

DZONGKHAG POLICY AND OPERATIONAL GUIDELINES

NGOEDRUP-TSE DZONG DZONGKHAG ADMINISTRATION



CHUKHA DZONGKHAG 2012

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1. RATIONALE

Ever since the establishment of Chukha Dzongkhag in April 1987, there has been many transitional development phases that led to the precondition of being one of the main national revenue generators of the country. It's geographical and administrative segregation from Paro, Samtse and Thimphu dzongkhags in the beginning of the 6th Five Year Plan (FYP) exists in the western part of Bhutan with an area of 1802 square kilometers endowed by 85% forest cover encompassing rich biodiversity and pristine environment located within the elevation ranges of 200-3500 meters above sea level. The local government units consist of one dungkhag in Phuentsholing and eleven gewogs (Bjabcho, Bongo, Chapcha, Darla, Dungna, Geling, Getana, Logchina, Metakha, Phuentsholing and Sampheling) most of which are located in the far flung areas. The busiest commercial hubs located in Phuentsholing, bordering to Indian plains serves as lifeline not only to the urban populace of the capital city but also to other dzongkhags.

In the last 25 years of planned socio-economic development, the dzongkhag has experienced a drastic social and economic developments and demographic changes mainly driven by the blooming hydropower projects. The livelihood of the people has improved with the basic service facilities and administrative machinery sets put in place delivering various services all of which are guided by the by the overarching philosophy of Gross National Happiness (GNH) based on its four pillars of sustainable economic development; preservation and promotion of culture and tradition; conservation of environment; and good governance. However, sustainable and balanced equitable development for economic growth continues to remain a major challenge due to the constraints like remoteness, scattered settlements, disorganized marketing channels, high transportation cost, farm labor shortage, low productivity, stiff market competition from across border, fragmented land holdings, inadequate access to basic services, weak community vitality and poor coordination mechanism.

The policy and operational guidelines aims at recognizing the above constraints as the driving force to anticipate overall development of the Dzongkhag based on the four pillars the GNH which its elements are landmarked in the vision and mission statement. In the same context, the policy aims at creating an enabling environment for systematic developmental guidance including effective and efficient service deliveries by and for the sectors but without forgetting to properly harness the available natural and human resources. Thus, the agenda of this policy provides general direction for the development of sectors that will contribute to the wellbeing of the people and country's economic growth where the policy is framed in conformation with the prevailing Policies, Acts, Rules and Regulations, Guidelines, Standards and Codes of the country.

2. VISION STATEMENT

An economically leading Dzongkhag with a cohesive society, vibrant culture, sound environment and balanced development

3. MISSION STATEMENT

Provide a conducive environment for the diversified economic activities for the wellbeing of the people of the Dzongkhag.

4. MOTTO

Corrupt free and highest performing civil servants in delivering timely and quality services for people's wellbeing

5. PURPOSE

These shall be the apex policy which will guide the development of the Dzongkhag and the gewogs. It shall also be the guiding document for all sectors both in the Dzongkhag and the gewogs to stimulate the developmental activities and more importantly, to ensure that development takes place concurrent to the principles and values of GNH. The policy shall subject to amendment as and when change in government Policies, Acts and Standards take place. The time line to achieve the goals of this policy shall be in consonance with Vision 2020, Millennium Development Goals (MDGs), SAARC Development Goals (SDGs), Five-Year Plan Goals (FYPGs) and is subject to periodic review.

6. OBJECTIVES

- Economically leading Dzongkhag,
- Self-reliance,
- Green dzongkhag, and
- Model for the preservation of social, cultural and national values

7. STRATEGIES

- Diversify the economic activities for household income generation,
- Harness and add value to natural resources in a sustainable manner,
- Increase and diversify products for exports through commercial farming,
- Promote eco-friendly small, medium and large industries,
- Equitable access to all basic facilities,
- Mainstream developmental programs with environment,
- Harmonize implementation of sectoral plans,
- Deliver timely and quality services, and
- Strengthen cultural values and social norms.

8. MANAGEMENT AND ADMINISTRATION

8.1 CORE VALUES, BELIEFS, ASSUMPTIONS AND PRINCIPLES

Goals and objectives, core values and principles all constitute the culture and climate of an organization where all the staff under the administrative unit be guided by the following work ethics.

- Professionalism, accountability, transparency and efficiency,
- Loyalty, integrity and honesty,

- Leadership, teamwork and people friendly,
- Hard work, perseverance and determination,
- Punctuality, selflessness and enthusiasm, and
- Commitment to excellence and effective service delivery.

8.2 OFFICE DECORUM

Day to day functioning of the administration will be built on the foundation of ethos which reflects the sensitivity and responsiveness of all the staff to deliver prompt and quality services. Concerted efforts need to be put by all the sectors to create conducive working atmosphere. We will strive to maintain the following office decorum:

- Maintain the outlook of the office (cleanliness, tidiness of office equipment, documents),
- Be punctual for all the works/office.
- Create people friendly atmosphere in all the offices.
- Promote mutual understanding, co-operation, collaboration and respect for each other.
- Refrain from gossips, computer games which are detrimental to the health of the organization).
- Refrain from creating any atmosphere which will distract/disturb other co-workers.

8.3 ADMINISTRATIVE EFFICIENCY

The Dzongkhag administration will put concerted efforts in improving and promoting the efficiency in the administration system. It will be guided by the three pillars of good governance, namely, efficiency, transparency and accountability. To promote the efficiency in the system, following strategies will be put in place:

8.3.1 PROPER AND STRATEGIC PLANNING AND IMPLEMENTATION OF PROGRAMS

All the sectors are required to do both long term and short terms strategic planning with clear and achievable goals and objectives. While the long term plan is prepared for the period of five years, in the beginning of each five year plan, short term planning will be done in the beginning of each financial year. While preparing the plan, each Sector will be guided by overall goals and objectives, and vision and mission of the Dzongkhag. The sectors will plan the annual capital activities in consultation with the DE and the site Engineers concerned. The plan will be then, finalized by the Engineering sector. Besides planning for the capital activities, each sector will plan for the implementation of non-infrastructure development activities taking into account the following entities:

- Annual targets to be achieved
- Goals and objectives
- Programs and implementation strategies
- Time frame for each program

8.3.2 PROPER AND TIMELY MONITORING OF THE IMPLEMENTATION OF PROGRAMS

Dzongkhag administration will institute a system of proper and timely monitoring of the implementation of programs. While it would be the sole responsibility of the monitoring and quality control committee to carry out the monitoring, all the sectors should also take the equal share of this responsibility. The committee will coordinate with different sectors in ensuring the

proper and timely implementation of the programs. Monitoring of capital activities will be carried out during three crucial period of the implementation:

- Planning period
- Tendering
- Implementation

Day to day functioning and implementation of non-infrastructural development programs will be monitored as and when deemed necessary for which the following mode of monitoring will be followed:

- Collecting the reports and providing feedbacks,
- Discussing with the sectors on the programs,
- Reviewing the sector's work plan,
- Informal discussion/dialogues among the sector heads and the Head of the Agency (Dzongdag),
- Collecting feedbacks from the sectors on the performance of the Dzongkhag
- Making field visits wherever relevant/pertinent.

