BHUTAN CIVIL SOCIETY NETWORK

The State of the Third Sector
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Greetings from the Bhutan Civil Society Network!

As our country embarks on a momentous journey of major policy and structural transformations to adapt to a fast-changing global socio-economic, political and technological development, the civil society must ensure that it remains efficient, effective and relevant to society it serves. This cannot be emphasised enough given limited understanding of the CSOs by the public, including the media, coupled with most CSOs’ challenge of mobilising resources to realise their potentials and render quality services. Further, there is an urgent need to create awareness on the roles and responsibilities of CSOs among the policy-makers, legislators, media, private organisations and the citizenry alike.

To ensure a high degree of cooperation, collaboration and coordination among the members, the CSO fraternity organised itself as the Bhutan Civil Society Network (BCSN) in December 2021 and renamed the then Core Coordinating Committee (CCC) as the Executive Committee of the network. Subsequently, we established the BCSN Secretariat office to ensure that the network has a physical space. Today, most CSOs work closely with one another and in a more coordinated fashion than ever before, but much remains to be done.

We are happy to bring out the BCSN’s first report ‘Bhutan Civil Society Network: The State of the Third Sector’ with support from Helvetas Bhutan. We hope that this report will help our stakeholders understand the CSOs better and provide the necessary support.

Tashi Delek!

Dr Rinzin Rinzin
Chairperson
Executive Committee
In Bhutan, there are 54 registered Civil Society Organisations (CSOs), of which 42 are Public Benefit Organisations (PBOs), serving to supplement or complement the efforts of the government in various fields, and 12 are Mutual Benefit Organisations (MBOs) advancing the common interests of their members in line with national priorities.

CSOs are crucial to the growth of the nation. These non-profit groups, which are not part of the government but work in tandem with it to motivate and sensitise people more effectively, have now assimilated into Bhutanese society. In addition to serving as a platform for public input into important decisions, CSOs also support economic growth, good governance, environmental protection, new development issues, promotion of human values and rights, and the promotion and preservation of culture. They are service providers that fill the vital gaps to complement the national priorities and benefit the society.

To provide a more regulated and stable environment with distinct government interests, a law was enacted in 2007 and amended in 2022 to create a civil society that supports governmental operations. CSOs in Bhutan are growing both in numbers and impact. Despite sustainability issues, it is anticipated that they will prosper along with the country’s growing economy and become crucial partners in nation building.
As the number of CSOs grew, collaborative decision-making and programme delivery among CSOs became more challenging. The sector became more diverse and disparate. To keep the sector together as a fraternity, a few CSO leaders came together to start the Core Coordinating Committee (CCC) constituted by CSO representatives at the CSO quarterly meeting in October 2015. The members of the committee were elected from the CSOs. The CCC marked the beginning of fraternity building for CSOs in Bhutan.

At a leadership workshop in 2021, CSO leaders unanimously agreed to rebrand the CCC as the Bhutan Civil Society Network (BCSN) to make it more inclusive and representative of the sector. The CCC was viewed as a ‘core’ committee removed from the fraternity. The CCC thus became a network of all CSOs in Bhutan. The operation of the network is managed by the Executive Committee comprising 10 members – eight members elected from the eight thematic groups and two eminent members to the Civil Society Organisations Authority. A programme officer manages the network secretariat. Since its humble beginnings, the BCSN has come a long way. Today, it is a vibrant platform for all CSOs to engage in dialogue, collaboration and partnership.

**VISION**

An equitable, just, inclusive, and compassionate society guided by the GNH values.

**MISSION**

» To strengthen civil society as a credible, compassionate, and inclusive agent of change.

» To create a collaborative, inclusive, and enabling environment to address the diverse needs of people and other living beings.

