

Rules and Regulations for the Establishment of Colleges



Higher Education Planning Division
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Introduction

The growing need for a competent and diverse pool of human resources in all the sectors have necessitated the strengthening and diversification of the provision of tertiary education in the country. This provision will have to gear towards the development and delivery of quality programmes that are within the parameters of Gross National Happiness (GNH), comparable to the international standards and norms and meeting the human resource needs of the country.

In this context, the Rules and Regulations for the Establishment of Colleges have been developed to guide and oversee the establishment of colleges in Bhutan. This Rules and Regulations document, approved by the Tertiary Education Board will be the definitive instrument to ensure that proper standards are met in terms of physical infrastructure, faculty development, student services, secretariat services, and others. Further, the procedures and requirements laid out in the document shall support the prospective promoter to obtain approval for the establishment of colleges.

Above all, this document will facilitate the effective implementation of the Tertiary Education Policy to be able to promote the tertiary education system in the country. Subsequently, it will move to create an enlightened citizenry thereby achieving the ultimate goal of developing Bhutan into a knowledge-based society.

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1.0 Background and Scope

- 1.1 The success of Bhutan’s basic education has put mounting pressure on its tertiary education needs. This trend will only continue to rise as secondary school graduates and other aspirant of higher education continue to seek opportunities for higher education, evident in the large number of students leaving for studies outside Bhutan every year.
- 1.2 New public and private higher education providers have ventured in to provide the opportunities. To respond to the need to support the expanding higher education services, the Ministry of Education has developed a comprehensive policy document, *the Tertiary Education Policy of the Kingdom of Bhutan, 2010*. It shall be the mother document pertaining to the establishment of institutions in the country.
- 1.3 Based on the Tertiary Education Policy of the Kingdom of Bhutan 2010, the “Rules and Regulations for the Establishment of Colleges” have been drawn up to guide and oversee the establishment of colleges in Bhutan and to ensure that proper standards are set and met. It shall also facilitate the effective implementation of the policy starting from submission of Expression of Interest (EoI) by the promoter till the operation of the project. Further, it articulates the procedures and requirements to support prospective promoter(s) to obtain approval for the establishment of colleges.
- 1.4 The Department of Adult and Higher Education, Ministry of Education, serving as the Secretariat for the Tertiary Education Board shall be the point of reference for processing and approval of proposals.

2.0 Process of Application

- 2.1 The proponent shall submit an Expression of Interest in the prescribed application form (Annexure I) to the Registrar for Tertiary Education (Secretary of the Ministry of Education). In case of Foreign Direct Investment (FDI), the proponent shall submit Foreign Direct Investment Registration Application Form to the Department of Industry, Ministry of Economic Affairs for the issuance of Foreign Direct Investment Registration Certificate.
- 2.2 Applicants can be individual promoters, companies, government institutions, trusts and foundations, and philanthropists who envisage among other things, to contribute to the promotion and expansion of tertiary education in the country. Applicants can be both Bhutanese and foreign nationals.
- 2.3 All private colleges shall be required to incorporate under the Companies Act of the Kingdom of Bhutan unless they are registered under the Civil Society Organizations Act.

3.0 Process of Approval

- 3.1 The Expression of Interest received by the Ministry of Education shall be assessed for the fulfillment of the standard requirements such as minimum land of 15 acres, proposed location and principal academic focus(es) and discipline(s).
- 3.2 Upon determination of the fulfillment of preliminary screening requirements of the Expression of Interest review, the applicant shall be notified within 21 days from the date of receipt of the Expression of Interest at the Secretariat, for submission of the Detailed Project Report (DPR). The promoter shall, thereafter, prepare and submit Detailed Project Report providing complete information based on Annexure II.
- 3.3 Upon receipt of the Detailed Project Report, the Secretariat shall

carry out prima facie scrutiny of the proposal. In case of the Detailed Project Report not meeting the conditions based on the Regulations details, it shall be returned with specific suggestions for improvement by the Secretariat. In such cases, the applicant shall be provided optimum opportunity in writing to revise the proposal or make necessary changes.

