ANNUAL REPORT 2025–2026





ANNUAL REPORT (2025–2026)

Civil Society Organizations Authority
Ministry of Home Affairs

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FOREWORD



It is my privilege to forward the Annual Progress Report 2025–2026 of the Civil Society Organizations Authority (CSOA). This report captures the progress made in strengthening Bhutan's civil society sector and fostering an enabling environment in which Civil Society Organizations (CSOs) can effectively contribute to national development.

Guided by the 13th Five-Year Plan and the long-term vision of Bhutan, the Authority has continued to enhance service delivery, strengthen governance and accountability mechanisms, and promote greater collaboration among stakeholders.

As Bhutan advances its national transformation agenda, the role of CSOs has become increasingly vital. CSOs complement government efforts by reaching vulnerable communities, delivering essential services, advancing social and environmental causes, and promoting active citizen engagement. Their work ensures that the benefits of development are more inclusively shared, thereby contributing to stronger and more resilient communities.

The progress achieved during the reporting period reflects the collective efforts of CSOs, government agencies, development partners, local governments, and communities. Through sustained cooperation, innovation, and a shared commitment to good governance, the contribution of the civil society sector to Bhutan's development journey can be further strengthened.

I extend my sincere appreciation to the Authority Members, Authority Secretariat and all CSOs for their continued support, and look forward to further collaboration in building a more inclusive, sustainable, and prosperous future for our nation.

Tshering
Minister, Ministry of Home Affairs

OVERVIEW

The Civil Society Organizations Authority (the Authority) is the national regulatory and facilitative body established under the Civil Society Organizations Act of Bhutan 2007. It is mandated to register, regulate, facilitate, and monitor Civil Society Organizations (CSOs) in Bhutan. In addition to its regulatory role, the Authority promotes good governance, accountability, and coordination within the civil society sector and serves as the national focal agency for engagement with both domestic and international CSOs.

CSOs play a significant role in complementing Government efforts by supporting vulnerable and marginalized communities, promoting social wellbeing, protecting the environment, preserving culture, strengthening community resilience, and advancing inclusive and sustainable development. In this context, the CSO Authority exists to ensure that the sector remains transparent, accountable, credible, and effective in contributing to Bhutan's national development goals and improving the wellbeing of its people.

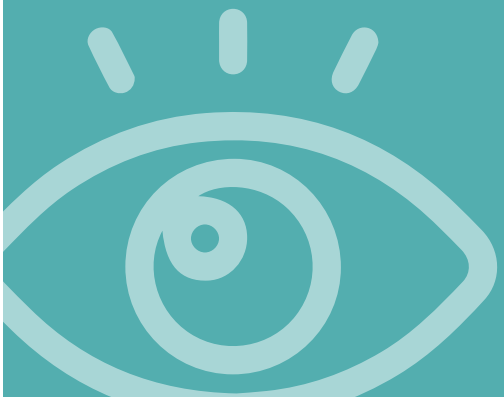
The Authority discharges its mandate through a balanced approach of regulation, facilitation, and coordination. It oversees registration and compliance, strengthens governance standards, supports capacity development, and fosters collaboration among stakeholders including Government agencies and development partners. A key feature of this approach is the organization of CSOs into eight thematic groups—Arts, Culture and Recreation; Education and Youth Development; Environment and Climate Change; Gender and Vulnerable Groups; Good Governance, Media and Democracy; Health and Sanitation; Socio-Economic Development and Livelihood; and Wellbeing. These thematic groups provide platforms for coordination, knowledge sharing, and collective action while aligning CSO initiatives with the 13th Five-Year Plan, and national priorities, thereby enhancing coherence and impact across the sector.

