



LOCAL GOVERNMENTS' CAPACITY DEVELOPMENT STRATEGY AND PLAN 2022 - 2024

Department of Local Governance
Ministry of Home and Cultural Affairs
Royal Government of Bhutan



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1. ACRONYMS

APA	Annual Performance Agreement
BA	Budget Audit
BCMD	Bhutan Centre for Media and Democracy
BCSR	Bhutan Civil Service Rules and Regulations
BNEW	Bhutan Network for Empowering Women
BMT	Budget Monitoring Tool
CARLEP	Commercial Agriculture & Resilient Livelihood Enhancement Project
CBF	Competency-Based Framework
CD	Capacity Development
CDG	Capacity Development Grant
CNA	Capacity Needs Assessment
CSOs	Civil Society Organisations
DA	Daily Allowance
DCO	Dzongkhag Cultural Officers
DCSI	Department of Cottage and Small Industries
DHS	Department of Human Settlement
DITT	Department of Information Technology and Telecommunications
DLG	Department of Local Governance
DNB	Department of National Budget
DoA	Department of Agriculture
DoF	Department of Forests
DoR	Department of Roads
DoRF	Division of Responsibilities Framework
DPA	Department of Public Accounts
DPO	Dzongkhag Planning Officer
DT	Dzongkhag Tshogdu
DYT	Dzongkhag Yargay Tshogchung
EPEMS	Electronic Public Expenditure Management System
EU	European Union
EUR	Euro
FG	Focus Group
FRR	Financial Rules and Regulations
FYP	Five Year Plan
GAO	Gewog Administrative Officer
GoI	Government of India
GT	Gewog Tshogde
GNH	Gross National Happiness
GNHC	Gross National Happiness Commission
GPMD	Government Performance Management Division
GPMS	Government Performance Management System
GHG	Greenhouse Gas
GYT	Gewog Yargay Tshogchung
HR	Human Resource
HRC	Human Resource Committee
HRD	Human Resource Development



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HRDD	Human Resource Development Division
HRO	Human Resource Officer
ICT	Information, Communications and Technology
IMS	Institute of Management Studies
I/NGO	International/Non Governmental Organisations
KII	Key Informant Interviews
LDC	Least Developed Country
LDT	Local Development Team
LGs	Local Governments
LGRR	Local Government Rules and Regulations
LGSDP	Local Governance Sustainable Development Programme
LED	Local Economic Development
LeADS	Leadership Assessment and Development System
LG	Local Government
LGA	Local Government Act
LMs	Line Ministries/Agencies
LTT	Long-Term Training
M&E	Monitoring and Evaluation
MoAF	Ministry of Agriculture and Forests
MoE	Ministry of Education
MoEA	Ministry of Economic Affairs
MoF	Ministry of Finance
MoHCA	Ministry of Home and Cultural Affairs
MoIC	Ministry of Information and Communications
MoWHS	Ministry of Works and Human Settlement
MYRB	Multi-Year Rolling Budget
NEC	National Environment Commission
NKRAs	National Key Result Areas
NMES	National Monitoring and Evaluation System
NSB	National Statistical Bureau
Nu.	Ngultrum
PEMS	Public Expenditure Management System
PwD	Persons with Disabilities
RCSC	Royal Civil Service Commission
RGoB	Royal Government of Bhutan
RIM	Royal Institute of Management
RNR	Renewable Natural Resources
SAT	Social Accountability Tools
SDC	Swiss Agency for Development Cooperation
SME	Small and Medium-sized Enterprises
SoPs	Standard Operating Procedures
STT	Short-Term Training
TA	Training Allowance
ToT	Training of the Trainer
TT	Thromde Tshogdu
UNDP	United Nations Development Programme



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ACRONYMS of Dzongkha terms

DYT	Dzongkhag Yargay Tshogchung
DT	Dzongkhag Tshogdu
GAO	Gewog Administrative Officer
GT	Gewog Tshogde
GYT	Gewog Yargay Tshogchung
TT	Thromde Tshogde



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1. INTRODUCTION AND BACKGROUND

During the last five and half decades, the Royal Government of Bhutan (RGoB) has made unstinted efforts in promoting good governance which is one of the important pillars of the development philosophy ‘Gross National Happiness’. Towards realising this objective, the first National Assembly was instituted in 1953. The Dzongkhag Yargay Tshogchung (DYT)¹ was later instituted in 1981, followed by the Gewog Yargay Tshogchung² (GYT) in 1991, and the Thromde Tshogde (TT)³ in 2010, further devolving decision making powers for planning and implementation of development activities to the elected Dzongkhag, Gewog and Thromde councils respectively, which are three levels⁴ of Local Government (LG), bringing them closer to the people.

The Constitution and the Local Government Act (LGA, 2009), amended in 2014 also allow for the direct participation of the people in the development and management of their own social, economic and environmental well-being through a continuous process of decentralisation and devolution of power and authority.

The LGs are empowered by a set of administrative, regulatory, service delivery, and financial powers and functions for governance at the local level. Furthermore, a “Division of Responsibilities Framework” (DoRF⁵) was developed by the Gross National Happiness Commission (GNHC) to determine the core functions of each level of government, as part of the 11th Five Year Plan (FYP). Since then, it has been revised in keeping with (inter alia) Article 22 of the Constitution 2008 and LG Act, 2009. The Framework has been used to determine capital grant allocations for the 12th Five Year Plan (FYP) (2018-2023) which has devolved 50 per cent of total capital grants for LGs - doubled since the 11th FYP (from Nu. 25 billion to Nu. 50 billion).

Previous studies have found that capacity development (CD) is required continuously through training of the newly elected LG functionaries, partly due to their high turnover. In an online survey as part of the Local Government Assessment Study⁶, less than half (48%) of respondents believed that the capacities of LG staff and elected officials match the responsibilities of LGs. This highlighted the need for such an assessment, strategy and plan to meet this large capacity gap. The Royal Civil Service Commission (RCSC) and Line Ministries/Agencies (LMs) are responsible for the Capacity Development (CD)/training of LG appointed functionaries, along with the LGs themselves; whilst the Department of Local Governance (DLG), Ministry of Home and Cultural Affairs (MoHCA) is responsible for the CD/training of LG elected functionaries.

In this connection, DAI Brussels contracted by the European Union (EU) to implement a project in Bhutan titled: *Technical Assistance for Renewable Natural Resources and Climate Change Response and Local Governments and*

¹ DYT is the District Development committee established in 1981, now evolved to Dzongkhag Tshogdu (District Assembly) which is the highest forum for local policy and decision making at the district level

² GYT is the Block Development Committee instituted in 1991, now evolved to Gewog Tshogde (County Council) which is the highest decision making body at the Gewog

³ Thromde Tshogde is the Municipal Council with empowered authority to make decisions for city governance

⁴ LGs comprise: 20 Dzongkhag Tshogdu (District Assembly), 205 Gewog Tshogde (County Council) and 4 Thromde Tshogde (Municipal Council)

⁵ GNHC 12th FYP Guidelines, RGoB

⁶ Local Government Assessment Study, Helvetas 2016



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Decentralisation (EuropeAid/139521/DH/SER/BT) selected LEKEY DORJI & Associates (a local consultancy firm), to conduct a Local Government Capacity Assessment and develop LG Capacity Development Strategy and Plan.

This Local Governments' Capacity Development Strategy and Plan is based on a comprehensive assessment of Capacity Development (CD) needs (in relation to core functions and management skills) study (report produced as a separate document) of elected and appointed functionaries in the Local Governments (LGs) and builds on the assessment's recommendations.

Key Objectives of LG Capacity Development Strategy and Plan

In order for LGs to achieve Gross National Happiness (GNH) development objectives and to create a society based on GNH-values, elected and appointed functionaries require the capacity to govern, enable, stimulate and facilitate people-centered local development within a framework of good governance - in an open, transparent, accountable, equitable and responsive way. To enable this to happen, service delivery has to be effective, efficient and timely. For that, qualified, capable, trained and dedicated LG functionaries are essential.

Therefore, the main objective of developing this LG CD Strategy and Plan for 2021-2024 is to define the priorities and most effective approaches to planning, delivering and monitoring the facilitation of the CD of LG functionaries' core technical functions and management skills to enable effective local service delivery.



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3. Key findings of the Local Governments' Capacity Needs Assessment to inform LG CD Strategy and Plan

3.1. Core functions and management skills

The following eight core functions (sourced from the DoRF) were referenced to identify the priorities of elected and appointed functionaries:

- A. Policy and Planning, Statistical and Research Services;
- B. Human Resource Services;
- C. Administrative Services;
- D. Information and Communication Technology (ICT) and Media Services;
- E. Environment Services;
- F. Economic Development Services;
- G. Social and Welfare Services; and
- H. Public Service Delivery.

Furthermore, the following 12 management skills were used to identify the priorities of elected and appointed functionaries:

- A. Chairing meetings;
- B. Drafting memos/reports;
- C. Presentation Skills;
- D. Financial management/basic accounting;
- E. Understanding taxation, fees & charges;
- F. Staff management;
- G. Project Planning;
- H. Procurement;
- I. Project Management;
- J. Record keeping;
- K. Project Monitoring; and
- L. Mediating Grievances / disputes.

3.2. General observations

Unequal representation of women in Local Governments

The CNA highlighted the **unequal numbers of women and men working as appointed and elected officials**. 16 per cent of elected functionaries, and 19 per cent of appointed functionaries surveyed were women. This confirms the need for the RGoB to identify ways of promoting the representation of women within senior levels of the civil service as well as elected members.



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Royal Civil Service Commission's Competency Based Framework.

The Competency Based Framework (CBF) in place across the civil service, including LG appointed functionaries, provides needs-based technical and leadership training according to job roles, in order to capacitate these officials to provide effective and efficient service delivery. The CBF training plans shall coordinate the delivery of short-term training (STT) and long-term training (LTT) through Training Institutes based on training proposals developed by agencies, to be submitted to the Royal Civil Service Commission (RCSC) for implementation and resource allocation.

3.3. Planning and funding CD/training

Inadequate Capacity Needs Assessments and Capacity Development/Training Plans

Dzongkhags and Gewogs have undertaken some form of general CNA of LG functionaries but this **had not been followed through with the identification of CD priorities or CD/training plans having been put in place**. Most of the CNAs had been undertaken by the Dzongkhags, with few respondents mentioning such assessments having been undertaken by the Line Ministries. Despite the CBF by the RCSC, most respondents considered that **such training plans should be developed by the DLG or LGs themselves, and universally disapproved of a centralised approach to training**. The CNA found that **almost all training had been conducted on ad hoc basis, and without systematic record-keeping**. The LGs informed that they did not have their own dedicated training budget; although they were permitted to use block grants for CD/training, they have not tended to have done so. **LGs were of the view that LG CD/training tends to be neglected by Line Ministries**, in light of LG becoming more autonomous. Nevertheless, **training is mainly implemented by central agencies** (RCSC, Line Ministries, and DLG etc.) rather than LGs themselves. Both elected and appointed functionaries suggest that the **key to improving CD/training is through the provision of an adequate CD budget, allocated to LGs by central government on an annual basis**.

Training priorities and associated gaps in CD/Training

Training should ideally be driven by the mandate and requirements of RGoB's legislative and policy frameworks, mandates as well as the specific requirements of the LGs themselves. Whilst the Division of Responsibilities Framework (DoRF) specifies **Economic Development Services, and Social and Welfare Services** (although Social and Welfare Services are narrowly defined), **no training was provided to LG functionaries over the past three years**. Local Economic Development is one of the key priorities of the 12th FYP and training will be delivered to both LGs and entrepreneurs under the coordination of the DLG with the support of the EU-funded TACS programme, but the programme is due for completion in 2021 and so a sustainable approach to delivery of such CD/training would be required in future.

