



COMMUNITY FOR SKILLED WORKERS

CONSTITUTION AND BYLAWS OF THE COMMUNITY FOR SKILLED WORKERS (C4SW) 2025



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Definitions and Acronyms

Community: An organization representing local skilled workers, particularly plumbers and electricians, with the flexibility to incorporate additional occupations or trades in the future. This community will gradually be transformed into a cooperative as it gains experience and establishes a solid legal foundation.

Retention money: 10 percent of the payment withheld by the community during the execution of a project by the members to ensure financial security that can be used to address any defects or issues within the one-year warranty period.

ASSURE - Affordability, Service Quality, Safety, Unity, Reliability, and Efficiency

CSO - Civil Society Organization

C4SW - Community for Local Skilled Workers

DoL - Department of Labour

MoICE - Ministry of Industry, Commerce, and Employment

OHS - Occupational Health and Safety

OJT - On-the-Job Training

RPL - Recognition of Prior Learning

ROICE - Regional Offices of Industry, Commerce, and Employment

SOP - Standard Operating Procedure

TVET - Technical and Vocational Education and Training

1. Introduction

In line with Bhutan's national goals of achieving self-reliance and self-sufficiency, and guided by the Labour and Employment Act of Bhutan 2007, the Department of Labour (DoL) under the Ministry of Industry, Commerce, and Employment (MoICE) is spearheading initiatives to promote local skilled workforce. This approach will foster a workforce that promotes economic growth, local employment, and self-reliance in the country.

Despite the availability of a pool of local skilled workers, including TVET graduates and experienced Bhutanese workers, many of them remain underutilized due to limited market access and inadequate institutional support. This discouragement has reduced their employment opportunities thereby contributing to the underemployment and unemployment rates. To address these challenges, DoL seeks to support these local skilled workforce, to encourage their active engagement thus leading to economic growth, self-employment, and building a robust, self-sustaining national workforce.

2. Vision and Mission

Vision: Empowering skills, fostering unity and building excellence.

Mission: To empower skilled workers with opportunities and support, driving excellence, competitiveness, and customer confidence through collaboration.

3. Scope

This applies to:

- Local plumbers and electricians (current) and carpenters, welders, painters and other skilled workers (future) registered with the DoL.
- The community formed to represent local skilled workers.
- Relevant stakeholders led by the DoL and ROICES.
- Enforcement officers and monitoring team.

4. Purpose and Objectives of Community for Skilled Workers (C4SW)

4.1.Purpose: Provide framework for the formation, governance and operation of C4SW to ensure quality service, market competitiveness, sustainability, efficiency, reliability and resilience.

4.2.Objectives:

- i. Establish a sustainable and well-coordinated C4SW to represent and support national skilled workers.
- ii. Promote skilled workers and their market competitiveness in compliance with relevant laws and regulations.
- iii. Deliver quality and reliable services at fair prices.
- iv. Foster coordinated efforts among stakeholders to strengthen Bhutan's labour market and build a skilled, reliable workforce.

5. C4SW Core Principles: We ASSURE

Affordability: We ensure competitive and fair pricing by aligning rates with market trends and regularly adjusting them based on customer and stakeholder feedback.

Service Quality: We ensure quality, professionalism, and timely service by setting standards through certification, training, and regular audits.

Safety and Professionalism: We ensure professionalism and workplace safety through OHS compliance and adoption of workplace safety measures.

Unity and Teamwork: We foster unity and cohesion to achieve common goals, group branding, and outperform competitors, including illegal groups.

Reliability and Guarantees: We ensure reliable, trustworthy services with a warranty system, providing customers security and accountability for any service defects within the warranty period.

Excellence: We pursue excellence through the adoption of modern technology and methods, delivering superior results while ensuring the highest standards and minimizing additional costs for customers.

SECTION 1 CONSTITUTION

Name: Community for Skilled Workers (C4SW)

Membership

1. Eligibility:

- Open to all skilled Bhutanese workers aged 18 and above.
- Bhutanese willing to abide by C4SW constitution & bylaws.

2. Types of Membership:

- i. Current members: local plumber and electrician.
- ii. Future members: welders, carpenters, painters and other skilled workers.