- 3.4 The final Detailed Project Report shall then be appraised by the Technical Committee (TC) which is instituted comprising of specialists drawn from academicians, human resource officers, finance/budget officers and experts in infrastructure development. The Secretariat shall communicate any feedback of the Technical Committee to the applicant for necessary action.
- 3.5 The Bhutan Accreditation Council (BAC) shall grant provisional accreditation based on the findings and recommendations of the Technical Committee.
- 3.6 The proposals shall then be presented to the Tertiary Education Board (TEB) for consideration.
- 3.7 The decision of the Tertiary Education Board shall then be notified to the promoter within three months from the date of receipt of the Detailed Project Report by the Secretariat.
- 3.8 If not approved, the promoter shall be provided with justifications for not accepting the proposal and suggestions shall be provided for improvements in the content of the Detailed Project Report.
- 3.9 If approved, the promoter shall be required to complete the following steps:
 - 3.9.1 Obtain location clearance from the local authority;
 - 3.9.2 Obtain the Environmental Clearance Certificate from the National Environment Commission;
 - 3.9.3 In case of company, register with the Registrar of Companies, Ministry of Economic Affairs (MoEA);

- 3.9.4 Constitute the Governing Board;
 - 3.9.5 Develop the infrastructure as per the conceptual Master Plan approved by competent architect/firm;
 - 3.9.6 Develop academic programmes as detailed in Annexure II;
 - 3.9.7 Plan human resource requirement, recruitment and development.
- 3.10 Upon fulfillment of all the conditions and standards, the Ministry of Education shall issue an in-principle approval with clear terms and conditions to the proponent for pursuing the project forward. The Secretariat shall inspect the site during the construction stage of the college to ensure that the required facilities and standards are being met.
- 3.11 Upon completion and fulfillment of the requirements as per the in-principle approval order, the promoter shall then request the Secretariat for formal inspection of physical facilities. The Technical Committee shall then inspect all the facilities for establishment of the college. This is to ensure that all physical facilities are in place for the commencement and operation of the institution. The details of the requirements are given in Annexure IV.
- 3.12 The inspection report compiled by the Secretariat shall clearly indicate compliance to the in-principle approval order and indication for possible commencement time of the college.
- 3.13 The college shall apply for affiliation in terms of offer of programmes and conferment of awards to a recognized university as approved by the Registrar of Tertiary Education. The academic programmes shall then be submitted to the university for review and endorsement based upon the fulfillment of the conditions, including affiliation charges of the university concerned.

4.0 Fees Structure

- 4.1 All fees, including tuition and others to be charged by the colleges at the initial stage, shall be approved by the Ministry of Education and any changes in fees in future years shall be as per the guidelines issued by the Ministry of Education.

5.0 Incentives

- 5.1 Tertiary education institutes (colleges) shall be entitled for incentives and exemptions as per the provisions of the Fiscal Incentives 2010 and any relevant amendments/introductions announced by the Ministry of Finance.
- 5.2 The Ministry of Education shall provide support to the proponent(s) and facilitate the establishment of colleges.

6.0 Accreditation

- 6.1 The initial provisional accreditation shall be reviewed by the Bhutan Accreditation Council and the detailed accreditation of the college shall be carried out based on the Accreditation Principles. This shall lead to the grant of conditional progressive accreditation.
- 6.2 Existing colleges shall have to build and maintain the required quality assurance standards which shall be certified by the competent authority of the respective country. The colleges shall have to also meet the accreditation standards of Bhutan and to that extent, the Bhutan Accreditation Council shall scrutinize and approve their accreditation status.

6.3 The Secretariat shall assess all facilities offered by the institutions especially for those courses of study for which they have applied.

7.0 Registration

7.1 Upon fulfillment of all requirements, the college shall be registered with the Ministry of Education.

8.0 Award of Gold Leaf

8.1 Upon fulfilling all requirements for the establishment of the college, the proponent shall be required to obtain a *Gold Leaf* from the Ministry of Education to operate the college as an educational institution.

8.2 The validity of the Gold Leaf shall be for a period of five years and it shall be renewed upon fulfillment of all conditions laid down in annexure V.

8.3 The Ministry of Education shall have the authority to withdraw the Gold Leaf of the entity at any time if the conditions specified are breached.

8.4 The ownership of the Gold Leaf shall remain non-transferable.

Definitions

1. Accreditation Principles

The Accreditation Principles are guidelines that facilitate any college or a tertiary education institution to comply with in order to maintain the required standards of accreditation with the accreditation agency in Bhutan.

