

RELEVANCE OF
GAYDRUNG
IN GEWOG ADMINISTRATION



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DEPARTMENT OF LOCAL GOVERNANCE
MINISTRY OF HOME AND CULTURAL AFFAIRS
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ACRONYMS & ABBREVIATIONS

ADR	Alternative Dispute Resolution
BCSR	Bhutan Civil Service Rules & Regulations
BHU	Basic Health Unit
CD Account	Current Deposit Account
CID	Citizenship Identity Card
DLG	Department of Local Governance
DT	Dzongkhag Tshogdu
GAO	Gewog Administrative Officer
GNH	Gross National Happiness
GT	Gewog Tshogde
LG	Local Government
LGRR	Local Government Rules and Regulation
MoHCA	Ministry of Home and Cultural Affairs
NFE	Non-Formal Education
OD Exercise	Organizational Development Exercise
RCSC	Royal Civil Service Commission
RICBL	Royal Insurance Corporation of Bhutan Limited
RNR	Renewable Natural Resources

DEFINITIONS

Dzongkhag Tshogdu	Highest decision-making body in the Dzongkhag
Gewog Tshogde	Highest decision-making body in the Gewog
Thromde Tshogde	Highest decision-making body in the municipality
Dzongdag	Chief Executive Officer
Gup	Head of the Gewog (elected member)
Mangmi	Elected Member
Tshogpa	Head of the Chiwog (elected member)
Gaydrung	Gup's Clerk
Dzongkhag	District
Gewog	Lowest/closest administrative structure government system
Chiwog	Territorial constituency for the Thromde or Gewog Tshogdes
Gung	Household
Zomdu	Meeting of residents of villages or communities
Chunidom	Grouping of 12 households/people for mandatory labour contribution for 1 year. Each household/people have to contribute 1 month of labour in 1 year
Dudom	Grouping of 6 households/people for mandatory labour contribution for 1 year. Each household/people have to contribute 2 months of labour in 1 year
Thencha	Providing monthly assistance to the Gup by the people of that Gewog primary to notify official messages or act as a postman
Gungda Woola	Labour contribution by each household

EXECUTIVE SUMMARY

The system of local governance has evolved over the decades, however, key players like Gaydrung (Gup's Clerk) in local administration have almost remained status quo.

With the successive monarch's vision of strengthening decentralization, the power and accountability of local governments (LGs) increased substantially. Further the Local Government Act of Bhutan 2009; legislatively empowered and mandated local governments to have Administrative Officer, Accounts personnel and Engineer. However, the Act is silent on the post of Gaydrung.

Considering the above development, there is an ensuing debate on the relevance of Gaydrung in the functioning of Gewog Administration. Therefore, Department of Local Governance conducted a study to determine the types of work and amount of work done by Gaydrungs. The study covered 6 Dzongkhags, 12 Gewogs, 48 Chiwogs and 480 households' representatives of the entire country.

The Gewog Administration, the nearest government service delivery set-up is responsive to the population as 53% of the survey respondents said that Gewog Officials visited their house in the last one year and 63% said that they visited Gewog Office to avail services.

Gaydrung, a post borne out of necessity primarily for the state but became synonymous with public service delivery over the years is quite popular amongst the population as 97% of the population knew about Gaydrungs existence with 73% of them having personal acquaintance. About 93% of the population said Gaydrungs were critical for them in availing services from the Gewog Administration and 89% were satisfied with the service provided by Gaydrungs.

Of elected LG members, 76% said that Gewog Administrative Officer and Accounts personnel couldn't substitute Gaydrungs' work. The need for Gaydrung was felt more among members having higher qualification than those with the lower qualification.

The Gewog sectors frequently collaborate with Gewog Administration to carry out their activities in the Gewog. About 91% (41/45) of the Gewog sector said that they have visited Gewog Office daily, weekly, monthly or quarterly in the last one year. Although, sectors mainly discuss their issues with elected Local Government members, 73% of them did avail the services of Gaydrung such as informing public and with other routine administrative works. About 60% reported that their work would get hampered in absence of Gaydrung.

All the Gewog Administrative Officers (GAOs) responded that Gaydrungs were critically required for functioning of the Gewog administration and 91% of the Gewog Administrative Officers rated performance of Gaydrungs as either excellent or very good; none rated them negatively.

76% of the elected LG members felt that Gewog Administrative Officer or Accounts personnel cannot take up Gaydrung's job and it was felt more by members who had higher qualifications. The gewog sectors felt that GAO can substitute in carrying out sectoral activities and only 28% felt that Gaydrungs' work couldn't be substituted. Around 67% of Gewog Administrative Officers felt that they cannot take over the role of Gaydrung and 92% said that Gaydrung would be required even if Accounts personnel were posted in the Gewog. Similarly, 89% of the Dzongkhag Sector responded that there was no duplication of work between Gewog Administrative Officer and Gaydrung.

The respondents are not aware of the prescribed job descriptions as many tends to feel there is duplication of work but in essence there is very minimal or no duplication of work as per their job description.

Around 70% of the time is spent on administrative, tax, land, Census and insurance that substantially requires continuity and experiences. Such types of works are also sensitive in nature and are required to maintain some degree of confidentiality. Of their time, 30% is spent on drafting applications, agreement & form filling which can be done by anybody with requisite knowledge and skills.

The elected Local Government members and Gewog Administrative Officer reported that Gaydrung work on an average for 7.5, 7.8 and 8 hours daily, respectively. However, the daily log of activities kept for the period between November and December reveals that Gaydrung on average has worked 6.42 hours daily ranging from 2.6 hours in Wangduephordang to 9.8 hours in Paro Dzongkhag.

About 75% of elected Local Government members felt that Gaydrung should have a minimum of class 12 level qualification and higher the qualification of the respondent, the greater was the demand. Of the GAOs, 83% felt that Gaydrung should have qualification of class 12 and above as well. Similarly, majority of the public felt that Gaydrung should have a minimum of class 12 qualifications with proficiency in Dzongkha.

Gaydrung had played a key role in Gewog administration and a means of implementing 21st century innovations for enhanced service delivery such as one-door-service (ODS) or one-stop-service (OSS). A majority, 93% of the population confirmed that Gaydrung is critical for public service delivery and 89% were very satisfied with the services that they have availed. Similarly, 22nd Dzongdags Conference and 9th Gups Conference also acknowledged the critical role of Gaydrung in the functioning of Gewog Administration. Therefore, it is recommended that the post of Gaydrung be retained.

Based on the type of work and the workload, 70% of the work is concentrated around land, tax, insurance, census, administration and 30% on filling up forms, drafting agreements, applications and minutes. The work revolving around land, tax, insurance and census is not only sensitive but also requires adherence to confidentiality and experiences. Similarly, administrative work would require experiences and mainly continuity. Regularizing the post of Gaydrung is one feasible solution.

All the stakeholders have expressed the minimum qualification requirement of class 12 for Gaydrung. Based on the type of work and workload, the Gaydrung post may not require qualification more than class 12. Therefore, it is recommended that Gaydrung post be fixed at class 12 with proficiency in Dzongkha (able to draft agreement & applications) with adequate years of training in office management.

The respondents acknowledged that there exists duplication of work amongst Gewog Administrative Officer, Gaydrung and Accounts personnel. However, on cross checking with the job description, there are very minimal areas for work duplication that are possible to be streamlined. Therefore, it is recommended that the job description of the post at the Gewog level are streamlined and adequately sensitized after every Local Government election.



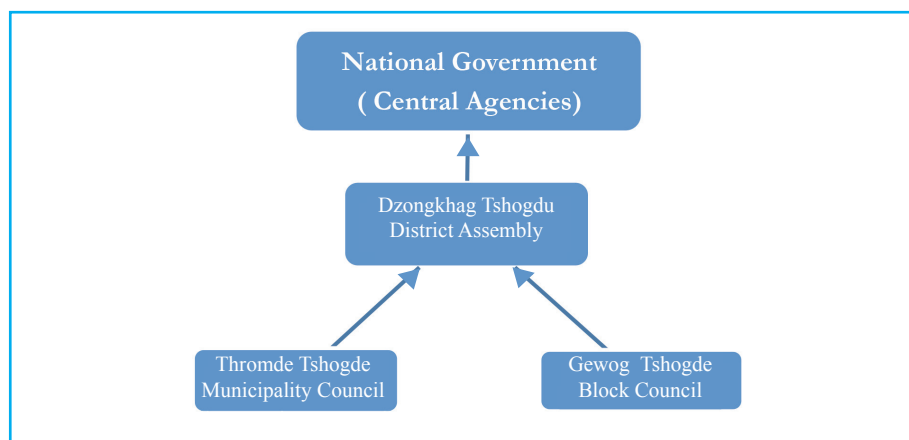
Presentation to Hon'ble Minister, Ministry of Home and Cultural Affairs on the study findings - February 18th 2019

01 BACKGROUND

Bhutan's development planning is guided by the development philosophy of Gross National Happiness (GNH), which encompasses four pillars that includes the promotion of good governance. An integral aspect of advancing good governance in Bhutan has been the gradual process of democratic governance and decentralization, the beginnings of which dates back to the establishment of the Tshogdu or National Assembly in 1953, followed by the Lodey Tshogde (Royal Advisory Council) in 1965, the High Court in 1967 and the Lhengye Zhungtshog (Cabinet) in 1972. During the 5th Five Year Plan this process of decentralization was enhanced to encompass local governance with the formation of Dzongkhag Yargye Tshogdus (DYT) or District Development Committees in 1981, which resulted in the delegation of administrative and financial powers to the district level (*GNHC, 2019*).

Bhutan is divided into 20 Dzongkhags (Districts), 205 Gewogs (Block) and 1044 Chiwogs (Villages). Gup (block headmen) are elected by the people of their villages to five-year terms. The 27th Session of the National Assembly acknowledged the need to engage Gaydrung (Gup's clerk) as the Gups were required to collect large amounts of government revenue from the public. Some areas are designated as municipalities (thromde) and operate on the same administrative level as the Gewogs.

