

# Work Plan for Fiscal Year: 2010/11

## Local Governance Support Programme

### Project Outcome

**LGSP Outcome:** Democratic governance at local levels enhanced and services delivered effectively and efficiently as mechanism to reduce poverty and contribute to achieving the MDGs.

**UNDAF Outcome: 4:** By 2012 institutional capacity and peoples' participation strengthened to ensure good governance. (MDGs 1, 3, 8).

**Expected CT Outcome** 4.4. Local governance systems and capacity strengthened with increased participation of women

**Expected CT Output(s):** 4.1, 4.2, 4.3

**Implementing partner:** Local Development Division, Gross National Happiness Commission Secretariat and Department of Local Governance, Ministry of Home and Culture Affairs

**Other partners:** Ministry of Finance (MOF)

### NARRATIVE

1. The Work Plan aims to: (a) Strengthen the decentralization and local governance policies and programmes of the RGOB aligned to the 10th Five Year Plan both at the national and local level through the provision of capital annual grants and capacity building; (b) develop and pilot initiatives in performance based grants, climate change adaptation grants and capacity building grants at local levels and c) develop a comprehensive capacity building strategy for local governments.
2. In collaboration with implementing partner (IP), and development partners (LoD, ADA, SDC and UN agencies), the Gross National Happiness Commission coordinates the overall WP implementation and progress review through quarterly, mid-year and annual review meetings. The IP is responsible for ensuring the achievement of WP results through day-to-day management, implementation, monitoring of the activities, proper use of funds and submission of quarterly financial and progress reports. Development Partners are responsible for monitoring, timely release of funds, and technical support to implementation.

**Programme Period:** 2008-2013

**Programme Title:** Local Governance Support Programme:

**Duration:** 12 months (June 2010 - July 2011)

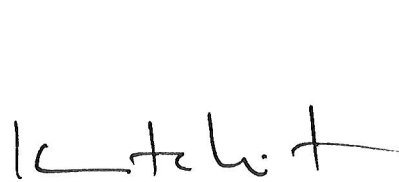
**Estimated 12 months budget: US\$ 4,140,225**

**Allocated resources:**

- ▶ Denmark :DKK15,900,000 (LGSP/SESP)
- ▶ ADA :US\$ 2,95,000.
- ▶ UNDP :US\$190, 000.
- ▶ UNCDF :US\$ 380,000.
- ▶ SDC :US\$240,954.

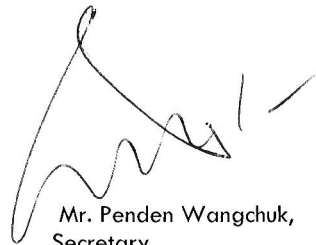
# Work Plan for Fiscal Year: 2010/11 Local Governance Support Programme

## Agreed by Implementing Partners



Mr. Karma Tshiteem,  
Secretary  
GNHC

Date: 9/2/10



Mr. Penden Wangchuk,  
Secretary  
MoHCA

Date: 10/2/10

## Agreed Development Partners



Mr. Christian Mazal  
Resident Coordinator, ADA


Date: 12/2/10



Mr. Henrik A. Nielsen  
Resident Coordinator, LoD

Date: 10/2/10

## Agreed by Royal Government of Bhutan



Mr. Karma Tshiteem  
Secretary  
GHNC

Date: 9/2/10



Ms. Claire Van der Vaeren  
Resident Representative  
UNDP

Date: 17/02/2010



Mr. David Hugh Jackson  
Regional Technical Advisor  
UNCDF

Date: 25 Feb 2010 (DJ e-mail 24/10, refers)