3. Rights of the Members:

- Elect and be elected to govern the Community.
- Enjoy the use of all facilities and services of the Community.
- Receive periodically and regularly or upon request a statement of account in respect of his/her transaction with the Community.
- Access to all legitimate information relating to the Community including internal regulation, meeting minutes, account inventories and investigation report.
- Vote on all matters put before the General Meeting of the Community.

Governance Structure

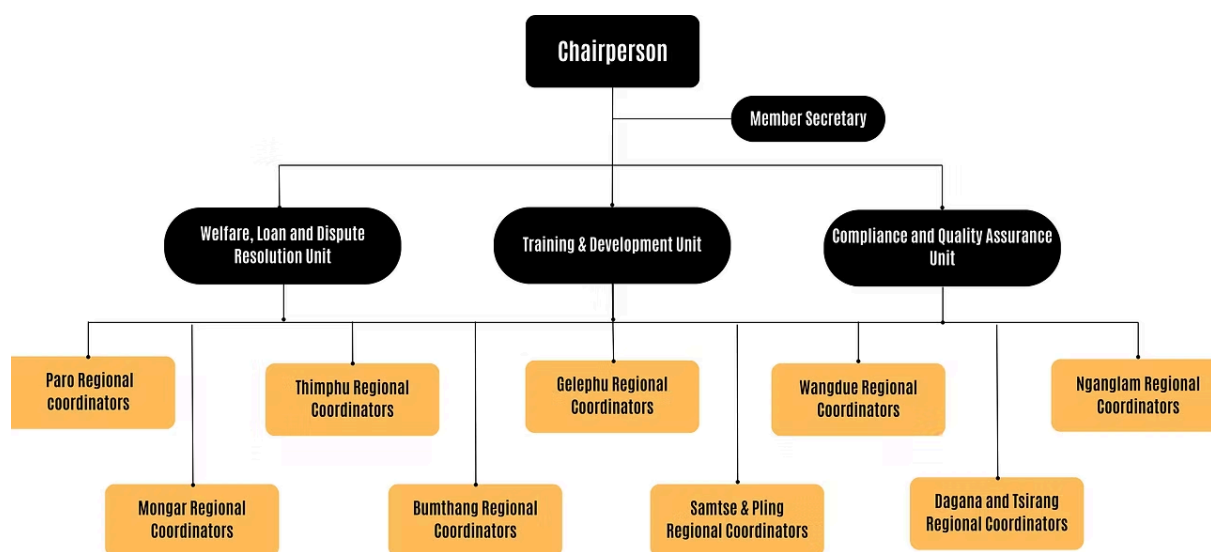


Figure 1: Governance structure

1. General Assembly

- A decision-making body composed of Executive Members and Regional Coordinators.
- Endorse policies, budgets, and major decisions for C4SW.
- Convene quarterly to review performance and approve plans.

2. Executive Committee

- Chairperson:** Overall leadership and external representation.
- Head of three units:** Specific leadership on the respective units of C4SW.
- Regional Coordinators:** Coordination with members at regional level.

3. Community Units

The respective subcommittee will be headed by the head of the unit:

- Welfare, Loan, and Dispute Resolution Unit
- Training and Development Unit
- Compliance and Quality Assurance Unit

4. Roles and Responsibilities:

4.1. Chairperson:

- Coordinate with the Department of Labour to effectively execute the functions of C4SW.
- Promote the C4SW and facilitate expansion of membership.
- Represent members in dialogues with government agencies, industry stakeholders, and regulatory bodies.
- Provide feedback mechanisms for members to influence community decisions and initiatives.

4.2. Welfare, Loan and Dispute Resolution Unit:

With the support and guidance of the DoL, the unit shall undertake the following activities:

- Explore funding opportunities for the C4SW.
- Establish a C4SW Revolving Fund through annual membership fees and external funds.
- Act as chair of C4SW Fund Management Committee (CFMC).
- Manage, record and distribute the revolving fund to members.
- Facilitate members in loan appraisals and applications.
- Establish a dispute resolution mechanism.
- Resolve conflicts and foster a collaborative and harmonious community environment.
- Resolve customer concerns professionally and promptly to build trust and confidence.

- Demonstrate accountability by taking responsibility for errors and ensuring corrective actions.