The Bhutanese local governance system is depicted figure I:



LG is not as law-making body, and thus, it does not have legislative functions. However, LGs may make rules and regulations consistent with laws made by Parliament. Thromde Tshogde (Municipality Council) is the highest decision-making body at the municipality level; Gewog Tshogde (Block Council) is the highest decision-making body at the block level. Dzongkhag Tshogdu (District Assembly) is the highest decision-making body in the District (*Local Government Act of Bhutan 2009.MoHCA*).

02 RATIONALE

Gaydrung had played a key role in Gewog administration since 1960s. The 27th Session of the National Assembly acknowledged the need for Gaydrungs as the Gups were required to collect large amounts of government revenue from the public (*The National Assembly of Bhutan, 1967*). The Gaydrungs were then exempted from Chunidom service (*The National Assembly of Bhutan, 1967*). The Gups in eastern Bhutan then were entitled to pick one literate person each from amongst the Dudom workers as their Gaydrungs. This privilege had been available to the Gups of western Bhutan since 5th Month of the Iron Ox Year (The National Assembly of Bhutan, 23 May 1963). The Gups' salary was then fixed at Nu.300.00 each per year with two *Thenchas* and themselves being exempted from Dudom in the areas where payment of cash tax was required. In areas where system of cash tax was not introduced, the Gups were exempted from Dudom along with three *Thenchas* (*The National Assembly of Bhutan, 23 May 1963*).

On the 54th Session of National Assembly in 1981, the Finance Secretary submitted a proposal to stop the system of *Thencha* and *Chunidom*. It was rather decided to revise the salary and allowances as the responsibilities of Gups and their Gaydrungs were entrusted with additional responsibilities with the introduction of decentralized system of governance (DYT). Hence, the Assembly endorsed the payment of salary and allowances (*National Assembly of Bhutan, June 1981*) (Annex D).

With the enactment of Gewog Yargay Tshogchung (GYT) Chathrim 2002, Gaydrung entrusted with extra responsibility of serving as non-voting Secretary to GYT in addition to being responsible for managing the Gewog office (*GYT Chathrim 2002*). As per the Chathrim, they were paid Nu.4000/- as monthly allowance.

As per the Local Government Rules and Regulations 2012, Gaydrung are recruited and appointed under the authority of the Gewog Tshogde (*DLG, MoHCA, 2012*). They were appointed for a fixed term of five years, subject to extension by the Gewog Tshogde based on their performance. Later, they were paid a monthly salary of Nu. 9570/- and were eligible for travel and daily

allowances as and when they performed authorized official travels

The Local Government (Amendment) Act 2014 provided that every Gewog should have an Administrative Officer (GAO), Accounts personnel and Engineer. However, the Gaydrung neither got mentioned in the Local Government Act nor recommended in the OD report of the RCSC although Gaydrung is maintained as traditional post in the Local Government Rules and Regulations 2012.

In view of the recent development, there has been some debate on the relevance of Gaydrung as their responsibilities could also be carried out by Gewog Administrative Officer and Accounts personnel then. However, the LG functionaries argue for Gaydrung is an indispensable position for public service delivery. The study aims to provide evidence on the relevance of Gaydrungs in the functioning of the Gewog Administration.

03 OBJECTIVES

The main objectives of the study are stated as follows:

- To determine the workload and types of work done by the Gaydrung;
- To determine the stakeholders' perception of Gaydrung on public service delivery; and
- To determine the relevance of Gaydrung in Gewog Administration



Supervisors and Enumerators during the field testing of survey questionnaire in Mewang Gewog, Thimphu

04 METHODOLOGY

This is a cross-sectional descriptive study and the following instruments were used for the study:

1. Structured questionnaire for face-to-face interview was administered with the following respondents:
 - 1.1. Adult household members
 - 1.2. Gup, Mangmi, Tshogpas
 - 1.3. Agriculture Extension Officer, Forest Extension Officer, Livestock Extension Officer, Health Assistant and School Principals stationed in the Gewogs
 - 1.4. Gewog Administrative Officer & Gaydrungs
 - 1.5. Land Record Officer, Census Officer, Kidu Officer, Finance Officer of the Dzongkhag Administration and RICBL branch office in the Dzongkhags
2. Daily log activities of Gaydrung for one month.
3. LG Organizational Development (OD) report of Royal Civil Service Commission (RCSC) to be reviewed.
4. Terms of Reference of Accounts personnel, GAO and Gaydrung to be triangulated to determine duplication of work.
5. Other reference materials available sourced and interviews conducted.

1. Sampling Methodology

A two-stage sampling design was adopted with three regions (east, west and central) as the main domain used for stratification. In the first stage, two Dzongkhags for each region were sampled; two Gewogs for each selected Dzongkhags were sampled in the second stage. The probability proportional to size without replacement was used in both the stages to sample Dzongkhags and Gewogs.

Sampling Frame for the survey

The sampling frame is the list from which the sample is selected. The sampling frame prepared based on 2017 Population and Housing Census of Bhutan was used for selection of Dzongkhags and Gewogs at first and second stage respectively.

Selection of Primary Sampling Units

Primary sampling units (PSUs) are the Chiwogs for the study. The PSU selection is done within all the independent-selection domains that are assigned same sample size allocations to total the targeted sample size of 24 PSUs. The method of selection of the PSUs at the third stage is circular systematic with a selection probability given to each Chiwog proportionate to the number of households available in the Chiwogs within the selection domains.

Selection of Secondary Sampling Units

Secondary Sampling Units (SSUs) or Final Sampling Units (FSUs) are the housing units selected at the final stage from the 24 PSUs selected at the third stage. From each PSU, 20 households are systematically selected giving each household in the PSU an equal probability to be selected for the survey. However, a total of 40 households should be selected systematically if the Chiwog is selected twice. The Chiwog might be selected twice if the number of households in the Chiwog is large. The total sample of 480 households is resulted at the end of the sampling process and this sample represents the whole country in different probabilities depending on the different sample sizes allocated for the selection domains.

Sample allocation

A total of 480 households were allocated equally to all the selection domains of three regions. The allocation of the number of PSUs or determining the sample sizes is made equally to all the selection domains and the minimum sample size required generating estimates at the national level. The sample of PSUs and household distribution is detailed in table 1:

Table 1. Selected samples for the study

<i>Region</i>	<i>Dzongkhag</i>	<i>Gewog</i>	<i>Chiwogs</i>	<i>Households</i>
East	Samdrup Jongkhar	Orong	Nagzor_Wooling	20
			Bilam_Orong_Suzoong	20
		Martshala	Sarjoong	20
			Martshala	20
	Monggar	Gongdue	Pikari_Yangbari	20
			Phadzong	20
		Tsamang	Ganglapong Toed	20
			Thuenmong_Tokari	20

Region	Dzongkhag	Gewog	Chiwogs	Households
Central	Wangdue Phodrang	Nahi	Uesagongm_Thabji	20
			Nagbisa	20
		Phobji	Khyimdro_Nemphe	20
			Talachen_Tawa_Taphu	20
	Sarpang	Gelephu	Pelrithang Khatoed	20
			Lekidthang	20
		Chhudzom	Draagchhu	20
			Lhatuel	20
West	Thimphu	Kawang	Dazhi_Zhoshuel	20
			Changdagang_Chhoekhortse_Phajoding	20
		Chang	Hoongtsho_Tashigang	20
			Changyokha_Debsid	20
	Paro	Loongnyi	Naemjog	20
			Bongdey	20
		Dopshari	Duezhi_Jipa	20
			Jangsa_Jooka	20
			Total Households	480

2. Data Entry & Data Analysis

The household questionnaire data entry was done on CSPro and the rest of the data entry was done directly into SPSS version 16. The data cleaning and data entry was also done using SPSS-16.

04 FINDINGS

1. Public perception of Gaydrung

The respondents of the study were adult household members (18 years & above); one respondent from each of the sampled households was interviewed. The response rate is 97% with 466 households responding to the questionnaire.

Table 2. Age-Group of the Public Respondents

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
18-30 years	62	13.3	13.3	13.3
31-60 years	303	65.0	65.0	78.3
61-86 years	101	21.7	21.7	100.0
Total	466	100.0	100.0	

The youngest respondent was 18 years and oldest was 86 years old. The mean age of the respondents was 48.11 years. The maximum respondents were aged 45-60 years old constituting 8% of the total respondents. Female respondents constituted about 56.9% and males 43.1%.

Table 3. Education Qualification of Public Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Up to Class 6	57	12.2	12.2	12.2
Class 7-10	46	9.9	9.9	22.1
Class 11-12	18	3.9	3.9	26.0
Degree and above	15	3.2	3.2	29.2
NFE	53	11.4	11.4	40.6
Monastic	23	4.9	4.9	45.5
Illiterate	254	54.5	54.5	100.0
Total	466	100.0	100.0	

The respondents were largely illiterate constituting 54.5%; the rest were varying literacy as detailed in table 3 above.

Table 4. Education Qualification against Age Group

		Age Group			Total
		18-30 years	31-60 years	61-86 years	
Education Qualification	Up to Class 6	8	44	5	57
	Class 7-10	17	26	3	46
	Class 11-12	6	12	0	18
	Degree and above	6	7	2	15
	NFE	4	42	7	53
	Monastic	4	11	8	23
	Illiterate	17	161	76	254
Total		62	303	101	466

The illiteracy rate increased with increasing age where 76% were illiterate in 61-86 years age group and 26% for the 18-30 years age group as detailed in table 4.

The average household size in the studied area is 4.4. Around 18% of households had four members, followed by 17% of households with three to five family members. One household reported having 15 family members.

Table 5. Household Size

Household Members	Frequency	Percent	Valid Percent	Cumulative Percent
1-2	100	21.5	21.5	21.5
3-5	243	52.1	52.1	73.6
6-8	100	21.5	21.5	95.1
9-15	23	4.9	4.9	100.0
Total	466	100.0	100.0	

More than half of the households had three to five members as detailed in table 5 above.