2. Affiliation

Affiliation is the process through which a University allows a smaller institution or a college to teach courses complying to the standards of the University. The affiliation process would be as per the guidelines of the University concerned and after fulfillment of the criteria set by the University.

3. Bhutan Accreditation Council

It is a national body having overall authority on accreditation, quality assurance of tertiary education institutions and for interpreting and recognizing qualifications obtained from the tertiary education institutions. The members of the Bhutan Accreditation Council are drawn in from various sectors with the Secretary of Education being the Chairperson of the Council. It is formed with the Executive Order of the Government.

4. College

A college is a tertiary education institution which falls under any one of these three categories: constituent, affiliate or autonomous.

5. Gold Leaf

An educational license, as opposed to a trade license, that sanctions and sanctifies the establishment of an educational institution upon fulfillment of all the required criteria befitting a seat of learning.

6. Detailed Project Report

It is the proposal for the institution in the form of a Detailed Project Report that is required to be submitted to the Ministry of Education by the proponent for pursuing the establishment of the college which

includes details like vision, mission, and other standards and criteria as specified in the Rules and Regulations for the Establishment of Colleges.

7. Environmental Clearance

An Environmental Clearance is issued by the National Environment Commission (NEC) after having fulfilled all formalities in terms of physical assessment of the college site and the environmental management plan submitted by the proponent of the college.

8. Civil Society Organizations Act

The Civil Society Organizations Act of Bhutan has the provisions of facilitating the establishment and registration of Non-profit Organizations to strengthen civil society by developing human qualities and rendering humanitarian services.

9. Expression of Interest

It is a formal request in the form of submitting an application by a proponent to Registrar of Tertiary Education for establishment of a college. (Refer to Annexure I in the Rules and Regulations for the Establishment of Colleges).

10. Fiscal Incentive

Fiscal Incentives are those fiscal packages that are in accordance to the Fiscal Incentives, 2010 which are extended to promote the growth of private sector.

11. Technical Committee

The Technical Committee is the group comprising of specialists in different areas like finance, academics, human resource, and infrastructure development and as deemed appropriate. The Technical Committee has the specific task of assessing the various aspects of the Detailed Project Report for the establishment of a college, when asked by the Secretariat.

12. Tertiary Education Board

The Tertiary Education Board is the highest executive decision making body for the tertiary education system in the country, whose members are drawn in from various sectors with the Minister of Education as the Chairperson of the Board. It is formed with an Executive Order of the Government.

13. Proponent

A proponent is the promoter who makes a formal submission of proposal for the establishment of a college in Bhutan.

14. Secretariat

The Department of Adult & Higher Education with its assigned divisions under the Ministry of Education is the Secretariat to the Tertiary Education Board. It serves as the point of reference for all matters related to the functioning of the Board as well as the tertiary education in the country.

16. University

A university is defined as an autonomous tertiary education institution, accredited to award its own degrees, and consisting of two or more faculties or schools. Each faculty or school shall be composed of more than one department, offering programmes at the undergraduate, graduate or both levels. A University shall be considered both a teaching and a research institution. A university shall have the right to award undergraduate, post-graduate and doctoral level degrees.

17. Green Campus

A college is required to maintain a Green Campus by serving as a role model for the larger society in terms of sustainable and progressive ways of living. The college, therefore, must promote and showcase a sustainable, healthy and green society by being responsive to climate change and aspiring to become both producer and user of “green knowledge and technology.”

EXPRESSION OF INTEREST

1. Profile of the Promoter(s) a. Name of Promoter (s) b. National Identity Card Numbers/Passport No. c. Current Employment/ Business/Others	
2. Type of Entity: (Public/Private/FDI)	
3. Proposed Location	
4. Total land acreage (minimum being 15 acres) [copy of lag thram, lease deed (if any)]	
5. Principal academic focus(es) or discipline(s)	
6. Contact Information	Postal Address: Phone No.: Fax No.: Mobile Phone No.: E-mail address:

Proponent is required to provide a brief write-up of not more than 250 words stating why she/he wants to establish the college.

Dated Signature(s) of Promoter(s):

1.
2.
3.