» To promote, advocate and strengthen active citizen engagement in democratic governance and development of communities.
MILESTONES

2007
CSO Act enacted

2010
First CSOs registered

2015
CCC formed, quarterly meetings initiated

2016
His Majesty the King grants National Order of Merit (Gold) to 22 CSOs

2021
CSO fraternity re-branded as Bhutan Civil Society Network (BCSN)

2021
BCSN website launched

2022
Parliament-CSO collaboration guidelines drafted

2022
Strategic Plan and Communication Strategy of EC developed

2022
Government-CSO collaboration guidelines submitted to government for endorsement

2022
BCSN Secretariat office established

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BCSN Secretariat office established

2022
Parliament-CSO collaboration guidelines drafted

2022
Strategic Plan and Communication Strategy of EC developed

2022
Government-CSO collaboration guidelines submitted to government for endorsement

2022
BCSN Secretariat office established
In 2007, the CSO Act was passed to formally recognize the Civil Society Organisations (CSOs) as a sector and partner to government in nation building. The registered CSOs soon felt the need to coordinate among ourselves to synchronise our efforts and to deepen our impact, rather than working in silos and risking activity duplication.

Quarterly Meeting
One of the first activities to initiate coordination was organising the Quarterly Meetings led by Bhutan Centre for Media and Democracy (BCMD). The meeting discussed issues of common interest and took decisions on behalf of the sector. The meetings were voluntarily hosted by CSOs on a rotational basis.

The Executive Committee (EC)
The Executive Committee (EC) of BCSN was formed to organise among ourselves and take leadership responsibilities for the sector. It consists of 10 members, of which eight are nominated/elected by CSOs from their thematic groups, while the other two de jure members are the distinguished CSO representatives on the Civil Society Organisation Authority (CSOA).

The EC is led by the Chairperson and Vice Chairperson elected from the 10 members for a term of two years. The EC convenes as needed once every month on a time and location determined by the Chairperson or, in his absence, by the Vice Chairperson. In addition to their regular meetings, the EC members also attend adhoc meetings the Chairperson deems necessary.

The EC regularly engages in discussions on issues, concerns, opportunities and difficulties to develop a thriving network. A protocol was approved at a CSO quarterly meeting that empowered EC to speak for all CSO members, make decisions on matters as assigned by quarterly meetings, create resources for the fraternity and interact with outside organisations on our behalf.

Besides meetings and official events, the EC also organises the Annual CSO Conference in an engaging and diverse way to bring together CSOs and foster a strong, cohesive culture to identify new areas of cooperation and development for the benefit of the CSOs and BCSN as a whole.
**Eminent members**

The civil society in Bhutan is represented on the board of CSO Authority by two eminent members elected by all registered CSOs. The representatives serve a three-year term on the board.

**Thematic groups**

The CSOs organised ourselves into eight thematic groups based on shared mandates and core functions. This enables us to come together to collaborate and support each other to work on common objectives by pooling resources.

Each thematic group is led by an elected thematic coordinator who represents the group as a member of the EC and update the groups on the outcomes of EC meetings and follows up on responsibilities and tasks assigned to them.

The thematic groups are as follows:

*Figure 1. BCSN thematic groups*
Coordination beyond the network

The EC of the network has drafted the Government-CSO Collaboration Guideline and submitted it to the government for endorsement. In the meanwhile, International IDEA has drafted a Parliament-CSO Collaboration Guidelines and put it through several rounds of discussions. These documents will enhance the way in which CSOs engage with the government agencies at different levels by giving legal basis and clarity in the process.

Further, the CSO Advisory Group to the UN formed by UN Bhutan has seven members from the network. The group appointed for three-year term provides strategic advice and recommendations to UNCT and its related-working groups to promote and strengthen civic space in Bhutan with the ultimate goal of achieving national priorities and the SDGs.
BUILDING THE CAPACITY OF CSOs

Capacity building is a constant need of Bhutan’s growing civil society sector. Therefore, capacity building activities are critical to building a vibrant and credible civil society. The following are a few capacity engagements for the CSOs.

