

Sangay Khandu

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Thimphu 11001

Bhutan



Work Experience

Has over 18 years of experience cultivating a multifaceted understanding of governance across various sectors: banking, international organizations, parliament, civil society, and the private sector. Demonstrated success in project management, research, training, and consulting. Skilled communicator with strong analytical and interpersonal abilities, adept at bridging the gap between diverse stakeholders.

Consulting (2018-Present)

2024

- Consultant, Development of Protocol for Parliament – CSO Engagement, “Towards Empowering Bhutanese Civil Society Organizations (CSOs) for Good Governance and Inclusive Development” project, Bhutan Transparency Initiative
- Local Engagement Specialist, Digital Democracy Initiative (mapping CSO stakeholders and assessing digital democracy landscape in Bhutan), Accountability Lab, Washington DC, USA
- Developed Human-Wildlife Conflict (HWC) Insurance Scheme for piloting aimed at balancing conservation and economic growth (mapping current HWC compensation + insurance policy status, assessing community feedback and perceptions), Biodiversity Finance Initiative, UNDP, Bhutan

2023

- Successfully implemented multiple activities aimed at knowledge creation and consequently, empowering citizens, by amplifying voices through various dialogue forums under the Narratives for Sustainable Biodemocracy: Bhutan and Beyond project funded through the Arts and Humanities Research Council - Global Challenges Research Fund Networking Grants in partnership with the Centre for the Study of Democracy, University of Westminster, UK
- Core Group Member responsible for planning, strategizing and implementing the Nationwide Accelerated Dog Population Management and Rabies Control Program in partnership with the Department of Livestock, making Bhutan one of the first countries in the world to sterilize all unowned free-roaming dogs. It also saw the onboarding and collaboration resulting in a first-kind MoU with a citizen group to

operate shelters built and handed over by the program (August 2021 – December 2023)

- Conducted situation analysis including multisectoral stakeholder consultations on the Disaster Management Act of Bhutan 2012. The study also mapped learnings from the management of the COVID-19 pandemic and made recommendations for broadening the scope of the law to include public health emergencies as well as climate change risks with more emphasis on prevention rather than response. It was commissioned by the Department of Disaster Management, Ministry of Home and Cultural Affairs from August 2022 – February 2023
- Successfully delivered 2nd high-level workshop for Members of Parliament and staff on the conduct of Public Hearings following a needs assessment carried out through survey and interviews. CSOs were identified as potential witnesses who could provide valuable insight and information to inform the legislative work of parliament.

2022

- Delivered 1st high-level workshop for Members of Parliament and staff on the conduct of Public Hearings, and developed a report template and a checklist to help with preparation following a needs assessment exercise in collaboration with two international experts (included need and Gap analysis)

2021

- Developed Standard Operating Procedure for Functionality of Parliament during Emergencies for the Parliament of Bhutan, UNDP (including a report on Digital Capability Analysis to strengthen access to citizens)
- Organized the Bhutan Biodemocracy & Resilience Conference 2020 activities which saw more than 20 participants successfully participate in Zoom discussions and essay competitions aimed at research networking, knowledge production and amplifying voices (partnering with the Center for the Study of Democracy, University of Westminster, London)
- Conducted feasibility study for establishing a Joint Resource Center for the Parliament of Bhutan, UNDP (Perception Assessment + CBA)
- Developed policy brief for the Bhutan Chamber of Commerce & Industry on the challenges of the Foreign Direct Investment Policy 2019 following many hours of consultations with stakeholders including both government and businesses (Stakeholder consultations)
- Contributed to the development of the Bhutan Creative Industries Strategy for the Department of Trade, Ministry of Economic Affairs, Royal Government of Bhutan, and the International Trade Center (UNCTAD/WTO)

- Completed Board Directorship position at Bhutan's pioneer CSO - the Bhutan Centre for Media and Democracy and continues to work on citizen empowerment through media literacy, and women and youth leadership (2018 to 2021)

