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OFFICE OF THE ATTORNEY GENERAL

Seek Truth & Ensure Justice

ANNUAL REPORT

January 2024 – June 2025



“Laws are the foundation of order, security, prosperity, and social harmony. However, many countries face challenges due to an overabundance of laws, poor public understanding, and weak enforcement. This burdens the people and stifles innovation and enterprise. In Bhutan, we must ensure that laws, particularly those affecting the economy, are enacted swiftly and amended when necessary to create an agile, responsive legal system that fosters progress rather than impedes it. Such a system will be essential to ensure the smooth convergence of the GMC with the rest of Bhutan. Our goal is to establish one of the best legal systems in the world within the next 10 years.

Laws should serve the nation, its people, and the economy.”

- *His Majesty's Address to the Nation on 117<sup>th</sup> National Day*

## *Executive summary*

*The Annual Report of the Office of the Attorney General (hereinafter referred to as the Office) reaffirms its commitment to justice, rights protection, and the promotion of public trust, while highlighting achievements and challenges during the reporting period. The Office received 1,393 cases involving 2,424 defendants, mostly referred by the Royal Bhutan Police. 410 cases of drug-related offenses emerged as the most pressing concern. The Property and Judgment Enforcement Division received 1,189 cases, resulting in the restitution of BTN 36.127 million. The Office also issued 222 legal opinions, while ministries and dzongkhags litigated 92 cases, leading to the recovery of BTN 105.57 million. Key initiatives included a nationwide legal awareness programme, development of child protection guidelines with support from UNICEF, launch of the Justice Sector Strategic Plan 2024-2029, capacity-building for prosecutors, international engagement at the Universal Periodic Review, an MoU with Singapore's Attorney General's Chambers, and digitization of laws. Challenges persist, in the areas of specialized expertise, case management, professional development, prosecutor security, and legal officer deployment. Moving forward, the Office will focus on increasing efficiency, strengthening transparency, accountability and collaboration to uphold justice in Bhutan.*

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## **MESSAGE FROM THE ATTORNEY GENERAL**

It is my honor to present the Annual Report of the Office of the Attorney General, which reaffirms our unwavering commitment to justice, protection of rights, and strengthening of public trust. The progress reflected in this report has been made possible through the collective dedication of our team, close collaboration with the institutions across the justice sector and strong support from our donor agencies. Their commitment and cooperation have enabled the Office to carry forward its constitutional mandate with integrity and diligence.

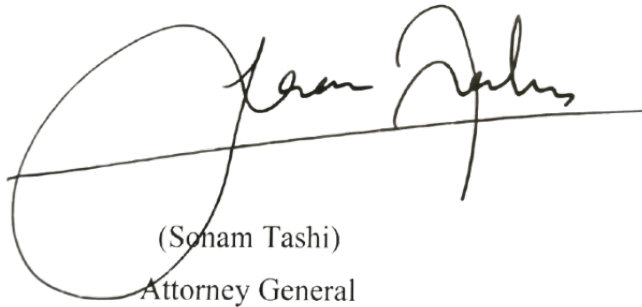
Over the past year, the Office has made significant progress in advancing case management, enforcing judgments, safeguarding public and private interests, and providing timely legal advice to the government, thereby contributing to sound decision-making and good governance. Our outreach efforts are equally significant, including the nationwide legal awareness program and the facilitation of the Justice Sector Strategic Plan 2024-2029, graciously launched under the patronage of Her Royal Highness Princess Sonam Dechan Wangchuck, which marked important milestones in strengthening the justice sector.

At the same time, the Office is mindful of the challenges it continues to face, particularly the growing demands for our services, limited human resources specialization, and the complexities of emerging legal issues. While these challenges test our capacity, they also provide opportunities to build resilience, enhance institutional efficiency, and embrace innovation in fulfilling our mandate. Looking ahead, the Office shall be guided by His Majesty's Diamond Strategy and will remain focused on strengthening professional capacity, improving service delivery, and



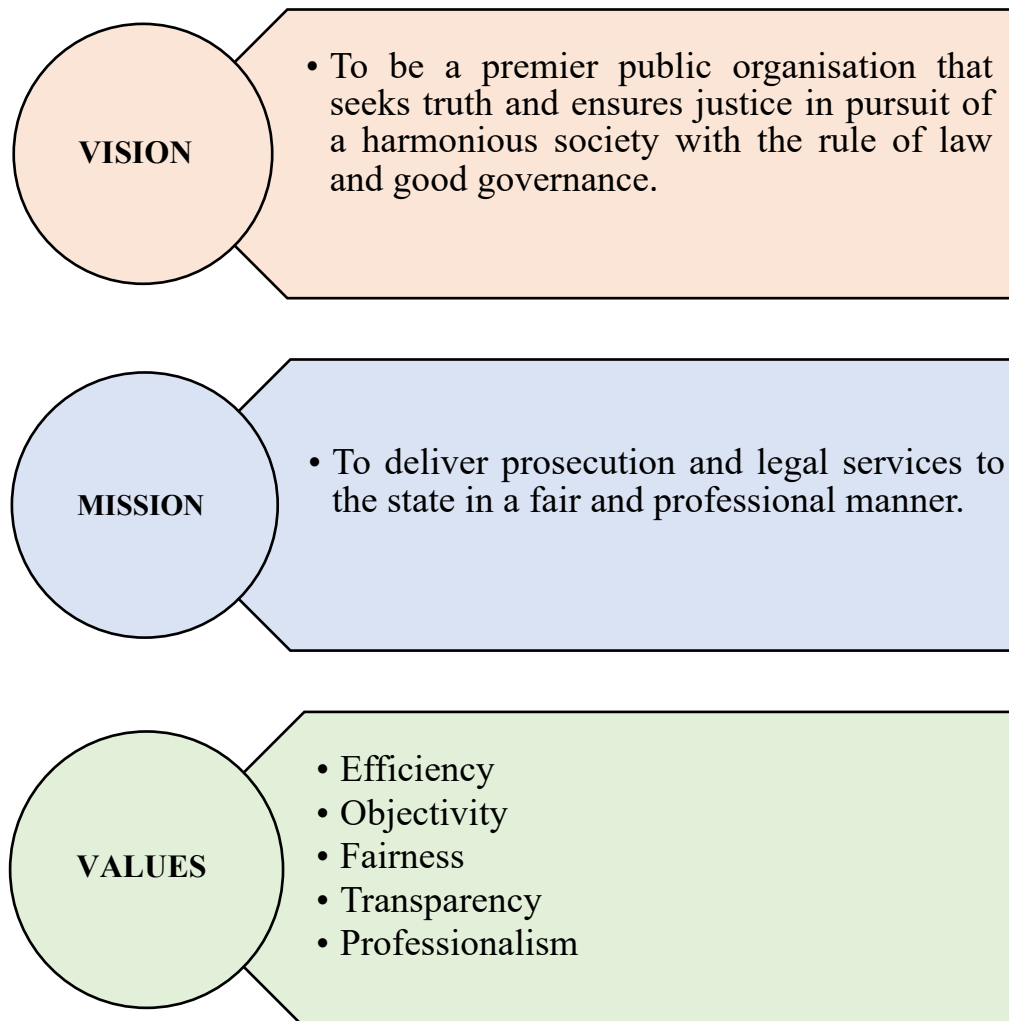
embracing digital transformation. We will also continue to promote public awareness of laws, thereby nurturing greater trust, accountability, and participation in the legal system.