	1	Capital annual block grants released for 205 Gewogs	X	X		GNHCS	Grants	LOD SESP UNCDF SDC	1,000,000 1863020 100,000 240,954	3,203,974	149,000	SDC committed to support grants from 2009. SESP will contribute to the grants from 2010
1.0. Effective and transparent financing mechanism for Local government service delivery	2	a) Revision of Annual Grants System/Guidelines(RAF, Minimum Conditons & Results measures etc), X /workshops b) TA (Intl & local)	X	X	X	GNHCS	TA (Intl&local), workshop meetings	LOD	5,000	5,000	0.232	
Indicators;												
• % of Local governments receive and report capital budgets on time and schedule	3	a) Develop Performance Based Annual(Block) Grants for at least 2 dzongkhags and pilot grants, meetings / workshops b) TA (Intl & local)	X	X	X	MOF/GNHCS	Grants , TA(intl&local) meetings	UNCDF	70000	70000	3.250	Grants to be piloted in two locations in two cycles- mentioned in the project document to pilot AG in districts now changed to performance pilots as requested by RGOB: UNCDF contribution to LGSP increased to 950,000 USD
• % of Local Governments submitting timely reports on the use of the Grants	4	Training/Sensitization on Annual Grants System/Guidelines & Performance Based Annual Grants for LGs	X	X	X	MOF/GNHCS	Int'l TA meetings workshop	LOD UNDP	5000 10000	15000	0.700	
• % of LGs functionaries (elected/staff) trained on the use of the Annual Grants												
• Performance based block grants piloted in 2 Dzongkhags & lessons learned documented	5	Exchanged visits/exposure to Denmark/Tanzania (MOF,DLG,GNHC,LGs) -Denmark-one of the most decentralised countries in Europe(on grants, multisectoral & sector grants, equalisation systems, LG performance,inter-govt fiscal transfers etc)-Tanzania-good lessons on Performance based block grants,discretionary capital grants, reforms, allocation formulas, grant manuals/guidelines etc	X	X	X	GNHCS	Ex-country travel and Misc.	LOD UNDP	25000 25000	50000	2.300	
	6	Review and analysis of existing local revenue sources including rural tax	X	X	X	DRC,MOF		LOD, UNDP				
		<b>Sub-total</b>								<b>3,343,974</b>	<b>155,482</b>	
2.0 Inclusive, efficient and accountable public expenditure management(PEM) & planning procedures/tools for LGs in place & well functioning	1	a) Improvement/fine tuning of PLAMS and strengthening integration,meetings/workshops b) TA (Intl & local)	X	X	X	GNHCS	TA (intl&local) meeting, workshop	LOD UNDP	5000 5000	10000	0.500	451,160
	2	a) Revision of templates, meetings &workshops b) TA (Intl & local)	X	X	X	GNHCS	TA (intl&local) meeting workshop	LOD UNCDF	5000 20000	25000	1.200	

Indicators; • no of functional planning/ budgeting tools for local governments developed	3	a) Revision of contract protocol,meetings/workshops b) TA (Intl & local) -	X	X	X	DLG, MOHCA	TA intl&local, meeting, workshop	LOD	5000	5000	0.200	Same TA to be used for Templates and Protocol revision
• RBM institutionalized as a planning tool		a) Develop & introduce (pilot): (i) Institutional Annual Best Practice Award/Good Governance self-assessment tests for GTs demonstrating outstanding approach to local governance;	X	X	X	DLG, MOHCA	TA (Intl & local) meeting	UNDP	20000	20000	0.900	
•% of LGs by Dzo/Gewogs 4 using community contract, infrast designs & cost templates, planning manual, integrated financial management system	4	(ii) Awarding individual incentives to a certain, highly performing, individuals(e.g Gups,GAOs etc) for recognition(e.g Best Gup of the Year), meetings/workshops										
<b>Sub-total</b>									60000	2.800		
3.0 Effective national support/training mechanism for local government personnel & elected members in place		a) Workshops/Trainings/ Training of Trainers at National/Dzongkhag/Gewog Level (In-country)-elected functionaries&staff -strengthening planning process and public expenditure mgt based on ICBP,RBM,LDPM,NMES, PLAMS,financial mgt, mainstreaming cross cutting issues,gender etc, TOTs.	X	X	X	LDD(GNHCS) DLG(MOHCA)	Travel, training, workshop, TA(local) Misc	LOD UNDP ADA	50000 50000 200000	300000	14.000	1,227,272 + ADA Nu. 31.5 m(approx \$ 677,572.38
Indicators; • % of LG functionaries (elected&staff) trained to apply new methods 1 including RBM for planning,budgeting,impleme nting,reporting,etc	1	b) Conduct trainings based on ICBP for LG functionaries(elected/staff) on conducting effective meetings, office management(basic computer course/dzongkha unicode,writing standardized minutes etc) , conflict resolution and leadership, etc c)TA (Intl & local)										
• % of LGs functionaries (elected/staff by M/F) trained to follow the NMES guidelines & PLAMS for monitoring												
• No of LG functionaries(staff) trained as skilled TOTs (M/F) by Dzo/Gewogs for providing ongoing trg/coaching to LGs	2	Workshops/Training- National/Dzongkhag/Gewog Level -elected functionaries & staff(ex- country(HR)) -strengthening planning process &public expenditure mgt, RBM,strategic planning etc	X	X	X	LDD,GNHC, DLG(MOHCA)	TA (Intl & local)	LOD UNDP ADA	10000 20000 60000	90,000.00	4.200	

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• No of functional equipments supplied to LGs

3 a) Develop and introduce regular peer learning(CB tools) events,such as inter-Gewog visits,Dzongkhag level workshops & meetings for gewog functionaries(elected/staff) to discuss issues &like-oppourtunity for 'practitioners' to exchange experinces & learn from each other,meetings/workshops  
b)TA (Intl & local)

X X X

DLG, MOHCA

Travel, training, workshop, TA (intl&local)