4.3. Training and Promotion Unit:

The unit, with the support and guidance of the DoL, shall carry out the following activities:

- Facilitate partnerships and create networking opportunities among members and external organizations for upskilling and reskilling programs.
- Coordinate workshops, refresher courses, and training programs in coordination with relevant agencies.
- Initiate OJT and mentorship programs, pairing experienced workers with trainees and fresh graduates.
- Establish a cohesive and professional identity (C4SW member card).
- Undertake marketing and branding efforts through social media, trade fairs, and campaigns.
- Partner with contractors and local governments to prioritize hiring local skilled workers for public and private projects.
- Compile success stories and testimonials from satisfied clients to build trust and credibility.
- Establish partnerships with suppliers for affordable tools, equipment, and materials, while overseeing the allocation of resources and C4SW assets to support members.

4.4. Compliance and Quality Assurance Unit

The unit shall uphold following professional standards and regulatory compliance with the guidance and support from the DoL:

- Promote professional standards, ethical practices, service quality, and reliability to uphold the community's reputation and ensure excellence.
- Ensure regulatory compliance by keeping members informed of relevant laws and licensing requirements.
- Promote delivery of quality work, exceeding customer expectations with high standards of craftsmanship and professionalism.
- Ensure compliance with OHS regulations to ensure safe and secure work environments.
- Provide reliable warranty services to ensure customer satisfaction and accountability.
- Encourage the use of advanced tools and technologies for efficient, precise service delivery.

- Commit to timely completion of projects to build reliability and trust.
- Support the Labour Officers or other monitoring teams to conduct workplace inspections.
- Develop a customer feedback system to continuously improve service quality and meet client expectations.

4.5.Member Secretary

The Member Secretary shall execute the following responsibilities under the guidance of the Executive Committee:

- Schedule and coordinate quarterly meetings.
- Prepare agendas and record/distribute meeting minutes.
- Ensure decisions and resolutions are effectively convened.
- Maintain records of activities and prepare progress reports in coordination with Regional Coordinators and Unit heads.
- Manage daily administrative operations of the C4SW.
- Ensure timely implementation of decisions.
- Maintain and update the financial status of the C4SW to the Executives and Regional Coordinators.

4.6.Regional Coordinators

The Regional Coordinators shall perform the following responsibilities in coordination with Executive Committee and the Member Secretary:

- Coordinate meetings at the regional level.
- Collaborate with team members and regional offices of the government to maintain records of activities and prepare progress reports for respective regions.
- Provide administrative and logistical support as required at the regional level.
- Ensure the expansion of new members at the regional level.
- Ensure regulatory compliance by keeping members informed about relevant laws.
- Promote C4SW within the region.
- Explore alternative funding sources at regional level.
- Ensure the membership fees are collected promptly at regional level in collaboration with Member Secretary.
- Maintain and submit the required documents of the members and worksites to the Member Secretary.

Meetings

- **Annual General Meeting:** Member Secretary of C4SW, under guidance of the chairperson shall convene an Annual General Meeting to update and discuss;
 - (a) Membership progress and report,
 - (b) Financial progress and report, and
 - (c) Annual progress and report.
- **Monthly progress report meeting:** The executive committee shall meet monthly to oversee operations.
- **Special or ad hoc meeting;** Special or ad hoc meetings shall be convened only by the Executive Committee upon approval of the chairperson for urgent matters.
- **Quorum and disqualification:** All the meetings shall be convened only upon fulfillment of required quorum (minimum of two-third of members) and a member who fails to attend three consecutive meetings shall be de-registered from the membership, except in special cases approved by the Executive Committee.

C4SW Revolving Fund Management

1. Policy/Purpose

The C4SW Revolving Fund is established to support activities including warranties, operations, marketing, service improvements, and subsidized loans.

As the revolving fund grows, its scope will expand to provide financial support for essential tools, equipment, and training for members, strengthening their professional capabilities.

2. Funding Sources

2.1.Membership Fees

- Membership fees shall be structured as follows:
 - Nu 5000 per year for members with over 6 months of service experience.
 - Nu 2000 for fresh technical graduates (under 6 months of service experience).

2.2.Interest Earned from Retention Money

- The interest generated from the retention fund will be one of the funding sources to the C4SW Revolving Fund.