In the last one year (January–December 2018), 53% of the respondents reported that Gewog administration has visited their houses. Around 28.5%

of the respondents reported that elected LG functionaries (Gup, Mangmi & Tshogpa) visited their house and 15.5% reported GAO or Gaydrung visited their house. Similarly, 63.1% of respondents have availed services from Gewog Administration. The Gup, Mangmi and Tshogpa constituted 36% in providing services availed by the public, 17% by Gaydrung, 13% by Gewog Sectors, 3.4% by others and 29.6% by mixed group.

Table 6. Reasons for Gewog officials visit to household & Type of Service Availed by household members from Gewog in one year (Jan-Dec 2018)

Types of Services	Reasons for Gewog Visit	Percent	Service availed from Gewog	Percent
Administration related*	3	1.21%	3	1.02%
Meeting/Zomdu	121	48.79%	25	8.47%
Agreement & ADR	10	4.03%	7	2.37%
Community functions	1	0.40%	2	0.68%
Form Filling	2	0.81%	27	9.15%
Application	0	0.00%	8	2.71%
Agriculture Services	44	17.74%	77	26.10%
Forest Services	3	1.21%	11	3.73%
Livestock	6	2.42%	9	3.05%
Construction related	17	6.85%	25	8.47%
Land	3	1.21%	36	12.20%
Census	5	2.02%	40	13.56%
Tax	12	4.84%	12	4.07%
Insurance	6	2.42%	8	2.71%
Data	14	5.65%	1	0.34%
Kidu (old age)	1	0.40%	4	1.36%
Total	248	100.00%	295	100.00%

As illustrated in table 6, around 50% of the time Gewog Officials visited households to inform or notify about meetings and Zomdus. On the other hand, public visited Gewog Office to avail agriculture services (26%), land (12%) and Census (14%).

Around 97% of the respondents were aware of the existence of the Gaydrung in their Gewog and 73% of them reported of knowing the Gaydrung personally.

Similarly, 68% of the respondents felt that Gaydrung's work revolved around Gewog administrative duties.

The general perception of the public is that the role of Gaydrung is writing applications. Around 41% of those who responded said Gaydrungs' role was to write applications and 36% actually availed services of getting their application forms filled, followed by tax, land etc as detailed in table 7.

Table 7. Public Perception of Gaydrungs' work and Service Availed from Gaydrungs in one Year (Jan-Dec 2018)

Types of Services	Work of Gaydrung by Public	Percent	Service availed from Gewog	Percent
Application	175	41.27%	119	36.62%
Administration related*	73	17.22%	23	7.08%
Tax	68	16.04%	51	15.69%
Land	31	7.31%	41	12.62%
Census	26	6.13%	27	8.31%
Agreement & ADR	18	4.25%	21	6.46%
Form Filling	13	3.07%	21	6.46%
Insurance	12	2.83%	8	2.46%
Meeting/Zomdu	4	0.94%	1	0.31%
Data	3	0.71%	5	1.54%
Forest Services	1	0.24%	0	0.00%
Agriculture Services	0	0.00%	5	1.54%
Construction related	0	0.00%	3	0.92%
Total	424	100.00%	325	100.00%

Around 92.7% of the respondents asserted that role of Gaydrung in availing services from Gewog administration is critical; only 1.7% said that it was not important. Half of the respondents reported Gaydrungs' as supporters of Gup with clerical job while 26% felt it to be Mangmis' and 8% thought GAOs to be the ones. Similarly, 89% of respondents reported being satisfied with the service provided by Gaydrung; 1.5% reported dissatisfaction with their services. On ranking the importance of the role, Gup comes first followed by Mangmi, Gaydrung, Tshogpa and GAO.

2. Elected Local Government Members' Perception of Gaydrung

The elected Local Government functionaries are largely a young group, with 78% of them aged between 25 to 49 years and the rest above 50 years with 79% males and 21% females. Only 10.5% of the elected Local Government functionaries had class 12 and above qualification, 60% were class 10 & below and had NFE and Monastic education. About 64% of the elected Local Government members are serving for the first time. The trend is similar at the national level with 33% of the Gups getting re-elected in 2015.

Table 8. New and Old Elected Members

Elected members of Gewog and number of repeated terms served in LG					
		Terms			Total
		First term	Two Terms	3 terms or more	
LG functionaries	Gup	9	1	1	11
	Mangmi	6	5	0	11
	Tshogpa	28	11	6	45
Total		43	17	7	67

Gups of the study sites have always officially appointed someone to look after the Gewog in their absence and Mangmi have generally officiated in their absence. Similarly, nine Mangmi were also said to have appointed to officiate in their absence and their replacements were either a GAO or a Gaydrung.

Table 9. Areas of Work Collaboration Between Gaydrung and LG Functionaries in last one year

Areas of work collaboration between LG Functionaries and Gaydrung	Frequency	Percentage
Collection of rural tax	49	73.1%
Dispute resolution and drafting agreement	25	37.3%
Collection of rural insurance premium	42	62.7%
Meetings and Zomdu	33	49.3%
Filling up forms	30	44.8%
Official correspondences and letter drafting	43	64.2%
Daily administrative works	30	44.8%
Social services, community functions and gathering	23	34.3%
Preparation of plan for the Gewog	21	31.3%
Census related works	32	47.8%

The table 9 shows collaboration between elected Local Government members and the Gaydrungs largely revolves around tax, insurance and Census as mandated in the Local Government Rules and Regulations.

Purpose of Post of Gaydrung

Table 10 reflects the responses of the Gewog elected members when enquired on the purpose of the Gaydrung post in the Gewog administration:

Table 10. Purpose of Gaydrung Post

Types of Services	Frequency	Percent
Administration and office operations	50	19.3%
Tax Services	41	15.8%
Public Service (application & form filling)	39	15.1%
Insurance Services	35	13.5%
Legal (draft agreement)	34	13.1%
Land Services	31	12.0%
Census Services	28	10.8%
Total	258	100%

Accounting for 19%, administration and office operations are the highest priority as work of a Gaydrung and the importance for rest are given almost equally.

The following are the services provided in addition to what's prescribed in Local Government Rules and Regulations by Gaydrung as responded by elected members of Local Government.

Table 11. Additional services provided by Gaydrung

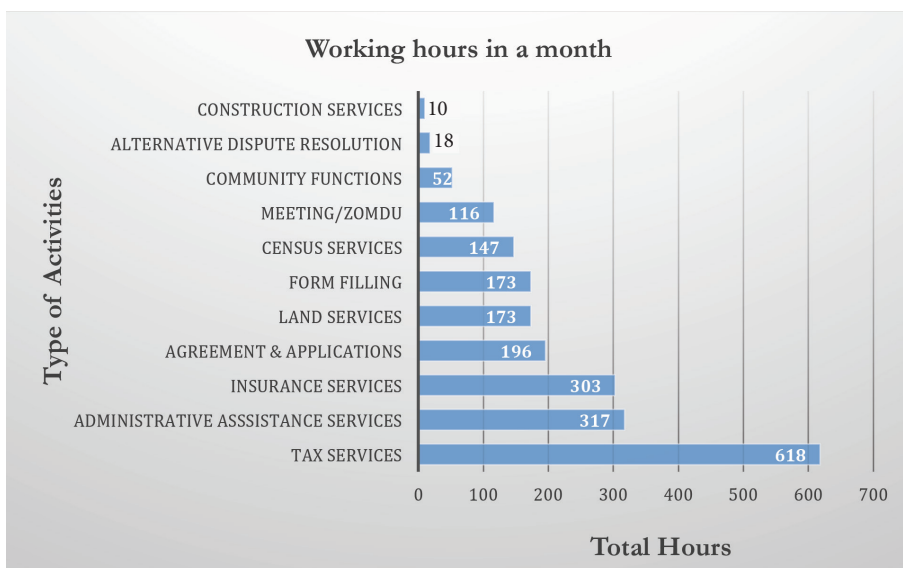
Types of Services	Frequency	Percent
Form filling	24	16.33%
Agreement	23	15.65%
Dispute	17	11.56%
Census	16	10.88%
No idea/none	16	10.88%
Minutes writing	15	10.20%
Chadri	12	8.16%
Community functions	12	8.16%
Guest protocols	12	8.16%
Total	147	100.00%

Hours of work in a day:

As per the responses from gewog officials, gaydrung works between six to 10 hours in a day. The table 12 (below) illustrates the average working hours in a month and in a day. From the daily log of activity maintained by 11 Gaydrungs, it shows that they have spent 2123 hours altogether in one month to perform the activities mentioned in the table 12. 618 hours was spent on working tax services whereas 10 hours was spent on construction services. A total of 193 hours was worked by a Gaydrung in a month. On an average they have spent 6.42 hours daily. Most of the respondents have remarked, however, that during collection of taxes, rural insurance and other important official work, Gaydrungs perform ‘overtime’.

Table 12. Average number of working hours in a day

Activity	Total Hours	Total hour/ 11 Gewog	Average working hours in a day
Tax Services	618	56.2	1.87
Administrative Assistance Services	317	28.8	0.96
Insurance Services	303	27.5	0.92
Agreement & Applications	196	17.8	0.59
Land Services	173	15.7	0.52
Form Filling	173	15.7	0.52
Census Services	147	13.4	0.45
Meeting/Zomdu	116	10.5	0.35
Community Functions	52	4.7	0.16
Alternative dispute resolution	18	1.6	0.05
Construction Services	10	0.9	0.03
Total hours for 1 month	2123	192.8	6.42



3. Possibility of Gaydrungs' role to be performed by Gewog Administrative Officer and Accounts personnel

About 76% of the respondents felt that a Gaydrung's job cannot be taken up by a GAO or an Accounts personnel.

Table 13. Perception on whether the roles and responsibilities of a Gaydrung can be performed by GAO and Accounts personnel

Work of Gaydrung can be done by GAO or Accounts personnel						Total
		Yes		No		
		Frequency	Percent	Frequency	Percent	
LG functionaries	Gup	4	36.4%	7	63.6%	11
	Mangmi	2	18.2%	9	81.8%	11
	Tshogpa	10	22.2%	35	77.8%	45
	Total	16	23.9%	51	76.1%	67

The need for Gaydrung was felt more amongst the elected Local Government members, especially those who had higher qualifications compared to the lesser ones.