8.3.3 REVIEWS AND COORDINATION MEETING

Functioning of the administration and the implementation of the programs need to be reviewed from time to time to ensure the efficiency and effectiveness in the system. While it is imperative to have monthly review meeting, for the lack of time, the Dzongkhag will have review meeting once in three months, which will be scheduled in the last week of the third month. However, as and when deemed necessary, sectors coordination meeting will be held at any time. Coordination among sectors will be a basic necessity for the proper implementation of the programs. All the sectors will be required to coordinate with the Engineering sector in the implementation of their own capital activities. Besides, each Sector is required to carry out monthly review of programs, and conduct coordination meeting at least once a month. Review will cover, but not limited, to the following:

- Whether the goals have been achieved or not,
- Weaknesses in implementing the programs, and strategies to improve the implementations
- Difficulties faced and solutions/measures to be adopted,
- Whether the deadline has been met or not.

8.3.4 GUIDELINES FOR MEETING

Besides coordination meetings, there can be so many other meetings that need to be convened to discuss various administrative and ethical issues affecting the functioning of administration. Since the meeting takes time off the working hours, it is imperative to ensure that it is convened in a manner that we get maximum benefit, and the meeting outcome (decision taken) are effectively and seriously implemented. As reflected in section (8.3.6), the implementation of decision taken in the meeting will have to be reviewed from time to time. Agenda for meeting will be prepared at least three days in advance, and circulated to staff to enable them to come well prepared for the deliberations. When the agenda is prepared, objectives of the meeting will need to be spelt out, and the time and venue for the same have to be mentioned.

8.3.5 HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Efficient and effective human resource management and development is the key to the improved and enhanced administrative system. Administration will put every effort in enhancing efficiency in human resource management and development. Concerted efforts will be made to create opportunities for the staff to attend various skills and professional development programs. Following will be some of the measures for the professional development:

- HR section will develop a comprehensive short and long terms staff development programs,
- Separate budget will be proposed and submitted to the Ministry of Finance ,
- Staff who need training will be identified and recommend for the training,
- Dzongkhag HR section will develop capacity to provide training to all types of support staff;
- Dzongkhag will explore /organize training programs whichever is possible/feasible,
- Frame guide lines for the Dzongkhag level recruitment and appointments.

Staff performance appraisal will form a part of the human resource management. Dzongkhag administration will put in place a system of proper and meaningful dialogue between the head of the administration and the staff which will lead to proper staff appraisal. Performance of each staff will be reviewed, appraised and evaluated judiciously. Dzongkhag administration will have Human Resource Committee which will oversee the human resource management systems. It will have well defined roles and responsibilities.

8.3.6 COMMUNICATIONS

Many of the organizational problems and lapses occur mainly due to lack of proper communication system, which otherwise could be easily resolved with effective communication systems put in place. As such, the Head of the Agency (Dzongdag) will keep all the staff well informed of changes in policies, new developments, circulars and notifications received from the Government and other Agencies, implementation of programs. The Head will put in place the following strategies to improve the to and fro communications:

- Display the circulars/notifications received on the General notice board ,
- A memorandum file/register will be circulated to all the Sectors conveying important messages/notes,
- Update the information/notice board weekly,
- Hold discussions on important circulars/notifications received which are pertinent to sectors,
- All the sectors will be required to maintain information board with key information on the sectors programs.
- Minutes of each sectors/general staff meeting will be reviewed from time to time.
- Hold frequent formal and informal discussions on subjects pertinent to sectors.

8.3.7 SECTORS PROGRAMS AND SERVICE DELIVERY STANDARD

To enable the head of the organization know about the sectors programs, and the progress each sector is making, it is mandatory for all the sectors to submit a copy of plans and programs for the whole financial year. Sectors plans and programs will be discussed with the head of the Dzongkhag. The implementation of each sector's program will be reviewed from time to time as deemed necessary. Along with the annual plans and programs, Sectors are required to prepare service delivery Standard.

8.3.8 PROGRESS REPORTS

In order to enable the administration to know well about the progress of the sectors' programs, it is mandatory for all the sectors to maintain record of (weekly/monthly) /progress reports of the programs/activities. All the sectors are required to submit this to the head of the organization at the end of every month. The Head of the Organization will provide feedbacks in formal/informal meeting/discussions. Progress report should contain the following components:

- Name of the programs executed in the given month /time frame
- Achievements in terms of both physical and financial progress,
- Constraints and remedial measure/strategies that need to be adopted to improve the future implementations of the programs,
- Support that the sectors need from the Administration and the other sectors,
- Future commitments and strategies in achieving the targets.
- Progress reports will also be referred at the time of performance rating at the end of each financial year.

8.3.9 ATTENDANCE

Maintenance of daily attendance register and signing in it by all the civil servants twice a day, as per the existing rules, will be enforced strictly. Civil servants have to sign at 9 a.m in the morning and 5 p.m in the evening. Administrative Officer will take the full charge of overseeing the attendance of all the civil servants. No civil servant will take the authority of marking 'T' (for Tour) in the register against their names. It will be the sole responsibility of Administrative Officer to maintain record of tour and marking 'T' in the register against the name of civil servants on tour. A copy of duly approved tour program needs to be submitted to the Administrative Officer to enable him to maintain proper records. At the end of every month, administrative officer will prepare a consolidated report on attendance, showing those who have not signed, those who have marked 'T' by themselves. Suitable explanation might be called for. In case civil servants have not signed for more than five days consecutively, it will be considered that civil servants have not attended to his/her duty and salary deduction will be made accordingly.

8.3.10 TRAVELS/TOURS

Since the travel involves huge expenditure, tour programs will have to be planned well to get the best outcome. As far as possible, sectors will try to club more than three activities to be performed while going on tour. Tour program for the Sector Heads will be approved only by the Head of the Organization (Dzongdag). After getting approval, administration will issue office order, and maintain record in the information board. As far as possible, briefings on HR rules and policies will be done at the time of sectors meeting. For example, HRO would brief the principals on the HR policies such as promotion and transfer rules during Dzongkhag Education Conference. As such, there is no need for the HR officers to visit each and every school/hospital to brief on policies.