In terms of management skills, while only the Project Management was touched on by elected functionaries, it is of concern that **no CD/training has been received by any LG functionaries in relation to Project Planning, Procurement, or Project Management**, although the associated core technical function of **Public Service Delivery was identified as a priority for both sets of functionaries**.

Elected functionaries have identified their ranked CD/training priorities in relation to their core functions as being:

A. Policy, Planning, Statistical and Research Services;



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H. Public service delivery; and

C. Administrative services (including: Chairing meetings, and Drafting memos and reports).

Public Service Delivery is a core technical function that is crucial for all functionaries including elected officials, although over the past three years such training has been the domain of appointed rather than elected officials. Further, elected functionaries identified their lack of capacity in relation to the following forward-looking core technical functions:

D. Information and Communication Technology and Media;

F. Economic (Development) Services; and

E. Environment.

For management skills, elected functionaries identified their CD/training priorities as being:

L. Mediating grievances and disputes;

K. Project monitoring;

D. Financial management / basic accounting; and

I. Project Management.

Unlike elected functionaries, most of **the LG appointed official-respondents had been in their position for at least four years** and so were experienced in undertaking their job functions. The policy and planning aspects of Policy, Planning, Statistical and Research Services has been well-covered by training in the past three years for appointed functionaries but **Statistics and research were an unmet training need**. Social and Welfare Services in relation to Policy and Planning have been addressed through gender-related training. In terms of CD/training for core technical functions, **appointed functionaries have identified the following ranked priorities:**

H. Public Service Delivery;

C. Administrative services; and

A. Policy, Planning Statistical and Research Services.

It is encouraging that these three top ranked priority functions are the same as those identified by elected functionaries, which indicates that both elected and appointed LG functionaries understand the core purpose and focus of their jobs. These functions have been subject to training for civil servants over the past three years, with the exception of the statistical and research aspects of Policy, Planning Statistical and Research Services.

Further, **civil servants identified their lack of capacity** in relation to the following core technical functions:

D. ICT and Media Services;

F. Economic (Development) Services;

B. Human Resource Services; and

A. Policy, Planning, Statistical and Research Services.

Management skills ranked most important for appointed officials to undertake their jobs were:

J. Record keeping;

K. **Project monitoring**; and jointly third:

B. Drafting memos/reports and G. Project planning.



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Aspects of **less competency** included:

A. Chairing meetings;

C. **Presentation Skills**; and jointly third:

B. Drafting memos/reports, and D. Financial management /basic accounting.

Appointed officials did not attend CD/training for Understanding taxation, fees & charges, although as LGs become more autonomous there is a corresponding need to increase their collection of local revenue and to strengthen local public finance management (PFM) but they did not select it as a priority need for training. **Civil servants identified a of lack of coordination and poor planning as being the key impediments to undertaking their job**, which perhaps highlight that improvements in performance rely not only on training but also in reviewing and improving ways of working.

3.4. Delivery of CD/training

Limited range of Capacity Development/training modalities

The findings in relation to the most significant factors that impede the smooth functioning of the work of elected functionaries, such as the non-cooperation from the community, highlight that **more of an understanding of consensus-building and negotiation is required**, in the context of this still relatively new democracy and increasing decentralisation. Most elected officials are inexperienced and this indicates **the need for ongoing coaching and mentoring**, in addition to traditional training.

CD is more often than not, limited to face-to-face training and workshops. Whilst RGoB recognises (through its CBF, for example) that CD is not just about training, but also other modalities (such as in-country/overseas training, workshops, and study tours; e-learning; on-the-job coaching and mentoring; and institutional mechanisms, such as LG forums, LG peer-to-peer exchange visits, and knowledge management platforms, for example), these are not evidenced in practice by the CNA. However, **since the Covid-19 pandemic, there is more of a reliance on in-country** (as opposed to out of country study tours/conferences/training/workshops) **and on-line events, with an associated increasing reliance on networking and knowledge management.**

Elected functionaries have also highlighted the need for basic office infrastructure to enable them to operate; and more generally the CNA has highlighted the need to **improve Standard Operating Procedures (SoPs) to increase operational efficiency.**

Generic training and poor quality training materials

Appointed functionaries emphasised the need for the **localisation and tailoring of training** specifically to the needs of the participants and to Bhutan (rather than generic, international training that does not take the Bhutan context into account). They also expressed concern about **poor quality training materials.** In relation to elected functionaries, since few of them hold a college degree, this has implications for the level (e.g. **basic/advanced**) of **training required by most elected officials.**

Training providers



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The list of 13 LG training providers show that a **fairly buoyant market of private sector/quasi independent institutes** has developed, which provides the opportunity to raise training standards if a competitive commissioning approach is adopted. It also indicates that the **I/NGO/CSO segment for CD/training still has some way to go** before becoming a mature market.

3.5. Use of systems for CD/training and LG accountability

Recording, Monitoring and Evaluating training

There is no established holistic system in place for recording, monitoring or evaluating LG CD/training activities at either central or LG levels. It appears that DLG, as a parent department for LGs, also does not have a proper monitoring and evaluation system in place to keep track of training and to evaluate the benefits accrued from the execution of the CD/training plans. Whilst half of elected functionaries considered that DLG should monitor CD/training, the other half thought that this should be undertaken by the LGs themselves. In the absence of a well-established monitoring and evaluation system for CD/training activities, it is difficult to judge the benefits accrued in terms of improvement in delivery of public services.

Social Accountability Tools

The 12th FYP requires all 20 Dzongkhags to have implemented SATs on its completion in 2022-2023, with eight Dzongkhags expected to have done so by 2020-2021. To this end, DLG is tasked with reinforcing the rolling out social accountability mechanisms in the LGs, but **training has been delayed due to the Covid-19 pandemic**. Around half of both sets of functionaries confirmed that they had used SA and BA, but **very few had used CSC/CRC – despite CSC having been confirmed as a government priority**.

LGs communications with communities

It is of concern that almost half of the LG functionaries did not inform their citizens about development activities in the Gewogs. Although nearly all civil servant respondents informed citizens about the cost of projects/developments. Further, whilst face-to-face meetings are relied on, there is low use of noticeboards, and also relatively low use of the LG website, LG Portal, social media, particularly by elected officials – and this ties in with their highlighted of ICT as a key capacity gap. Between a half to nearly two-thirds of all LG functionaries were asked for copies of official documents by citizens, mostly about budget allocations and expenditures, plans and current status of plans, as well as information on government rules and regulations.

Use of LG Portal

The LG Portal provides an overview of socio-economic development, and plans and activities of Dzongkhags and Gewogs. However, DLG believes that the Portal is neither widely used nor content fully maintained or up-to-date. However, **four-fifths of civil servants and over half of elected functionaries reported that they used the Portal, mainly to access G2C, public service, and budget information**.



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4. Guiding Principles and actions required to implement the LG Capacity Development Strategy

The following guiding principles and priorities for action were identified as result of the CNA and have been incorporated into an Action Plan for implementation by a range of RGoB stakeholders and both central and local government levels (Annex 2).

4.1. Enhancing equity within Local Governments

- (a) In compliance with the National Gender Equality Policy (2019)⁷ the **DLG** should work in partnership with the NCWC and the RCSC (and other relevant RGoB stakeholders) to seek to **fast-track women in LGs**. For example, In consideration of the lack of representation of women within LGs and in order to support the promotion of female civil servants and the competency of female elected functionaries, **women should be prioritised for CD/training as a matter of policy**. They should also be prioritised for receiving **coaching and mentoring support**. This positive action should apply to both sets of functionaries who are already in post as well as to women who are aspiring to stand for election, and for female members of CSOs; and
- (b) Some CSOs provide training to aspiring and elected women leaders, **DLG should collaborate and strengthen women's leadership training** in order to promote a more equal gender balance in both elected and appointed functionaries.

4.2. Planning Capacity Development/training

- (a) DLG should discuss the issue of **underfunding of CD/training** with the Ministry of Finance (MoF) and the relevant and traditional donors for funding for CD activities of LGs;
- (b) **Training activities should be prioritised in a sequential manner**. Induction courses with sensitisation on relevant government policies, on the job training, familiarisation on LG Act and Local Government Rules and Regulations (LGRR), etc. should precede all other trainings. These should be conducted right after taking Oath of Allegiance; followed by other relevant trainings based on the priorities of the core technical functions and managerial skills (as per CNA);
- (c) CD/training plans should be developed using a **TNA approach**, and ad-hoc training should be avoided;
- (d) **All nominations for appointed LG functionaries by central agencies to attend training should go through the RCSC** as parent agency for training to avoid duplication of efforts and facilitate equal opportunities for all functionaries.
- (e) LGs should **coordinate the planning of similar training and jointly share training costs** to achieve economies of scale;
- (f) Skills needs-based HR and CD mapping to address the five year plan should be undertaken by Human Resource Officers (**HROs**) to establish LG training budget requirements;
- (g) Once the CD Action Plan is finalised, **DLG** should carry out a prior selection and identification of Training Institutes, both public and private, to allow them enough time to prepare training materials in order to design quality training, to commence as soon as LG elections have finished; and

⁷ National Gender Equality Policy, NCWC, RGoB, 2019



- (h) The RCSC should **standardise CD/training records for appointed functionaries at LG level** to be maintained systematically by HROs and Gewog Administrative Officer (GAOs).

4.3. Capacity Development/training priorities for elected functionaries

- (a) **CD/training for elected functionaries** in 2022 – 2024 should be prioritised to provide basic and advanced training **to address the ten priority core technical functions and management skills** (Annex 3):

Core technical functions:

- (1) Policy, Planning, Statistical and Research Services;
- (2) Public service delivery;
- (3) Administrative services (including management skills: Chairing meetings, and Drafting memos and reports);
- (4) ICT and Media;
- (5) Economic (Development) Services; and
- (6) Environment.

Management skills:

- (7) Mediating grievances and disputes;
- (8) Project monitoring;
- (9) Financial management/basic accounting; and
- (10) Project Management.

- (b) DLG should ensure that the **LG CD plan** should address the training needs of **both incumbent elected functionaries as well as aspiring candidates** so that they are prepared for elections; and CD activities should also be held as a priority immediately after elections; and
- (c) DLG should consider **attendance of training courses by CSOs**, where relevant, when drawing up training plans.

4.4. Capacity Development/training priorities for appointed functionaries

- (a) **CD/training for appointed functionaries** in 2022 – 2024 should be prioritised to provide basic and advanced training **to address the priority core technical functions and management skills** (Annex 4):

Core technical functions:

- (1) Public Service Delivery;
- (2) Administrative services (including the management skills of: Chairing meetings, Drafting memos/reports, Presentation Skills and Record keeping);
- (3) Policy, Planning, Statistical and Research Services;
- (4) ICT and Media Services;
- (5) Economic (Development) Services; and
- (6) Human Resource Services.

Management skills:

- (7) Project monitoring;



- (8) Project planning;
- (9) Financial management/basic accounting; and
- (10) Understanding taxation, fees & charges.

4.5. Delivery of Capacity Development/training

- (a) CD/training should be **tailored to the needs of participants** and differentiated between basic and advanced training;
- (b) **Training materials should be quality assured** by the entity that has commissioned the training to ensure that they are fit for purpose, suitable for the level of training, and are user-friendly;
- (c) The RCSC and DLG should identify ways of promoting the **I/NGO/CSO sector to increase their training delivery capacity to LGs**;
- (d) **In-country CD/training should be prioritised** (as opposed to out of country study tours/conferences/training/workshops) and on-line events, with an associated increasing reliance on networking and knowledge management;
- (e) A **wider range of modalities for CD/training should be deployed**, including: e-learning; on-the-job training; coaching and mentoring. LGs should also provide a **rationale for their chosen CD/training modalities** to ensure that they have considered the range of options available;
- (f) **Selected training providers' services** should be **cost effective**, but not necessarily the cheapest, but rather **balanced with quality requirements**;
- (g) DLG should promote the development/strengthening of **DLG and LG institutional knowledge management mechanisms**, such as LG forums, LG peer-to-peer exchange visits, and knowledge management platforms;
- (h) DLG should develop and administer a **LG Knowledge Management and Learning Strategy and Platform as part of the LG Portal** to promote both tacit and explicit knowledge harvesting and learning between LGs;
- (i) DLG and RCSC should **develop guidelines for promoting coaching and mentoring schemes within and between LGs** which may include senior to junior coaching or peer to peer mentoring for example; and
- (j) RCSC, in partnership with Line Ministries and Agencies should **review Business Processes related to the core technical functions** of appointed officials in order to **increase efficiencies through improved Standard Operating Procedures (SOPs)**.