The reasons given for Gewog Administrative Officer and accounts personnel not being able to handle the works of Gaydrung are given below in the table 14.

Table 14. Justification for Gewog Administrative Officer & Accounts personnel not being able to handle the work of Gaydrung

Gewog Administrative Officer, Gup, Mangmi or even Gewog Accounts personnel are engaged in other important works and they are not easily accessible to public for provision of basic but essential public services such as filling up form to avail loan, census details, land record and others.	52.2%
Gup, Mangmi and GAOs mostly remain out of station attending meetings, preparing plans, budgeting, executing development activities, monitoring and supervising. In their absence there has to be someone keeping the Gewog administration operational on daily basis.	47.8%
Gewog officials are already burdened with the increasing workload and additional duties could affect their efficiency.	35.8%
Official correspondences are mostly done in Dzongkha which most Gewog officials are not competent in .	32.8%
Accessing information being one of the important services provided by Gewog, Gaydrung is the first point of contact for public. Therefore, their work experience makes it easy in locating the information.	25.4%
Gaydrung has separate defined roles and responsibilities.	24%

4. Qualification requirement for Gaydrungs

Around 75% of the respondents felt that a Gaydrung should have a minimum of class 12 level qualification. The higher the respondents' qualification, the higher the demand for Gaydrung's qualification, with 100% of degree and above educated respondents saying that Gaydrungs should have minimum of class 12 level qualification.

Table 15. Perception on qualification requirement of Class 12 passed for Gaydrung

	Category	Yes	Composition out of total in each category	No	Composition out of total in each category	Total
Qualification	≤Class 6	16	84.2%	3	15.8%	19
	class 7-10	15	68.2%	7	31.8%	22
	Class 11-12	4	80.0%	1	20.0%	5
	Degree and above	2	100.0%	0	0.00%	2
	Non-Formal Education	3	50.0%	3	50.0%	6
	Monastic	6	66.7%	3	33.3%	9
	Others	4	100.0%	0	0%	4
Total		50	74.6%	17	25.4%	67

5. Response of Gewog Sectors on Gaydrungs

The study covered 60 Gewog Sector Heads from 12 selected Gewogs under six Dzongkhags out of which 45 have responded to the survey questionnaire. The overall response rate was 75 %, with an average of 7.5 respondents from each Dzongkhags. Of the total respondents, 75% were male and 25% female.

Table 16. Gewog Sector wise Participation in the study

Gewog	Sector					Total
	Forest	Livestock	Agriculture	Health Assistant	Principal	
Kawang	1	1	1	1	0	4
Loongnyi	1	1	1	0	1	4
Gelephu	0	2	1	0	1	4
Dopshari	1	1	1	0	1	4
Nahi	1	1	1	1	0	4
Martshala	0	1	1	1	0	3
Chudzom	1	0	0	1	1	3
Phobji	1	1	1	0	0	3
Tsamang	1	1	0	1	1	4
Chang	1	1	1	1	0	4
Gongdue	1	1	0	1	0	3
Orong	1	1	1	1	1	5
	10	12	9	8	6	45

The majority of the non-respondents (10/15) were from schools and Basic Health Units (BHUs). The sector officials serving in their current place of posting range from five months to 13 years, with 32% (14) serving for more than five years.

Table 17. Number of visits by Sector heads to Gewog Office

Sector Not visited	Times Visited						Total
	Not visited	Daily visited	Weekly visited	Monthly visited	Quarterly visited	Yearly visited	
Forest	0	3	2	2	2	1	10
Livestock	0	5	3	3	1	0	12
Agriculture	1	5	1	2	0	0	9
Health Assistant	1	0	1	4	2	0	8
Principal	0	0	0	1	4	1	6
Total	2	13	7	12	9	2	45

The Renewable Natural Resources sector stationed in the Gewogs have visited the Gewog Office on a daily basis in the last one year. Health and Education have visited the Gewog Office on a monthly basis in the last one-year.

Thirty nine sector officials stated that they were able to meet Gewog officials during their visit, while six stated that they did not meet the Gewog officials. Amongst the six absentees, three were Gups and two were Tshogpas.

Sectors largely discussed their issues with Gup, Mangmi and Tshogpa. In the last one year, there was only one instance of interaction with Gaydrung.

Table 18. Workload of Gaydrung as perceived by Gewog Sectors

Types of Services	Service availed by Sectors from Gewog	Service availed by Sectors from Gaydrung	Sectors Perception of Gaydrung Work
Administrative services	35%	35%	29%
Meetings	31%	5%	1%
Agreement, application & from filling	8%	26%	28%
Census	6%	15%	10%

Types of Services	Service availed by Sectors from Gewog	Service availed by Sectors from Gaydrung	Sectors Perception of Gaydrung Work
Livestock	5%		0
Agriculture	2%	1%	0
Forest	2%		0
Land	2%	12%	6%
Community functions	4%	4%	1%
Tax	0	1%	16%
Construction	5%	1%	0
Insurance		0	8%
Kidu		0	1%

The top three services perceived as being a Gaydrung's job and avail from Gaydrungs by Gewog Sectors are administrative services, agreement and application drafting, form filling and Census services.

More than half (25/45) of the sector stated Gaydrung to be the most appropriate post to be Gup's Clerk and the rest felt it should be either GAO, Mangmi or Tshogpa. About 89% (40/45) felt there was no duplication of work between GAO and Gaydrung. Five respondents cited drafting agreement and application as an area of duplication and one respondent cited revenue collection as work duplication between the two posts.

Twenty seven sector heads responded that their works would get affected in the absence of Gaydrung, while 16 felt otherwise. The following services were cited to be hampered in the absence of Gaydrung.

Table 19. Services hampered in absence of Gaydrung as per Gewog Sectors

Administrative services	41%
Agreement, application & form filling	35%
Census	13%
Land	5%
Tax	4%
Insurance	2%
	100%

Table 20. Administrative Authority for the Gewog Sectors

Admin. Authority	Leave	Travel	TA/DSA claim
Gup/GAO	12	8	11
Dzongkhag Sector Heads	27	29	29
Regional Head	5	5	5
Dzongdag	1	3	0

The administrative authority (leave, travel claims) largely is with the Dzongkhag Sector Heads. A little over 20% of the Gewog Sector staff avail leave, get travel authorization and TA/DA signed from Gewog Administration (Gup/GAO).

6. Perception of Dzongkhag Sector about Gaydrung

The sectors in the Dzongkhag ranges from seven to 10. For this study, we have purposely selected four sectors from Dzongkhag administration and one sector from the Corporation. These sectors were selected based on their work collaborations with Gewog administration. A total of 30 respondents were selected and all have responded.

Table 21. Frequency of discussion and categories of work done in a year between Dzongkhag Sector and Gewog Administration

Types of Sectors	Categories of work	Frequency of discussion with Gewog			
		Monthly	Quarterly	Annually	Not discuss
Finance Sector	Tax collection	5	0	1	0
	Filling up forms				
	Current Deposit account				
	Budgeting/Planning/Monitoring				
	Supply order/Bill submission				
Land record sector	Land transaction	6	0	0	0
	Land dispute				
	Land survey				
	Filling up forms				

Types of Sectors	Categories of work	Frequency of discussion with Gewog			
		Monthly	Quarterly	Annually	Not discuss
Census Sector	Birth/death update	2	2	1	1
	Process CID				
	Process transfer of census				
	changing head of household				
	Filling up forms				
	Verification of cases				
	Documentation and record				
Kidu Sector	Gewog profile and update	3	3	0	0
	Transaction of land Kidu				
	Listing of Land Kidu				
	Survey of Kidu land				
	Welfare of needy people				
	To discuss about Gyalpoi Tozay				
Insurance Sector	Life and house insurance	3	3	0	0
	Timely deposit				
	Reporting of rural claim				
	Advocacy on insurance schemes				
	Total	19	8	2	1

Out of 30 respondents, 19 respondents said that their sectorial work was discussed monthly, eight quarterly and two annually. All six respondents from the land record sector said that the work was discussed on a monthly basis. The findings reveal that finance and land record sectors are in frequent discussion with Gewogs compared to other sectors.



Field survey in Loong-nyi Gewog, Paro



Field survey in Orong Gewog, Samdrupjonghkar



Field survey in Kawang Gewog, Thimphu

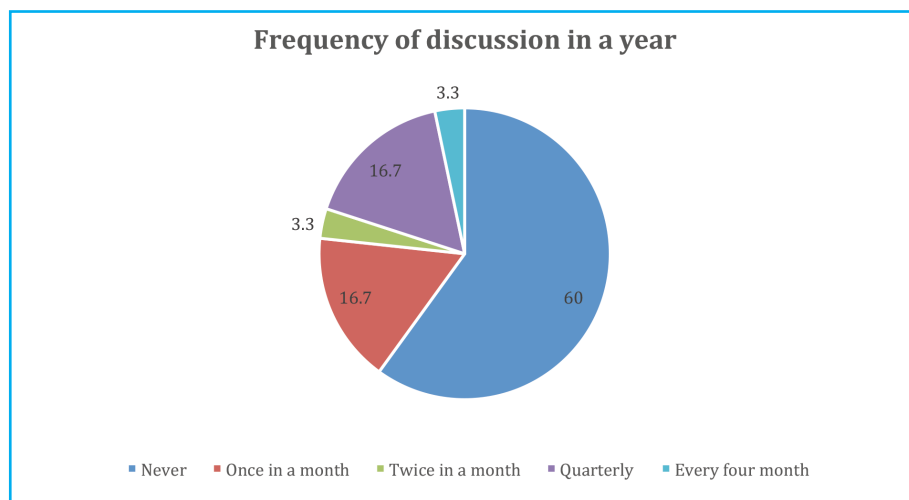
Discussion of sector work with Gewog Administrative officials

Eight respondents have responded that their sectorial works is discussed with Gup and Gewog Administrative Officer. Two respondents each from land record sector and RICBL have responded that they discussed their work with Gaydrungs.