A comprehensive tour report, with pictorial evidences, will have to be submitted to the Head of the Organization (after three days of resuming office). Head of organization will provide feedbacks and recommendations, if deemed necessary, and will ask the official concerned to take immediate actions. Officials concerned will inform the administration and the Head of the Organization officially about the resuming of office after tour. Individuals who fail to submit

reports within three days will be reminded either verbally or in writing. Accounts Section will also stress on submitting detail tour report with the TA/DA bills.

8.3.11 LEAVE

Although all the civil servants are entitled to 10 days casual leave and other leaves, staff will not take unnecessary leaves as frequent leave availed by the staff will hamper the proper functioning of the administration. Besides adhering strictly on the BCSR on leave, Dzongkhag Administration will put concerted efforts in improving the leave system.

8.3.12 FINANCIAL MANAGEMENT

Accounts Section is one the most important sectors in the Dzongkhag. It has to coordinate with all the sectors in all the financial matters. It is almost like a blood in a human body without which others organs cannot function. Therefore, considering its paramount importance in the organization, Accounts Section will be required to put concerted and coordinated efforts to improve the financial management and service delivery. A system of monthly review of financial management will be put in place. Review will be focused on, but not limited to, the following:

- Expenditure and nature of spending,
- Lapses and measure to correct,
- Budget releases and submission of accounts,
- Service delivery standards and measures to improve the services.
- Safety of official documents.

It is the sole responsibility of the Accounts Section to ensure the proper implementation of financial rules and regulations, and thereby overseeing the appropriate and most efficient use of Dzongkhag/Sector budget.

Human Resource Committee will explore the avenues for the accounts personals to upgrade their skills and expertise.

9. RESOURCE MANAGEMENT

Proper and economic use of resources is of paramount importance, especially when the government is emphasizing on cutting the budget provision for the procurement of stationeries and other resources. The Dzongkhag administration will put concerted and coordinated efforts in making the best use of resources with maximum benefits. Following measure will be taken to increase the efficiency in the use of resources:

Sectors will place the requisition for the stationeries considering the budget provision and the stock balance. The requisition should be routed through the Store Officer, who will thoroughly scrutinize before it is forwarded to the head of agency for approval. Sectors are required to work out the strategies to reduce the wastage and increase the efficiency/economy in the use of resources. Following are recommended:

- As far as possible the notices/announcements will be conveyed electronically. Therefore, it is mandatory for sectors to look through the mails/Dzongkhag web everyday(at least twice a day)
- Use both sides of the papers all the time,
- Cut down the use of paper for draft copies of the letters/documents,
- Utmost care to be taken for all the office files so that these items last longer,

- Reduce the number of copies of official letters circulated/sectors will endorse copy only to Dasho Dzongdag,
- Sector heads will monitor the use of resources,
- Sector to prepare the consolidated record/report of resources use at the end of each month.

10. CELEBRATIONS AND FUNCTIONS

Celebrations and functions form very important part of organization's culture. It also provides opportunities for the staff to come together and learn from each other. Therefore, we must accord top priority in celebrating any occasions of historical, religious and cultural significance. While the Cultural officer will take lead role in coordination, all the staff will take equal responsibilities in preparing and participation in the functions. Some of the celebrations and functions could be:

- National day and other important historical events,
- Annual Dzongkhag Tshechu,
- Annual Staff *rimdos* (pujas).
- Annual Moelam Chenmo.

All these functions will be celebrated befitting the country's time honored customs and traditions.

11. WORKING COMMITTEES

To make the administration easier and more effective, following committees will be instituted with well-defined roles and responsibilities. The number of committees and their roles may change to suit the changing situation and other factors.

11.1 MONITORING AND QUALITY CONTROL TEAM

11.1.1 Objectives

- Ensuring the quality infrastructure through proper execution of works.
- Timely completion of works.
- Providing support to Engineers and contractors.
- Strengthening monitoring system in the Gewogs.

11.1.2 Committee members

- Dzongrab (Chairman)
- Planning Officer (Member Secretary)
- District Engineer
- Accounts Officer (will be the member of Handing-Taking committee only)
- Budget officer
- Concerned Sector Head

11.1.3 Responsibilities

The need for the monitoring and quality control team is quite apparent as the Dzongkhag has so many developmental activities to implement. District Engineering Section alone cannot assure the quality of the capital activities. Quite often the site engineers are overburdened with lot of activities, as a result of which quality of the development programs are compromised. Monitoring team is therefore, entrusted with the following responsibilities:

- Ensuring proper and timely planning and execution of all the capital activities,
- Proper and timely monitoring, supervision and providing feedback on the implementation of planned programs,
- Recommending the contractors to rectify the works not done properly/ work which does not meet the standard, and thus ensuring the quality (site engineer to take follow up action),
- Checking the progress of all the capital activities in the Dzongkhag,
- Appraisal of staff's performance in the field and providing feedback for improvement (pointing out the weakness of site engineers and taking follow up actions),
- Facilitating proper coordination among all the sectors in the execution of works,
- Monitoring the Sectors in the preparation of progress of the planned programs,
- Working out strategies to improve the implementation of the programs,
- Monitoring and supervision of the evaluation of tender documents,
- Develop monitoring tools, guidelines and reporting and follow up mechanisms,
- Supporting the Gewogs in strengthening the monitoring system,
- Review and check the drawings and estimates prepared for the construction before it is being finalized and printed for tendering,
- Put up the case requiring the high level decision pertaining to construction to the Dzongkhag tender committee, which in turn will take appropriate actions as deemed necessary.

11.1.4 Monitoring guidelines

Monitoring is very important program. Therefore, it needs to be planned well for better results. The Committee will ensure that all the capital activities are monitored at least thrice during the entire period of implementation. Following guidelines will be followed strictly:

- Plan a tentative schedule for monitoring of capital activities.
- Monitoring program will be prepared by the Secretary of the committee after consulting the Chairman. In case the secretary is involved with some other programs, the monitoring programs will be prepared by the Chairman/any member.
- A minimum of two members will visit the site. It is not necessary for the site engineers to accompany the team during the visits.
- The committee will inform the contractor and site Engineer while making monitoring visits.
- Will carry BOQ, drawings, basic equipment, and points of recommendations, if any.
- For bigger projects with some recurring problems, visit will be more than three times, or as and when required.

11.1.5 Reports and follow up mechanisms

- Member secretary will write reports with pictorial evidences, and put up to the committee members after 3 days of monitoring visit as per the format ANNEX-1 and ANNEX-2). In case the member secretary is not involved in the visit, ***DE will write the report and follow same procedure.***

- The Committee will submit the reports to the Head of the Organization (Dasho Dzongdag), relevant Sector heads, site Engineers and District engineer for follow up.
- District Engineer will follow up whether the site Engineers and the contractors have carried out the recommendations.