4.6. Recording, Monitoring, and Evaluating CD/training

Improving CD/training data and systems

- (a) RCSC should **review the training databases** of central Line Ministries/Agencies to determine what form of database and/or M&E system would be suitable for them to record, monitor and evaluate LG CD/training. Options to be considered should include an **LG CD/training system linked to the LG Portal; and**
- (b) **Standardised reporting formats** should be introduced **for M&E purposes** by RCSC for recording training and costs associated with CD activities delivered.



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Realising the impact of learning

- (a) In order to ensure the implementation of learning from CD/training events, as a matter of RCSC policy, participants should deliver a presentation of learning on their return to office, prepare a post-CD/training action plan, and after three months prepare a follow-up report on actions taken.
- (b) DLG should commission an **independent impact evaluation of training for elected functionaries after the completion of the 2022 – 2024 LG CD Strategy and Plan** to ascertain the key areas of learning and continuing gaps in capacity.

4.7. Increasing LG accountability

Roll-out of Social Accountability Tools

- (a) DLG should consider whether the 12th FYP target of 20 Dzongkhags having implemented SATs by 2023 is realistic and produce a **route-map for supporting the roll-out of SAT to the LGs**.
- (b) **Gender equity** should be mainstreamed **within the design of the SAT**, particularly: bottom-up gender audits as part of the Budget Audit (BA), and the gathering of gender/age/PwD disaggregated data as part of the CSC and CRCs.

Modes of communication

- (a) LGs should regularly monitor and record their **use of notice boards, the LG website, LG Portal, social media**, with DLG reviewing usage on an annual basis.



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5. Risks and Mitigation Plan 2022-2024

No.	Risk	Mitigation Plan
1	Orientation - Orientation of Gups at Thimphu may not be possible due to large gathering which is against COVID protocol.	Orientation may be conducted by the Dzongkhag Administration at respective Dzongkhag along with Mangmi & Tshogpa. For the award of the scarf from His Majesty the King, DLG should discuss with the Royal Secretariat.
2	Regional level trainings - The containment of pandemic is unknown and the implementation of CD activities, especially training at regional level and exchange of visits for peer learning may be hampered.	If regional level training is not possible due to pandemic, those trainings should be turned into Dzongkhag/Gewog level training and conducted by Train the Trainer (ToT).
3	Travel restrictions - Training providers may not be allowed to travel to Dzongkhags due to Covid-19.	Dzongkhag sector heads like Dzongkhag Planning Officer (DPO), HRO, Dzongkhag Tshogdu Secretary & GAO should be trained as ToT according to the relevance of subject matter.
5	Budget constraints - as the budget for the FY 2021-2022 has already been approved by the Parliament, lack of budget to implement the CD activities may be an obstacle.	DLG should approach the GNHC and the Ministry of Finance for special re-appropriation of budget or they should allow LGs to use certain percentage of block grant for trainings. Alternatively, DLG should approach traditional donors like EU for training funds.
6	Ex-country travel - if the pandemic continues at the present rate for few more years, all ex-country trainings like master program for DLG may not be possible.	If the ex-country training program cannot be implemented, DLG should explore enrolling in Royal Institute of Management (RIM) for master course or explore online courses.
7	Non-availability of trainers - if the pandemic continues and travel restriction imposed, trainers from Thimphu may not be available at the training venues in Dzongkhags and Gewogs.	Some relevant LG appointed officials should be trained as ToT by the RIM or any selected training institute.
8	Conflict with central agencies - DLG may face conflict with central agencies with regard to ad-hoc nomination of LG functionaries for training.	For those training activities identified in this action plan should be nominated by the respective LGs as per the relevance or DLG should nominate for trainings that are to be coordinated by the DLG.
9	Absence of LG functionaries - there may be criticism from the public for the frequent absence of elected functionaries attending trainings.	As proposed in the action plan, most essential trainings should be completed in the first year of their appointment so that the functionaries are well prepared to take up their responsibilities without being absent for the rest of their tenure.



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No.	Risk	Mitigation Plan
10	Change of policy, rules - during the course of implementation of action plan, policies and rules may get changed which will hamper the training activities.	Whatever policy or rule gets changed in due course of time, DLG should implement the program as current policies and rules - Training Institutes should amend their materials accordingly.



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6. Capacity Development/Training Plan for Elected Functionaries

The orientation of newly elected functionaries are a priority. Furthermore, the LG CD CNA for elected functionaries identified the following ten priority core technical functions and management skills. Selected CD/training needs have been translated into a CD/Training Plan for 2021-2024 (Annex 3):

Core technical functions:

- (1) Policy, Planning, Statistical and Research Services;
- (2) Public service delivery;
- (3) Administrative services (including management skills: Chairing meetings, and Drafting memos and reports);
- (4) ICT and Media;
- (5) Economic (Development) Services; and
- (6) Environment.

Management skills:

- (7) Mediating grievances and disputes;
- (8) Project monitoring;
- (9) Financial management/basic accounting; and
- (10) Project Management.

6.1. Orientation of newly elected functionaries

a. Gups' Orientation Programme at Thimphu

After completion of the LG election, all Gups will report to DLG at Thimphu for an Orientation Programme - an induction course before they start working. This is an institutionalised programme where all ministries and departments provide them with first hand briefing on government policies, rules and regulations and major programmes. The programme is normally scheduled for five days for which a budget of Nu. 7.5 m. has been estimated based on the expenditure incurred during the earlier programmes, including Travel Allowance (TA)/ Daily Allowance (DA) for Gups. The programme is tentatively scheduled towards beginning of 2022.

However, if Covid-19 restrictive protocols have to be followed, it is uncertain whether the programme can be organised as planned. If not, one option may be for the Gups' Orientation programme to be combined with that of Mangmis and Tshogpas in their respective Dzongkhags/Gewogs.

b. Mangmi and Tshogpas' Orientation

The Mangmis and Tshogpas Orientation Programme will be conducted in respective Dzongkhags by Dzongdags and sector heads for five days during the beginning of 2022. They will be briefed on government policies, sectoral policies and programmes by Dzongkhag sector and regional sector heads. This is also an induction course for the newly elected functionaries. A budget of Nu. 14.484 m. has been estimated that will cover TA/DA for functionaries and working lunch. (A detailed estimate is given in Annex 3).

c. On-the-job training/Induction Course



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On-the-job training will provide the newly elected Gups, Mangmis and Tshogpas first-hand work experience to start their work in the office. The programme will be coordinated by the GAOs. It is proposed that the out-going Gup, out-going Mangmi and one of the out-going Tshogpa will provide them the on-the-job training. In case, the Gup and Mangmi have been re-elected, they need not attend the training. The programme is proposed for three days at the respective Gewog Centres for which a budget of Nu. 3.899 m. has been proposed for working lunch and TA/DA for facilitators. (Detailed costing is given in Annex 3).

d. Driglam Namzha

During the CNA, training on Driglam Namzha was a popular demand and LG functionaries wanted the Government to even train villagers on it. The objective is to enhance the understanding of the Bhutanese social etiquette which is an important part of our culture for harmonious living. Therefore, training on Driglam Namzha is proposed to be delivered to all Gups, Mangmis and Tshogpas who in turn will provide training or sensitise community during gathering or Zomdus. This training is proposed to be conducted by the Dzongkhag Cultural Officers (DCO) for a duration of four days at respective Gewogs. For this, a budget of Nu. 4.178 m. has been estimated for working lunch and TA/DA of DCO. A detail estimate is given in Annex I.

After completion of orientation and sensitisation programmes, the actual training activities for CD of elected LG functionaries should start immediately. The training activities have been sequenced on the basis of priorities reported by the functionaries during the LG CD CNA. The prioritised trainings will be conducted in 2022 and 2023 in a phased manner so that service delivery is not affected.

6.2. Core technical functions

(1) Policy and Planning

- a. Planning and Prioritisation,
- b. Strategic Visioning, and
- c. Budgeting and Taxation.

Planning and Prioritisation, Strategic Visioning, and Budgeting and Taxation are some of the main activities identified to address the core function of Policy and Planning. While the subject matter may differ to certain extent, all three components of training can be conducted together for a duration of ten days. For this and to optimize the training cost in the future, it is proposed that all GAOs be trained as Trainer of Trainees (ToT) in Thimphu (in one of the Training Institutes) for a period of 7 days (budget with appointed). GAOs as ToTs will conduct the trainings at the respective Gewog Centre. The Dzongkhag Planning Officer (DPO) will support the training as and when he is required or requested by GAOs. For this training, a budget of Nu. 7.370 m. is estimated, basically for working lunch and fee for the facilitators. (Detailed costing is given in Annex 3).

(2) Public Service Delivery

- a. Facilitation & Coordination.

Facilitation and coordination are the other important functions and basic duties of the LG functionaries. If the functionaries are good at facilitating and coordinating, public service can be effectively delivered. Therefore, it is necessary to impart knowledge and training on the facilitation and coordination skills for service delivery. As most of the facilitation and coordination works are done by Gups, Tshogpas, Dzongkhag Thromde Thuemis and Thromde Tshogpas, it is important for them to attend the training. The training is proposed to be conducted by a professional



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Training Institute at Dzongkhag level for a duration of three days in early 2022. For this, a budget of Nu. 19.157 m. has been estimated for TA/DA of participants and fees for the training institutes. (Detailed costing is given in Annex 3).

(3) Administrative Service

- a. Management Skills/Office Management,
- b. Chairing Meeting/Conducting Effective Meetings, and
- c. Drafting Memos/letters.

While some of the functionaries will have an aptitude for a skilful management, most lack such qualities. If services are to be delivered effectively and smoothly, management skills of the functionaries have to be enhanced. Therefore, training in office management, chairing and conducting meetings effectively and even writing skills have to be provided to all LG functionaries including Gups, Mangmis, Tshogpas, Dzongkhag Thromde Thuemis and Thromde Tshogpas.

For cost saving and better coordination, all 205 GAOs should be trained by a professional Institute as ToTs in Thimphu for a period of seven days (budget included with appointed functionaries) and they will in turn conduct training for LG elected functionaries in respective Gewogs. The training will have an estimated budget of Nu. 5.758 m. (Detailed costing is given in Annex 3).

(4) ICT & Media Services

- a. Basic Computer Skills, and
- b. Dzongkhag UNICODE.

ICT is a fundamental core function for office management and using a computer for administration purposes. While many LG functionaries had attended training on basic computer operation and Dzongkha UNICODE, during the CNA they demanded a refresher course or training for a longer duration to make it more fruitful and meaningful. However, it was also reported during the CNA exercise that the skill from the training is not sustainable if the Tshogpas do not have access to computers.

Therefore, training in basic computer skills along with the Dzongkha UNICODE is proposed for Gup, Mangmi, Tshogpa, Dzongkhag Thromde Thuemi and Thromde Tshogpa for a duration of eight days. The Dzongkhags will coordinate the training which will be conducted by an IT professional Institute(s) available within respective Dzongkhags. A budget of Nu. 49.017 m. has been estimated for TA/DA, institutional fees and working lunch. (Detailed costing is given in Annex 3).

(5) Economic Services

- a. Sensitisation on the role of LG functionaries in economic development of communities, and
- b. Sensitise LG functionaries on economic potential within the communities.