LOD 10000  
UNDP 10000

20000

0.930

4 a) Develop public awareness materials on general messages about the decentralisation reform, meetings/workshops  
b) TA (Intl & local)

X X X

DLG, MOHCA

TA (intl&local)  
Publication development

LOD 5000  
UNDP 5000

10000

0.500

5 Develop formalised and clear "helpline" processes, such that Gewog level officials are provided with specific "points of contact" at the Dzongkhag level to which they can turn for advice & guidance on particular issues (e.g. procurement, financial management, etc.)-designating particular & appropriate ministry & Dzongkhag-level staff & ensuring that Gewog officials knew to whom they can turn for advice,meetings/workshops  
b) TA (Intl & local)

X X X

DLG, MOHCA

TA (Intl&local) meetings

UNDP 5000

5000

0.232

6 a)Develop overarching /comprehensive capacity building strategy for LGs b) Develop longer term "demand driven" training-develop objectives&mechanism to provide & pilot earmarked Capacity Development Grant(40,000USD) to LGs, meetings/workshops  
c) TA (Intl & local)

X X X

DLG, MOHCA

TA (Intl&local) meetings, training

LOD 10000  
UNCDF 20000  
ADA 30000

60000

2.800

7 a) Develop criteria and use of Climate Change Adaptation Grant and pilot in two districts, meetings/workshops  
b)TA(Intl & local)

X X X X

GNHCS

TA (Intl&local), workshop

UNCDF 150000

150000

7.000

Budget will be released on request by GNHC to (50,000x2 =100,000) (Grant) be implemented under 50,000(for criteria & use guideline development) JSP as UNCDF is not signatory to the JSP programme

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8	Supply of equipments to LGs(PLaMS, PEMS, MYRB) Support to institutional capacities of the LGs.	X	X	X		GNHC	Equipments	ADA	5000	5000	0.200	
	<b>Sub-total</b>								640000	29.862		
4.0	Central government's policy, regulatory, support and supervision functions strengthened											
1	Indicators; • no of types of sessions conducted • no of people exposed by agencies	X	X	X	X	GNHC, (MOHCA)	DLG, Ex-travel, TA	country LOD UNDP	10000 10000	20000	0.900	257,872
	<b>Sub-total</b>								20000	0.900		
5.0	Effective models for integrated public service and information delivery at local levels											
1	Indicators; • no of lessons documented • no of models(integrated public service centres) tested and established and in operation • no of services availed online	X	X	X	X	DLG (MOHCA)	Ex-country travel, training	LOD UNDP	10000 20000	30000	1.400	165,000+SDC
	<b>Sub-total</b>								30000	1.400		
Project Assurance - Monitoring, evaluation and advocacy	Support regular field visits for project staff to participate in-joint missions, evaluations, work plan meetings, monitoring & evaluation including advocacy initiatives	X	X	X	X	GNHC, (MOHCA)	DLG Travel, Misc.	LOD UNDP	5000 5000	10,000	0.465	
	Monitoring & Evaluation	X	X	X	X	UNDP/NEX	Travel, Misc.	UNDP	5000	5000	0.200	
						UNCDF/NEX	Travel, Misc.	UNCDF	20000	20000	0.900	259,331

Joint Annual Review & Evaluation Missions	Mid term evaluation mission	X	X					GNHC, MOF, UNDP, ADA, SDC	DLG, LOD, Travel, UNCDF, Misc.	LOD, UNDP, UNCDF, ADA, SDC	0	0	0.000	
Project Support	Management Contractual services of Project Manager (18 months)	X	X	X	X			GNHC	Pay and Allowances	LOD	11,250	11,250	0.500	
	<b>Sub-total</b>											46,250	2.065	
	<b>Grand Total</b>											4,140,224	192.509	
<b>Total Budget</b>	<b>USD 4,140,224</b>												<b>Nu.192.509</b>	<b>US\$ 16,330,346.44 approx (Nu.758,217,985.21 approx)</b>
Budget for M&E of LGSP(Joint Annul Review) and MISC														
Budget(salary) for Project staff														
Budget for Capacity Development														
Budget for integrated public delivery/OSS														
Budget for Capital Annual Block Grants														
<b>Contribution of each Developmental partner as per the AWP (total contribution 2008-2013)</b>														
LOD	DKK 900,000													
	DKK 5,000,000(Block Grants)													
	DKK 10,000,000(Block Grants)													
SDC	CHF 250,000													
UNDP	USD 190,000													
	USD 130,000													
UNCDF	USD 100,000(block grants)													
	USD 50,000( Performance grant)													
	USD 100,000 (Climate change grant)													
ADA	Nu.14,000,000													
US\$ 1= Nu.46.43														
DKK 1=8.65	900,000=171549USD													

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