Since its establishment in 2009, the Authority has conscientiously evolved to respond to emerging governance and development needs. In recent years, it has strengthened its institutional systems through reforms in coordination mechanisms, digital transformation, and improved regulatory processes to enhance efficiency, relevance, and responsiveness. The Authority's work extends across all 20 Dzongkhags and 4 Thromdes of Bhutan through 50 registered CSOs (40 Public Benefit organizations and 10 Mutual Benefit Organizations) and their programmes, ensuring that civil society contributions reach communities at the grassroots level. Through its oversight and facilitation role, the Authority connects local communities, Government agencies, development partners, and international stakeholders, thereby supporting the realization of the 13th Five-Year Plan, the Sustainable Development Goals, and the philosophy of Gross National Happiness.

SHARED VALUES OF THE AUTHORITY

Our VISION

To create a vibrant and trusted civil society that promotes the values of Gross National Happiness.



Our MISSION

To promote and facilitate good governance in the civil society and ensure compliance with the regulatory framework.

Our VALUES

- Independence
- Accountability
- Transparency
- Responsiveness
- and Integrity



CORE MANDATES

1. Facilitate communication between Civil Society Organizations and the Government, particularly in advising the Government about the general activities and roles of CSOs;

2. Encourage and facilitate the CSOs to inform, promote, connect and strengthen individual Civil Society Organizations;

3. Review and approve all applications for registration of local CSOs which satisfy the requirements of the CSO Act;

4. Approve the accreditation of foreign CSOs within the provisions of the laws of Bhutan and the CSO Act;

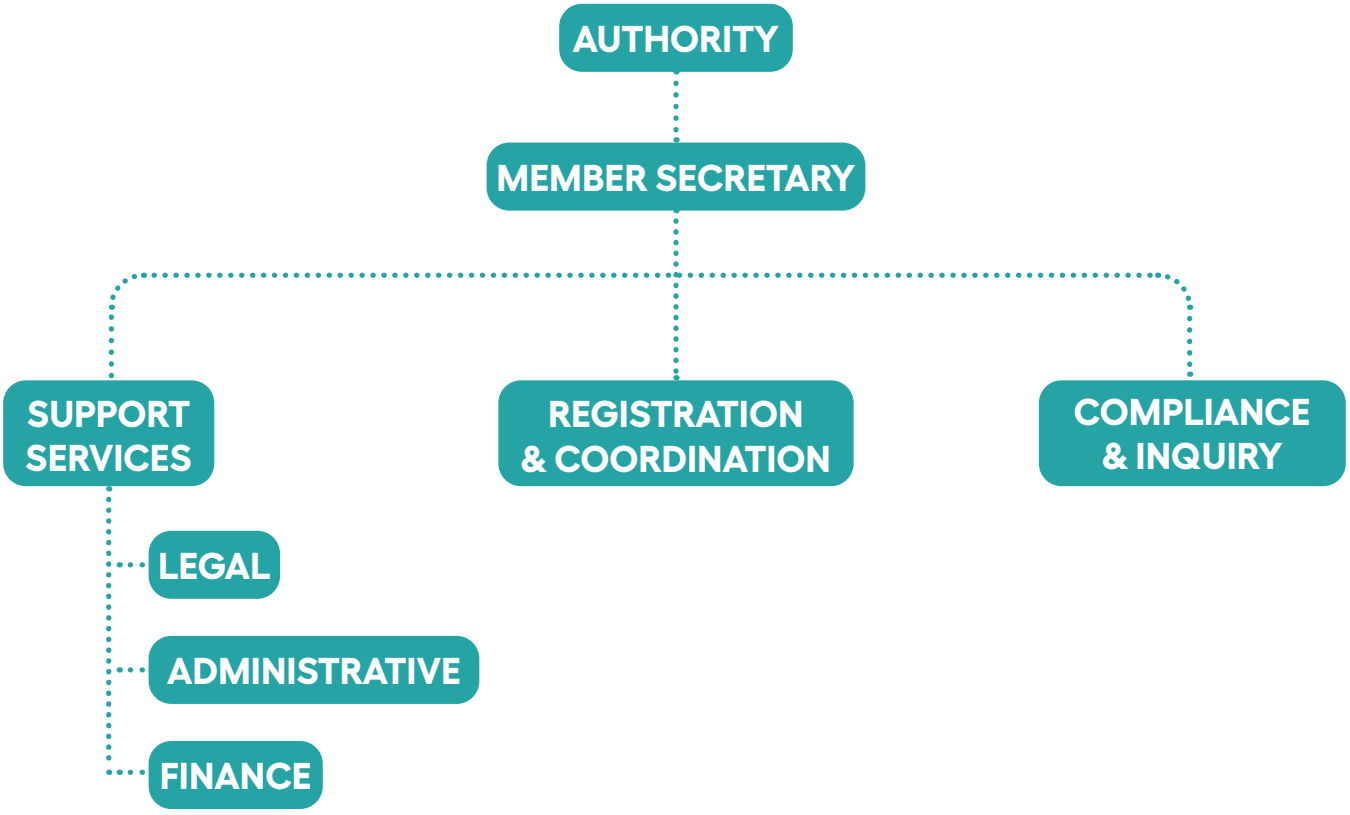
5. Monitor the activities of CSOs to ensure their compliance with this Act and with their own Articles of Associations or Charters, and the purposes for which they have been established;