2.3.Seed Money or Contributions from Government and Donors

- 1% of the contract amount from each worksite to be contributed as the seed money of the C4SW.

- Financial contributions from government agencies and donor organizations will serve as additional sources of funding.
- The government's interest-free loans (if approved) can act as seed capital or a supplement to the revolving fund, providing initial liquidity for the community.

2.4.Profits earned from any other C4SW initiatives

- Any profits generated through initiatives coordinated by the C4SW will be reinvested into the revolving fund, ensuring its growth and sustainability.

3. Fund Management and Utilization

3.1.Fund Management Committee

- The Fund Management Committee consists of a Regional Coordinator from each respective region.
- The Committee members shall be elected during the Annual General Meeting.
- The Fund Management Committee has the responsibility to:
 1. Develop clear fund management guidelines, including transparent allocation mechanisms, repayment terms (if applicable), and monitoring processes.
 2. Set annual contribution targets and payment deadlines to ensure timely replenishment of the fund.
 3. Open a joint account with a reputed financial institution to facilitate transactions and ensure accountability.

3.2.Fund utilization

- The C4SW Revolving Fund will contribute to cover C4SW's operational expenses and administrative costs determined during the Annual General Meeting.
- The 10% retention fund may also be used to address service defects during the 6 months warranty period if the principal member is unavailable or unable to fulfill their obligations.

3.3.Disbursement Mode and Approval Authority

The Chairperson is the ultimate Approving Authority for fund disbursement for admissible expenses such as:

- i. Salary for Member Secretary
- ii. Rental for Office
- iii. Utility bills (electricity, water, sewerage)

- iv. Vehicle maintenance and fuel (if applicable). However, the ceiling of expenditure shall require endorsement from the Fund Management Committee.
- v. Office equipment and stationeries such as printer, cartridge, files, papers, cello tapes, glue, sticky pad, stamp pad, seal, signboard upon the endorsement of the Fund Management Committee.
- vi. Any other relevant plans, programs and procurements endorsed by the Fund Management Committee.

The Chairperson is empowered with the ‘discretion power’ of up to Nu.50,000 annually by the Fund Management Committee. However, the Chairperson is responsible to furnish the expenditure heads and detailed record of expenses incurred.

3.4.Auditing and Accountability Committee

- The Auditing and Accountability Committee comprises a Regional Coordinator from each respective region.
- The Committee members shall be elected during the Annual General Meeting.
- The Auditing Committee shall be responsible to:
 - i. Conduct quarterly audits to assess governance, operational efficiency, and adherence to the ASSURE Principles.
 - ii. Engage an independent or internal review committee to evaluate financial statements, and membership activities.
 - iii. Publish and share audit results and financial statements to maintain transparency and build trust among members and stakeholders.

Code of Conduct for C4SW members

The C4SW members shall:

1. Promote professional standards, ethical practices, and service quality to uphold the community's reputation.
2. Consistently deliver high-quality work, exceeding customer expectations with exceptional workmanship.
3. Comply with OHS regulations to maintain safe and secure work environments.
4. Provide reliable warranty services to ensure customer satisfaction and demonstrate accountability.
5. Use advanced tools and technologies for precise, efficient service delivery.

6. Commit to the timely completion of projects to build trust and reliability.
7. Observe and comply with the organization's constitution and decisions taken in accordance with it.
8. Respect customer property and privacy during service delivery.
9. Follow all relevant laws, regulations, and community standards diligently.
10. Clearly and honestly declare and communicate the details of work to the community.
11. Adhere to a commitment letter submitted to the Community.

The C4SW members shall not:

1. Disrespect customer property or privacy or misuse any property while providing services.
2. Ignore laws, regulations, or community standards in any aspect of their work.
3. Act contrary to the values of C4SW or engage in behavior that reflects poorly on the community.
4. Perform work carelessly, neglect assigned tasks, or fail to complete responsibilities.
5. Disregard safety guidelines, especially when handling hazardous tools or materials.
6. Arrive late, unprepared, or perform duties with a negative or unprofessional attitude.
7. Avoid reporting issues or challenges related to tasks to the employer or supervisor.
8. Engage in unethical conduct, including dishonesty, unfairness, or lack of integrity.
9. Present an unprofessional appearance or fail to wear proper brand uniforms and PPEs.
10. Misuse C4SW membership cards or TVET certificates for unauthorized or invalid purposes.

