 161          | 515           | 372           | 174          | 546           | 334           | 167          | 501           |
| O3  | 383           | 1            | 384           | 325           | 3            | 328           | 262           | 6            | 268           | 158           | 10           | 168           | 76            | 25           | 101           |
| O4  | 116           | 553          | 669           | 92            | 769          | 861           | 68            | 800          | 868           | 49            | 856          | 905           | 65            | 805          | 870           |
| <b>Total</b>                                  | <b>1,663</b>  | <b>726</b>   | <b>2,389</b>  | <b>1,620</b>  | <b>950</b>   | <b>2,570</b>  | <b>1,536</b>  | <b>970</b>   | <b>2,506</b>  | <b>1,451</b>  | <b>1,046</b> | <b>2,497</b>  | <b>1371</b>   | <b>1001</b>  | <b>2372</b>   |
| <b>Grand Total</b>                            | <b>25,531</b> | <b>3,087</b> | <b>28,618</b> | <b>25,851</b> | <b>4,181</b> | <b>30,032</b> | <b>26,698</b> | <b>4,521</b> | <b>31,219</b> | <b>26,322</b> | <b>4,855</b> | <b>31,176</b> | <b>25,341</b> | <b>4,853</b> | <b>30,194</b> |

Note: R= Regular, C=Contract

1: Eminent Members of the National Council

**Table 6**  
**Civil Servants by Working Agency and Employment Type**

| <b>Working Agency</b>                             | <b>Regular</b> | <b>Contract</b> | <b>Total</b>  | <b>% against Total</b> |
|---|----------------|-----------------|---------------|------------------------|
| <b>Majesty Secretariat</b>                        | <b>133</b>     | <b>38</b>       | <b>171</b>    |                        |
| His Majesty's Secretariat                         | 126            | 20              | 146           | <b>0.48%</b>           |
| Secretariat of His Majesty The Fourth Druk Gyalpo | 7              | 18              | 25            | <b>0.08%</b>           |
| <b>Judiciary</b>                                  | <b>394</b>     | <b>25</b>       | <b>419</b>    |                        |
| Royal Court of Justice                            | 394            | 25              | 419           | <b>1.39%</b>           |
| <b>Legislative</b>                                | <b>76</b>      | <b>66</b>       | <b>142</b>    |                        |
| National Assembly Secretariat                     | 34             | 41              | 75            | <b>0.25%</b>           |
| National Council Secretariat                      | 31             | 24              | 55            | <b>0.18%</b>           |
| Bhutan National Legal Institute                   | 11             | 1               | 12            | <b>0.04%</b>           |
| <b>Constitutional</b>                             | <b>439</b>     | <b>26</b>       | <b>465</b>    |                        |
| Royal Audit Authority                             | 217            | 7               | 224           | <b>0.74%</b>           |
| Anti-Corruption Commission                        | 131            | 16              | 147           | <b>0.49%</b>           |
| Royal Civil Service Commission                    | 91             | 3               | 94            | <b>0.31%</b>           |
| <b>Executive-Ministries</b>                       | <b>7,421</b>   | <b>410</b>      | <b>7,831</b>  |                        |
| Ministry of Agriculture and Forests               | 2,495          | 153             | 2,648         | <b>8.77%</b>           |
| Ministry of Health                                | 1,374          | 81              | 1,455         | <b>4.82%</b>           |
| Ministry of Finance                               | 897            | 63              | 960           | <b>3.18%</b>           |
| Ministry of Works and Human Settlement            | 530            | 24              | 554           | <b>1.83%</b>           |
| Ministry of Information and Communications        | 487            | 31              | 518           | <b>1.72%</b>           |
| Ministry of Home and Cultural Affairs             | 494            | 16              | 510           | <b>1.69%</b>           |
| Ministry of Economic Affairs                      | 405            | 17              | 422           | <b>1.40%</b>           |
| Ministry of Labour and Human Resources            | 362            | 19              | 381           | <b>1.26%</b>           |
| Ministry of Education                             | 198            | 2               | 200           | <b>0.66%</b>           |
| Ministry of Foreign Affairs                       | 179            | 4               | 183           | <b>0.61%</b>           |
| <b>Dzongkhag</b>                                  | <b>12,649</b>  | <b>3,829</b>    | <b>16,478</b> |                        |
| Trashigang Dzongkhag                              | 1,185          | 373             | 1,558         | <b>5.16%</b>           |
| Samtse Dzongkhag                                  | 1,116          | 368             | 1,484         | <b>4.91%</b>           |
| Chukha Dzongkhag                                  | 893            | 275             | 1,168         | <b>3.87%</b>           |
| Mongar Dzongkhag                                  | 792            | 339             | 1,131         | <b>3.75%</b>           |
| Paro Dzongkhag                                    | 903            | 110             | 1,013         | <b>3.35%</b>           |
| Wangdue Dzongkhag                                 | 812            | 195             | 1,007         | <b>3.34%</b>           |
| Samdrup Jongkhar Dzongkhag                        | 651            | 259             | 910           | <b>3.01%</b>           |
| Punakha Dzongkhag                                 | 696            | 144             | 840           | <b>2.78%</b>           |
| Sarpang Dzongkhag                                 | 667            | 159             | 826           | <b>2.74%</b>           |
| Pema Gatshel Dzongkhag                            | 589            | 220             | 809           | <b>2.68%</b>           |
| Zhemgang Dzongkhag                                | 549            | 234             | 783           | <b>2.59%</b>           |
| Dagana Dzongkhag                                  | 576            | 203             | 779           | <b>2.58%</b>           |
| Tsirang Dzongkhag                                 | 564            | 156             | 720           | <b>2.38%</b>           |
| Trashi Yangtse Dzongkhag                          | 512            | 175             | 687           | <b>2.28%</b>           |
| Lhuntse Dzongkhag                                 | 432            | 153             | 585           | <b>1.94%</b>           |
| Trongsa Dzongkhag                                 | 395            | 148             | 543           | <b>1.80%</b>           |
| Bumthang Dzongkhag                                | 450            | 85              | 535           | <b>1.77%</b>           |
| Haa Dzongkhag                                     | 348            | 91              | 439           | <b>1.45%</b>           |
| Thimphu Dzongkhag                                 | 351            | 84              | 435           | <b>1.44%</b>           |
| Gasa Dzongkhag                                    | 168            | 58              | 226           | <b>0.75%</b>           |
| <b>Thromde</b>                                    | <b>1,999</b>   | <b>209</b>      | <b>2,208</b>  |                        |
| Thimphu Thromde                                   | 1,283          | 102             | 1,385         | <b>4.59%</b>           |
| Phuentsholing Thromde                             | 299            | 45              | 344           | <b>1.14%</b>           |
| Gelephu Thromde                                   | 252            | 27              | 279           | <b>0.92%</b>           |
| Samdrup Jongkhar Thromde                          | 165            | 35              | 200           | <b>0.66%</b>           |

**Table 6 Continuation**  
**Civil Servants by Working Agency and Employment Type**

| <b>Working Agency</b>                                    | <b>Regular</b> | <b>Contract</b> | <b>Total</b>  | <b>% against Total</b> |
|--|----------------|-----------------|---------------|------------------------|
| <b>Autonomous &amp; Other Agencies</b>                   | <b>2,227</b>   | <b>250</b>      | <b>2,477</b>  |                        |
| Jigme Dorji Wangchuck National Referral Hospital (JDWNR) | 1,103          | 121             | 1,224         | 4.05%                  |
| National Land Commission                                 | 208            | 4               | 212           | 0.70%                  |
| National Center for Hydrology and Meteorology (NCHM)     | 174            | 2               | 176           | 0.58%                  |
| Dratshang Lhentshog                                      | 37             | 63              | 100           | 0.33%                  |
| Centre for Bhutan Studies and GNH Research               | 92             | 3               | 95            | 0.31%                  |
| Office of the Attorney General                           | 63             | 3               | 66            | 0.22%                  |
| Royal Institute of Management                            | 60             | 3               | 63            | 0.21%                  |
| Cabinet Secretariat                                      | 55             | 7               | 62            | 0.21%                  |
| Tourism Council of Bhutan                                | 59             | 3               | 62            | 0.21%                  |
| National Statistics Bureau                               | 49             | 3               | 52            | 0.17%                  |
| National Environment Commission                          | 47             | 2               | 49            | 0.16%                  |
| Bhutan Narcotic Control Authority                        | 25             | 22              | 47            | 0.16%                  |
| Bhutan Standards Bureau                                  | 41             | 2               | 43            | 0.14%                  |
| Drug Regulatory Authority                                | 32             | 2               | 34            | 0.11%                  |
| Bhutan Information Communications & Media Authority      | 26             | 1               | 27            | 0.09%                  |
| Dzongkha Development Commission                          | 26             | 1               | 27            | 0.09%                  |
| Construction Development Board                           | 24             | 1               | 25            | 0.08%                  |
| Bhutan Council for School Examination and Assessment     | 25             |                 | 25            | 0.08%                  |
| Bhutan Civil Aviation Authority                          | 18             | 2               | 20            | 0.07%                  |
| National Commission for Women & Children                 | 19             | 1               | 20            | 0.07%                  |
| Bhutan Olympic Committee                                 | 14             | 2               | 16            | 0.05%                  |
| Bhutan Medical Health Council                            | 14             | 1               | 15            | 0.05%                  |
| Royal Privy Council                                      | 8              |                 | 8             | 0.03%                  |
| Media Council  | 4              | 1               | 5             | 0.02%                  |
| National Film Commission                                 | 3              |                 | 3             | 0.01%                  |
| Bhutan Health Trust Fund                                 | 1              |                 | 1             | 0.00%                  |
| <b>Non-Civil Service</b>                                 | <b>3</b>       |                 | <b>3</b>      |                        |
| Non Governmental Organizations                           | 3              |                 | 3             | 0.01%                  |
| <b>Grand Total</b>                                       | <b>25,341</b>  | <b>4,853</b>    | <b>30,194</b> | <b>100.00%</b>         |

Note:

<sup>1</sup>Finance and Accounts staff placed in RBG/RBA/RBP

**Table 7**  
**Civil Servants by Parent Agency and Employment Type**

| Parent Agency   | Regular       | Contract     | Total         | %           |
|---|---------------|--------------|---------------|-------------|
| His Majestys Secretariat                                  | 24            | 15           | 39            | 0.13%       |
| Secretariat of His Majesty The Fourth Druk Gyalpo         | 5             | 17           | 22            | 0.07%       |
| <b>Judiciary</b>  | <b>324</b>    | <b>24</b>    | <b>348</b>    |             |
| Royal Court of Justice                                    | 317           | 24           | 341           | 1.13%       |
| Supreme Court of Bhutan                                   | 7             |              | 7             | 0.02%       |
| <b>Legislative</b>  | <b>34</b>     | <b>63</b>    | <b>97</b>     |             |
| National Assembly Secretariat                             | 19            | 39           | 58            | 0.19%       |
| National Council Secretariat                              | 15            | 24           | 39            | 0.13%       |
| <b>Constitutional</b>                                     | <b>1,397</b>  | <b>221</b>   | <b>1,618</b>  |             |
| Royal Civil Service Commission                            | 1,104         | 203          | 1,307         | 4.33%       |
| Royal Audit Authority                                     | 193           | 7            | 200           | 0.66%       |
| Anti-Corruption Commission                                | 100           | 11           | 111           | 0.37%       |
| <b>Ministry</b>   | <b>21,988</b> | <b>4,220</b> | <b>26,208</b> |             |
| Ministry of Education                                     | 9,281         | 3,255        | 12,536        | 41.52%      |
| Ministry of Health  | 4,686         | 239          | 4,925         | 16.31%      |
| Ministry of Agriculture and Forests                       | 2,970         | 179          | 3,149         | 10.43%      |
| Ministry of Finance                                       | 1,435         | 58           | 1,493         | 4.94%       |
| Ministry of Works and Human Settlement                    | 1,373         | 57           | 1,430         | 4.74%       |
| Ministry of Home and Cultural Affairs                     | 850           | 345          | 1,195         | 3.96%       |
| Ministry of Information and Communications                | 630           | 51           | 681           | 2.26%       |
| Ministry of Economic Affairs                              | 346           | 14           | 360           | 1.19%       |
| Ministry of Labour and Human Resources                    | 301           | 18           | 319           | 1.06%       |
| Ministry of Foreign Affairs                               | 116           | 4            | 120           | 0.40%       |
| <b>Autonomous Agency</b>                                  | <b>1,476</b>  | <b>217</b>   | <b>1,693</b>  |             |
| National Land Commission                                  | 417           | 23           | 440           | 1.46%       |
| Cabinet Secretariat                                       | 161           | 8            | 169           | 0.56%       |
| National Center for Hydrology and Meteorology (NCHM)      | 166           | 2            | 168           | 0.56%       |
| Office of the Attorney General                            | 154           | 7            | 161           | 0.53%       |
| Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) | 80            | 66           | 146           | 0.48%       |
| Dratshang Lhentshog                                       | 29            | 60           | 89            | 0.29%       |
| National Statistics Bureau                                | 70            | 5            | 75            | 0.25%       |
| National Environment Commission                           | 58            | 3            | 61            | 0.20%       |
| Royal Institute of Management                             | 45            | 3            | 48            | 0.16%       |
| Tourism Council of Bhutan                                 | 45            | 3            | 48            | 0.16%       |
| Bhutan Standards Bureau                                   | 43            | 1            | 44            | 0.15%       |
| Bhutan Narcotic Control Authority                         | 19            | 22           | 41            | 0.14%       |
| Dzongkha Development Commission                           | 32            | 1            | 33            | 0.11%       |
| Drug Regulatory Authority                                 | 26            | 2            | 28            | 0.09%       |
| Bhutan Information Communications & Media Authority       | 20            | 1            | 21            | 0.07%       |
| Centre for Bhutan Studies and GNH Research                | 17            | 3            | 20            | 0.07%       |
| Bhutan Civil Aviation Authority                           | 17            | 1            | 18            | 0.06%       |
| Construction Development Board                            | 15            | 1            | 16            | 0.05%       |
| Bhutan Council for School Examination and Assessment      | 16            |              | 16            | 0.05%       |
| National Commission for Women & Children                  | 13            | 1            | 14            | 0.05%       |
| Bhutan Olympic Committee                                  | 11            | 1            | 12            | 0.04%       |
| Bhutan Medical Health Council                             | 9             | 1            | 10            | 0.03%       |
| Royal Privy Council                                       | 6             |              | 6             | 0.02%       |
| Bhutan National Legal Institute                           | 5             | 1            | 6             | 0.02%       |
| Media Council   | 1             | 1            | 2             | 0.01%       |
| National Film Commission                                  | 1             |              | 1             | 0.00%       |
| <b>Thromde</b>  | <b>93</b>     | <b>76</b>    | <b>169</b>    |             |
| Thimphu Thromde   | 44            | 39           | 83            | 0.27%       |
| Phuentsholing Thromde                                     | 23            | 7            | 30            | 0.10%       |
| Samdrup Jongkhar Thromde                                  | 12            | 17           | 29            | 0.10%       |
| Gelephu Thromde   | 14            | 13           | 27            | 0.09%       |
| <b>Grand Total</b>  | <b>25,341</b> | <b>4,853</b> | <b>30,194</b> | <b>100%</b> |



**Table 8**  
**Civil Servants by Working Agency and Position Level**

| Working Agency                                    | ES1      | ES2       | ES3       | EX1      | EX2       | EX3       | NA       | P1         | P2          | P3          | P4          | P5          | SS1       | SS2        | SS3        | SS4        | S1          | S2          | S3         | S4         | S5          | O1         | O2         | O3        | O4         | Grand Total  |     |
|---|----------|-----------|-----------|----------|-----------|-----------|----------|------------|-------------|-------------|-------------|-------------|-----------|------------|------------|------------|-------------|-------------|------------|------------|-------------|------------|------------|-----------|------------|--------------|-----|
| <b>Majesty Secretariat</b>                        | <b>1</b> |           | <b>1</b>  | <b>3</b> | <b>1</b>  | <b>6</b>  |          | <b>14</b>  | <b>21</b>   | <b>22</b>   | <b>19</b>   | <b>16</b>   | <b>1</b>  | <b>1</b>   | <b>5</b>   | <b>17</b>  | <b>2</b>    | <b>6</b>    | <b>8</b>   | <b>6</b>   | <b>3</b>    | <b>9</b>   | <b>1</b>   | <b>5</b>  | <b>3</b>   | <b>171</b>   |     |
| His Majesty's Secretariat                         | 1        |           | 1         | 2        | 1         | 4         |          | 13         | 18          | 20          | 19          | 16          | 1         |            | 5          | 9          | 2           | 5           | 7          | 6          | 2           | 8          | 1          | 4         | 1          | 146          |     |
| Secretariat of His Majesty The Fourth Druk Gyalpo |          |           |           | 1        |           | 2         |          | 1          | 3           | 2           |             |             |           | 1          |            | 8          |             | 1           | 1          |            | 1           | 1          |            | 1         | 2          | 25           |     |
| <b>Judiciary</b>                                  |          |           |           |          |           |           |          |            | <b>3</b>    | <b>9</b>    | <b>21</b>   | <b>2</b>    |           |            | <b>2</b>   | <b>68</b>  | <b>121</b>  | <b>73</b>   | <b>12</b>  | <b>24</b>  | <b>10</b>   | <b>19</b>  | <b>15</b>  | <b>6</b>  | <b>34</b>  | <b>419</b>   |     |
| Royal Court of Justice                            |          |           |           |          |           |           |          |            | 3           | 9           | 21          | 2           |           |            | 2          | 68         | 121         | 73          | 12         | 24         | 10          | 19         | 15         | 6         | 34         | 419          |     |
| <b>Legislative</b>                                |          |           |           | <b>1</b> | <b>1</b>  |           | <b>2</b> | <b>4</b>   | <b>6</b>    | <b>9</b>    | <b>10</b>   | <b>61</b>   |           |            | <b>1</b>   | <b>7</b>   | <b>4</b>    | <b>3</b>    | <b>14</b>  | <b>4</b>   |             | <b>6</b>   | <b>1</b>   |           | <b>8</b>   | <b>142</b>   |     |
| Bhutan National Legal Institute                   |          |           |           |          |           |           |          |            | 4           | 1           | 2           |             |           |            |            | 1          |             |             |            | 2          |             |            | 1          |           |            | 1            | 12  |
| National Assembly Secretariat                     |          |           |           | 1        |           |           |          | 2          | 1           | 4           | 4           | 37          |           |            | 1          | 3          | 2           | 1           | 6          | 3          |             | 3          |            |           | 7          | 75           |     |
| National Council Secretariat                      |          |           |           |          |           | 1         | 2        | 2          | 1           | 4           | 4           | 24          |           |            |            | 3          | 2           | 2           | 6          | 1          |             | 2          | 1          |           |            | 55           |     |
| <b>Constitutional</b>                             |          |           | <b>1</b>  | <b>2</b> |           | <b>1</b>  | <b>6</b> | <b>24</b>  | <b>38</b>   | <b>53</b>   | <b>76</b>   | <b>65</b>   |           | <b>15</b>  | <b>20</b>  | <b>25</b>  | <b>33</b>   | <b>40</b>   | <b>12</b>  | <b>4</b>   | <b>7</b>    | <b>27</b>  | <b>9</b>   | <b>2</b>  | <b>5</b>   | <b>465</b>   |     |
| Anti-Corruption Commission                        |          |           | 1         |          |           | 3         |          | 5          | 7           | 18          | 41          | 17          |           |            |            | 6          | 10          | 19          | 2          |            |             | 4          | 10         | 3         | 1          | 147          |     |
| Royal Audit Authority                             |          |           | 1         |          |           | 2         |          | 12         | 25          | 23          | 27          | 28          |           |            | 14         | 18         | 14          | 17          | 17         | 4          | 1           |            | 12         | 6         |            | 3            | 224 |
| Royal Civil Service Commission                    |          |           |           |          | 1         | 1         |          | 7          | 6           | 12          | 8           | 20          |           |            | 1          | 2          | 5           | 6           | 4          | 6          | 3           | 3          | 5          |           | 1          | 2            | 94  |
| <b>Executive-Ministries</b>                       | <b>1</b> | <b>11</b> | <b>73</b> | <b>9</b> | <b>10</b> | <b>27</b> |          | <b>359</b> | <b>509</b>  | <b>580</b>  | <b>568</b>  | <b>257</b>  | <b>68</b> | <b>349</b> | <b>430</b> | <b>763</b> | <b>1011</b> | <b>826</b>  | <b>740</b> | <b>156</b> | <b>276</b>  | <b>424</b> | <b>130</b> | <b>32</b> | <b>222</b> | <b>7831</b>  |     |
| Ministry of Agriculture and Forests               | 1        | 9         | 34        | 1        |           | 4         |          | 77         | 139         | 139         | 143         | 22          | 12        | 233        | 171        | 202        | 400         | 279         | 381        | 22         | 90          | 139        | 43         | 11        | 96         | 2648         |     |
| Ministry of Economic Affairs                      |          |           | 1         | 1        | 2         | 3         |          | 27         | 47          | 47          | 55          | 13          | 3         | 4          | 3          | 22         | 35          | 41          | 63         | 11         | 4           | 23         | 7          | 2         | 8          | 422          |     |
| Ministry of Education                             |          |           | 10        | 1        | 1         | 1         |          | 35         | 45          | 17          | 6           | 17          | 1         | 5          | 6          | 11         | 4           | 12          | 9          | 2          | 2           | 9          | 3          | 3         |            | 200          |     |
| Ministry of Finance                               |          | 1         | 1         | 1        | 1         | 3         |          | 50         | 71          | 75          | 79          | 77          |           | 16         | 85         | 154        | 148         | 91          | 18         | 7          | 13          | 53         | 10         | 1         | 6          | 960          |     |
| Ministry of Foreign Affairs                       |          |           |           | 1        | 2         | 5         |          | 22         | 29          | 17          | 11          | 16          |           | 3          | 6          | 6          | 7           | 10          | 9          | 2          |             | 19         | 2          | 4         | 12         | 183          |     |
| Ministry of Health                                |          |           | 16        | 1        | 1         | 1         |          | 41         | 71          | 140         | 132         | 25          | 28        | 62         | 87         | 189        | 250         | 194         | 64         | 8          | 13          | 69         | 22         | 4         | 37         | 1455         |     |
| Ministry of Home and Cultural Affairs             |          |           | 4         | 1        | 1         | 4         |          | 26         | 39          | 26          | 16          | 13          | 4         | 2          | 7          | 29         | 41          | 38          | 58         | 87         | 68          | 25         | 9          | 1         | 11         | 510          |     |
| Ministry of Information and Communications        |          |           |           |          | 1         | 1         |          | 13         | 23          | 25          | 32          | 39          | 1         | 5          | 7          | 37         | 32          | 75          | 98         | 9          | 69          | 19         | 12         | 2         | 18         | 518          |     |
| Ministry of Labour and Human Resources            |          |           | 6         | 1        | 1         | 3         |          | 26         | 19          | 32          | 40          | 30          |           | 3          | 37         | 41         | 35          | 47          | 22         | 4          | 4           | 15         | 4          | 1         | 10         | 381          |     |
| Ministry of Works and Human Settlement            |          | 1         | 1         | 1        | 1         | 2         |          | 42         | 26          | 62          | 54          | 5           | 19        | 16         | 21         | 72         | 59          | 39          | 18         | 4          | 13          | 53         | 18         | 3         | 24         | 554          |     |
| <b>Dzongkhag</b>                                  | <b>4</b> | <b>1</b>  | <b>20</b> |          | <b>8</b>  | <b>9</b>  |          | <b>728</b> | <b>1806</b> | <b>1837</b> | <b>1728</b> | <b>3405</b> | <b>35</b> | <b>225</b> | <b>366</b> | <b>798</b> | <b>971</b>  | <b>1311</b> | <b>428</b> | <b>231</b> | <b>1552</b> | <b>262</b> | <b>271</b> | <b>42</b> | <b>440</b> | <b>16478</b> |     |
| Bumthang Dzongkhag                                |          |           | 2         |          |           | 1         |          | 28         | 81          | 93          | 55          | 53          | 2         | 5          | 15         | 25         | 32          | 44          | 18         | 10         | 40          | 12         | 5          | 5         | 9          | 535          |     |
| Chukha Dzongkhag                                  |          |           | 1         |          | 1         |           |          | 45         | 148         | 127         | 111         | 277         | 1         | 12         | 25         | 59         | 64          | 87          | 26         | 10         | 109         | 18         | 18         | 2         | 27         | 1168         |     |
| Dagana Dzongkhag                                  |          |           |           |          |           | 1         |          | 13         | 58          | 56          | 88          | 219         | 1         | 12         | 21         | 35         | 48          | 67          | 19         | 7          | 84          | 11         | 19         | 1         | 19         | 779          |     |
| Gasa Dzongkhag                                    |          |           |           |          |           | 1         |          | 4          | 11          | 15          | 25          | 55          | 1         | 3          | 7          | 13         | 14          | 19          | 6          | 5          | 27          | 4          | 4          |           | 12         | 226          |     |
| Haa Dzongkhag                                     |          |           | 1         |          |           |           |          | 20         | 42          | 56          | 52          | 83          | 3         | 4          | 15         | 20         | 19          | 41          | 11         | 6          | 36          | 4          | 9          |           | 17         | 439          |     |
| Lhuntse Dzongkhag                                 |          |           | 1         |          |           |           |          | 19         | 34          | 53          | 72          | 135         |           | 3          | 10         | 21         | 43          | 56          | 11         | 14         | 72          | 8          | 19         |           | 14         | 585          |     |
| Mongar Dzongkhag                                  |          |           | 1         |          |           | 1         |          | 43         | 113         | 117         | 101         | 315         | 5         | 18         | 22         | 36         | 49          | 73          | 12         | 16         | 144         | 13         | 27         | 2         | 23         | 1131         |     |
| Paro Dzongkhag                                    |          |           | 2         |          | 1         |           |          | 107        | 205         | 172         | 95          | 56          | 4         | 17         | 27         | 50         | 53          | 49          | 47         | 12         | 58          | 17         | 11         | 4         | 26         | 1013         |     |
| Pema Gatsel Dzongkhag                             |          |           |           |          |           | 1         |          | 25         | 87          | 69          | 80          | 191         | 2         | 8          | 8          | 37         | 50          | 81          | 12         | 15         | 86          | 12         | 21         | 2         | 22         | 809          |     |
| Punakha Dzongkhag                                 |          |           | 3         |          | 1         |           |          | 64         | 123         | 133         | 92          | 72          | 5         | 19         | 27         | 41         | 33          | 69          | 23         | 15         | 70          | 14         | 8          | 4         | 24         | 840          |     |
| Samdrup Jongkhar Dzongkhag                        |          |           |           |          |           | 1         |          | 22         | 65          | 94          | 89          | 223         | 3         | 7          | 22         | 50         | 52          | 80          | 26         | 8          | 113         | 19         | 18         | 2         | 16         | 910          |     |
| Samtse Dzongkhag                                  |          |           | 1         | 2        | 1         |           |          | 52         | 134         | 125         | 179         | 435         | 1         | 21         | 18         | 66         | 94          | 118         | 36         | 13         | 114         | 22         | 18         | 1         | 33         | 1484         |     |
| Sarpang Dzongkhag                                 |          |           | 1         |          | 1         |           |          | 63         | 133         | 85          | 80          | 155         | 1         | 16         | 23         | 39         | 52          | 53          | 21         | 10         | 60          | 16         | 3          | 2         | 12         | 826          |     |
| Thimphu Dzongkhag                                 | 3        |           | 1         |          |           | 1         |          | 32         | 71          | 57          | 36          | 40          |           | 7          | 9          | 28         | 26          | 30          | 14         | 9          | 39          | 8          | 9          | 2         | 13         | 435          |     |
| Trashigang Dzongkhag                              |          |           | 2         |          |           | 1         |          | 15         | 60          | 74          | 80          | 165         |           | 6          | 17         | 26         | 38          | 58          | 16         | 12         | 75          | 12         | 12         | 2         | 16         | 687          |     |
| Trashigang Dzongkhag                              | 1        |           | 1         |          | 1         |           |          | 53         | 167         | 167         | 161         | 304         | 3         | 10         | 26         | 69         | 104         | 141         | 48         | 28         | 167         | 27         | 27         | 4         | 49         | 1558         |     |
| Trongsa Dzongkhag                                 |          |           |           |          | 1         |           |          | 17         | 41          | 52          | 58          | 127         |           | 10         | 8          | 21         | 42          | 52          | 13         | 6          | 58          | 5          | 9          | 4         | 19         | 543          |     |
| Tsirang Dzongkhag                                 |          |           | 1         |          |           | 1         |          | 45         | 83          | 106         | 74          | 85          |           | 20         | 22         | 52         | 44          | 52          | 18         | 12         | 55          | 9          | 8          |           | 33         | 720          |     |
| Wangdue Dzongkhag                                 |          |           | 1         |          | 1         |           |          | 46         | 117         | 129         | 119         | 182         | 3         | 18         | 34         | 63         | 58          | 75          | 35         | 12         | 58          | 17         | 7          | 2         | 30         | 1007         |     |
| Zhemgang Dzongkhag                                |          |           |           |          |           |           |          | 15         | 33          | 57          | 81          | 233         |           | 9          | 10         | 47         | 56          | 66          | 16         | 11         | 87          | 14         | 19         | 3         | 26         | 783          |     |

**Table 8 Continuation**  
**Civil Servants by Working Agency and Position Level**

| Working Agency  | ES1       | ES2       | ES3        | EX1       | EX2       | EX3       | NA       | P1          | P2          | P3          | P4          | P5          | SS1        | SS2        | SS3        | SS4         | S1          | S2          | S3          | S4         | S5          | O1         | O2         | O3         | O4         | Grand Total  |
|---|-----------|-----------|------------|-----------|-----------|-----------|----------|-------------|-------------|-------------|-------------|-------------|------------|------------|------------|-------------|-------------|-------------|-------------|------------|-------------|------------|------------|------------|------------|--------------|
| <b>Thromde</b>  |           |           | <b>12</b>  |           |           |           | <b>1</b> | <b>310</b>  | <b>525</b>  | <b>384</b>  | <b>224</b>  | <b>188</b>  | <b>7</b>   | <b>14</b>  | <b>22</b>  | <b>53</b>   | <b>63</b>   | <b>142</b>  | <b>77</b>   | <b>20</b>  | <b>53</b>   | <b>36</b>  | <b>28</b>  | <b>8</b>   | <b>41</b>  | <b>2208</b>  |
| Gelephu Thromde   |           |           | 1          |           |           |           |          | 34          | 50          | 42          | 25          | 38          | 4          | 4          | 5          | 9           | 11          | 15          | 15          | 1          | 4           | 5          | 7          | 3          | 6          | 279          |
| Phuentsholing Thromde                                   |           |           | 2          |           |           |           |          | 33          | 70          | 58          | 30          | 46          |            |            | 5          | 17          | 12          | 29          | 13          | 3          | 5           | 5          | 8          | 1          | 7          | 344          |
| Samdrup Jongkhar Thromde                                |           |           |            |           |           |           |          | 14          | 24          | 30          | 25          | 35          |            |            | 2          | 5           | 7           | 12          | 15          | 2          | 13          | 3          | 2          | 3          | 8          | 200          |
| Thimphu Thromde   |           |           | 9          |           |           |           | 1        | 229         | 381         | 254         | 144         | 69          | 3          | 10         | 10         | 22          | 33          | 86          | 34          | 14         | 31          | 23         | 11         | 1          | 20         | 1385         |
| <b>Autonomous &amp; Other Agencies</b>                  | <b>13</b> | <b>12</b> | <b>25</b>  | <b>5</b>  | <b>2</b>  | <b>11</b> |          | <b>121</b>  | <b>155</b>  | <b>222</b>  | <b>258</b>  | <b>112</b>  | <b>44</b>  | <b>74</b>  | <b>107</b> | <b>266</b>  | <b>294</b>  | <b>247</b>  | <b>133</b>  | <b>49</b>  | <b>44</b>   | <b>117</b> | <b>46</b>  | <b>6</b>   | <b>117</b> | <b>2480</b>  |
| Bhutan Civil Aviation Authority                         |           |           |            |           |           |           | 1        | 1           | 3           | 2           | 6           |             | 1          |            |            |             | 1           | 1           |             |            |             | 1          | 1          |            | 1          | 20           |
| Bhutan Council for School Examination and Assessment    |           |           | 1          |           |           |           |          | 11          | 1           |             | 1           | 2           |            |            | 2          | 2           |             | 1           | 2           |            |             | 2          |            |            |            | 25           |
| Bhutan Health Trust Fund                                |           |           |            |           |           |           |          |             |             |             |             |             |            |            | 1          |             |             |             |             |            |             |            |            |            |            | 1            |
| Bhutan Information Communications & Media Authority     |           |           |            |           |           |           | 1        |             | 4           | 3           | 5           | 4           |            |            | 1          | 2           |             | 3           | 1           | 1          |             |            | 1          |            |            | 27           |
| Bhutan Medical Health Council                           |           |           | 1          |           |           |           | 1        | 1           |             | 2           | 2           | 1           |            |            |            | 2           |             | 1           | 2           |            |             | 1          |            |            |            | 15           |
| Bhutan Narcotic Control Authority                       |           |           |            |           |           |           |          | 2           | 5           | 2           | 2           | 2           |            |            |            |             | 3           | 2           | 5           |            |             |            | 3          | 1          | 20         | 47           |
| Bhutan Olympic Committee                                |           |           |            |           |           |           | 1        |             | 5           | 3           |             |             |            |            |            | 1           | 2           |             |             |            | 1           | 2          |            |            |            | 16           |
| Bhutan Standards Bureau                                 |           |           |            |           |           |           |          | 6           | 2           | 1           | 4           | 1           |            | 5          | 1          | 5           | 3           |             | 7           | 4          | 1           | 2          |            |            |            | 43           |
| Cabinet Secretariat                                     |           |           |            | 1         |           |           | 1        | 6           | 4           | 12          | 11          | 3           |            | 1          | 1          | 2           | 1           | 2           | 5           |            |             | 5          | 2          |            |            | 62           |
| Centre for Bhutan Studies and GNH Research              |           |           |            | 1         |           |           |          | 1           | 5           | 17          | 31          | 30          |            |            | 1          | 1           | 1           | 4           |             |            |             | 1          | 1          |            |            | 95           |
| Construction Development Board                          |           |           |            |           |           |           |          | 1           | 2           | 5           | 1           | 1           | 1          |            |            | 2           | 4           | 3           | 1           | 1          |             | 1          | 1          |            |            | 25           |
| Dratshang Lhentshog                                     |           |           |            | 1         |           |           |          | 1           | 2           |             |             | 5           |            |            | 1          | 1           | 1           | 11          | 3           | 2          | 2           | 12         | 7          | 3          | 49         | 100          |
| Drug Regulatory Authority                               |           |           |            |           |           |           | 1        | 3           | 1           | 7           | 7           |             |            | 2          | 4          | 2           | 2           |             | 2           |            |             | 1          |            |            |            | 34           |
| Dzongkha Development Commission                         |           |           |            |           |           |           |          | 3           | 1           | 3           | 6           | 6           |            | 1          |            | 1           | 2           |             |             |            |             | 1          | 2          |            |            | 27           |
| Jigme Dorji Wangchuck National Referral Hospital (JDWN) | 12        | 9         | 17         |           |           |           | 1        | 43          | 54          | 79          | 116         | 15          | 40         | 55         | 78         | 190         | 234         | 157         | 26          | 5          | 16          | 43         | 8          |            | 26         | 1224         |
| Media Council   |           |           |            |           |           |           |          |             |             |             | 2           | 1           |            |            |            | 1           |             | 1           |             |            |             |            |            |            |            | 5            |
| National Center for Hydrology and Meteorology (NCHM)    |           |           |            | 2         |           |           | 1        | 4           | 5           | 9           | 13          | 1           | 2          |            |            | 7           | 15          | 30          | 50          | 17         | 11          | 6          | 1          |            | 2          | 176          |
| National Commission for Women & Children                |           |           |            |           |           |           |          | 3           | 3           | 4           | 3           |             |            | 1          |            | 2           | 1           |             |             |            |             |            | 2          |            | 1          | 20           |
| National Environment Commission                         |           |           | 1          |           |           |           |          | 3           | 5           | 10          | 6           | 9           |            |            | 2          | 1           | 1           | 3           | 3           |            |             | 4          | 1          |            |            | 49           |
| National Film Commission                                |           |           |            |           |           |           |          |             |             |             | 1           | 1           |            |            |            | 1           |             |             |             |            |             |            |            |            |            | 3            |
| National Land Commission                                |           |           | 1          | 1         | 2         |           | 1        | 9           | 16          | 17          | 17          | 12          |            | 7          | 2          | 30          | 11          | 20          | 12          | 14         | 7           | 22         | 10         |            | 1          | 212          |
| National Statistics Bureau                              |           |           | 1          |           |           |           |          | 5           | 8           | 6           | 11          | 3           |            | 1          | 5          | 3           | 3           |             |             |            | 1           | 3          | 1          | 1          |            | 52           |
| Non Governmental Organizations                          |           |           |            |           |           | 1         | 1        | 1           |             |             |             |             |            |            |            |             |             |             |             |            |             |            |            |            |            | 3            |
| Office of the Attorney General                          |           |           |            |           |           |           |          | 2           | 8           | 27          | 8           | 2           |            |            | 2          | 2           | 5           | 3           |             |            | 2           | 2          | 1          |            | 2          | 66           |
| Royal Institute of Management                           |           | 1         | 1          | 2         |           |           | 1        | 10          | 6           | 6           | 1           | 7           |            |            | 3          | 7           | 3           | 2           | 4           | 2          |             | 4          | 1          | 1          | 1          | 63           |
| Royal Privy Council                                     |           |           |            |           |           |           |          | 1           | 1           |             |             | 1           |            |            |            |             |             |             | 1           |            |             | 1          | 3          |            |            | 8            |
| Tourism Council of Bhutan                               |           |           |            |           |           | 1         |          | 4           | 16          | 5           | 4           | 5           |            | 1          | 3          | 1           | 2           | 3           | 9           | 1          |             | 5          | 1          |            | 1          | 62           |
| <b>Grand Total</b>                                      | <b>19</b> | <b>25</b> | <b>133</b> | <b>18</b> | <b>23</b> | <b>60</b> | <b>2</b> | <b>1560</b> | <b>3063</b> | <b>3116</b> | <b>2904</b> | <b>4106</b> | <b>155</b> | <b>678</b> | <b>953</b> | <b>1997</b> | <b>2499</b> | <b>2648</b> | <b>1424</b> | <b>494</b> | <b>1945</b> | <b>900</b> | <b>501</b> | <b>101</b> | <b>870</b> | <b>30194</b> |