6. Liaise with other agencies of the Government and interested parties; and Exercise other related powers and carry out responsibilities prescribed in the Civil Society Organizations Act and these regulations.

ORGANIZATIONAL STRUCTURE

Authority Composition

1. Hon'ble Minister, MoHA
2. Director General, DLO, MoHA
3. Director, BD, MoFA&ET
4. Two Elected Representatives from CSOs.
5. Director, CSOA Secretariat



ANNUAL PROGRESS AND STRATEGIC TRANSFORMATION AREAS

1 Registration and Certification Services

Strategic Focus

Modernization and simplification of registration and certification systems through digital transformation and citizen-centered public service delivery.

Key Initiatives Undertaken

I. Initiated online CSO registration and renewal systems;
II. Simplified registration procedures and documentation requirements;
III. Established service delivery timelines and standards;
IV. Strengthened institutional support and orientation for new CSOs; and
V. Improved stakeholder guidance and communication mechanisms

Performance Indicators and Achievements

Key Performance Indicator	Baseline	2025–2026 Target	Key Achievements
Applications reviewed within SOP timeline	80%	95%	4 proposals processed within established timelines.
Online registration services	Limited	90% digitalized	Online registration fee payment and required forms accessibility initiated.
Renewal services	Manual	Fully online	Online renewal services introduced.
Orientation support to applicants	Partial	100%	All 4 new applicants provided orientation and procedural guidance.
Registration turnaround time	Lengthy	Within 5 working days	Streamlined procedures and improved service efficiency as per turnaround time.

Key Outcomes

I. Reduced processing time and improved efficiency in renewal of registration certification of Civil Society Organizations through streamlined procedures and strengthened service delivery mechanisms;
II. Enhanced accessibility, transparency, and user experience in registration-related services through improved information dissemination and digital service platforms;

III. Reduced administrative workload, paperwork, and transaction costs through the adoption of technology-enabled registration and records management systems; and

IV. Strengthened stakeholder trust, responsiveness, and public confidence through timely service delivery, increased transparency, and improved communication and feedback mechanisms

V. Institutionalized the CSOs impact assessment for the establishment and registration.

VI. Established the mandatory requirement of MoUs for external engagements and collaboration undertaken by CSOs.

2 Regulatory Oversight and Compliance

Strategic Focus

Strengthening risk-based, evidence-driven, and technology-enabled compliance and monitoring systems.

Key Initiatives Undertaken

i. Established a robust monitoring and compliance assessment system;
ii. Strengthened governance and accountability mechanisms;
iii. Improved regulatory coordination and case management systems; and
iv. Introduced compliance assessment and alert mechanisms.

Performance Indicators and Achievements

Key Performance Indicator	Baseline	2025–2026 Target	Key Achievements
Annual submission compliance	85%	90%	All CSOs have their CoR active indicating full compliances to annual submissions. 100% adherence to endowment fund requirements.
Monitoring coverage	14 Dzongkhags	20 Dzongkhags	All CSOs head offices visited along with their activities in nineteen dzongkhags. Met with the beneficiaries and focals of CSOs, discussed implementational challenges and ways for further support.