As we move forward, I extend my deepest appreciation to all who have supported our work and stood with us in the pursuit of justice. The Office of the Attorney General remains dedicated in its mission to uphold the rule of law and serve the Tsa-Wa-Sum with commitment, integrity, and dedication.

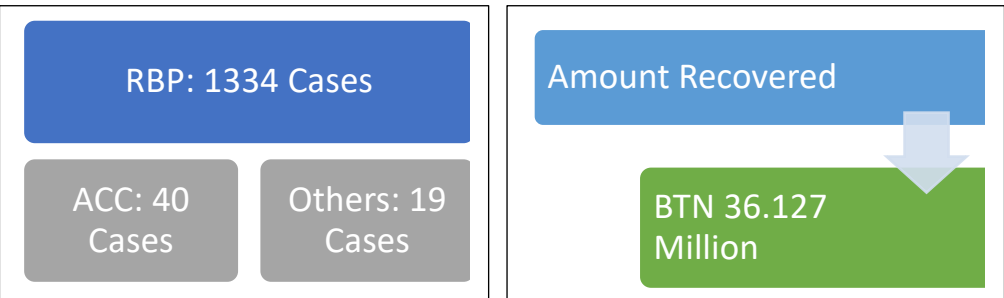


(Sonam Tashi)  
Attorney General

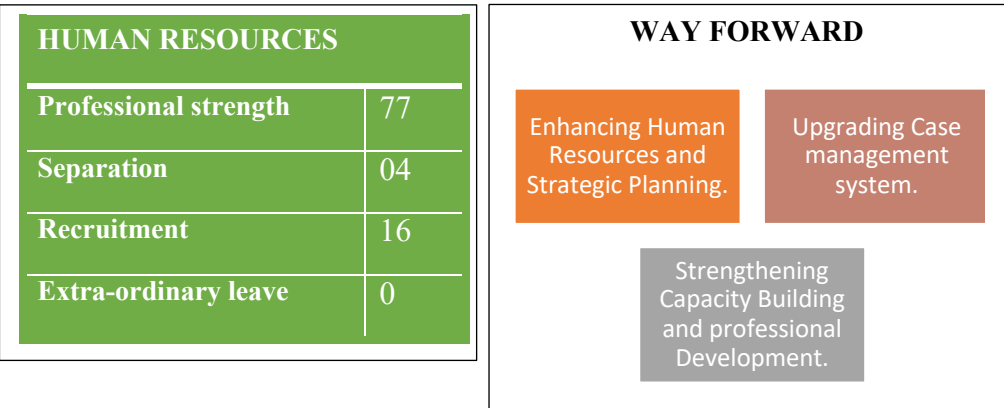
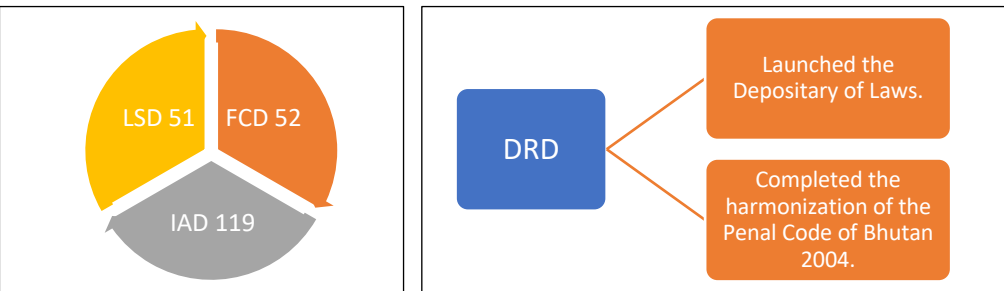
## VISION, MISSION AND VALUES