The Economic Services is the 2nd of the 17 National Key Results' Areas (NKRAs) in the 12th FYP, highlighted under *Economic Diversity and Productivity Enhanced*. Therefore the training on this function is urgent. The LG functionaries are fully involved in the governance and administrative services, but they have not been able to contribute meaningfully to the development of economy within their jurisdiction. As the prime mover for any kind of development in the community, they should know their role and potential of the locality for any economic development. Therefore, the Regional Offices of the Ministry of Economic Affairs (MoEA) should be requested to visit Gewog Centres and conduct one day sensitisation to LG functionaries on their role for economic development



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and also sensitise them and the business community on the potential of the communities concerned. A sensitisation workshop for Gups, Mangmis, Tshogpas and business community has been planned. A budget of Nu. 7.446 m. has been estimated, basically for working lunch and TA/DA of the officials. (Detailed costing is given in Annex 3).

(6) Environment

- a. Sensitisation on basic laws and regulations, and
- b. Sensitisation on effects of global warming and climate change.

As the preservation of the environment is one of the four pillars of GNH, the LG functionaries should be fully sensitised on the importance of environment. They should also be sensitised on their role for environmental preservation and briefed on various policies, laws, rules and regulations related to environment. For this, a one day sensitisation workshop for Gups, Mangmis, Tshogpas and the business community has been planned at respective Gewog centres. The sensitisation workshop will be conducted by the Dzongkhag Environment Officer with input from the Territorial Forest officials and will be coordinated by GAOs. For this, a budget of Nu. 7.344 m. has been estimated, basically for working lunch and TA/DA. (Detailed costing is given in Annex 3).

6.3. Management Skills

(7) Mediating grievances and disputes - Conflict Management

Conflict, arising out of any matter in the community, is an important issue that the LG functionaries, especially Mangmi, Tshogpa and Thromde Thuemi, have to deal with frequently. Therefore, it is necessary for the above mentioned functionaries to undergo training on conflict management. The training is proposed to be conducted at the Dzongkhag by a professional Training Institute for a duration of three days in 2022. For this, a budget of Nu. 14.138 m. has been proposed including TA/DA and fees for institute. (Detailed costing is given in Annex 3).

Alternative Dispute Resolution (ADR)

This is another most important task of the LG functionaries, especially that of the Mangmi and Tshogpas. There is a popular demand for continuity of this training programme with a longer training duration and with courses applicable to ground realities. In view of the above, it is proposed that the ADR training be continued with a training period of ten days. The training will be attended by Mangmi, Tshogpas, Dzongkhag Thromde Thuemis and Thromde Tshogpas. The DLG shall request BNIL or other qualified Training Institute(s) to conduct the training in coordination with respective Dzongkhag at Dzongkhag headquarters. The training shall be conducted in 2022 for which a budget of Nu. 28.841 m. is estimated. (Detailed costing is given in Annex 3).

(8) Project Monitoring

- a. Basics on Monitoring & Evaluation, and
- b. Basics on Project Monitoring.

Training on simple and basic tools of monitoring and evaluation is proposed for Gups, Mangmis and Tshogpas for a duration of four days at the respective Gewog centres. GAOs will conduct the training and the Dzongkhag Planning Officer (DPO) will provide support wherever possible and whenever GAO request for their intervention. For this, a budget of Nu. 6.908 m. has been estimated basically for working lunch and TA/DA of DPO when required. (Detailed costing is given in Annex 3).



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(9) Financial management/basic accounting

- a. Procurement, and
- b. Record Keeping.

Procurement and record keeping are important aspects of administrative services. Many LG functionaries have faced administrative audit actions due to lapses in procurement and lack of record systems. With enhanced decentralisation and increased budget appropriation to the LGs, Gups are involved in procurement on a daily basis, it is important for them to have the knowledge of procurement rules and systems. Therefore, training on procurement and record keeping has been proposed for all 205 Gups for five days at respective Dzongkhag headquarters. Training will be conducted by Dzongrabs and Dzongkhag Procurement Officers for which a budget of Nu. 2.996 m. has been estimated for TA/DA and working lunch. (Detailed costing is given in Annex 3).

(10) Project Management

- a. Basics on Project Formulation, and
- b. Project Management.

LG functionaries are increasingly empowered with the responsibility for project formulation, its management, monitoring and evaluation. Firstly, they should know how to formulate project, then how to manage it and monitor its implementation. Therefore, a training on project formulation and project management has been proposed for Gups, Mangmis and Tshogpas for a duration of four days at respective Gewog centres. This training can be combined together with (8) Project Monitoring (above). Training will be conducted by GAOs for which a budget of Nu. 2.908 m. is estimated, basically for working lunch and TA/DA for DPO. (Detailed costing is given in Annex 3).



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7. Capacity Development/Training Plan for Appointed Functionaries

As was the case with the training activities planned for the elected LG functionaries, all training activities for the appointed functionaries have also been identified and prioritised from the LG CD CNA. The prioritised trainings will be conducted within 2022 and 2024 in a phased manner so that the service delivery is not affected. Training activities for the appointed LG functionaries have been selectively planned but based on the priority set by them. Two training programmes namely (1) Policy, Planning, Statistical and Research Services and (2) Management Skills/Office Management, Chairing/Conducting Effective Meeting and Drafting of Memo/Letter have been included in preparation for training GAOs as ToTs on the subject matters. In addition, advanced academic training is proposed by DLG officials to equip them with the management skills required to manage their ever-increasing and complex mandates.

While it would be ideal to include trainings related to all core functions, it may not be practical as this would put a lot of demand on the time of appointed functionaries and funds within three years of 2022-2024. Moreover, there will be training opportunities from central agencies for appointed LG functionaries as has been the case thus far. However, depending on the availability of funds, training programmes related to core functions that couldn't be taken up during 2022-2024, could be continued after 2024. The LG CD CNA for appointed functionaries identified the following ten priority core technical functions and management skills. Selected CD/training needs have been translated into a CD/Training Plan for 2022-2024 (Annex 4):

Core technical functions:

- (1) Public Service Delivery;
- (2) Administrative services (including the management skills of: Chairing meetings, Drafting memos/reports, Presentation Skills and Record keeping);
- (3) Policy, Planning, Statistical and Research Services;
- (4) ICT and Media Services;
- (5) Economic (Development) Services; and
- (6) Human Resource Services.

Management skills:

- (7) Project monitoring;
- (8) Project planning;
- (9) Financial management/basic accounting; and
- (10) Understanding taxation, fees & charges.

7.1. Core technical functions

- (1) Public Service Delivery
 - a. Facilitation and Coordination.

Facilitation and coordination are two of the important components of service delivery in LGs, both at Dzongkhag and Gewog levels. Dzongdag, Dzongrab, Drungpa, Thromde Executive Secretary, Tshogdrung and GAO are involved in facilitation and coordination while delivering services. Therefore, training related to facilitation and coordination at the regional level is proposed for the above officials. Training is proposed to be conducted at regional level: Mongar for Lhuentse, Mongar, Trashiyangtse, Trashigang, Pemagatshel and Samdrupjongkhar Dzongkhags, at Sarpang for Bumthang, Trongsa, Zhemgang, Sarpang, Tsirang and Dagana Dzongkhags, and at Thimphu for Gasa, Punakha,



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Wangdue Phodrang, Thimphu, Paro, Haa, Chhukha and Samtse Dzongkhags. The training could be conducted either by the Royal Institute of Management (RIM) or other professional Training Institutes for three days in 2022. If the number of participants become too large or the pandemic protocols do not allow large gatherings, officials from each Dzongkhag could attend in a staggered manner, and each region could complete the training in groups, if all cannot be accommodated together. About seven officers from DLG could attend this training in the nearest regional training venue. The same group could continue to attend training on (7) Project Monitoring - Conflict Management, for another 3 days in the same venue. For this programme, a budget of Nu. 6.132 m. has been estimated. (Detailed costing is given in Annex 4).

(2) Administrative Services

Under this core function, various trainings such as Management Skills/Office Management, Chairing Meeting/Conducting Effective Meeting and, Drafting Memos/Letters have been proposed for the elected functionaries. These trainings will be conducted by GAOs who will be trained as ToTs for seven days in Thimphu at the beginning of 2022. For this, a budget of Nu. 5.417 m. has been proposed. (Detailed costing is given in Annex 4).

(3) Policy and Planning (core function)

- a. Planning and Prioritisation,
- b. Strategic Visioning, and
- c. Budgeting and Taxation.

In addition to elected functionaries, this training is also relevant to appointed officials. GAOs will be trained for seven days as ToTs who in turn will train elected functionaries in their respective Gewog. This ToT programme should be conducted at the beginning of 2022 to equip them to train elected functionaries after the Election. For this, a budget of Nu. 5.417m has been proposed. (Detailed costing is given in Annex 4).

(6) Human Resource Services

- a. Human Resource Management,
- b. Emotional Intelligence, and
- c. Interpersonal Skills.

At the Dzongkhag level, while the HRO is the link between the central agency and the Dzongkhag, the Dzongrab actually looks after the management of human resources, whilst at Gewog level, the GAOs looks after this function. Therefore, training on Human Resource Management Systems/techniques is proposed for Dzongrabs and GAOs. The training could be conducted by a professional Training Institute(s) in Thimphu for three days in 2024 in two groups. For this training, a budget of Nu. 3.797m has been estimated. (Detailed costing is given in Annex 4).

Emotional Intelligence deals with understanding and managing one's own emotion for self-awareness, self-regulation and motivation for day to-day delivery of services. Therefore, for realising such understanding and developing skills to manage self-emotion, a two and half day's training on Emotional Intelligence is proposed for 20 Dzongdags in 2023. Interpersonal Skills is a similar to Emotional Intelligence in that it deals with self- understanding. Therefore, to develop skills for such self-understanding, a two and half day's training is also proposed for 20 Dzongdags in 2023. To save resources and time, the Emotional Intelligence and Interpersonal Skill trainings will be combined and conducted one after another as modules. This combined five day has an estimated budget of Nu. 1.110 m (Detailed costing is given in Annex 4).



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7.2. Management Skills

a. Master Degree programme – DIG.

DLG is the coordinating agency for local governance and parent agency for all LGs. They provide guidance to LGs on their functions and duties. To enable them to discharge their duties effectively and confidently, the DLG requires substantial professional capacity building. It is proposed that officers of DLG undergo Master Degree courses in Public Policy, Public Administration, Rural Development, and Population and Development. However, if the restriction of travel outside of Bhutan continues, officers would have to attend their Master course within Bhutan or take online classes.

b. Conflict Management.

While some minor conflicts are resolved by the LG functionaries at the Gewog level, some major conflicts within the Gewog involving: two communities; between two Gewogs; or within the Thromde, are referred to the Dzongkhag level or to Thromde Office. Therefore, the appointed functionaries require skills and knowledge on how to deal with such matters tactfully. The officials concerned who are involved in the conflict management are: Dzongdag, Dzongrab, Drungpa, Thromde Executive Secretary and GAOs, who require high level training in conflict management. Training is proposed to be conducted at the regional level: Mongar for Lhuentse, Mongar, Trashiyangtse, Trashigang, Pemagatshel and Samdrupjongkhar Dzongkhags; Sarpang for Bumthang, Trongsa, Zhemgang, Sarpang, Tsirang and Dagana Dzongkhags; and Thimphu for Gasa, Punakha, Wangduephodrang, Thimphu, Paro, Haa, Chhukha and Samtse Dzongkhags. The training could be conducted either by RIM or professional Training Institute for three days in 2022, continuing from facilitation and coordination training. The same modality of batches and staggered manner should be adopted, with each region completing in two groups. For this programme, a budget of Nu. 5.698 m has been estimated. (Detailed costing is given in Annex 4).

c. Problem Solving & Decision Making

Solving problem and making decisions is a daily affair for all LG functionaries. For proper problem solving and correct decision making, some skills are required. Therefore, in order to develop skills for such function, a three-day training on Problem Solving and Decision Making is proposed for Dzongdag, Dzongrab, Drungpa, Thromde Executive Secretary and GAOs. Training is proposed to be conducted at regional level, (as per Conflict Management (above)). The training will be conducted either by RIM or a professional Training Institute for three days in 2023. Same modality of batchwise and staggered manner should be adopted with each region completing in two batches. For this programme, a budget of Nu. 5.698 m has been estimated. (Detailed costing is given in Annex 4).

d. Time Management and work ethics

Time Management is an essential component of project planning and office management. Likewise work ethics is another important component in the effective management of project management and in the office. For this, it is proposed to train Dzongkhag Tshogdu Secretary and Gaydrungs as ToT at Thimphu in one (or more) of the professional Training Institutes for five days in two groups in 2024. They will, in turn, train other officials in Dzongkhag and Gewogs on the subject matters. For this training, a budget of Nu. 3.945m has been estimated. (Detailed costing is given in Annex 4).