**Table 9**  
**Civil Servants by Parent Agency and Position Level**

| Parent Agency   | EX1 | EX2 | EX3 | ES1 | ES2 | ES3 | NA <sup>1</sup> | P1  | P2   | P3   | P4   | P5   | SS1 | SS2 | SS3 | SS4 | S1  | S2  | S3  | S4  | S5   | O1  | O2  | O3 | O4  | Total  |  |
|---|-----|-----|-----|-----|-----|-----|-----------------|-----|------|------|------|------|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|----|-----|--------|--|
| His Majesty's Secretariat                                 | 2   | 1   | 1   |     |     |     |                 | 3   | 2    | 7    | 2    | 2    |     |     |     |     |     |     | 4   |     | 2    | 8   | 1   | 3  | 1   | 39     |  |
| Secretariat of His Majesty The Fourth Druk Gyal           | 1   |     | 2   |     |     |     |                 |     | 2    | 2    |      |      |     | 1   |     | 8   |     | 1   | 1   |     |      | 1   |     | 1  | 2   | 22     |  |
| <b>Judiciary</b>  |     |     |     |     |     |     |                 |     |      |      |      |      |     |     |     |     |     |     |     |     |      |     |     |    |     |        |  |
| Royal Court of Justice                                    |     |     |     |     |     |     |                 |     | 1    | 6    | 15   |      |     |     | 1   | 58  | 116 | 67  | 3   | 1   |      | 19  | 15  | 6  | 33  | 341    |  |
| Supreme Court of Bhutan                                   |     |     |     |     |     |     |                 |     | 1    |      | 3    |      |     |     | 2   | 1   |     |     |     |     |      |     |     |    |     | 7      |  |
| <b>Legislative</b>  |     |     |     |     |     |     |                 |     |      |      |      |      |     |     |     |     |     |     |     |     |      |     |     |    |     |        |  |
| National Assembly Secretariat                             | 1   |     |     |     |     |     |                 | 2   | 1    | 2    | 3    | 37   |     |     |     | 1   | 1   |     | 2   |     |      | 3   |     |    | 5   | 58     |  |
| National Council Secretariat                              |     | 1   |     |     |     |     | 2               | 2   |      | 2    | 3    | 24   |     |     |     |     |     | 1   | 1   |     |      | 2   | 1   |    |     | 39     |  |
| <b>Constitutional</b>                                     |     |     |     |     |     |     |                 |     |      |      |      |      |     |     |     |     |     |     |     |     |      |     |     |    |     |        |  |
| Royal Civil Service Commission                            |     | 1   | 1   |     |     | 1   |                 | 14  | 14   | 24   | 27   | 58   | 1   | 2   | 21  | 56  | 162 | 196 | 332 | 136 | 248  | 10  |     | 1  | 2   | 1,307  |  |
| Royal Audit Authority                                     |     |     | 2   |     | 1   |     |                 | 13  | 22   | 22   | 27   | 28   |     | 12  | 16  | 11  | 11  | 14  |     |     |      | 12  | 6   |    | 3   | 200    |  |
| Anti-Corruption Commission                                |     |     | 3   |     |     | 1   |                 | 5   | 5    | 11   | 34   | 13   |     |     |     | 4   | 7   | 12  | 2   |     |      | 10  | 3   | 1  |     | 111    |  |
| <b>Ministry</b>   |     |     |     |     |     |     |                 |     |      |      |      |      |     |     |     |     |     |     |     |     |      |     |     |    |     |        |  |
| Ministry of Education                                     | 1   | 1   | 2   |     |     | 39  |                 | 971 | 2255 | 1932 | 1549 | 3414 | 1   |     | 5   | 5   | 50  | 400 | 178 | 109 | 1342 | 28  | 178 | 14 | 62  | 12,536 |  |
| Ministry of Health  | 1   | 1   | 2   | 16  | 10  | 35  |                 | 86  | 160  | 332  | 397  | 51   | 85  | 205 | 352 | 793 | 934 | 904 | 155 | 15  | 30   | 166 | 78  | 11 | 106 | 4,925  |  |
| Ministry of Agriculture and Forests                       | 1   | 1   | 4   | 2   | 9   | 34  |                 | 85  | 167  | 163  | 161  | 14   | 15  | 327 | 261 | 284 | 517 | 335 | 349 | 13  | 88   | 142 | 43  | 11 | 123 | 3,149  |  |
| Ministry of Finance                                       | 2   |     | 4   |     | 1   | 1   |                 | 65  | 86   | 98   | 109  | 109  |     |     | 35  | 130 | 378 | 252 | 130 | 12  | 4    | 9   | 51  | 10 | 6   | 1,493  |  |
| Ministry of Works and Human Settlement                    | 1   | 1   | 2   |     | 1   | 2   |                 | 76  | 45   | 97   | 149  |      | 41  | 54  | 68  | 172 | 230 | 247 | 43  | 1   | 9    | 108 | 30  | 7  | 46  | 1,430  |  |
| Ministry of Home and Cultural Affairs                     | 1   | 9   | 13  |     |     | 4   |                 | 54  | 46   | 90   | 56   | 117  | 2   |     | 5   | 19  | 43  | 58  | 68  | 88  | 69   | 128 | 41  | 20 | 264 | 1,195  |  |
| Ministry of Information and Communications                |     | 1   | 2   |     |     |     |                 | 18  | 48   | 35   | 37   | 80   | 1   | 23  | 31  | 76  | 40  | 84  | 84  | 3   | 67   | 19  | 12  | 2  | 18  | 681    |  |
| Ministry of Economic Affairs                              | 1   | 2   | 3   |     |     | 1   |                 | 28  | 37   | 46   | 54   | 16   | 3   | 3   |     | 6   | 23  | 35  | 52  | 7   | 3    | 23  | 7   | 2  | 8   | 360    |  |
| Ministry of Labour and Human Resources                    | 1   | 1   | 3   |     |     | 6   |                 | 22  | 16   | 26   | 39   | 29   |     | 3   | 36  | 31  | 25  | 35  | 11  | 2   | 3    | 15  | 4   | 1  | 10  | 319    |  |
| Ministry of Foreign Affairs                               | 1   | 2   | 5   |     |     |     |                 | 15  | 15   | 15   | 12   | 16   |     |     |     |     | 2   |     | 1   |     |      | 19  | 2   | 4  | 11  | 120    |  |
| <b>Autonomous Agency</b>                                  |     |     |     |     |     |     |                 |     |      |      |      |      |     |     |     |     |     |     |     |     |      |     |     |    |     |        |  |
| National Land Commission                                  | 2   |     | 1   |     | 1   | 1   |                 | 8   | 16   | 25   | 25   | 10   | 2   | 7   | 5   | 58  | 31  | 46  | 36  | 86  | 22   | 26  | 12  | 2  | 18  | 440    |  |
| Cabinet Secretariat                                       |     |     | 1   |     |     |     |                 | 22  | 33   | 45   | 35   | 18   |     |     |     |     |     |     | 3   |     |      | 5   | 2   |    | 5   | 169    |  |
| National Center for Hydrology and Meteorology (NCHM)      |     |     | 1   |     |     | 2   |                 | 4   | 4    | 8    | 12   | 1    | 2   |     |     | 7   | 14  | 30  | 46  | 17  | 11   | 6   | 1   |    | 2   | 168    |  |
| Office of the Attorney General                            |     |     |     |     |     |     |                 | 5   | 28   | 58   | 34   |      |     |     |     | 10  | 13  | 7   |     |     | 1    | 2   | 1   |    | 2   | 161    |  |
| Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) |     |     | 1   |     |     | 1   |                 | 1   | 1    | 3    | 44   | 1    |     | 1   |     |     | 14  | 7   | 8   | 3   | 6    | 30  | 5   |    | 20  | 146    |  |
| Dratshang Lhentshug                                       | 1   |     |     |     |     |     |                 | 1   |      | 1    |      | 2    |     |     |     |     |     | 8   | 2   | 1   | 2    | 12  | 7   | 3  | 49  | 89     |  |
| National Statistics Bureau                                |     |     |     |     |     | 1   |                 | 7   | 9    | 8    | 17   | 2    |     | 1   | 13  | 5   | 1   | 2   | 1   | 2   | 4    | 1   | 1   |    |     | 75     |  |
| National Environment Commission                           |     |     |     |     | 1   |     |                 | 4   | 7    | 10   | 9    | 22   |     |     |     |     |     | 2   | 1   |     |      | 4   | 1   |    |     | 61     |  |
| Royal Institute of Management                             |     |     | 1   | 1   | 1   | 2   |                 | 10  | 5    | 5    | 1    | 8    |     |     | 2   | 1   |     | 1   | 3   |     |      | 4   | 1   | 1  | 1   | 48     |  |
| Tourism Council of Bhutan                                 |     | 1   |     |     |     |     |                 | 4   | 12   | 4    | 3    | 4    |     |     | 1   |     | 2   | 3   | 6   | 1   |      | 5   | 1   |    | 1   | 48     |  |
| Bhutan Standards Bureau                                   |     |     | 1   |     |     |     |                 | 7   | 3    | 1    | 7    |      |     | 3   | 1   | 5   | 2   |     | 7   | 4   |      | 2   |     |    | 1   | 44     |  |
| Bhutan Narcotic Control Authority                         |     |     |     |     |     |     |                 | 2   | 3    | 2    | 2    | 2    |     |     |     |     | 1   | 1   | 4   |     |      |     | 3   | 1  | 20  | 41     |  |
| Dzongkha Development Commission                           |     |     |     |     |     |     |                 | 3   | 3    | 8    | 5    | 10   |     |     |     |     |     |     |     |     |      | 2   |     |    | 1   | 33     |  |
| Drug Regulatory Authority                                 |     |     | 1   |     |     |     |                 | 3   | 1    | 6    | 7    |      |     | 1   | 4   | 1   | 1   |     |     |     |      | 1   |     |    | 2   | 28     |  |
| Bhutan Information Communications & Media Authority       |     |     | 1   |     |     |     |                 |     | 3    | 2    | 5    | 3    |     |     | 1   | 1   |     | 2   |     |     |      | 1   |     | 1  | 1   | 21     |  |
| Centre for Bhutan Studies and GNH Research                | 1   |     |     |     |     |     |                 | 1   |      | 3    | 4    | 4    |     |     |     | 1   |     | 3   |     |     |      | 1   | 1   |    | 1   | 20     |  |

**Table 9 Continuation**  
**Civil Servants by Parent Agency and Position Level**

| Parent Agency  | EX1       | EX2       | EX3       | ES1       | ES2       | ES3        | NA <sup>+</sup> | P1          | P2          | P3          | P4          | P5          | SS1        | SS2        | SS3        | SS4         | S1          | S2          | S3          | S4         | S5          | O1         | O2         | O3         | O4         | Total        |
|--|-----------|-----------|-----------|-----------|-----------|------------|-----------------|-------------|-------------|-------------|-------------|-------------|------------|------------|------------|-------------|-------------|-------------|-------------|------------|-------------|------------|------------|------------|------------|--------------|
| Bhutan Civil Aviation Authority                      |           |           | 1         |           |           |            |                 | 1           | 4           | 2           | 5           |             | 1          |            |            |             | 1           |             |             |            |             | 1          |            | 1          | 1          | 18           |
| Construction Development Board                       |           |           |           |           |           |            |                 | 1           | 2           | 4           | 1           |             | 1          |            |            |             | 1           | 3           |             |            |             | 1          | 1          |            | 1          | 16           |
| Bhutan Council for School Examination and Assessment |           |           |           |           |           | 1          |                 | 11          | 1           |             | 1           |             |            |            |            |             |             |             |             |            |             | 2          |            |            |            | 16           |
| National Commission for Women & Children             |           |           |           |           |           |            |                 | 3           | 1           | 4           | 2           |             |            |            |            | 1           |             |             |             |            |             |            | 2          |            | 1          | 14           |
| Bhutan Olympic Committee                             |           |           |           |           |           |            |                 |             | 4           | 3           |             |             |            |            |            | 1           |             |             | 1           |            |             | 1          | 2          |            |            | 12           |
| Bhutan Medical Health Council                        |           |           | 1         |           |           | 1          |                 | 1           |             | 2           | 1           | 1           |            |            |            |             |             |             | 1           |            |             | 1          |            |            | 1          | 10           |
| Royal Privy Council                                  |           |           |           |           |           |            |                 | 1           |             |             |             |             | 1          |            |            |             |             |             |             |            |             | 1          | 3          |            |            | 6            |
| Bhutan National Legal Institute                      |           |           |           |           |           |            |                 |             |             |             | 2           |             |            |            |            | 1           |             |             | 1           |            |             | 1          |            |            | 1          | 6            |
| Media Council  |           |           |           |           |           |            |                 |             |             |             | 1           | 1           |            |            |            |             |             |             |             |            |             |            |            |            |            | 2            |
| National Film Commission                             |           |           |           |           |           |            |                 |             |             |             |             |             | 1          |            |            |             |             |             |             |            |             |            |            |            |            | 1            |
| <b>Thromde</b>                                       |           |           |           |           |           |            |                 |             |             |             |             |             |            |            |            |             |             |             |             |            |             |            |            |            |            |              |
| Thimphu Thromde                                      |           |           | 1         |           |           |            |                 | 1           |             | 1           |             | 4           |            |            |            | 1           |             | 5           | 5           |            | 16          | 18         | 10         | 1          | 20         | 83           |
| Phuentsholing Thromde                                |           |           |           |           |           |            |                 |             |             | 1           | 1           |             |            |            |            |             | 1           | 6           | 1           |            | 1           | 4          | 7          | 1          | 7          | 30           |
| Samdrup Jongkhar Thromde                             |           |           |           |           |           |            |                 |             |             |             | 2           |             |            |            |            |             |             | 2           | 1           |            | 9           | 2          | 2          | 3          | 8          | 29           |
| Gelephu Thromde                                      |           |           |           |           |           |            |                 |             |             |             | 1           | 3           |            |            |            |             | 2           | 1           |             |            | 2           | 3          | 6          | 3          | 6          | 27           |
| <b>Grand Total</b>                                   | <b>18</b> | <b>23</b> | <b>60</b> | <b>19</b> | <b>25</b> | <b>133</b> | <b>2</b>        | <b>1560</b> | <b>3063</b> | <b>3116</b> | <b>2904</b> | <b>4106</b> | <b>155</b> | <b>678</b> | <b>953</b> | <b>1997</b> | <b>2499</b> | <b>2648</b> | <b>1424</b> | <b>494</b> | <b>1945</b> | <b>900</b> | <b>501</b> | <b>101</b> | <b>870</b> | <b>30194</b> |

Note: 1 Eminent Member of National Council

**Table 10**  
**Contract Employees by Working Agency and Position Category**

| Working Agency                                    | ESC      | PMC          | SSC          | OC         | Total        |
|---|----------|--------------|--------------|------------|--------------|
| <b>Majesty Secretariat</b>                        | <b>3</b> | <b>13</b>    | <b>15</b>    | <b>7</b>   | <b>38</b>    |
| His Majestys Secretariat                          | 1        | 9            | 5            | 5          | 20           |
| Secretariat of His Majesty The Fourth Druk Gyalpo | 2        | 4            | 10           | 2          | 18           |
| <b>Judiciary</b>                                  |          |              | <b>1</b>     | <b>24</b>  | <b>25</b>    |
| Royal Court of Justice                            |          |              | 1            | 24         | 25           |
| <b>Legislative</b>                                |          | <b>58</b>    |              | <b>8</b>   | <b>66</b>    |
| National Assembly Secretariat                     |          | 34           |              | 7          | 41           |
| National Council Secretariat                      |          | 24           |              |            | 24           |
| Bhutan National Legal Institute                   |          |              |              | 1          | 1            |
| <b>Constitutional</b>                             |          | <b>20</b>    | <b>1</b>     | <b>5</b>   | <b>26</b>    |
| Anti-Corruption Commission                        |          | 15           | 1            |            | 16           |
| Royal Audit Authority                             |          | 4            |              | 3          | 7            |
| Royal Civil Service Commission                    |          | 1            |              | 2          | 3            |
| <b>Executive-Ministries</b>                       | <b>3</b> | <b>76</b>    | <b>122</b>   | <b>209</b> | <b>410</b>   |
| Ministry of Agriculture and Forests               | 1        | 4            | 50           | 98         | 153          |
| Ministry of Health                                |          | 36           | 9            | 36         | 81           |
| Ministry of Finance                               | 1        | 12           | 45           | 5          | 63           |
| Ministry of Information and Communications        |          | 9            | 3            | 19         | 31           |
| Ministry of Works and Human Settlement            |          |              | 2            | 22         | 24           |
| Ministry of Labour and Human Resources            | 1        | 3            | 5            | 10         | 19           |
| Ministry of Economic Affairs                      |          | 7            | 3            | 7          | 17           |
| Ministry of Home and Cultural Affairs             |          | 3            | 2            | 11         | 16           |
| Ministry of Foreign Affairs                       |          | 1            | 2            | 1          | 4            |
| Ministry of Education                             |          | 1            | 1            |            | 2            |
| <b>Dzongkhag</b>                                  | <b>5</b> | <b>1,614</b> | <b>1,617</b> | <b>593</b> | <b>3,829</b> |
| Trashigang Dzongkhag                              | 1        | 135          | 178          | 59         | 373          |
| Samtse Dzongkhag                                  | 1        | 208          | 120          | 39         | 368          |
| Mongar Dzongkhag                                  |          | 146          | 149          | 44         | 339          |
| Chukha Dzongkhag                                  |          | 124          | 114          | 37         | 275          |
| Samdrup Jongkhar Dzongkhag                        |          | 121          | 112          | 26         | 259          |
| Zhemgang Dzongkhag                                |          | 111          | 87           | 36         | 234          |
| Pema Gatshel Dzongkhag                            |          | 95           | 91           | 34         | 220          |
| Dagana Dzongkhag                                  |          | 92           | 82           | 29         | 203          |
| Wangdue Dzongkhag                                 |          | 100          | 64           | 31         | 195          |
| Trashi Yangtse Dzongkhag                          |          | 71           | 77           | 27         | 175          |
| Sarpang Dzongkhag                                 |          | 81           | 63           | 15         | 159          |
| Tsirang Dzongkhag                                 |          | 58           | 60           | 38         | 156          |
| Lhuntse Dzongkhag                                 |          | 51           | 75           | 27         | 153          |
| Trongsa Dzongkhag                                 |          | 63           | 60           | 25         | 148          |
| Punakha Dzongkhag                                 |          | 43           | 74           | 27         | 144          |
| Paro Dzongkhag                                    |          | 15           | 65           | 30         | 110          |
| Haa Dzongkhag                                     |          | 34           | 37           | 20         | 91           |
| Bumthang Dzongkhag                                |          | 26           | 43           | 16         | 85           |
| Thimphu Dzongkhag                                 | 3        | 23           | 40           | 18         | 84           |
| Gasa Dzongkhag                                    |          | 17           | 26           | 15         | 58           |

**Table 10 Continuation**  
**Contract Employees by Working Agency and Position Category**

| Working Agency  | ESC       | PMC          | SSC          | OC           | Total        |
|---|-----------|--------------|--------------|--------------|--------------|
| <b>Thromde</b>  | <b>1</b>  | <b>104</b>   | <b>62</b>    | <b>42</b>    | <b>209</b>   |
| Thimphu Thromde   | 1         | 48           | 35           | 18           | 102          |
| Phuentsholing Thromde                                     |           | 31           | 7            | 7            | 45           |
| Samdrup Jongkhar Thromde                                  |           | 14           | 13           | 8            | 35           |
| Gelephu Thromde   |           | 11           | 7            | 9            | 27           |
| <b>Autonomous &amp; Other Agencies</b>                    | <b>9</b>  | <b>88</b>    | <b>40</b>    | <b>113</b>   | <b>250</b>   |
| Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) | 7         | 65           | 27           | 22           | 121          |
| Dratshang Lhentshog                                       | 1         | 4            | 9            | 49           | 63           |
| Bhutan Narcotic Control Authority                         |           | 2            |              | 20           | 22           |
| Cabinet Secretariat                                       |           | 1            | 1            | 5            | 7            |
| National Land Commission                                  |           | 3            |              | 1            | 4            |
| Office of the Attorney General                            |           | 1            |              | 2            | 3            |
| National Statistics Bureau                                |           | 3            |              |              | 3            |
| Centre for Bhutan Studies and GNH Research                | 1         | 1            |              | 1            | 3            |
| Royal Institute of Management                             |           | 1            | 1            | 1            | 3            |
| Tourism Council of Bhutan                                 |           | 2            |              | 1            | 3            |
| National Center for Hydrology and Meteorology (NCHM)      |           |              |              | 2            | 2            |
| Bhutan Standards Bureau                                   |           | 1            |              | 1            | 2            |
| National Environment Commission                           |           | 1            | 1            |              | 2            |
| Bhutan Olympic Committee                                  |           | 2            |              |              | 2            |
| Bhutan Civil Aviation Authority                           |           |              | 1            | 1            | 2            |
| Drug Regulatory Authority                                 |           |              |              | 2            | 2            |
| Media Council   |           | 1            |              |              | 1            |
| National Commission for Women & Children                  |           |              |              | 1            | 1            |
| Bhutan Medical Health Council                             |           |              |              | 1            | 1            |
| Dzongkha Development Commission                           |           |              |              | 1            | 1            |
| Bhutan Information Communications & Media Authority       |           |              |              | 1            | 1            |
| Construction Development Board                            |           |              |              | 1            | 1            |
| <b>Grand Total</b>  | <b>21</b> | <b>1,973</b> | <b>1,858</b> | <b>1,001</b> | <b>4,853</b> |

Note: ESC: Executive & Specialists Category, PMC: Professional & Management Category, SSC: Supervisory & Support

**Table 11**  
**Civil Service Growth by Parent Agency**

| Parent Agency   | 1st of July<br>2008,<br>Starting of<br>10th FYP | 31st Dec,<br>2022 | Difference    | % Growth      |
|---|---|-------------------|---------------|---------------|
| His Majesty's Secretariat                             | 29  | 39                | 10            | 34.48%        |
| His Majesty The 4 <sup>th</sup> King Secretariat      | 12  | 22                | 10            | 83.33%        |
| <b>Judiciary</b>                                      |   |                   |               |               |
| Royal Court of Justice                                | 311   | 341               | 30            | 9.65%         |
| Supreme Court   |   | 7                 | 7             |               |
| <b>Legislative</b>                                    |   |                   |               |               |
| National Assembly Secretariat                         | 27  | 58                | 31            | 114.81%       |
| National Council                                      | 17  | 39                | 22            | 129.41%       |
| <b>Constitutional</b>                                 |   |                   |               |               |
| Anti-Corruption Commission                            | 29  | 111               | 82            | 282.76%       |
| Royal Audit Authority                                 | 185   | 200               | 15            | 8.11%         |
| Royal Civil Service Commission                        | 55  | 1,307             | 1,252         | 2276.36%      |
| <b>Ministry</b>                                       |   |                   |               |               |
| Ministry of Agriculture and Forests                   | 3,032   | 3149              | 117           | 3.86%         |
| Ministry of Economic Affairs                          | 512   | 360               | -152          | -29.69%       |
| Ministry of Education                                 | 6,698   | 12536             | 5838          | 87.16%        |
| Ministry of Finance                                   | 1,331   | 1493              | 162           | 12.17%        |
| Ministry of Foreign Affairs                           | 121   | 120               | -1            | -0.83%        |
| Ministry of Health                                    | 2,394   | 4925              | 2531          | 105.72%       |
| Ministry of Home & Cultural Affairs                   | 1,091   | 1195              | 104           | 9.53%         |
| Ministry of Information & Communications              | 315   | 681               | 366           | 116.19%       |
| Ministry of Labour & Human Resources                  | 255   | 319               | 64            | 25.10%        |
| Ministry of Works & Human Settlement                  | 1,639   | 1430              | -209          | -12.75%       |
| <b>Autonomous &amp; other Agency</b>                  |   |                   |               |               |
| National Land Commission                              | 278   | 440               | 162           | 58.27%        |
| National Center for Hydrology and Meteorology         |   | 168               | 168           | 0.00%         |
| Cabinet Secretariat                                   | 20  | 169               | 149           | 745.00%       |
| Office of the Attorney General                        | 21  | 161               | 140           | 666.67%       |
| Jigme Dorji Wangchuk National Referral Hospital       |   | 146               | 146           | 0.00%         |
| Dratshang Lhentshog                                   | 28  | 89                | 61            | 217.86%       |
| National Statistics Bureau                            | 57  | 75                | 18            | 31.58%        |
| National Environment Commission                       | 58  | 61                | 3             | 5.17%         |
| Tourism Council of Bhutan                             | 52  | 48                | -4            | -7.69%        |
| Royal Institute of Management                         | 60  | 48                | -12           | -20.00%       |
| Bhutan Standards Bureau                               |   | 44                | 44            | 0.00%         |
| Bhutan Narcotic Control Authority                     | 6   | 41                | 35            | 583.33%       |
| Bhutan Council for School Examinations and Assessment |   | 16                | 16            | 0.00%         |
| Drug Regulatory Authority                             |   | 28                | 28            | 0.00%         |
| Centre for Bhutan Studies and GNH Research            | 22  | 20                | -2            | -9.09%        |
| Bhutan Information Communications & Media Authority   | 17  | 21                | 4             | 23.53%        |
| Dzongkha Development Commission                       | 23  | 33                | 10            | 43.48%        |
| Construction Development Board                        |   | 16                | 16            | 0.00%         |
| National Commission for Women & Children              | 6   | 14                | 8             | 133.33%       |
| Bhutan Olympic Committee                              | 7   | 12                | 5             | 71.43%        |
| Royal Privy Council                                   |   | 6                 | 6             | 0.00%         |
| Bhutan National Legal Institute                       |   | 6                 | 6             | 0.00%         |
| Bhutan Medical Health Council                         |   | 10                | 10            | 0.00%         |
| Bhutan Civil Aviation Authority                       |   | 18                | 18            | 0.00%         |
| Media Council   |   | 2                 | 2             | 0.00%         |
| National Film Commission                              |   | 1                 | 1             | 0.00%         |
| <b>Thromde</b>  |   |                   |               |               |
| Gelephu   |   | 27                | 27            | 0.00%         |
| Phuentsholing   |   | 30                | 30            | 0.00%         |
| Samdrup Jongkhar                                      |   | 29                | 29            | 0.00%         |
| Thimphu   |   | 83                | 83            | 0.00%         |
| <b>Total</b>  | <b>18,708</b>                                   | <b>30,194</b>     | <b>11,486</b> | <b>61.40%</b> |