2020

- Developed project plan and produced articles as a Visiting Researcher at the Centre for the Study of Democracy, University of Westminster, London
- Developed Terms of Reference for Local Government Committees for the Department of Local Governance, Ministry of Home and Cultural Affairs, Royal Government of Bhutan supported by HELVETAS Inter Swiss Cooperation Bhutan
- Led Scoping Mission on Local Government Performance Assessment for the Department of Local Governance to identify and record innovation, Ministry of Home and Cultural Affairs and supported by UNDP (Mapping practices and innovations)
- Developed Protocol for Local Government Sessions for the Department of Local Governance, Ministry of Home and Cultural Affairs and supported by HELVETAS Swiss Inter Cooperation Bhutan
- Conducted a seminar on Parliamentary Procedures and Proceedings for journalists supported by the Bhutan Media Foundation
- Developed Guidance on Moving Motion in the Parliament of Bhutan, UNDP

2019

- Successfully organized the 1st Bhutan Biodemocracy & Resilience Conference which saw academics, scientists, politicians, civil servants, NGOs/CSOs, and journalists participate in sharing their views on a broad range of policy topics. It was organized in partnership with the Centre for the Study of Democracy, University of Westminster, London

2018

- Delivered training to the Staff including Assistant Research Officers of the Parliament of Bhutan on Policy and Formulation as part of Policy Analysis training with support from UNICEF, Bhutan
- Successfully delivered 2-week Parliamentary Research training for the research staff of the Parliament of Bhutan with support from IDEA International

Member of Parliament, National Council from Gasu District

2013-2018

- Elected to the National Committee on Parliamentary Entitlement, 2013 to 2018
- Chaired the Economic Affairs Committee in the National Council, 2016 to 2017

- A timely and important report on concerns around the Quality of Education was submitted to the government - leading Member of the Special Committee on the Review of the Quality of Education, 2015 to 2016
- Chaired the Foreign Relations Committee that led to the successful ratification of several bilateral as well as multilateral instruments, 2015 to 2016
- Chaired the Special Committee on Hydropower Policy and Program Review and submitted an important report that pointed to the failure to direct investment into the sector besides ESG parameters in ongoing projects, 2014 to 2015
- Deputy Chair on the Special Committee on the Review of Mining and Minerals Policy and Program and published report pointing to outdated fees and levies besides concerns of transfer pricing and revenue leakage, 2013 to 2014
- Championed and successfully led legislative actions in operationalizing constitutional provisions on Legal Aid and the Right to Legal Counsel
- Successfully initiated and completed study of hydropower development for electrification of Lunana (for cooking and heating) which is the only county not connected to the national grid
- Completed compensation of private lands taken over by the government for infrastructure development initiated during 1st term successfully
- Successfully garnered support and upgraded mobile phone connectivity from 2G to 3G in remote Lunana county (the only county without road connectivity in Bhutan) by accessing the Universal Service Fund of the government
- Led the Bhutanese Parliamentary Delegation to the 137th IPU in St. Petersburg, Russia as Deputy Leader in 2017
- Elected to the Indo-Bhutan Parliamentary Friendship Group, 2016-2018

2008-2013

- Elected to the Good Governance Committee, 2008 to 2013
- Elected to the Legislative Committee in the National Council, 2008 to 2010
- Initiated an early and critical debate calling on a Cost-Benefit Analysis of the mining sector and its contribution to Bhutan, 2012 to 2013
- Unsuccessfully attempted to bring a Right to Information Bill to debate which impacted its emergence on the political landscape.
- Successfully initiated review of over almost two-decade-old case of uncompensated private landowners taken over by the government for infrastructure development in Gasu involving over 50 farming households

- Contributed to dialogue on initiating road construction towards Laya County in northern Bhutan
- Contributed to discussions leading to the start of Mendrelthang extended classroom in remote Lunana county for residents in the northern part located further away
- Successfully initiated conservation work on the Goen Obtso dzong ruins which is a critical piece of Bhutanese history and heritage. It led to the mapping of the ruin site by the National Library (Archeology) and the promise of conservation work in the future. It offers a valuable educational as well as tourism product linking to our heritage and the history of the founding of Bhutan
- Established the Gasap Phendey Thuendrel for communal vitality and contributed seed money
- Successfully secured resource support and rebuilt landslide-damaged Damji irrigation channel in south Gasa, avoiding critical loss in crop plantation season and income to farmers
- Facilitated drafting of the 1st National Council's Strategic Plan including setting up the Committee System as part of the in-house team
- Drafted the 1st House Rules of Procedure as part of the in-house team

Other engagements

Besides the several engagements mentioned below, has appeared numerous times to discuss various topics on national television, the Bhutan Broadcasting Service (BBS), and in the Bhutanese print media.