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3. Annex 1: Log frame for CD Action Plan 2022-24

Level	Action	Indicators	Means of verification	Risk/Assumption
Goal	Capacity Development of all LG functionaries in relation to 8 core functions for effective delivery of services to community.	Improved service delivery while delivering core functions leading to enhancement of satisfaction of community.	Conduct informal survey by GAOs after 1 year of service put in by the elected LG functionaries. Record service delivery conditions before and after training of functionaries.	100% attendance may not be possible to achieving full effective delivery of service.
Outcomes	Local governance and service delivery strengthened through 8 core functions by way of training of LG functionaries.	All 205 Gups, 205 Mangmis, 1044 Tshogpas, 18 Dzongkhag Thromde Thuemis and 25 Thromde Thuemis improved their outlook, confidence and gained their functional knowledge.	GAOs and Dzongkhag Administration to review effectiveness of service delivery by elected functionaries after on a half yearly basis. Suggest further improvements.	The training they received improved their outlook and will power to work hard and serve the community with dedication.
Outputs	Capacity of Elected LG functionaries namely 205 Gups, 205 Mangmis, 1044 Tshogpas, 18 Dzongkhag Thromde Thuemi and 25 Thromde Thuemi enhanced/developed through trainings in areas of 8 core functions of LG.	All 205 Gups, 205 Mangmis, 1044 Tshogpas, 18 Dzongkhag Thromde Thuemis and 25 Thromde Thuemis completed all required trainings for capacity development.	GAOs and Dzongkhag Administration get feedbacks on effectiveness and usefulness of the trainings from LG functionaries.	1. All elected LG functionaries apply practically what they learnt. 2. They in turn sensitise community for harmonious living.
Activities	1. On-the-job training/Induction Course	205 Gups, 205 Mangmis, 1044 Tshogpas, 18 Dzongkhag Thromde Thuemis & 25	Functional capacity of each functionary reviewed by GAO after 3 months of service.	Trainings they received boosted their moral and ready to work hard.



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		Thromde Thuemis sensitised and given induction course training on their functions with hands on.		
	2. Training on Planning & Prioritization, Strategic Planning, Budgeting & Taxation.	205 Gups, 205 Mangmis, 1044 Tshogpas and 4 Thrompons trained in Planning & Prioritization of development activities.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	With knowledge they acquired, community will have better plans for them.
	3. Training on Facilitation and coordination	205 Gups, 205 Mangmis, 1044 Tshogpas, 18 Dzongkhag Thromde Thuemis & 25 Thromde Thuemis trained on facilitation and coordination.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	Facilitation and coordination be improved.
	4. Training on Conflict Management	1044 Tshogpas, 25 Thromde Thuemis trained on conflict management, facilitation and coordination.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	Any conflict in the community be resolved amicably.
	5. Training on Alternative Dispute Resolution	205 Gups, 205 Mangmis, 1044 Tshogpas, 18 Dzongkhag Thromde Thuemis & 25 Thromde Thuemis trained on Alternative Dispute Resolution.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	All minor civil cases be resolved within the community and court cases reduced.
	6. Training on Management Skills/Office Management, Conduct of Effective Meeting, Drafting of memos/letters.	205 Gups, 205 Mangmis, 1044 Tshogpas, 18 Dzongkhag Thromde Thuemis & 25 Thromde Thuemis trained on Management Skills, Office Management, Conduct of Effective Meeting, Drafting of Memos/Letters.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	Office be managed well and all records maintained properly.



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	7. Training on Procurement and Record Keeping.	205 Gups trained on Procurement, and Record Keeping.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	Procurement system improved with proper recording.
	8. Training on Driglam Namzha	205 Gups, 205 Mangmis and 1044 Tshogpas trained on Driglam Namzha.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	Harmony improved in the community.
	9. Training on Basic Computer Skills, and Dzongkha UNICODE	205 Gups, 205 Mangmis, 1044 Tshogpas, 18 Dzongkhag Thromde Thuemis & 25 Thromde Thuemis trained on Basic Computer Skills and Dzongkha UNICODE.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	All LG functionaries become computer literate and improve working environment.
	10. Training on Basic Monitoring & Evaluation and Project Monitoring.	205 Gups, 205 Mangmis and 1044 Tshogpas trained on Basic Monitoring & Evaluation and Project Monitoring.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	Monitoring of development activities improved for a meaningful purpose.
	11. Training on Basic Project formulation & Project Management	205 Gups, 205 Mangmis and 1044 Tshogpas trained on Basic Project Formulation, and Project Management.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	Preparation of plan improved with proper system of project formulation and management.
	12. Sensitisation on economic opportunities	205 Gups, 205 Mangmis, 1044 Tshogpas and 5 potential business persons sensitised on economic opportunities in the community.	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	LG functionaries realize the benefit of economic development activities in the communities.
	13. Sensitisation on policies, rules & regulation on environment	205 Gups, 205 Mangmis, 1044 Tshogpas and 5 potential business persons sensitised on policies, laws, rules related to	1. Submit training reports by trainees. 2. Do presentation by trainees after completion of trainings.	LG functionaries realize the importance of environment and its preservation.



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		environment and on effects of global warming and climate change.		
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4. Annex 2: Action Plan for implementation of LG Capacity Development Strategy

For further detail on specified actions, please refer to Section 4: Guiding Principles and action required to implement LG Capacity Development Strategy

No.	Action	DLG	LMAs	MoF	NCWC	RCSC	Training Institutes	LGs	CSOs	DPs
1.	Enhancing equity within Local Governments									
a.	DLG to work in partnership with NCWC and the RCSC (and other relevant RGoB stakeholders) to seek to fast-track women in LGs	√ (Lead)			√	√				
b.	Women to be prioritised for CD/training as a matter of policy.	√			√	√ (Lead)		√		
c.	Women to be prioritised for receiving coaching and mentoring support.	√			√	√ (Lead)		√		
d.	Women's leadership training to be introduced as core training for elected and appointed functionaries	√			√	√ (Lead)				
2.	Planning Capacity Development/training									
a.	DLG to discuss issue of underfunding of CD/training with the MoF and development partners for funding for CD activities of LGs	√ (Lead)						√		√
b.	Training activities to be prioritised in a sequential manner, commencing with induction and compliance with legislation, rules & regulations	√ (Lead)				√		√		
c.	CD/training plans to be developed using a TNA approach, and ad-hoc training avoided					√ (Lead)				
d.	All nominations of LG functionaries by central agencies to attend training should go through the RCSC		√					√		



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No.	Action	DLG	LMAs	MoF	NCWC	RCSC	Training Institutes	LGs	CSOs	DPs
e.	LGs to coordinate the planning of similar training and jointly negotiate training costs							√ (Lead)		
f.	HROs to undertake skills needs-based HR and CD mapping to address 5YP needs and LG training budget requirements		√	√		√		√ (Lead)		
g.	DLG to carry out a prior selection and identification of Training Institutes once LG CD Plan has been approved	√ (Lead)					√			
h.	RCSC to standardise LG CD/training records, to be maintained systematically by HROs and GAOs					√ (Lead)		√		
3.	Capacity Development/training priorities for elected functionaries									
a.	CD/training for elected functionaries to be prioritised to provide basic and advanced training to address their 10 priority core technical functions and management skills	√ (Lead)						√		
b.	DIG to ensure LG CD plan addresses training needs of both incumbent and aspiring elected functionaries	√ (Lead)						√		
c.	DLG to consider attendance of training courses by CSOs, where relevant	√ (Lead)				√		√	√	√
4.	Capacity Development/training priorities for appointed functionaries									
a.	CD/training for appointed functionaries to be prioritised to provide basic and advanced training to address their 10 priority core technical functions and management skills									
5.	Delivery of Capacity Development/training									
a.	CD/training to be tailored to the needs of participants and differentiated between basic and advanced training	√				√ (Lead)		√		
b.	Training materials should be quality assured by the entity that has commissioned the training	√ (Lead)	√							



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No.	Action	DLG	LMAs	MoF	NCWC	RCSC	Training Institutes	LGs	CSOs	DPs
c.	RCSC and DLG to identify ways of promoting the I/NGO/CSO sector to increase their training delivery capacity to LGs	√	√			√ (Lead)		√	√	
d.	In-country CD/training to be prioritised (as opposed to out of country)	√	√			√ (Lead)		√		
e.	LGs to provide a rationale for their chosen CD/training modalities with a wider range of modalities for CD/training to be deployed	√				√		√ (Lead)		
f.	Selected Training providers' services should be cost effective, balanced with quality requirements	√	√			√ (Lead)	√			
g.	DLG to promote the development/strengthening of DIG and LG institutional knowledge management mechanisms	√ (Lead)				√		√		
h.	DLG to develop and administer a LG Knowledge Management and Learning Strategy and Platform as part of the LG Portal	√ (Lead)						√		
i.	DLG and RCSC to develop guidelines for promoting coaching and mentoring schemes within and between LGs	√	√			√ (Lead)		√		
j.	RCSC, to review Business Processes of core technical functions of appointed officials to increase efficiencies through improved Standard Operating Procedures (SOPs)		√			√ (Lead)		√		
6.	Recording, Monitoring, and Evaluating CD/training									
a.	RCSC to review training databases of central Line Ministries/Agencies to determine what form of	√	√			√ (Lead)				



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No.	Action	DLG	LMAs	MoF	NCWC	RCSC	Training Institutes	LGs	CSOs	DPs
	database/M&E system would be suitable for them to record, monitor and evaluate LG CD/training									
b.	RCSC to introduce standardised reporting formats to be introduced for M&E purposes by for recording training and costs associated with CD activities delivered	√	√	√		√ (Lead)				
c.	As RCSC policy, training participants to deliver presentation of learning on return to office, prepare a post-CD/training action plan, and after three months prepare follow-up report on actions taken	√	√			√ (Lead)		√		
d.	DLG to commission an independent impact evaluation on completion of 2021 – 2024 LG CD Strategy and Plan	√ (Lead)	√	√	√	√	√	√		
7.	Increasing LG accountability									
e.	DLG to produce route-map for supporting the roll-out of Social Accountability Tools (SAT) to LGs	√ (Lead)						√	√	
f.	Gender equity to be mainstreamed within the design of SAT, particularly: Budget Audit (BA)	√ (Lead)		√	√			√		
g.	LGs to regularly monitor and record their use of noticeboards, the LG website, LG Portal, social media, with DLG reviewing usage on an annual basis	√ (Lead)						√		

5.