**Table 12**  
**Progressive Growth of Parent Agency**

| Parent Agency                                      | 2018     |         | 2019     |         | 2020     |         | 2021     |         | 2022     |        |
|--|----------|---------|----------|---------|----------|---------|----------|---------|----------|--------|
|  | Strength | Growth  | Strength | Growth  | Strength | Growth  | Strength | Growth  | Strength | Growth |
| His Majesty's Secretariat                          | 52       | 6.12%   | 54       | 3.85%   | 49       | -9.26%  | 49       | 0.00%   | 39       | -20.41 |
| His Majesty The 4 <sup>th</sup> King's Secretariat | 24       | -11.11% | 26       | 8.33%   | 25       | -3.85%  | 26       | 4.00%   | 22       | -15.38 |
| <b>Judiciary</b>                                   |          |         |          |         |          |         |          |         |          |        |
| Royal Court of Justice                             | 451      | 5.37%   | 465      | 3.10%   | 463      | -0.43%  | 408      | -11.88% | 341      | -16.42 |
| Supreme Court                                      | 4        | 0.00%   | 18       | 350.00% | 17       | -5.56%  | 13       | -23.53% | 7        | -46.15 |
| <b>Legislative</b>                                 |          |         |          |         |          |         |          |         |          |        |
| National Assembly Secretariat                      | 80       | 8.11%   | 73       | -8.75%  | 66       | -9.59%  | 66       | 0.00%   | 58       | -12.12 |
| National Council                                   | 53       | 0.00%   | 53       | 0.00%   | 51       | -3.77%  | 50       | -1.96%  | 39       | -22.00 |
| <b>Constitutional</b>                              |          |         |          |         |          |         |          |         |          |        |
| Royal Audit Authority                              | 233      | 0.43%   | 226      | -3.00%  | 235      | 3.98%   | 224      | -4.68%  | 200      | -10.71 |
| Royal Civil Service Commission                     | 176      | -2.22%  | 187      | 6.25%   | 187      | 0.00%   | 183      | -2.14%  | 1307     | 614.21 |
| Anti-Corruption Commission                         | 95       | -1.04%  | 110      | 15.79%  | 114      | 3.64%   | 111      | -2.63%  | 111      | 0.00   |
| <b>Ministry</b>                                    |          |         |          |         |          |         |          |         |          |        |
| Ministry of Education                              | 11,168   | 1.17%   | 11953    | 7.03%   | 12,599   | 5.40%   | 13,023   | 3.37%   | 12536    | -3.74  |
| Ministry of Health                                 | 4,315    | 1.60%   | 4668     | 8.18%   | 5,093    | 9.10%   | 5,042    | -1.00%  | 4925     | -2.32  |
| Ministry of Agriculture & Forests                  | 3,402    | -2.24%  | 3460     | 1.70%   | 3,530    | 2.02%   | 3,425    | -2.97%  | 3149     | -8.06  |
| Ministry of Finance                                | 1,704    | 1.85%   | 1675     | -1.70%  | 1,679    | 0.24%   | 1,647    | -1.91%  | 1493     | -9.35  |
| Ministry of Works & Human Settlement               | 1,540    | 0.46%   | 1586     | 2.99%   | 1572     | -0.88%  | 1,519    | -3.37%  | 1430     | -5.86  |
| Ministry of Home & Cultural Affairs                | 1,614    | 7.53%   | 1562     | -3.22%  | 1,541    | -1.34%  | 1,495    | -2.99%  | 1195     | -20.07 |
| Ministry of Information and Communications         | 733      | -0.54%  | 758      | 3.41%   | 734      | -3.17%  | 736      | 0.27%   | 681      | -7.47  |
| Ministry of Economic Affairs                       | 430      | -2.27%  | 459      | 6.74%   | 476      | 3.70%   | 453      | -4.83%  | 360      | -20.53 |
| Ministry of Labour & Human Resources               | 348      | 3.26%   | 375      | 7.76%   | 381      | 1.60%   | 380      | -0.26%  | 319      | -16.05 |
| Ministry of Foreign Affairs                        | 168      | 3.70%   | 180      | 7.14%   | 172      | -4.44%  | 168      | -2.33%  | 120      | -28.57 |
| <b>Autonomous &amp; other Agency</b>               |          |         |          |         |          |         |          |         |          |        |
| National Land Commission                           | 466      | 8.37%   | 467      | 0.21%   | 462      | -1.07%  | 461      | -0.22%  | 440      | -4.56  |
| National Center for Hydrology and Meteorology      | 170      | 0.59%   | 183      | 7.65%   | 186      | 1.64%   | 179      | -3.76%  | 168      | -6.15  |
| Office of Attorney General                         | 179      | 30.66%  | 166      | -7.26%  | 185      | 11.45%  | 170      | -8.11%  | 161      | -5.29  |
| Jigme Dorji Wangchuk National Referral Hospital    | 130      | 21.50%  | 89       | -31.54% | 180      | 102.25% | 159      | -11.67% | 146      | -8.18  |
| Gross National Happiness Commission                | 166      | 74.74%  | 150      | -9.64%  | 176      | 17.33%  | 170      | -3.41%  | Merged   |        |
| Dratshang Lhentshog                                | 85       | 21.43%  | 98       | 15.29%  | 98       | 0.00%   | 94       | -4.08%  | 89       | -5.32  |
| Tourism Council of Bhutan                          | 68       | 1.49%   | 77       | 13.24%  | 76       | -1.30%  | 71       | -6.58%  | 48       | -32.39 |
| National Environment Commission                    | 77       | 14.93%  | 89       | 15.58%  | 92       | 3.37%   | 83       | -9.78%  | 61       | -26.51 |
| Royal Institute of Management                      | 57       | 3.64%   | 57       | 0.00%   | 57       | 0.00%   | 61       | 7.02%   | 48       | -21.31 |
| Bhutan Standards Bureau                            | 50       | -1.96%  | 54       | 8.00%   | 54       | 0.00%   | 50       | -7.41%  | 44       | -12.00 |



**Table 12 Continuation**  
**Progressive Growth of Parent Agency**

| Parent Agency   | 2018          |              | 2019          |              | 2020          |              | 2021          |               | 2022         |              |
|---|---------------|--------------|---------------|--------------|---------------|--------------|---------------|---------------|--------------|--------------|
|   | Strength      | Growth       | Strength      | Growth       | Strength      | Growth       | Strength      | Growth        | Strength     | Growth       |
| National Statistical Bureau                           | 69            | 38.00%       | 70            | 1.45%        | 70            | 0.00%        | 72            | 2.86%         | 75           | 4.17         |
| Bhutan Narcotic Control Agency                        | 53            | 15.22%       | 54            | 1.89%        | 48            | -11.11%      | 46            | -4.17%        | 41           | -10.87       |
| Royal Education Council                               | 47            | 9.30%        | 46            | -2.13%       | 41            | -10.87%      | 35            | -14.63%       | Merged       |              |
| Cabinet Secretariat                                   | 33            | -2.94%       | 43            | 30.30%       | 44            | 2.33%        | 46            | 4.55%         | 169          | 267.39       |
| Bhutan Council for School Examinations and Assessment | 29            | 3.57%        | 28            | -3.45%       | 28            | 0.00%        | 28            | 0.00%         | 16           | -42.86       |
| Drug Regulatory Authority                             | 27            | -3.57%       | 25            | -7.41%       | 29            | 16.00%       | 29            | 0.00%         | 28           | -3.45        |
| Centre for Bhutan Studies and GNH Research            | 26            | 0.00%        | 23            | -11.54%      | 22            | -4.35%       | 22            | 0.00%         | 20           | -9.09        |
| Bhutan Information Communications & Media Authority   | 26            | 4.00%        | 27            | 3.85%        | 22            | -18.52%      | 22            | 0.00%         | 21           | -4.55        |
| Dzongkha Development Commission                       | 35            | 40.00%       | 36            | 2.86%        | 37            | 2.78%        | 39            | 5.41%         | 33           | -15.38       |
| Construction Development Board                        | 19            | 0.00%        | 21            | 10.53%       | 18            | -14.29%      | 23            | 27.78%        | 16           | -30.43       |
| National Commission for Women & Children              | 23            | 27.78%       | 23            | 0.00%        | 20            | -13.04%      | 21            | 5.00%         | 14           | -33.33       |
| Bhutan Olympic Committee                              | 16            | 0.00%        | 16            | 0.00%        | 14            | -12.50%      | 14            | 0.00%         | 12           | -14.29       |
| Bhutan Civil Aviation Authority                       |               |              | 34            |              | 25            | -26.47%      | 23            | -8.00%        | 18           | -21.74       |
| Royal Privy Council                                   | 9             | -10.00%      | 9             | 0.00%        | 9             | 0.00%        | 9             | 0.00%         | 6            | -33.33       |
| Bhutan National Legal Institute                       | 9             | 0.00%        | 11            | 22.22%       | 7             | -36.36%      | 7             | 0.00%         | 6            | -14.29       |
| Bhutan Medical Health Council                         | 11            | 37.50%       | 11            | 0.00%        | 11            | 0.00%        | 12            | 9.09%         | 10           | -16.67       |
| Bhutan Health Trust Fund                              | Delinked      |              | 4             |              | 2             | -50.00%      | 1             | -50.00%       |              | -100.00      |
| Media Council   |               |              | 1             |              | 2             | 100.00%      | 4             | 100.00%       | 2            | -50.00       |
| National Film Commission                              |               |              | 1             |              | 3             | 200.00%      | 3             | 0.00%         | 1            | -66.67       |
| <b>Thromde</b>  |               |              |               |              |               |              |               |               |              |              |
| Thimphu   | 68            | -8.11%       | 110           | 61.76%       | 95            | -13.64%      | 97            | 2.11%         | 83           | -14.43       |
| Gelephu   | 27            | 8.00%        | 37            | 37.04%       | 35            | -5.41%       | 34            | -2.86%        | 27           | -20.59       |
| Samdrup Jongkhar                                      | 22            | 15.79%       | 41            | 86.36%       | 41            | 0.00%        | 35            | -14.63%       | 29           | -17.14       |
| Phuentsholing   | 31            | 72.22%       | 43            | 38.71%       | 44            | 2.33%        | 39            | -11.36%       | 30           | -23.08       |
| <b>Cumulative Growth</b>                              | <b>28,618</b> | <b>1.96%</b> | <b>30,032</b> | <b>4.94%</b> | <b>31,217</b> | <b>3.95%</b> | <b>31,177</b> | <b>-0.13%</b> | <b>30194</b> | <b>-3.15</b> |

**Table 13**  
**Civil Servants under Dzongkhag/Thromde Administration by Position Category**

| Dzongkhag/Thromde          | ESC       | PMC           | SSC          | OC           | Total         |
|----------------------------|-----------|---------------|--------------|--------------|---------------|
| <b>Dzongkhag</b>           | <b>42</b> | <b>9,504</b>  | <b>5,917</b> | <b>1,015</b> | <b>16,478</b> |
| Trashigang Dzongkhag       | 3         | 852           | 596          | 107          | 1,558         |
| Samtse Dzongkhag           | 4         | 925           | 481          | 74           | 1,484         |
| Chukha Dzongkhag           | 2         | 708           | 393          | 65           | 1,168         |
| Mongar Dzongkhag           | 2         | 689           | 375          | 65           | 1,131         |
| Paro Dzongkhag             | 3         | 635           | 317          | 58           | 1,013         |
| Wangdue Dzongkhag          | 2         | 593           | 356          | 56           | 1,007         |
| Samdrup Jongkhar Dzongkhag | 1         | 493           | 361          | 55           | 910           |
| Punakha Dzongkhag          | 4         | 484           | 302          | 50           | 840           |
| Sarpang Dzongkhag          | 2         | 516           | 275          | 33           | 826           |
| Pema Gatshel Dzongkhag     | 1         | 452           | 299          | 57           | 809           |
| Zhemgang Dzongkhag         |           | 419           | 302          | 62           | 783           |
| Dagana Dzongkhag           | 1         | 434           | 294          | 50           | 779           |
| Tsirang Dzongkhag          | 2         | 393           | 275          | 50           | 720           |
| Trashi Yangtse Dzongkhag   | 3         | 394           | 248          | 42           | 687           |
| Lhuntse Dzongkhag          | 1         | 313           | 230          | 41           | 585           |
| Trongsa Dzongkhag          | 1         | 295           | 210          | 37           | 543           |
| Bumthang Dzongkhag         | 3         | 310           | 191          | 31           | 535           |
| Haa Dzongkhag              | 1         | 253           | 155          | 30           | 439           |
| Thimphu Dzongkhag          | 5         | 236           | 162          | 32           | 435           |
| Gasa Dzongkhag             | 1         | 110           | 95           | 20           | 226           |
| <b>Thromde</b>             | <b>13</b> | <b>1,631</b>  | <b>451</b>   | <b>113</b>   | <b>2,208</b>  |
| Thimphu Thromde            | 10        | 1,077         | 243          | 55           | 1,385         |
| Phuentsholing Thromde      | 2         | 237           | 84           | 21           | 344           |
| Gelephu Thromde            | 1         | 189           | 68           | 21           | 279           |
| Samdrup Jongkhar Thromde   |           | 128           | 56           | 16           | 200           |
| <b>Grand Total</b>         | <b>55</b> | <b>11,135</b> | <b>6,368</b> | <b>1,128</b> | <b>18,686</b> |

ESC: Executive & Specialists Category, PMC: Professional & Management Category, SSC: Supervisory & Support Category, OC: Operational Category

Table 14

*Civil Servants under Dzongkhag/Thromde Administration by Position Level*

| Position Category and Position Level | Under Dzongkhag & Thromde Administration as on 31st December 2022 | Total Strength as on 31st December 2022 | % of the total |
|--------------------------------------|---|---|----------------|
| <b>Executive and Specialists</b>     | <b>55</b>   | <b>280</b>                              | <b>19.64%</b>  |
| EX1                                  | 0   | 18                                      | 0.00%          |
| EX2                                  | 8   | 23                                      | 34.78%         |
| EX3                                  | 10  | 60                                      | 16.67%         |
| ES1                                  | 4   | 19                                      | 21.05%         |
| ES2                                  | 1   | 25                                      | 4.00%          |
| ES3                                  | 32  | 133                                     | 24.06%         |
| No level                             | 0   | 2                                       | 0.00%          |
| <b>Professional &amp; Management</b> | <b>11,135</b>   | <b>14,749</b>                           | <b>75.50%</b>  |
| P1                                   | 1,038   | 1,560                                   | 66.54%         |
| P2                                   | 2,331   | 3,063                                   | 76.10%         |
| P3                                   | 2,221   | 3,116                                   | 71.28%         |
| P4                                   | 1,952   | 2,904                                   | 67.22%         |
| P5                                   | 3,593   | 4,106                                   | 87.51%         |
| <b>Supervisory &amp; Support</b>     | <b>6,368</b>  | <b>12,793</b>                           | <b>49.78%</b>  |
| SS1                                  | 42  | 155                                     | 27.10%         |
| SS2                                  | 239   | 678                                     | 35.25%         |
| SS3                                  | 388   | 953                                     | 40.71%         |
| SS4                                  | 851   | 1,997                                   | 42.61%         |
| S1                                   | 1,034   | 2,499                                   | 41.38%         |
| S2                                   | 1,453   | 2,648                                   | 54.87%         |
| S3                                   | 505   | 1,424                                   | 35.46%         |
| S4                                   | 251   | 494                                     | 50.81%         |
| S5                                   | 1,605   | 1,945                                   | 82.52%         |
| <b>Operational Staff</b>             | <b>1,128</b>  | <b>2,372</b>                            | <b>47.55%</b>  |
| O1                                   | 298   | 900                                     | 33.11%         |
| O2                                   | 299   | 501                                     | 59.68%         |
| O3                                   | 50  | 101                                     | 49.50%         |
| O4                                   | 481   | 870                                     | 55.29%         |
| <b>Grand Total</b>                   | <b>18,686</b>   | <b>30,194</b>                           | <b>61.89%</b>  |

Note: No level: Eminent Members of National Council

**Table 15**  
**Civil Servants by Location, Position Category and Employment Type**

| Location         | ESC        |           |            | PMC           |              |               | SSC           |              |               | OC            |              |              | Grand Total   |
|------------------|------------|-----------|------------|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|--------------|---------------|
|                  | R          | C         | T          | R             | C            | T             | R             | C            | T             | R             | C            | T            |               |
| Thimphu          | 181        | 19        | 200        | 3,652         | 285          | 3,937         | 2,968         | 174          | 3,142         | 591           | 239          | 830          | 8,109         |
| Chukha           | 6          |           | 6          | 924           | 166          | 1,090         | 805           | 127          | 932           | 93            | 55           | 148          | 2,176         |
| Sarpang          | 10         |           | 10         | 800           | 104          | 904           | 876           | 120          | 996           | 91            | 46           | 137          | 2,047         |
| Trashigang       | 2          | 1         | 3          | 758           | 136          | 894           | 624           | 178          | 802           | 65            | 68           | 133          | 1,832         |
| Mongar           | 8          |           | 8          | 667           | 153          | 820           | 644           | 153          | 797           | 56            | 66           | 122          | 1,747         |
| Samtse           | 3          | 1         | 4          | 746           | 208          | 954           | 523           | 125          | 648           | 44            | 44           | 88           | 1,694         |
| Paro             | 9          |           | 9          | 725           | 18           | 743           | 675           | 68           | 743           | 69            | 39           | 108          | 1,603         |
| Samdrupjongkhar  | 2          |           | 2          | 550           | 138          | 688           | 555           | 131          | 686           | 59            | 45           | 104          | 1,480         |
| Wangdue Phodrang | 5          |           | 5          | 512           | 100          | 612           | 334           | 66           | 400           | 31            | 32           | 63           | 1,080         |
| Punakha          | 4          |           | 4          | 468           | 43           | 511           | 368           | 75           | 443           | 32            | 30           | 62           | 1,020         |
| Bumthang         | 10         |           | 10         | 361           | 28           | 389           | 452           | 44           | 496           | 56            | 54           | 110          | 1,005         |
| Zhemgang         | 1          |           | 1          | 332           | 111          | 443           | 361           | 87           | 448           | 41            | 46           | 87           | 979           |
| Pema Gatshel     | 1          |           | 1          | 363           | 95           | 458           | 257           | 91           | 348           | 25            | 37           | 62           | 869           |
| Dagana           | 1          |           | 1          | 351           | 92           | 443           | 273           | 82           | 355           | 24            | 32           | 56           | 855           |
| Tsirang          | 2          |           | 2          | 349           | 59           | 408           | 274           | 60           | 334           | 20            | 39           | 59           | 803           |
| Trashiyangtse    | 4          |           | 4          | 329           | 71           | 400           | 237           | 77           | 314           | 17            | 29           | 46           | 764           |
| Trongsa          | 1          |           | 1          | 244           | 63           | 307           | 220           | 60           | 280           | 19            | 31           | 50           | 638           |
| Lhuentse         | 1          |           | 1          | 263           | 51           | 314           | 175           | 75           | 250           | 16            | 29           | 45           | 610           |
| Haa              | 1          |           | 1          | 232           | 34           | 266           | 164           | 37           | 201           | 15            | 22           | 37           | 505           |
| Gasa             | 1          |           | 1          | 97            | 17           | 114           | 123           | 28           | 151           | 7             | 16           | 23           | 289           |
| Outside Bhutan   | 6          |           | 6          | 53            | 1            | 54            | 27            | 0            | 27            | 0             | 2            | 2            | 89            |
| <b>Total</b>     | <b>259</b> | <b>21</b> | <b>280</b> | <b>12,776</b> | <b>1,973</b> | <b>14,749</b> | <b>10,935</b> | <b>1,858</b> | <b>12,793</b> | <b>14,651</b> | <b>1,001</b> | <b>2,372</b> | <b>30,194</b> |

Note: Eminent members of the National Council are reflected under Executive Services

R: Regular, C: Contract & T: Total

ESC: Executive & Specialists Category, PMC: Professional & Management Category, SSC: Supervisory & Support Category, OC: Operational Category

**Table 16**  
**Civil Servants by Location and Dzongkhag/Thromde Administration**

| Dzongkhag                  | Civil Servants under Dzongkhag/Thromde Administration | Civil Servants by Location <sup>1</sup> |
|----------------------------|---|---|
| <b>Dzongkhag</b>           | <b>16,478</b>   |   |
| Trashigang Dzongkhag       | 1,558   | 764                                     |
| Samtse Dzongkhag           | 1,484   | 1,694                                   |
| Chukha Dzongkhag           | 1,168   | 2,176                                   |
| Mongar Dzongkhag           | 1,131   | 1,747                                   |
| Paro Dzongkhag             | 1,013   | 1,603                                   |
| Wangdue Dzongkhag          | 1,007   | 1,080                                   |
| Samdrup Jongkhar Dzongkhag | 910   | 1,480                                   |
| Punakha Dzongkhag          | 840   | 1,020                                   |
| Sarpang Dzongkhag          | 826   | 2,047                                   |
| Pema Gatshel Dzongkhag     | 809   | 869                                     |
| Zhemgang Dzongkhag         | 783   | 979                                     |
| Dagana Dzongkhag           | 779   | 855                                     |
| Tsirang Dzongkhag          | 720   | 803                                     |
| Trashigang Dzongkhag       | 687   | 1,832                                   |
| Lhuntse Dzongkhag          | 585   | 610                                     |
| Trongsa Dzongkhag          | 543   | 638                                     |
| Bumthang Dzongkhag         | 535   | 1,005                                   |
| Haa Dzongkhag              | 439   | 505                                     |
| Thimphu Dzongkhag          | 435   | 8,109                                   |
| Gasa Dzongkhag             | 226   | 289                                     |
| <b>Thromde</b>             | <b>2,208</b>  |   |
| Thimphu Thromde            | 1,385   |   |
| Phuentsholing Thromde      | 344   |   |
| Gelephu Thromde            | 279   |   |
| Samdrup Jongkhar Thromde   | 200   |   |
| Outside Bhutan             |   | 89                                      |
| <b>Grand Total</b>         | <b>18,686</b>   | <b>30,194</b>                           |

<sup>1</sup>Civil Servants by location include civil servants of all Agencies based in the respective Dzongkhags.

**Table 17**  
**Civil Servants under Dzongkhag/Thromde Administration by Major Occupational Groups**

| Location                   | Education & Training Services Group | Administration & Support Services Group | Medical and Health Services Group | Architectural, Engineering & Land Services Group | Others       | Total         |
|----------------------------|-------------------------------------|---|-----------------------------------|--|--------------|---------------|
| <b>Dzongkhag</b>           |                                     |   |                                   |  |              |               |
| Trashigang Dzongkhag       | 755                                 | 298                                     | 225                               | 73   | 207          | 1,558         |
| Samtse Dzongkhag           | 831                                 | 203                                     | 195                               | 76   | 179          | 1,484         |
| Chukha Dzongkhag           | 647                                 | 183                                     | 125                               | 59   | 154          | 1,168         |
| Mongar Dzongkhag           | 635                                 | 205                                     | 75                                | 64   | 152          | 1,131         |
| Paro Dzongkhag             | 582                                 | 135                                     | 95                                | 57   | 144          | 1,013         |
| Wangdue Dzongkhag          | 523                                 | 143                                     | 153                               | 69   | 119          | 1,007         |
| Samdrup Jongkhar Dzongkhag | 423                                 | 159                                     | 131                               | 51   | 146          | 910           |
| Punakha Dzongkhag          | 423                                 | 133                                     | 94                                | 65   | 125          | 840           |
| Sarpang Dzongkhag          | 467                                 | 105                                     | 76                                | 51   | 127          | 826           |
| Pema Gatshel Dzongkhag     | 395                                 | 147                                     | 102                               | 45   | 120          | 809           |
| Zhemgang Dzongkhag         | 368                                 | 147                                     | 118                               | 45   | 105          | 783           |
| Dagana Dzongkhag           | 382                                 | 123                                     | 100                               | 52   | 122          | 779           |
| Tsirang Dzongkhag          | 340                                 | 110                                     | 99                                | 54   | 117          | 720           |
| Trashigang Dzongkhag       | 352                                 | 119                                     | 69                                | 45   | 102          | 687           |
| Lhuntse Dzongkhag          | 265                                 | 117                                     | 72                                | 35   | 96           | 585           |
| Trongsa Dzongkhag          | 249                                 | 96                                      | 84                                | 35   | 79           | 543           |
| Bumthang Dzongkhag         | 265                                 | 84                                      | 70                                | 38   | 78           | 535           |
| Haa Dzongkhag              | 211                                 | 70                                      | 51                                | 31   | 76           | 439           |
| Thimphu Dzongkhag          | 201                                 | 89                                      | 17                                | 50   | 78           | 435           |
| Gasa Dzongkhag             | 85                                  | 50                                      | 23                                | 17   | 51           | 226           |
| <b>Thromde</b>             |                                     |   |                                   |  |              |               |
| Thimphu Thromde            | 1013                                | 110                                     | 28                                | 103  | 131          | 1,385         |
| Phuentsholing Thromde      | 205                                 | 38                                      | 1                                 | 49   | 51           | 344           |
| Gelephu Thromde            | 163                                 | 35                                      | 0                                 | 44   | 37           | 279           |
| Samdrup Jongkhar Thromde   | 107                                 | 38                                      | 0                                 | 30   | 25           | 200           |
| <b>Total</b>               | <b>9,887</b>                        | <b>2,937</b>                            | <b>2,003</b>                      | <b>1,238</b>                                     | <b>2,621</b> | <b>18,686</b> |

**Table 18**  
***Trend in the Civil Service by Location***

| Location         | Year          |               |               |               |               |
|------------------|---------------|---------------|---------------|---------------|---------------|
|                  | 2018          | 2019          | 2020          | 2021          | 2022          |
| Bumthang         | 950           | 1,043         | 1,046         | 1,034         | 1005          |
| Chhukha          | 2,095         | 2,141         | 2,267         | 2,245         | 2176          |
| Dagana           | 854           | 883           | 892           | 911           | 855           |
| Gasa             | 300           | 312           | 309           | 303           | 289           |
| Haa              | 470           | 479           | 513           | 527           | 505           |
| Lhuentse         | 528           | 552           | 568           | 592           | 610           |
| Mongar           | 1,518         | 1,640         | 1,741         | 1,740         | 1747          |
| Paro             | 1,620         | 1,712         | 1,727         | 1,721         | 1603          |
| Pemagatshel      | 787           | 836           | 834           | 857           | 869           |
| Punakha          | 827           | 880           | 952           | 930           | 1020          |
| Samdrup Jongkhar | 1,319         | 1,412         | 1,455         | 1,482         | 1480          |
| Samtse           | 1,519         | 1,537         | 1,679         | 1,685         | 1694          |
| Sarpang          | 1,843         | 2,003         | 2,159         | 2,109         | 2047          |
| Thimphu          | 8,282         | 8,607         | 8,785         | 8,693         | 8109          |
| Trashigang       | 1,698         | 1,766         | 1,845         | 1,858         | 1832          |
| Trashiyangtse    | 699           | 740           | 759           | 771           | 764           |
| Trongsa          | 567           | 587           | 640           | 658           | 638           |
| Tsirang          | 710           | 762           | 803           | 805           | 803           |
| Wangdue Phodrang | 1,117         | 1,174         | 1,242         | 1,191         | 1080          |
| Zhemgang         | 826           | 870           | 912           | 970           | 979           |
| Outside Bhutan   | 89            | 96            | 91            | 95            | 89            |
| <b>Total</b>     | <b>28,618</b> | <b>30,032</b> | <b>31,219</b> | <b>31,177</b> | <b>30,194</b> |

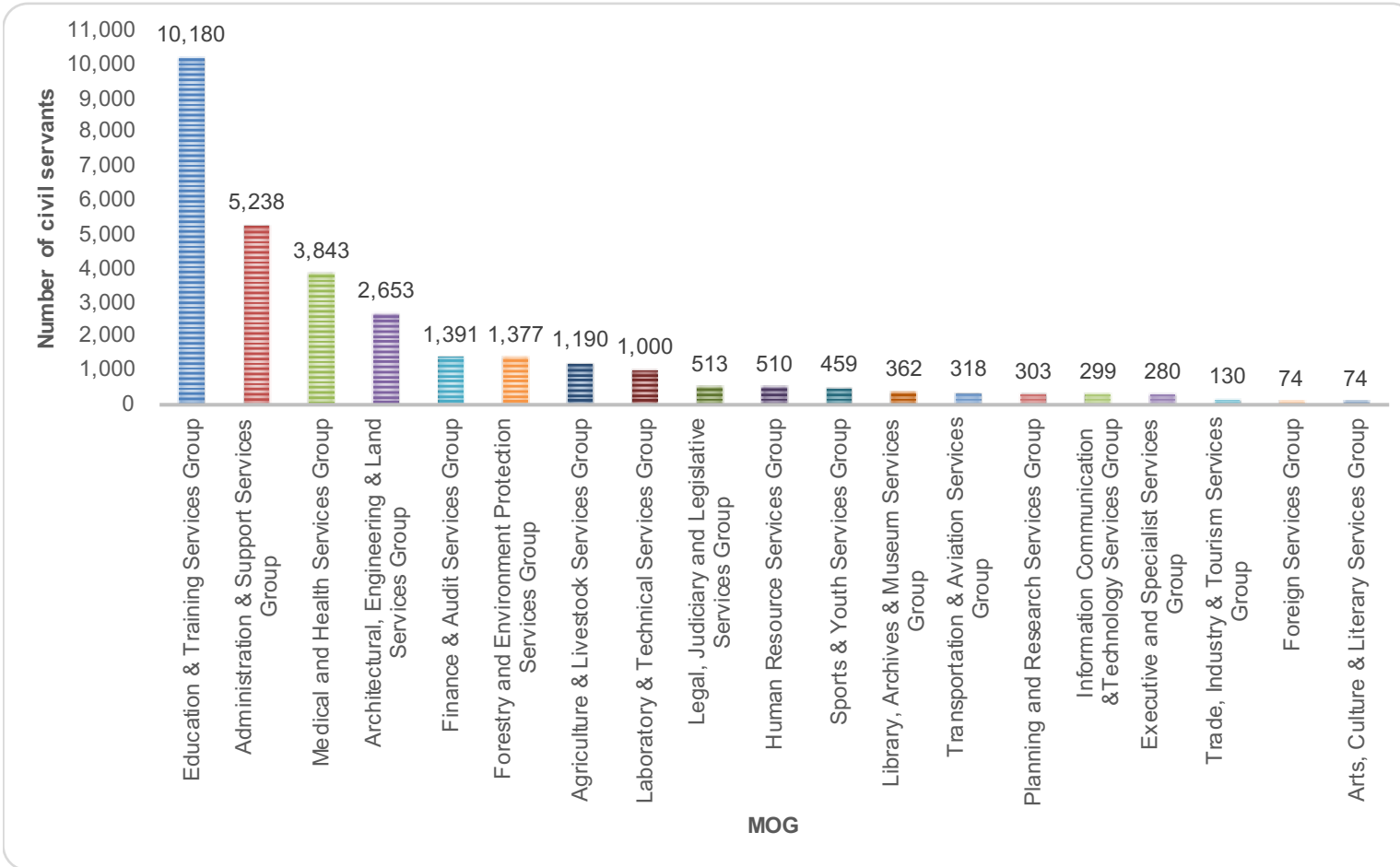
**Table 19*****Civil Servants by Major Occupational Groups and Position Category***

| <b>MOG</b>  | <b>ESC</b> | <b>PMC</b>    | <b>SSC</b>    | <b>OC</b>    | <b>Total</b>  |
|---|------------|---------------|---------------|--------------|---------------|
| Education & Training Services Group                   |            | 9,985         | 195           |              | 10,180        |
| Administration & Support Services Group               |            | 677           | 2,315         | 2,246        | 5,238         |
| Medical and Health Services Group                     |            | 918           | 2,925         |              | 3,843         |
| Architectural, Engineering & Land Services Group      |            | 696           | 1,832         | 125          | 2,653         |
| Finance & Audit Services Group                        |            | 467           | 924           |              | 1,391         |
| Forestry and Environment Protection Services Group    |            | 255           | 1,122         |              | 1,377         |
| Agriculture & Livestock Services Group                |            | 317           | 872           | 1            | 1,190         |
| Laboratory & Technical Services Group                 |            | 73            | 927           |              | 1,000         |
| Legal, Judiciary and Legislative Services Group       |            | 217           | 296           |              | 513           |
| Human Resource Services Group                         |            | 213           | 297           |              | 510           |
| Sports & Youth Services Group                         |            | 185           | 274           |              | 459           |
| Library, Archives & Museum Services Group             |            | 19            | 343           |              | 362           |
| Transportation & Aviation Services Group              |            | 47            | 271           |              | 318           |
| Planning and Research Services Group                  |            | 271           | 32            |              | 303           |
| Information Communication & Technology Services Group |            | 174           | 125           |              | 299           |
| Executive and Specialist Services Group               | 280        |               |               |              | 280           |
| Trade, Industry & Tourism Services Group              |            | 116           | 14            |              | 130           |
| Foreign Services Group                                |            | 74            |               |              | 74            |
| Arts, Culture & Literary Services Group               |            | 45            | 29            |              | 74            |
| <b>Grand Total</b>                                    | <b>280</b> | <b>14,749</b> | <b>12,793</b> | <b>2,372</b> | <b>30,194</b> |

*Note: Eminent members of the National Council are reflected under Executive Services (includes Civil servants on "Stand Alone" Position holders)*