11.2 11.2 HANDING-TAKING COMMITTEE

The Monitoring and Quality Control committee will also function as Dzongkhag Handing-Taking Committee.

Any capital works implemented should be completed in time. To ensure that the infrastructures are built up to the satisfaction of the end users, the Handing Taking committee, while taking over, will see the following:

11.2.1 Guidelines for Handing-taking

- Buildings (Overall quality and finishing)
- Roads (Overall widths of the road as per the speculations,, gradients, curves, soling, drainage, cross fall, etc)

Upon receipt of completion report from the contractor, the site engineer will visit and verify the work and submit the completion report based on which committee will visit the site for Handing-taking. In case the work is incomplete, site engineer will recommend, in writing, the rectification works to be completed with a copy endorsed to Chairman/Secretary of Monitoring/Handing- taking Committee. Infrastructure will be taken over only after receiving the technical completion report from the site engineer, which will be treated as actual completion date.

Based on the convenience, the following committee members will take over the works:

- Chairman of the committee
- District Engineer
- Planning Officer
- Accounts Officer
- Site Engineer
- Concerned sector head

The Chairman of the Committee will not visit the site for Handing-Taking if:

- The project/capital work is for less than Ngultrum five lakhs,
- DE/DCPO is present for the Handing-Taking over,
- Has visited the site and structure was found to be good during the monitoring visits.

And it will be mandatory for the chairman to be present for the handing taking if:

- He/she has not visited the site during the entire period of construction,
- The work is for more than Nu. Ten lakhs,
- He/she feels that there might be problem either with quality or finishing.
- Site engineer has submitted some adverse reports about the contractors' performance.

Whenever the chairman/any other member do not visit the site for Handing-Taking, he/she will sign the document on the strength of the recommendations/remarks made by the DE/ Planning Officer/members of the committee.

The Head of the agency (Dasho Dzongdag) will lead the team if:

- He feels it is necessary for him to preside over the Handing-Taking.
- The project is very big, and worth Nu. 5.000 million.

Although, centrally executed, while taking over of the farm roads/geog connectivity roads, the Gewog Tshogde Chairman/Gup will be the chairman of the handing taking committee. The infrastructures built within the jurisdiction of Dungkhag will be taken over either by the Dungkhag or the Dzongkhag depending on the convenience. Handing-Taking Committee will hand over the infrastructure to the end users in the presence of sector heads concerned, representatives from the offices/schools concerned if the infrastructure is found good.

11.3 DZONGKHAG HUMAN RESOURCE COMMITTEE

11.3.1 Objectives

- Proper and effective human resource management.
- Fair and transparent recruitment, appointment and deployment.

11.3.2 Committee members

- Dzongda (Chairman)
- Human Resource Officer (Member Secretary)
- Dzongrab
- Administrative Officer
- Planning Officer
- Concerned Sector Head

11.3.3 Responsibilities

This committee will carry out the responsibilities outlined under, but not limited to:

- Plan both long term and short term Dzongkhag Human Resource Development Program;
- Prepare budget proposal for the HRD programs;
- Identify the staff who need the trainings /recommend staff for trainings,
- Recommend/nominate the staff for both the Ex -country and In -country program;
- Process for and recommend the promotions of the staff under the Dzongkhag;
- Check /monitor periodically whether the personal files of the staff are updated;

- Ensure the proper work planning and performance evaluation by the staff under the Dzongkhag;
- Proper delegation of responsibilities among administrative staff and providing support;
- Monitoring and supervision of staff,
- Recommending and approving the transfer of staff.
- Recruitment/appointment of staff approved by RCSC for Dzongkhag;
- Will also function as Dzongkhag Discipline committee

11.3.4 Guidelines for the recruitment

- Dzongkhag HR committee will strictly follow the RCSC rules in the recruitment of civil service in the Dzongkhag.
- The post vacancies will be announced in the media, both BBS and print media and give enough time for the interested candidates to get access to the information.
- The HRO will receive and compile all the applications and put up the committee.
- The committee will decide the criteria for short listing and the number of candidates to be short listed based on the number of applicants

11.3.5 Main criteria/documents required for the short listing will be

- Academic transcript (merit order listing will be done)
- Police clearance
- Medical fitness certificates
- Relevant merit certificates
- Committee will verify all the documents, including the academic transcript. After thoroughly verifying the documents, shortlisting will be done.
- Short listed candidates will be notified through BBS/ newspaper, whichever is cheaper, and instruct them to attend the interview on the date given.
- Questions for interview, both for written and viva-voice, will be prepared jointly by the committee, and moderated by the chairman. For fairness in correction, questions will be objective, instead of subjective/ essay type.
- Correction will be done by the committee jointly (group evaluation).
- Before preparing the consolidated result sheet, papers will be rechecked, especially the marks
- Consolidated result will be prepared by the Committee jointly, and counter checked by the chairman.
- The result will be announced only after five days in the media based on the availability of budget for advertisement. If the Dzongkhag lacks budget for this, selected candidates will be notified/ informed in writing.
- Administrative approval will be sought from the Head of the Dzongkhag for the formal appointment
- Placement will be based on requirement.

11.3.6 Guidelines to resolve the discipline issues

Any discipline issues that need to be resolved at the Dzongkhag level need to be registered with the Dzongkhag Discipline Registry/legal Officer. The legal Officer will put up the case to the Discipline Committee. The committee will:

- Investigate the case and collect all the required information to authenticate/substantiate the issue;
- Discuss the findings and decide on the actions to be taken;
- Based on the nature of the offence/issue the committee will recommend administrative actions like written warning/reprimand, forwarding the case to the higher authority, withholding annual increment/allowances or recommendation for transfer.

11.4 DZONGKHAG HOUSING COMMITTEE

11.4.1 Objectives

- Allotment of quarters to the Civil servants in a fair manner.
- Assessing the need for maintenance and ensure timely maintenance of Government Quarters.

11.4.2 Committee members

- Dzongrab (Chairman)
- Administrative Officer (Member Secretary)
- Revenue In-charge
- Building Inspector

11.4.3 Responsibilities

- Receive and compile application for quarters;
- Allot the quarters based on first *come first come serve* (letters received earlier);
- Follow lucky draw in case there are more than two applicants applying for the same quarter;
- Inspect the Government quarters to ensure that the occupants take care of the quarters;
- Ensure cleanliness of the surrounding of government quarter.
- Ensuring the payment of house rents,
- Assess the need for the maintenance of quarters and recommend for the same.