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6. Annex 3: CD Action Plan with Cost 2022-24 for Elected LG Functionaries

Core Function	Activity/Year of Training	No. of Official	No. of Day (D)	TA/D A (Nu.)	Institute charge (Nu.)	Lunch / Tea (L&T) (Nu.)	Total (Nu. Million)	Detail Estimates	Remarks
Core Technical Functions									
(a & b) Orientation	Gups' Orientation at Thimphu (2021)	205 Gups	5	0.000	0.000	0.000	7.500	A lumpsum budget of 7.500 million is kept on the basis of earlier Gups' Conference of 5 days, including TA/DA for Gups.	1. Gups' Orientation is normally conducted at Thimphu, organized by the Department of Local Governance (DLG). 2. The budget will be kept with the DLG who will maintain the accounts.
	Sub-total						7.500		
	Orientation Programme at Dzongkhag HQ (2021)	205 Mangmi	5	2.383	0.000	0.513	2.896	1) DA Nu. 1500/day = 1500x205x5D=1,537,500 2) M Nu. 16/km. Average 70km/Mangmi=70x16x205=229600. 3) DA travel 2 days=Nu. 1500x205x2D=615000. 4) L&T per head Nu. 500x205x5D=512500.	. Orientation for Mangmis & Tshogpas' is proposed to be conducted at Dzongkhag for 5 days & will be organized by respective Dzongkhag. Sector heads, including Dzongdag and Dzongrab, will brief them on sectoral policy, program & functions.
		1044 Tshogpa	5	8.478	0.000	2.610	11.088	1) DA Nu. 1000/day= 1000x1044x5D=5220000 2) M Nu. 16/km. Average 70km/Tshogpa=70x16x1044=1169280 3)	2. TA/DA calculated based on revised pay & allowances of 8 July 2019. Total budget of Nu. Nu. 14.484 should be divided among 20 Dzongkhags



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								DA travel 2 days= Nu. 1000x1044x2D= 2088000 4) L&T per head Nu. 500x1044x5D=2610000.	proportionate to their number of Mangmi & Tshogpa. 3. Budget be kept with the DLG who will distribute to 20 Dzongkhags who in turn will submit the expenditure statements to DLG.
		10 Facilitator	5	0.000	0.000	0.500	0.500	1) L&T for 10 facilitator (Dzongdag, Dzongrab, HRO, DPO & sector heads). Nu. 500x10x5D=25000/Dzongkhag. Nu. 25000 x 20=500000	
	Sub-total			10.861	0	3.623	14.484		
(-c) On-the-job-training	On the job training/Induction Course (2021)	205 Gups	3	0.000	0.000	0.185	0.185	1) No TA/DA at the working station. 2) Tea & snack Nu. 300/day= 300x205x3D= 184500	. Three days on-the-job training to be conducted by GAOs & predecessor Gup, Mangmi & Tshogpa each at Gewog office. To be attended by newly elected functionaries. 2. The budget of Nu. 3.899 m is calculated only for tea & snack twice a day & TA/DA for 1 Ex-Gup, 1 Ex-Mangmi & 1 Ex-Tshogpa who will help GAO. 3. The budget will be divided among 20 Dzongkhags proportionate to their number of functionaries. 4. Budget be kept with respective Gewogs in proportion to the number of functionaries.
		205 Mangmi	3	0.000	0.000	0.185	0.185	1) No TA/DA at the working station. 2) Tea & snack Nu. 300/day= 300x205x3D=184500	
		1044 Tshogpa	3	0.000	0.000	0.940	0.940	1) No TA/DA at the working station. 2) Tea & snack Nu. 300/day= 300x1044x3D= 939600	
		3 Facilitator	3	0.000	1.850	0.554	2.404	1) Lumpsum Nu. 1000/facilitator/day (1 ex-Gup, 1 ex-Mangmi, 1 ex-Tshogpa) for 3 days/Gewog= 1000x3x3D=9000/Gewog. Nu. 9000x205=1845000. 2)Tea & snack Nu.300/day= 300x3x3D=2700x205=553500.	



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		1 GAO	3	0.000	0.000	0.185	0.185	1) No TA/DA at the working station. 2) Tea & snack Nu. 300/day=300x1x3D=900x205=184500.	
	Sub-total			0.000	1.850	2.049	3.899		
(d) Driglam Namzha & Chadi	2022	205 Gups	4	0.000	0.000	0.410	0.410	1) No TA/DA as they are paid lumpsum within Gewog. 3) L&T per head Nu.500/day=500x205x4D=410000.	1. This training was one of the popular demand during the assessment. Functionaries wanted even villagers to be sensitised on Driglam Namzha. Gups, Mangmis & Tshogpas can be trained as trainer who will sensitise the villagers in groups or during Zomdu. To be conducted by Dzongkhag Cultural Officer at Gewog Centre. 2. The budget of Nu. 4.178 m is for working lunch & tea/snack for 4 days for 20 Dzongkhags & TA/DA for DCO. 3. The budget should be sent to Gewogs as per the numbers of functionaries.
		205 Mangmi	4	0.000	0.000	0.410	0.410	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x4D=410000.	
		1044 Tshogpa	4	0.000	0.000	2.088	2.088	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x1044x4D=2088000.	
		1 Facilitator		1.230	0.000	0.040	1.270	1) Travel days estimated per DCO=Average Gewog per Dzongkhag=10.25. 4 days per Gewog=10.25x4=41 days. DA Nu. 1500x41=61,500/DCOx20DCO=1230000. 2) M Nu. 16/km for average 400km/DCO=400x16=6400x20DCO=128000 3) L&T Nu. 500x20x4D=40000.	
		Sub-total			1.230	0.000	2.948	4.178	
(-1) Policy & Planning	1) Planning & Prioritization. 2) Strategic	205 Gups	10	0.000	0.000	1.025	1.025	1) No TA/DA as they are paid lumpsum within Gewog.	1. For cost saving, all 205 GAOs shall be trained as ToTs on Planning & Prioritization,



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	Visioning. 3) Budgeting & Taxation (2022)							2) L&T per head Nu.500/day=500x205x10D=1025000	Strategic Visioning and, Budget & Taxation for 7 days at Thimphu at the beginning of 2022 for which a budget of Nu. 5.417 m has been kept with the training programme of appointed functionaries. The budget will be kept with the DLG. 2. The budget of Nu. 7.370 m is for Tea/snack and is to be divided among 205 Gewogs as per the proportion of number of functionaries. 3. Thrompon can attend the course at the Gewog Centre where Dzongkhag HQ is located.
		205 Mangmi	10	0.000	0.000	1.025	1.025	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x10D=1025000	
		1044 Tshogpa	10	0.000	0.000	5.220	5.220	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x1044x10D=5220000	
		4 Thrompon	10	0.080	0.000	0.020	0.100	1) DA Nu. 2000/day=2000x4x10D=80000. 2) No mileage with govt vehicle. 3) L&T per head Nu.500/day=500x4x10D=20000.	
	Sub-total			0.080	0.000	7.290	7.370		
(-2) Public Service Delivery	Facilitation & Coordination (2022)	205 Gups	3	1.768	0.000	0.308	2.076	1) DA Nu. 1500/day = 1500x205x3D=922500. 2) M Nu. 16/km. Average 70km/Gup=70x16x205=229600. 3) DA travel 2 days=Nu. 1500x205x2D=615000 4) L&T per head Nu. 500x205x3D=307500	1. Training on Facilitation & Coordination to be conducted at Dzongkhag HQ either by RIM or selected institute & to be organized by respective Dzongkhag for 3 days. 2. The budget Nu. 19.157 m is calculated for TA/DA for 3 days training. fees for training institute & working lunch. 3. Budget is for 20 Dzongkhags & will be distributed to
		1044 Tshogpa	3	6.39	0.000	1.566	7.956	1) DA Nu. 1000/day = 1000x1044x3D=3132000 2) M Nu. 16/km. Average 70km/Tshogpa=70x16x1044=116	



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								9280. 3) DA travel 2 days=Nu. 1000x1044x2D=2088000 4) L&T per head Nu. 500x1044x3D=1566000	Dzongkhags proportionate to their number of functionaries. 4. Tshogpa and Thromde Thuemi will continue attending the training on Conflict Management at the Dzongkhag HQ.
	18 Dzongkhag Thromde Thuemi	3	0.000	0.000	0.027	0.027		1) No TA/DA as training being conducted in Dzongkhag HQ. 2) L&T per head Nu. 500x18x3D=27000	
	25 Thromde Thuemi	3	0.000	0.000	0.038	0.038		1) No TA/DA as training being conducted in Dzongkhag HQ. 2) L&T per head Nu. 500x25x3D=37500	
	2 Institute/f acilitator	3	0.000	9.000	0.060	9.060		1) Fees for training institute at RIM's rate Nu. 150,000/day. Nu. 150000x3D=450,000 per Dzongkhag=450000x20=9000000 2) L&T per head Nu. 500x2x3D=3000x20=60000	
	Sub-total		8.158	9.000	1.999	19.157			
(-3) Administrative Services	1)Management Skills/Office Management. 2) Chairing, Conducting Effective Meeting. 3) Drafting Memos/letter (2022)	205 Gups	7	0.0000	0.0000	0.718	0.718	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day= 500x205x7D=717500	1. For cost saving, all 205 GAOs shall be trained as ToT on Management Skills, Chairing & Conducting Effective Meetings, & Drafting Memos/letters for 7 days at Thimphu in early 2022. These ToTs will conduct above trainings at respective Gewogs. For this, a budget of Nu. 5.417 m has been kept with the



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		205 Mangmi	7	0.0000	0.0000	0.718	0.718	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x7D=717500	training programme of appointed LG functionaries. 2. Budget of Nu. 5.758 m is for working lunch during the training in Gewogs. 3) Dzongkhag Thromde Thuemi and Thromde Thuemi will attend the course at the Gewog Centre where Dzongkhag Hq is located.
		1044 Tshogpa	7	0.0000	0.0000	3.654	3.654	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x1044x7D=3654000.	
		18 Dzongkhag Thromde Thuemi	7	0.264	0.000	0.063	0.327	1) DA Nu. 1500/day=1500x18x7D=189000. 2) M Nu. 16/km. Average 70km/Thuemi=70x16x18=20160. 3) DA travel 2 days = Nu. 1500x18x2D=54000 4) L&T per head Nu.500/day=500x18x7D=63000.	
		25 Thromde Thuemi	7	0.253	0.000	0.088	0.341	1) DA Nu. 1000/day=1000x25x7D=175000. 2) M Nu. 16/km. Average 70km/Thuemi=70x16x25=28000. 3) DA travel 2 days = Nu. 1000x25x2D=50000 4) L&T per head Nu.500/day=500x25x7D=87500.	
		Sub-total		0.517	0	5.241	5.758		
(-4) ICT & Media Services	1) Basic Computer Skills. 2) Dzongkhag UNICODE (2022)	205 Gups	8	3.305	0.000	0.820	4.125	1) DA Nu. 1500/day = 1500x205x8D=2460000. 2) M Nu. 16/km. Average 70km/Gup=70x16x205=229600. 3) DA travel 2 days = Nu. 1500x205x2D=615000	. As per the feedback during the assessment, UNICODE has been useful, especially for those who were some what computer literate. Therefore, training on basic computer