Amendment Process

- Any proposals to amend the constitutions and bylaws shall be submitted by any member to the Executive Committee.
- The proposal shall be submitted at least a week before the General Assembly and endorsement of the amendment shall require the confidence of two-thirds of the members for the final amendment.

SECTION 2

BYLAWS

1. Membership Operations

1.1.Membership Admission:

- Any individual interested to join the community shall apply for membership either online through the C4SW website or submitting an application form to the respective Regional Coordinator.
- Membership certificates or cards to C4SW members shall be issued upon meeting the following eligibility criteria:
 - a) Training certifications from recognized Institutes/RPL or any other valid certificate.
 - b) Full payment of membership fees.

1.2.Documents required:

- i. Citizenship Identity Card.
- ii. Training certifications from recognized Institutes /RPL or any other valid certificate
- iii. Work experience details (if available).
- iv. Relevant license (if available)
- v. Commitment/ undertaking letter

1.3.Membership:

1.3.1. Fee Structure and Validity:

A non-refundable membership fee shall be structured as follows:

- Nu 5000 per year for members with over 6 months of service
- Nu 2000 for fresh technical graduates (under 6 months of service).

The membership shall be valid for a period of one year.

1.3.2. Membership Renewal Fees:

- The member shall renew his/her membership annually paying the membership renewal fee, decided during the Annual General Meeting.
- The membership not renewed within three months of membership expiry shall be liable to a penalty of 20% of the annual membership fee.

1.3.3. Suspension of Membership:

A member may be suspended:

- Upon failing to renew membership within the three-month grace period.

- If convicted of criminal offenses.

1.3.4. Restoration of Membership:

- Membership of a member may be restored by clearing dues, paying penalties, and submitting a formal request with written assurance of compliance with the organization's constitution.
- The Executive Committee will review and approve requests with the condition to permanently cancel membership if the violation is committed again.

2. Governance and Leadership Operation

- Leadership positions are filled through democratic elections held every year.
- Candidates must meet eligibility criteria, including active membership and compliance with community standards.
- Elected leaders may serve a maximum of two consecutive terms.

3. Member Performance Reviews

- The Executive Committee shall assess individual performance based on customer satisfaction ratings and adherence to ASSURE principles.
- The Executive Committee shall provide feedback and corrective action plans for underperforming members.
- The performance of the Executive Committee shall be assessed through feedback from members.

4. Monitoring of the Community (C4SW)

- DoL in collaboration with ROICE and Regional Coordinators and Compliance and Quality Assurance Unit of C4SW shall ensure C4SW members adhere to community constitution and bylaws.
- DoL and RoICE shall conduct periodic performance reviews of the community and provide feedback.

5. C4SW Member Dispute Resolution

Establish a three-step resolution process for member disputes:

i. Internal Mediation

- Upon receiving a complaint via the website or phone, the Member Secretary shall notify the respective Regional Coordinator.

- The Regional Coordinator shall attend the dispute within 24 hours and engage with both the employer and the member to mediate the dispute.
- A mediation report shall be submitted to the Member Secretary.

ii. Referral to the Welfare and Dispute Resolution Unit

- If the initial mediation is unsuccessful, the case will be escalated to the head of the Welfare and Dispute Resolution Unit.
- The head, along with other unit heads and Regional Coordinator involved in the prior mediation, will conduct a thorough investigation.
- A report on the findings and resolution attempts shall be prepared.

iii. Escalation to DoL if Unresolved

If the dispute still remains unresolved upon the intervention of the Unit, the Welfare and Dispute Resolution Unit shall submit the case to the Department of Labour for further mediation and resolution.

6. Disciplinary Measures

- The Executive Committee shall oversee the internal disciplinary measures for C4SW members.
- Any violation of the community's Code of Conduct and Ethics shall be deemed an offense and will be addressed in accordance with the following disciplinary actions;
First Instance: Verbal warning and retraining. However, if a member violates Section 10 of the code of conduct, he/she shall be liable for the additional 1% of the total value of the work as a penalty.
Second Instance: Temporary suspension from the community for the period of 6 months.
Third Instance: Permanent expulsion from the C4SW.