11.4.4 TOR for the House Allotment Committee

- The Dzongkhag Sector Headquarters are for the Sector Heads and it will not be allotted to other than the sector heads. In case sector is transferred or resigns, his/her spouse can occupy the quarter for five months, but the spouse should be the government employee.
- An employee who has already occupied the government quarter cannot apply for the better one, except if there is nobody to apply for that particular quarter. The fresh applicant gets the preferences over it.
- First come first serve basis will be taken into consideration for the allotment. However the committee will also examine the urgently required ones.

- For the general quarters, equal priority will be given to the entire civil servants under the Dzongkhag.
- All individuals have to surrender the quarter once an employee moves out for transfer or resigns from the service.
- An employee cannot occupy any quarter in the name of the others.
- The validity of an application will be subject to withdrawal/transfer.

11.5 DZONGKHAG DISASTER MANAGEMENT COMMITTEE

11.5.1 Objectives

- Prevention and Reduction of disaster risks,
- Mitigation of disaster impacts,
- Preparation for effective response, and
- Quick recovery from disaster impacts

11.5.2 Responsibilities

The guidelines also defines the institutional set up at the National, Dzongkhag, Dungkhag, Thromde and Gewog levels, as outlined in the NDRMF, and the flow of information and command, especially during response phase.

- Taking stock of existing resources and gaps
- Plan and implement risk reduction activities in the Dzongkhag.
- Effective preparedness and emergency response.
- Provide relief and humanitarian assistance.
- Enabling faster recovery through comprehensive reconstruction and rehabilitation.

11.6 DZONGKHAG MUNICIPAL COMMITTEE

11.6.1 Objectives

- Ensuring the implementation of rules and regulations governing the municipalities
- Provision of basic facilities for the towns/municipal areas.

11.6.2 Responsibilities

Dzongkhag municipal Committee will carry out the responsibilities outlined hereunder:

- Maintain the cleanliness of the municipal areas/towns,
- Process for the construction approval,
- Solve problems arising from municipal issues,
- Plan programs for provision of facilities like parking, drinking water scheme, power supply and other basic amenities,
- Monitor the development activities of the town,
- Ensure the security of the municipal areas/recommend appropriate measures to maintain security.
- Formation of demolishing squad, if required

11.6.3 Responsibilities of Municipal labors

- Maintain the cleanliness of the towns
- Clean the premises of the Government quarters
- **Maintain the cleanliness of the road between Tsimasham and Tsimalhakha**
- Carry out responsibilities assigned by the Head of the Agency or Sector Head concerned.

11.7 DZONGKHAG INTERNAL AUDITING TEAM

11.7.1 Objectives

- Ensure efficiency in the financial and government property management in the Dzongkhag and Gewogs.

11.7.2 Team Members

- Planning Officer.
- Budget Officer.
- Legal Officer.

11.7.2 Responsibilities

- Carry out the internal auditing of accounts in the Dzongkhag and Gewogs.
- Take corrective measure to avoid lapses in financial management in the Dzongkhag and the Gewogs.
- Prepare and submit reports on internal auditing to the head of the Dzongkhag for recommendation on the improvement of financial management in the Gewogs
- **Will also function as physical verification team**

11.7.3 Guidelines for internal auditing

- Follow the Royal Audit Authority guidelines.

11.8 DZONGKHAG TENDER COMMITTEE/DZONGKHAG TENDER OPENING AND AWARD COMMITTEE.

11.8.1 Objectives

- Opening of tender based on rules and regulations
- Ensuring timely evaluation of tender and award of work.

11.8.2 Committee members

- Dzongdag (Chairman)
- Dzongrab (Deputy Chairman)
- District Engineer (Member Secretary)
- Planning Officer
- Accounts Officer
- Sector Heads concerned

- DT Member.

11.8.3 Responsibilities

- Represent in the tender opening.
- Resolve the issues arising from tendering /construction.
- Accord approval for the additional works that arises from changes in drawing/ out of change in site/topography.
- Discuss /resolve on additional budget requirement for the construction.
- Coordinate with the tender evaluation committee in completing the evaluation of tender.
- Awarding of construction works based on evaluation reports.
- Take up the issues that are beyond the ability of the DES/Site Engineer to solve, and take appropriate and timely action/decisions.
- Direct the tender evaluation committee to evaluate the tenders on time

11.8.4 Guidelines/Instructions for tender opening

In absence of a guideline on the tender opening, the committee might face some problems. Therefore, it is apparent that a guideline is required. The following will be adhered to in the process of tender opening, which are subject to change:

- Notice regarding the tender opening will be circulated two days ahead of the opening by the DES
- It is mandatory for all the members to be present for the opening. In case the member cannot attend due to some more urgent appointments, he/she must depute his /her subordinate as representative,
- It is not mandatory for both the Chairman and Deputy Chairman to attend the tender opening. In absence of Chairman, Deputy Chairman will preside over the tender opening,
- Sector Heads concerned should take lead role in tender opening,
- Follow the rules in force strictly in the process of tender opening.

11.9 DZONGKHAG TENDER EVALUATION COMMITTEE

11.9.1 Objectives

- Fair and timely evaluation of tender documents

11.9.2 Members

- Chair man(concerned sector heads)
- One engineer
- Representative from Accounts Section
- Asst. Planning Officer

11.9.3 Responsibilities

- Timely and qualitative evaluation of tenders. Committee will start evaluating the tender documents one day after its opening, and will complete within three/five days.

- Preparing comprehensive comparative reports and presenting to the Tender Committee after three days based on which the tender Committee will award the work *after five days of tender opening*.
- Maintain proper records of evaluated tender documents.
- Produce the evaluated tender documents whenever the Head of the Dzongkhag requires.
- Write to the bidders who do not get contract of the work stating reasons as to why they did not get the contract.