Table 22. Discussion of Dzongkhag Sector Work with Gewog Administrative officials

Types of sectors	Gewog Officials						
	All staff	Gup	GAO	Gaydrung	Gup and GAO	Gup and Mangmi	Gup and Gaydrung
Finance Sector	1	0	1	0	4	0	0
Land record sector	1	2	0	2	0	0	1
Kidu Sector	1	1	1	0	3	0	0
Census Sector	1	4	0	0	0	1	0
RICBL	2	1	0	2	1	0	0
Total	6	8	2	4	8	1	1

Chart 1. Frequency of discussion with Gaydrung in a year



About 60 % of the respondents have said they have never discussed their work with Gaydrung directly. Only 16.7% of the respondents each said that they discuss their work on a monthly and quarterly basis, respectively, with Gaydrung.

Types of services provided by Gaydrung

Around 23% of the respondents have said that they have ‘no idea’ about the duties performed by Gaydrungs in their sector. Majority (70%) of the respondents stated that tax, land, Census & insurance are the key services provided by a Gaydrung.

Time saved for sector from the work done by Gaydrung

Less than half (47%) responded that their time is being saved by a month due to the presence of the Gaydrung, while 30% responded that they have not dealt much with Gaydrung.

Chart 2. Quality of services provided by Gaydrung



The respondents were asked to rate the level of satisfaction for the services that has been provided by Gaydrung for their sector. More than half (53.3%) of the respondents were satisfied, while 3.3% were very dissatisfied with the Gaydrung’s performance.

Table 23. Impact of Gaydrung’s absence on Sectors

Types of sectors	Rating (Likert scale 1-5)				
	Not at all	Not much	Moderate	Highly	Very high
Finance sector	0	0	4	1	1
Land record sector	0	0	1	3	2
Kidu sector	4	1	1	0	0
Census sector	0	1	5	0	0
RICBL	0	1	1	2	2
Total	4	3	12	6	5

Twenty three respondents felt that their sector would be affected by the absence of Gaydrung in the Gewog, while seven said the absence would not have much impact.

7. GAO Perception of Gaydrung

Twelve GAOs from 12 Gewogs responded to the questionnaire ensuring 100% response rate. The group included five female and seven male GAOs, out of which two are on contract recruitment.

On an average, GAOs are in their current place of posting for three years and have been serving as GAOs for 7.5 years on average. Their years of service range from one to 11 years. Those serving for one year are contract employees. The average years of service for regular GAOs is nine years.

About 75% of the GAOs (9/12) have family and all of their spouses are working except for one GAO. GAOs' association with current Gaydrungs ranges from one to three years only.

A majority (91%) of the GAOs rated the performance of Gaydrung as either excellent or very good; none rated them as either poor or very poor. GAOs feel that Gaydrungs work for a minimum of six hours to maximum of eight hours per day. On an average they work for 7.5 hours per day. All the GAOs responded that Gaydrungs were critically required.

Table 24. Gaydrung's responsibilities

Sl. No	Types of work	Work Done	Work Given	Service Hampered
1	Administrative	23	10	5
2	Land	8	3	7
3	Census	4	2	6
4	Tax	11	2	7
5	Insurance	5	2	2
6	Agreement	3	2	2
7	Form filling	7	1	2
8	Application	2	2	7

About 67% of the GAOs feel that Gaydrung's role cannot be taken over by GAO and 92% responded saying that Gaydrung would be required even if Accounts personnel were posted. Majority of the GAOs (83%) felt that the Gaydrung should be educated upto class 12 and above.

8. Gaydrungs' Perception of Self

Twelve Gaydrungs (seven males & five females) from 12 Gewogs participated in the study with 100% response rate. The average age of a Gaydrung is 33 years and their age ranges from 23 to 60 years. However, there was one respondent who is aged 60 years; the rest were within the age range of 23 to 41 years old. Nine Gaydrungs have class 12 level qualification and three with class 10 qualifications. All Gaydrungs have served in one place of posting ranging from two to 18 years.

Table 25. Types of work done as reported by Gaydrung

Types of work	Work Done (In hours)	Work Hampered in Their Absence
Application writing	8	10
Insurance	6	3
Tax	6	3
Land	5	4
Census	3	2
Agreement	1	3
Data	1	1

The Gaydrung themselves reported working for a minimum of eight hours to maximum of 10 hours per day. Around 83% (10/12) reportedly worked eight hours per day. The Gewog administration, particularly the Gup Office comprises the Gup, Mangmi and GAO who are supposed to be in the office on a regular basis. Eight Gaydrungs responded saying that they are supervised by Gup, GAO and Mangmi, while two responded that they were supervised by GAO and Gup and the rest by Gup. Similarly, five Gaydrungs said that their leave is approved by Gup, three by GAO and four by Gup and GAO.

06 DISCUSSION

Role of Gaydrung in Gewog Administration

The Gewog Administration, the nearest government service delivery set-up is responsive to the population as 53% of the survey respondents said that Gewog officials visited their house in the last one year, while 63% said that they visited Gewog Office to avail services.

Gaydrung, a post borne out of necessity primarily for the state but which has become synonymous with public service delivery over the years, is quite popular amongst the population. Almost the entire (97%) population knew of their existence, with 73% being personal acquainted with Gaydrungs. About 93% of the population said Gaydrungs were critical for them in availing services from the Gewog Administration and 89% of them were satisfied with the service provided by Gaydrungs.

A significant percentage (76%) of the elected Local Government Members said that Gaydrungs' work cannot be substituted by GAO and Accounts personnel. The need for Gaydrungs were felt more with members having higher qualifications than those with lower qualifications.

The Gewog sectors frequently collaborate with Gewog Administration to carry out their activities in the Gewog. Majority (41/45) of the Gewog sector said that they have visited Gewog Office daily, weekly, monthly or quarterly in the last one year. Although, the sector mainly discuss their issues with elected Local Government members, 73% of them did avail the services of Gaydrung such as informing public and other routine administrative works. More than half (60%) reported that their work will get hampered in the absence of Gaydrung.

The Dzongkhag Sector collaborates with Gewog on a monthly, quarterly and yearly basis. About 63% said that they had collaborated in the last one year and with Gaydrung only 40% of the respondents interacted. Around 90% of the respondents who interacted with Gaydrungs rated the latter's service being satisfactory to very satisfactory and 76% said that their services in the Gewog would be affected in the absence of Gaydrung.

All the Gewog Administrative Officers responded that Gaydrungs were critically required for functioning of the Gewog and 91% of the GAOs rated performance of Gaydrung as either excellent or very good; none rated them negatively.

Table 26. Stakeholder perception of work done by Gaydrungs'

Types of Services	Public	Elected LG	Gewog Sectors	Dzongkhag Sector	GAO	Gaydrung	Work hours one month
Application	41.27%	15.10%	28%	NA	8%	26.60%	16.87%
Administration related*	17.22%	19.30%	29%	7%	36.50%	NA	2.47%
Tax	16.04%	15.80%	16%	20%	17.40%	20%	16.64%
Land	7.31%	12%	6%	20%	12.60%	16.60%	20.96%
Census	6.13%	10.80%	10%	13%	6.30%	10%	11.33%
Agreement & ADR	4.25%	13.10%	NA	NA	NA	3%	0.00%
Form Filling	3.07%	16.30%	NA	NA	11%	NA	8.78%
Insurance	2.83%	13.50%	8%	17%	7.90%	20%	16.41%
Meeting/Zomdu	0.94%	10.20%	1%	NA	NA	NA	6.55%

Largely, the perception of the stakeholders and the hours spent on each activity type by Gaydrung is consistent. It is noteworthy that the perception of elected Local Government members on the work of Gaydrung comes closest to the actual work performed by the Gaydrung from amongst all the stakeholders.

About 70% of the Gaydrungs' time is spent on administrative, tax, land, Census and insurance, which requires continuity and experiences. Such types of works are also sensitive in nature and responsible personnel are required to maintain some degree of confidentiality. Around 30% of their time is spent on drafting applications, agreements and filling forms which can be done by anybody who has requisite knowledge and skills.

The elected Local Government members, GAOs and Gaydrungs reported that Gaydrung, on an average work for 7.85, 7.5 and 8 hours daily, respectively. However, the daily log of activities kept for the period between November and December 2018 reveals that Gaydrungs on average worked 6.42 hours daily, ranging from 2.6 hours in Wangduephondang to 9.8 hours in Paro Dzongkhag.

Duplication of work

Around 76% of the elected Local Government members felt that Gaydrung’s job cannot be taken up by GAOs or Accounts personnel, a view held more by members who had higher qualifications. The Gewog sectors felt that GAOs can substitute Gaydrung in carrying out sectorial activities; 28% felt that Gaydrungs’ work cannot be substituted. Around 67% of GAOs felt that they cannot take over the role of Gaydrungs and 92% said that Gaydrungs would be required even if Accounts personnel are posted in the Gewog. Similarly, 89% of the Dzongkhag Sector responded that there was no duplication of work between GAO and Gaydrung.

The respondents are not aware of the prescribed job descriptions as there is general perception of roles and responsibilities being but in essence there is very minimal or no duplication of work as per their job description. The duplicated work can be easily mainstreamed like record keeping and filling under GAO can be transferred to Gaydrung.

Table 27. Duplication of work as per their Job Description

Gewog Administrative Officer	Gaydrung	Gewog Accountant
Ensure proper filing of correspondences Ensure accurate record keeping of all documents	Perform administrative duties and book-keeping	
Inventory management including office supplies and stationaries		Stock entries
Prepare & submit annual report to Dzongkhag & MoHCA	Focal point for reporting on Gewog Annual Report	
	Operate Gewog CD Account Insurance Premium & Tax deposit	Perform all bank related works

Gaydrung Qualification

Around 75% of elected Local Government members felt that Gaydrung should have a minimum of class 12 level qualification; higher the qualification of the respondent, the greater was the demand. A majority (83%) of the GAOs felt that Gaydrungs should have qualification of class 12 and above as well. Similarly, many respondents felt that Gaydrung should have a minimum of Class 12 qualifications with proficiency in Dzongkha.