**Graph 4**  
**Civil Servants by Major Occupational Groups**



**Table 20**  
**Civil Servants by Sub Groups and Position Level**

| MOG/Subgroup  | EX1 | EX2 | EX3 | ES1 | ES2 | ES3 | NA <sup>1</sup> | P1  | P2    | P3    | P4    | P5    | SS1 | SS2 | SS3 | SS4 | S1  | S2  | S3  | S4  | S5  | O1  | O2  | O3  | O4  | Total         |
|---|-----|-----|-----|-----|-----|-----|-----------------|-----|-------|-------|-------|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---------------|
| <b>Education &amp; Training Services Group</b>              |     |     |     |     |     |     |                 |     |       |       |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | <b>10,180</b> |
| Teaching Services   |     |     |     |     |     |     |                 | 744 | 1,807 | 1,902 | 1,494 | 3,310 |     |     |     |     |     |     |     |     |     |     |     |     |     | 9,257         |
| Education Management & Administration Services              |     |     |     |     |     |     |                 | 168 | 374   | 13    |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | 555           |
| Training/Tertiary Teaching Services                         |     |     |     |     |     |     |                 | 13  | 15    | 10    | 17    | 25    |     | 7   | 41  | 36  | 38  | 56  | 4   | 4   | 9   |     |     |     |     | 275           |
| Education Support Services                                  |     |     |     |     |     |     |                 | 48  | 35    | 4     |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | 87            |
| Vocational Education & Management Services                  |     |     |     |     |     |     |                 | 5   | 1     |       |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | 6             |
| <b>Administration &amp; Support Services Group</b>          |     |     |     |     |     |     |                 |     |       |       |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | <b>5,238</b>  |
| Administration Services                                     |     |     |     |     |     |     |                 | 34  | 13    | 76    | 57    | 106   |     |     | 1   | 1   | 4   | 4   | 5   | 5   | 3   | 795 | 331 | 100 | 821 | 2,356         |
| Secretarial Services  |     |     |     |     |     |     |                 |     | 2     | 1     | 2     | 5     | 1   | 2   | 21  | 56  | 161 | 192 | 331 | 136 | 249 | 5   |     |     |     | 1,164         |
| Stand Alone Positions                                       |     |     |     |     |     |     |                 | 2   |       |       |       | 1     |     |     |     |     | 2   |     |     |     | 780 |     | 164 |     | 20  | 969           |
| Property and Management Services                            |     |     |     |     |     |     |                 | 5   | 4     | 10    | 29    | 23    |     |     | 1   | 11  | 21  | 77  | 79  | 19  | 115 | 5   |     |     | 3   | 402           |
| Program Services  |     |     |     |     |     |     |                 | 67  | 62    | 68    | 50    | 51    |     |     |     |     |     |     |     |     |     |     |     |     |     | 298           |
| Palace Services   |     |     |     |     |     |     |                 |     |       | 1     |       |       |     | 1   |     | 14  | 17  | 2   | 3   |     |     | 1   |     | 1   |     | 41            |
| Secondment Services   |     |     |     |     |     |     |                 | 4   | 1     |       | 3     |       |     |     |     |     |     |     |     |     |     |     |     | 1   |     | 8             |
| <b>Medical and Health Services Group</b>                    |     |     |     |     |     |     |                 |     |       |       |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | <b>3,843</b>  |
| Nursing Services  |     |     |     |     |     |     |                 | 13  | 23    | 48    | 180   |       | 69  | 56  | 118 | 447 | 526 | 79  | 5   | 1   |     |     |     |     |     | 1,565         |
| Public Health Services                                      |     |     |     |     |     |     |                 | 3   | 16    | 22    | 2     | 23    | 13  | 68  | 113 | 125 | 157 | 214 | 7   |     |     |     |     |     |     | 763           |
| Medical & Dental Services                                   |     |     |     |     |     |     |                 | 43  | 72    | 153   | 133   |       |     |     |     |     |     |     |     |     |     |     |     |     |     | 401           |
| Medical Technical Services                                  |     |     |     |     |     |     |                 |     | 5     | 2     | 13    |       |     | 26  | 42  | 71  | 65  | 124 | 2   |     |     |     |     |     |     | 350           |
| Pharmaceutical Services                                     |     |     |     |     |     |     |                 | 2   | 6     | 27    | 32    |       |     | 16  | 26  | 20  | 47  | 93  | 4   |     |     |     |     |     |     | 273           |
| Traditional Medicine Services                               |     |     |     |     |     |     |                 | 7   | 4     | 21    | 19    |       |     | 5   | 13  | 31  | 44  | 47  |     |     |     |     |     |     |     | 191           |
| Radiology & Technical Services                              |     |     |     |     |     |     |                 |     |       | 6     | 7     |       |     | 8   | 13  | 17  | 25  | 60  | 1   |     |     |     |     |     |     | 137           |
| Physiotherapy & Rehabilitation Services                     |     |     |     |     |     |     |                 | 2   | 2     | 8     | 18    | 4     |     | 2   | 6   | 18  | 16  | 35  | 2   |     |     | 7   |     |     |     | 120           |
| Emergency Medical Services                                  |     |     |     |     |     |     |                 |     |       |       |       | 2     |     |     |     |     |     | 41  |     |     |     |     |     |     |     | 43            |
| <b>Architectural, Engineering &amp; Land Services Group</b> |     |     |     |     |     |     |                 |     |       |       |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | <b>2,653</b>  |
| Engineering Services  |     |     |     |     |     |     |                 | 96  | 80    | 110   | 159   |       | 55  | 60  | 71  | 140 | 149 | 50  | 1   |     |     |     |     |     |     | 971           |
| Technical Support Services                                  |     |     |     |     |     |     |                 |     |       |       |       |       |     |     | 5   | 66  | 133 | 354 | 196 | 9   | 3   | 94  | 6   |     | 25  | 891           |
| Land Services   |     |     |     |     |     |     |                 | 3   | 3     | 21    | 13    | 10    |     |     | 2   | 17  | 14  | 15  | 15  | 60  | 14  |     |     |     |     | 187           |
| Survey Engineering Services                                 |     |     |     |     |     |     |                 | 5   | 12    | 3     | 10    |       | 2   | 7   | 3   | 32  | 14  | 26  | 18  | 25  | 8   |     |     |     |     | 165           |
| Meteorology/Hydrology Services                              |     |     |     |     |     |     |                 | 2   | 1     | 3     | 10    |       |     |     |     | 7   | 12  | 28  | 43  | 17  | 11  |     |     |     |     | 134           |
| Geology and Mines Services                                  |     |     |     |     |     |     |                 | 1   | 7     | 8     | 16    |       |     |     |     |     | 11  | 14  | 32  | 4   |     |     |     |     |     | 93            |
| Architectural Services                                      |     |     |     |     |     |     |                 | 3   | 6     | 11    | 20    |       |     | 2   | 5   | 9   | 1   |     |     |     |     |     |     |     |     | 58            |
| Urban Planning Services                                     |     |     |     |     |     |     |                 | 5   | 4     | 23    | 20    |       |     |     |     |     |     |     |     |     |     |     |     |     |     | 52            |
| Urban Development Control Services                          |     |     |     |     |     |     |                 | 2   |       |       | 12    |       |     | 2   | 1   | 6   | 9   | 13  |     |     |     |     |     |     |     | 45            |
| Map Production Services                                     |     |     |     |     |     |     |                 |     | 2     |       |       |       |     |     |     | 7   | 3   | 5   | 2   | 1   |     |     |     |     |     | 20            |
| Geographic Information System Services                      |     |     |     |     |     |     |                 |     | 1     |       | 9     |       |     |     | 1   | 1   |     | 2   |     |     |     | 1   |     |     |     | 15            |
| Farm Mechanization Services                                 |     |     |     |     |     |     |                 |     |       |       | 4     |       |     | 4   | 1   | 1   | 1   |     |     |     |     |     |     |     |     | 11            |
| Sanitary Services   |     |     |     |     |     |     |                 |     |       |       |       |       |     |     |     |     |     | 4   | 6   |     |     |     |     |     |     | 10            |
| Heritage Sites Conservation Services                        |     |     |     |     |     |     |                 |     |       |       |       | 1     |     |     |     |     |     |     |     |     |     |     |     |     |     | 1             |
| <b>Finance &amp; Audit Services Group</b>                   |     |     |     |     |     |     |                 |     |       |       |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | <b>1,391</b>  |
| Finance, Accounting & Budgets Services                      |     |     |     |     |     |     |                 | 27  | 35    | 26    | 19    | 20    |     | 33  | 58  | 293 | 136 | 45  | 2   | 1   |     |     |     |     |     | 695           |
| Revenue Services  |     |     |     |     |     |     |                 | 19  | 32    | 41    | 50    | 53    |     | 2   | 67  | 75  | 81  | 67  | 2   |     |     |     |     |     |     | 489           |
| Audit Services  |     |     |     |     |     |     |                 | 12  | 22    | 19    | 27    | 28    |     | 12  | 16  | 11  | 10  | 13  |     |     |     |     |     |     |     | 170           |
| Internal Audit Services                                     |     |     |     |     |     |     |                 | 5   | 3     | 14    | 5     | 9     |     |     |     |     |     |     |     |     |     |     |     |     |     | 36            |
| Procurement and Property Services                           |     |     |     |     |     |     |                 |     |       |       | 1     |       |     |     |     |     |     |     |     |     |     |     |     |     |     | 1             |
| <b>Forestry and Environment Protection Services Group</b>   |     |     |     |     |     |     |                 |     |       |       |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | <b>1,377</b>  |
| Forestry Services   |     |     |     |     |     |     |                 | 37  | 45    | 59    | 64    |       | 12  | 110 | 94  | 81  | 249 | 194 | 298 | 6   | 73  |     |     |     |     | 1,322         |
| Environment Services  |     |     |     |     |     |     |                 | 4   | 7     | 9     | 7     | 23    |     |     |     |     | 1   | 2   | 2   |     |     |     |     |     |     | 55            |
| <b>Agriculture &amp; Livestock Services Group</b>           |     |     |     |     |     |     |                 |     |       |       |       |       |     |     |     |     |     |     |     |     |     |     |     |     |     | <b>1,190</b>  |
| Extension Services  |     |     |     |     |     |     |                 | 12  | 21    | 3     | 1     |       | 3   | 103 | 84  | 70  | 124 | 48  |     |     |     |     |     |     |     | 470           |
| Livestock Production Services                               |     |     |     |     |     |     |                 | 5   | 19    | 34    | 21    | 1     |     | 12  | 15  | 37  | 30  | 15  | 1   | 1   | 2   |     |     |     |     | 193           |
| Agriculture Regulatory Services                             |     |     |     |     |     |     |                 | 1   | 9     | 8     | 4     | 2     |     | 27  | 33  | 24  | 15  | 16  |     |     |     |     |     |     |     | 139           |
| Agriculture Production Services                             |     |     |     |     |     |     |                 | 7   | 18    | 13    | 19    |       |     | 22  | 12  | 12  | 24  | 11  |     |     |     |     |     |     |     | 138           |

**Table 20 Continuation**  
**Civil Servants by Sub Groups and Position Level**

| MOG/Subgroup   | EX1       | EX2       | EX3       | ES1       | ES2       | ES3        | NA <sup>1</sup> | P1           | P2           | P3           | P4           | P5           | SS1        | SS2        | SS3        | SS4          | S1           | S2           | S3           | S4         | S5           | O1         | O2         | O3         | O4         | Total         |
|--|-----------|-----------|-----------|-----------|-----------|------------|-----------------|--------------|--------------|--------------|--------------|--------------|------------|------------|------------|--------------|--------------|--------------|--------------|------------|--------------|------------|------------|------------|------------|---------------|
| Livestock Health Services  |           |           |           |           |           |            |                 | 3            | 15           | 9            | 12           |              |            | 11         | 9          | 13           | 9            | 12           | 2            |            |              |            |            |            |            | 95            |
| Horticulture Development Services                                |           |           |           |           |           |            |                 | 1            | 8            | 7            | 8            |              |            | 1          | 1          | 1            | 2            | 2            |              |            |              |            |            |            |            | 31            |
| Post Production Services   |           |           |           |           |           |            |                 | 1            | 5            | 1            |              | 3            |            | 6          | 2          | 3            | 5            | 3            |              |            |              |            |            |            |            | 29            |
| Biodiversity Services  |           |           |           |           |           |            |                 | 3            | 4            | 2            | 3            |              |            | 5          |            | 2            |              | 1            | 3            |            |              |            |            |            |            | 23            |
| Feed & Fodder Development Services                               |           |           |           |           |           |            |                 | 2            | 3            | 3            | 2            |              |            |            |            | 4            | 2            | 4            |              |            |              |            |            |            |            | 20            |
| Plant Protection Services  |           |           |           |           |           |            |                 | 1            | 2            | 3            | 4            |              |            | 1          |            | 3            | 5            |              |              |            |              |            |            |            |            | 19            |
| Soil Survey & Land Evaluation Services                           |           |           |           |           |           |            |                 |              | 1            | 2            | 1            |              |            | 2          | 1          | 1            | 3            | 1            |              |            | 2            |            |            |            | 1          | 15            |
| Mushroom Development Services                                    |           |           |           |           |           |            |                 |              | 3            |              | 1            |              |            | 1          | 2          | 3            | 1            |              |              |            |              |            |            |            |            | 11            |
| Soil Fertility & Plant Nutrition Services                        |           |           |           |           |           |            |                 |              | 2            | 1            | 2            |              |            | 1          |            |              |              |              |              |            |              |            |            |            |            | 6             |
| Dairy Development Services                                       |           |           |           |           |           |            |                 |              |              |              | 1            |              |            |            |            |              |              |              |              |            |              |            |            |            |            | 1             |
| <b>Laboratory &amp; Technical Services Group</b>                 |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>1,000</b>  |
| Laboratory Support Services                                      |           |           |           |           |           |            |                 |              |              |              |              |              |            | 37         | 27         | 61           | 86           | 333          | 130          | 28         | 225          |            |            |            |            | 927           |
| Diagnostic Services  |           |           |           |           |           |            |                 | 3            | 15           | 31           | 16           | 4            |            |            |            |              |              |              |              |            |              |            |            |            |            | 69            |
| Analytical Services  |           |           |           |           |           |            |                 | 2            | 1            |              | 1            |              |            |            |            |              |              |              |              |            |              |            |            |            |            | 4             |
| <b>Legal, Judiciary and Legislative Services Group</b>           |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>513</b>    |
| Judiciary Support Services                                       |           |           |           |           |           |            |                 |              |              |              |              |              |            |            | 1          | 59           | 116          | 66           | 2            |            |              |            |            |            |            | 244           |
| Legal Services   |           |           |           |           |           |            |                 | 5            | 28           | 56           | 33           |              |            |            |            | 10           | 13           | 6            |              |            |              |            |            |            |            | 151           |
| Integrity & Promotion Services                                   |           |           |           |           |           |            |                 | 5            | 5            | 10           | 32           | 12           |            |            |            | 4            | 7            | 12           |              |            |              |            |            |            |            | 87            |
| Registration Services  |           |           |           |           |           |            |                 |              | 2            | 6            | 19           | 2            |            |            |            |              |              |              |              |            |              |            |            |            |            | 29            |
| Legislative Service  |           |           |           |           |           |            |                 |              |              | 2            |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | 2             |
| <b>Human Resource Services Group</b>                             |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>510</b>    |
| Immigration Services   |           |           |           |           |           |            |                 | 5            | 7            | 7            | 4            | 6            |            |            | 1          | 6            | 14           | 13           | 31           | 80         | 60           |            |            |            |            | 234           |
| HR Management & Development Services                             |           |           |           |           |           |            |                 | 16           | 20           | 37           | 32           | 63           |            |            |            |              |              |              |              |            |              |            |            |            |            | 168           |
| Civil Registration & Census Services                             |           |           |           |           |           |            |                 | 2            | 5            | 3            | 2            | 4            |            |            |            | 4            | 13           | 22           | 21           | 3          |              |            |            |            | 79         |               |
| Industrial Relations Services                                    |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            | 1            | 5            | 8            | 11           | 2          | 2            |            |            |            |            | 29            |
| <b>Sports &amp; Youth Services Group</b>                         |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>459</b>    |
| Sports Services  |           |           |           |           |           |            |                 | 1            | 5            | 3            |              | 1            |            |            |            | 1            |              |              |              |            | 65           | 208        |            |            | 284        |               |
| Counselling Services   |           |           |           |           |           |            |                 | 5            | 13           | 4            | 49           | 104          |            |            |            |              |              |              |              |            |              |            |            |            |            | 175           |
| <b>Library, Archives &amp; Museum Services Group</b>             |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>362</b>    |
| Library Services   |           |           |           |           |           |            |                 | 4            | 4            | 1            |              |              |            |            |            | 3            | 22           | 130          | 66           | 18         | 87           |            |            |            | 335        |               |
| Archives & Cultural Properties Services                          |           |           |           |           |           |            |                 | 2            | 5            | 1            |              | 2            |            |            | 1          |              | 4            | 4            | 3            | 3          | 2            |            |            |            | 27         |               |
| <b>Transportation &amp; Aviation Services Group</b>              |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>318</b>    |
| Aviation Safety Services   |           |           |           |           |           |            |                 | 1            | 4            | 1            | 5            | 3            |            |            |            | 1            | 6            | 25           | 73           | 3          | 68           |            |            |            | 190        |               |
| Land Transport Services  |           |           |           |           |           |            |                 | 4            | 1            | 1            | 7            | 12           |            | 1          | 3          | 16           | 18           | 19           | 9            |            |              |            |            |            | 91         |               |
| Aviation Communication & Navigation Services                     |           |           |           |           |           |            |                 | 2            | 1            | 2            | 3            |              |            |            |            | 10           | 1            | 18           |              |            |              |            |            |            | 37         |               |
| <b>Planning and Research Services Group</b>                      |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>303</b>    |
| Planning Services  |           |           |           |           |           |            |                 | 14           | 30           | 36           | 27           | 15           |            |            |            |              |              |              |              |            |              |            |            |            |            | 122           |
| Research Services  |           |           |           |           |           |            |                 | 4            | 5            | 18           | 15           | 67           |            |            |            | 1            | 1            |              | 2            |            |              |            |            |            |            | 113           |
| Statistical Services   |           |           |           |           |           |            |                 | 7            | 7            | 7            | 17           | 2            |            | 1          | 12         | 5            | 1            | 2            | 1            | 2          | 4            |            |            |            |            | 68            |
| <b>Information Communication &amp; Technology Services Group</b> |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>299</b>    |
| ICT Services   |           |           |           |           |           |            |                 | 12           | 42           | 25           | 10           | 55           |            | 22         | 26         | 44           | 14           | 10           |              |            |              |            |            |            |            | 260           |
| Media Services   |           |           |           |           |           |            |                 | 2            | 3            | 2            | 5            | 8            |            |            |            |              |              |              |              |            |              |            |            |            |            | 20            |
| Development Communication Services                               |           |           |           |           |           |            |                 | 1            | 2            | 1            | 5            | 1            |            |            | 1          | 1            |              | 6            | 1            |            |              |            |            |            |            | 19            |
| <b>Executive and Specialist Services Group</b>                   |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>280</b>    |
| Specialist Services  |           |           |           | 19        | 25        | 133        |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | 177           |
| Executive Services   | 18        | 23        | 60        |           |           |            | 2               |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | 103           |
| <b>Trade, Industry &amp; Tourism Services Group</b>              |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>130</b>    |
| Industries Services  |           |           |           |           |           |            |                 | 6            | 7            | 4            | 6            | 13           |            |            |            |              |              |              |              |            |              |            |            |            |            | 36            |
| Trade Services   |           |           |           |           |           |            |                 | 8            | 7            | 12           | 7            |              |            |            |            |              |              |              |              |            |              |            |            |            |            | 34            |
| Marketing Services   |           |           |           |           |           |            |                 | 2            | 3            | 12           | 4            | 2            |            | 2          | 2          | 1            | 1            | 1            |              |            |              |            |            |            |            | 30            |
| Tourism Services   |           |           |           |           |           |            |                 | 4            | 4            | 1            | 1            |              |            |            |            |              | 2            | 1            | 3            | 1          |              |            |            |            |            | 17            |
| Intellectual Property Services                                   |           |           |           |           |           |            |                 | 2            | 1            | 4            | 6            |              |            |            |            |              |              |              |              |            |              |            |            |            |            | 13            |
| <b>Foreign Services Group</b>                                    |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>74</b>     |
| Embassy, Missions & Secretariat Services                         |           |           |           |           |           |            |                 | 15           | 14           | 12           | 9            | 10           |            |            |            |              |              |              |              |            |              |            |            |            |            | 60            |
| Protocol Services  |           |           |           |           |           |            |                 | 2            | 1            | 3            |              | 4            |            |            |            |              |              |              |              |            |              |            |            |            |            | 10            |
| Consular Services  |           |           |           |           |           |            |                 | 1            |              |              | 2            | 1            |            |            |            |              |              |              |              |            |              |            |            |            |            | 4             |
| <b>Arts, Culture &amp; Literary Services Group</b>               |           |           |           |           |           |            |                 |              |              |              |              |              |            |            |            |              |              |              |              |            |              |            |            |            |            | <b>74</b>     |
| Arts & Culture Services  |           |           |           |           |           |            |                 | 4            | 6            | 3            | 4            | 6            |            |            | 1          | 3            | 8            | 3            | 5            |            | 9            |            |            |            |            | 52            |
| Literary and Translation Services                                |           |           |           |           |           |            |                 | 2            | 3            | 6            | 3            | 8            |            |            |            |              |              |              |              |            |              |            |            |            |            | 22            |
|  | <b>18</b> | <b>23</b> | <b>60</b> | <b>19</b> | <b>25</b> | <b>133</b> | <b>2</b>        | <b>1,560</b> | <b>3,063</b> | <b>3,116</b> | <b>2,904</b> | <b>4,106</b> | <b>155</b> | <b>678</b> | <b>953</b> | <b>1,997</b> | <b>2,499</b> | <b>2,648</b> | <b>1,424</b> | <b>494</b> | <b>1,945</b> | <b>900</b> | <b>501</b> | <b>101</b> | <b>870</b> | <b>30,194</b> |

Note: <sup>1</sup> Eminent Members of the National Council

**Table 21**  
**Progressive Growth of Civil Service Strength by Major Occupational Groups**

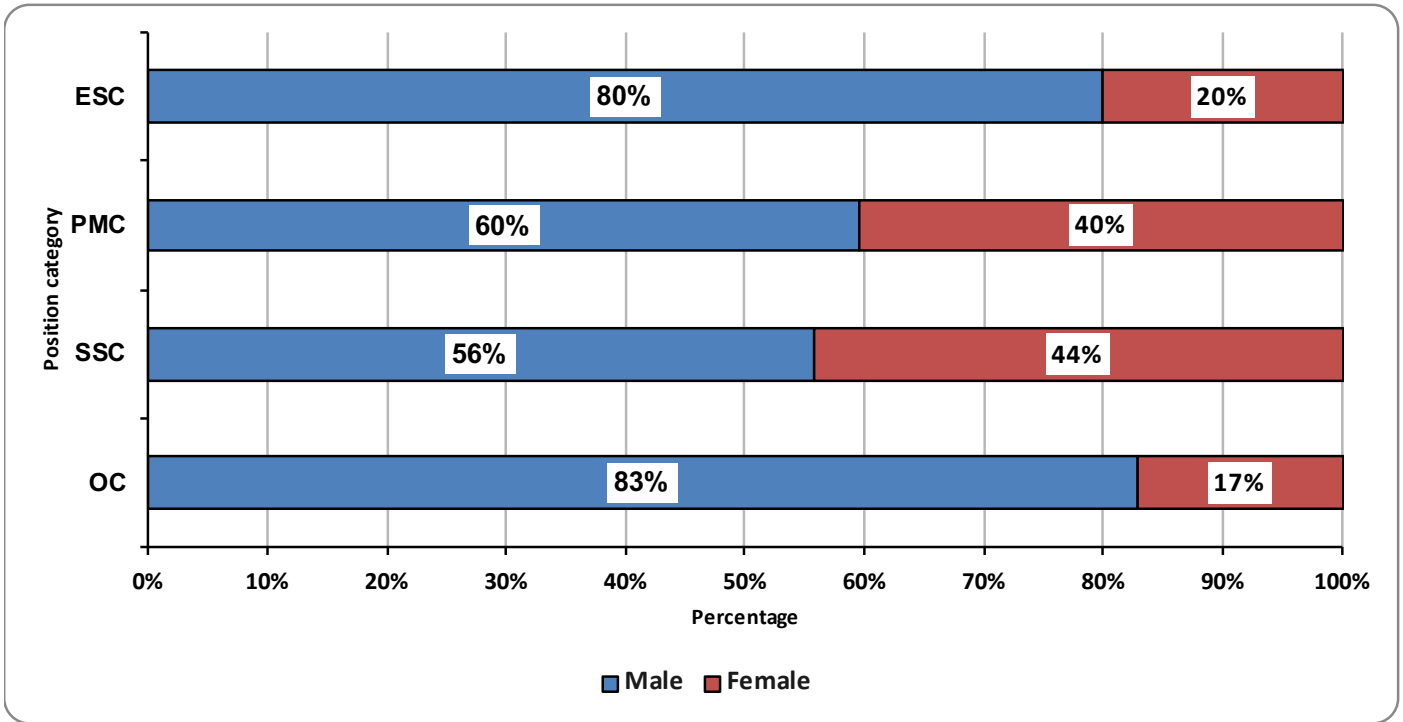
| Major Occupational Groups                             | 1st July 2008 | Dec-22        | % Growth        |
|---|---------------|---------------|-----------------|
| Education & Training Services                         | 6,257         | 10,180        | <b>62.70%</b>   |
| General Administration & Support Services             | 3,259         | 5,238         | <b>60.72%</b>   |
| Medical and Health Services                           | 1,700         | 3,843         | <b>126.06%</b>  |
| Architectural & Engg. & Land Services                 | 2,152         | 2,653         | <b>23.28%</b>   |
| Finance & Audit Services                              | 1,230         | 1,391         | <b>13.09%</b>   |
| Forestry & Environment Protection Services            | 1,192         | 1,377         | <b>15.52%</b>   |
| Agriculture & Livestock Services                      | 1,018         | 1,190         | <b>16.90%</b>   |
| Laboratory & Technical Services                       | 509           | 1,000         | <b>96.46%</b>   |
| Legal, Judiciary and Legislative Services             | 318           | 513           | <b>61.32%</b>   |
| Human Resource Services                               | 287           | 510           | <b>77.70%</b>   |
| Library, Archives & Museum Services                   | 323           | 362           | <b>12.07%</b>   |
| Information Communication & Technology Services Group | 293           | 299           | <b>2.05%</b>    |
| Sports & Youth Services Group                         | 393           | 459           | <b>16.79%</b>   |
| Planning & Research Services Group                    | 186           | 303           | <b>62.90%</b>   |
| Transportation & Aviation Services                    | 154           | 318           | <b>106.49%</b>  |
| Executive and Specialist Services Group               | 22            | 280           | <b>1172.73%</b> |
| Trade, Industry & Tourism Services                    | 86            | 130           | <b>51.16%</b>   |
| Foreign Services                                      | 55            | 74            | <b>34.55%</b>   |
| Arts, Culture & Literary Services                     | 82            | 74            | <b>-9.76%</b>   |
| <b>Total</b>  | <b>19,516</b> | <b>30,194</b> | <b>54.71%</b>   |

**Table 22**  
**Civil Servants by Position Level and Sex**

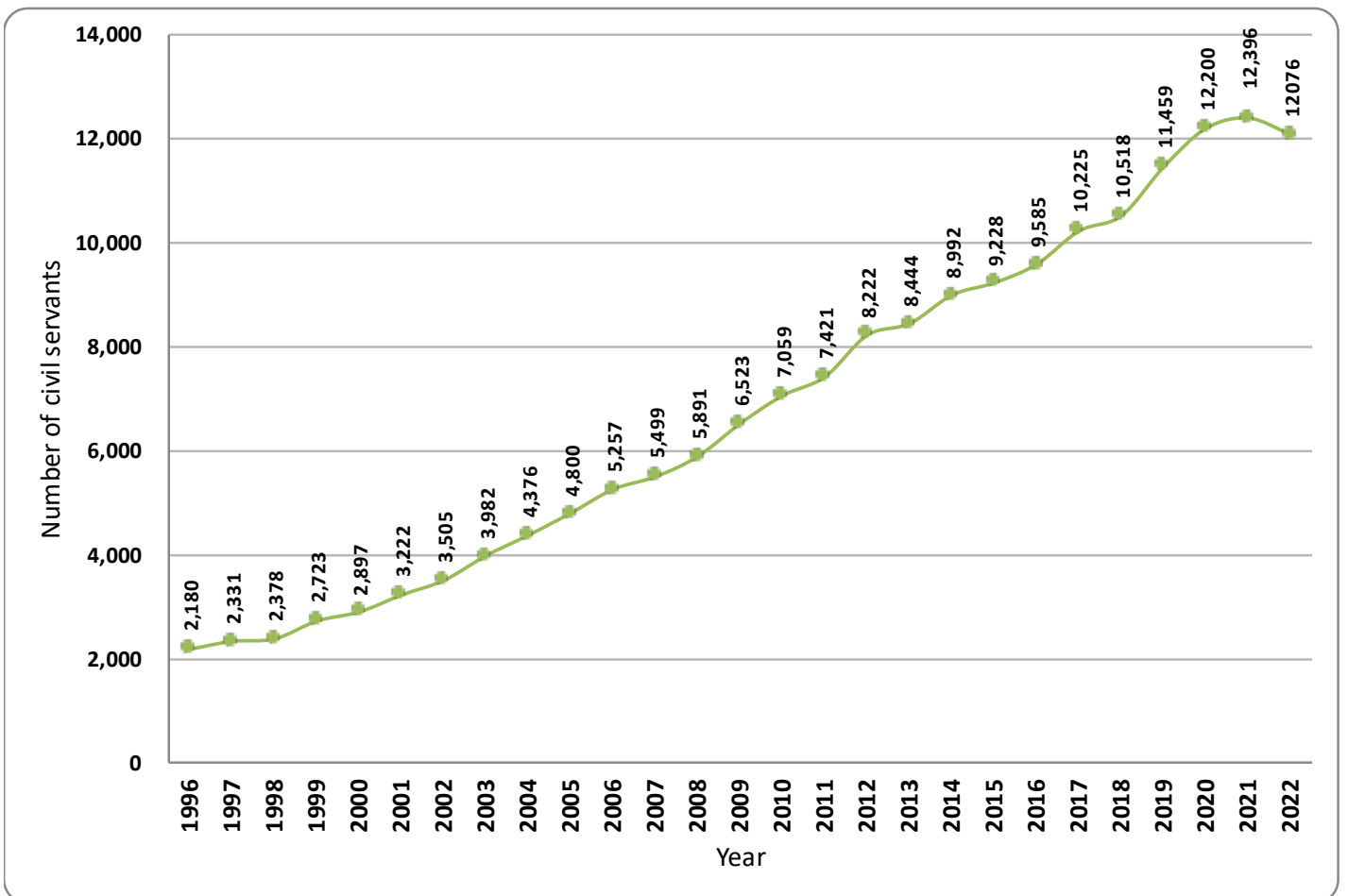
| Position Category and Position Levels | Female        | Male          | Grand Total   |
|---------------------------------------|---------------|---------------|---------------|
| <b>Executive and Specialists</b>      | <b>56</b>     | <b>224</b>    | <b>280</b>    |
| EX1                                   | 4             | 14            | 18            |
| EX2                                   | 3             | 20            | 23            |
| EX3                                   | 10            | 50            | 60            |
| ES1                                   | 5             | 14            | 19            |
| ES2                                   | 4             | 21            | 25            |
| ES3                                   | 30            | 103           | 133           |
| NA <sup>1</sup>                       | -             | 2             | 2             |
| <b>Professional &amp; Management</b>  | <b>5,953</b>  | <b>8,796</b>  | <b>14,749</b> |
| P1                                    | 539           | 1,021         | 1,560         |
| P2                                    | 1,068         | 1,995         | 3,063         |
| P3                                    | 1,107         | 2,009         | 3,116         |
| P4                                    | 1,200         | 1,704         | 2,904         |
| P5                                    | 2,039         | 2,067         | 4,106         |
| <b>Supervisory &amp; Support</b>      | <b>5,661</b>  | <b>7,132</b>  | <b>12,793</b> |
| SS1                                   | 70            | 85            | 155           |
| SS2                                   | 148           | 530           | 678           |
| SS3                                   | 304           | 649           | 953           |
| SS4                                   | 776           | 1,221         | 1,997         |
| S1                                    | 1,039         | 1,460         | 2,499         |
| S2                                    | 1,222         | 1,426         | 2,648         |
| S3                                    | 647           | 777           | 1,424         |
| S4                                    | 234           | 260           | 494           |
| S5                                    | 1,221         | 724           | 1,945         |
| <b>Operational Staff</b>              | <b>406</b>    | <b>1,966</b>  | <b>2,372</b>  |
| O1                                    | 182           | 718           | 900           |
| O2                                    | 141           | 360           | 501           |
| O3                                    | 11            | 90            | 101           |
| O4                                    | 72            | 798           | 870           |
| <b>Grand Total</b>                    | <b>12,076</b> | <b>18,118</b> | <b>30,194</b> |

Note: <sup>1</sup>Eminent members of the National Council

**Graph 5**  
**Percentage of Civil Servants within Position Category by Sex**



**Graph 6**  
**Female Civil Servants (1996 - 2022)**



**Table 23**  
**Civil Servants by Major Occupational Groups and Sex**

| MOG   | Male          | Female        | Total         | % of          | % of          |
|---|---------------|---------------|---------------|---------------|---------------|
| Education & Training Services Group                   | 5,816         | 4,364         | 10,180        | 42.87%        | 14.45%        |
| Administration & Support Services Group               | 2,998         | 2,240         | 5,238         | 42.76%        | 7.42%         |
| Medical and Health Services Group                     | 2,027         | 1,816         | 3,843         | 47.25%        | 6.01%         |
| Architectural, Engineering & Land Services Group      | 1,900         | 753           | 2,653         | 28.38%        | 2.49%         |
| Finance & Audit Services Group                        | 847           | 544           | 1,391         | 39.11%        | 1.80%         |
| Forestry and Environment Protection Services Group    | 1,153         | 224           | 1,377         | 16.27%        | 0.74%         |
| Agriculture & Livestock Services Group                | 904           | 286           | 1,190         | 24.03%        | 0.95%         |
| Laboratory & Technical Services Group                 | 472           | 528           | 1,000         | 52.80%        | 1.75%         |
| Legal, Judiciary and Legislative Services Group       | 262           | 251           | 513           | 48.93%        | 0.83%         |
| Human Resource Services Group                         | 312           | 198           | 510           | 38.82%        | 0.66%         |
| Sports & Youth Services Group                         | 291           | 168           | 459           | 36.60%        | 0.56%         |
| Library, Archives & Museum Services Group             | 97            | 265           | 362           | 73.20%        | 0.88%         |
| Transportation & Aviation Services Group              | 240           | 78            | 318           | 24.53%        | 0.26%         |
| Planning and Research Services Group                  | 207           | 96            | 303           | 31.68%        | 0.32%         |
| Information Communication & Technology Services Group | 176           | 123           | 299           | 41.14%        | 0.41%         |
| Executive and Specialist Services Group               | 224           | 56            | 280           | 20.00%        | 0.19%         |
| Trade, Industry & Tourism Services Group              | 82            | 48            | 130           | 36.92%        | 0.16%         |
| Foreign Services Group                                | 48            | 26            | 74            | 35.14%        | 0.09%         |
| Arts, Culture & Literary Services Group               | 62            | 12            | 74            | 16.22%        | 0.04%         |
| <b>Grand Total</b>                                    | <b>18,118</b> | <b>12,076</b> | <b>30,194</b> | <b>39.99%</b> | <b>39.99%</b> |