11.10 ILLEGAL CROPS AUCTION COMMITTEE

11.10.1 Objectives

- Ensure proper and fair auctioning of illegal crops

11.10.2 Committee Members

- Dasho Dzongdag+/Dzongrab/Dungpa (Chairman)
- Dzongkhag Agriculture Officer (Member Secretary)
- Dzongkhag Finance Officer
- Dzongkhag Land record officer
- Dzongkhag Revenue In-charge
- SP/RBP Personnel
- Gups (Concerned Gewog)

11.10.3 Responsibilities

- Organize the auctioning of illegal crops based on existing rules and regulations
- Deposit the cash generated into the government revenue account

11.10.4 Terms of reference

- Collection and compilation of illegal crops cultivated in the government land from the gewogs,
- Sale cash crops through an open auction at the designated call of decided location to Bhutanese citizens after preannouncement through mass media for the bidder,
- Fixing of floor price for the cash crop,
- Collection and deposition of any fee to Government Revenue Account collected from the bidders,
- Handing over of the cash crop areas in coordination with the local communities
- Submission of report to the Dzongkhag
- Settlement of auction related disputes,
- Frame terms and conditions for the auction

11.11 STAFF WELFARE COMMITTEE

11.11.1 Objectives

- *To create informal environment to socialize and for families to meet and know each other better.*
- *To manage stress through socio-cultural gatherings, entertainment and exchange programs.*

- *Organize study trip/tours for the staff for exposure and learning.*
- *Look after the welfare of the staff in times of need.*

11.11.2 Committee members

- Dzongrab (Chairman)
- HRO (Member Secretary)
- DT Secretary
- Cultural Officer
- DzFO
- Planning Officer
- Budget Officer

11.11.3 Responsibilities

- Promote social gathering and familiarization amongst the staffs especially their families.
- Organize programs to manage stress among the staffs.
- Organize moral and financial support in times of family crises, and solve problems
- Organize farewell party for those who go on transfer.
- Any other programs that benefits the staff

12. EFFICIENT IMPLEMENTATION OF CAPITAL ACTIVITIES

Successful implementation of capital activities and provision of quality infrastructure facilities to the public is one of the yardsticks to judge the performance of the Dzongkhag. It is also main concern and objectives of the Dzongkhag. Therefore, it is imperative for the Dzongkhag to follow some strategies to improve the implementation of capital activities.

12.1. STRATEGIES

1. Capital activities will be prioritized for the execution based on the following:
 - *Urgent need for the facilities;*
 - *Nature of place/location of the construction (capital works in very far flung places will be started earlier)*
 - *Budget outlay for the program (if the program involves a huge sum of money, the execution will be started by July)*
2. Prepare estimates and tender documents by mid-June and advertise the work in the end of June. At the end of July, the actual execution of the work has to begin, except few activities which depend on Central Agencies. All the capital activities should be completed by May, of the following year. Each Engineer should strive towards achieving this goal.
3. Stress the need for the action /work plan for individual engineer;
4. Stress the need for the work plan for the contractor. Based on the work plan of the contractors, site Engineers should plan their site visits, especially for foundation, casting of slabs, installation of windows etc, besides the usual monitoring visits.
5. Provide timely monitoring and feedback to both contractor and the site engineer.
6. Put up the case requiring the high level decision pertaining to construction to the Dzongkhag tender committee, which in turn, will take appropriate decision/action.
7. Provide all the necessary support to Site engineers - feed backs on corrective measures, provision of equipment, moral support, administrative and technical supports, trainings and others as deemed necessary.

8. Enhance coordination and support among the Engineers, and among the Sectors through meetings among engineers, feedbacks from monitoring committee and sector heads, and frequent to and fro communications.

9. Review the status/progress of the capital activities **every one month**. Every Friday of the fourth week of the month to be devoted for discussing on capital activities.

10. The survey for the farm roads will be completed by the end of January/February and estimates are ready by the end of March/April. This will facilitate in the timely execution of the work.

11. In case contractor fails to execute the work in time/meet the deadline, site engineer will serve only two reminder letters. The third notice/reminder will be served by the DE. Even with this measure, if the contractor does not improve, DE/Monitoring Committee will put up the matter to the Tender Committee for appropriate actions as deemed necessary. The contractor will be called by the committee.

12.2. RESPONSIBILITIES OF THE SECTORS

Successful and effective implementation of capital works requires efficient and timely coordination among the different sectors/ stakeholders. Lack of coordination among the sectors will pose serious difficulties in the implementation of the programmes, as we have experienced few cases in the past. Therefore, the following modalities, roles and responsibilities in the coordination will be strictly followed.

12.2.1 PLANNING SECTOR

Planning Sector, as it is, will be the lead agency in facilitating the coordination among different sectors in the implementation of the of the capital activities. As such, Planning Sector will carry out the following:

- Maintain up to date list of all the capital activities of the Financial year for planned, emergencies/disaster related, Royal Command, ad-hoc activities, if any, and also all the Geog activities.
- Prepare annual plans for all the activities in consultation with the District Engineering Section, Accounts Officer and the Sector Heads concerned.
- Ask the Geogs to submit their work plan in the beginning of each Financial Year.
- Initiate coordination meetings, *once a month* with the DE, Accounts/Budget Officer and discuss the status of implementation of all the capital activities, approval and release of fund.
- When the documents related to Capital activities, in general are marked, Planning Officer/APO will coordinate /follow up with DE and Accounts/Budget Officer and Gups /GAOs.
- Prepare midterm review documents and quarterly progress report, and submit to the GNHC.

12.1 ENGINEERING SECTOR

Timely and successful execution of works will be determined by the concerted efforts put by DES with skilful and timely coordination, adequate and timely supervision and feedback to engineers, and coordination with Planning and various other sectors. As such, DE will carry out the following, but not limited to:

- District Engineer will assist the Planning Officer in preparing the work plan for the capital activities
- Allot the work to different engineers, who will also prepare work plan and implement the work strictly based on the plan. DE will stress on the work plan for each engineer.
- Facilitate the engineering section in carrying out surveys, preparation of estimates, preparation of tender documents and administering the tendering for the capital works.
- Supervise the works of the engineers and ensure the timely execution of works by them. Actual execution of work must begin from July. Therefore making estimates, advertising and preparing tender documents must be completed by June.
- Make site visits to monitor the construction activities, and provide timely and appropriate feedback to both contractors and site engineers for improvement, and follow up on the feedbacks and recommendations made.

12.2 FINANCE SECTOR

Accounts and budget officers, as per mandate will coordinate with different sectors and Geogs in all the financial matters. As such, he/she will:

- Facilitate in the timely release of fund for the capital activities.
- When the Head of Agency/AFD head marks the documents/letters related to budget approvals, re-appropriations and releases, the Accounts Officer will coordinate/follow up with planning Officer/DE/Gups/GAOs.
- Keep the sectors informed of changes/recent developments taking place regarding the financial matters, and facilitate proper implementation of rules and regulations.