Governance monitoring system	BCAS 2023 Assessment FY 2024-25	BCAS 2023 Assessment FY 2025-26	Strengthened internal governance of CSOs with fourth round of BCAS 2023 assessment conducted. Average score increased to 80% from 63% in previous assessment.
Compliance dashboard system		Fully functional	The following made feasible online to ensure ease of compliances: Annual submissions, Payment of fees and penalties, Reminder to renew CoR & BCAS 2023 submissions
Individuals familiarized on governance	51	200	Sensitized 213 individuals (consists of newly appointed Dzongdags, Dzongrabs, GAOs, CSOs Executive Directors, CSOs new officials, media personnel and others) on CSOs overall governance structure, CSOA's mandates and structure and compliance requirements including BCAS 2023.
Cases examined and action enforced	100%	100%	03 detailed inquiry cases managed.
Non-compliance actions enforced	3 CSOs	Strict enforcement maintained	20 non-compliances cases were managed. Actions enforced with directives from the Authority and as per relevant regulations.

Key Outcomes

i. Compliance rate for FY 2025-26 maintained at 100%
ii. Significantly strengthened internal governance of CSOs (80% average score of BCAS 2023 assessment)
iii. Strengthened monitoring reach to CSOs activities sites scattered across nineteen districts.
iv. Promoted ease of compliances through digitizing the compliance requirements.
v. Further established and strengthened institutional support, collaboration and coordination among regulatory agencies to enhance governance, oversight and effective functioning of CSOs.






THE BIRD


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3 Capacity Building and Institutional Development

Strategic Focus

Building a resilient, professional, and knowledge-driven CSO sector.

Key Initiatives Undertaken

i. Conducted governance and leadership training programs;
ii. Strengthened Bhutan Civil Society Accountability Standards (BCAS) familiarization and governance support;
iii. Promoted institutional learning, research, and organizational development; and
iv. Provided legal and technical guidance to CSOs.

Performance Indicators and Achievements

Key Performance Indicator	Baseline	2025–2026 Target	Key Achievements
Capacity-building programs annually	3	6	A total of 7 governance and institutional development trainings such as CSO Strategic Leadership Programs, Trainings on Social Enterprise and BCAS conducted.
BCAS implementation score	63%	70%	Achieved 80% of BCAS score through increased awareness on governance standards and BCAS implementation.
Publications and research papers	2	100%	Published a short Survey and Research Study on Authority's relevance, effectiveness and impact, Profile of Authority-CSOs and CSOA Annual Report 2025-2026.
Executive Directors oriented on BCAS	Partial	100%	Orientation and familiarization support provided to 7 new Executive Directors and 2 CSO Representatives to Authority.
Governance support services	Limited	Expanded annually	Technical and administrative support rendered to 231 foreign expertise and provided technical and professional services to the host CSOs.
Organizational development support	Limited	Expanded nationwide	Institutional development support for CSOs was extended to Secretaries, Directors, Constitutional Agencies, Dzongdas, Dzongrabs, Drungpas and GAOs for visibility and effective collaboration.

Key Outcomes

i. Enhanced institutional professionalism, operational effectiveness, and organizational resilience through strengthened capacities, systems, and governance structures;

ii. Improved organizational sustainability through strengthened resource mobilization of CSO endowment fund, strategic planning, and long-term institutional development;

iii. Strengthened leadership effectiveness, accountability, and governance practices, resulting in improved decision-making and organizational performance; and

iv. Institutionalized evidence-based planning (Result-Based Management), monitoring, and decision-making systems to support adaptive management, learning, and continuous improvement.




BCAS 2023 Sensitization
Program for CSOs











4 Facilitation, Coordination, and Partnerships

Strategic Focus

Strengthening collaborative governance and integrated national partnerships.