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								4) L&T per head Nu. 500x205x8D=820000.	combined with UNICODE should be organised by Dzongkhags (within Dzongkhag wherever possible) & conducted by professional institutes for Gups, Mangmis, Tshogpas, Dzongkhag Thromde Thuemi and Thromde Tshogpa. Duration of training needs to be enhanced from 5 days to at least 8 days as per feedback during assessment. However, those who attended earlier, need not attend the course. 2. The budget of Nu. 49.017 m is for TA/DA, fees for institutes, working lunch & tea/snack for 8 days for 20 Dzongkhags. 3. The budget should be sent to Dzongkhags as per the numbers of functionaries. 4). In case the training is conducted in the Dzongkhag HQ, both Dzongkhag Thromde Thuemi and Thromde Tshogpa will not be paid TA/DA.
	205 Mangmi	8	3.305	0.000	0.820	4.125	1) DA Nu. 1500/day = 1500x205x8D=2460000. 2) M Nu. 16/km. Average 70km/Gup=70x16x205=229600. 3) DA travel 2 days = Nu. 1500x205x2D=615000 4) L&T per head Nu. 500x205x8D=820000.		
	1044 Tshogpa	8	11.61	0.000	4.176	15.786	1) DA Nu. 1000/day= 1000x1044x8D=8352000 2) M Nu. 16/km. Average 70km/Tshogpa=70x16x1044=1169280 3) DA travel 2 days = Nu. 1000x1044x2=2088000 4) L&T per head Nu. 500x1044x8D=4176000.		
	18 Dzongkhag Thromde Thuemi	8	0.291	0.000	0.072	0.363	In case, training outside Thromde. 1) DA Nu. 1500/day=1500x18x8D=216000. 2)M Nu. 16/km. Average 70km/Thuemi=70x16x18 =20160. 3) DA travel 2 days = Nu. 1500x18x2=54000 4) L&T per head Nu.500/day= 500x18x8D =72000.		
	25 Thromde Thuemi	8	0.278	0.000	0.100	0.378	In case training outside the Thromde. 1) DA Nu. 1000/day=1000x25x8D		



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								=200000. 2) M Nu. 16/km. Average 70km/Thuemi=70x16x25. =28000. 3) DA travel 2 days = Nu. 1000x25x2=50000 4) L&T per head Nu.500/day= 500x25x8D=100000.	
		3 Institute/Fa cilitator	8	0.000	24.000	0.240	24.240	1) Fees for training institute at RIM's rate Nu. 150,000 per day. Nu. 150000 x 8D=1200000/Dzongkhag =120000x20=24000000. 2) L&T per head Nu. 500x3x8D=12000x20=240000	
		Sub-total		18.789	24.000	6.228	49.017		
(-5) Economic Services	1) Sensitisation on role of LG functionaries in economic development of communities. 2) Sensitise LG functionaries on potential within communities for economic development	205 Gups	1	0.000	0.000	0.103	0.103	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day= 500x205x1D=102500	Dzongkhag should invite officials of Regional Trade & Industry to visit Gewog Centres and sensitise LG officials on the role of LG functionaries in the economic development of their communities. RTI officials should sensitise what potential, Cottage Industries, lies in the community for economic development. The programme should be conducted with involvement of GAOs. Some promising business persons in the



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	with examples of relevant small scale industries (2023)								community can also participate in the programme. Dzongkhag should bear the cost of their travel to Gewogs.
		205 Mangmi	1	0.000	0.000	0.103	0.103	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x1D=102500	
		1044 Tshogpa	1	0.000	0.000	0.522	0.522	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x1044x1D=522000	
		5 Businessmen	1	0.000	0.000	0.513	0.513	1) L&T per head Nu. 500x5x1D=2500x205 Gewogs=512500	
		2 Facilitator		0.000	6.000	0.205	6.205	1) A lumpsum of Nu. 300000/Dzongkhag is kept for TA/DA of RTI officials. Nu. 300000 x 20 Dzongkhags=6000000 2) L&T per head Nu. 500x2x1D=1000x205=205000	
	Sub-total			0.000	6.000	1.446	7.446		
(-6) Environment	1) Sensitisation on basic laws & regulation on environment & effects of	205 Gups	1	0.000	0.000	0.103	0.103	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x1D=102500	1. The Dzongkhag Environment sector should conduct sensitisation workshop for Gups, Mangmis and Tshogpas and GAOs at the Gewog Centre for 2 days on various basic policies, laws, rules and



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	climate change (2023)									regulations on environment. They should also sensitise LG functionaries on effects of climate change and global warming. . 2. The budget of Nu. 7.344 m is for working lunch & tea/snack for 2 days for 20 Dzongkhags and TA/DA of DzEO. 3. The budget should be sent to Gewogs as per the numbers of functionaries.
		205 Mangmi	1	0.000	0.000	0.103	0.103	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x1D=102500		
		1044 Tshogpa	1	0.000	0.000	0.522	0.522	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x1044x1D=522000		
		5 Businessmen	1	0.000	0.000	0.513	0.513	1) L&T per head Nu. 500x5x1D=2500x205 Gewogs=512500		
		1 Facilitator		0.000	6.000	0.103	6.103	1) A lumpsum of Nu. 300000 is kept for TA/DA of Dzongkhag Environment Officer (DzEO) officials. Nu. 300000x20 Dzongkhags=6000000 2) L&T per head Nu. 500x1x1D=500x205=102500		
	Sub-total			0.000	6.000	1.344	7.344			
Management Skills										
(-7) Financial management /basic accounting	1) Procurement. 2) Record Keeping (2022)	205 Gups	5	2.383	0.000	0.513	2.896	1) DA Nu. 1500/day = 1500x205x5D=1537500. 2) M Nu. 16/km. Average 70km/Gup=70x16x205=229600. 3) DA travel 2 days = Nu. 1500x205x2=615000 4) L&T per head Nu. 500x205x5D=512500		. Procurement and Record Keeping trainings will be conducted by Dzongrab & Dzongkhag Procurement Officer for 5 days at Dzongkhag HQ for Gups who are the main persons involved in procurement at Gewog level.



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		2 Facilitators	5	0.000	0.000	0.100	0.100	1) L&T per head Nu. 500x2x5D=5000x20 Dzongkhag=100000	Gups will in turn train other LG functionaries. 2. The budget of Nu. 2.996 m is calculated TA/DA of Gups for 5 days and working lunch. 3. Budget is for 20 Dzongkhags and will be distributed among the Dzongkhags in proportion to numbers of LG functionaries
	Sub-total			2.383	0.000	0.613	2.996		
Management Skills	Conflict Management (2022)	1044 Tshogpa	3	3.132	0.000	1.566	4.698	1) DA Nu. 1000/day = 1000x1044x3D=3132000 2) L&T per head Nu. 500x1044x3D=1566000	1. Conflict Management training is basically for Tshogpas including Thromde Thuemi as they confront with conflict matters in the community. The training is proposed to be conducted at Dzongkhag HQ. 2. Tshogpa and Thromde Thuemi will continue attending the training after the above training at the Dzongkhag HQ. 3. The budget Nu. 14.138 m is calculated for 3 days training, fees for training institute & working lunch. 4. Budget is for 20 Dzongkhags & will be distributed to Dzongkhags proportionate to their number of functionaries.



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		25 Thromde Thuemi	3	0.000	0.000	0.380	0.380	1) No TA/DA as training being conducted in Dzongkhag HQ. 2) L&T per head Nu. 500x25x3D=37500	1. This seems to be one of the most successful and popular tasks of Mangmis and Tshogpas, including Thromde Thuemi. Most of them attended the training but suggested longer duration with lessons applicable to ground realities. Therefore, duration of training on ADR has to be enhanced to minimum 10 days. Core function on Mediating Grievances and Dispute can be covered together. BNLI shall be requested to conduct the training & Dzongkhag will coordinate the training which will be conducted at Dzongkhag HQ. 2. The budget Nu. 28.841 m is calculated for 10 days training. 3. Budget is for 20 Dzongkhags & will be distributed to their number of functionaries
		2 Institute/f acilitator	3	0.000	9.000	0.060	9.060	1) Fees for training institute at RIM's rate Nu. 150,000/day. Nu. 150000x3D=450,000/Dzongkhag =450000x20=9000000. 2) L&T per head Nu. 500x2x3D=3000x20=60000	
		Sub-total		3.132	9.000	2.006	14.138		
		Alternative Dispute Resolution (ADR) (2022)	205 Mangmi	10	2.383	0.000	1.025	3.408	
		1044 Tshogpa	10	13.698	0.000	5.220	18.918	1) DA Nu. 1000/day= 1000x1044x10D=10440000 2) M Nu. 16/km. Average 70km/Tshogpa=70x16x1044=1169280 3) DA travel 2 days=Nu. 1000x1044x2=2088000 4) L&T per head Nu. 500x1044x10D=5220000.	
		18 Dzongkhag	10	0.000	0.000	0.090	0.090	1) No TA/DA as training being conducted in Dzongkhag HQ.	



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		Thromde Thuemi						2) L&T per head Nu. 500x18x10D=90000	
		25 Thromde Thuemi	10	0.000	0.000	0.125	0.125	1) No TA/DA as training being conducted in Dzongkhag HQ. 2) L&T per head Nu. 500x25x10D=125000	
		3 Facilitator/BNLI	10	0.000	6.000	0.300	6.300	1) Average of Nu. 100000/headx3=Nu. 300000/Dzongkhag. Nu. 300000x20=6000000. 2) L&T per head Nu. 500x3x10D=15000x20Dzongkhags=300000	
		Sub-total		16.081	6.000	6.76	28.841		
7. Project Monitoring	1) Basics on Monitoring & Evaluation. 2) Basics on Project Monitoring (2023)	205 Gups	4	0.000	0.000	0.410	0.410	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x4D=410000	Training at Gewog level by GAO & DPO. GAO can take up Project Monitoring and Project Management programmes together within 7 or 8 days. DPO can visit Gewogs whenever required and assist GAOs with his expertise. He may not have time to spend whole duration in all Gewogs. Therefore, only Nu. 200000 has been kept for his travel.
		205 Mangmi	4	0.000	0.000	0.410	0.410	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x4D=41000	
		1044 Tshogpa	4	0.000	0.000	2.088	2.088	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x1044x4D=2088000	
		Facilitator/DPO		4.000	0.000	0.000	4.000	1) A lumpsum of Nu. 200,000 is kept for TA/DA/DPO to travel to	



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								Gewogs. Nu.200000x20=4000000	
	Sub-total			4.000	0.000	2.908	6.908		
8. Project Management	1) Basics on Project Formulation 2) Basics on Project Management (2023)	205 Gups	4	0.000	0.000	0.410	0.410	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x4D=410000	Training at Gewog level by GAO & DPO. This programme can be taken up together with the above programme. DPO's travel budget is kept with the above programme
		205 Mangmi	4	0.000	0.000	0.410	0.410	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x205x4D=410000	
		1044 Tshogpa	4	0.000	0.000	2.088	2.088	1) No TA/DA as they are paid lumpsum within Gewog. 2) L&T per head Nu.500/day=500x1044x4D=2088000	
	Sub-total			0.000	0.000	2.908	2.908		
	Grand-Total			65.231	61.850	47.363	174.444		

Calculation of TA/DA & milage was based on Notification F/MoF/DNB-Rules/2019-20/04, dated 8th July 2019, issued by the Finance Minister



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7. Annex 4: CD Action Plan with Cost 2022-24 for Appointed LG Functionaries

Core Function	Activity/Year of Training	No. Official	No. of Day (D)	TA/DA (Nu.)	Institute charge (Nu.)	Lunch/Tea (L&T) (Nu.)	Total (Nu. Million)	Detail Estimates	Remarks
Core Technical Functions									
1.Public Service Delivery	1. Facilitation & Coordination (2022)	20 Dzongdags	3	0.280	0.000	0.030	0.310	1) DA Nu. 2000/day = 2000x20x3D=120000. 2) No mileage with Govt vehicle but 4 days travel DSA Nu. 2000x20x4D=160,000 (reflect as mileage) 3) L&T per head Nu. 500x20x3D=30000.	1) 3 days high level training is proposed at 3 regions, namely Mongar for Mongar, Trashiyangtse, Trashigang, Pemagatshel and Samdrupjongkhar Dzongkhags; Sarpang for Bumthang, Trongsa, Zhemgang, Tsirang, Sarpang and Dagana, and Chhukha for Punakha, Wangdue Phodrang, Gasa, Thimphu, Paro, Haa, Chhukha and Samtse Dzongkhags. Training should be conducted in a
		4 Thromde Executive Secretaries	3	0.076	0.000	0.006	0.082	1) DA Nu. 2000/day = 2000x4x3D=24000. 2) M Nu. 16/km. Average 300km/ES=300x16x4=19200 (no mileage if used govt vehicle). 3) DA travel 4 days= Nu. 2000x4x4=32000 4) L&T per head Nu. 500x4x3D=6000.	