07 CONCLUSION & RECOMMENDATIONS

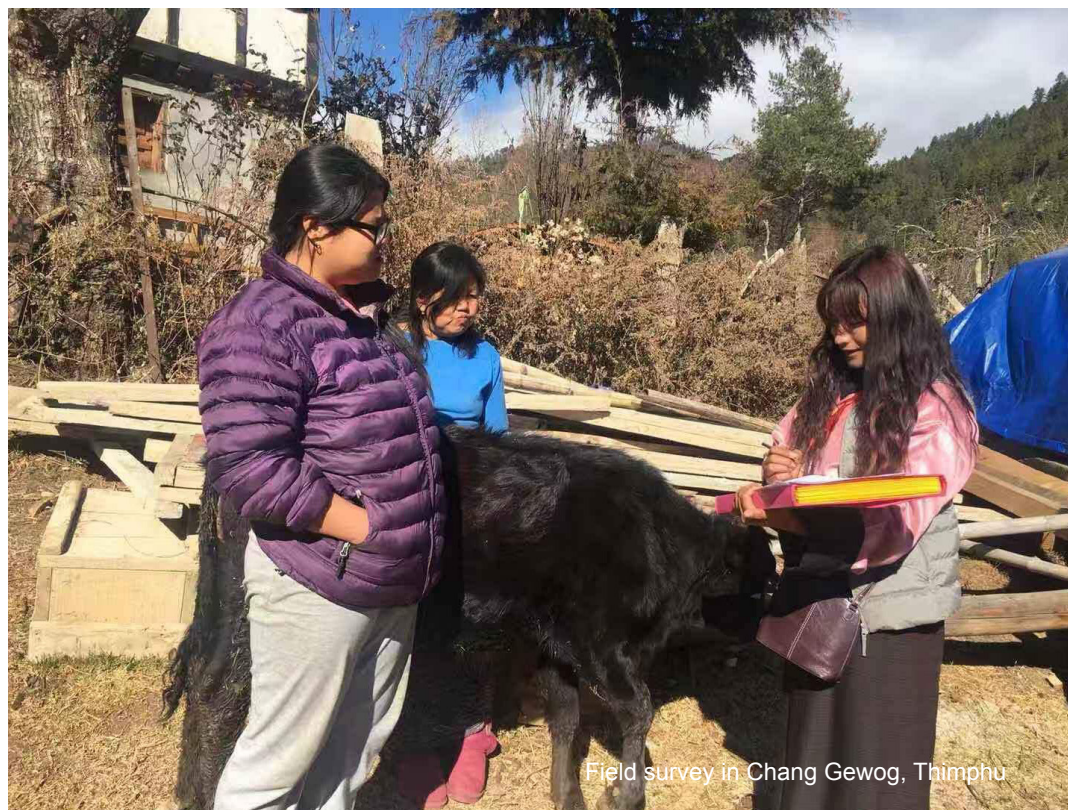
- i. Gaydrung plays a key role in the Gewog administration and provide the means to implement 21st century innovations for enhanced service delivery such as one-door-service (ODS) or one-stop-service (OSS). Around 93% of the population confirmed that Gaydrung is critical for public service delivery and 89% of them were actually very satisfied with the services that they have availed. The 22nd Dzongdags Conference and 9th Gups Conference also acknowledged the critical role of Gaydrung in the functioning of Gewog Administration. Therefore, it is recommended that the post of Gaydrung be retained.
- ii. In terms of type of work and workload, 70% of the Gaydrungs' work is concentrated on land, tax, insurance, Census and administration while the remaining time is spent in filling up forms, drafting agreements, applications and minutes. The works revolving around land, tax, insurance and Census is not only sensitive but also requires quite a bit of confidentiality and experiences. Similarly, administrative work would also require experiences and continuity. This could be done by regularizing the post of Gaydrung which is the most practicable and feasible solution at the moment.
- iii. All the stakeholders have stated the minimum qualification requirement of Class 12 for Gaydrung. Based on the type of work and workload, the Gaydrung post may not require qualification more than Class 12. Therefore, it is recommended that Gaydrung's post qualification be fixed at Class 12 with proficiency in Dzongkha (so as to be able to draft agreements, applications and correspondences) with adequate years of training in office management.
- iv. The respondents acknowledged that duplication of work exists amongst GAOs, Gaydrungs and Accounts Personnel. However, upon cross-checking with their job descriptions, there are very minimal areas for work duplication which can be easily streamlined. Therefore, it is recommended that the terms of reference for each Local Government functioning be streamlined and adequately sensitized after every Local Government election.

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Field survey in Martshala Gewog, Samdrupjongkhar



Field survey in Chang Gewog, Thimphu

ANNEXURE I. Salary Endorsed by National Assembly in 1981 for Gups & Gaydrungs

<i>Description</i>	<i>Gup</i>	<i>Gaydrung</i>
Salary	Nu.200/monthly	Nu.100 monthly for 1-150 gungs
Allowances (151-250 gungs)	Nu.50/monthly	Nu.125 monthly for 151-250 gungs
251-350 gungs	Nu.100/monthly	Nu.150 monthly for 251-550 gungs
351-450 gungs	Nu.150/monthly	Nu.200 for 551 & above gungs
451-550 gungs	Nu.200/monthly	
551 & above	Nu.250/monthly	
Travelling allowance	Nu-200-300 annually depending on the distance from Dzong	
Stationery	Nu.50 per annum	

ANNEXURE II: Survey Questionnaire

Q1. Adult Household Member

Interview Date..... Enumerator’s Sign.....

Supervisor’s sign and date.....

RESPONDENT’S INFORMATION:

I. Dzongkhag Code_____ II. Gewog Code_____

III. Chiwog Code_____ IV. Village_____

V. Age in Completed Years_____ VI. Sex (Male-1/Female-2)_____

VII. Education Qualification (Tick/circle):

- (1) Up to Class 6. (2) Class 7-10 (3) Class 11-12
- (4)Degree and above (5) NFE (6) Monastic (7) Illiterate

Sl.#	Question	Response (Please Tick/circle)
1.	How many family members are currently residing with you?	(Write all members residing in that household for more than six months only)
2.	In the last one year, did anyone from the Gewog office visit your house?	1. Yes 2. No (Skip Q3 and Q4)
3.	If yes, who all came?	1. Gup/Mangmi/Tshogpa 2. GAO/Gaydrung 3. Others (specify.....) 4. None
4.	For what purpose they have visited you?	[State the reason(s)]
5.	In the last one-year, did you avail any services from the Gewog Administration?	1. Yes 2. No (If no, skip Q6)

Sl.#	Question	Response (Please Tick/circle)
6.	If yes, what services did you avail?	<i>[List down the service(s)]</i>
7.	Who provides you the service(s)?	1. Gup/Mangmi/Tshogpa 2. GAO 3. Gaydrung 4. Health/RNR/ Education 5. Others (Specify....
8.	Do you have a Gaydrung in your Gewog Administration?	1. Yes 2. No
9.	Do you know your Gaydrung personally?	1. Yes 2. No
10.	If yes, does the Gaydrung belong to the same Gewog?	1. Yes 2. No
11.	In your opinion, what work does Gaydrung do in the Gewog Administration?	<i>(List the respondents answer clearly and precisely)</i>
12.	Who supports Gup in clerical job?	1. GAO 2. Mangmi 3. Tshogpa 4. Gaydrung 5. Accountant
13.	What services did you avail from Gaydrung?	<i>(List down the services)</i>
14.	Role of Gaydrung is important while availing services from the Gewog Administration? <i>(On a likert scale of 1-5, ask the respondent to rate the importance of Gaydrung)</i>	(Scale 1-5) 5-Strongly agree 4-Agree 3-Satisfactory 2-Disagree 1-Strongly disagree
15.	Are you satisfied with the service provided by the Gaydrung? <i>(On a likert scale of 1-5, ask the respondent to rate the satisfaction of services provided by Gaydrung)</i>	(Scale 1-5) 5-Highly Satisfied 4-Satisfied 3-Average 2-Dissatisfied 1-Highly dissatisfied

Sl.#	Question	Response (Please Tick/circle)
16.	How heavy is the work load of Gaydrung? (On a scale of 0-5, ask the respondent to rate the work load of Gaydrung)	(Scale 0-5) 5-Very heavy 4-Heavy 3-Just right 2-Light 1-Very light 0-Not sure
17.	Whose services do you think are on top priority in the efficient service delivery of the Gewog Administration? Rank accordingly.	(Rank Gup, GAO, Mangmi, Tshogpa, Gaydrung, Accountant, Others (Specify.....) on the basis of their priority. 1. 2. 3. 4. 5. 6. 7.
18.	How satisfied are you with the service provided by the Gewog Administration? (On a likert scale of 1-5, ask the respondent to rate the satisfaction of services provided by the Gewog Administration)	Scale(1-5) 5-Highly Satisfied (skip Q19) 4-Satisfied (skip Q19) 3-Average 2-Dissatisfied 1-Highly dissatisfied
19.	If not satisfied, what reasons you perceived are the hurdles in the efficient service delivery of the Gewog Administration?	(List down the reason)

20. Any other suggestions

Q2. Gewog Sectors (RNR/Health/Education)

Interview Date.....

Enumerator's Sign:.....

Supervisor's sign and date.....

