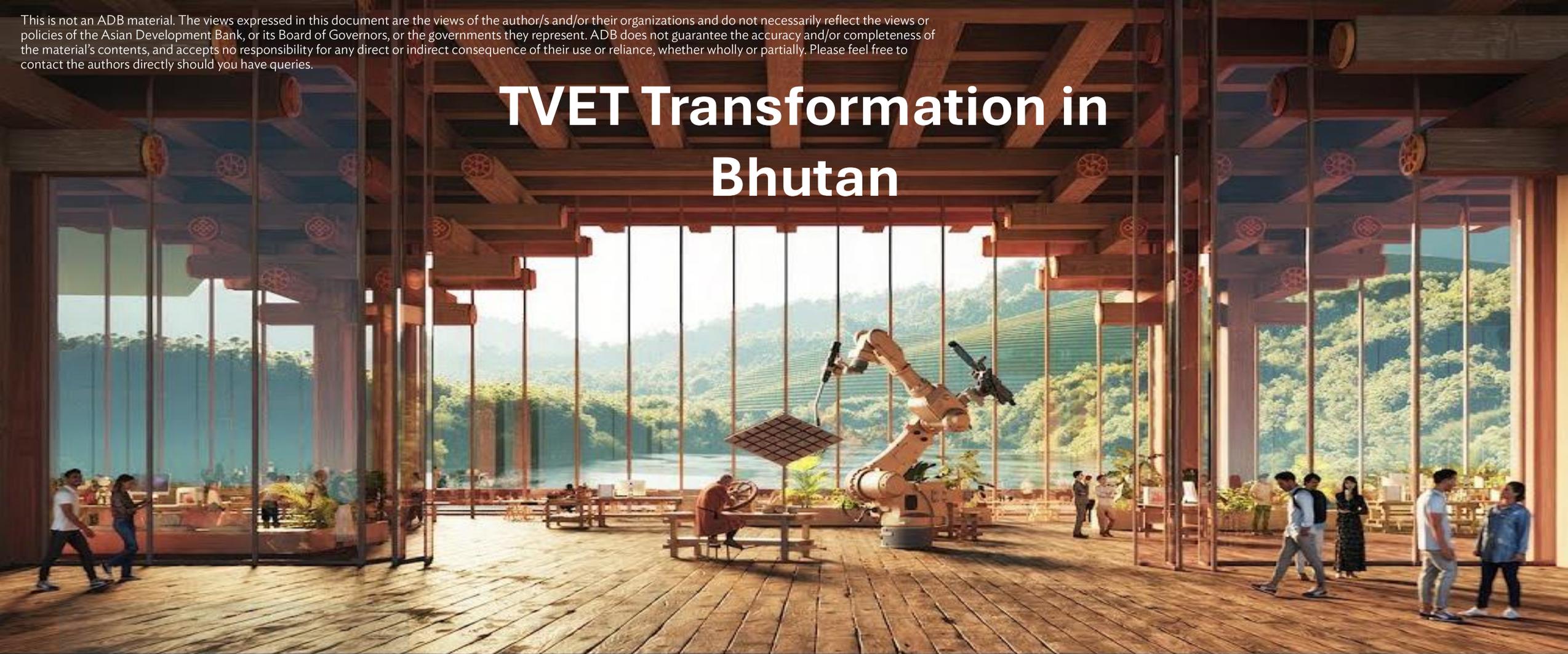


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# TVET Transformation in Bhutan



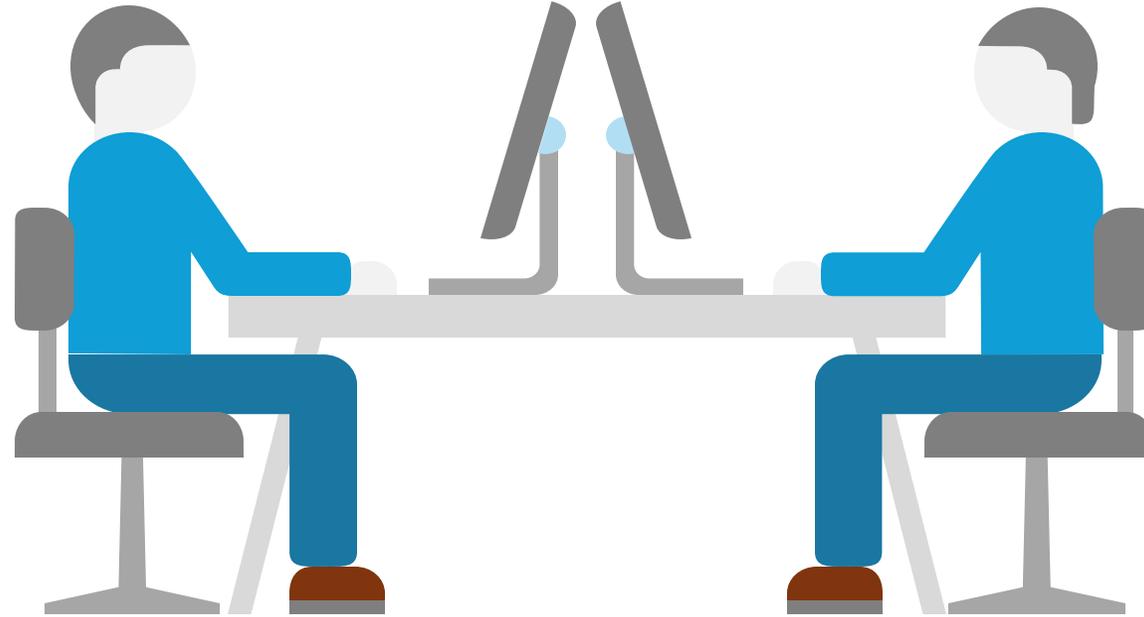
Sangay Dorji  
5 December 2025

ཤེས་རིག་དང་རིག་ལུས་སློབ་གྲྭ་འཕེལ་ལྗོངས་ལག་ཁྱེད།  
Ministry of Education and Skills Development



ཤེས་རིག

# Flagship initiative or reform



## 1. TVET Reform Strategic Plan

Preparing TVET for 21<sup>st</sup> Century Jobs and Skills

## 2. Education Skilling Roadmap

Skills for Gelephu Mindfulness City (GMC) and Gyalsung

## To Transform TVET into an Attractive Learning and Career Pathway

To produce a competent workforce that is confident, well rounded, productive, resilient and innovative.