**Leadership for strategic direction**

A two-day leadership summit held in Paro in 2018 brought together CSOs and government representatives. The summit was designed to enable the current and next generation of CSO leaders to assess the current state and reflect on building a more collaborative culture.

The summit offered the participants opportunities to reflect on their leadership styles and the organisation’s strategic direction. The participants were better equipped with applicable theories of reflection, interaction and feedback mechanisms for their organisations.
Leadership for collaboration
The UN Bhutan organised a leadership workshop for the heads of CSOs on 31 May 2022. The workshop, titled Leveraging the CSO-Government Collaboration, engaged CSO leaders to discuss the impact of sectoral changes on their organisations and explored different levels of working together, trust stages and requirements for collaboration. The workshop engaged the participants in exercises and activities that promoted open dialogue and idea exchange.

Policy advocacy
Helvetas Bhutan conducted two policy advocacy workshops for the CSOs from 21-26 March 2019 in Haa and 25-29 July 2022 in Paro. The second workshop, which was partly supported by International IDEA, covered the new area of CSOs’ engagement with Parliament. The workshops helped the CSOs develop an advocacy strategy and communicate the strategy clearly and effectively.
Project management and evaluation

The CSOs attended day-long training on project management and evaluation on 9 September 2021. Organised and facilitated jointly by the Centre for Research on Bhutanese Society and the Evaluation Association of Bhutan, the training provided basic knowledge on project management and evaluation. The training was supported by the EU and Helvetas Bhutan.
Communications

Bhutan Media Foundation, in collaboration with the Journalists’ Association of Bhutan, conducted a two-day media engagement workshop for CSOs in November 2020. The workshop engaged the members of the CSOs to learn how to use traditional and new media for effective communication. In another communication workshop conducted by the Bhutan Centre for Media and Democracy, the CSOs learnt how to develop an effective communication strategy.

Fundraising strategy

The executive directors of CSOs attended Training on Fund Diversification and Developing a Fundraising Strategy in Paro from 25-28 October 2021. The training conducted by the Civil Society Academy engaged the CSO leaders on diversifying funding sources through effective communication and strategic planning.
CSOs AT A GLANCE

**Arts and Culture**
This thematic group aims to preserve, promote and educate on the cultural ethics of the country. They work towards nurturing a creative society.

- **Film Association of Bhutan**
  - Filmassociationofbhutan2020@gmail.com
  - www.bhutanfilmassociation.org
  - 77330622

- **Music of Bhutan Research Centre**
  - somdo.mbrc@gmail.com
  - www.musicofbhutan.org
  - 17639934

- **Ogyen Choling Foundation**
  - kunzangcr@gmail.com
  - www.oling.bt
  - 17641464

- **Royal Textile Academy of Bhutan**
  - rta@rtabhutan.org
  - www.rtabhutan.org
  - 336460/337589

- **VAST Bhutan**
  - passangdema@gmail.com
  - www.vastbhutan.org.bt
  - 17410869

**Education and Youth Development**
This thematic group represents and works towards the goal of a brighter future for the youth by ensuring access to quality education, meaningful participation and wider opportunities.

- **Bhutan Youth Development Fund**
  - info@bhutanyouth.org
  - www.bhutanyouth.org
  - 17751196

- **Centre for Research on Bhutanese Society**
  - centresbtnsociety@gmail.com
  - www.druksocialresearch.org
  - 02 328188

- **Loden Foundation**
  - info@loden.org
  - www.loden.org
  - 77195599

- **Menjong Foundation**
  - menjongfoundation11@gmail.com
  - www.menjongfoundation.org.bt
  - 17128816

- **Organization for Youth Empowerment**
  - bhutanoye@gmail.com
  - www.bhutanoye.org
  - 17609181

- **Phuentsholing Sports Association**
  - contacttpasports@gmail.com
  - www.psa.org.bt
  - 17603656
**Environment and Climate Change**

This thematic group works for an environmentally sustainable society for the future generation and wider opportunities.