## OAG AT A GLANCE

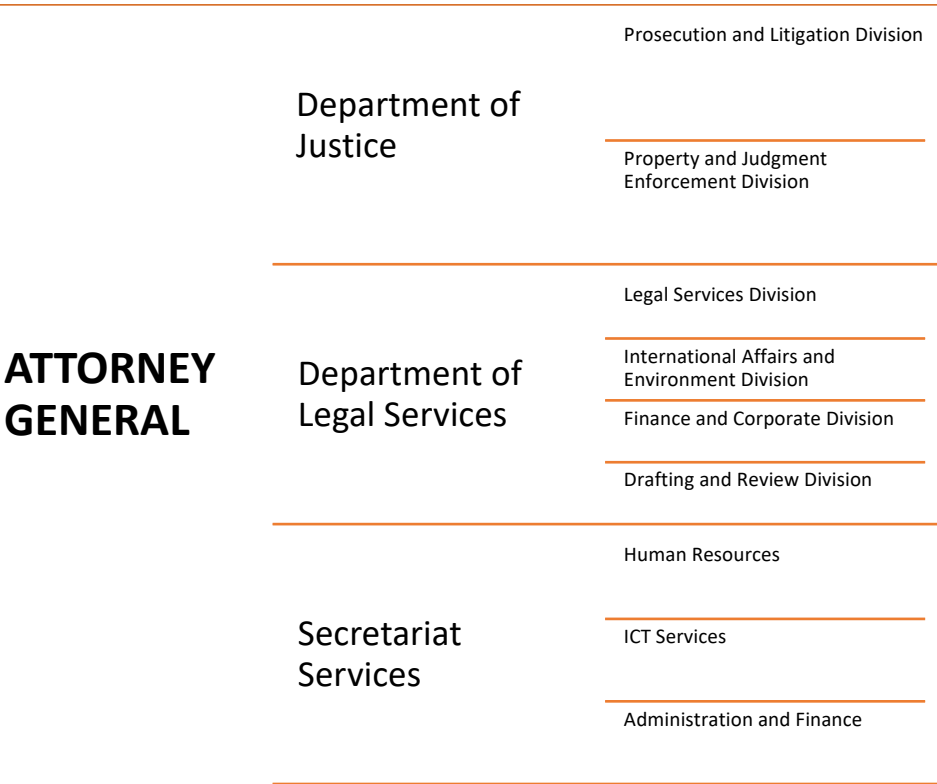


CASE STATUS IN NUMBERS		
CLOSED	APPEAL	UNDER REVIEW
947	65	83
RETURN	ITNDPS	DIVERSION
41	410	14





ORGANOGRAM



## REPRESENTING THE STATE

The Prosecution and Litigation Division (PLD) strives to be a central force in promoting justice, fairness, and accountability within Bhutan's legal system. Through its efforts, the PLD aims to advance transparency, protect public interests, and uphold the rule of law, reinforcing the State's dedication to delivering justice for all. By prosecuting criminal and civil cases with integrity, efficiency, and professionalism, the PLD plays a vital role in strengthening trust and confidence in Bhutan's criminal justice administration system. It is also committed to continuously enhancing our legal practices through capacity-building initiatives and collaboration with other agencies, ensuring that its service is both effective and in line with global standards of justice administration.

The PLD consists of 34 dedicated prosecutors, 25 for Royal Bhutan Police (RBP) cases and 9 for Anti-Corruption Commission (ACC) cases. The PLD is committed to ensuring public safety and promoting community trust by exercising its legal expertise and digital tools to ensure fair trials and expedite the prosecution process. It remains steadfast in upholding fairness, objectivity, and impartiality to deliver justice for victims, defendants, and the wider community. As it carefully assesses each case, it addresses a wide variety of offenses, from minor infractions to serious charges such as sedition, domestic violence, and large-scale financial fraud. What unites these cases is their potential to significantly affect both the individuals involved and the nation's economy.

The Office places significant impetus on child rights and welfare. Cases involving Children either as victims of violence or criminal activity, or as Children in Conflict with the Law (CICL) are accorded special attention. The provisions of Chapter 12 of the Child Care and Protection Act of Bhutan 2011, on diversion and alternatives to sentencing, are encouraged and the Office closely works with relevant stakeholders. Almost all cases involving CICL are afforded diversion and provided with alternatives to sentencing.

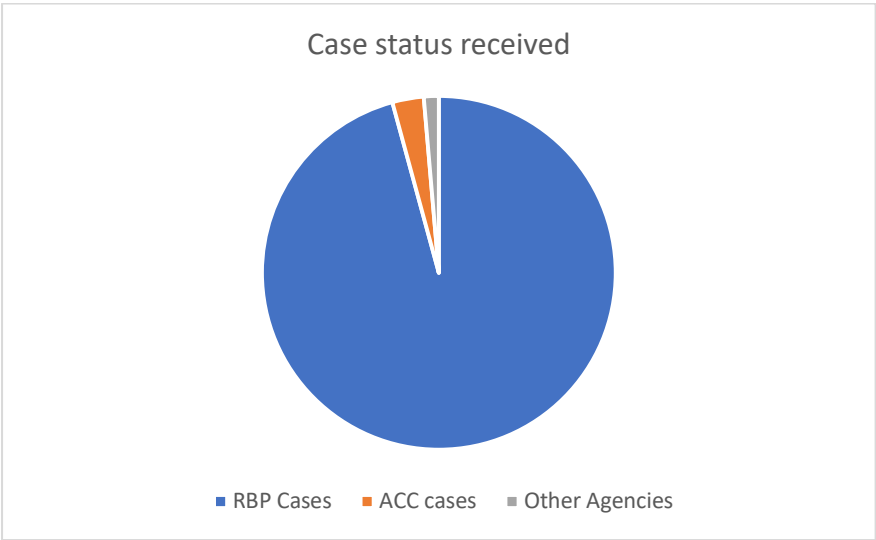
In an effort to improve the quality of criminal justice administration, the Office has adopted collaborative approaches with investigating partners such as the RBP, ACC, Royal Audit Authority (RAA), and other relevant agencies. On corruption-related matters, the Office and ACC hold focal meetings on a need basis. Likewise, the Office has adopted a multidimensional approach with the Crime and Operations Department of the RBP, whereby it collaborates and conducts guest lectures and sessions to investigators, crime clerks and prosecutors. To date, the Office has conducted three cohorts of sessions on Crime Scene Investigations and prosecution techniques, comprising a total of 46 Officers, 127 crime clerks, and 47 prosecutors. These sessions focused on advanced crime scene processing techniques, collecting and maintaining a clear chain of custody of evidence, drafting uniform charge sheets, prosecution techniques, and procedural law on search, arrest, and evidence.