Key Initiatives Undertaken

i. Conducted Authority-CSO meetings and thematic consultations;
ii. Strengthened Government–CSO coordination platforms;
iii. Facilitated collaborative national initiatives and GoI- PTA Fund supported programs; and
iv. Promoted alignment of CSO plans with national priorities.

Performance Indicators and Achievements

Key Performance Indicator	Baseline	2025–2026 Target	Key Achievements
Authority meetings conducted annually	2	100%	Conducted 3 Authority meetings and enhanced coordination, collaboration and communication amongst CSOs, Authority, Government and development partners.
Thematic group meetings	2	6 operational	Expanded to 8 CSO Thematic dialogue and coordination platforms.
Collaborative initiatives facilitated	1	Minimum 4	Organized Government-CSO engagement, Annual CSO-Authority meeting, CSO-Gelegphu Mindfulness Development Engagement meeting.
Stakeholder satisfaction rating	No data	70% positive	Groundworks for Stakeholder Satisfaction Survey and Study completed.
Alignment with national priorities	No data	50% aligned	On different meetings, 8 CSO Thematic Groups were discussed on aligning their work plans with 13th FYP. 16 CSO Projects approved under 13th FYP was fully aligned to achieve objectives of social protection and security.
Joint planning engagements	Periodic	Institutionalized	Joint planning or thematic planning and engagement was encouraged through institutionalized 8CSO Thematic Groups meetings.

Key Outcomes

i. Strengthened policy alignment, institutional coherence, and cross-sector coordination to enhance the effectiveness of development interventions;

ii. Reduced duplication of efforts and optimized resource utilization through improved collaboration, information sharing, and strategic planning among stakeholders;

iii. Enhanced collaborative governance mechanisms that promote multi-stakeholder engagement, collective accountability, and coordinated decision-making; and

iv. Increased measurable contributions of stakeholders toward the achievement of national development priorities, the 13th Five-Year Plan, and Bhutan's Vision 2034.








ANNUAL
CIVIL SOCIETY ORGANISATION
SUMMIT
Government -CSO Meet
In Partnership with the CSO Authority
(13 February 2020)



5 Reporting, Transparency, and Accountability

Strategic Focus

Institutionalizing transparent, accountable, and performance-driven reporting systems.

Key Initiatives Undertaken

i. Initiated integrated digital reporting systems;
ii. Strengthened annual reporting and disclosure mechanisms;
iii. Enhanced institutional accountability frameworks; and
iv. Promoted evidence-based monitoring systems.

Performance Indicators and Achievements

Key Performance Indicator	Baseline	2025–2026 Target	Key Achievements
Annual reporting compliance	Fragmented	100%	Annual Progress and Audit Report was maintained at 100% compliance.
Digital reporting compliance	Manual	100%	Digital reporting of BCAS by CSOs increased from 54% in 2024 to 100% in 2025.
Accountability framework	Partial	Fully operational	BCAS as CSO Accountability and Monitoring Framework fully institutionalized.
Annual performance reports	Limited	Published annually	CSOA Annual Report,2025-2026 was published. The 100% mandatory publication and submission of Annual Progress and Audit Reports was achieved.
Public perception study	Not available	On track	Preparatory work initiated for sector perception assessment.

Key Outcomes

i. Enhanced institutional transparency, accountability, and compliance through strengthened governance, oversight, and reporting mechanisms;
ii. Institutionalized reliable, data-driven, and evidence-based reporting systems to support informed decision-making, performance monitoring, and organizational learning;
iii. Increased stakeholder trust, public confidence, and organizational credibility through transparent communication, accountability, and demonstrated results; and
iv. Strengthened governance effectiveness through improved strategic oversight, risk management, and evidence-informed decision-making processes.

6 Citizen-Centric and Digital Service Delivery

Strategic Focus

Delivering accessible, responsive, and technology-driven public services.