Sector: Forest, Livestock, Agriculture, HA, Principal (*please tick/circle the appropriate sector*)

I. Dzongkhag Code _____ II. Gewog Code _____

III. Respondent's Sex (Male-1/Female-2) _____

SL.#	Question	Response (Please Tick/Circle)
1.	How long have you been working in your current place of posting?	(Write in completed years)
2.	In the last one-year how many times did you visit the Gewog Administration?	Write in numbers(Skip Q3 if not visited)
3.	In the last one year when you visited Gewog Administration were there instances of not being able to meet Gewog officials?	1. Yes 2. No
4.	If yes, whom you were not able to meet?	1. Gup 2. GAO 3. Mangmi 4. Tshogpa 5. Gaydrung 6. Others (specify.....)
5.	With whom do you usually discuss your sector activities in the Gewog Administration?	1. Gup/Mangmi/Tshogpa 2. GAO 3. Gaydrung 4. Others (Specify.....)
6.	What are some of the services that you frequently avail from the Gewog Administration?	(List down the services availed)

SL.#	Question	Response (Please Tick/Circle)
7.	Did you avail any services from the Gaydrung directly?	1. Yes 2. No
8.	If yes, what are the services availed?	<i>(List down the services)</i>
9.	In your opinion, what services does the Gaydrung provides to the public?	<i>(List down the services)</i>
10.	Who supports Gup mostly in clerical job?	1. GAO 2. Mangmi 3. Tshogpa 4. Gaydrung 5. Accountant
11.	Do you feel there is a duplication of work between GAO & Gaydrung?	1. Yes 2. No
12.	If yes, what kind of works are duplicated?	<i>(List the duplicated work only)</i>
13.	Do you feel there is a duplication of work between Sector heads & Gaydrung?	1. Yes 2. No
14.	If yes, what kind of works are duplicated?	<i>(List the duplicated work only)</i>
15.	Do you feel there will be duplication of work between Gaydrung and Gewog Accountant?	1. Yes 2. No
16.	If yes, what kind of works are duplicated?	<i>(List the duplicated work only)</i>
17.	In the absence of Gaydrung, what kind of services do you think your sector may suffer from?	<i>(List maximum of three services)</i>
18.	From whom do you seek your leave (Earned Leave & Casual Leave) approval?	1. Gup/GAO 2. Dzongkhag Sector Head 3. Dzongdag
19.	Who authorizes your in-country travels?	1. Gup/GAO 2. Dzongkhag Sector Head 3. Dzongdag

SL.#	Question	Response (Please Tick/Circle)
20.	Who signs your TA and DSA claim	1. Gup/GAO 2. Dzongkhag Sector Head 3. Dzongdag

21. Any other suggestions

Q3. Gups'/Mangmis'/Tshogpas'

Interview Date:.....

Enumerator's Sign.....

Supervisor's sign and date.....

RESPONDENT'S INFORMATION: Gup/Mangmi/Tshogpa (*Please tick/ circle the appropriate*)

I. Dzongkhag Code _____ II. Gewog Code _____

III. Age in Years _____ IV. Sex (Male-1/Female-2) _____

V. Education Qualification

(1) Up to Class 6. (2) Class 7-10 (3) Class 11-12

(4) Degree & above (5) NFE (6) Monastic (7) others (specify).....

SL.#	Question	Response (please tick/circle)
1.	Is this your first term working for Local Governments?	1. Yes 2. No
2.	If No, how many terms have you been working for LGs? (LG term will include their term as Tshogpa, Mangmi and Gup)	(Write the term in number)
3.	When you are out of station, do you take out official replacement (officiating)?	1. Yes 2. No
4.	If Yes, whom do you usually take out as replacement/officiating?	1. Mangmi 2. GAO 3. Gaydrung 4. Tshogpa 5. Others (Specify)....
5.	After assuming your office, how long have you been associated with the current Gaydrung?	(Write in completed years)

SL.#	Question	Response (please tick/circle)
6.	In the last one year, in what areas of work did you collaborate with Gaydrung?	<i>(List all)</i>
7.	Who supervises Gaydrung's work?	1. Gup 2. GAO 3. Mangmi 4. All of the above 5. Others (specify).....
8.	For what purpose is Gaydrung required in Gewog Administration?	<i>(List down the purposes)</i>
9.	What additional services does Gaydrung provide beyond the Local Government Rules & Regulations requirements?	<i>(list down the additional services)</i>
10.	How many hours does Gaydrung work in a day?	<i>Write down the hours</i>
11.	Do you feel that the works of Gaydrung can be done by GAO or Gewog Accountant?	1. Yes (Skip Q12 & 13) 2. No
12.	If No, what all works cannot be done by GAO or Gewog Accountant?	<i>(List down)</i>
13.	What are the possible reasons for inability to carry out the above works as listed in the Q12?	<i>(List down the reasons)</i>
14.	In the absence of Gaydrung what services will be critically hampered?	<i>(List down)</i>
15.	Do you think the Gaydrung should be having class 12 and above qualification?	1. Yes 2. No
16.	If No, list down the reasons	<i>(List down)</i>

17. Any other suggestions

Q4. Gaydrung

Interview Date:.....

Enumerator's Sign:.....

Supervisor's sign and date.....

RESPONDENT'S INFORMATION:

I. Dzongkhag Code _____ II. Gewog Code _____

III. Age in Years _____ IV. Sex (Male-1/Female-2) _____

V. Education Qualification (*Tick/circle*):

(1) Up to Class 6.

(2) Class 7-10

(3) Class 11-12

(4) Degree & above

(5) NFE

(6) Monastic

(7) others (specify....

SL.#	Question	Response(<i>please tick/circle</i>)
1.	How long have you been working in your current place of posting?	(<i>Write in completed years</i>)
2.	How many years have you been working as Gaydrung?	(<i>Write in completed years</i>)
3.	Why did you choose to work as a Gaydrung?	
4.	What are the major works that you do routinely?	
5.	What additional works you do beyond what is given in the Local Government Rules & Regulation?	(<i>List down</i>)
6.	How many hours do you work in a day?	
7.	What are the works that you do only once in a year?	(<i>List down the work</i>)

SL.#	Question	Response(please tick/ circle)
8.	Who supervises your work?	1. Gup 2. GAO 3. Mangmi 4. All above 5. Others (Specify).....
9.	In your opinion, do you think public service delivery will be hampered in the absence of Gaydrung's post?	1. Yes 2. No
10.	If yes, what type of services will be hampered?	(List down the services)
11.	On routine basis, with whom do you interact or who all are your stakeholders?	1. Elected LG Members 2. LG Civil Servants 3. Public 4. Others (specify...
12.	Who substitutes you when you go for long leave or official work?	1. GAO 2. Gewog Accountant 3. Mangmi 4. Others (specify.....
13.	What do you think of the minimum qualification required for Gaydrung?	
14.	Who approves your leave and travel?	1. Gup 2. GAO 3. Others (Specify.....
15.	Do you know that your contract term expires in March 2019?	1. Yes 2. No
16.	Which position will be appropriate to replace the roles of Gaydrung when your term expires?	1. GAO 2. Gewog Accountant 3. Mangmi 4. Tshogpa 5. Others (specify.....

SL.#	Question	Response(<i>please tick/circle</i>)
17.	When your term ends, do you have any alternative plans?	1. Yes 2. No
18.	Given the opportunity to renew your contract, are you interested to compete for Gaydrung post again?	1. Yes 2. No

19. Any other suggestions

Q5. Gewog Administrative Officer (GAO)

Interview Date:..... Enumerator's Sign:.....

Supervisor's sign and date.....

RESPONDENT'S INFORMATION:

I. Dzongkhag Code_____ II. Gewog Code_____

III. Sex (Male-1/Female-2)_____ IV. Type of Service: Regular-1Contract-2

SL.#	Question	Response (please tick/circle)
1.	How long have you been working in your current place of posting?	(Write in completed year)
2.	How many years have you been working as GAO?	(Write in completed year)
3.	Do you have a family (spouse and children)?	1. Yes 2. No (If No, skip Q 4)
4.	If yes, is your family living with you?	1. Yes 2. No
5.	Where does your spouse work?	(Name the agency and place)
6.	How long have you been working with the current Gaydrung?	(Write in complete year)
7.	What works are usually done by Gaydrung?	(List down the work)
8.	What additional service does Gaydrung provide beyond what is given in the Local Government Rules and Regulation?	(List down the services)
9.	How many hours does Gaydrung work in a day?	

SL.#	Question	Response (please tick/circle)
10.	How satisfied are you with the work done by Gaydrung? (On a Likert scale of 1-5, ask the respondent to rate the satisfaction of the work done by Gaydrung)	(Scale 1-5) 5-Very satisfied 4-Satisfied 3-Ok 2-Dissatisfied 1-Very dissatisfied
11.	How do you rate the performance of Gaydrung's work? (On a Likert scale of 1-5, ask the respondent to rate the performance of the Gaydrung)	(Scale 1-5) 5-Excellent 4-Very good 3-Good 2-Poor 1-Very poor
12.	Do you think there is a requirement of Gaydrung in the Gewog Administration?	1. Yes 2. No
13.	In the last one-month, what work did you give to Gaydrung to execute?	(List down the work)
14.	Do you know that Gaydrung's contract term expires by March 2019?	1. Yes 2. No
15.	Do you think that public service delivery will be hampered in absence of Gaydrung?	1. Yes 2. No (If No, Skip Q 16)
16.	If yes, what type of services will be hampered?	(List down the services)
17.	In the absence of Gaydrung, do you think that GAO and other officials can take over responsibilities?	1. Yes (Skip Q17) 2. No
18.	If No, can you state reasons for inability?	(List the reasons)
19.	What do you think of the minimum qualification required for Gaydrung?	
20.	If you have a permanent Gewog Accountant, is Gaydrung's post really required?	1. Yes 2. No

21. Any other suggestions

Q6. Dzongkhag Sectors (Finance, Land record, Kidu, Census and RICBL)

Interview Date.....

Enumerator's Sign.....

Supervisor's sign and date.....