12.3 CONCERNED SECTORS

Sector heads should take the full ownership of the capital activities and ensure the proper implementation of the program. As such, sector will:

- Prioritize the works to be executed. While planning for the capital activities for each financial year, Sector Heads MUST consult DES and the Planning Section.
- Coordinate with Accounts Officer, DE and Site Engineers while implementing the works.
- Carry out the monitoring of the work and provide/submit feedbacks to the Monitoring Committee/DES or the site engineer concerned.
- Mobilize fund for the capital activities, especially when there is shortage of fund for capital activities.
- Complete all the preconstruction formalities like obtaining the clearances-forest clearances environment clearance, clearance from roads, telecom, BPC, and land acquisition, land substitutions, compensation, transfer of thrams etc. ***Sectors heads will ensure that obtaining all these clearances are before the award of works.***

12.4 HEAD OF THE AGENCY

- The Head of the Agency (Dasho Dzongda)/AFD will devote time on discussing about the capital activities with Planning Officer, DE and Sector Heads concerned every Friday (morning) every one month.
- Will provide feedbacks and guidance on matters of importance pertaining to capital activities

12.5 MONITORING COMMITTEE

The Monitoring and Quality Control Committee will monitor the overall implementation of all the capital activities, as per its mandates, reflected in its TOR.

ANNEX-1: OBSERVATIONS AND REPORTING FORMAT (BUILDINGS): AREAS OF MONITORING

Name of the work:

Location.....

Contractor:.....

Site Engineer:.....

AREAS OF MONITORING	OBSERVATIONS	RECOMMENDATIONS
Human Resource of the Contractors (Availability of site supervisor/manager/Engineer, supervision by the contractor, skilled labours,required number of laborers)		
Quality of the materials at site (Quality of sand, stone, aggregates, wood, CGI sheet,		
Quality of work (Quality of wood and cement /masonry works, Quality of slabs, roof truss /struts, ceiling, drain, sand –cement ratio, quality of wall, depth of foundation , plastering of walls, shape and size of windows/doors, paintings overall structural quality)		
Progress of the work (Work plan of the contractor, meeting of deadline, overall progress)		
Monitoring/Inspection by the site Engineer (frequency of monitoring visits by site engineers, and support they have provided.		
Misc.-site specific (Additional works/deviations)		
General problems faced in executing the work (factors hampering the progress of the work)		

ANNEX-2: OBSERVATIONS AND REPORTING FORMAT (ROAD): AREAS OF MONITORING

Name of the work:

Location.....

Contractor:.....

Site Engineer:.....

AREAS OF MONITORING	OBSERVATIONS	RECOMMENDATIONS
Human Resource of the Contractors (Availability of site supervisor/manager/Engineer, supervision by the contractor, skilled labours,required number of laborers)		
Quality of the materials and Number and types of Equipments at site (Quality of sand, aggregates used for retaining/breast walls, No.of excavators, dozers, compreser, trucks etc.)		
Quality of work (Quality of cement /masonry works, sides drain, sand –cement ratio, quality of retaining/breast wall, Cutting /width of curves, stone capping and soling, leveling, overall width of road		
Progress of the work (Work plan of the contractor, meeting of deadline, overall progress)		
Monitoring/Inspection by the site Engineer (frequency of monitoring visits by site engineers, and support they have provided.		
Misc.-site specific (Additional works/deviations)		
General problems faced in executing the work (factors hampering the progress of the work)		

ANNEX- 3: MONITORING OF THE IMPLEMENTATION OF RWSS PROGRAMS**Areas of monitoring:****Name of the scheme:**

Sl. No	Areas of monitoring	Observation	Rating	Remarks/Recommendation
1	Water source: -Protection of the source (fencing and tree plantation) -Quality of intake tank -Quality of water source (sustainability, cleanliness)			
2	Pipe lines -Whether pipe lines are protected well (the depth of the trench) -Support provided to pipe lines if it is passing through the cliffs -Whether the joints are proper			
3	Reservoir tank -Capacity as per the need (population of the village) -Quality of the tank -Whether the tank is protected (with fencing) -Location of the tank (whether the tank is located at a suitable place from where water can be easily distributed, where tank is safe) -Whether the outlet for the excess water is properly laid so that there is no/minimum disturbances/damage to the tank			-
4	Water tapes -Location of the tapes (if the tapes are located at suitable place from where water can be used for the vegetable garden. -Quality and finishing of the tape -Quality of bibcock			

5	<p>Management/care of RWSS</p> <ul style="list-style-type: none"> -Public briefing about the care of RWSS -Whether water caretaker committee has been formed and briefed about their responsibilities -Local fund generation for maintenance of RWSS has been put in place -Whether a system of monitoring and periodic maintenance /cleaning of water source/reservoir tank has been instituted. 			
6.	<p>Monitoring of RWSS by Health worker</p> <ul style="list-style-type: none"> -Water being tested for water born diseases and treatment given accordingly (boiling, filtration etc) -Visit of water source 			

Rating will be made as follows:

- A- Very good (All the components are present)
- B- Good(some of the component are present)
- C- Satisfactory (few component are present.
- D- Needs improvement(recommendation required for improvement during the construction phase)

6. Responsibility of RWSS focal person

1. Updating of RWSS programs
2. Proposing for the new programs
3. Follow up with site Engineers/Gups on the implementation of programs
4. Developing strategies to monitor the programs.
5. Preparation and submission of reports

12.6 ANNEX-4: TOR FOR RESERVATION OF ACCOMMODATION AT DZONGKHAG TRANSIT CAMP IN PHUENTSHOLING

Revised on 20/11/2009 during Sector Heads' Coordination Meeting

As discussed and decided during the 18th Dzongkhag Tender Committee meeting held on 29 September 2009, the upcoming transit camp comprising of not more than two rooms at Phuentsholing Dungkhag would be operated as an accommodation supplementation for the staff of the Dzongkhag, Dungkhag and geog administrations. Such arrangement is being made to ease accommodation related problems faced by the staff while on official tour towards Phuentsholing areas especially when the private lodge facilities in the busiest commercial town are being either expensive overriding the officials daily expenditure or are overbooked by the customers during the peak seasons. In having such arrangement and availing the facilities by all with fairness and equity, it is hereby instituted that accommodation reservation in the TC would be governed by a standard procedural norm laid herein in the form of *ToR* as detailed under.

Eligibility

1. All the staff of the Dzongkhag, Dungkhag and geog administrations are eligible for the reservation of accommodation in the TC.
2. Reservation by the staff members intended to lodge along with the family members with children shall not be allowed.
3. No outsiders seeking permission to lodge in the TC will be considered.

Authority

4. Authority to grant approval for the reservation shall be with executive officials in hierarchy (Dzongdag, Dzongrab, Dungpa Administrative Officer, and HRO) and absence of which shall be given by the subsequent subordinates or by any designated official(s) or officiating officials.