- **Bhutan Taxi Association**
  - romzor123@gmail.com
  - www.bta.org.bt
  - 77959577/77484748

- **Bhutan Ecological Society**
  - contact@bes.org.bt
  - www.bes.org.bt
  - 17540264/77759943

- **Clean Bhutan**
  - info@cleanbhutan.org
  - www.cleanbhutan.org
  - 17110388/02 333709

- **Royal Society for Protection of Nature**
  - rspn@rspnbhutan.org
  - www.rspnbhutan.org
  - 02 322056/326130

- **Bhutan Ecological Society**
  - contact@bes.org.bt
  - www.bes.org.bt
  - 17540264/77759943

- **Tarayana Foundation**
  - tarayana2003@gmail.com
  - www.tarayanafoundation.org
  - 02 329333

- **Ability Bhutan Society**
  - info@absbhutan.org
  - www.absbhutan.org
  - 02 340747/17128798

- **Bhutan Network for Empowering Women**
  - bnew.bhutan@gmail.com
  - www.bnew.bt
  - 02 328878

- **Pel Dukdraling Foundation**
  - info@peldrukfraling.org/
dakeryangchen90@gmail.com
  - www.peldrukfraling.org
  - 02 350854/17371738/17600582

- **Phensom Parents Support Group**
  - phensempsgb@gmail.com
  - www.phensem.org
  - 77382366

- **Bhutan Network for Empowering Women**
  - bnew.bhutan@gmail.com
  - www.bnew.bt
  - 02 328878

- **Draktsho Vocational Training Centre for Special Children**
  - info@draktsho-bhutan.org
  - www.draktsho-bhutan.org
  - 77273144/17615031

- **Pel Dukdraling Foundation**
  - info@peldrukfraling.org/
dakeryangchen90@gmail.com
  - www.peldrukfraling.org
  - 02 350854/17371738/17600582

- **Phensom Parents Support Group**
  - phensempsgb@gmail.com
  - www.phensem.org
  - 77382366

- **Draktsho Vocational Training Centre for Special Children**
  - info@draktsho-bhutan.org
  - www.draktsho-bhutan.org
  - 77273144/17615031

- **Royal Society for Senior Citizens**
  - rsscbhutan@gmail.com
  - www.rssc.org.bt
  - 77777733

- **Nazhoen Lamtoen**
  - nazhoenlamtoen@gmail.com
  - www.nazhoenlamtoen.org
  - 17414084/Toll free:1257

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**Gender and Vulnerable Group**

This group aims to nurture an inclusive society by instilling community vitality, empowering women and providing quality opportunities for individuals with diverse disabilities to become self-reliant and live a contented life.

- **Ability Bhutan Society**
  - info@absbhutan.org
  - www.absbhutan.org
  - 02 340747/17128798

- **Phensom Parents Support Group**
  - phensempsgb@gmail.com
  - www.phensem.org
  - 77382366

- **Bhutan Network for Empowering Women**
  - bnew.bhutan@gmail.com
  - www.bnew.bt
  - 02 328878

- **Draktsho Vocational Training Centre for Special Children**
  - info@draktsho-bhutan.org
  - www.draktsho-bhutan.org
  - 77273144/17615031

- **Royal Society for Senior Citizens**
  - rsscbhutan@gmail.com
  - www.rssc.org.bt
  - 77777733

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**Clean Bhutan**

- info@cleanbhutan.org
- www.cleanbhutan.org
- 17110388/02 333709

**Royal Society for Protection of Nature**

- rspn@rspnbhutan.org
- www.rspnbhutan.org
- 02 322056/326130

**Pel Dukdraling Foundation**

- info@peldrukfraling.org/
dakeryangchen90@gmail.com
- www.peldrukfraling.org
- 02 350854/17371738/17600582

**Phensom Parents Support Group**

- phensempsgb@gmail.com
- www.phensem.org
- 77382366

**Respect Educate Nurture Empower Women**

- renewbht1@gmail.com
- www.renew.bt
- 02 332159/334751
Good Governance, Media and Democracy

This group protects and promotes a democratic culture that best suits Bhutan’s socio-cultural norms and ethos.