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	20 Dzonggrabs	3	0.21	0.000	0.03	0.240	1) DA Nu. 1500/day = 1500x20x3D=90000. 2) No mileage with govt vehicle but 4 days travel DA Nu. 1500x20x4D=120000 (reflect as mileage). 3) L&T per head Nu. 500x20x3D=30000.	staggering manner in batches to avoid crowding. Officials from the DLG can attend at the nearest place of training. Training will be conducted by a professional training institute in 2022.
	15 Drungpas	3	0.158	0.000	0.023	0.181	1) DA Nu. 1500/day= 1500x15x3D=67500 2) No mileage with govt vehicle but 4 days travel DA Nu. 1500x15x4=90000 (reflect as mileage). 3) L&T per head Nu. 500x15x3D=22500.	
	20 Tshogdrungs	3	0.306	0.000	0.030	0.336	1) DA Nu. 1500/day= 1500x20x3D=90000 2) M Nu. 16/km. Average of 300 km/person= 300x16x20=96000. 3) DA travel 4 days=Nu. 1500x20x4=120000 4) L&T per head Nu. 500x20x3D=30000.	



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		205 GAOs	3	3.137	0.000	0.308	3.445	1) DA Nu. 1500/day= 1500x205x3D=922500 2) M Nu. 16/km. Average of 300 km/GAO= 300x16x205=984000. 3) DA travel 4 days= Nu. 1500x205x4=1230000 4) L&T per head Nu. 500x205x3D=307500.	
		7 DLG Officers	3	0.087	0.000	0.011	0.098	1) DA Nu. 1500/day = 1500x7x3D=31500. 2) M Nu. 16/km. Average 300km/person=300x16x7=33600. 3) DA travel 2 days=Nu. 1500x7x2D=21000 4) L&T per head Nu. 500x7x3D=10500.	
		Institute/2 facilitator	3	0.000	1.350	0.090	1.440	1) Fees for training institute at RIM's rate Nu. 150,000 per day. Nu. 150000 x 3D=450000/region =150000x3=1350000. 2) L&T per head Nu. 500x2x3D=3000x3=9000	
		Sub-total		4.254	1.350	0.528	6.132		
2. Administrative Service	1)Management Skills/Office Management. 2) Chairing, Conducting Effective Meeting.	205 GAOs	7	4.367	1.050	0.000	5.417	1) DA Nu. 1500/day = 1500x205x7D=2152500. 2) M Nu. 16/km. Average 300km/GAO=300x16x205=984000. 3) DA travel 4 days=Nu. 1500x205x4=1230000	This training is not priority for elected functionaries and meant for the appointed functionaries. It is part of the training programme for the elected



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	3) Drafting Memos/letters (2022)							4) Institution charge at RIM rate Nu. 150,000/dayx7D=1050000.	functionaries. For conducting administrative service related trainings, GAOs are to be trained as ToTs as an efficiency measure. The training should be conducted in 2 groups
	Sub-total			4.254	1.050	0.000	5.417		
3. Policy & Planning	1) Planning & Prioritization. 2) Strategic Visioning. 3) Budgeting & Taxation (2022)	205 GAOs	7	4.367	1.050	0.000	5.417	1) DA Nu. 1500/day = 1500x205x7D=2152500. 2) M Nu. 16/km. Average 300km/GAO=300x16x205=984000. 3) Travel DA 4 days=Nu. 1500x205x4=1230000 4) Institution charge at RIM rate Nu. 150,000/dayx7D=1050000.	Actually this training is not priority and meant for the appointed. It is part of the training programme for the elected. For conducting policy and planning related trainings, GAOs have been proposed to be trained as ToT at Thimphu in early 2022. The training should be conducted in 2 groups.
	Sub-total			4.367	1.050	0.000	5.417		
4. Human Resource management	Emotional Intelligence. And Interpersonal Skills (2023)	20 Dzongdags	5	0.360	0.000	0.000	0.360	1) DA Nu. 2000/day = 2000x20x5D=200000. 2) No mileage with Govt vehicle but 4 days travel DSA Nu. 2000x20x4D=160,000 (reflect as mileage)	5 days high level training for 20 Dzongdags in 2023. 2 training activities can be carried out together in 5 days



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		Institute	5	0.000	0.750	0.000	0.750	1) Fees for training institute at RIM's rate Nu. 150,000 per day. Nu. 150000 x 5D=750000.	
	Sub-total			0.360	0.750	0.000	1.110		
	Human Resource Management Systems (2024)	20 Dzongrabs	3	0.210	0.000	0.000	0.210	1) DA Nu. 1500/day = 1500x20x3D=90000. 2) No mileage with govt vehicle but 4 days travel DSAM Nu. 1500x20x4D=120000 (reflect as mileage).	20 Dzongrabs and 205 GAOs will be trained at Thimphu in 2024 on Human Resource Management Systems by a professional institute in 2 groups.
		205 GAOs		3.137	0.000	0.000	3.137	1) DA Nu. 1500/day= 1500x205x3D=922500 2) M Nu. 16/km. Average of 300 km/GAO= 300x16x205=984000. 3) DA travel 4 days= Nu. 1500x205x4=1230000	
		Institute		0.000	0.450	0.000	0.450	1) Fees for training institute at RIM's rate Nu. 150,000 per day. Nu. 150000 x 3D=450000.	
	Sub-total			3.347	0.450	0.000	3.797		
Management Skills									
5.Management Skills	2. Conflict Management (2022)	20 Dzongdags	3	0.280	0.000	0.030	0.310	1) DA Nu. 2000/day = 2000x20x3D=120000. 2) No mileage with Govt vehicle but 4 days travel DSA Nu. 2000x20x4D=160,000 (reflect as mileage) 3)) 3 days high level training is proposed at 3 regions, namely Mongar for Mongar, Trashiyangtse, Trashigang, Pemagatshel and Samdrup Jongkhar



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							L&T per head Nu. 500x20x3D=30000.	Dzongkhags; Sarpang for Bumthang, Trongsa, Zhemgang, Tsirang, Sarpang and Dagana, and Chhukha for Punakha, Wangdue Phodrang, Gasa, Thimphu, Paro, Haa, Chhukha and Samtse Dzongkhags. Training should be conducted in a staggering manner in batches to avoid crowding. Training will be conducted by a professional training institute in 2022.
	4 Thromde Executive Secretaries	3	0.076	0.000	0.006	0.082	1) DA Nu. 2000/day = 2000x4x3D=24000. 2) M Nu. 16/km. Average 300km/ES=300x16x4=19200 (no mileage if used govt vehicle). 3) DA travel 4 days= Nu. 2000x4x4=32000 4) L&T per head Nu. 500x4x3D=6000.	
	20 Dzongrabs	3	0.210	0.000	0.030	0.240	1) DA Nu. 1500/day = 1500x20x3D=90000. 2) No mileage with govt vehicle but 4 days travel DA Nu. 1500x20x4D=120000 (reflect as mileage). 3) L&T per head Nu. 500x20x3D=30000.	
	15 Drungpas	3	0.158	0.000	0.023	0.181	1) DA Nu. 1500/day= 1500x15x3D=67500 2) No mileage with govt vehicle but 4 days travel DA Nu. 1500x15x4=90000 (reflect as mileage). 3) L&T per head Nu. 500x15x3D=22500.	
	205 GAOs	3	3.137	0.000	0.308	3.445	1) DA Nu. 1500/day= 1500x205x3D=922500 2) M Nu. 16/km. Average of 300 km/GAO= 300x16x205=984000. 3) DA travel 4 days= Nu.	



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								1500x205x4=1230000 4) L&T per head Nu. 500x205x3D=307500.	
	Institute/2 facilitator	3	0.000	1.350	0.090	1.440		1) Fees for training institute at RIM's rate Nu. 150,000 per day. Nu. 150000 x 3D=450000/region =150000x3=1350000. 2) L&T per head Nu. 500x2x3D=3000x3=9000	
	Sub-total		3.861	1.350	0.487	5.698			
Problem Solving & Decision Making (2023)	20 Dzongdags	3	0.280	0.000	0.030	0.310		1) DA Nu. 2000/day = 2000x20x3D=120000. 2) No mileage with Govt vehicle but 4 days travel DSA Nu. 2000x20x4D=160,000 (reflect as mileage) 3) L&T per head Nu. 500x20x3D=30000.	1) 3 days high level training is proposed at 3 regions, namely Mongar for Mongar, Trashiyangtse, Trashigang, Pemagatshel and Samdrupjongkhar Dzongkhags; Sarpang for Bumthang, Trongsa, Zhemgang, Tsirang, Sarpang and Dagana, and Chhukha for Punakha, Wangdue Phodrang, Gasa, Thimphu, Paro, Haa, Chhukha and Samtse Dzongkhags. Training should be conducted in a staggering manner in batches to avoid crowding. Training will be
	4 Thromde Executive Secretaries	3	0.076	0.000	0.006	0.082		1) DA Nu. 2000/day = 2000x4x3D=24000. 2) M Nu. 16/km. Average 300km/ES=300x16x4=19200 (no mileage if used govt vehicle). 3) DA travel 4 days= Nu. 2000x4x4=32000 4) L&T per head Nu. 500x4x3D=6000.	
	20 Dzongrabs	3	0.21	0.000	0.03	0.240		1) DA Nu. 1500/day = 1500x20x3D=90000. 2) No mileage with govt vehicle but	



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							4 days travel DA Nu. 1500x20x4D=120000 (reflect as mileage). 3) L&T per head Nu. 500x20x3D=30000.	conducted by a professional training institute in 2023.
	15 Drungpas	3	0.158	0.000	0.023	0.181	1) DA Nu. 1500/day= 1500x15x3D=67500 2) No mileage with govt vehicle but 4 days travel DA Nu. 1500x15x4=90000 (reflect as mileage). 3) L&T per head Nu. 500x15x3D=22500.	
	205 GAOs	3	3.137	0.000	0.308	3.445	1) DA Nu. 1500/day= 1500x205x3D=922500 2) M Nu. 16/km. Average of 300 km/GAO= 300x16x205=984000. 3) DA travel 4 days= Nu. 1500x205x4=1230000 4) L&T per head Nu. 500x205x3D=307500.	
	Institute/2 facilitator	3	0.000	1.350	0.090	1.440	1) Fees for training institute at RIM's rate Nu. 150,000 per day. Nu. 150000 x 3D=450000/region =150000x3=1350000. 2) L&T per head Nu. 500x2x3D=3000x3=9000	
	Sub-total		3.861	1.350	0.487	5.698		
Time Management.	20 Tshogdrungs	5	0.366	0.000	0.000	0.366	1) DA Nu. 1500/day= 1500x20x5D=150000 2) M Nu. 16/km. Average of 300	20 Tshogdrungs & 205 Gaydrungs will be trained at Thimphu in 2024 and



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3. Work Ethics (2024)							km/person= 300x16x20=96000. 3) DA travel 4 days=Nu. 1500x20x4=120000	they can act as ToT for other officials at Dzongkhag an Gewog level. The training should be conducted in 2 groups.
	205 Gaydrungs		2.829	0.000	0.000	2.829	1) DA Nu. 1000/day= 1500x205x5D=1025000 2) M Nu. 16/km. Average of 300 km/person= 300x16x205=984000. 3) DA travel 4 days=Nu. 1000x205x4=820000	
	Institute	5	0.000	0.750	0.000	0.750	1) Fees for training institute at RIM's rate Nu. 150,000 per day. Nu. 150000 x 5D=750000.	
	Sub-total		3.195	0.750	0.000	3.945		
	Grand Total		27.612	8.100	1.502	37.214		

Calculation of TA/DA & milage was based on Notification F/MoF/DNB-Rules/2019-20/04, dated 8th July 2019, issued by the Ministry of Finance.



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