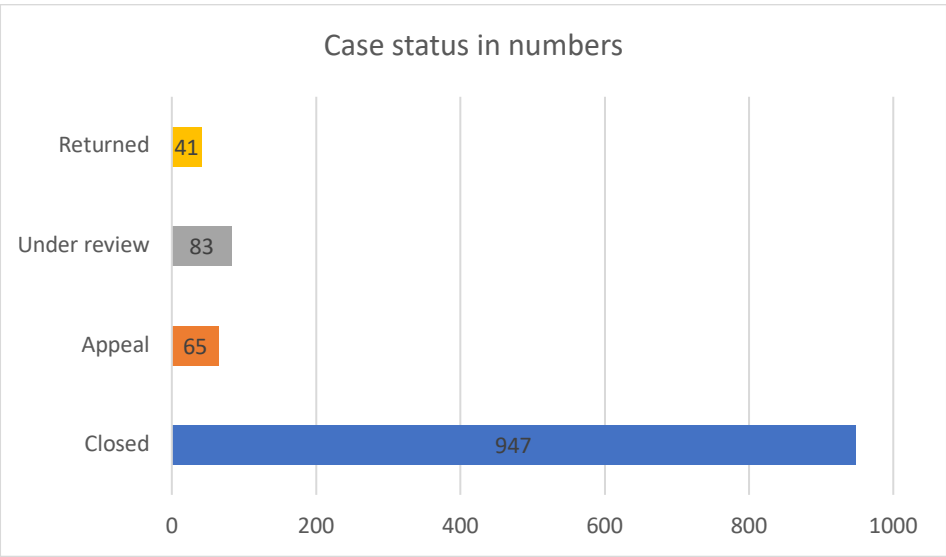
*Figure 1: Sessions on Crime Scene Investigations and Prosecution Techniques.*

The number of prosecutors in each Dzongkhag varies depending on the caseload, with some Dzongkhags having two to three prosecutors. Due to the high volume of cases referred from Thimphu, every prosecutor in the division is also assigned cases referred from the Dzongkhag. In addition, the division follows a mentor-mentee system, through which senior prosecutors with extensive experience provide guidance and support to their junior colleagues.

Highlights of Cases Received In 2024



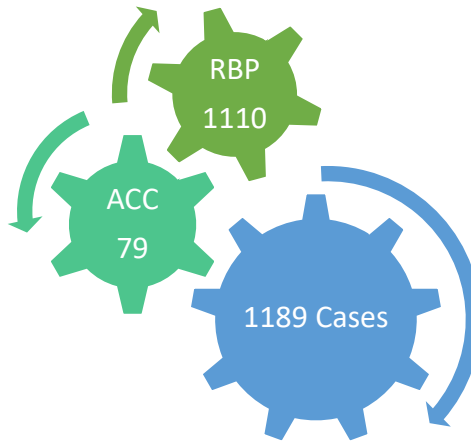
The Office received a total of 1334 cases from the RBP, 40 cases from ACC and 19 cases from ministries and agencies. Of these, 947 cases have been closed, 65 cases have been appealed, 83 cases under review and 41 has been returned. The rest remain under trial.



The Office recorded the highest referral of RBP cases from Thimphu Dzongkhag with 429 cases, and Gasa referred just one case. Of the numerous offences prosecuted, going by the nature of offence, illicit trafficking of narcotic drugs and psychotropic substance abuse (ITNDPS) was the highest with the Office registering 410 ITNDPS cases. Among the cases referred to by the ACC, embezzlement of funds was the most prevalent offense, involving the misappropriation of public or government resources by individuals entrusted with financial responsibility. This is followed by bribery, where individuals engage in illicit exchanges to influence official decisions, undermining integrity in governance. The third most common offense is abuse of function, where public officials misuse their authority for personal or political gains, leading to unfair advantages and resource mismanagement.

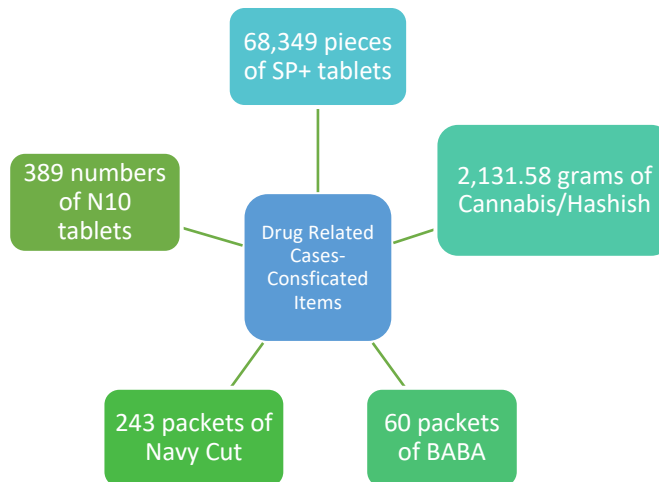
## **JUDGMENT ENFORCEMENT EFFORTS**

The Property and Judgment Enforcement Division (PJED), with a staff consisting of a Chief Attorney and five attorneys made significant progress in enforcing judgments and recovering restitution. The PJED received 1,189 cases, including 79 from the ACC and 1,110 from the RBP. Of the ACC cases, 23 were fully enforced, 37 interim-closed, and 19 pending. For RBP cases, 453 were closed, 113 interim-closed, and 544 pending.



*Figure 2. Total judgement enforcement received*

The PJED has recovered and restituted BTN 36.127 million to the government, various financial institutions, and victims. This reflects the division’s commitment to ensuring that justice is served and ensuring full compliance with the court’s orders regarding compensation for all parties. However, challenges in recovering and restituting still persist due to financial constraints faced by defendants.