**Bhutan Centre for Media and Democracy**
bcmd@bcmd.bt
www.bcmd.bt
77201100

**Bhutan Media Foundation**
n.zangpo@bmf.bt
www.bmf.bt
17624833

**Bhutan Transparency Initiative**
rinzinrinzin777@gmail.com
www.bhutantransparency.org
77147722

**Evaluation Association of Bhutan**
info@evalbhutan.org
www.evalbhutan.org
02 330740/17608137

**Bhutan Kidney Foundation**
info@bktbhutan.org
www.bktbhutan.org
17691745

**Bhutan Toilet Organization**
bhutantoilet@gmail.com
www.bhutantoilet.org
17129812

**Bhutan Stroke Foundation**
infobhutanstrokefoundation@gmail.com
www.bhutanstrokefoundation.org
17625956

**Bhutan Cancer Society**
bhutancancer15@gmail.com
www.bhutancancersociety.org
17846070

**Guide Association of Bhutan**
garabdorji@yahoo.com
www.gab.org.bt
17164233

**Journalists Association of Bhutan**
ed@jab.bt/ po@jab.bt
www.jab.bt
02 339154

**Lhak-sam**
wangdadorji1@gmail.com
www.lhaksam.org.bt
17854195

**Health and Sanitation**

This group consists of health advocates. They work towards building a happy society through the promotion of health and healthy lifestyle.

**Bhutan Kidney Foundation**
info@bktbhutan.org
www.bktbhutan.org
17691745

**Bhutan Toilet Organization**
bhutantoilet@gmail.com
www.bhutantoilet.org
17129812

**Bhutan Stroke Foundation**
infobhutanstrokefoundation@gmail.com
www.bhutanstrokefoundation.org
17625956

**Lhak-sam**
wangdadorji1@gmail.com
www.lhaksam.org.bt
17854195

**Journalists Association of Bhutan**
ed@jab.bt/ po@jab.bt
www.jab.bt
02 339154

**Evaluation Association of Bhutan**
info@evalbhutan.org
www.evalbhutan.org
02 330740/17608137

**Bhutan Centre for Media and Democracy**
bcmd@bcmd.bt
www.bcmd.bt
77201100

**Health and Sanitation**

This group consists of health advocates. They work towards building a happy society through the promotion of health and healthy lifestyle.
Socio-economic Development and Livelihood

This group is the facilitators of socio-economic development by creating a conducive environment. They reach out to the marginalised members of the society to improve their livelihoods based on GNH values.
### Wellbeing

This group consists of compassionate care-givers of all sentient beings. It provides sanctuary to those in need, both animal and humans based on GNH values.

<table>
<thead>
<tr>
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<th>Contact Information</th>
<th>Website</th>
<th>Phone Numbers</th>
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<td><a href="mailto:snorbu@gmail.com">snorbu@gmail.com</a>, <a href="http://www.barnyardbhutan.org">www.barnyardbhutan.org</a>, 17110018</td>
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<td><a href="mailto:jangsamember@gmail.com">jangsamember@gmail.com</a>, <a href="http://www.jangsaanimalsaving.org">www.jangsaanimalsaving.org</a>, 17969550/17643532</td>
<td></td>
<td></td>
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<tr>
<td>Royal Society for Protection and Care of Animals</td>
<td><a href="mailto:rspcabhutan@gmail.com">rspcabhutan@gmail.com</a>, <a href="http://www.rspcabhutan.org">www.rspcabhutan.org</a>, 17110411/17992224</td>
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**CSOs’ CONTRIBUTIONS TO NATION BUILDING**

**Contributing to socio-economic development**

CSOs render services to the communities ranging from enhancement of socio-economic development, environmental conservation to preservation of tradition and culture, and governance, thereby filling the gaps as well as complementing the efforts of the government in delivering efficient, effective and sustained public services. Therefore, CSOs are major contributors to the strengthening of social and human capital as a foundation for Bhutan’s economic development as well as generators of direct economic benefits.