- Contributed feedback on the draft Bhutan Medical Health Council Rules and Regulations 2021 organized by the Bhutan Medical Health Council secretariat on March 24, 2021
- Panelist at the Bhutan Democracy Forum 2021 themed Being Apolitical in Democratic Bhutan organized jointly by the Royal University of Bhutan and Bhutan Center for Media & Democracy, March 2021
- Moderator, conversation series 5: Anticipatory Governance organized by Bhutan Center for Media & Democracy and UNDP Accelerator Lab, December 2020
- Speaker, Reset! At The Media Lab on Institutions: How do they Matter? organized by the Bhutan Centre for Media and Democracy on November 4, 2020
- Guest speaker, Introduction to Policy to Youth Initiative cohort organized by the Bhutan Centre for Media and Democracy on January 18, 2020

- Judge, 2nd National Youth Award / Young Achiever's Award organized by Youth Caring Community on August 12, 2019
- Guest speaker on Citizen Participation in Community Development in Paro organized by the Bhutan Centre for Media & Democracy on August 6, 2019
- Guest speaker, Legislation and Policy, 4th Cohort Certificate Course on Social Policy, Sherubtse College, July 23, 2019
- Elected Chair of the Drukgyel High School Alumni Silver Jubilee Celebrations, 2019
- Keynote speaker, Communicating Research for the Academia at Gaedu College of Business, February 18, 2019
- Guest speaker, Constitution and Parliament to the 6th Youth Initiative cohort organized by the Bhutan Center for Media and Democracy on January 25, 2019
- Speaker, Policy and Legislation, Policy Formulation and Analysis Training for the Assistant Research Officers of the National Assembly, October 2018
- Adviser/Judge, 1st National Youth Award organized by Youth Caring Community on August 12, 2018
- Speaker, Civic and political engagement of youth: Opportunities and Challenges, Amplifying Youth Voice, Innovation Lab Project, Bhutan Centre for Media and Democracy, February 2018
- Guest speaker, Leading for Change programme organized by the Bhutan Network for Empowering Women on January 28, 2018
- Guest speaker, Policy and Parliament to Youth Initiative cohort organized by the Bhutan Centre for Media and Democracy on January 18, 2017
- Delegate to the 18th Asia Pacific Parliamentarian's Conference on Environment and Development (APPCED) General Assembly in Seoul from November 10 to 12, 2016
- Panelist, Parliament and other State Actors on the Bhutan Broadcasting Service television on October 2, 2016
- Discussant, Parliament, State and non-state actors on the Bhutan Broadcasting Service Radio in Dzongkha on October 5, 2016
- Inaugural speaker at the launch of YOUturn platform for the youth at Youth Harmony Centre on September 9, 2016
- Speaker, Zhabdrung: A Beacon from Four Centuries at the 7th Edition of Mountain Echoes organized August 27, 2016