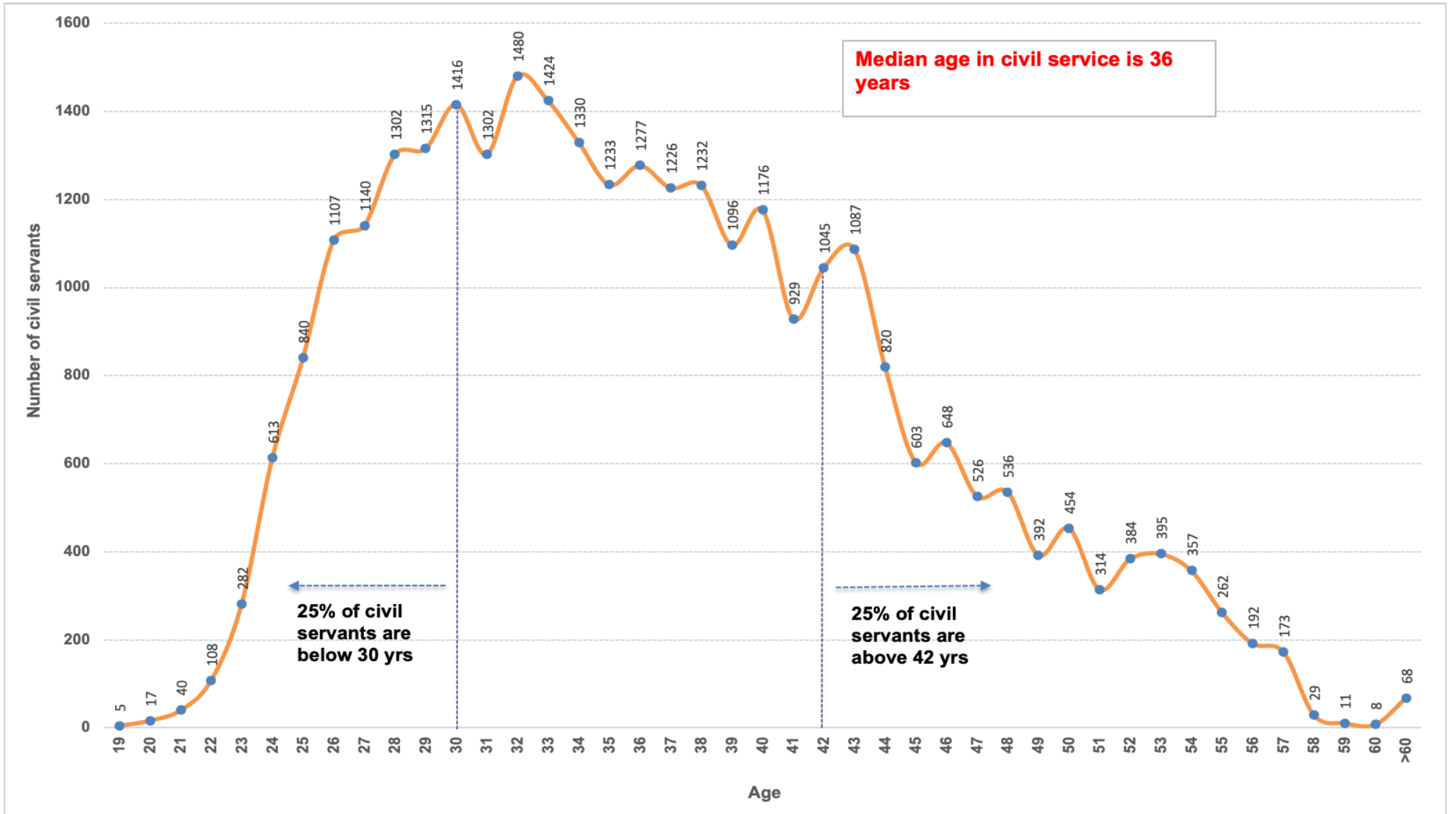
**Table 24**  
**Civil Servants by Position Level and Age Groups**

| Position Level        | >20      | 20-24        | 25-29        | 30-34        | 35-39        | 40-44        | 45-49        | 50-54        | 55-60      | >60       | Total         |
|-----------------------|----------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|-----------|---------------|
| EX1                   |          |              |              |              |              | 1            | 2            | 6            | 6          | 3         | 18            |
| EX2                   |          |              |              |              |              |              |              | 18           | 5          |           | 23            |
| EX3                   |          |              |              |              |              | 9            | 21           | 20           | 8          | 2         | 60            |
| ES1                   |          |              |              |              |              |              | 1            | 3            | 6          | 9         | 19            |
| ES2                   |          |              |              |              |              |              | 1            | 6            | 16         | 2         | 25            |
| ES3                   |          |              |              |              |              | 5            | 38           | 56           | 32         | 2         | 133           |
| No level <sup>1</sup> |          |              |              |              |              |              |              | 1            | 1          |           | 2             |
| P1                    |          |              |              |              | 35           | 417          | 479          | 428          | 198        | 3         | 1,560         |
| P2                    |          |              |              | 52           | 822          | 1,295        | 623          | 212          | 52         | 7         | 3,063         |
| P3                    |          |              | 50           | 813          | 1,507        | 593          | 112          | 23           | 13         | 5         | 3,116         |
| P4                    |          | 72           | 802          | 1,491        | 408          | 101          | 16           | 11           | 3          |           | 2,904         |
| P5                    |          | 401          | 2,423        | 1,063        | 156          | 38           | 13           | 8            | 3          | 1         | 4,106         |
| S1                    |          | 32           | 383          | 769          | 411          | 334          | 288          | 223          | 46         | 13        | 2,499         |
| S2                    |          | 130          | 628          | 578          | 591          | 484          | 132          | 90           | 14         | 1         | 2,648         |
| S3                    |          | 34           | 156          | 395          | 403          | 318          | 76           | 34           | 4          | 4         | 1,424         |
| S4                    |          |              | 62           | 259          | 112          | 40           | 10           | 10           | 1          |           | 494           |
| S5                    | 4        | 314          | 849          | 532          | 152          | 55           | 13           | 21           | 4          | 1         | 1,945         |
| SS1                   |          |              |              |              |              | 19           | 72           | 48           | 16         |           | 155           |
| SS2                   |          |              |              |              | 8            | 137          | 239          | 207          | 85         | 2         | 678           |
| SS3                   |          |              |              | 22           | 182          | 471          | 156          | 84           | 37         | 1         | 953           |
| SS4                   |          |              | 51           | 466          | 746          | 320          | 114          | 199          | 92         | 9         | 1,997         |
| O1                    |          |              | 2            | 45           | 167          | 248          | 228          | 179          | 28         | 3         | 900           |
| O2                    |          | 31           | 75           | 147          | 154          | 61           | 24           | 6            | 3          |           | 501           |
| O3                    |          | 1            | 7            | 36           | 27           | 21           | 5            | 4            |            |           | 101           |
| O4                    | 1        | 45           | 216          | 284          | 183          | 90           | 42           | 7            | 2          |           | 870           |
| <b>Grand Total</b>    | <b>5</b> | <b>1,060</b> | <b>5,704</b> | <b>6,952</b> | <b>6,064</b> | <b>5,057</b> | <b>2,705</b> | <b>1,904</b> | <b>675</b> | <b>68</b> | <b>30,194</b> |

Note: Qualifying age for Civil Service is 18 yrs

<sup>1</sup>Eminent Members of the National Council

**Graph 7**  
**Civil Servants by Age**

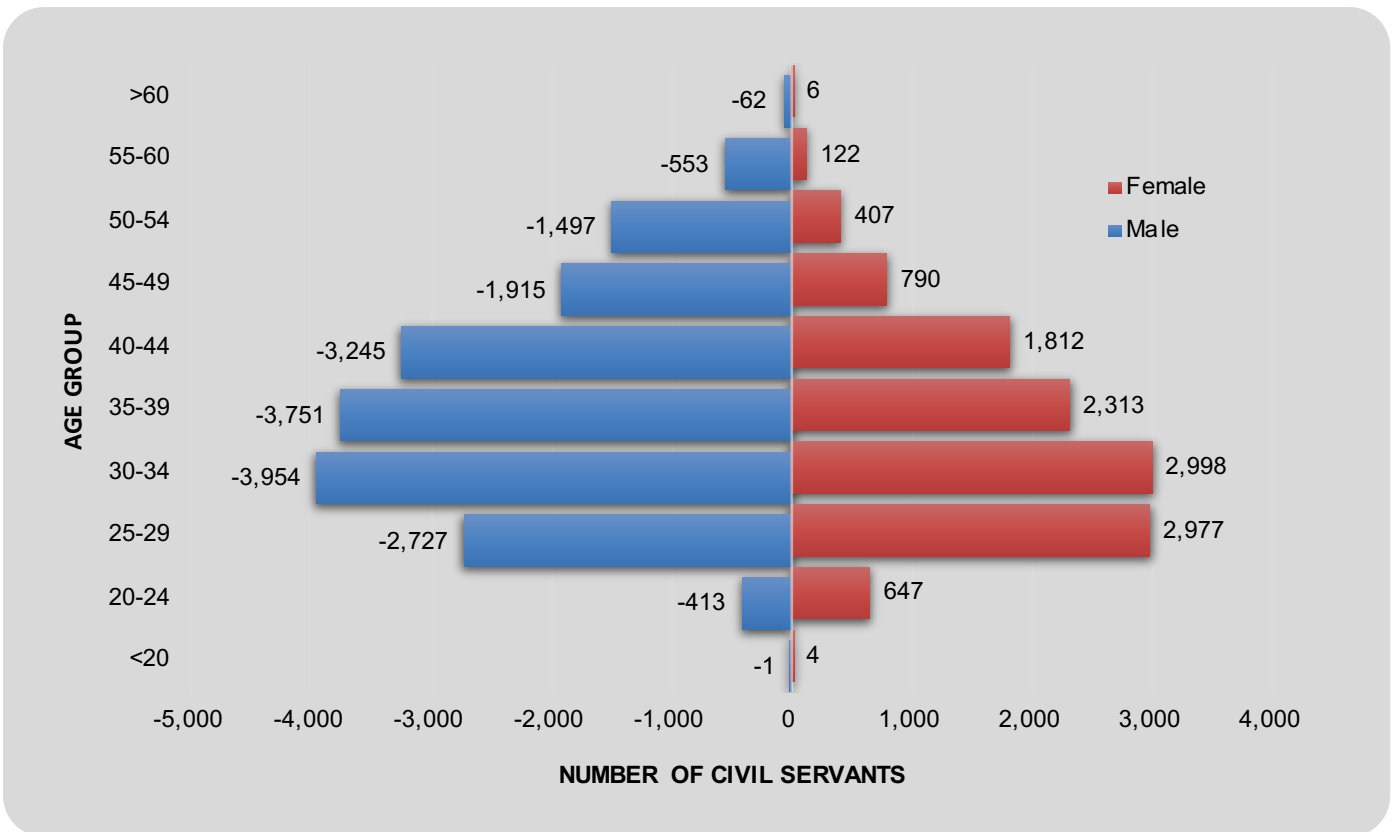


**Table 25**  
**Civil Servants by Age Groups and Sex**

| Age Group          | Male          |              |               | Female       |              |               | Grand Total   |
|--------------------|---------------|--------------|---------------|--------------|--------------|---------------|---------------|
|                    | R             | C            | T             | R            | C            | T             |               |
| <20                |               | 1            | 1             |              | 4            | 4             | 5             |
| 20-24              | 191           | 222          | 413           | 258          | 389          | 647           | 1,060         |
| 25-29              | 1,885         | 842          | 2,727         | 1,901        | 1,076        | 2,977         | 5,704         |
| 30-34              | 3,134         | 820          | 3,954         | 2,353        | 645          | 2,998         | 6,952         |
| 35-39              | 3,423         | 328          | 3,751         | 2,184        | 129          | 2,313         | 6,064         |
| 40-44              | 3,087         | 158          | 3,245         | 1,792        | 20           | 1,812         | 5,057         |
| 45-49              | 1,841         | 74           | 1,915         | 783          | 7            | 790           | 2,705         |
| 50-54              | 1,460         | 37           | 1,497         | 400          | 7            | 407           | 1,904         |
| 55-60              | 525           | 28           | 553           | 118          | 4            | 122           | 675           |
| >60                | 5             | 57           | 62            | 1            | 5            | 6             | 68            |
| <b>Grand Total</b> | <b>15,551</b> | <b>2,567</b> | <b>18,118</b> | <b>9,790</b> | <b>2,286</b> | <b>12,076</b> | <b>30,194</b> |

Note: R: Regular, C: Contract, T: Total

**Graph 8**  
**Distribution of Civil Servants by Age Group & Sex**





**Table 26**  
**Civil Servants Recruited by Parent Agency from January - December 2022**

| Parent Agency   | EX1 | ES1 | P2 | P3 | P4  | P5    | SS2 | S1 | S2  | S3  | S5  | O2  | O4 | Grand Total |
|---|-----|-----|----|----|-----|-------|-----|----|-----|-----|-----|-----|----|-------------|
| His Majesty's Secretariat                                 |     |     |    |    | 1   |       |     |    |     |     |     | 1   |    | 2           |
| <b>Judiciary</b>  |     |     |    |    |     | 4     |     |    |     | 6   |     |     | 2  | 12          |
| Royal Court of Justice                                    |     |     |    |    |     | 4     |     |    |     | 6   |     |     | 2  | 12          |
| <b>Legislative</b>  |     |     |    |    |     |       |     |    |     |     | 6   |     | 2  | 8           |
| National Assembly Secretariat                             |     |     |    |    |     |       |     |    |     |     | 6   |     | 2  | 8           |
| <b>Constitutional</b>                                     |     |     |    |    | 1   | 11    | 28  |    |     | 6   |     | 7   |    | 53          |
| Anti-Corruption Commission                                |     |     |    |    |     | 10    | 3   |    |     | 3   |     |     |    | 16          |
| Royal Audit Authority                                     |     |     |    |    | 1   | 1     | 8   |    |     | 3   |     |     |    | 13          |
| Royal Civil Service Commission                            |     |     |    |    |     |       | 17  |    |     |     |     | 7   |    | 24          |
| <b>Ministry</b>   | 1   | 1   | 1  | 2  | 140 | 1,051 | 2   | 41 | 141 | 28  | 140 | 16  | 78 | 1,642       |
| Ministry of Agriculture and Forests                       |     |     |    |    |     | 18    | 3   | 1  | 1   | 20  |     |     | 9  | 52          |
| Ministry of Economic Affairs                              |     |     |    |    |     | 5     | 6   |    |     |     | 1   | 1   | 1  | 14          |
| Ministry of Education                                     |     |     |    | 1  |     |       | 971 |    |     | 2   |     | 137 | 16 | 1,129       |
| Ministry of Finance                                       | 1   |     |    |    |     |       | 19  |    |     |     |     |     |    | 20          |
| Ministry of Foreign Affairs                               |     |     |    |    |     |       | 1   |    |     |     |     |     |    | 1           |
| Ministry of Health  |     |     | 1  |    | 1   | 79    | 16  | 1  | 41  | 109 |     | 1   | 35 | 284         |
| Ministry of Home and Cultural Affairs                     |     |     |    |    |     | 1     | 6   |    |     |     |     |     | 25 | 32          |
| Ministry of Information and Communications                |     |     |    |    |     | 13    | 25  |    |     | 19  | 1   |     |    | 58          |
| Ministry of Labour and Human Resources                    |     |     |    |    |     | 1     | 4   |    |     | 4   |     |     |    | 9           |
| Ministry of Works and Human Settlement                    |     |     |    |    | 1   | 23    |     |    |     | 6   | 6   | 1   | 6  | 43          |
| <b>Autonomous</b>   |     |     |    | 1  |     | 26    | 22  |    |     | 6   |     | 1   | 6  | 62          |
| Bhutan Information Communications & Media Authority       |     |     |    |    |     | 2     | 2   |    |     | 1   |     |     |    | 5           |
| Bhutan Standards Bureau                                   |     |     |    | 1  |     |       |     |    |     |     |     |     |    | 1           |
| Cabinet Secretariat                                       |     |     |    |    |     |       | 3   |    |     |     |     |     | 1  | 4           |
| Centre for Bhutan Studies and GNH Research                |     |     |    |    |     |       | 1   |    |     |     |     |     |    | 1           |
| Dratshang Lhentshog                                       |     |     |    |    |     |       |     |    |     |     |     |     | 4  | 4           |
| Drug Regulatory Authority                                 |     |     |    |    |     | 2     |     |    |     |     |     |     |    | 2           |
| Dzongkha Development Commission                           |     |     |    |    |     |       | 1   |    |     |     |     |     |    | 1           |
| Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) |     |     |    |    |     | 2     |     |    |     |     |     |     |    | 2           |
| National Center for Hydrology and Meteorology (NCHM)      |     |     |    |    |     | 3     |     |    |     |     |     |     | 1  | 4           |
| National Environment Commission                           |     |     |    |    |     |       | 2   |    |     |     |     |     |    | 2           |
| National Film Commission                                  |     |     |    |    |     |       | 1   |    |     |     |     |     |    | 1           |
| National Land Commission                                  |     |     |    |    |     | 2     | 4   |    |     | 5   |     |     |    | 11          |
| National Statistics Bureau                                |     |     |    |    |     | 6     | 2   |    |     |     |     | 1   |    | 9           |
| Office of the Attorney General                            |     |     |    |    |     | 9     |     |    |     |     |     |     |    | 9           |
| Royal Institute of Management                             |     |     |    |    |     |       | 4   |    |     |     |     |     |    | 4           |
| Tourism Council of Bhutan                                 |     |     |    |    |     |       | 2   |    |     |     |     |     |    | 2           |
| <b>Thromde</b>  |     |     |    |    |     |       | 11  |    |     |     |     |     | 1  | 12          |
| Gelephu Thromde   |     |     |    |    |     |       | 2   |    |     |     |     |     |    | 2           |
| Thimphu Thromde   |     |     |    |    |     |       | 9   |    |     |     |     |     | 1  | 10          |
| <b>Grand Total</b>  | 1   | 1   | 2  | 4  | 181 | 1,118 | 2   | 41 | 159 | 28  | 149 | 16  | 89 | 1,791       |

**Table 27**  
*Civil Servants Recruited by MOG from January - December 2022*

| MOG   | Regular    |            |            | Contract   |            |              | Grand Total  |
|---|------------|------------|------------|------------|------------|--------------|--------------|
|   | Female     | Male       | Total      | Female     | Male       | Total        |              |
| Education & Training Services Group                   | 188        | 127        | 315        | 358        | 319        | 677          | 992          |
| Medical and Health Services Group                     | 83         | 76         | 159        | 39         | 37         | 76           | 235          |
| Administration & Support Services Group               | 13         | 37         | 50         | 51         | 93         | 144          | 194          |
| Architectural, Engineering & Land Services Group      | 15         | 49         | 64         | 4          | 5          | 9            | 73           |
| Laboratory & Technical Services Group                 | 2          | 9          | 11         | 23         | 17         | 40           | 51           |
| Sports & Youth Services Group                         |            | 1          | 1          | 7          | 28         | 35           | 36           |
| Legal, Judiciary and Legislative Services Group       | 11         | 12         | 23         | 4          | 9          | 13           | 36           |
| Information Communication & Technology Services Group | 8          | 18         | 26         | 6          | 3          | 9            | 35           |
| Finance & Audit Services Group                        | 14         | 14         | 28         |            |            |              | 28           |
| Forestry and Environment Protection Services Group    | 7          | 20         | 27         |            |            |              | 27           |
| Planning and Research Services Group                  | 4          | 4          | 8          | 7          | 5          | 12           | 20           |
| Transportation & Aviation Services Group              | 6          | 12         | 18         |            | 1          | 1            | 19           |
| Human Resource Services Group                         | 12         | 5          | 17         | 2          |            | 2            | 19           |
| Agriculture & Livestock Services Group                | 5          | 7          | 12         |            | 1          | 1            | 13           |
| Library, Archives & Museum Services Group             |            |            |            | 3          | 2          | 5            | 5            |
| Trade, Industry & Tourism Services Group              | 2          | 1          | 3          | 1          |            | 1            | 4            |
| Executive and Specialist Services Group               |            |            |            | 1          | 1          | 2            | 2            |
| Arts, Culture & Literary Services Group               |            | 1          | 1          |            |            |              | 1            |
| Foreign Services Group                                | 1          |            | 1          |            |            |              | 1            |
| <b>Grand Total</b>                                    | <b>371</b> | <b>393</b> | <b>764</b> | <b>506</b> | <b>521</b> | <b>1,027</b> | <b>1,791</b> |

**Table 28**  
*Civil Servants Recruited by Position Level (2018-2022)*

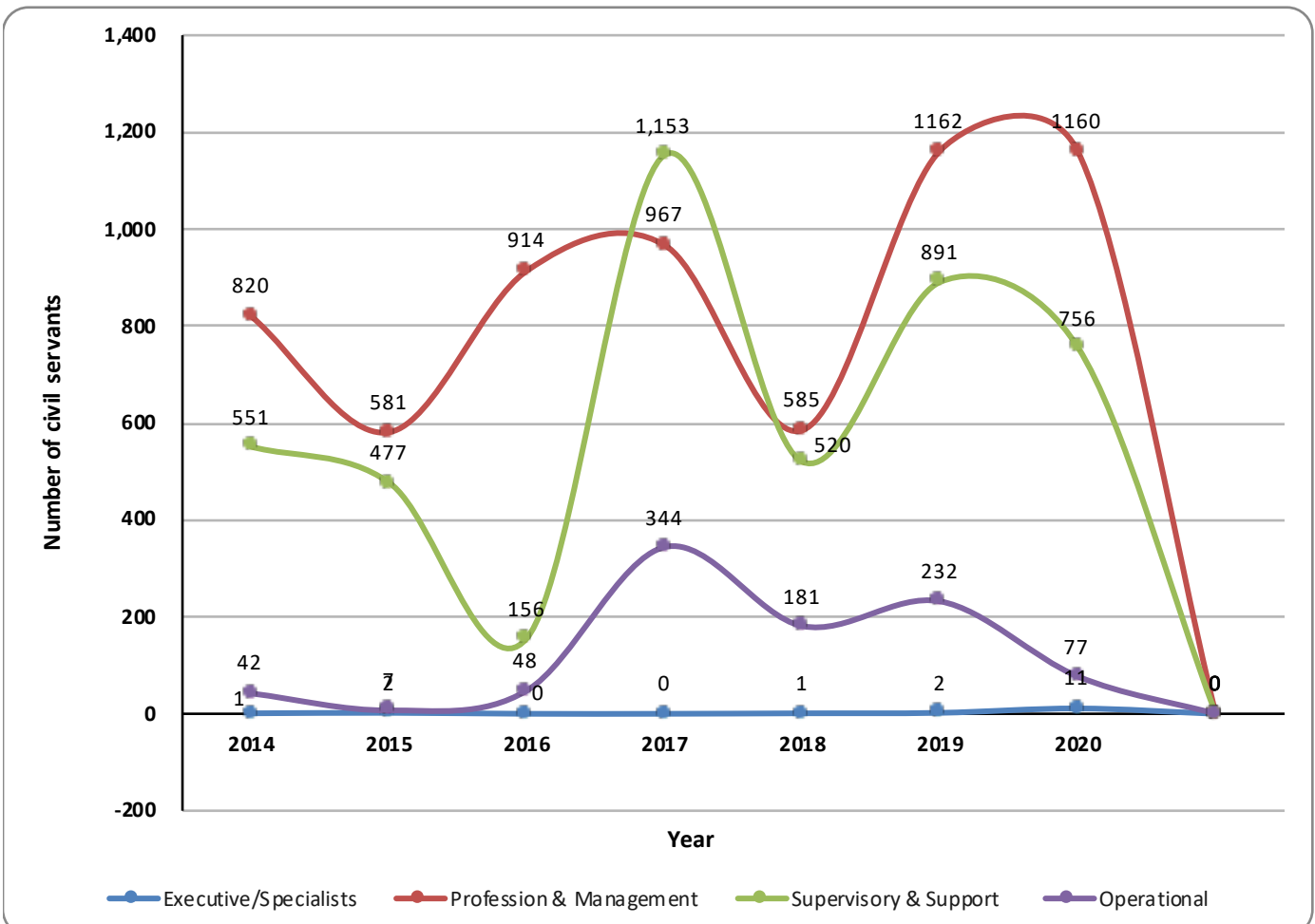
| Position Level | 2018       |            |              | 2019         |              |              | 2020         |            |              | 2021         |              |              | 2022       |              |              |
|----------------|------------|------------|--------------|--------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|--------------|------------|--------------|--------------|
|                | R          | C          | T            | R            | C            | T            | R            | C          | T            | R            | C            | T            | R          | C            | T            |
| EX1/ES1        |            |            |              |              |              |              |              | 7          | 7            | 1            | 4            | 5            |            | 2            | 2            |
| EX2/ES2        |            | 1          | 1            | 2            |              | 2            |              | 1          | 1            |              | 2            | 2            |            |              |              |
| EX3/ES3        |            |            |              |              |              |              |              | 3          | 3            |              | 1            | 1            |            |              |              |
| P1             |            | 4          | 4            |              |              | 0            | 1            | 4          | 5            |              | 2            | 2            |            |              |              |
| P2             |            |            |              |              |              |              |              | 1          | 1            |              |              |              | 2          |              | 2            |
| P3             |            |            |              |              |              |              |              |            |              | 1            | 1            | 2            | 4          |              | 4            |
| P4             | 159        | 66         | 225          | 152          | 99           | 251          | 188          | 78         | 266          | 153          | 26           | 179          | 123        | 58           | 181          |
| P5             | 214        | 142        | 356          | 461          | 450          | 911          | 672          | 216        | 888          | 612          | 632          | 1,244        | 417        | 701          | 1,118        |
| SS1            |            |            |              |              |              |              |              |            |              |              |              |              |            |              |              |
| SS2            |            |            |              |              |              |              |              |            |              |              |              |              |            | 2            | 2            |
| SS3            |            |            |              |              |              |              |              |            |              |              |              |              |            |              |              |
| SS4            |            |            |              |              | 1            | 1            |              |            |              |              | 1            | 1            |            |              |              |
| S1             | 78         | 17         | 95           | 101          | 26           | 127          | 169          | 28         | 197          | 82           | 39           | 121          | 39         | 2            | 41           |
| S2             | 150        | 12         | 162          | 174          | 15           | 189          | 203          | 11         | 214          | 150          | 48           | 198          | 124        | 35           | 159          |
| S3             | 38         | 3          | 41           | 34           | 1            | 35           | 81           | 2          | 83           | 66           | 2            | 68           | 25         | 3            | 28           |
| S4             |            |            |              |              |              |              |              | 2          | 2            | 1            | 1            | 2            |            |              |              |
| S5             | 99         | 123        | 222          | 97           | 442          | 539          | 75           | 185        | 260          | 10           | 228          | 238          | 2          | 147          | 149          |
| O1             |            |            |              | 2            |              | 2            |              | 1          | 1            |              | 1            | 1            |            |              |              |
| O2             |            | 27         | 27           |              | 18           | 18           |              | 1          | 1            |              | 21           | 21           |            | 16           | 16           |
| O3             |            |            |              |              |              |              |              |            |              |              | 1            | 1            |            |              |              |
| O4             | 5          | 149        | 154          | 6            | 206          | 212          | 1            | 74         | 75           | 3            | 164          | 167          | 28         | 61           | 89           |
| <b>Total</b>   | <b>743</b> | <b>544</b> | <b>1,287</b> | <b>1,029</b> | <b>1,258</b> | <b>2,287</b> | <b>1,390</b> | <b>614</b> | <b>2,004</b> | <b>1,079</b> | <b>1,174</b> | <b>2,253</b> | <b>764</b> | <b>1,027</b> | <b>1,791</b> |

Note: R: Regular, C: Contract & T: Total

**Table 29**  
**Civil Servants Recruited by Position Level and Sex**

| Position Level     | Regular    |            |            | Contract   |            |              | Grand Total  |
|--------------------|------------|------------|------------|------------|------------|--------------|--------------|
|                    | Male       | Female     | Total      | Male       | Female     | Total        |              |
| EX1                |            |            |            | 1          |            | 1            | 1            |
| ES1                |            |            |            |            | 1          | 1            | 1            |
| P2                 | 1          | 1          | 2          |            |            |              | 2            |
| P3                 | 2          | 2          | 4          |            |            |              | 4            |
| P4                 | 85         | 38         | 123        | 29         | 29         | 58           | 181          |
| P5                 | 174        | 243        | 417        | 326        | 375        | 701          | 1,118        |
| SS2                |            |            |            | 2          |            | 2            | 2            |
| S1                 | 20         | 19         | 39         |            | 2          | 2            | 41           |
| S2                 | 61         | 63         | 124        | 23         | 12         | 35           | 159          |
| S3                 | 20         | 5          | 25         | 2          | 1          | 3            | 28           |
| S5                 | 2          |            | 2          | 69         | 78         | 147          | 149          |
| O2                 |            |            |            | 10         | 6          | 16           | 16           |
| O4                 | 28         |            | 28         | 59         | 2          | 61           | 89           |
| <b>Grand Total</b> | <b>393</b> | <b>371</b> | <b>764</b> | <b>521</b> | <b>506</b> | <b>1,027</b> | <b>1,791</b> |

**Graph 9**  
**Civil Servants Recruited by Position Category**



**Table 30**  
**Civil Servants Promoted (2018-2022)**

| Position Category/Position Level              | 2018         | 2019         | 2020         | 2021         | 2022         |
|---|--------------|--------------|--------------|--------------|--------------|
| <b>Executive &amp; Specialist Category</b>    |              |              |              |              |              |
| EX1   | 2            | 4            | 5            | 7            | 7            |
| EX2   | 8            | 4            | 8            | 6            | 1            |
| EX3   | 13           | 9            | 9            | 14           | 10           |
| ES1   | 1            | 2            | 4            | 4            | 4            |
| ES2   | 11           | 3            | 3            | 7            | 2            |
| ES3   | 14           | 20           | 28           | 30           | 26           |
| <b>Total</b>                                  | <b>49</b>    | <b>42</b>    | <b>57</b>    | <b>68</b>    | <b>50</b>    |
| <b>Professional &amp; Management Category</b> |              |              |              |              |              |
| P1  | 184          | 221          | 224          | 218          | 346          |
| P2  | 457          | 477          | 664          | 748          | 975          |
| P3  | 1,150        | 999          | 812          | 802          | 692          |
| P4  | 623          | 702          | 481          | 424          | 461          |
| P5  | 55           | 34           | 16           | 18           | 2            |
| <b>Total</b>                                  | <b>2,469</b> | <b>2,433</b> | <b>2,197</b> | <b>2,210</b> | <b>2,476</b> |
| <b>Supervisory &amp; Support Category</b>     |              |              |              |              |              |
| SS1   | 45           | 56           | 22           | 27           | 20           |
| SS2   | 130          | 122          | 110          | 264          | 129          |
| SS3   | 205          | 290          | 212          | 196          | 166          |
| SS4   | 479          | 436          | 388          | 502          | 366          |
| S1  | 524          | 540          | 415          | 336          | 418          |
| S2  | 288          | 441          | 647          | 353          | 454          |
| S3  | 402          | 536          | 207          | 307          | 191          |
| S4  | 216          | 209          | 43           | 12           | 168          |
| S5  | 24           | 12           | 29           | 2            | 12           |
| <b>Total</b>                                  | <b>2,313</b> | <b>2,642</b> | <b>2,073</b> | <b>1,999</b> | <b>1,924</b> |
| <b>Operational Category</b>                   |              |              |              |              |              |
| O1  | 65           | 39           | 48           | 68           | 84           |
| O2  | 100          | 94           | 75           | 107          | 66           |
| O3  | 79           | 56           | 6            | 8            |              |
| <b>Total</b>                                  | <b>244</b>   | <b>189</b>   | <b>129</b>   | <b>183</b>   | <b>150</b>   |
| <b>Grand Total</b>                            | <b>5,075</b> | <b>5,306</b> | <b>4,456</b> | <b>4,406</b> | <b>4,600</b> |