Key Initiatives Undertaken

i. Initiated development of the CSO Management Information System (CSO-MIS);
ii. Collaborated with National Land Commission of Bhutan and developed CSO Authority Spatial Data of registered CSOs in Bhutan to enhanced data driven decision-making, improve transparency, and support spatial planning for CSO activities nationwide;
iii. Published Profile of CSOs-Authority to serve as a valuable reference resource for government agencies, development partners, donors and general public.
iv. Introduced online grievance redress systems.

Performance Indicators and Achievements

Key Performance Indicator	Baseline	2025–2026 Target	Key Achievements
Stakeholder satisfaction level	Limited	85%	Ground works for Stakeholder Satisfaction Study completed.
Public inquiry response time	Delayed	Within 48 hours	Public inquiry mechanisms strengthened as per public service delivery turnaround time.
Reduction in service complaints	No data	60%	Improved accessibility information has reduced service complaint by more than 60 %
Online public services	Limited	Fully operational	Digital public service such online fee and fine payment fully operational.
Digital monitoring systems	Fragmented	Integrated & functional	Online Annual BCAS submission and Assessment System fully operational.

Key Outcomes

i. Enhanced accessibility, inclusiveness, and responsiveness of public services, resulting in improved service delivery and stakeholder experience;
ii. Increased stakeholder trust, confidence, and satisfaction through transparent, efficient, and citizen-centered service provision;
iii. Strengthened technology-enabled governance systems that improve operational efficiency, service quality, data management, and decision-making; and
iv. Enhanced public engagement, communication, and feedback mechanisms, fostering greater participation, transparency, and accountability in governance processes.

7 Institutional Governance and Administrative Excellence

Strategic Focus

Strengthening professionalism, integrity, institutional culture, and administrative excellence.

Key Initiatives Undertaken

i. Reviewed current human resource and institutional capacity and submitted to the relevant agencies.
ii. Implemented strictly OIP of ACC to enhance accountability and ethical workplace culture;
iii. Engaged with Royal Audit Authority and standardized the Annual CSO auditing key areas by empaneled Private Audits; and
iv. Strengthened institutional coordination and collaboration mechanisms.

Performance Indicators and Achievements

Key Performance Indicator	Baseline	2025–2026 Target	Key Achievements
HR management compliance with BCSR	Existing	Fully compliant	HR systems maintained in line with BCSR requirements
Organizational Integrity Performance score	100%	Maintained	Achieved 100% OIP Score in 2024 and 2025 OIP Score is yet declared by ACC.
Financial audit observations	Nil	Observation-free audit	Maintained zero audit observation through prudent financial management practices.
FRR compliance	Existing	Full compliance	Financial disbursement and procurement systems implemented as per the FRR.
Institutional coordination and representation	4	Expanded and strengthened	Coordinated Annual CSO Summit,2025 and represented in all CSO major events, national celebrations and high-level meetings.

Key Outcomes

i. Strengthened institutional professionalism, integrity, and organizational excellence through enhanced competencies, adherence to standards, and a culture of accountability;
ii. Improved administrative efficiency, coordination, and service delivery through streamlined processes, strengthened inter-unit collaboration, and evidence-informed management practices;

iii. Enhanced financial stewardship, transparency, and governance through robust internal controls, prudent resource management, and strengthened oversight mechanisms; and

iv. Institutionalized a culture of ethical, responsible, and citizen-centric public service, fostering trust, credibility, and sustained organizational performance.



BHUTAN CIVIL SOCIETY ACCOUNTABILITY STANDARDS

CSOs internal governance through alignment to the existing legislation, upholding accountability and transparency of the sector. The BCAS 2023 comprises 25 indicators broadly classified into four broad accountability standards:

i. Open organization,
ii. Responsive leadership,
iii. Responsive decision making and
iv. Well-handled resources.