To provide TVET education that produces “Work-Ready” , “World-Ready” and “Future Ready “graduates.

### PRODUCT TRANSFORMATION



- Aligned to 21<sup>st</sup> century and IR 4.0 requirements
- Responsive to both local/trans-local labor market needs;
- Holistic & Career centric Programs
- ICT enabled teaching and learning delivery
- Globally benchmarked standard and assessment system

### PLACE TRANSFORMATION



- Aesthetically appealing and Green Infrastructure
- Authentic and engaging learning spaces
- Smart and multi-use physical spaces
- Strong ICT and digital infrastructure

### PEOPLE TRANSFORMATION



- Visionary and inspiring TVET leaders and managers
- Technically competent and motivated TVET professionals
- Robust HRD system designed for organizational excellence
- Centres of Competence and Centres of Technology

### PROCESS TRANSFORMATION



- Agile and sustainable TVET ecosystem
- Robust Information Management System
- Flexible and responsive TVET governance structure
- High performing quality training institutions
- Well functioning partnership and networks, local and trans-local

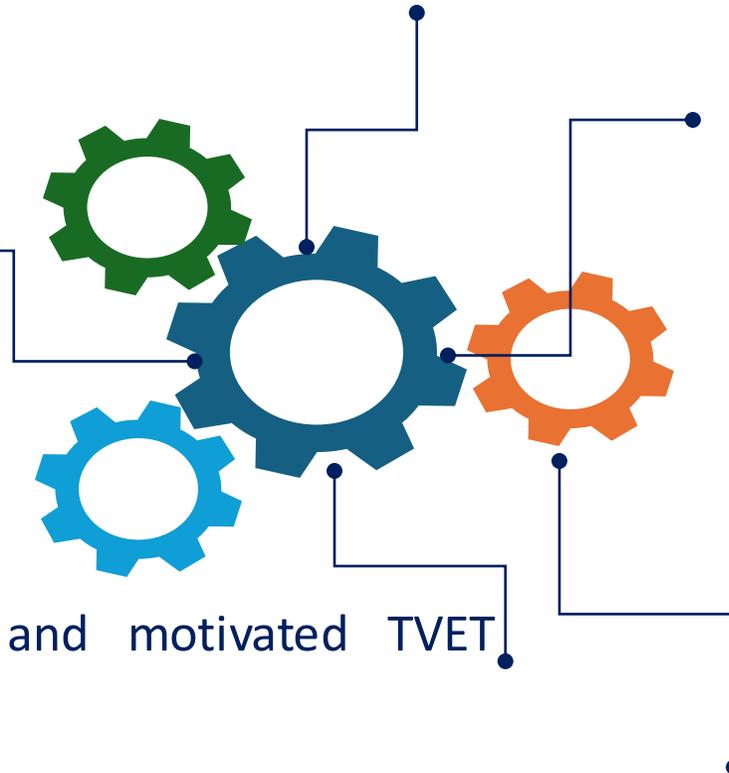
Enabling Policy and Regulation, Adequate & Sustained Financing, Collective Support and Cooperation

# Implementation strategies and partnerships (1/2)

❖ **Expand the Intake Capacity of the Existing Institutes**

❖ **Initiate Reforms in Governance and Management of TVET Institutes**

- ❖ **Built and nurture competent and motivated TVET professionals –**
- ✓ Recruitment of International Trainers
  - ✓ Deployment of Local experts



- ❖ **Diversify TVET Courses to include emerging Skills:**
- ✓ Culture and Creative Industry
  - ✓ Computing and Digital Technology
  - ✓ Transport and Logistics
  - ✓ Hospitality and Tourism
  - ✓ Engineering and Construction
  - ✓ Production and Manufacturing
  - ✓ Green Skills

❖ **Collaboration with Private Training provider and renowned regional and international TVET institute**



# Implementation strategies and partnerships (2/2)

**21<sup>st</sup>  
Century  
and IR 4.0**

Deliver TVET Programs that are designed to adequately equip youth with 21st Century Skills and IR 4.0 Competencies

**Learning  
Environment**

Built TVET institutions that provides appealing, authentic, holistic and ICT enabled learning environment

**Leaders and  
Professionals**

Nurture pool of motivated, inspiring and competent TVET leaders and professionals to trail blaze Bhutan's TVET System to global standards

**Responsive  
System**

Put in place a responsive, robust, agile, sustainable, resilient and a high performing TVET System



# Progress, lessons, and ways forward



Expansion of existing institutes on-going to enhance access



Over 141 TVET programs rolled out in the institutes



TVET advocacy programs conducted



Establish international and partnerships



# PROBLEMS AND CHALLENGES

**6. Inadequate supply of qualified, competent and passionate TVET professionals**



**1. Low public perception of TVET to attract high performers**



**5. Weak Labour market information and evidence**



**2. Limited industry involvement, in setting TVET priorities, planning and implementation**



**4. Limited physical capacity, poor standard of facilities and equipment in TVET institutions**



**3. Incoherent and non-sustainable TVET financing**