Booking

5. Booking has to be done three days in advance using the appropriate reservation application form (*Annex-1*) and approved by the competent authority.
6. Only upon the confirmation on the availability of vacant room(s), the approving authority shall grant the reservation approval to the applicant.
7. "*First come first serve (Not in person but with an approved application)*" will form the basis for the reservation.
8. Booking over the telephone shall be considered but with an approval from the competent authority.
9. Applicants whose reservation is once confirmed and is intended to cancel should intimate the focal person immediately. (*Focal person to be identified in consultation with Dungpa*)

Registration

10. Focal person shall maintain a guest (staff) entry/exit register as per the prescribed format in *Annex*.

Duration

11. No occupants (staff) shall stay more than a week in the TC. However, should there be no applicants in the waiting list; the former occupant may be allowed to extend his/her stay until the day when it is due for the next applicant to check in.

Rental fees

12. A fee of Nu 100/night/person shall be charged. Individual other than the staff of this Dzongkhag/Dungkhag, will be charged Nu.200 per night.
13. All fees collected shall be regularly deposited in the Government Revenue Account (GRA) maintained in Phuentsholing Dungkhag as per the existing government norms for which the Dungkhag administration shall monitor regularly after crosschecking with the number of applications approved.

Dos and don'ts

- 14. Activities (gambling, drinking, lechery, creation of unnecessary commotions, littering in the rooms, damages to the TC’s properties, etc) of antisocial in nature should be strictly prohibited.
- 15. Defaulters shall be liable for administrative action and punitive actions shall be taken as per the rule.

Application form for reservation of Dzongkhag Transit Camp at Phuentsholing

Date of application:

To,

The Dasho Dzongda/Dzongrab/Dungpa
 Dzongkhag/Dungkhag Administration(s),
 Chukha

Sub: Reservation of accommodation at Transit Camp in Phuentsholing

Dasho/Sir,

Kindly grant an approval for the reservation of the Transit Camp in favour of the undersigned for a period of days from to (Day/month/year).

Yours sincerely,

(Name.....)

Designation

Dzongkhag/Geog

EID No.

CID No.

Mobile No/Tele No.

Format for guest entry/exit register

Date	Time of entry	Name of guest	Designation	Place of work	No. of persons	Duration of stay		Exit time	Signature
						From	To		

12.7 ANNEX-5 TERMS OF REFERENCE (TOR) FOR THE ACCOMMODATION AT THE DZONGKHAG GUEST HOUSE AT TSIMALHAKHA

As per the decision of the 2nd Sector Heads coordination meeting held on 20th November, 2009, it was felt necessary to establish proper system to monitor the daily functioning of the Dzongkhag Guest house. In order to solve the problem of accommodation for the people travelling on official purpose and also those who happen to visit for their private works to the Dzongkhag, the following norms shall govern the daily function of the guest house.

Eligibility:

1. Any visitors are the civil are eligible for reservation of the accommodation in the Dzongkhag Guest House

Authority to grant approval:

2. The authority to accord approval shall be with Dzongdag, Dzongrab and the Guest House In - charge.

Categorisation of Rooms:

3. The rooms on the second floor shall be for VIPs only
4. The rooms on the ground floor shall be for all the staff

Booking:

5. Booking has to be done two days in advance for the people on official tour and must be approved by the competent authority.
6. Approval shall be accorded only upon the confirmation on the availability of the vacant room(s)
7. *First come first serve* (with an approval application) shall be the basis for the reservation of the rooms

Rental fees:

8. A sum of Nu.150 shall be charged per head per night for the ground floor (for normal case).
9. A sum of Nu.200 shall be charged per head per night for the first floor (for normal case).
10. If the applicant applies to stay for a month to 6 months, a sum of Nu.3000 for the first floor and Nu.2000 for the ground floor shall be charged per month per room.
11. If the applicant applies to stay for 7 months and above, a sum of Nu.2000 for the first floor and Nu.1500 for the ground floor shall be charged per person.
12. However, VIPs and his/her entourage on official visit shall be exempted from rent.

Deposit of rent

13. The guest house in charge/caretaker will regularly deposit the rent collected in the Government Revenue account (GRA) maintained in the Dzongkhag Revenue as per the norms of the government and Dzongkhag Administration shall monitor accordingly

Registration

14. The caretaker will maintain a guest register in the prescribed format as in **Annex. II**

Dos and Don'ts

15. Activities like gambling, drinking, lechery, creation of unnecessary commotions, littering inside the room and around the surrounding, damages of the property and creation of antisocial nature shall be prohibited.
16. Visitors should hand over the rooms before checking out.
17. Any damages caused to the facilities should be borne by the individual.
18. The defaulter shall be liable for administrative and disciplinary actions as per the existing rules.

Annexure

Application form for the reservation of Dzongkhag Guest House at Tsimalhakha

The Dasho Dzongdag /Dzongrab/Guest house in -charge,
 Dzongkhag Administration
 Chukha

Sub: Reservation of accommodation at the Dzongkhag Guest house, Tsimalhakha

Dasho/Sir,

Kindly grant an approval for the reservation of room at the Dzongkhag Guest house in favour of the undersigned for a period of days from..... to(day/month/year).

Yours faithfully,

Name...
 Designation...
 Dzongkha/geog:.....
 EID No...
 CID No:.....
 Contact no:.....

Remarks/recommendations by approving authority

Annex

Format for Guest entry/exit register

Date	Time of entry	Name of Guest	Designation	Room No.	Place of work	No. of persons	Duration of stay		Exit time	Rental collection	Signature
							From	To			

12.8 ANNEX-6: SERVICE DELIVERY STANDARDS

The Royal Government of Bhutan has already started working on service delivery standard. In line with this, Dzongkhag will develop service delivery standard.

Definition of service delivery standard:” Is a statement listing the functions/services of an agency, the procedures required to comply with submission of form and documents, indication of time taken to provide the services and contact details of focal person/staff delivering the services. SDS also has the institution and indication of a redressal mechanism accountable to the service receivers in case the services are not delivered within standard time indicated”.-IPSDS, RCSC

In principle, there are two types of service users (customers). Internal customers are employees/staff of agency who requires administrative support to deliver internal services (Example of internal services are disbursement of salary, travel claims, responding to intra-office memo etc) and external customers (citizens, other agencies) are those who avail the services.

Purpose of SDS

SDS is intended to speed up service deliveries by public agencies, improve transparency and accountability, build trust and confidences and minimizes public grievances

There are some essential elements of SDS-list of services/function, procedures, form and documents required, delivery timeline, person responsible for the service, redressal mechanism, and periodical review.

Public Education and awareness:

It is important for the service recipients to be aware of services they receive and who will deliver particular types of the services. And public should also know how long do each service provider take to deliver services to them. Therefore, SDS should be publicized and information must reach all the service recipients.

In view of the above, all the Sectors will have to develop SDS and implement effectively. In order to make the service recipients aware of the types of services they can avail, and how long will they take to avail the services, each Sector will display service delivery standard information Board.