GUIDELINES FOR THE PREPARATION OF THE DETAILED PROJECT REPORT

1. Proposed Name of the college/institution

The Detailed Project Report has to include the proposed name for the college/institution. The promoter must avoid using various terms such as “Royal”, “National” and other similar words in the names of the private colleges/institutions.

2. Vision, Mission and Implementation strategies

The Detailed Project Report shall include the vision, mission, objectives and implementation strategies of the college/institution. To this effect, the promoter should clearly mention all such strategies in the document; and what obstacles he/she envisages and how to overcome them to fulfill its vision and mission.

3. Project scheduling, implementation and management

The Detailed Project Report has to specify the timelines and major milestones to be achieved with projected student numbers, etc.

4. Values of Gross National Happiness

The Detailed Project Report must include how the institution aspires to contribute towards realizing Gross National Happiness, instilling values in students, promoting use of Information and Communication Technology and quest for excellence.

5. Land

The minimum total land requirement for the establishment of a new college/institution shall be 15 acres. This should be able to accommodate all the facilities namely the academic buildings, residential buildings for both staff and students, library, laboratories as per the courses offered, infirmary, dining hall with kitchen, canteen, recreational facilities that includes a football ground, two basketball courts, a volleyball court and other sporting facilities, multi-purpose hall, professional auditorium

and toilets for both staff and students (refer Annexure IV). Further, there needs to be adequate space for greenery around the campus with open space for students' movement. There must be adequate circulation in the campus that includes pathways, connecting roads, staircases and parking spaces for guests as well as students and faculty members. Ownership of total area and a registered document in respect of land (Lag Thram) shall therefore be indicated and attached while submitting the Expression of Interest.

6. Conceptual Master plan

The conceptual master plan must encompass all aspects of the physical infrastructure of the proposed buildings (academic, residential for staff and students, professional auditorium, dining hall, multipurpose hall, etc.), parking space, and playfields as detailed in Annexure IV that would be required for achieving the objectives of the college/institution. It has to cater to future expansion, if any. Using accommodation to run two or more institutions in one premise in shift system shall not be permitted.

7. Academic Plan/Profile

The Detailed Project Report shall state the intent and purpose of the college in terms of the academic character that it wishes to promote. It should include the list of the academic programmes intended to be offered by the college. It should include convincing justifications for the programmes which are relevant based on simple analysis on market trends, programmes offered by existing colleges/institutes, research facilities for faculty and students.

8. Affiliation

The proposed college/institution shall approach the University concerned to obtain affiliation for the College. Before according temporary affiliation to the college, the University shall send affiliation committee to inspect whether the college has provided facilities as per the norms. The management of the sanctioned college has to approach the concerned University for affiliation in the same academic year for

which the permission is granted, otherwise the permission orders issued are deemed to be cancelled.

9. Research Policy

The Detailed Project Report shall include a policy to promote research activities by the faculty, students and the institution.

10. Human Resource

The Detailed Project Report shall articulate and envisage that the faculties would be recruited both in terms of teaching and non-teaching as relevant to the types of programmes and with relevant qualifications. By relevant qualification, reference should be made to the type of acquired qualification and the proposed field of teaching. It shall also indicate that the teaching of its courses shall be strictly carried out by academics with at least one qualification level higher than the level of the course taught. The provision for encouraging research, publication and consultancy services by faculties should be included. The number of people required, future expansion of programmes and requirement of expatriate personnel should be clearly elaborated.

11. Quality Assurance System

Quality being the major concern, the Detailed Project Report shall articulate the scope of having a mechanism to be put in place to ensure the internal quality assurance system and have a provision for external quality assurance by external professional bodies/Bhutan Accreditation Council. Academic quality with respect to teaching, learning, research and community service within the framework of the institutional mission must provide evidence that it has a clear description of academic quality, standards or policies to determine the quality standards, expectations of institutional or programme quality, educational quality, and student achievement.

12. Governance Structure

The Detailed Project Report shall include the proposed governance policy to ensure that the institution's operations and strategies are implemented to improve institutional performance. It must have the

organizational structure including the Board of Directors, relevant committees and their terms of reference whose reporting arrangements, delegations and inter-relationships are clearly described to manage all key aspects of the quality Tertiary Education Institution. A section on planning programmes, coordinating with stakeholders and mobilizing resources shall be included.