*Figure 3. Breakdown of substances confiscated and disposed*



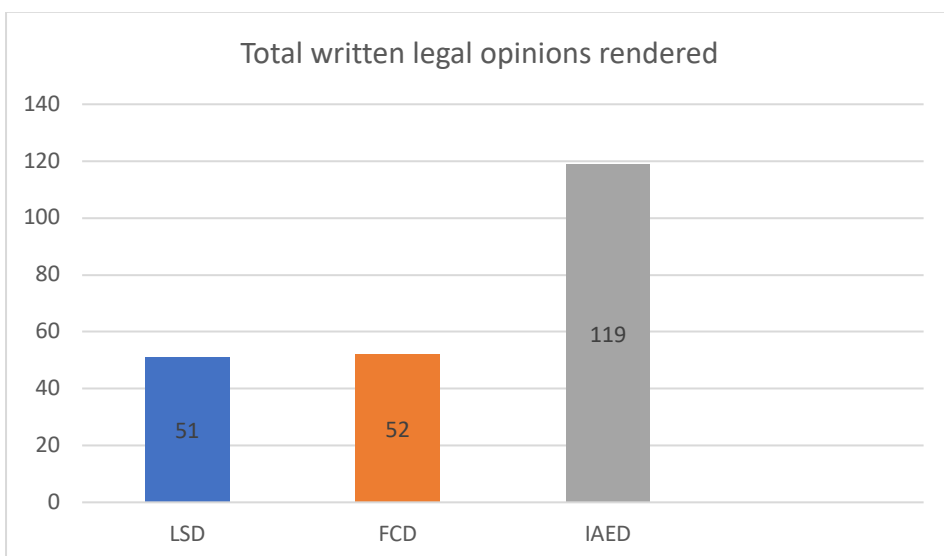
In addition, the surge in drug-related cases highlights the growing challenges faced by both the nation and the Office. As these offenses continue to rise, the division remains committed to addressing this pressing issue while balancing its broader enforcement responsibilities.

Moreover, the difficulty in enforcing judgments against defendants serving prison term remains a persistent challenge. Many cases are kept in abeyance, awaiting the possibility of future enforcement or until defendants are in a position to settle their restitutions after their release. This accumulates pending cases, particularly those involving corruption and financial restitution and calls for a more sustainable and long-term approach to judgment enforcement.

Additional Enforcement Efforts	
<b>Investigations</b>	The division investigated the property of 20 defendants, ensuring that assets were identified for potential restitution.
<b>Sealed Bid Auction</b>	One sealed bid auction was successfully conducted as part of asset recovery.
<b>Administrative Actions</b>	Administrative actions were taken against 15 individuals, ensuring accountability in the enforcement process.
<b>Community Services and Rehabilitation</b>	The division initiated community services and rehabilitation for 15 defendants as part of their reintegration efforts.
<b>Deportation and International Cooperation</b>	Five defendants were deported and Interpol services were utilized to facilitate enforcement in international cases.

## ADVISING THE GOVERNMENT

The Office has enhanced its efficiency by establishing specialized advisory divisions within the Department of Legal Services (DLS), with a staff of 17 attorneys. The Finance and Corporate Division (FCD) handles financial and corporate legal matters pertaining to financial and corporate affairs, the International Affairs and Environment Division (IAED) focuses on public international law, and the Legal Services Division (LSD) addresses constitutional, administrative, criminal, and other domestic legal issues. The Drafting and Review Division (DRD) review and draft bills, delegated legislation, and undertakes law harmonization and digitalization.



### *Legal Opinions and Advisory Services*

The LSD provided 51 legal opinions to the government on a diverse range of subjects including mutual legal assistance, contract agreements, constitutional medical, land s, as well as procedural, and penal laws. By offering expert guidance on these topics, the LSD ensured that the

government actions and policies adhered to legal principles and best practices, thereby promoting good governance and upholding the rule of law.

The FCD provided a total of 52 legal opinions, addressing a broad spectrum of complex and high-priority issues covering fiscal incentives, international loan and grant agreements, international commercial agreements, procurement contracts, interpretation of laws, including the Parliamentary Entitlement Bill, hydropower agreements, international consulting agreements, and reviewing of Memorandum of Understanding (MoUs). In addition, the FCD conducted a comprehensive legal analysis of the Multi-level Car Parking project, a significant infrastructure initiative, following directives from the Attorney General. This analysis underscored the FCDs ability to respond swiftly and effectively to a wide range of financial and corporate legal challenges.

The IAED provided legal opinions to the government agencies on 119 matters of international law pertaining to regional conventions, treaties, joint declaration, communique, letter of intents, agreements, and MoUs. These covered diverse subjects including research and development, technical and scientific cooperation, projects, the draft BIMSTEC Conventions on Extradition and Mutual Legal Assistance in Criminal Matters, proposed reservations and ratifications of conventions, establishment of the Solar Technology Application Resource Centre (STARC) in Bhutan, regional declarations, railway links, culture, sports, Bhutanese Special Economic Zones, consumer protection, financial intelligence, electoral management, climate change, geospatial systems, health, agriculture and livestock, tourism, corruption, trade, BIMSTEC

MoU on Mutual Cooperation in Diplomatic Training, organic waste management initiatives, media, data sharing, maintenance contracts, and educational programs.

The IAED remains deeply involved as a key stakeholder in the government's treaty-making process and the State's post-treaty reporting obligations. In 2024, this included contributing to the preparation and submission of inputs to the list of issues for the combined Sixth and Seventh Report of Bhutan on the United Nations Convention on the Rights of a Child (UNCRC) followed by presentation of the Reports to the Committee on the Rights of a Child during its 96th Session. Most recently, the IAED provided assistance in the preparation and presentation of the fourth national report to the UN Human Rights Council under the Universal Periodic Review (UPR) mechanism.