- Guest speaker, Parliament Processes to Bhutan Children's Parliament organized by the Election Commission of Bhutan on December 31, 2015
- Speaker, Political process and participation in Bhutan, Democracy and Leadership Workshop for Tertiary Students, Royal University of Bhutan, December 21, 2015
- Guest speaker, Leadership to youth participants at HAIKU camp organized by a Bhutanese living overseas on December 21, 2015
- Guest speaker, Youth Engagement and Support (YES) Forum at YDF Hall organized by Bhutan Transparency Initiative on October 28, 2015
- Discussant on leadership, social media, journalism and defamation law at the 2nd Bloggers Conference at Paro College of Education on October 26, 2015
- Moderator, Meet-the-Ministers session at the National Graduate Orientation Program (NGOP) at the Royal Institute of Management (RIM) organized by the Ministry of Labour and Human Resources on September 3, 2015
- Speaker, Parliament of Bhutan at the 1st Bloggers Conference on August 30, 2015
- Founding member, Community of Bhutanese Bloggers on June 24, 2015
- Participant, Media Dialogue at Paro in November 2014
- Judge, the Golden Youth Award Camp 2014
- Keynote speaker, Royal University of Bhutan Inter College Literary Meet, Gaedu College of Business Studies, June 2014
- National observer, working group meeting for a post MDG world, Thimphu in January 2013
- Panelist, Role of Media during elections at the Royal Thimphu College (World Press Freedom Day) organized by the Bhutan Centre for Media & Democracy on May 3, 2013
- Panelist, 4th Internet Governance Forum in Baku, Azerbaijan in November 2012
- Panelist, 1st Beyond Access conference in Washington DC, USA titled Responding to Citizen Needs in October 2012 (won competition prize of \$10,000 for/with READ Bhutan)
- Keynote speaker, Democracy Education organized by the Department of Youth and Sports under the Ministry of Education on September 15, 2012
- Participant, 1st International Conference on Right to Information (RTI) in Patna, India 2011

- Panelist, International Conference on the Role of Public Service Broadcasters held at Thimphu, 2010

National Project Coordinator, International Trade Centre (UNCTAD/WTO), EU-Bhutan Export Capacity Development project (Bhutanese handwoven textile, spices and bottled water), Thimphu

2006-2008

- Initiated the formation of the Spices and Herbs Association of Bhutan
- Developed a Documentation Centre in the Department of Trade
- Helped conduct value chain analysis of the Bhutanese handwoven textile sector
- Organized and coordinated “a product development programme” for the Bhutanese textile sector
- Organized and facilitated “a Bhutanese handwoven textile” exporter’s mission to Maison et Objet, Paris France
- Helped with a preliminary feasibility study of potentials for the export of Bhutanese bottled water
- Helped with a preliminary feasibility study of Bhutanese spices and export potential
- Trained Bhutanese weavers in association with the Handicrafts Association of Bhutan in the use of natural dye

Assistant Manager, Human Resources and Administration Department, Bhutan Power Corporation Ltd., Thimphu

2005-2006

- Successfully initiated, designed and developed a corporate Human Resource Management Information System (HRMIS) in-house
- Effectively implemented Performance Management System in Bhutan Power Corporation and improved corporate productivity and human resource management
- Coordinated corporate target setting exercises and benchmarking; Performance Based Incentive System (PBIS) for 2 years (2006 and 2007)
- Developed Corporate Service Rules and Regulations
- Contributed to Corporate Strategic Plan 2007 development
- Trained over 400 employees for over 60 hours on Human Resource matters to enhance productivity
 - Developed user manual for HRMIS and trained related IT and HR personnel for better service delivery
 - Appointed champion user of HRMIS and promoted in recognition

Assistant Foreign Exchange Officer, Royal Monetary Authority of Bhutan, Thimphu

2001-2002

- Processed hundreds of applications for FOREX releases
- Recorded all approvals of FOREX releases accorded by the head of the Department

Education

2002-2005 Master in Business Administration (Organization Behavior), Assumption University, Bangkok, Thailand

1999-2001 Bachelor of Commerce (Hons) Sherubte College (campus), University of Delhi (India), Trashigang, Bhutan

1997-1998 Class XII, Commerce, Indian Secondary Certificate, Yangchenphug High School, Thimphu

Research and Academic Awards

- Co-investigator, Arts and Humanities Research Council (AHRC) GCRF International Development Research Networking Scheme Large Grant, Project on 'Narratives for a Sustainable Biodemocracy: Bhutan and Beyond', (with Professor N. Kaul, Centre for the Study of Democracy, University of Westminster, UK), Two Year Project, 2020-2022 (extended because of the coronavirus situation)
- British Academy/Leverhulme Small Research Grant for a project on Narratives of Change in Northern Bhutan 2019-2020 Round (with Professor N. Kaul, Centre for the Study of Democracy, University of Westminster, UK)
- Global Challenges Research Fund (GCRF) Award, University of Westminster, 2019-2021 (with Professor N. Kaul, Centre for the Study of Democracy, University of Westminster, UK)