**Table 31**

**Civil Servants Separated by Parent Agency and Position Level (January - December 2022)**

| Parent Agency   | ES1 | ES2 | ES3 | EX1 | EX2 | EX3 | NA | P1 | P2  | P3  | P4 | P5  | SS1 | SS2 | SS3 | SS4 | S1 | S2 | S3 | S4 | S5  | O1 | O2 | O3 | O4 | Grand Total |
|---|-----|-----|-----|-----|-----|-----|----|----|-----|-----|----|-----|-----|-----|-----|-----|----|----|----|----|-----|----|----|----|----|-------------|
| His Majesty's Secretariat                                 |     |     |     |     | 1   |     |    |    |     |     | 1  | 1   |     |     |     |     |    |    |    |    |     |    |    |    |    | 3           |
| Secretariat of His Majesty The Fourth Druk Gyalpo         |     |     |     |     |     |     |    |    |     |     |    |     |     |     |     | 2   |    |    |    |    |     |    |    |    |    | 2           |
| Judiciary   |     |     |     |     |     |     |    |    |     |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 28          |
| Royal Court of Justice                                    |     | 1   |     |     |     |     |    |    |     |     |    |     |     |     | 2   | 2   | 5  | 1  | 1  | 1  |     | 2  |    | 4  | 8  | 27          |
| Supreme Court of Bhutan                                   |     |     |     |     |     |     |    |    | 1   |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 1           |
| Legislative   |     |     |     |     |     |     |    |    |     |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 11          |
| National Assembly Secretariat                             |     |     |     |     |     | 1   |    |    |     |     |    | 5   |     |     |     |     |    |    |    |    |     |    |    |    |    | 6           |
| National Council Secretariat                              |     |     |     | 1   |     | 1   |    |    |     | 2   |    |     |     |     |     |     |    |    |    |    |     | 1  |    |    |    | 5           |
| Constitutional  |     |     |     |     |     |     |    |    |     |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 142         |
| Anti-Corruption Commission                                |     |     |     |     |     |     |    | 2  | 2   | 4   | 5  | 1   |     |     | 1   |     |    | 1  |    | 1  |     |    |    |    |    | 17          |
| Royal Audit Authority                                     |     |     |     |     |     |     |    | 1  | 1   | 1   | 3  | 3   |     | 2   |     | 4   | 2  |    |    |    |     |    |    |    |    | 17          |
| Royal Civil Service Commission                            |     |     |     | 1   | 2   | 1   |    | 2  | 1   | 3   | 2  | 6   |     | 1   | 1   | 15  | 17 | 5  | 14 | 12 | 25  |    |    |    |    | 108         |
| Ministry  |     |     |     |     |     |     |    |    |     |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 1,975       |
| Ministry of Agriculture and Forests                       |     | 1   | 2   |     | 1   | 1   |    | 11 | 14  | 12  | 6  |     | 1   | 22  | 21  | 22  | 37 | 17 | 11 | 2  | 2   | 15 | 2  |    | 19 | 219         |
| Ministry of Economic Affairs                              |     |     |     |     | 3   | 1   |    | 4  | 9   | 13  | 3  | 2   |     | 2   |     |     | 6  | 6  | 5  | 1  | 1   |    | 1  |    | 3  | 60          |
| Ministry of Education                                     |     | 1   | 2   | 1   |     | 1   |    | 88 | 120 | 110 | 70 | 513 |     |     |     | 2   | 4  | 17 | 12 | 5  | 150 | 4  | 24 | 1  | 5  | 1,130       |
| Ministry of Finance                                       |     |     | 1   |     | 2   | 2   |    | 4  | 14  | 17  | 17 | 11  |     | 2   | 10  | 18  | 17 | 9  |    |    |     | 4  | 1  |    | 3  | 132         |
| Ministry of Foreign Affairs                               |     |     |     |     | 1   | 3   |    | 2  | 3   | 1   | 1  | 2   |     | 1   |     |     |    |    | 1  |    |     |    |    |    |    | 15          |
| Ministry of Health  | 1   | 3   | 2   | 1   |     | 2   |    | 13 | 12  | 11  | 52 | 9   | 4   | 19  | 13  | 22  | 25 | 52 | 8  | 2  | 1   | 4  | 2  | 1  | 10 | 269         |
| Ministry of Home and Cultural Affairs                     |     |     |     | 1   | 11  | 1   |    | 5  | 5   | 7   | 10 | 18  |     |     |     | 6   | 10 | 5  | 4  | 8  | 3   | 6  | 1  | 2  | 31 | 134         |
| Ministry of Information and Communications                |     |     |     |     |     | 1   |    | 8  | 8   | 9   | 12 | 19  |     | 4   | 3   | 8   | 1  | 3  | 3  | 1  | 4   | 1  |    |    |    | 85          |
| Ministry of Labour and Human Resources                    |     |     |     |     | 1   | 1   |    | 5  | 5   | 4   | 2  | 4   |     |     | 3   | 2   | 3  |    |    |    |     | 1  | 1  |    |    | 32          |
| Ministry of Works and Human Settlement                    |     |     |     | 1   |     | 1   |    | 11 | 4   | 9   | 4  |     | 3   | 2   | 7   | 14  | 10 | 9  | 4  | 1  | 3   | 6  | 5  | 2  | 4  | 100         |
| Autonomous  |     |     |     |     |     |     |    |    |     |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 253         |
| Bhutan Civil Aviation Authority                           |     |     |     |     |     |     |    | 1  | 1   |     | 1  |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 3           |
| Bhutan Council for School Examination and Assessment      |     |     |     |     |     | 1   |    | 1  | 4   |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    | 1  | 7           |
| Bhutan Information Communications & Media Authority       |     |     |     |     |     |     |    | 1  |     |     | 1  |     |     |     |     |     |    |    |    |    |     |    |    |    | 1  | 3           |
| Bhutan Narcotic Control Authority                         |     |     |     |     | 1   |     |    |    | 1   |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    | 2  | 4           |
| Bhutan Olympic Committee                                  |     |     | 1   |     |     |     |    |    |     |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 1           |
| Bhutan Standards Bureau                                   |     |     |     |     | 1   |     |    |    | 1   | 1   |    |     |     |     |     |     |    |    | 1  |    |     |    |    |    |    | 4           |
| Cabinet Secretariat                                       |     |     |     | 1   |     |     |    | 1  | 3   | 1   |    |     |     |     |     |     |    |    |    |    |     |    |    |    | 1  | 7           |
| Centre for Bhutan Studies and GNH Research                |     |     |     |     |     |     |    |    |     | 1   |    | 1   |     |     |     |     |    |    |    |    |     |    |    |    |    | 2           |
| Construction Development Board                            |     |     |     |     |     | 1   |    | 1  |     | 1   |    |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 3           |
| Dratshang Lhentshog                                       |     |     |     | 1   |     |     |    | 1  |     |     |    |     |     |     |     |     |    |    |    |    |     | 1  | 1  |    | 1  | 5           |
| Dzongkha Development Commission                           |     |     |     | 1   |     |     |    |    | 2   | 1   |    | 1   |     |     |     |     |    |    |    |    |     |    |    |    |    | 5           |
| Election Commission                                       |     |     |     |     |     |     | 3  | 2  | 11  | 3   | 2  | 13  |     |     |     |     | 1  | 1  | 7  | 6  | 1   | 1  | 3  | 4  |    | 58          |
| Gross National Happiness Commission                       |     |     |     |     |     |     |    |    | 3   | 13  | 3  | 2   |     |     |     |     |    |    |    |    |     |    |    |    |    | 21          |
| Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) |     |     |     |     |     |     |    | 1  |     |     | 4  | 3   |     |     |     |     | 3  | 2  |    |    | 1   | 3  |    |    | 4  | 21          |
| Media Council   |     |     |     |     |     |     |    |    | 1   |     |    |     |     |     |     |     |    |    |    |    |     |    |    |    |    | 1           |
| National Center for Hydrology and Meteorology (NCHM)      |     |     |     |     |     |     |    |    | 1   | 2   |    |     |     |     |     |     |    |    | 4  | 1  | 2   | 2  |    |    |    | 12          |

**Table 31 Continuation**

*Civil Servants Separated by Parent Agency and Position Level (January - December 2022)*

| Parent Agency                            | ES1      | ES2      | ES3      | EX1       | EX2       | EX3       | NA       | P1         | P2         | P3         | P4         | P5         | SS1      | SS2       | SS3       | SS4        | S1         | S2         | S3        | S4        | S5         | O1        | O2        | O3        | O4        | Grand Total  |
|--|----------|----------|----------|-----------|-----------|-----------|----------|------------|------------|------------|------------|------------|----------|-----------|-----------|------------|------------|------------|-----------|-----------|------------|-----------|-----------|-----------|-----------|--------------|
| National Commission for Women & Children |          |          |          |           | 1         |           |          |            | 1          |            |            |            |          |           |           |            |            |            |           |           |            |           |           |           |           | 2            |
| National Environment Commission          |          |          |          | 1         |           | 1         |          | 3          | 2          | 1          | 2          | 5          |          |           |           |            |            |            | 1         |           | 1          |           |           |           |           | 17           |
| National Film Commission                 |          |          |          |           |           |           |          | 1          |            |            |            | 1          |          |           |           |            |            |            |           |           |            |           |           |           |           | 2            |
| National Land Commission                 |          |          | 1        | 1         |           | 1         |          | 3          | 4          | 1          |            |            |          |           | 2         | 3          | 6          | 2          | 2         |           |            |           |           |           |           | 26           |
| National Statistics Bureau               |          |          |          |           |           |           |          | 1          | 1          |            | 2          |            |          |           |           |            |            |            |           |           |            | 1         |           |           |           | 5            |
| Office of the Attorney General           |          |          |          |           |           | 1         |          |            | 3          | 4          | 3          |            |          |           |           | 1          | 1          |            |           |           |            |           |           |           |           | 13           |
| Royal Education Council                  |          |          |          |           |           |           |          | 1          | 1          |            |            |            |          |           |           |            |            |            |           |           |            |           |           |           |           | 2            |
| Royal Institute of Management            | 1        | 1        |          |           |           |           |          |            |            |            |            |            |          |           |           |            |            |            | 2         |           |            |           |           |           | 1         | 5            |
| Royal Privy Council                      |          |          |          |           |           |           |          | 1          |            |            |            |            |          |           |           |            |            |            |           |           |            |           |           |           |           | 1            |
| Tourism Council of Bhutan                |          |          |          |           |           |           |          |            | 4          | 2          | 10         | 3          |          |           |           |            |            |            |           |           |            |           |           |           |           | 23           |
| Thromde                                  |          |          |          |           |           |           |          |            |            |            |            |            |          |           |           |            |            |            |           |           |            |           |           |           |           | 15           |
| Gelephu Thromde                          |          |          |          |           |           |           |          |            |            |            |            |            |          |           |           |            |            |            |           |           |            | 1         |           |           |           | 1            |
| Phuentsholing Thromde                    |          |          |          |           |           |           |          |            |            |            |            | 1          |          |           |           |            |            |            |           |           |            | 1         |           |           | 1         | 3            |
| Samdrup Jongkhar Thromde                 |          |          |          |           |           | 1         |          |            |            |            |            |            |          |           |           |            |            |            |           |           | 1          |           |           |           |           | 2            |
| Thimphu Thromde                          |          |          |          |           |           |           |          |            |            |            |            | 5          |          |           |           |            |            |            |           |           | 3          | 1         |           |           |           | 9            |
| Dzongkhag                                |          |          |          |           |           |           |          |            |            |            |            |            |          |           |           |            |            |            |           |           |            |           |           |           |           | 16           |
| Paro Dzongkhag                           |          |          |          |           |           |           |          |            |            |            |            | 12         |          |           |           |            |            |            |           |           |            |           |           |           |           | 12           |
| Thimphu Dzongkhag                        |          |          |          |           |           |           |          |            |            |            |            | 2          |          |           |           |            |            |            |           |           |            |           |           |           |           | 2            |
| Trongsa Dzongkhag                        |          |          |          |           |           |           |          |            |            |            |            | 1          |          |           |           |            |            |            |           |           |            |           |           |           |           | 1            |
| Tsirang Dzongkhag                        |          |          |          |           |           |           |          |            |            |            |            |            |          |           |           |            |            |            |           |           | 1          |           |           |           |           | 1            |
| <b>Grand Total</b>                       | <b>2</b> | <b>7</b> | <b>9</b> | <b>11</b> | <b>25</b> | <b>23</b> | <b>3</b> | <b>175</b> | <b>243</b> | <b>234</b> | <b>216</b> | <b>644</b> | <b>8</b> | <b>55</b> | <b>63</b> | <b>121</b> | <b>147</b> | <b>130</b> | <b>74</b> | <b>42</b> | <b>208</b> | <b>55</b> | <b>39</b> | <b>13</b> | <b>99</b> | <b>2,646</b> |

**Table 32**  
**Civil Servants Separated by MOG (January - December 2022)**

| MOG   | Regular      |            |              | Contract   |            |              | Grand Total  |
|---|--------------|------------|--------------|------------|------------|--------------|--------------|
|   | M            | F          | T            | M          | F          | T            |              |
| Administration & Support Services Group               | 145          | 114        | 259          | 131        | 134        | 265          | 524          |
| Agriculture & Livestock Services Group                | 53           | 27         | 80           | 1          | 2          | 3            | 83           |
| Architectural, Engineering & Land Services Group      | 143          | 43         | 186          | 10         | 5          | 15           | 201          |
| Arts, Culture & Literary Services Group               | 8            | 1          | 9            |            |            |              | 9            |
| Education & Training Services Group                   | 219          | 195        | 414          | 225        | 282        | 507          | 921          |
| Executive and Specialist Services Group               | 69           | 7          | 76           | 3          |            | 3            | 79           |
| Finance & Audit Services Group                        | 76           | 36         | 112          | 2          | 4          | 6            | 118          |
| Foreign Services Group                                | 6            | 3          | 9            |            |            |              | 9            |
| Forestry and Environment Protection Services Group    | 70           | 20         | 90           | 1          | 1          | 2            | 92           |
| Human Resource Services Group                         | 26           | 15         | 41           | 1          | 1          | 2            | 43           |
| Information Communication & Technology Services Group | 28           | 15         | 43           | 7          | 16         | 23           | 66           |
| Laboratory & Technical Services Group                 | 21           | 18         | 39           | 12         | 21         | 33           | 72           |
| Legal, Judiciary and Legislative Services Group       | 56           | 19         | 75           |            | 2          | 2            | 77           |
| Library, Archives & Museum Services Group             | 5            | 11         | 16           | 2          | 8          | 10           | 26           |
| Medical and Health Services Group                     | 54           | 50         | 104          | 38         | 48         | 86           | 190          |
| Planning and Research Services Group                  | 22           | 11         | 33           | 2          | 5          | 7            | 40           |
| Sports & Youth Services Group                         | 7            | 6          | 13           | 20         | 8          | 28           | 41           |
| Trade, Industry & Tourism Services Group              | 17           | 9          | 26           | 5          | 6          | 11           | 37           |
| Transportation & Aviation Services Group              | 11           | 7          | 18           |            |            |              | 18           |
| <b>Grand Total</b>                                    | <b>1,036</b> | <b>607</b> | <b>1,643</b> | <b>460</b> | <b>543</b> | <b>1,003</b> | <b>2,646</b> |

Table 33

Civil Servants Separated by Category of Separation, Position Levels and Employment Type (January - December 2022)

| Position Level     | Superannuation | Voluntary Resignation /Contract Termination |            | Special Retirement Scheme | Early Retirement Scheme | Compulsory Retirement | Contract Completion | Death     |          | Delink    | Termination |           | Withdrawal/Cancellation of Appt. |           |
|--------------------|----------------|---|------------|---------------------------|-------------------------|-----------------------|---------------------|-----------|----------|-----------|-------------|-----------|----------------------------------|-----------|
|                    | R              | R   | C          | R                         | R                       | R                     | C                   | R         | C        | R         | R           | C         | R                                | C         |
| EX1                | 2              | 1   |            | 6                         | 1                       |                       |                     |           |          |           |             | 1         |                                  |           |
| EX2                | 2              |   |            | 20                        | 2                       |                       | 1                   |           |          |           |             |           |                                  |           |
| EX3                | 2              | 1   |            | 18                        | 2                       |                       |                     |           |          |           |             |           |                                  |           |
| ES1                | 2              |   |            |                           |                         |                       |                     |           |          |           |             |           |                                  |           |
| ES2                | 5              |   |            |                           |                         |                       | 1                   |           | 1        |           |             |           |                                  |           |
| ES3                | 4              | 4   |            |                           | 1                       |                       |                     |           |          |           |             |           |                                  |           |
| NA                 |                |   |            |                           |                         |                       |                     |           |          | 3         |             |           |                                  |           |
| P1                 | 65             | 58  | 2          |                           | 34                      | 1                     | 4                   | 8         |          | 2         |             |           | 1                                |           |
| P2                 | 16             | 182   | 4          |                           | 18                      | 2                     | 2                   | 6         |          | 12        |             |           | 1                                |           |
| P3                 | 6              | 204   | 2          |                           | 1                       | 8                     | 2                   | 5         |          | 5         | 1           |           |                                  |           |
| P4                 | 2              | 131   | 48         |                           |                         | 2                     | 28                  | 2         |          | 2         | 1           |           |                                  |           |
| P5                 |                | 83  | 188        |                           | 1                       | 2                     | 348                 | 2         |          | 13        |             |           | 1                                | 6         |
| SS1                | 3              | 4   |            |                           | 1                       |                       |                     |           |          |           |             |           |                                  |           |
| SS2                | 26             | 11  |            |                           | 14                      | 1                     |                     | 2         |          |           |             | 1         |                                  |           |
| SS3                | 15             | 40  |            |                           | 6                       |                       |                     | 2         |          |           |             |           |                                  |           |
| SS4                | 27             | 64  |            |                           | 24                      |                       | 1                   | 3         | 2        |           |             |           |                                  |           |
| S1                 | 45             | 58  | 10         |                           | 21                      | 2                     | 4                   | 6         |          |           |             | 1         |                                  |           |
| S2                 | 9              | 67  | 32         |                           | 7                       | 2                     | 4                   | 5         |          | 3         |             | 1         |                                  |           |
| S3                 | 6              | 61  | 1          |                           | 1                       |                       | 2                   | 1         |          | 1         |             | 1         |                                  |           |
| S4                 | 2              | 28  | 3          |                           | 1                       |                       |                     |           |          | 8         |             |           |                                  |           |
| S5                 | 4              | 9   | 133        |                           | 1                       |                       | 42                  | 1         | 1        | 6         |             |           | 5                                | 1         |
| O1                 | 22             | 16  |            |                           | 11                      |                       | 2                   | 3         |          | 1         |             |           |                                  |           |
| O2                 | 1              | 9   | 17         |                           | 1                       |                       | 6                   | 3         |          | 1         |             |           |                                  | 1         |
| O3                 | 1              | 6   | 1          |                           |                         |                       | 1                   | 1         |          | 3         |             |           |                                  |           |
| O4                 | 1              | 1   | 59         |                           |                         |                       | 27                  |           |          | 4         |             | 1         | 5                                | 1         |
| <b>Grand Total</b> | <b>268</b>     | <b>1038</b>                                 | <b>500</b> | <b>44</b>                 | <b>148</b>              | <b>20</b>             | <b>475</b>          | <b>50</b> | <b>4</b> | <b>64</b> | <b>8</b>    | <b>13</b> | <b>3</b>                         | <b>11</b> |

Note: R: Regular, C: Contract

NA:Not Applicable Position level (Election Commission)



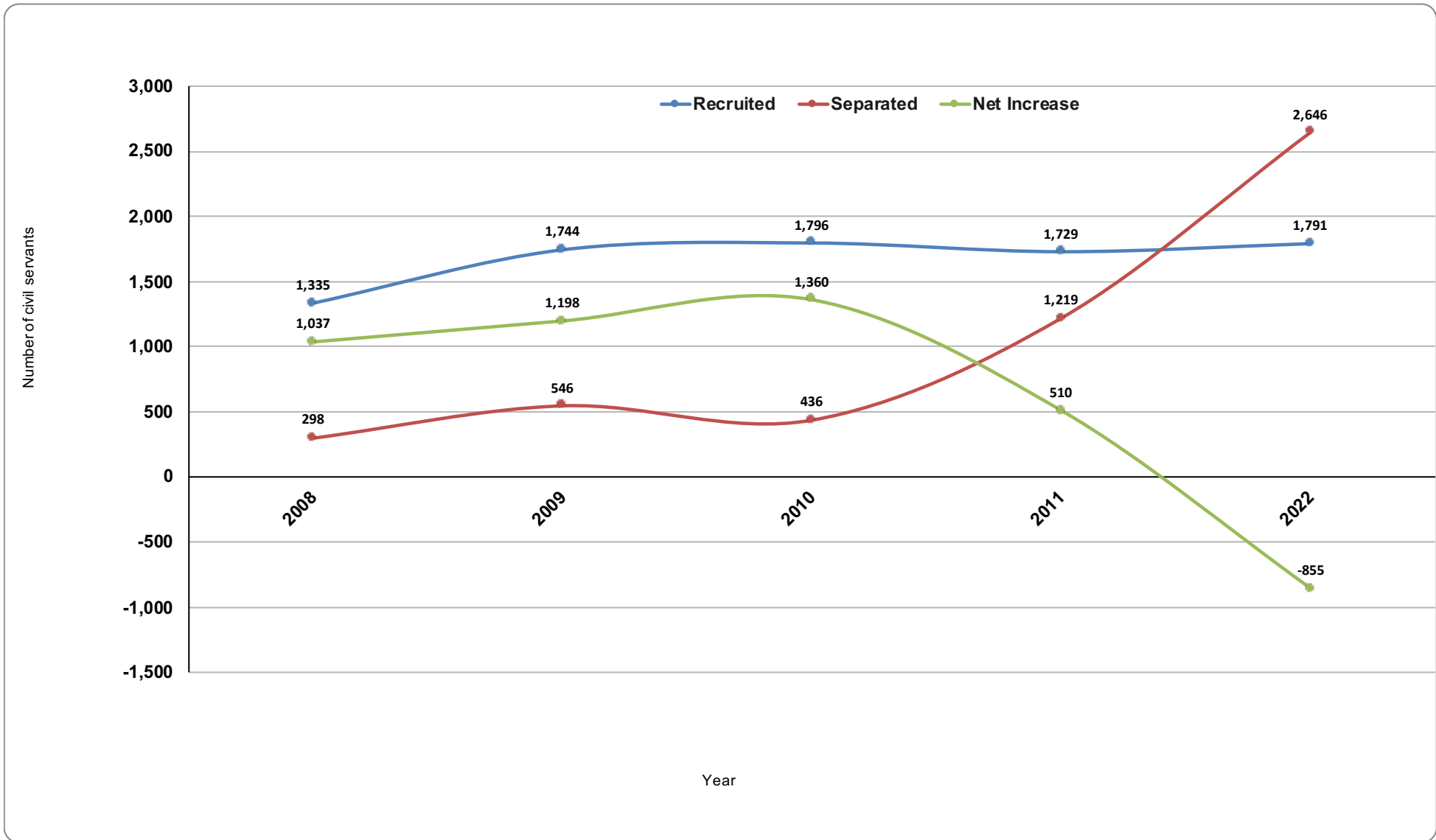
**Table 34**  
**Civil Servants Separated by Position Level and Employment Type**

| Position Level | 2018       |            |            | 2019       |            |            | 2020       |            |              | 2021       |            |              | 2022         |              |              |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|------------|------------|--------------|--------------|--------------|--------------|
|                | R          | C          | T          | R          | C          | T          | R          | C          | T            | R          | C          | T            | R            | C            | T            |
| EX1/ES1        | 5          |            | 5          | 7          | 1          | 8          | 3          |            | 3            | 12         |            | 12           | 13           |              | 13           |
| EX2/ES2        | 16         |            | 16         | 9          |            | 9          | 9          |            | 9            | 5          | 1          | 6            | 29           | 3            | 32           |
| EX3/ES3        | 7          |            | 7          | 2          |            | 2          | 10         | 1          | 11           | 5          | 1          | 6            | 32           |              | 32           |
| NA             |            |            |            |            |            |            |            |            |              |            |            |              | 3            |              | 3            |
| P1             | 65         | 2          | 67         | 51         | 4          | 55         | 64         | 2          | 66           | 79         | 3          | 82           | 168          | 7            | 175          |
| P2             | 54         | 1          | 55         | 42         | 1          | 43         | 41         | 2          | 43           | 60         | 5          | 65           | 236          | 7            | 243          |
| P3             | 86         | 4          | 90         | 94         | 1          | 95         | 80         | 9          | 89           | 149        | 5          | 154          | 230          | 4            | 234          |
| P4             | 79         | 16         | 95         | 59         | 15         | 74         | 80         | 29         | 109          | 102        | 60         | 162          | 140          | 76           | 216          |
| P5             | 35         | 58         | 93         | 33         | 100        | 133        | 32         | 159        | 191          | 31         | 261        | 292          | 101          | 543          | 644          |
| SS1            |            |            |            |            |            |            | 6          |            | 6            | 4          |            | 4            | 8            |              | 8            |
| SS2            | 9          |            | 9          | 4          |            | 4          |            |            |              | 13         | 1          | 14           | 55           |              | 55           |
| SS3            | 35         |            | 35         | 26         |            | 26         | 29         |            | 29           | 40         | 1          | 41           | 63           |              | 63           |
| SS4            | 26         |            | 26         | 30         |            | 30         | 38         |            | 38           | 54         | 3          | 57           | 118          | 3            | 121          |
| S1             | 60         | 35         | 95         | 50         | 2          | 52         | 64         | 68         | 132          | 84         | 41         | 125          | 133          | 14           | 147          |
| S2             | 40         | 19         | 59         | 35         | 10         | 45         | 28         | 43         | 71           | 52         | 28         | 80           | 94           | 36           | 130          |
| S3             | 32         |            | 32         | 23         |            | 23         | 33         | 33         | 66           | 41         | 1          | 42           | 71           | 3            | 74           |
| S4             | 34         | 15         | 49         | 16         |            | 16         | 23         | 1          | 24           | 20         | 1          | 21           | 39           | 3            | 42           |
| S5             | 25         | 61         | 86         | 13         | 161        | 174        | 8          | 97         | 105          | 14         | 149        | 163          | 22           | 186          | 208          |
| O1             | 40         | 1          | 41         | 17         |            | 17         | 21         | 1          | 22           | 34         |            | 34           | 53           | 2            | 55           |
| O2             | 10         | 5          | 15         | 3          | 13         | 16         | 2          | 12         | 14           | 15         | 14         | 29           | 16           | 23           | 39           |
| O3             | 10         | 1          | 11         | 5          |            | 5          | 4          |            | 4            | 4          | 1          | 5            | 11           | 2            | 13           |
| O4             | 4          | 35         | 39         | 1          | 38         | 39         | 1          | 51         | 52           | 10         | 100        | 110          | 8            | 91           | 99           |
| <b>Total</b>   | <b>672</b> | <b>253</b> | <b>925</b> | <b>520</b> | <b>346</b> | <b>866</b> | <b>576</b> | <b>508</b> | <b>1,084</b> | <b>828</b> | <b>676</b> | <b>1,504</b> | <b>1,643</b> | <b>1,003</b> | <b>2,646</b> |

Note: R: Regular, C: Contract & T: Total

NA: Not Applicable Position level (Election Commission)

**Graph 10**  
**Trends of Civil Servants Recruited, Separated & Net Increase**



**Table 35**  
*Civil Servants Separated by Position Levels and Sex (Jan - Dec 2022)*

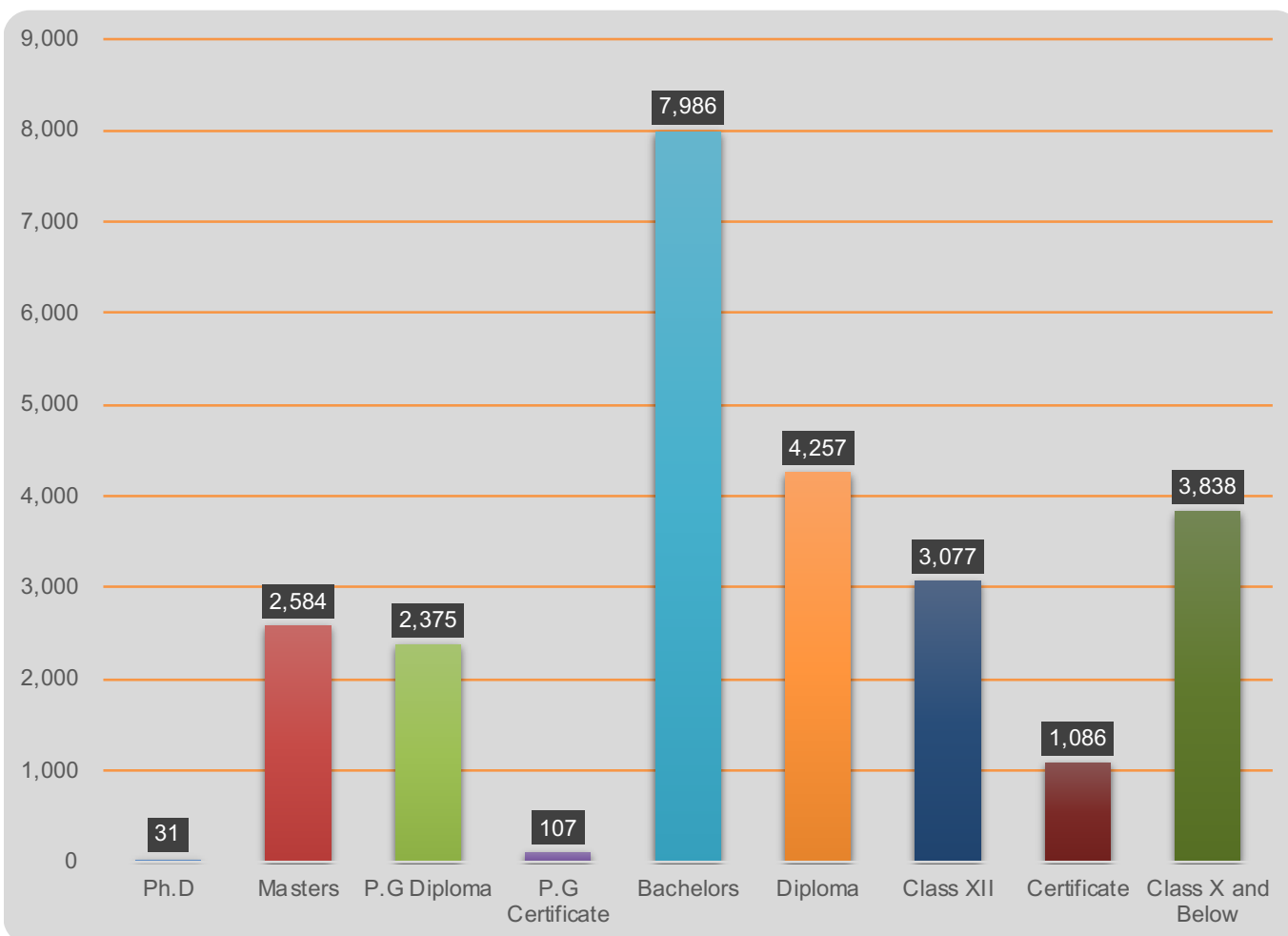
| Position Level     | Regular      |            |              | Contract   |            |              | Grand Total  |
|--------------------|--------------|------------|--------------|------------|------------|--------------|--------------|
|                    | Male         | Female     | Total        | Male       | Female     | Total        |              |
| EX1                | 11           |            | 11           |            |            |              | 11           |
| EX2                | 23           | 1          | 24           | 1          |            | 1            | 25           |
| EX3                | 20           | 3          | 23           |            |            |              | 23           |
| ES1                | 2            |            | 2            |            |            |              | 2            |
| ES2                | 3            | 2          | 5            | 2          |            | 2            | 7            |
| ES3                | 9            |            | 9            |            |            |              | 9            |
| NA                 | 2            | 1          | 3            |            |            |              | 3            |
| P1                 | 122          | 46         | 168          | 5          | 2          | 7            | 175          |
| P2                 | 150          | 86         | 236          | 4          | 3          | 7            | 243          |
| P3                 | 152          | 78         | 230          | 2          | 2          | 4            | 234          |
| P4                 | 71           | 69         | 140          | 26         | 50         | 76           | 216          |
| P5                 | 40           | 61         | 101          | 237        | 306        | 543          | 644          |
| SS1                | 6            | 2          | 8            |            |            |              | 8            |
| SS2                | 39           | 16         | 55           |            |            |              | 55           |
| SS3                | 42           | 21         | 63           |            |            |              | 63           |
| SS4                | 64           | 54         | 118          | 3          |            | 3            | 121          |
| S1                 | 92           | 41         | 133          | 8          | 6          | 14           | 147          |
| S2                 | 50           | 44         | 94           | 21         | 15         | 36           | 130          |
| S3                 | 36           | 35         | 71           | 3          |            | 3            | 74           |
| S4                 | 16           | 23         | 39           | 2          | 1          | 3            | 42           |
| S5                 | 16           | 6          | 22           | 65         | 121        | 186          | 208          |
| O1                 | 39           | 14         | 53           | 2          |            | 2            | 55           |
| O2                 | 15           | 1          | 16           | 6          | 17         | 23           | 39           |
| O3                 | 8            | 3          | 11           | 1          | 1          | 2            | 13           |
| O4                 | 8            |            | 8            | 72         | 19         | 91           | 99           |
| <b>Grand Total</b> | <b>1,036</b> | <b>607</b> | <b>1,643</b> | <b>460</b> | <b>543</b> | <b>1,003</b> | <b>2,646</b> |

**Table 36**  
*Projection of Superannuation of Regular Civil Servants*

| Position Level | 2023       | 2024       | 2025       |
|----------------|------------|------------|------------|
| EX1            |            | 1          | 3          |
| EX2            |            | 1          | 3          |
| EX3            |            | 2          | 0          |
| ES1            | 1          | 1          | 1          |
| ES2            | 1          | 5          | 0          |
| ES3            | 5          | 13         | 5          |
| P1             | 57         | 72         | 61         |
| P2             | 10         | 19         | 18         |
| P3             | 7          | 2          | 2          |
| P4             |            | 2          | 0          |
| P5             | 2          | 1          | 0          |
| SS1            | 1          | 8          | 7          |
| SS2            | 30         | 26         | 28         |
| SS3            | 14         | 18         | 5          |
| SS4            | 36         | 23         | 32         |
| S1             | 39         | 37         | 46         |
| S2             | 13         | 16         | 23         |
| S3             | 4          | 7          | 10         |
| S4             | 1          | 1          | 5          |
| S5             | 2          | 5          | 5          |
| O1             | 26         | 28         | 31         |
| O2             | 3          |            | 1          |
| O4             |            | 1          | 0          |
| <b>Total</b>   | <b>252</b> | <b>289</b> | <b>286</b> |

**Table 37****Qualification of Regular Civil Servants as on 31st December 2022 - Summary**

| Educational Qualification | Male          | Female       | Total         | % of the Total |
|---------------------------|---------------|--------------|---------------|----------------|
| Ph.D                      | 24            | 7            | 31            | 0.12%          |
| Masters                   | 1,885         | 699          | 2,584         | 10.20%         |
| P.G Diploma               | 1,382         | 993          | 2,375         | 9.37%          |
| P.G Certificate           | 55            | 52           | 107           | 0.42%          |
| Bachelors                 | 4,783         | 3,203        | 7,986         | 31.51%         |
| Diploma                   | 2,667         | 1,590        | 4,257         | 16.80%         |
| Class XII                 | 1,498         | 1,579        | 3,077         | 12.14%         |
| Certificate               | 734           | 352          | 1,086         | 4.29%          |
| Class X and Below         | 2,523         | 1,315        | 3,838         | 15.15%         |
| <b>Grand Total</b>        | <b>15,551</b> | <b>9,790</b> | <b>25,341</b> | <b>100.00%</b> |