7. Client Outreach

7.1.Procedure for job assignment

- i. Home builders shall apply to assign employment to the members of C4SW through the websites.
- ii. Upon receiving the application, the Regional Coordinator shall assign work to any members of the C4SW on first come first basis.
- iii. The Member Secretary shall deliver the decision of the Regional Coordinator to the home builder.

7.2. Execution of assignment

- Assigned members must acknowledge the task and confirm their availability within the 24 hours.
- Members must sign agreements with their employer or home builder and Regional Coordinator shall compile and submit the agreement to Member Secretary for record and updates.
- Members must adhere to job requirements, including deadlines, quality standards, and safety guidelines.
- Periodic updates on the task progress should be communicated to the Member Secretary and Regional Coordinators.
- The assigned member must address any on-site issues professionally, adopting a three-phase resolution framework of the constitution.

7.3. Procedure to hand over work

- Upon task completion, the member shall conduct a final inspection to ensure all work aligns with quality and regulatory standards.
- Both the member and the home builder shall sign on the handover report to confirm acceptance of the work.
- Any remaining concerns or warranty terms must be clearly communicated to the home builder during the handover.
- The signed handover report must be submitted to the Member Secretary for record-keeping.

8. Customers Grievance Redressal

A home builder or employer can report any grievance relevant to substandard work, misconduct or ethical violation by the C4SW members to the Member Secretary through the website or calls or complaint forms.

The C4SW Executive Committee and Regional Coordinators shall:

- i. Acknowledge complaints promptly and shall attend the complaint within 24 hours.
- ii. Investigate complaints thoroughly and transparently, adhering to community policies and principles.
- iii. Maintain strict confidentiality to protect both the complainant and the member under investigation.

- iv. Take appropriate actions for validated complaints, such as warnings, suspensions, or expulsions, as outlined in community guidelines.
- v. Provide feedback to customers on the resolution of their complaints to maintain trust and accountability.
- vi. Submit unresolved or severe cases to DoL/ ROICE for further action.
- vii. Maintain a secured and comprehensive record of complaints, investigations, and resolutions for audits and policy improvement.
- viii. Analyze complaint trends to identify areas for member training or procedural improvement.

9. Record Keeping and Documentation

The community shall maintain comprehensive records and documentation as part of its functions, including:

- A detailed database of certified skilled workers, encompassing their certifications, skills, and work history.
- Sharing this database with partner agencies to support the monitoring and enforcement of bylaws and constitution of C4SW.
- Recording customer feedback, project reports, and service ratings for quality assurance and audit purposes.
- Documenting training attendance, skill development milestones, and compliance with standards for each skilled worker.
- Keeping detailed records of complaints, resolutions, and warranty claims to track accountability and areas for improvement.
- Securing contracts, agreements, and financial transactions to ensure transparency and regulatory compliance.
- Sharing relevant records and reports with stakeholders, such as government agencies, contractors, and industry partners, to foster collaboration and inform decision-making.
- Regularly updating the database to reflect new certifications, project completions, and customer satisfaction metrics.
- Developing an accessible system for C4SW and customers to view relevant records, ensuring accountability and trust.

10. Legal Formalities

- i. Obtain ministerial approval to establish C4SW as a workforce development community under the DoL.
- ii. Fulfill any additional legal requirements for establishing the C4SW
- iii. Register the C4SW with the Civil Society Organization Authority (CSOA) or Ministry of Agriculture as a Cooperative in the future.

11. Service Delivery

- i. Use a website to connect customers with C4SW members for service bookings and real-time updates.
- ii. Use a centralized booking system to ensure fair work distribution among members.
- iii. Enable real-time tracking of job progress and completion for customers.
- iv. Use a rating and review system to ensure accountability and improve service quality
- v. Allow customers to view member profiles, certifications, and areas of expertise.
- vi. Generate reports and analytics for monitoring service trends and member performance.

References

- 1) Labour and Employment Act, 2007.
- 2) Regulation on Safety and Welfare, 2022.
- 3) Rules and Regulations on Foreign Workers Management, 2024.
- 4) Bhutan Building Regulation, 2022.
- 5) Internal House Wiring Regulations, 2016.

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