Accountability Standards	Compliant %	Inadequate %	Non-compliant %
Open Organization	**78.6**	**13.7**	**7.7**
Responsive Leadership	**71.5**	**17.0**	**11.5**
Responsive Decision Making	**73.3**	**6.7**	**20.0**
Well Handled Resources	**72.0**	**7.1**	**20.9**

Highlights from the Assessment FY 2025-26



i. Assessment received submissions from 50 CSOs indicating 100% participation from the CSOs in the assessment.
ii. The average score of 80% with a significant rise from previous year's assessment average of 63% (increase of 17% increase).
iii. Highest Score-100% (4 CSOs) Lowest Score-26%

iv. The improved assessment scores signify CSOs strengthened governance systems with establishment of favorable policies and guidelines to promote accountability, transparency and

v. Upholding integrity within its daily operations.

To encourage and commend CSOs efforts, BCAS 2023 Certificates are awarded to aid CSOs in liaising with their respective donors and relevant stakeholders.





CIVIL SOCIETY ORGANIZATIONS AUTHORITY
THIMPHU BHUTAN

BCAS 2023 Assessment Scores FY 2025-26

RANK	CSO	SCORES (FY 25-26)
1	Financial Institutions Association of Bhutan	100
	Gyalyum Charitable Trust	100
	Handicrafts Association of Bhutan	100
	Respect Educate Nurture and Empower Women	100
2	Bhutan Centre for Media and Democracy	98
	Bhutan Media Foundation	98
	Organization for Youth Empowerment	98
3	Bhutan Kidney Foundation	96
	Tarayana Foundation	96
	Bhutan Stroke Foundation	96
	Karzay Foundation	96
	Lhomon Society	96
4	Royal Textile Academy	94
	Bhutan Transparency Initiative	94
5	Vast-Bhutan	90
	Royal Society for Protection and Care of Animals	90
	Bhutan Toilet Organization	90
	Lhak-Sam	90
	Bhutan Association of Women Entrepreneurs	90
6	Clean Bhutan	88
	Bhutan Cancer Society	88
7	Bhutan Youth Development Fund	86
	Royal Society for Protection of Nature	86
	Barnyard Bhutan Animal Rescue Sanctuary	86
	Construction Association of Bhutan	86
8	Ability Bhutan Society	84
	Journalists Association of Bhutan	84
	Bhutan Animal Rescue and Care	84
	Chithuen Phendhey Association	84

Civil Society Organizations Authority ★ Thimphu : Bhutan ★

CIVIL SOCIETY ORGANIZATIONS AUTHORITY
THIMPHU BHUTAN

9	Ogyen Choling Foundation	80
	Phuentsholing Sports Association	80
10	Bhutan Film Institute	78
	Disabled People's Organization of Bhutan	78
	Nazhoen Lamtoen	78
11	SAARC Business Association of Home Based Workers	76
12	Phensem Parents Support Group Bhutan	72
13	GNH Centre Bhutan	70
	Jangsa Animal Saving Trust	70
14	Menjong Foundation	66
	Royal Society for Senior Citizens	66
15	Association of Bhutanese Industries	64
	Loden Foundation	64
16	Association of Bhutanese Tour Operators	62
17	Bhutan Taxi Association	60
	Draktsho Vocational Training Center for Special Children	60
18	Hotel and Restaurant Association of Bhutan	56
19	Evaluation Association of Bhutan	46
	Guide Association of Bhutan	46
20	Yang Ya Foundation	28
21	Bhutan Ecological Society	26

Compliance & Inquiry Unit

Compliance and Inquiry Unit
Civil Society Organizations Authority

Member Secretary

Civil Society Organizations Authority
Thimphu : Bhutan

GOVERNMENT-CSOS COLLABORATION

The Royal Government of Bhutan approved Nu. 280 million to support 16 Civil Society Organization (CSO) projects under the Government of India–GoI-PTA Fund in the 13th Five Year Plan (FYP). Guided by the Office of the Cabinet Affairs and Strategic Coordination and implemented by the Civil Society Organizations Authority, the initiative emphasizes the role of CSOs in advancing social security, social protection, and inclusive development. These projects aim to expand access to services for vulnerable groups, strengthen CSO–government partnerships, and foster grassroots participation, thereby contributing directly to the 13th FYP social sector targets and reinforcing Bhutan's national commitment to equity, inclusivity, and social justice. As of April 30,2026, the project financial achievement was recorded as 44.5% against the approved budget for the 13thFYP.