As mandated by the Office of the Attorney General Act 2015, the DRD is responsible for drafting and reviewing Bills and Delegated Legislations referred by the government, ensuring that laws are uniform, consistent, enforceable, and accessible to the public. During the reporting period, the DRD reviewed the Livestock Bill 2023/24, Goods and Services (Amendment) Act 2024, Excise Duty Act 2024, Jabmi (Amendment) Act 2024, and several delegated legislations, including the Foreign Direct Investment Rules and Regulations 2024 and the Geographical Indication Rules 2024. It also provided legal opinions on amendments and new legislation, including the Water Act 2011, Co-operatives and Farmers Group Bill 2024, Farm Road Development Guidelines 2025, and Competition Bill 2025. Notably, the DRD launched the Depository of Laws on 13 June 2025, providing free online access to 117 legislations,

and completed harmonization of the Penal Code of Bhutan 2004. It has also prepared to translate 10 International Humanitarian Law Conventions into Dzongkha, subject to budget approval.

LSD	FCD	IAED
<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Administrative</li> <li>• Penal Laws</li> <li>• Labour Laws</li> <li>• Local Government Laws</li> <li>• Codification of laws</li> <li>• Medical Laws</li> <li>• Text Interpretation</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Loans</li> <li>• Fiscal Incentives</li> <li>• Agreements</li> <li>• Arbitration</li> <li>• Contracts</li> <li>• Hydropower</li> </ul>	<ul style="list-style-type: none"> <li>• MoU</li> <li>• Treaties</li> <li>• Environment</li> <li>• IPR</li> <li>• Bonds</li> <li>• Air Service</li> <li>• UNCRC</li> <li>• UNCRPD</li> <li>• Regional Declarations</li> <li>• Memberships</li> <li>• WTO</li> </ul>

*Figure 4. An overview of the services provided by the Department of Legal Services*

### MILESTONES ACHIEVED BY THE OFFICE

#### *Development and Implementation of Child Protection Guidelines*

One of the Office’s significant achievements during the reporting period of the UNCRC was the development and completion of the Guidelines on the Protection of Child Victims and Child Witnesses in Bhutan along with a Training Manual, prepared in close collaboration and support from UNICEF. These resources reflect the Office’s continued commitment to strengthening child protection and ensuring access to justice for vulnerable children.

The guideline provide a comprehensive, rights-based framework to safeguard the dignity, and well-being of children who come into contact

with the justice system. The training manual serves as a practical tool to support the effective implementation of the guideline. To promote institutional capacity, the Office organized targeted training workshops for key stakeholders, including the RBP, National Commission for Women and Children, judiciary, and relevant civil society organizations. This initiative has enhanced coordination and service delivery across agencies, reinforcing Bhutan's commitment to upholding the rights of every child and aligning national practice with international child protection standards.

### ***Digitalization of Delegated Legislations***

The digitization of delegated legislations was a key initiative of the DRD in 2024. This effort builds upon the ongoing depository of laws and aims to archive and make delegated legislation publicly accessible. Additionally, the initiative also seeks to raise awareness of the delegated legislation that are introduced and adopted by various ministries, departments, and agencies. In collaboration with officials from other divisions, the DRD carried out the digitization of delegated legislation in March 2024. Over the course of a week-long workshop, a total of 130 delegated legislations and 7 international conventions were successfully digitized.

### ***Harmonization of Environmental Laws***

The office, with funding support from the Royal Society for Protection of Nature (RSPN), has initiated the harmonization of environmental laws. An action plan was developed by the working committee, and the consultants are engaged to carry out the task. The project is ongoing and will continue in 2026.

### ***Issuance of Official Staff Badges***

The Office issued official badges for the staff on 27 February, 2025. This serves as a mark of official identity, enabling prosecutors to enter court premises without undergoing frisking procedures, thereby streamlining daily operations, saving time and ensuring smoother access.



*Figure 5. Batch for the staff.*

### ***Institutional Gap Analysis***

The Office has undertaken an initiative of comprehensive workforce analysis to identify critical gaps and areas for development within the institution. This initiative has been supported by the ACC through the contribution of expertise from their Policy and Planning Division (PPD).



As part of the initiative, feedback was solicited from all staff, starting from support staff to the Attorney General, to ensure inclusive insights for the betterment of the Office. In addition to group exercises with each department, focused group discussions were held to gain a deeper understanding of the institution and the existing limitations that can be addressed. The feedback and suggestions collected are invaluable in strategizing and bridging the identified gaps.

## **INSTITUTIONAL LINKAGES AND COLLABORATION**

### ***International Representations and Institutional Linkages***

The Office had the privilege of representing Bhutan at the 4th Universal Periodic Review (UPR) held in Geneva from 2-10 November 2024, reaffirming the nation's commitment to promoting and protecting human rights while ensuring Bhutan's position and achievements are effectively articulated at the global stage. Through extensive consultations, the Office also strengthened networks with stakeholders, advancing collaborative, and sustainable progress in policy development and governance. Further, on 11 June 2024, the Office established an institutional linkage with the Attorney General's Chambers (AGC) of Singapore through the signing of a Memorandum of Understanding, marking the beginning of close collaboration under its framework. Building on this milestone, the Office aims to expand such institutional partnerships with Attorney General's Offices in other countries to enhance Bhutan's international legal expertise and strengthen its capacity to engage in global legal discourse.

### ***Tripartite meeting with ACC and RAA***

The third Tripartite Meeting between the ACC, OAG, and RAA concluded with several significant resolutions aimed at enhancing institutional coordination, ensuring consistency, and improving overall efficiency. A

key outcome was the endorsement of the Standard Operating Procedure (SOP) on Missing Persons in March 2025, which underscored the importance of due diligence and clarity in handling such cases. To formalize collaboration, a Memorandum of Understanding among the three agencies was signed, reinforcing a shared commitment to effective implementation of resolutions.