Training and Workshop

- World Bank's (OLC) Introduction to World Bank Environmental and Social Framework (ESG), March 2023
- Philanthropy University, Certificate of Achievement in Advocacy, March 2023
- International Program for Development Evaluation Training Global Outreach Series Better Policymaking through Evaluations – Training for Parliaments in the Asia Pacific, October 18 to November 11, 2021
- BSAFE, Certificate of Achievement, United Nations Department of Safety and Security, January 21, 2020
- Seminar on TRIPPS and Pharmacy, July 4, 2017
- Certificate course on Social Policy, December 21, 2016
- Seminar on Macroeconomic Performance Outlook and Budget Formulation for Parliamentarians, July 4, 2016
- Workshop on Leadership Program for Parliamentarians at the Royal Institute of Strategic Studies, Phuentsholing, March 3 to 17, 2016
- Sensitization Workshop on Population and Development, June 14, 2015
- Workshop on Parliament Committee System development, October 21, 2015

- Seminar on National Debt and related issues by the World Bank, Thimphu, August 14, 2014
- RSIS-WTO Parliamentarian Workshop, Singapore, May 25 to 27, 2014
- Seminar: Understanding the macroeconomic impact of the Budget, World Bank, August 30 & 31, 2015
- Certificate in Strategic Human Resource Management at DFI, the Philippines, April 9 to 14, 2006

Publications

- CSOs and digital engagement landscape in Bhutan, Digital Democracy Initiative, March 2024
- Review report on amending the National Disaster Management Act of Bhutan of 2013, Strengthening Policy Frameworks for Disaster Risk Management and Climate Change Adaptation, World Bank, November 2022
- [Virtual Workshop on Women's Participation in Local Government in Bhutan](#) (COVID-19 pandemic lockdown), August 2021
- Report on Parliament's Functionality in times of Emergency (business continuity plan), April 2021
- Report on Feasibility of setting up joint resource in Parliament, April 2021
- ['Bhutan – Bangladesh Relations'](#), Asia Dialogue, (with Professor N. Kaul, CSD, University of Westminster, UK) March 2020
- ['Bhutan – India Relations in the 21st century'](#), 9DashLine, with Professor N. Kaul, CSD, University of Westminster, UK March 2020
- Baseline Report of the current communication Methods, Tools, ICT Infrastructure and Skills that Parliament possesses/uses both for Internal and External Communications, October 2020
- Scoping Mission Report on Local Government Performance Assessment, February 2020
- [Report: Bhutan: Biodemocracy and Resilience Conference 2020](#)
- [Report: Bhutan: Biodemocracy and Resilience Conference 2019](#)
- Report on moving motions in the National Assembly of Bhutan, November 2019
- Analysis of Motion in the Parliament of Bhutan, November 2019
- [Report on the Review of Tourism Policy and Strategies to Parliament, December 21, 2016](#)
- [Report on the Quality of Education to Parliament](#), November 14, 2016
- Report on the Hydropower Policy and Programmes to Parliament, November 27, 2015
- Report on the Mining Policy and Programmes to Parliament, December 3, 2014
- [Report on the Review of Issues Pertaining to the Distribution of Liquefied Petroleum Gas and Superior Kerosene Oil in Bhutan, June 9, 2014](#)
- [Report on the Mining Sector to Parliament, February 25, 2013](#)
- [Report on the Review of the Economic Development Policy 2010, June 11, 2010](#)
- [Report on the Review of the Foreign Direct Investment Policy 2010 and Impact of Foreign Land Ownership: Issues and Concerns, June 16, 2010](#)
- Master's Thesis, "Relationship between individual attributes, organization support, demographic factors and job performance", Graduate School of Business, Assumption University (2005), Thailand

Skills

- Research
- Stakeholder Mapping and Engagement
- Surveys/FGDs/KIIs
- Data analysis
- Strategy development and implementation
- Communication
- Performance Management
- Computer applications (MS Office, WordPress)

Languages

Proficiency in reading, writing and speaking in:

- (i) English
- (ii) Dzongkha

Able to understand and speak:

- (iii) Tsangla (dialect spoken in eastern Bhutan)
- (iv) Hindi