13. Business Plan

The Detailed Project Report shall indicate the financial viability and its capacities of the promoter to sustain operations into the future through a range of financial indicators. It shall also capture the source of funds such as equity (partners, shares, etc or debt and a detailed project costing as well as financial analysis including projected tuition levels that will make the institution viable shall be mentioned). It should also stipulate that the institution shall be well-managed by stating when the management and administrative systems, policies, procedures and practices will be put in place.

14. Project cost and Analysis

The Detailed Project Report should include detailed project costing and financial analysis including projected tuition levels, source of funding whether equity (partners, shares, etc.) and/or debt structure. They may be based on the cost (in Nu) of land, site development, civil construction, infrastructure/installation charges, plant and equipment, pollution control equipment and accessories, technical know-how and services, other pre-operating expenses, miscellaneous/contingencies, foreign exchange requirement if any, etc. Both fixed investment and working capital must be included.

15. Environment impacts and mitigation measures

The Detailed Project Report has to elaborate this as per the provisions of Section 13 of the Application for Environmental Clearance Guideline for the Preparation of Industrial Project Reports. The format for the same is available at www.moea.gov.bt and www.nec.gov.bt. Further, it shall include the Environment Management Plan that is in adherence to the National Environmental Policy.

16. Facilities and Student Services

The Detailed Project Report shall include appropriate range of mechanism intended to be put in place so that student learning outcomes are enhanced through access to quality facilities, inclusive practices, learning and information resources including library, infirmary, IT facilities and support services including cafeteria, transport, counseling services, etc.

17. Admission Policy and Scholarships

The Detailed Project Report shall include clear policy on admission, eligibility criteria, selection procedures, fee structure, and provisions of scholarships by the college.

18. Service conditions

The Detailed Project Report shall specify clear policies on service conditions such as recruitment, professional development of the staff, remuneration details including provident fund, retirement benefits, leave procedure, staff welfare, student representation in decision making bodies and any other support services that the institutes envisages to set up.

19. Green campus

The Detailed Project Report shall articulate that the institution shall aspire to live up to what the Tertiary Education Policy mandates in terms of maintaining the Green Campus as envisaged under Clause No. 6.4 of the Tertiary Education Policy, 2010. It shall specify how it shall endeavour to promote the principle of green campus.

20. Safety and Security

Evidences must be included in the Detailed Project Report to show that the institution is concerned for the safety and security of the staff and students. The Detailed Project Report shall, therefore, indicate that proper mechanisms are put in place. In the event of closure of the college for unforeseen reasons, the details of provisions for the continuation of the courses by the learners shall be also included in the Detailed Project Report. This is to ensure proper protection of the learners in terms of continuation and completion of the courses.

21. Public Information System

The Detailed Project Report shall include the plan to create and maintain a public information system to ensure transparency of all necessary information such as student fees, licensing and accreditation status, course details etc. of the college.

22. Others

The Detailed Project Report shall cover issues such as, but not limited to the following, supported by sound and authentic justifications; market analysis, ownership, sustainability of the college, enrollment projection (beginning & onwards), approvals from respective organizations, etc.

CHECKLIST FOR PRELIMINARY SITE VISIT

The team will seek information on the following minimum areas:

1. The usability of the available area
2. Reliability of adequate and safe water source
3. Power supply
4. Surrounding topography, land stability and zoning/land use issues
5. Possible effects of flashfloods and flooding
6. Possible intrusion or displacement
7. Availability of approach road and distance from main road
8. Nature of surrounding establishment and potential sound, visual and pollution disturbances
9. Security concerns if any
10. Availability of lag thram and/or no objection certificate from the owner of land, lease certificate as appropriate.
11. Scope for future expansion if expansion is foreseen.

MINIMUM REQUIREMENTS

A set of requirements are needed in order to deliver learning and administer its operations in the college. Some of the prominent ones are:

Physical infrastructure

1. Administrative facilities, Conference hall
2. Academic building(s) with adequate classrooms with 600 sq ft as the size of a classroom that would accommodate 30 students
3. Multi-purpose hall, lecture theatre(s) and professional auditorium for the purpose of staging drama, debates and other literary activities
4. Adequate working rooms for faculties and departments
5. Adequate units of residential facilities for Director/Principal, Lecturers, Provosts, other staff members, separate hostels for boys and girls
6. Computer facilities with internet connection
7. Library with relevant collection of books, internet connections with computers, journals and other references and adequate reading spaces
8. Kitchen with a dining hall
9. Cafeteria, infirmary, stationery shop
10. Counseling facilities with a separate room
11. Transport and postal facilities for students and staff
12. Safe and reliable drinking water facilities at convenient locations
13. Separate toilet facilities for boys and girls with the ratio of 1:20 students
14. Parking facilities(for guests and faculty staff)
15. Football ground with a gallery, basketball and volley ball courts, and other sporting facilities
16. Greenery around campus
17. Banking transaction facilities including ATM machines.