Additionally, a centralized case referral and data-sharing platform was officially launched in June 2025, providing a mechanism to address longstanding issues of data inconsistency and enforcement challenges. The meeting also agreed on the uniform application of a 24% penalty under Section 209 of the CCPC, accompanied by clear recovery guidelines to ensure fairness and legal certainty. Recognizing the practical challenges posed by workload and resource constraints, the agencies collectively resolved to review and adjust the Turnaround Time (TAT) for case processing, while maintaining it within a maximum limit of 18 months. Furthermore, it was decided that all financial figures related to crime proceeds will be consolidated between the RAA and ACC prior to submission to the OAG, to minimize discrepancies and safeguard the credibility of prosecution.



*Figure 6. Auditor General, Attorney General and ACC Chairperson at the Tripartite meeting in Panbang.*

## **LEGAL AWARENESS PROGRAMME**

In response to rising crime rates and their social and economic impact, the Office, in line with Section 51(3) of the OAG Act, initiated a nationwide legal awareness programme to strengthen public understanding of the law and improve access to justice. Targeting local government officials and dzongkhag sector heads, the programme engaged communities in discussions on the constitutional and statutory roles of the OAG, marriage and penal laws, drug-related offences, and other pressing legal concerns. It also provided information on essential services such as notary functions and state-funded legal aid, enabling citizens to better understand the justice system.

The initiative emphasized the importance of bringing legal services closer to communities, advancing awareness at the grassroots level, and reinforcing His Majesty the King's vision of a just and harmonious society.

Officials from the Office, Public Notary Office, and Legal Aid Centre played a central role in delivering these sessions, ensuring that participants understood both their rights and the mechanisms available for legal redress. Through these combined efforts, the Office has demonstrated its commitment to upholding the rule of law, strengthening legal institutions, and promoting justice and equity across Bhutan.



*Figure 7. Legal advocacy in Gasa Dzongkhag*



*Figure 8. Legal advocacy in Samtse Dzongkhag*

## **JUSTICE SECTOR PROGRAMME**

Following the successful completion of the Justice Sector Programme (2019-2023), the Justice Sector Strategic Plan Phase II (JSSP II) 2024-2029 was developed and officially launched on 19 November 2024, graced by Her Royal Highness Princess Sonam Dechan Wangchuck. This milestone reflects Bhutan's continued commitment to building an inclusive, effective, and accessible justice system, underpinned by transparency, the rule of law, and public oversight. As Secretariat of the Justice Sector since 2021, the Office has played a central role in coordinating stakeholder workshops, with support from UNDP and UNICEF. This has ensured the active participation of all justice institutions in shaping the new strategic framework.

The inclusion of the PEMA Secretariat and the Legal Aid Center as new members of the justice sector has further enriched collaboration and broadened the scope of reform. The PEMA Secretariat ensures that mental

health and mental well-being are integrated into justice initiatives, promoting a holistic and compassionate approach to individuals facing such challenges. The Legal Aid Center strengthens access to justice for marginalized groups by providing essential legal support, ensuring fairness regardless of socio-economic status. Together with the nine core partners, these institutions bring diverse expertise, reinforcing the sector's capacity to deliver comprehensive and inclusive justice services.

The endorsement of JSSP II provides a guiding framework for justice sector reforms aligned with Bhutan's 13th Five-Year Plan, national priorities, and global best practices. It lays out forward-looking objectives to enhance inclusiveness, effectiveness, and accessibility across the justice system. In addition, the Justice Sector Secretariat has been formally relocated to the Jigme Singye Wangchuck School of Law under the name The Wisdom Center, strengthening collaboration with research institutions. This relocation is expected to build institutional capacity, promote evidence-based policymaking, and advance legal reform, ensuring that Bhutan's justice system continues to evolve in line with the nation's aspirations for a just and harmonious society.





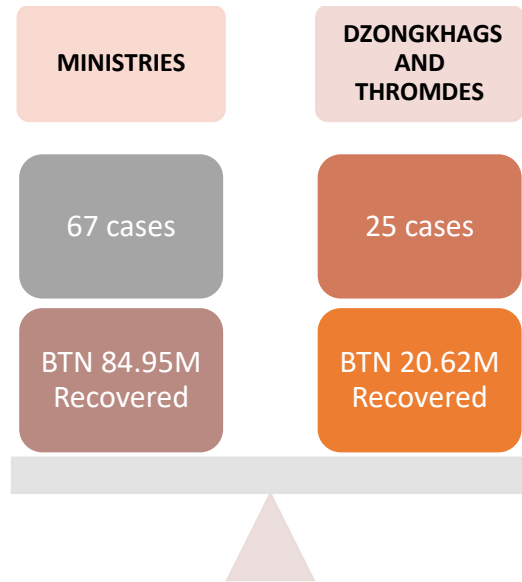
*Figure 9. Donors and Heads of Justice Sector Institutions with HRH Princess Sonam Dechan Wangchuck*

## **DZONGKHAGS AND MINISTRIES**

The Office serves as the parent agency for legal officers stationed in the dzongkhags and various ministries. It plays a critical role in upholding uniformity, consistency, and quality within the nation's legal framework. The Royal Civil Service Commission (RCSC) has approved the staffing pattern for legal officers in both dzongkhags and thromdes. However, as of June 30, only six dzongkhags and three thromdes have designated legal officers, highlighting a significant gap in legal representation at the local government level.

The ministries has litigated a total of 67 cases and restituted a sum of BTN 84.95 million from cases, refunds, fines, etc. The six dzongkhags and thromdes with legal officers have litigated a total of 25 cases and recovered a sum of BTN 20.62 million.