Sl.#	Civil Society Organization	Project Title
1	Ability Bhutan Society	Improve developmental outcomes and quality of life for children with disabilities through early intervention services
2	Bhutan Stroke Foundation	Empowering monastic communities in Bhutan through stroke prevention by enhancing awareness, early detection and promoting healthy lifestyles
3	Bhutan Toilet Organization	Public toilet transformative initiative
4	Chithuen Phendhey Association	Comprehensive reintegration and intervention program for substance and alcohol use disorders
5	Disabled People's Organization of Bhutan	National disability screening and certification proposal
6	Draktsho Vocational Training Centre	Support for Draktsho Centers
7	Lhak-Sam	Strengthening integrated community-based homecare and livelihood services for disadvantaged people living with HIV/AIDS (PLHIV) and their children
8	Lhomon Society	Enhancing living standards and improving food self-sufficiency by diversifying income generation
9	Nazhoen Lamtoen	Community initiative to enhance social protection of vulnerable children in Bhutan
10	Organization for Youth Empowerment	Enhancing livelihood in Sertina Chiwog through youth engagement at Gakiling Gewog under Sangbaykha Dungkhag, Haa
11	Phensem Parents Support Group	Empowering parents, enabling inclusion: Supporting inclusion for children with disabilities and their families
12	RENEW	Empowering communities – reaching out together to reach the unreached

13	Royal Society for Senior Citizens	Home/community-based long-term care and support for older persons (pilot project in Thimphu)
14	Royal Society for the Protection and Care of Animals	Construction and renovation of RSPCA Center
15	Royal Textile Academy	Rural Empowerment Initiatives (REI): Capacity building and facilitation in hand-woven textile industry in Yangneer, Trashigang and Pemaling, Samtse
16	Tarayana Foundation	Holistic community development with focus on housing, nutrition, and economic security to strengthen social protection in rural Bhutan.








SEXUALITY
Sexual & REPRODUCTIVE HEALTH
PREVENTION AND PROTECTION
IPPF
DRIVERS OF ADOLESCENT PREGNANCY
SOCIETAL
COMMUNITY
FAMILY
INTER-PERSONAL




Expected Outcomes
300
Individuals enrolled in treatment & rehabilitation program
60 %
Individuals successfully completed vocational programs



KEY CHALLENGES AND EMERGING ISSUES

Despite significant progress achieved during the reporting year, several challenges continue to affect the effective functioning and long-term sustainability of the CSO sector and the Authority's institutional mandates:

i. Limited institutional and human resource capacity within the Authority;
ii. Increasing informal CSO regulatory and monitoring responsibilities with limited staffing;
iii. Need for full digital integration of governance and service delivery systems;
iv. Inconsistent governance and compliance capacity among some CSOs;
v. Resource mobilization and sustainability challenges faced by CSOs;
vi. Increasing expectations for responsive, technology-driven public services; and
vii. Need for stronger coordination and alignment mechanisms among stakeholders.

The Authority recognizes the importance of addressing these emerging challenges through strategic institutional reforms, strengthened partnerships, digital transformation, and enhanced policy support.

STRATEGIC PRIORITIES FOR 2026–2027

During the next reporting period, the Authority will prioritize the following strategic interventions:

i. Full operationalization of the CSO Management Information System (CSO-MIS);
ii. Strengthening risk-based digital compliance and monitoring systems;
iii. Institutionalization of citizen-centric and online public services;
iv. Expansion of governance and leadership capacity-building programs;
v. Strengthening Government–CSO collaboration frameworks;
vi. Enhancing evidence-based planning, research, and sector documentation;
vii. Improving alignment of CSO programs with national priorities and Vision 2034;
viii. Strengthening accountability, transparency, and organizational professionalism; and
ix. Advancing institutional reforms to support long-term organizational sustainability and strategic leadership.

ACKNOWLEDGEMENTS (PARTNERS, SUPPORTERS AND DONORS)

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