**Graph 11****Regular Civil Servants by Qualification Levels**

**Table 38**  
**Regular Civil Servants by Parent Agency and Qualification Level**

| Parent Agency  | Ph.D | Masters | P.G<br>Diploma | P.G<br>Certificate | Bachelors | Diploma | Certificate | Class XII | Basic<br>Education<br>Class X and<br>Below | Grand Total |
|--|------|---------|----------------|--------------------|-----------|---------|-------------|-----------|--|-------------|
| <b>His Majestys Secretariat</b>                      |      |         |                |                    |           |         |             |           |  |             |
| His Majestys Secretariat                             |      | 4       | 1              |                    | 5         |         |             | 4         | 10   | 24          |
| Secretariat of His Majesty The Fourth Druk Gyalpo    |      | 1       |                |                    | 1         |         |             |           | 3  | 5           |
| <b>Judiciary</b>                                     |      |         |                |                    |           |         |             |           |  |             |
| Royal Court of Justice                               | 1    | 3       | 12             |                    | 9         | 179     | 12          | 34        | 67   | 317         |
| Supreme Court of Bhutan                              |      | 1       | 3              |                    |           | 2       |             |           | 1  | 7           |
| <b>Legislative</b>                                   |      |         |                |                    |           |         |             |           |  |             |
| National Assembly Secretariat                        |      | 4       | 5              |                    | 3         | 1       | 1           | 1         | 4  | 19          |
| National Council Secretariat                         |      | 3       | 2              | 1                  | 4         |         |             | 2         | 3  | 15          |
| <b>Constitutional</b>                                |      |         |                |                    |           |         |             |           |  |             |
| Anti-Corruption Commission                           |      | 15      | 27             | 1                  | 19        | 22      |             | 5         | 11   | 100         |
| Royal Audit Authority                                |      | 23      | 68             | 2                  | 34        | 30      | 6           | 4         | 26   | 193         |
| Royal Civil Service Commission                       | 1    | 36      | 86             | 2                  | 57        | 41      | 58          | 460       | 363  | 1,104       |
| <b>Ministry</b>                                      |      |         |                |                    |           |         |             |           |  |             |
| Ministry of Agriculture and Forests                  | 15   | 231     | 62             |                    | 692       | 921     | 302         | 196       | 551  | 2,970       |
| Ministry of Economic Affairs                         | 2    | 69      | 42             | 1                  | 76        | 13      | 11          | 56        | 76   | 346         |
| Ministry of Education                                | 2    | 1,245   | 1,463          | 86                 | 5,046     | 58      | 187         | 734       | 460  | 9,281       |
| Ministry of Finance                                  |      | 156     | 241            | 7                  | 147       | 560     | 49          | 50        | 225  | 1,435       |
| Ministry of Foreign Affairs                          |      | 38      | 28             | 1                  | 12        |         | 1           | 7         | 29   | 116         |
| Ministry of Health                                   | 3    | 244     | 17             |                    | 804       | 1,616   | 275         | 859       | 868  | 4,686       |
| Ministry of Home and Cultural Affairs                | 3    | 125     | 44             | 2                  | 189       | 31      | 23          | 173       | 260  | 850         |
| Ministry of Information and Communications           |      | 50      | 28             |                    | 146       | 112     | 21          | 149       | 124  | 630         |
| Ministry of Labour and Human Resources               |      | 38      | 25             |                    | 77        | 117     | 8           | 15        | 21   | 301         |
| Ministry of Works and Human Settlement               |      | 66      | 7              |                    | 352       | 407     | 75          | 52        | 414  | 1,373       |
| <b>Autonomous</b>                                    |      |         |                |                    |           |         |             |           |  |             |
| Bhutan Civil Aviation Authority                      | 1    |         | 2              |                    | 9         | 2       |             |           | 3  | 17          |
| Bhutan Council for School Examination and Assessment |      | 6       | 1              | 2                  | 5         |         |             |           | 2  | 16          |
| Bhutan Information Communications & Media Authority  |      | 3       | 5              |                    | 7         | 2       | 1           |           | 2  | 20          |
| Bhutan Medical Health Council                        |      | 3       |                |                    | 4         |         |             | 1         | 1  | 9           |
| Bhutan Narcotic Control Authority                    |      | 3       | 4              |                    | 3         |         |             | 4         | 5  | 19          |
| Bhutan National Legal Institute                      |      |         | 1              |                    | 1         | 1       |             | 1         | 1  | 5           |

**Table 38 Continuation**

**Regular Civil Servants by Parent Agency and Qualification Level**

| Parent Agency                                    | Ph.D      | Masters      | P.G<br>Diploma | P.G<br>Certificate | Bachelors    | Diploma      | Certificate  | Class XII    | Basic<br>Education<br>Class X and | Grand Total   |
|--|-----------|--------------|----------------|--------------------|--------------|--------------|--------------|--------------|-----------------------------------|---------------|
|  |           |              |                |                    |              |              |              |              | Below                             |               |
| Bhutan Olympic Committee                         |           |              |                |                    |              | 1            | 4            | 3            | 3                                 | 11            |
| Bhutan Standards Bureau                          |           | 8            |                |                    | 14           | 5            |              | 11           | 5                                 | 43            |
| Cabinet Secretariat                              |           | 74           | 60             | 1                  | 17           | 1            |              | 3            | 5                                 | 161           |
| Centre for Bhutan Studies and GNH Research       |           | 3            | 7              |                    | 2            |              |              | 1            | 4                                 | 17            |
| Construction Development Board                   |           | 1            |                |                    | 7            | 5            |              | 1            | 1                                 | 15            |
| Dratshang Lhentshog                              |           | 1            |                |                    | 1            |              | 2            | 4            | 21                                | 29            |
| Drug Regulatory Authority                        |           | 3            |                |                    | 14           | 3            | 2            | 1            | 3                                 | 26            |
| Dzongkha Development Commission                  |           | 4            | 5              |                    | 20           |              |              |              | 3                                 | 32            |
| Jigme Dorji Wangchuck National Referral Hospital |           | 6            |                |                    | 16           | 4            | 4            | 20           | 30                                | 80            |
| Media Council                                    |           |              |                |                    | 1            |              |              |              |                                   | 1             |
| National Center for Hydrology and Meteorology    | 1         | 9            | 1              |                    | 28           | 7            | 12           | 62           | 46                                | 166           |
| National Commission for Women & Children         | 1         | 5            | 3              |                    | 1            |              |              |              | 3                                 | 13            |
| National Environment Commission                  |           | 18           | 2              |                    | 31           |              |              | 3            | 4                                 | 58            |
| National Film Commission                         |           |              |                |                    | 1            |              |              |              |                                   | 1             |
| National Land Commission                         |           | 20           | 16             | 1                  | 70           | 64           | 22           | 140          | 84                                | 417           |
| National Statistics Bureau                       |           | 16           | 1              |                    | 27           | 20           | 1            | 3            | 2                                 | 70            |
| Office of the Attorney General                   |           | 18           | 91             |                    | 16           | 23           |              | 2            | 4                                 | 154           |
| Royal Institute of Management                    | 1         | 18           | 7              |                    | 4            | 4            | 2            |              | 9                                 | 45            |
| Royal Privy Council                              |           |              |                |                    | 2            |              |              | 1            | 3                                 | 6             |
| Tourism Council of Bhutan                        |           | 12           | 7              |                    | 5            | 3            | 3            | 5            | 10                                | 45            |
| <b>Thromde</b>                                   |           |              |                |                    |              |              |              |              |                                   |               |
| Gelephu Thromde                                  |           |              | 1              |                    | 1            |              |              | 1            | 11                                | 14            |
| Phuentsholing Thromde                            |           |              |                |                    | 2            |              | 1            | 2            | 18                                | 23            |
| Samdrup Jongkhar Thromde                         |           |              |                |                    | 2            | 1            |              | 2            | 7                                 | 12            |
| Thimphu Thromde                                  |           | 1            |                |                    | 2            | 1            | 3            | 5            | 32                                | 44            |
| <b>Grand Total</b>                               | <b>31</b> | <b>2,584</b> | <b>2,375</b>   | <b>107</b>         | <b>7,986</b> | <b>4,257</b> | <b>1,086</b> | <b>3,077</b> | <b>3,838</b>                      | <b>25,341</b> |

**Table 39**  
**Regular Civil Servants meeting the Minimum Qualification Criteria**

| Position Level                       | Master's Degree | Bachelor's Degree | Certificate  | Class X & Below | Actual Strength | %             |
|--------------------------------------|-----------------|-------------------|--------------|-----------------|-----------------|---------------|
| <b>Executive and Specialists</b>     |                 |                   |              |                 |                 |               |
| EX1                                  |                 | 15                |              |                 | 15              | 100%          |
| EX2                                  |                 | 23                |              |                 | 23              | 100%          |
| EX3                                  |                 | 56                |              |                 | 57              | 98%           |
| NA <sup>1</sup>                      |                 | 2                 |              |                 | 2               | 100%          |
|                                      | <b>Total</b>    | <b>96</b>         |              |                 | <b>97</b>       | <b>99%</b>    |
| ES1                                  | 9               |                   |              |                 | 9               | 100%          |
| ES2                                  | 22              |                   |              |                 | 23              | 96%           |
| ES3                                  | 124             |                   |              |                 | 130             | 95%           |
|                                      | <b>Total</b>    | <b>155</b>        |              |                 | <b>162</b>      | <b>96%</b>    |
| <b>Professional &amp; Management</b> |                 |                   |              |                 |                 |               |
| P1                                   |                 | 1,366             |              |                 | 1,541           | 89%           |
| P2                                   |                 | 2,587             |              |                 | 3,033           | 85%           |
| P3                                   |                 | 2,846             |              |                 | 3,087           | 92%           |
| P4                                   |                 | 2,720             |              |                 | 2,737           | 99%           |
| P5                                   |                 | 2,360             |              |                 | 2,378           | 99%           |
|                                      | <b>Total</b>    | <b>11,879</b>     |              |                 | <b>12,776</b>   | <b>93%</b>    |
| <b>Supervisory &amp; Support</b>     |                 |                   |              |                 |                 |               |
| SS1                                  |                 |                   | 147          |                 | 155             | 95%           |
| SS2                                  |                 |                   | 575          |                 | 674             | 85%           |
| SS3                                  |                 |                   | 779          |                 | 953             | 82%           |
| SS4                                  |                 |                   | 1,657        |                 | 1,988           | 83%           |
| S1                                   |                 |                   | 1,925        |                 | 2,441           | 79%           |
| S2                                   |                 |                   | 1,780        |                 | 2,582           | 69%           |
| S3                                   |                 |                   | 948          |                 | 1,404           | 68%           |
| S4                                   |                 |                   | 364          |                 | 415             | 88%           |
| S5                                   |                 |                   | 279          |                 | 323             | 86%           |
|                                      | <b>Total</b>    |                   | <b>8,454</b> |                 | <b>10,935</b>   | <b>77%</b>    |
| <b>Operational Staff</b>             |                 |                   |              |                 |                 |               |
| O1                                   |                 |                   |              | 896             | 896             | 100%          |
| O2                                   |                 |                   |              | 334             | 334             | 100%          |
| O3                                   |                 |                   |              | 76              | 76              | 100%          |
| O4                                   |                 |                   |              | 65              | 65              | 100%          |
|                                      | <b>Total</b>    |                   |              | <b>1,371</b>    | <b>1,371</b>    | <b>100%</b>   |
| <b>Grand Total</b>                   |                 |                   |              | <b>15,239</b>   | <b>25,341</b>   | <b>92.99%</b> |

<sup>1</sup> Eminent Members of the National Council

**Table 40****Long-Term Implementation Status**

| Type of Training               | Approved (Jan - Dec 2022) | Undergoing LTT as on 31st Dec, 2022 |
|--------------------------------|---------------------------|-------------------------------------|
| Ph.D                           | 1                         | 10                                  |
| Specialization                 | 0                         | 3                                   |
| Sub Specialisation             | 2                         | 4                                   |
| Masters                        | 286                       | 562                                 |
| Bachelors                      | 41                        | 174                                 |
| Non-Degree/Visiting Fellowship | 4                         | 4                                   |
| Diploma                        | 1                         | 1                                   |
| Certificate                    | 31                        | 37                                  |
| <b>Total</b>                   | <b>366</b>                | <b>795</b>                          |

**Table 41****Long-Term Training by Mode of Study (Jan - Dec 2022)**

| Level of Study      | Full Time  | Mixed Mode | Grand Total |
|---------------------|------------|------------|-------------|
| P.hd                | 1          |            | 1           |
| Sub Specialization  | 2          |            | 2           |
| Masters             | 261        | 25         | 286         |
| Diploma             | 1          |            | 1           |
| Bachelors           | 41         |            | 41          |
| Visiting Fellowship | 4          |            | 4           |
| Certificate         | 30         | 1          | 31          |
| <b>Grand Total</b>  | <b>340</b> | <b>26</b>  | <b>366</b>  |



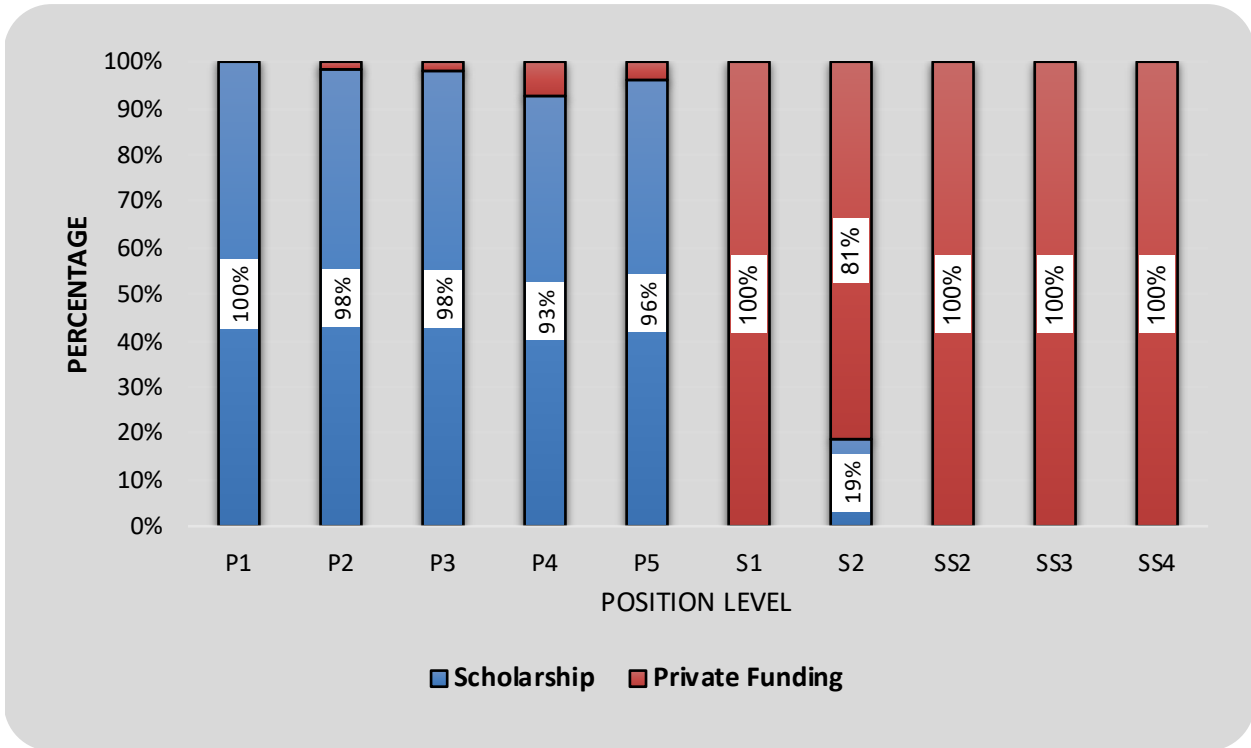
**Table 42****Long-Term Training Implemented by Country (Jan - Dec 2022)**

| Country                  | P.hd     | Sub      | Masters    | Diploma  | Bachelors | Fellowship | Certificate | Grand Total |
|--------------------------|----------|----------|------------|----------|-----------|------------|-------------|-------------|
| Australia                | 1        | 1        | 30         |          | 1         |            | 2           | 35          |
| Bhutan                   |          |          | 164        |          | 39        |            |             | 203         |
| India                    |          |          | 32         |          |           | 1          | 19          | 52          |
| Japan                    |          |          | 20         |          |           |            | 1           | 21          |
| Philippines              |          |          | 2          |          |           |            |             | 2           |
| Singapore                |          | 1        | 2          |          |           |            |             | 3           |
| South Korea              |          |          | 3          |          |           |            |             | 3           |
| Switzerland              |          |          |            |          |           | 1          | 1           | 2           |
| Thailand                 |          |          | 21         |          | 1         |            | 8           | 30          |
| United Kingdom           |          |          | 4          |          |           |            |             | 4           |
| United States of America |          |          | 3          | 1        |           | 1          |             | 5           |
| Others                   |          |          | 5          |          |           | 1          |             | 6           |
| <b>Total</b>             | <b>1</b> | <b>2</b> | <b>286</b> | <b>1</b> | <b>41</b> | <b>4</b>   | <b>31</b>   | <b>366</b>  |

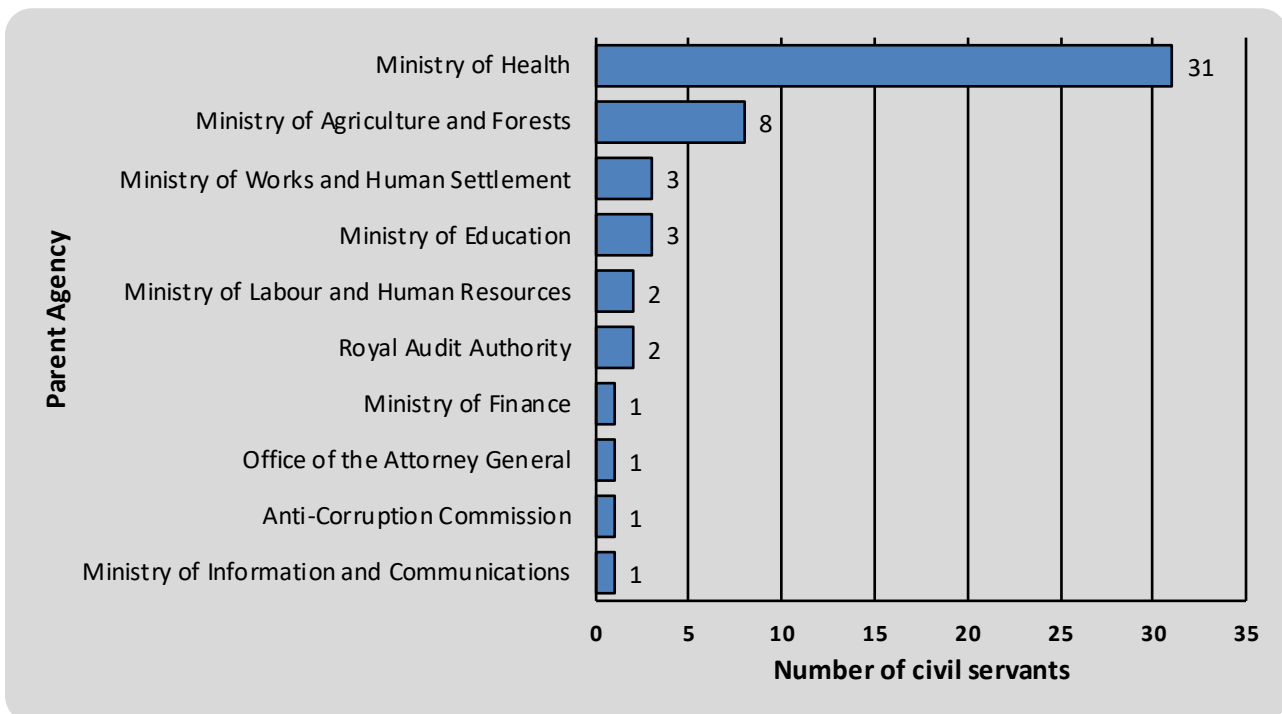
**Table 43****Civil Servants Undergoing Long-Term Training as on December 2022**

| Country                  | P.hd      | Sub      | Specializati | Masters    | Diploma  | Bachelors  | Fellowship | Certificate | Total      |
|--------------------------|-----------|----------|--------------|------------|----------|------------|------------|-------------|------------|
| Australia                | 5         | 1        | 1            | 42         |          | 1          |            | 2           | 52         |
| Austria                  |           |          |              | 2          |          |            |            |             | 2          |
| Bangladesh               |           |          |              | 3          |          |            |            |             | 3          |
| Bhutan                   |           |          |              | 347        |          | 165        |            |             | 512        |
| Canada                   |           |          |              | 2          |          |            |            |             | 2          |
| China                    |           |          |              | 3          |          |            |            |             | 3          |
| Germany                  |           |          |              | 2          |          |            |            |             | 2          |
| India                    |           |          |              | 46         |          | 7          | 1          | 22          | 76         |
| Japan                    | 2         |          |              | 37         |          |            |            | 3           | 42         |
| Malaysia                 |           | 1        |              | 7          |          |            |            |             | 8          |
| Nepal                    |           |          |              | 2          |          |            |            |             | 2          |
| Singapore                |           | 1        |              | 2          |          |            |            |             | 3          |
| South Korea              |           |          |              | 2          |          |            |            |             | 2          |
| Thailand                 |           | 1        | 1            | 50         |          | 1          | 1          | 9           | 63         |
| United Kingdom           | 2         |          | 1            | 5          |          |            |            |             | 8          |
| United States of America | 1         |          |              | 7          | 1        |            | 1          |             | 10         |
| Others                   |           |          |              | 3          |          |            | 1          | 1           | 5          |
| <b>Total</b>             | <b>10</b> | <b>4</b> | <b>3</b>     | <b>562</b> | <b>1</b> | <b>174</b> | <b>4</b>   | <b>37</b>   | <b>795</b> |

**Graph 12**  
**Long - Term Training by Type of Funding**



**Graph 13**  
**Undergoing Long-Term Training by Parent Agency through Private Funding (Jan - Dec 2022)**



**Table 44**  
**Long-Term Training Implemented by Parent Agency (Jan - Dec 2022)**

| Parent Agency                              | P.hd     | Sub<br>Specialization | Masters    | Bachelors | Diploma  | Fellowship | Certificate | Total      |
|--|----------|-----------------------|------------|-----------|----------|------------|-------------|------------|
| <b>Constitutional</b>                      |          |                       | 9          | 1         |          |            | 4           | 14         |
| Anti-Corruption Commission                 |          |                       | 1          | 1         |          |            |             | 2          |
| Royal Audit Authority                      |          |                       | 4          |           |          |            | 4           | 8          |
| Royal Civil Service Commission             |          |                       | 4          |           |          |            |             | 4          |
| <b>Judiciary</b>                           |          |                       | 4          |           |          |            |             | 4          |
| Royal Court of Justice                     |          |                       | 4          |           |          |            |             | 4          |
| <b>Ministry</b>                            | 1        | 2                     | 255        | 40        | 1        | 3          | 27          | 329        |
| Ministry of Agriculture and Forests        | 1        |                       | 6          | 7         |          |            |             | 14         |
| Ministry of Economic Affairs               |          |                       | 7          |           |          | 1          |             | 8          |
| Ministry of Education                      |          |                       | 168        |           | 1        |            | 1           | 170        |
| Ministry of Finance                        |          |                       | 9          |           |          |            | 14          | 23         |
| Ministry of Foreign Affairs                |          |                       | 1          |           |          |            |             | 1          |
| Ministry of Health                         |          | 2                     | 30         | 29        |          | 2          | 9           | 72         |
| Ministry of Home and Cultural Affairs      |          |                       | 5          |           |          |            |             | 5          |
| Ministry of Information and Communications |          |                       | 6          |           |          |            | 3           | 9          |
| Ministry of Labour and Human Resources     |          |                       | 8          | 1         |          |            |             | 9          |
| Ministry of Works and Human Settlement     |          |                       | 15         | 3         |          |            |             | 18         |
| <b>Autonomous</b>                          |          |                       | 18         |           |          | 1          |             | 19         |
| Cabinet Secretariat                        |          |                       | 6          |           |          |            |             | 6          |
| National Commission for Women & Children   |          |                       | 2          |           |          |            |             | 2          |
| National Environment Commission            |          |                       | 1          |           |          |            |             | 1          |
| National Land Commission                   |          |                       | 2          |           |          | 1          |             | 3          |
| National Statistics Bureau                 |          |                       | 2          |           |          |            |             | 2          |
| Office of the Attorney General             |          |                       | 5          |           |          |            |             | 5          |
| <b>Grand Total</b>                         | <b>1</b> | <b>2</b>              | <b>286</b> | <b>41</b> | <b>1</b> | <b>4</b>   | <b>31</b>   | <b>366</b> |

**Table 45**  
**Long-Term Training by Source of Funding (Jan - Dec 2022)**

| Source of Funding  | P.hd     | Sub<br>Specialization | Masters    | Diploma  | Bachelors | Fellowship | Certificate | Grand Total |
|--|----------|-----------------------|------------|----------|-----------|------------|-------------|-------------|
| Australia Awards Scholarship                                 |          |                       | 15         |          |           |            |             | 15          |
| Austrian Development Agency                                  |          |                       | 6          |          |           |            |             | 6           |
| Chevening Scholarship  |          |                       | 3          |          |           |            |             | 3           |
| GOI PTA Scholarship  |          |                       | 16         |          |           |            |             | 16          |
| Govt. of India   |          |                       |            |          |           |            | 7           | 7           |
| Lee Kuan Yew Scholarship                                     |          |                       | 2          |          |           |            |             | 2           |
| Humphrey Fellowship Program                                  |          |                       |            |          |           | 2          |             | 2           |
| The Project for Human Resource Development Scholarship (JDS) |          |                       | 9          |          |           |            |             | 9           |
| Japan International Cooperation Agency (JICA)                |          |                       | 8          |          |           |            |             | 8           |
| Mext Scholarship   |          |                       | 3          |          |           |            | 1           | 4           |
| Nalanda University International Scholarship                 |          |                       | 4          |          |           |            |             | 4           |
| Nehru Wangchuck Scholarship                                  |          |                       | 6          |          |           | 1          |             | 7           |
| Pvt. Funding   |          |                       | 12         |          | 41        |            |             | 53          |
| RGoB   |          | 1                     | 167        |          |           |            | 8           | 176         |
| Technical Cooperation Scheme (TCS) of Colombo Plan           |          |                       | 5          |          |           |            | 11          | 16          |
| Thailand International Cooperation Agency (TICA)             |          |                       | 5          |          |           |            | 3           | 8           |
| TICA/RGoB  |          |                       | 5          |          |           |            |             | 5           |
| Trongsa Penlop Scholarship                                   |          |                       | 5          |          |           |            |             | 5           |
| University Scholarship                                       |          |                       | 3          |          |           |            |             | 3           |
| US- Fulbright Scholarship                                    |          |                       | 2          |          |           |            |             | 2           |
| Others   | 1        | 1                     | 10         | 1        |           | 1          | 1           | 15          |
| <b>Grand Total</b>   | <b>1</b> | <b>2</b>              | <b>286</b> | <b>1</b> | <b>41</b> | <b>4</b>   | <b>31</b>   | <b>366</b>  |

**Table 46**  
**Long-Term Training Availed by Civil Servants (2018 - 2022)**

| Qualification   | 2018       | 2019       | 2020       | 2021       | 2022       |
|---|------------|------------|------------|------------|------------|
| PhD   | 9          | 5          | 4          | 1          | 1          |
| Masters   | 292        | 285        | 311        | 255        | 286        |
| Sub Specialization/Non-Degree/Fellowship/Internship/ Attachment | 8          | 5          | 2          | 2          | 6          |
| P.G Dip. /P.G Cert.   | 27         | 2          |            | 1          |            |
| Bachelors   | 103        | 91         | 52         | 81         | 41         |
| Diploma   | 7          | 2          |            | 3          | 1          |
| Certificate   | 23         | 23         | 39         | 8          | 31         |
| <b>Total</b>  | <b>469</b> | <b>413</b> | <b>408</b> | <b>351</b> | <b>366</b> |

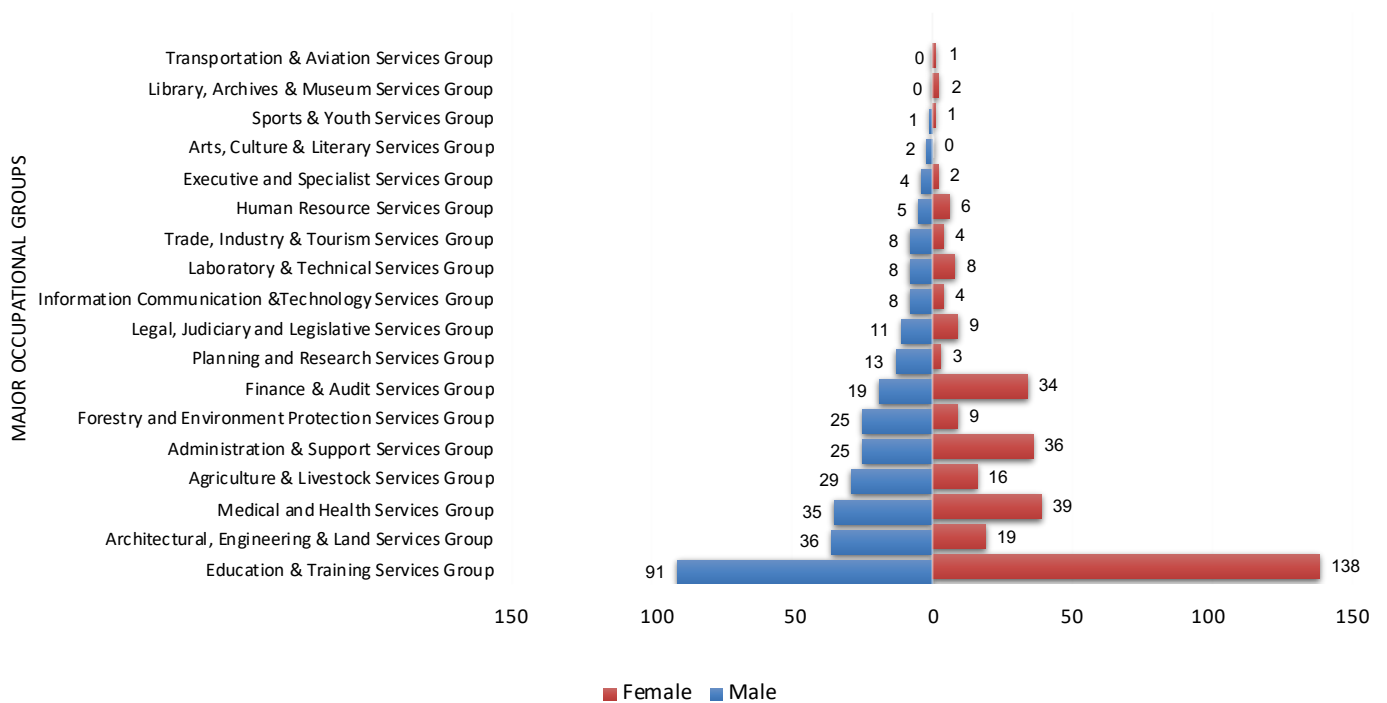
**Table 47**  
**Civil Servants on Secondment**

| Non-civil Service Agency   | No. of civil servants as on<br>31 Dec, 2022 |
|--|---|
| Gyalsung Project   | 19  |
| Druk Gyalpo's Institute, Pangbisa, Paro  | 18  |
| Office of De-Suong   | 8   |
| Punatshangchu Hydroelectric Project Authority                                    | 4   |
| Royal Institute for Governance and Strategic Studies                             | 4   |
| Bay of Bengal Initiatives for Multi-Sectoral Technical and Economic Cooperations | 1   |
| Druk Holding and Investment Ltd  | 1   |
| Kula Gangri Primary School   | 1   |
| <b>Total</b>   | <b>56</b>                                   |

**Table 48**  
**Civil Servants on Extraordinary Leave by Position Levels and Sex**

| Position Level                       | Male       | Female     | Grand Total |          |
|--------------------------------------|------------|------------|-------------|----------|
| <b>Executive &amp; Specialists</b>   |            | <b>4</b>   | <b>2</b>    | <b>6</b> |
| ES3                                  | 4          | 2          | 6           |          |
| <b>Professional &amp; Management</b> | <b>229</b> | <b>217</b> | <b>446</b>  |          |
| P1                                   | 20         | 21         | 41          |          |
| P2                                   | 65         | 54         | 119         |          |
| P3                                   | 88         | 92         | 180         |          |
| P4                                   | 52         | 44         | 96          |          |
| P5                                   | 4          | 6          | 10          |          |
| <b>Supervisory &amp; Support</b>     | <b>82</b>  | <b>105</b> | <b>187</b>  |          |
| SS1                                  | 2          | 2          | 4           |          |
| SS2                                  | 8          | 2          | 10          |          |
| SS3                                  | 13         | 8          | 21          |          |
| SS4                                  | 33         | 33         | 66          |          |
| S1                                   | 10         | 25         | 35          |          |
| S2                                   | 9          | 16         | 25          |          |
| S3                                   | 6          | 14         | 20          |          |
| S4                                   | 1          | 5          | 6           |          |
| <b>Operational Staff</b>             | <b>5</b>   | <b>7</b>   | <b>12</b>   |          |
| O1                                   | 2          | 6          | 8           |          |
| O2                                   | 3          | 1          | 4           |          |
| <b>Grand Total</b>                   | <b>320</b> | <b>331</b> | <b>651</b>  |          |