According to a study conducted by Helvetas Bhutan (2020), over 70% of the respondents believed ‘that CSOs could effectively solve issues related to…, economic growth and employment, poverty reduction and the environment.’ Further, since CSOs engage directly with the communities, they have excellent reach, thereby being able to reach the unreached and listen to the unheard, and deliver services more efficiently and effectively at their doorsteps, especially to the vulnerable populations. Nevertheless, CSOs’ contributions to nation building has not been monetised.

Modest estimates indicate that CSOs generated Nu 3.3 billion between 2010-2019 and is projected to generate an additional Nu 3.8 billion between 2020-2030. Further, CSOs employed 507 people in 2019 and working with 6,0205 volunteers with a monetised worth of Nu 420 million. By 2030, CSOs are projected to employ 5,577 people and work with 68,255 volunteers worth Nu 4.2 billion by 2030.

**Estimates of CSOs’ economic contributions**

<table>
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<th>Income generated between 2010-2019</th>
<th>Nu 3.3 Billion</th>
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<tr>
<td>Projection (2020-2030)</td>
<td>Nu 3.8 Billion</td>
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</table>
CSOs’ competencies in human resource, fund mobilisation, information management and knowledge sharing have been developing fast over the years. As the government faces resources constraints, especially in human resources as it endeavours to maintain a small and compact civil service, the government can outsource some of the public services to CSOs based on comparative advantage.

Thus, it would be in the interest of the state and the people for the government to recognise the civil society as a partner and expedite the approval and implementation of the Government-CSO Collaboration Guidelines that is currently awaiting the Committee of Secretaries’ second round of review and onward submission to the Cabinet of Ministers for approval. Further, it would also be of mutual interest and contribute to making highly informed decision for the government to ensure that the network is party to the formulation of national development plans and programmes like the Five-year Plans.

Creating a vibrant democracy

Bhutan’s 12th Five-year Plan (FYP) is to shape a ‘Just, Harmonious and Sustainable Society through enhanced Decentralisation.’ CSOs are well-placed to facilitate community participation in local governance. Various programmes and activities are
being organised by CSOs to enhance citizen’s responsibility and accountability, and promote civic engagement. Initiatives like promotion of Social Accountability (SA) are taking citizens’ engagement in local governance, especially in improving public service delivery and holding service providers accountable, to newer heights, besides rendering citizens themselves more responsible and accountable. Further, a study by Helvetas Bhutan (2020) stated that in addition to promoting accountability, a stronger civil society will support the representation of the various interests of society’s most marginalised and disadvantaged groups in a democratic Bhutan.

**Strengthening the linkage between the government and the society**

With their close engagement with the communities and advocacy programmes on various socio-economic and environmental issues, CSOs are able to address the communication gap between the public and the government, particularly at the local level. Civil society can aid in voicing peoples’ concerns. The wisdom and analysis of civil society can also be used by the policy makers for informed decision making.

**Contributing to national security and sovereignty**

Currently, there are concerns that some of the development partners/donors may totally withdraw from Bhutan while some others may reduce their support (grants, soft loans, TA) to the government when Bhutan graduates from the status of Least Developed Country (LDC) to Middle Income Country (MIC) in 2023. As for the CSOs, most believe that development partners and developed countries would invest in Bhutan more through the CSOs. This belief is supported not only by the Ninth Session of the Third Parliament of Bhutan but also some of the development partners themselves. This shows that CSO will have a greater role to assist government towards nation building. Therefore, it is crucial that the government and CSOs work closely together to ensure smooth socio-economic development of the country during and beyond the LDC graduation transition.

