



# Royal Institute of Management



**Bhutan**

## ABOUT US

The Royal Institute of Management (RIM), Bhutan's apex management training institute, imparts, promotes and improves professional knowledge and skills in management and public administration in both the public as well as the private sector of the nation.

The institute was established in 1986 and was incorporated as an autonomous institute in 1990 under the Royal Charter with a Board of Directors as its governing authority.



## WHAT WE DO

### Main Activities

RIM has been engaged in supporting the human resource development needs of the country -especially for the civil service- primarily through training, research and consultancy activities.

Currently we are engaged in the following activities:

- Training and capacity development of the civil service in close coordination with the Royal Civil Service Commission;
- Addressing capacity development needs of local governance institutions and agencies to facilitate the decentralization initiative of the Royal Government;
- Supporting the development of the private sector through niche training interventions in support of their human resource development initiatives.



## WHAT WE DO (Continued)

### Academy-related Activities

- **2011:**  
Inaugural National Workshop of the 'Academy of ICT Essentials for Government Leaders' (Module 1, 2 and 8) in partnership with UN-APCICT and the Department of Information Technology and Telecom, Royal Government of Bhutan.
- **2012:**  
Training Workshop on Internet Governance and Information Security and Privacy (Module 5 and 6) supported by the Chiphen Rigpel Project, Ministry of Information and Communication, Royal Government of Bhutan (RGoB).



- **2013:**  
Training on Project Management Imperatives for eGovernance (Module 7) conducted 8 Batches from Feb – April 2013 covering 144 mid-managers under the Enabling eGovernance, Chiphen Rigpel Project, RGoB.
- Inclusion of UN-APCICT Academy modules as regular management development programs (MDPs) of RIM in the 11th Five Year Plan (FYP 2013-2018).
- Inclusion of ToTs for UN-APCICT Academy in the RIM Human Resource Development (HRD) Master-plan for 11 FYP (2013-2018).
- Approved budget outlay for Academy-related activities for the 11th Plan (2013-2018) of the Royal Government of Bhutan (RGoB).





## ACCOMPLISHMENTS

- **Enabling eGovernance under the Chiphen Rigpel Project:** RIM has trained and certified over 7,000 Bhutanese from various backgrounds and professional levels the last three years. This intervention has received positive feedback as an enabler of ICT awareness and for creating a viable platform for implementation of ICT based services in the country.
- **Professional IT courses:** Professional IT courses have been designed to bolster the pool of ICT professionals. Many stakeholders within the government and private sector look up to RIM as a partner for planning, developing and delivery of relevant ICT training programs in the country.
- **Two-year Diploma in Information Management Systems (DIMS):** Practical hands-on learning with adequate theory base to advance to higher degrees. Since its inception, most of the IT departments in government, corporate and private offices have been and are manned by DIMS graduates.





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## PARTNERS

Partner Organization	Collaboration and joint undertakings
Royal Civil Service Commission	<ul style="list-style-type: none"><li>-Masters in Public Administration</li><li>-Masters in Management</li><li>-Post Graduate Diploma in Public Administration</li><li>-Management Development Programs for Civil Service</li><li>-E-learning on Ethics and Integrity</li></ul>
Ministry of Labor and Human Resources	<ul style="list-style-type: none"><li>-Scholarships for private candidates</li><li>-Employment in the corporate and private sectors</li></ul>
Ministry of Information and Communication	<ul style="list-style-type: none"><li>-Academy tripartite stakeholder</li><li>-Design and delivery of ICT programs</li><li>-Employment of IT graduates (DIMS) in the Civil Service</li><li>- Policy advisory and support</li></ul>
Ministry of Finance	<ul style="list-style-type: none"><li>-Post Graduate Diploma in Financial Management</li><li>-Diploma in Financial Management</li><li>-Financial eGov applications (BAS, MYRRB. PEMS)</li><li>-Procurement and Finance programs</li></ul>
Gross National Happiness Commission (GNHC)	<ul style="list-style-type: none"><li>-Planning activities (PLAMS)</li><li>-Local Governance programs</li><li>-Environmental related issues</li><li>-Green Accounting</li></ul>
Supreme Court, Office of the Attorney General, Bhutan National Legal Institute, Royal Institute of Law	<ul style="list-style-type: none"><li>-Post Graduate Diploma in National Law</li><li>-Diploma in National Law</li></ul>
Department of Disaster Management, Ministry of Home and Cultural Affairs	<ul style="list-style-type: none"><li>-Local Trainer for Module 9</li></ul>



## LESSONS LEARNED

- Mobilizing resources is the greatest challenge in organizing planned activities related to the Academy. This is further aggravated when the participants have to travel from different districts to the training center and when the participants are high local government officials. Even though training programs are proposed in advance, approved budgets are insufficient to carry out planned activities, therefore leading to rescheduling and dropping of training programs.
- Academy modules cannot be delivered as standalone training packages due to them clashing with similar ICT Trainings offered by different sectors. The modules (or parts) have to be integrated into similar training programs in order to attract participants.
- Government participants have to be nominated by relevant parent agencies in order to validate the training as well as ensure relevant and sufficient participants. Approaching individual civil servants and government organizations to attend Academy modules training is found to be ineffective.
- Modules targeted to high officials need expert resource persons (if possible, Module authors) to deliver the modules at least for the first offering so that the local resource person can take up from the second offering.
- For module tutors, it is difficult to get into research and case-study writing due to lack of expertise as well as funds to venture into this area.





## FUTURE PLANS FOR THE ACADEMY

- Complete at least one offering of all 11 existing Academy Modules in Bhutan by the end of 2014.
- Identify local resource persons for all Academy modules by March 2014.
- Develop local resource persons for all existing Academy modules (1-11) by June 2015.
- Develop at least one case study (Bhutanese) in each module by December 2015.
- Offer the APCICT Virtual Academy as part of the Institute's eLearning platform by December 2014.
- Conduct Alumni Meetings on a yearly or biannual basis to identify gaps and discuss potential Bhutanese case studies (Jan. 2014 – Dec 2018).
- Include Academy modules training as part of the regular management development programs (MDPs) of RIM during the 11th Five Year Plan (FYP 2013-2018).
- Undertake/facilitate ToTs for Academy trainers as part of the RIM Human Resource Development (HRD) Master-plan for 11 FYP (2013-2018).





### FUTURE PLANS FOR THE ACADEMY (Continued)

Academy Modules	Date and Venue	Target beneficiaries	Funding	Expected support from APCICT and partners (TBC)
Module 8	February 2014, RIM, Thimphu.	Senior Managers in Government	RGoB	Nominations of participants from MoIC including Training TA/DSA support.
Module 9	April 2014, RIM, Thimphu.	Dzongdas (District Governors)	RGoB	Resource person from APCICT and Nominations from Department of Disaster Management with possible TA/DA support.
Module 10	August 2014, RIM, Thimphu	Environmental Officers in Government, Corporate and Civil Society Organizations	RGoB	Resource person from APCICT and nominations from MoIC and NEC (National Environment Commission) with additional funding support from NEC.
Module 11	October 2014, RIM, Thimphu.	Planning Officers in the Government and NGOs	RGoB	Resource person from APCICT and nominations from Gross National Happiness Commission (GNHC) and MoIC.