Development of Faculty/Departments

Each department must be headed by a competent member and represented by adequate teaching faculty as per the norms of the affiliating university. The college shall maintain a minimum of 85% full time teaching faculty members. Further, at least 80% of them have to be appointed prior to the commencement of the college.

Student Services

The student services must include:

- Admission process and maintenance of student profile
- Student Constitution (President, Vice President, Prefects etc.).
- Catering to diverse needs
- Student activities
- Role of Registrar for student support
- Provosts for student support
- Counselor

Secretariat Services

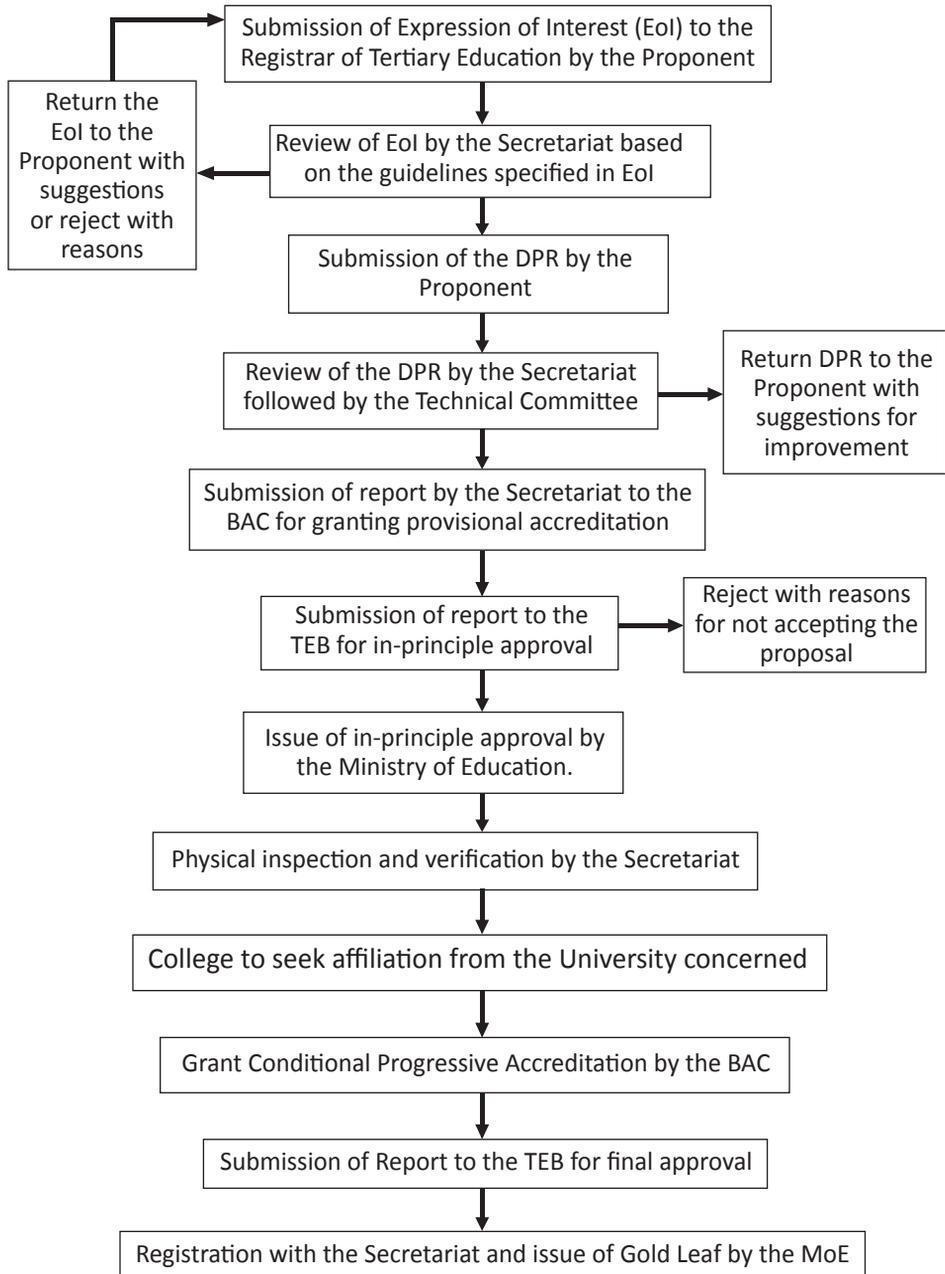
A set of secretarial staff as listed below have to be put in place:

- Administrative Officers
- Human Resource Officer
- Estate Manager
- Store Incharge
- Accountants
- Librarians
- ICT/Lab technicians/assistants
- Office Assistants/Administrative Assistant
- Messengers
- Drivers
- Security Guards
- Service Assistants (plumbing, electricians, cleaner, gardener etc.)

CONDITIONS FOR THE ISSUANCE OF A GOLD LEAF

1. The integrity of the college in terms of the following:
 - Physical ambience
 - Academic programmes
 - Faculty profile
 - Social life
 - Relationship with the community
 - Aspiration as an academic institution
2. From Quality Assurance standards and Accreditation status that includes the following:
 - Curricular Elements
 - Teaching-Learning and Evaluation
 - Research, Consultancy and Extension
 - Infrastructure and Learning Resources
 - Student Support and Progression
 - Governance and Leadership
 - Innovative Practices
3. Affiliation Status
4. Status of Entity-Registration under the Companies Act of the Kingdom of Bhutan or Civil Society Organizations Act.
5. The Gold Leaf is issued for a period of five years, renewable subject to attaining the requirements of the accreditation principles.
6. Failure to comply with the above conditions shall result in the suspension of the Gold Leaf.
7. The Gold Leaf may be revoked on the following grounds:
 - (a) At Gold Leaf holder's request;
 - (b) Gold Leaf holder's liquidation;
 - (c) Expiration of suspension period, if within this period the reasons for suspensions are not eliminated.

FLOWCHART FOR THE ESTABLISHMENT OF COLLEGES



ASSESSMENT TOOL FOR EVALUATING THE DETAILED PROJECT REPORT

Sl. No.	Particulars	Fulfillment [Yes/No]	Remarks
1.	Proposed Name of the College		
2.	Vision, Mission and Implementation strategies		
3.	Project Scheduling, Implementation and Management		
4.	Values of Gross National Happiness		
5.	Land		
6.	Conceptual Master Plan		
7.	Academic Plan/Profile		
8.	Affiliation		
9.	Research Policy		
10.	Human Resource		
11.	Quality Assurance System		
12.	Governance Structure		
13.	Business Plan		
14.	Project Cost and Analysis		
15.	Environment impacts and mitigation measures		
16.	Facilities and Student Services		
17.	Service Conditions		

18.	Green Campus		
19.	Safety and Security		
20.	Admission Policy and Scholarships		
21.	Public Information System		
22.	Others (market analysis, ownership, sustainability of the college, enrollment projections, approvals from respective organizations, etc.)		
23.	Overall integrity of the Proposal		

The Secretariat shall evaluate the Detailed Project Report for the establishment of colleges by using the above assessment tools.

Task Force Members

1. Yangka, Director, Academic Affairs, Royal University of Bhutan
2. Sangay Dorji, Director, Department of Occupational Standards, MoLHR
3. Tenzing Yonten, Director, Royal Thimphu College
4. Loknath Chapagai, Specialist, Department of Industry, MoEA
5. Dawa Wangchuk, Planning Officer, GNH Commission

Working Committee Members

1. Maina Kharga, Offtg. Director, DAHE, MoE
2. N.B Raika, Chief Programme Officer, QAAD, DAHE, MoE
3. Karma Thinley, Sr. Programme Officer, HEPD, DAHE, MoE
4. Rinzin Jamtsho, Sr. Programme Officer, HEPD, DAHE, MoE
5. Chainga, Asst. Programme Officer, HEPD, DAHE, MoE