**Graph 14**  
**Civil Servants on Extraordinary Leave by MOGs and Sex (as on 31st December 2022)**



**Table 49**  
**Civil Servants on Extraordinary Leave by Working Agency and Sex**

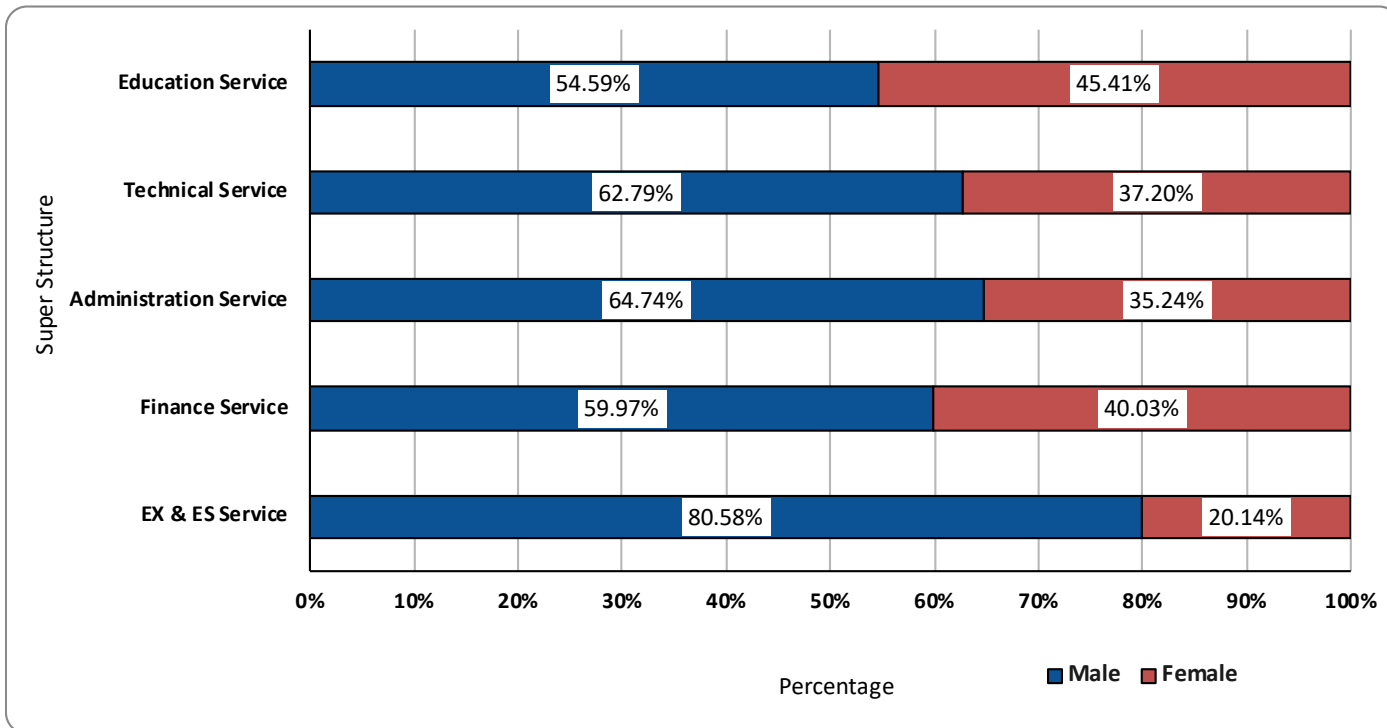
| <b>Working Agency</b>                                     | <b>Male</b> | <b>Female</b> | <b>Grand Total</b> |
|---|-------------|---------------|--------------------|
| <b>Majesty Secretariat</b>                                | <b>1</b>    |               | <b>1</b>           |
| His Majestys Secretariat                                  | 1           |               | 1                  |
| <b>Judiciary</b>  | <b>3</b>    | <b>5</b>      | <b>8</b>           |
| Royal Court of Justice                                    | 3           | 5             | 8                  |
| <b>Legislative</b>  |             | <b>3</b>      | <b>3</b>           |
| Bhutan National Legal Institute                           |             | 1             | 1                  |
| National Assembly Secretariat                             |             | 1             | 1                  |
| National Council Secretariat                              |             | 1             | 1                  |
| <b>Constitutional</b>                                     | <b>6</b>    | <b>4</b>      | <b>10</b>          |
| Anti-Corruption Commission                                | 3           |               | 3                  |
| Royal Audit Authority                                     | 1           | 1             | 2                  |
| Royal Civil Service Commission                            | 2           | 3             | 5                  |
| <b>Executive-Ministries</b>                               | <b>120</b>  | <b>79</b>     | <b>199</b>         |
| Ministry of Agriculture and Forests                       | 47          | 19            | 66                 |
| Ministry of Economic Affairs                              | 15          | 9             | 24                 |
| Ministry of Education                                     | 3           | 6             | 9                  |
| Ministry of Finance                                       | 20          | 21            | 41                 |
| Ministry of Health  | 11          | 14            | 25                 |
| Ministry of Home and Cultural Affairs                     | 3           | 1             | 4                  |
| Ministry of Information and Communications                | 4           | 3             | 7                  |
| Ministry of Labour and Human Resources                    | 5           | 4             | 9                  |
| Ministry of Works and Human Settlement                    | 12          | 2             | 14                 |
| <b>Dzongkhag</b>  | <b>127</b>  | <b>121</b>    | <b>248</b>         |
| Bumthang Dzongkhag  | 5           | 4             | 9                  |
| Chukha Dzongkhag  | 13          | 15            | 28                 |
| Dagana Dzongkhag  | 2           |               | 2                  |
| Dzongkha Development Commission                           | 2           |               | 2                  |
| Gasa Dzongkhag  | 3           |               | 3                  |
| Haa Dzongkhag   | 5           | 6             | 11                 |
| Lhuntse Dzongkhag   | 2           | 1             | 3                  |
| Mongar Dzongkhag  | 4           | 3             | 7                  |
| Paro Dzongkhag  | 18          | 14            | 32                 |
| Pema Gatshel Dzongkhag                                    |             | 1             | 1                  |
| Punakha Dzongkhag   | 12          | 17            | 29                 |
| Samdrup Jongkhar Dzongkhag                                | 1           |               | 1                  |
| Samtse Dzongkhag  | 11          | 9             | 20                 |
| Sarpang Dzongkhag   | 7           | 9             | 16                 |
| Thimphu Dzongkhag   | 6           | 6             | 12                 |
| Trashi Yangtse Dzongkhag                                  | 1           | 4             | 5                  |
| Trashigang Dzongkhag                                      | 9           | 5             | 14                 |
| Trongsa Dzongkhag   | 3           | 2             | 5                  |
| Tsirang Dzongkhag   | 6           | 5             | 11                 |
| Wangdue Dzongkhag   | 14          | 18            | 32                 |
| Zhemgang Dzongkhag  | 3           | 2             | 5                  |
| <b>Thromde</b>  | <b>13</b>   | <b>70</b>     | <b>83</b>          |
| Gelephu Thromde   | 1           | 4             | 5                  |
| Phuentsholing Thromde                                     |             | 3             | 3                  |
| Samdrup Jongkhar Thromde                                  | 2           | 1             | 3                  |
| Thimphu Thromde   | 10          | 62            | 72                 |
| <b>Autonomous &amp; Other Agencies</b>                    | <b>50</b>   | <b>49</b>     | <b>99</b>          |
| Bhutan Medical Health Council                             |             | 2             | 2                  |
| Bhutan Narcotic Control Authority                         |             | 3             | 3                  |
| Bhutan Standards Bureau                                   | 2           |               | 2                  |
| Cabinet Secretariat                                       | 3           |               | 3                  |
| Centre for Bhutan Studies and GNH Research                | 2           |               | 2                  |
| Construction Development Board                            | 2           | 3             | 5                  |
| Dratshang Lhentshög                                       |             | 2             | 2                  |
| Drug Regulatory Authority                                 | 1           | 1             | 2                  |
| Gross National Happiness Commission                       |             | 1             | 1                  |
| His Majestys Secretariat                                  |             | 1             | 1                  |
| Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) | 19          | 19            | 38                 |
| National Center for Hydrology and Meteorology (NCHM)      | 1           |               | 1                  |
| National Commission for Women & Children                  | 1           | 1             | 2                  |
| National Environment Commission                           | 2           | 4             | 6                  |
| National Land Commission                                  | 8           | 5             | 13                 |
| National Statistics Bureau                                | 1           | 1             | 2                  |
| Office of the Attorney General                            | 5           | 4             | 9                  |
| Tourism Council of Bhutan                                 | 3           | 2             | 5                  |
| <b>Grand Total</b>  | <b>320</b>  | <b>331</b>    | <b>651</b>         |

**Table 50**  
*Civil Servants by Age Group and Super Structure*

| Age Group          | EX & ES Service | Administration | Education Service | Finance Service | Technical Service | Grand Total   |
|--------------------|-----------------|----------------|-------------------|-----------------|-------------------|---------------|
| <20                |                 | 4              |                   | 1               |                   | 5             |
| 20-24              |                 | 177            | 466               | 46              | 371               | 1,060         |
| 25-29              |                 | 729            | 2,676             | 256             | 2,043             | 5,704         |
| 30-34              |                 | 1,181          | 2,651             | 328             | 2,792             | 6,952         |
| 35-39              |                 | 1,193          | 2,162             | 448             | 2,261             | 6,064         |
| 40-44              | 15              | 966            | 1,902             | 314             | 1,860             | 5,057         |
| 45-49              | 63              | 506            | 944               | 196             | 996               | 2,705         |
| 50-54              | 109             | 372            | 483               | 171             | 769               | 1,904         |
| 55-60              | 75              | 85             | 186               | 56              | 273               | 675           |
| >60                | 18              | 30             | 3                 |                 | 17                | 68            |
| <b>Grand Total</b> | <b>280</b>      | <b>5,243</b>   | <b>11,473</b>     | <b>1,816</b>    | <b>11,382</b>     | <b>30,194</b> |

Note: Eminent Members of the National Council are included in EX & ES Service

**Graph 15**  
*Percentage of Civil Servants within Super Structure by Sex*





**Table 51**  
**Civil Servants by Super Structure and Major Occupational Group**

| <b>Superstructure/MOG</b>                             | <b>Executive &amp; Specialists</b> | <b>Professional &amp; Management</b> | <b>Supervisory &amp; Support</b> | <b>Operational Staff</b> | <b>Grand Total</b> |
|---|------------------------------------|--------------------------------------|----------------------------------|--------------------------|--------------------|
| <b>EX &amp; ES Service</b>                            | <b>280</b>                         |                                      |                                  |                          | <b>280</b>         |
| Executive and Specialist Services Group               | 280                                |                                      |                                  |                          | 280                |
| <b>Administration Service</b>                         | <b>1</b>                           | <b>1,181</b>                         | <b>2,000</b>                     | <b>2,062</b>             | <b>5,243</b>       |
| Administration & Support Services Group               |                                    | 425                                  | 1,414                            | 2,062                    | 3,901              |
| Human Resource Services Group                         |                                    | 213                                  | 297                              |                          | 510                |
| Planning and Research Services Group                  |                                    | 231                                  | 4                                |                          | 235                |
| Architectural, Engineering & Land Services Group      |                                    | 50                                   | 137                              |                          | 187                |
| Transportation & Aviation Services Group              |                                    | 30                                   | 132                              |                          | 162                |
| Trade, Industry & Tourism Services Group              |                                    | 110                                  | 14                               |                          | 124                |
| Foreign Services Group                                |                                    | 74                                   |                                  |                          | 74                 |
| Legal, Judiciary and Legislative Services Group       |                                    | 25                                   |                                  |                          | 25                 |
| Information Communication & Technology Services Group |                                    | 20                                   |                                  |                          | 20                 |
| Finance & Audit Services Group                        |                                    | 2                                    |                                  |                          | 2                  |
| Agriculture & Livestock Services Group                |                                    |                                      | 2                                |                          | 2                  |
| Arts, Culture & Literary Services Group               |                                    | 1                                    |                                  |                          | 1                  |
| <b>Education Service</b>                              |                                    | <b>10,243</b>                        | <b>1,046</b>                     | <b>184</b>               | <b>11,473</b>      |
| Education & Training Services Group                   |                                    | 9,985                                | 195                              |                          | 10,180             |
| Administration & Support Services Group               |                                    | 57                                   | 577                              | 184                      | 818                |
| Sports & Youth Services Group                         |                                    | 185                                  | 274                              |                          | 459                |
| Legal, Judiciary and Legislative Services Group       |                                    | 16                                   |                                  |                          | 16                 |
| <b>Finance Service</b>                                |                                    | <b>569</b>                           | <b>1,247</b>                     |                          | <b>1,816</b>       |
| Finance & Audit Services Group                        |                                    | 459                                  | 924                              |                          | 1,383              |
| Administration & Support Services Group               |                                    | 98                                   | 323                              |                          | 421                |
| Legal, Judiciary and Legislative Services Group       |                                    | 10                                   |                                  |                          | 10                 |
| Trade, Industry & Tourism Services Group              |                                    | 2                                    |                                  |                          | 2                  |
| <b>Technical Service</b>                              |                                    | <b>2,756</b>                         | <b>8,500</b>                     | <b>126</b>               | <b>11,382</b>      |
| Medical and Health Services Group                     |                                    | 918                                  | 2,925                            |                          | 3,843              |
| Architectural, Engineering & Land Services Group      |                                    | 646                                  | 1,695                            | 125                      | 2,466              |
| Forestry and Environment Protection Services Group    |                                    | 255                                  | 1,122                            |                          | 1,377              |
| Agriculture & Livestock Services Group                |                                    | 317                                  | 870                              | 1                        | 1,188              |
| Laboratory & Technical Services Group                 |                                    | 73                                   | 927                              |                          | 1,000              |
| Legal, Judiciary and Legislative Services Group       |                                    | 166                                  | 296                              |                          | 462                |
| Library, Archives & Museum Services Group             |                                    | 19                                   | 343                              |                          | 362                |
| Information Communication & Technology Services Group |                                    | 154                                  | 125                              |                          | 279                |
| Transportation & Aviation Services Group              |                                    | 17                                   | 139                              |                          | 156                |
| Administration & Support Services Group               |                                    | 97                                   | 1                                |                          | 98                 |
| Arts, Culture & Literary Services Group               |                                    | 44                                   | 29                               |                          | 73                 |
| Planning and Research Services Group                  |                                    | 40                                   | 28                               |                          | 68                 |
| Finance & Audit Services Group                        |                                    | 6                                    |                                  |                          | 6                  |
| Trade, Industry & Tourism Services Group              |                                    | 4                                    |                                  |                          | 4                  |
| <b>Grand Total</b>                                    | <b>280</b>                         | <b>14,749</b>                        | <b>12,793</b>                    | <b>2,372</b>             | <b>30,194</b>      |

**Table 52**  
**Civil Servants by Super Structure and Position Level**

| Position Category and Level          | EX & ES Service | Administration Service | Education Service | Finance Service | Technical Service | Grand Total   |
|--------------------------------------|-----------------|------------------------|-------------------|-----------------|-------------------|---------------|
| <b>Executive &amp; Specialists</b>   |                 |                        |                   |                 |                   |               |
| EX1                                  | 18              |                        |                   |                 |                   | 18            |
| EX2                                  | 23              |                        |                   |                 |                   | 23            |
| EX3                                  | 60              |                        |                   |                 |                   | 60            |
| ES1                                  | 19              |                        |                   |                 |                   | 19            |
| ES2                                  | 25              |                        |                   |                 |                   | 25            |
| ES3                                  | 133             |                        |                   |                 |                   | 133           |
| NA                                   | 2               |                        |                   |                 |                   | 2             |
| <b>Professional &amp; Management</b> |                 |                        |                   |                 |                   |               |
| P1                                   |                 | 144                    | 1,010             |                 | 77                | 329           |
| P2                                   |                 | 144                    | 2,279             |                 | 102               | 538           |
| P3                                   |                 | 289                    | 1,946             |                 | 112               | 769           |
| P4                                   |                 | 247                    | 1,568             |                 | 133               | 956           |
| P5                                   |                 | 357                    | 3,440             |                 | 145               | 164           |
| <b>Supervisory &amp; Support</b>     |                 |                        |                   |                 |                   |               |
| SS1                                  |                 | 1                      |                   |                 | 154               | 155           |
| SS2                                  |                 | 5                      | 7                 |                 | 47                | 619           |
| SS3                                  |                 | 27                     | 41                |                 | 142               | 743           |
| SS4                                  |                 | 101                    | 37                |                 | 390               | 1,469         |
| S1                                   |                 | 238                    | 38                |                 | 248               | 1,975         |
| S2                                   |                 | 280                    | 56                |                 | 202               | 2,110         |
| S3                                   |                 | 462                    | 4                 |                 | 83                | 875           |
| S4                                   |                 | 288                    | 69                |                 | 20                | 117           |
| S5                                   |                 | 598                    | 794               |                 | 115               | 438           |
| <b>Operational Staff</b>             |                 |                        |                   |                 |                   |               |
| O1                                   |                 | 806                    |                   |                 | 94                | 900           |
| O2                                   |                 | 331                    | 164               |                 | 6                 | 501           |
| O3                                   |                 | 101                    |                   |                 |                   | 101           |
| O4                                   |                 | 824                    | 20                |                 | 26                | 870           |
| <b>Grand Total</b>                   | <b>280</b>      | <b>5,243</b>           | <b>11,473</b>     |                 | <b>1,816</b>      | <b>11,382</b> |
|                                      |                 |                        |                   |                 |                   | <b>30,194</b> |

**Table 53**  
**Civil Servants by Working Agency and Super Structure**

| <b>Working Agency</b>                             | <b>EX &amp; ES</b> | <b>Administration</b> | <b>Education</b> | <b>Finance</b> | <b>Technical</b> | <b>Grand</b>  |
|---|--------------------|-----------------------|------------------|----------------|------------------|---------------|
| <b>Majesty Secretariat</b>                        | <b>12</b>          | <b>66</b>             | <b>9</b>         | <b>22</b>      | <b>62</b>        | <b>171</b>    |
| His Majestys Secretariat                          | 9                  | 46                    | 9                | 21             | 61               | 146           |
| Secretariat of His Majesty The Fourth Druk Gyalpo | 3                  | 20                    |                  | 1              | 1                | 25            |
| <b>Judiciary</b>                                  |                    | <b>126</b>            |                  | <b>15</b>      | <b>278</b>       | <b>419</b>    |
| Royal Court of Justice                            |                    | 126                   |                  | 15             | 278              | 419           |
| <b>Legislative</b>                                | <b>3</b>           | <b>102</b>            |                  | <b>6</b>       | <b>31</b>        | <b>142</b>    |
| National Assembly Secretariat                     | 1                  | 59                    |                  | 4              | 11               | 75            |
| National Council Secretariat                      | 2                  | 39                    |                  | 1              | 13               | 55            |
| Bhutan National Legal Institute                   |                    | 4                     |                  | 1              | 7                | 12            |
| <b>Constitutional</b>                             | <b>10</b>          | <b>177</b>            | <b>14</b>        | <b>176</b>     | <b>88</b>        | <b>465</b>    |
| Royal Audit Authority                             | 3                  | 43                    |                  | 162            | 16               | 224           |
| Anti-Corruption Commission                        | 4                  | 59                    | 14               | 11             | 59               | 147           |
| Royal Civil Service Commission                    | 3                  | 75                    |                  | 3              | 13               | 94            |
| <b>Executive-Ministries</b>                       | <b>130</b>         | <b>2,043</b>          | <b>275</b>       | <b>948</b>     | <b>4,435</b>     | <b>7,831</b>  |
| Ministry of Agriculture and Forests               | 49                 | 373                   | 8                | 66             | 2,152            | 2,648         |
| Ministry of Health                                | 18                 | 209                   | 1                | 41             | 1,186            | 1,455         |
| Ministry of Finance                               | 6                  | 166                   | 1                | 685            | 102              | 960           |
| Ministry of Works and Human Settlement            | 6                  | 130                   |                  | 36             | 382              | 554           |
| Ministry of Information and Communications        | 2                  | 252                   |                  | 13             | 251              | 518           |
| Ministry of Home and Cultural Affairs             | 10                 | 376                   | 14               | 26             | 84               | 510           |
| Ministry of Economic Affairs                      | 7                  | 184                   |                  | 24             | 207              | 422           |
| Ministry of Labour and Human Resources            | 11                 | 141                   | 173              | 21             | 35               | 381           |
| Ministry of Education                             | 13                 | 71                    | 76               | 16             | 24               | 200           |
| Ministry of Foreign Affairs                       | 8                  | 141                   | 2                | 20             | 12               | 183           |
| <b>Dzongkhag</b>                                  | <b>42</b>          | <b>1,962</b>          | <b>9,512</b>     | <b>502</b>     | <b>4,460</b>     | <b>16,478</b> |
| Trashigang Dzongkhag                              | 3                  | 199                   | 877              | 46             | 433              | 1,558         |
| Samtse Dzongkhag                                  | 4                  | 155                   | 909              | 36             | 380              | 1,484         |
| Chukha Dzongkhag                                  | 2                  | 128                   | 723              | 32             | 283              | 1,168         |
| Mongar Dzongkhag                                  | 2                  | 119                   | 747              | 27             | 236              | 1,131         |
| Paro Dzongkhag                                    | 3                  | 110                   | 631              | 28             | 241              | 1,013         |
| Wangdue Dzongkhag                                 | 2                  | 115                   | 569              | 24             | 297              | 1,007         |
| Samdrup Jongkhar Dzongkhag                        | 1                  | 111                   | 495              | 28             | 275              | 910           |
| Punakha Dzongkhag                                 | 4                  | 105                   | 471              | 26             | 234              | 840           |
| Sarpang Dzongkhag                                 | 2                  | 80                    | 519              | 24             | 201              | 826           |
| Pema Gatsel Dzongkhag                             | 1                  | 104                   | 454              | 27             | 223              | 809           |
| Zhemgang Dzongkhag                                |                    | 96                    | 425              | 29             | 233              | 783           |
| Dagana Dzongkhag                                  | 1                  | 88                    | 434              | 25             | 231              | 779           |
| Tsirang Dzongkhag                                 | 2                  | 90                    | 374              | 22             | 232              | 720           |
| Trashigang Dzongkhag                              | 3                  | 77                    | 412              | 23             | 172              | 687           |
| Lhuntse Dzongkhag                                 | 1                  | 75                    | 323              | 21             | 165              | 585           |
| Trongsa Dzongkhag                                 | 1                  | 68                    | 289              | 23             | 162              | 543           |
| Bumthang Dzongkhag                                | 3                  | 65                    | 299              | 14             | 154              | 535           |
| Haa Dzongkhag                                     | 1                  | 62                    | 232              | 17             | 127              | 439           |
| Thimphu Dzongkhag                                 | 5                  | 74                    | 230              | 17             | 109              | 435           |
| Gasa Dzongkhag                                    | 1                  | 41                    | 99               | 13             | 72               | 226           |
| <b>Thromde</b>                                    | <b>13</b>          | <b>202</b>            | <b>1,555</b>     | <b>55</b>      | <b>383</b>       | <b>2,208</b>  |
| Thimphu Thromde                                   | 10                 | 95                    | 1,055            | 23             | 202              | 1,385         |
| Phuentsholing Thromde                             | 2                  | 39                    | 212              | 15             | 76               | 344           |
| Gelephu Thromde                                   | 1                  | 36                    | 168              | 10             | 64               | 279           |
| Samdrup Jongkhar Thromde                          |                    | 32                    | 120              | 7              | 41               | 200           |

**Table 53 Continuation**  
**Civil Servants by Working Agency and Super Structure**

| <b>Working Agency</b>                                     | <b>EX &amp; ES</b> | <b>Administration</b> | <b>Education</b> | <b>Finance</b> | <b>Technical</b> | <b>Grand</b>  |
|---|--------------------|-----------------------|------------------|----------------|------------------|---------------|
| <b>Autonomous &amp; Other Agencies</b>                    | <b>66</b>          | <b>565</b>            | <b>108</b>       | <b>92</b>      | <b>1,646</b>     | <b>2,477</b>  |
| Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) | 39                 | 93                    |                  | 20             | 1,072            | 1,224         |
| National Land Commission                                  | 5                  | 115                   |                  | 7              | 85               | 212           |
| National Center for Hydrology and Meteorology (NCHM)      | 3                  | 13                    |                  | 3              | 157              | 176           |
| Dratshang Lhentshog                                       | 1                  | 74                    | 10               | 3              | 12               | 100           |
| Centre for Bhutan Studies and GNH Research                | 1                  | 42                    | 3                | 15             | 34               | 95            |
| Office of the Attorney General                            |                    | 9                     |                  | 3              | 54               | 66            |
| Royal Institute of Management                             | 5                  | 19                    | 28               | 4              | 7                | 63            |
| Cabinet Secretariat                                       | 2                  | 46                    |                  | 5              | 9                | 62            |
| Tourism Council of Bhutan                                 | 1                  | 30                    | 14               | 7              | 10               | 62            |
| <b>Autonomous &amp; Other Agencies</b>                    | <b>66</b>          | <b>565</b>            | <b>108</b>       | <b>92</b>      | <b>1,646</b>     | <b>2,477</b>  |
| National Statistics Bureau                                | 1                  | 8                     |                  | 3              | 40               | 52            |
| National Environment Commission                           | 1                  | 12                    |                  | 1              | 35               | 49            |
| Bhutan Narcotic Control Authority                         |                    | 13                    | 28               | 2              | 4                | 47            |
| Bhutan Standards Bureau                                   |                    | 5                     |                  | 1              | 37               | 43            |
| Drug Regulatory Authority                                 | 1                  | 7                     |                  | 1              | 25               | 34            |
| Dzongkha Development Commission                           |                    | 13                    |                  | 2              | 12               | 27            |
| Bhutan Information Communications & Media Authority       | 1                  | 11                    |                  | 3              | 12               | 27            |
| Bhutan Council for School Examination and Assessment      | 1                  | 8                     | 12               | 3              | 1                | 25            |
| Construction Development Board                            |                    | 8                     |                  | 1              | 16               | 25            |
| Bhutan Civil Aviation Authority                           | 1                  | 7                     |                  |                | 12               | 20            |
| National Commission for Women & Children                  |                    | 10                    | 4                | 4              | 2                | 20            |
| Bhutan Olympic Committee                                  | 1                  | 4                     | 9                | 2              |                  | 16            |
| Bhutan Medical Health Council                             | 2                  | 6                     |                  | 1              | 6                | 15            |
| Royal Privy Council                                       |                    | 7                     |                  |                | 1                | 8             |
| Media Council   |                    | 3                     |                  | 1              | 1                | 5             |
| National Film Commission                                  |                    | 2                     |                  |                | 1                | 3             |
| Bhutan Health Trust Fund                                  |                    |                       |                  |                | 1                | 1             |
| <b>Non-Civil Service</b>                                  | <b>2</b>           | <b>1</b>              |                  |                |                  | <b>3</b>      |
| Non Governmental Organizations                            | 2                  | 1                     |                  |                |                  | 3             |
| <b>Grand Total</b>  | <b>278</b>         | <b>5,244</b>          | <b>11,473</b>    | <b>1,816</b>   | <b>11,383</b>    | <b>30,194</b> |

Note: Eminent Members of the National Council are included in EX & ES Service

<sup>1</sup>Finance and Accounts staff placed in RBG/RBA/RBP

**Table 54**  
**Civil Servants by Parent Agency and Super Structure**

| Parent Agency   | EX & ES Service | Administration Service | Education Service | Finance service | Technical Service | Total         |
|---|-----------------|------------------------|-------------------|-----------------|-------------------|---------------|
| His Majesty's Secretariat                                 | 4               | 29                     |                   | 2               | 4                 | 39            |
| Secretariat of His Majesty The Fourth Druk Gyalpo         | 3               | 19                     |                   |                 |                   | 22            |
| <b>Judiciary</b>  |                 | <b>74</b>              |                   | <b>2</b>        | <b>272</b>        | <b>348</b>    |
| Royal Court of Justice                                    |                 | 74                     |                   | 2               | 265               | 341           |
| Supreme Court of Bhutan                                   |                 |                        |                   |                 | 7                 | 7             |
| <b>Legislative</b>  | <b>3</b>        | <b>80</b>              |                   | <b>1</b>        | <b>13</b>         | <b>97</b>     |
| National Assembly Secretariat                             | 1               | 50                     |                   | 1               | 6                 | 58            |
| National Council Secretariat                              | 2               | 30                     |                   |                 | 7                 | 39            |
| <b>Constitutional</b>                                     | <b>10</b>       | <b>1,371</b>           | <b>16</b>         | <b>173</b>      | <b>48</b>         | <b>1,618</b>  |
| Anti-Corruption Commission                                | 4               | 44                     | 16                | 8               | 39                | 111           |
| Royal Audit Authority                                     | 3               | 27                     |                   | 163             | 7                 | 200           |
| Royal Civil Service Commission                            | 3               | 1,300                  |                   | 2               | 2                 | 1,307         |
| <b>Ministry</b>   | <b>229</b>      | <b>2,875</b>           | <b>11,324</b>     | <b>1,607</b>    | <b>10,173</b>     | <b>26,208</b> |
| Ministry of Agriculture and Forests                       | 51              | 311                    | 9                 | 19              | 2,759             | 3,149         |
| Ministry of Economic Affairs                              | 7               | 154                    |                   | 6               | 193               | 360           |
| Ministry of Education                                     | 43              | 333                    | 11,125            | 173             | 862               | 12,536        |
| Ministry of Finance                                       | 8               | 92                     | 1                 | 1,324           | 68                | 1,493         |
| Ministry of Foreign Affairs                               | 8               | 110                    |                   | 1               | 1                 | 120           |
| Ministry of Health  | 64              | 405                    | 1                 | 43              | 4,412             | 4,925         |
| Ministry of Home and Cultural Affairs                     | 27              | 1,018                  | 14                | 19              | 117               | 1,195         |
| Ministry of Information and Communications                | 3               | 221                    |                   | 2               | 455               | 681           |
| Ministry of Labour and Human Resources                    | 11              | 100                    | 174               | 8               | 26                | 319           |
| Ministry of Works and Human Settlement                    | 7               | 131                    |                   | 12              | 1,280             | 1,430         |
| <b>Autonomous</b>   | <b>28</b>       | <b>688</b>             | <b>103</b>        | <b>26</b>       | <b>848</b>        | <b>1,693</b>  |
| Bhutan Civil Aviation Authority                           | 1               | 5                      |                   |                 | 12                | 18            |
| Bhutan Council for School Examination and Assessment      | 1               | 3                      | 12                |                 |                   | 16            |
| Bhutan Information Communications & Media Authority       | 1               | 8                      |                   | 1               | 11                | 21            |
| Bhutan Medical Health Council                             | 2               | 4                      |                   |                 | 4                 | 10            |
| Bhutan Narcotic Control Authority                         |                 | 10                     | 28                | 1               | 2                 | 41            |
| Bhutan National Legal Institute                           |                 | 4                      |                   | 1               | 1                 | 6             |
| Bhutan Olympic Committee                                  |                 | 3                      | 9                 |                 |                   | 12            |
| Bhutan Standards Bureau                                   | 1               | 5                      |                   |                 | 38                | 44            |
| Cabinet Secretariat                                       | 1               | 164                    |                   | 2               | 2                 | 169           |
| Centre for Bhutan Studies and GNH Research                | 1               | 14                     |                   | 3               | 2                 | 20            |
| Construction Development Board                            |                 | 3                      |                   |                 | 13                | 16            |
| Dratshang Lhentshog                                       | 1               | 70                     | 8                 |                 | 10                | 89            |
| Drug Regulatory Authority                                 | 1               | 3                      |                   |                 | 24                | 28            |
| Dzongkha Development Commission                           |                 | 11                     |                   | 1               | 21                | 33            |
| Jigme Dorji Wangchuck National Referral Hospital (JDWNRH) | 2               | 58                     |                   | 9               | 77                | 146           |
| Media Council   |                 | 2                      |                   |                 |                   | 2             |
| National Center for Hydrology and Meteorology (NCHM)      | 3               | 9                      |                   | 1               | 155               | 168           |
| National Commission for Women & Children                  |                 | 8                      | 4                 | 2               |                   | 14            |
| National Environment Commission                           | 1               | 7                      |                   |                 | 53                | 61            |
| National Film Commission                                  |                 | 1                      |                   |                 |                   | 1             |
| National Land Commission                                  | 5               | 246                    |                   | 2               | 187               | 440           |
| National Statistics Bureau                                | 1               | 4                      |                   |                 | 70                | 75            |
| Office of the Attorney General                            |                 | 6                      |                   | 1               | 154               | 161           |
| Royal Institute of Management                             | 5               | 8                      | 28                | 1               | 6                 | 48            |
| Royal Privy Council                                       |                 | 6                      |                   |                 |                   | 6             |
| Tourism Council of Bhutan                                 | 1               | 26                     | 14                | 1               | 6                 | 48            |
| <b>Thromde</b>  | <b>1</b>        | <b>108</b>             | <b>30</b>         | <b>5</b>        | <b>25</b>         | <b>169</b>    |
| Gelephu Thromde   |                 | 19                     | 2                 | 3               | 3                 | 27            |
| Phuentsholing Thromde                                     |                 | 22                     |                   |                 | 8                 | 30            |
| Samdrup Jongkhar Thromde                                  |                 | 16                     | 9                 | 1               | 3                 | 29            |
| Thimphu Thromde   | 1               | 51                     | 19                | 1               | 11                | 83            |
| <b>Total</b>  | <b>278</b>      | <b>5,244</b>           | <b>11,473</b>     | <b>1,816</b>    | <b>11,383</b>     | <b>30,194</b> |

Note: Eminent Members of the National Council are included in EX & ES Service

**Table 55*****International Volunteers by Parent Agency (31st December 2022)***

| Parent Agency  | JICA | Fulbright<br>Scholars/<br>Specialist |   | AVP* | Total     |
|--|------|--------------------------------------|---|------|-----------|
|  |      | FFT                                  |   |      |           |
| Ministry of Education                                    | 5    |                                      |   |      | 5         |
| Ministry of Agriculture and Forests                      | 2    |                                      |   |      | 2         |
| Ministry of Health                                       | 2    |                                      |   |      | 2         |
| Ministry of Home and Cultural Affairs                    | 1    |                                      |   |      | 1         |
| Royal Civil Service Commission                           | 1    |                                      |   |      | 1         |
| Bhutan Olympic Committee                                 | 2    |                                      |   |      | 2         |
| Jigme Dorji Wangchuk National Referral Hospital          | 3    |                                      |   |      | 3         |
| Paro College of Education                                | 1    |                                      |   |      | 1         |
| Farm Machinery Corporation Limited                       | 3    |                                      |   |      | 3         |
| Draktsho Vocational Training Centre                      | 1    |                                      |   |      | 1         |
| Construction Development Corporation Limited             | 1    |                                      |   |      | 1         |
| National Institute for Zhoring Chusum                    | 1    |                                      |   |      | 1         |
| Bhutan Animal Rescue and Care                            | 1    |                                      |   |      | 1         |
| Gyalsuen Jetsun Pema Wangchuck Mother and Child Hospital | 1    |                                      |   |      | 1         |
| Drug Regulatory Authority                                |      | 1                                    |   |      | 1         |
| Wangsel Institute for the Deaf, Paro                     |      | 1                                    |   |      | 1         |
| National Highland Research Development Center, Bumthang  |      | 1                                    |   |      | 1         |
| National Dairy Research and Development Center, Yusipang |      | 1                                    |   |      | 1         |
| His Majesty's Secretariat                                |      | 4                                    |   |      | 4         |
| National Biodiversity Centre                             |      |                                      |   | 1    | 1         |
| Samtse College of Education                              |      |                                      | 1 |      | 1         |
| Sherubtse College of Education                           |      |                                      | 2 |      | 2         |
| <b>Total</b>   |      |                                      |   |      | <b>37</b> |

Note: JICA = Japan International Cooperation Agency, FFT=Friends of Thailand, AVP = Australian Volunteers Program \* Remote Volunteers