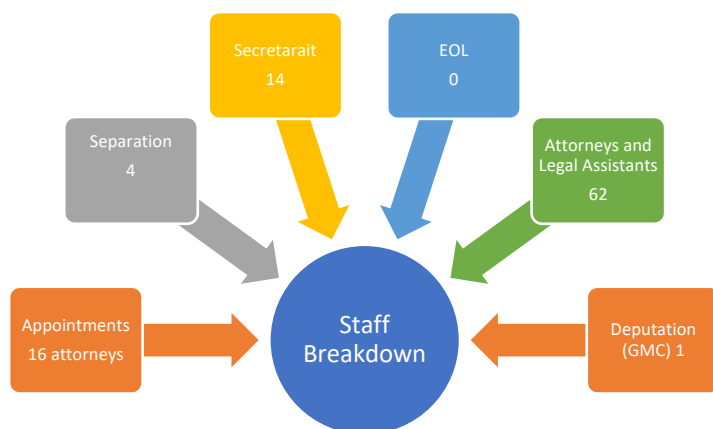




## HUMAN RESOURCE MANAGEMENT

Compared to the previous years, the attrition rate has dropped down significantly and the divisions have adequate staff to manage the mandates of the Office. While the Office has recruited new prosecutors to address the shortages, the Office still lacks specialized staff in fields such as criminal law, finance, taxation, public international law, and more, which limits its ability to address a wide range of legal issues effectively.

Despite these difficulties, the Office remains committed to fulfilling its mandate to uphold the rule of law and protect the right of all. The Office has consistently utilized all available resources to meet its obligations, even in the face of these constraints.



## KEY CHALLENGES

### *Human Resources and Strategic Planning*

The Office faces limitations in its human resource capacity, which impedes effective planning and execution of its mandates. Strengthening the workforce and aligning human resources with strategic goals is critical to improving overall operational effectiveness.

### *Case Management Systems*

The Office requires significant improvements in its internal case management system to enhance the tracking of cases, collection of managerial data, and the dissemination of performance metrics. Although the Office has initiated the implementation of the Enterprise Legal Management System (ELMS), it remains underdeveloped and is not yet fully functional.

### *Capacity Building and Professional Development*

There is a notable gap in the professional development of staff, particularly in specialized legal knowledge and skills. Addressing this gap is essential

to meet the growing demands placed on the Office and to ensure that the staff are equipped to handle emerging legal challenges.

### ***Lack of Specialized Legal Expertise***

Due to resource constraints, the Office has been unable to specialize in specific areas of law. As a result, complex legal matters are often addressed with a generalized approach, which may undermine the effectiveness of legal services. Specialization would enhance the Office's ability to manage complex cases effectively.

### ***Security for Prosecutors***

The Office has significant concerns regarding the safety and security of its prosecutors, many of whom face threats and intimidation while performing their duties. Strengthening security measures is essential to protect the safety of the legal professionals and ensure the smooth functioning of the Office.

## **WAY FORWARD**

### ***Enhancing Human Resource and Strategic Planning***

Building on the comprehensive analysis by the PPD from ACC, the Office plans to undertake strategic organizational restructuring to better align its structure with institutional needs and staff development priorities. This includes addressing critical gaps identified through staff consultation. The Office plans to promote a culture of continuous improvement by implementing structured performance evaluation linked to organizational goals, promoting professional growth and accountability. This aims to create an agile, responsive, and supportive institutional framework, positioning the Office to be operationally effective and prompt staff well-

being. Strengthening planning processes through long-term capacity forecasting will ensure better alignment of resources with emerging legal challenges.

### ***Upgrading Case Management Systems***

Immediate attention has been given to fully develop and implement the ELMS to improve case tracking, data collection, and performance measurement. A dedicated team has been tasked to oversee the completion of the system. The Office further aims to invest in training staff to effectively use the system, ensuring that the tool is integrated into daily workflow to enhance efficiency and accountability.

### ***Strengthening Capacity Building and Professional Development***

The Office aims to prioritize the establishment of a robust professional development framework. This includes specialized training programs in emerging legal areas. Collaborating with academic institutions, legal bodies, and international organizations to provide access to cutting-edge research and development opportunities will allow the Office's staff to remain equipped with the knowledge and skills to lead in the legal profession.

### ***Enhancing Security Measures for Prosecutors***

Given the heightened risks faced by prosecutors, the Office is encouraged to collaborate with law enforcement and relevant agencies to develop a comprehensive security framework for its staff. Strengthening security protect prosecutors and ensure that they can perform their duties safely and effectively, contributing to the smooth functioning of the justice system.

## Organizational Staffing Structure

Position Title	Male	Female	Total
Attorney General	1	0	1
Chief Attorneys	4	1	5
Dy. Chief Attorneys	7	4	11
Senior Attorneys	3	4	7
Attorneys	11	24	35
Legal Assistants	3	1	4
Language Development Officer	1	0	1
Human Resource Officer	1	0	1
Administrative Assistant	0	1	1
ICT Associate	0	1	1
Store Keeper	0	1	1
PA to Attorney General	0	1	1
Receptionist	0	1	1
ESP/GSP	2	1	3
Drivers	4	0	4
<b>Total</b>	<b>37</b>	<b>40</b>	<b>77</b>

## Coverage of Legal Officers across Agencies

Ministries/ Dzongkhags/ Thromdes	Male	Female	Total
MoHA	0	2	2
MoF	4	2	6
MoFAET	1	1	2
MoESD	1	1	2
MoIT	2	1	3
MoENR	1	5	6
MoH	1	1	2
MoICE	3	0	3
MoAL	0	1	1
Haa	0	1	1
Chukha	0	1	1
Paro	1	0	1
Punakha	1	0	1
Samtse	0	1	1
Sarpang	1	0	1
Thimphu Thromde	1	1	2
Phuntsholing Thromde	0	1	1
Gelephu Thromde	1	0	1
<b>Total</b>	<b>18</b>	<b>19</b>	<b>37</b>



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