Further, since CSOs will have to network and work closely with international development partners more than ever before during the coming years to fulfil their mandates, Bhutan’s relations with international development partners and developed countries will be further strengthened thereby strengthening Bhutan’s national security and sovereignty.
CHALLENGES

CSOs in the country face multiple and complex socio-economic and political challenges.

Sustainability

Most CSOs are constrained to reach their full potential due to dearth of knowledge and skills in mobilising resources, especially funds. Thus, some CSOs often operate without funds to even meet their operation costs. Unlike in developed countries, Bhutanese seldom provide financial support to CSOs, although they are generous to religious institutions and persons inconsiderate of their socio-economic status. The culture of philanthropy in the social sector has yet to take root in the country. Further, besides the lack of any direct financial support from the government, the two institutions have yet to explore for comparative advantages in public service delivery and identify avenues of collaboration. Thus, the majority of CSOs have to rely primarily on funding from foreign development partners.

Although a number of foreign development partners and philanthropists currently provide support to CSOs in the country, the competition to secure funds continues to be tough and challenging for most CSOs. Therefore, CSOs must not only endeavour to remain relevant but also have long-term strategies to sustain. There is an urgent need for the network to have an endowment fund to enable it to facilitate its members to develop their capacity to sustain themselves.

Perceptions about CSOs

The concept of CSO as we know today is fairly new to Bhutan. Thus, there is a dearth of understanding of the roles and purposes of CSOs by the policy makers, legislators, media and the citizenry alike. Further, there has been major misconceptions about the CSOs of being ‘corrupt,’ ‘self-serving,’ ‘running family business’ and so on being published in media, and CSOs had to bear some backlashes from the public. Thus, the network and its members have a major task of creating awareness on CSOs to the policy makers, legislators, media, private sector and the citizenry. Holding periodic round table meetings between CSOs and different public institutions and carrying out advocacy campaigns in local governments and communities could develop CSOs’ public image and enhance trust and collaboration with other institutions and the citizenry.
Poor CSO-CSO networking at the regional and international level

Bhutanese CSOs have either no or only limited linkage with CSO abroad to interact with them and share knowledge and experiences. Development partners and government can assist the network and its members to build platforms for CSO-CSO networking at the regional and international levels.

Figure 2. CSOs’ place in society
CSO RESOURCE POOL

» CSO (Amendment) Act 2022

» Bhutan CSO Accountability Standards 2022 (draft) jointly developed by the CSO Authority, Bhutan Civil Society Network and Anti-corruption Commission in coordination with the Bhutan Transparency Initiative.

» Guidance Manual on Finance and Accounting: A Guidance Manual for Civil Society Organisations in Bhutan developed by Helvetas Bhutan in October 2020 (The guidance manual was produced with funding from the European Union. These materials may be freely used by civil society organizations, community-based groups and associations in Bhutan for their organisational and capacity building purposes. They may not be reproduced for commercial purposes)

» Administration & Human Resources: A Guidance Manual for Civil Society Organisations in Bhutan developed by Helvetas Bhutan in October 2020 (The guidance manual was produced with funding from the European Union. These materials may be freely used by civil society organizations, community-based groups and associations in Bhutan for their organisational and capacity building purposes. They may not be reproduced for commercial purposes)

» Bhutan Advocacy Toolbox: Developing on ambitious but realistic advocacy strategy in nine simple steps developed in 2022 by Helvetas Bhutan.

» Strategic Plan for the Executive Committee of the Bhutan Civil Society Network (2022-2024) developed by the Bhutan Civil Society Network in 2021.


» Government-CSO Collaboration Guideline (draft) developed by the Executive Committee of the BCSN in 2021.

» Parliament-CSO Collaboration Guideline (draft) developed by International IDEA in 2022.

» Website of the Bhutan Civil Society Network: www.civilsocietybhutan.org

» Facebook page of the Bhutan Civil Society Network: www.facebook.com/bhutancivilsocietynetwork
For supporting the CSOs
to organise themselves into
a united and coordinated fraternity