RESPONDENT'S INFORMATION: (Sector heads: Finance/Land Record/Kidu/Census/RICBL)

(Please tick/circle the appropriate one)

I. Dzongkhag Code _____ II. Gewog Code _____

III. Sex (Male-1/Female-2) _____

SL.#	Question	Response(Please Tick/Circle)
1.	How long have you been working in your current place of posting?	<i>(Write in completed year)</i>
2.	How many times did you discuss about your work with Gewog Administration in a year?	<i>(Write in number)</i>
3.	What kind of works are done by Gewog Administration for your sector?	<i>(List down the work)</i>
4.	With whom do you discuss your official work in the Gewog Administration?	1. All staff 2. Gup 3. GAO 4. Mangmi 5. Tshogpa 6. Gaydrung 7. Others (specify.....)
5.	If it is Gaydrung, then in a year how many times do you meet him/her to discuss about the sector work?	<i>(Write in number)</i>
6.	What kind of works are done by Gaydrung for your sector?	<i>(List down the work)</i>

SL.#	Question	Response(Please Tick/Circle)
7.	Approximately how much time is being saved from the work done by Gaydrung for your sector in a year?	<i>(Record in hours, days, weeks and months)</i>
8.	Can you rate the quality of services provided by Gaydrung for your sector? <i>(On a Likert scale of 1-5, ask the respondent to rate the quality of services provided by Gaydrung)</i>	(Scale 1-5) 5-Very Satisfied 4-Satisfied 3-Satisfactory 2-Dissatisfied 1-Very dissatisfied
9.	In the absence of Gaydrung, how much of your sector work would be affected? <i>(On a Likert scale of 1-5, ask the respondent to rate how much sector work would be affected in absence of Gaydrung)</i>	(Scale 1-5) 5-Very highly 4-Highly 3-Moderate 2-Not much 1-Not at all
10.	In the absence of Gaydrung, what kind of services do you think your sector may suffer from?	<i>(List down the services)</i>
11.	In the absence of Gaydrung, who do you think is best suited to carry out your sector activities in the Gewog Administration?	1. GAO 2. Gewog Accountant 3. Mangmi 4. Others (specify.....)
12.	Do you think that your sector needs a representative in the Gewog Administration?	1. Yes 2. No
13.	Do you think there is a need for Gaydrung in light of GAO and Gewog Accountant presence in the Gewog Administration?	Yes11 1. Yes 2. No No

14. Any other suggestions

ANNEXURE III: List of Survey Supervisors and Enumerators

Region	Dzongkhag	Gewog	Name of Supervisors	Name of Enumerators	Contact Number
Central	Paro	Loong-nyi	Passang Wangchuk, DLG(17645326)	Tshering Dorji	17418597
		Dopshari		Tashi Namgay	17778834
	Thimphu	Kawang	Rinchen Wangmo, DLG(17670536)	Sonam Chokey	77722282
		Chang		Dechen Peldon	17395131
Western	Sarpang	Gelephu	Karma Chhoezang, DCRC(17615882)	Sonam Zangmo	17598290
		Chhudzom		Yeshe Chezom	17728264
	W/duce	Nahi	Rinzin Norbu, DLG(17600673)	Ugyen Tshering	17642228
		Phobji		Chogyal Jamtsho	17892386
Eastern	Mongar	Gongdue	Kinzang Tobgay, DLG(16922041)	Singye Dorji	17424317
		Tsamang		Sonam Wangchuk	17319956
	S/Jongkhar	Orong	Sonam Tashi, DLG(17701760)	Nima Dorji	17692725
		Martshala		Thuji Nidup	17361938

ANNEXURE IV: Daily Log Activities form for Gaydrung

གཞི་རྒྱུ་གི་ཉིན་བསྟར་ལས་སྒྲུབ་དང་འབྲེལ་བའི་ཐོ་དེབ།
DAILY LOG FOR GAYDRUNG

སྐད་འོག་གི་མིང་།.....རྫོང་ཁག་གི་མིང་།.....
Name of the Gewog.....Name of the Dzongkhag.....

རེས་གཟའ་.....ཚེས་.....ཟླ་བ་.....ཁྱིམ་.....
Day.....Date.....Month.....Year.....

ཁ་རྒྱུ། Sl. no	ལས་སྒྲུབ། Activity/Task	དུས་ཚོད་འགོར་བ། Time taken

ANNEXURE V: Contract of Agreement

AGREEMENT

This is an executive agreement drawn

Between:

..... (hereinafter called
the ‘enumerator’) bearing CID number.....

AND

The Department of Local Governance, Ministry of Home and Cultural Affairs

WITNESSETH: that the Enumerator and Department undertake and agree as follows:

1. The field survey will commence from.....
to.....
2. Should adhere to the survey instruction manual and instruction of supervisor.
3. Should follow the survey code of conduct for enumerator.
4. All data collection should be done with utmost honesty and integrity.
5. The enumerator will be paid Nu.6000.00 per month as a pay for temporary employment as per the notification issued by Ministry of Finance.
6. The enumerator will be paid DA rate (lump sum of Nu.500 per day) as per the notifications issued by Ministry of Finance.
7. The enumerator shall not leave the respective survey field prior to the completion of data collection with any reason except the following two cases:
 - a) On demise of their parents
 - b) Medical emergency in the field
8. The enumerator should make sure that all data are collected and handed over to the concern supervisor.

THIS AGREEMENT is made on the.....day of the.....month of
the year.....

Signed by Enumerator

Date:

Mobile No#

Signed by Offtg. Director General, DLG

Date:

Office No#

ANNEXURE VI: Work Clustered

1. Land Services	<ul style="list-style-type: none"> • Land transaction • Land dispute • Land survey • Land clearance process • Tharm record keeping and distribution
2. Agreement and Application	<ul style="list-style-type: none"> • Drafting agreement • Application writing
3. Form Filling	<ul style="list-style-type: none"> • Labour permit form filling • Census form filling • School admission form filling • Insurance form filling • Timber permit form filling • Sand and stone form filling • Loan form filling
4. Construction Services	<ul style="list-style-type: none"> • Process for house construction approval • Road maintenance • River embankment • BHU infrastructure • Renovation works
5. Meeting/Zomdu	<ul style="list-style-type: none"> • Planning • Budgeting • Monitoring • GT meeting • Minutes writing • APA meeting • Progress report
6. Tax Services	<ul style="list-style-type: none"> • Collection of land tax • Cattle tax • House tax
7. Insurance Services	<ul style="list-style-type: none"> • Insurance collection/timely deposit • Advocacy on insurance schemes • Reporting of rural claim • Rural life insurance • House insurance
8. Census Service	<ul style="list-style-type: none"> • Census registration and update • CID process • Birth/death update • Census transfer • Change of HOH process • Household listing

9. Agriculture Services	<ul style="list-style-type: none"> • Crop seed distribution • Distribution of pesticides • Irrigation • Drinking Water • Power tiller services
10. Livestock Services	<ul style="list-style-type: none"> • Dairy farming • Poultry farming • Animal health and breeding activities • Cattles vaccination
11. Forest Services	<ul style="list-style-type: none"> • Sapling distribution • Community forest • Advocacy on forest fire
12. Community Functions	<ul style="list-style-type: none"> • SUPW • Rimdro • Cleaning campaign • Disaster
13. Administrative Assistance Services	<ul style="list-style-type: none"> • Officiating • Supply order/bill submission • Caretaker • Chardi • Dispatch and Filing • Printing and binding • Bills verification • Leave processing • Tour approval • Preparing attendance report • Procuring services • Store management • Bolero services • Dzongkha Translation • Note sheet writing • Official correspondence • Notifications/announcement • Committee member for school, tender and others • Assistance to Gup, Mangmi and GAO <p>Data Management</p> <ul style="list-style-type: none"> • Maintenance of documentation on census • Dissemination of information on loan, CID, HOH, thram and others • Act as a data manager for the Gewog • Gewog profile and other sectors

7. Kidu Services	<ul style="list-style-type: none"> • Transaction of land kidu • Listing land kidu • Survey land kidu • Welfare of needy people/destitute • Discuss about Gyalpoi Tozay
8. Alternative Dispute Resolution	

ANNEXURE VII: Household listing form

Gaydrung Survey 2018

Listing Form

Name of Dzongkhag Code:

Name of Gewog..... Code: Random Start

Name of Chiwog..... Code: Skip Interval

Sl. No.	Name of household head	Name of Village	Sample household Sl. No	Contact Number	Remarks
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					

ANNEXURE VIII: Gaydrung Survey Manual

Background & Rationale

Gaydrung (Gewog Administrative Assistant) post was created along with the creation of the post for Gup in early 1960s. The role of Gaydrungs then had been to assist the Gup in collection of rural taxes besides drafting official correspondences, writing applications and agreements of the public. They did not have any structured pay as such but their services were compensated with exemptions from Gungda woola and other privileges extended by the community, which were later, replaced with minimal financial incentives.

With the enactment of GYT Chathrim 2002, Gaydrungs gained an additional responsibility to serve as non-voting Secretary to Gewog Yargay Tshogchung. Since then they were paid Nu. 4000 as monthly allowance (GYT Chathrim 2002). With enactment of the Local Government Act 2009, the Gaydrung's role is specified as below:

1. Collect tax and insurance premium;
2. Process land transaction in accordance with the Land Act of Bhutan, 2007;
3. File and maintain records of all official documents; and
4. Perform other official functions as directed by the Gup, Mangmi and Gewog Administrative Officer.

The Gaydrung is recruited and appointed under the authority of the Gewog Tshogde. They are appointed for a fixed term of five years, subject to extension by the Gewog Tshogde. They are paid a monthly salary of Nu. 9570 with additional allowances for official travels. The Gaydrung should possess a minimum of Class XII pass certificate and be at least 18 years of age and not more than 40 years on the date of recruitment. However not all the Gaydrungs possess Class XII pass certificate, since many Gaydrungs were appointed prior to the implementation of the Local Government Rules and Regulations 2012. The Gewog Tshogde has been given time till end of 2016 to recruit Gaydrung with minimum of Class XII pass qualification or to enable the existing Gaydrungs without requisite qualification to upgrade their qualification. This is in line with the Constitution of Kingdom of Bhutan that mandates any employees paid through state to be governed by the Civil Service Act. Therefore, the Gaydrungs were recruited on consolidated contract system in line with the BCSR 2012 as directed by the government. The contract term of the Gaydrungs would expire by the end of March 2019.

Therefore, this study aims to provide evidence of the relevance of the Gaydrungs especially in light of the placement of Gewog Administrative Officer (GAO) and a Gewog Accountant in every Gewog as per the Local Government Act 2009. To this, an assessment will be carried out to determine the relevance of the Gaydrung in Gewog Administration with the following objectives.

Objectives:

- To determine the workload of the Gaydrungs;
- To find out the public perception of Gaydrungs on public service delivery;
- To determine the relevance of Gaydrung in Gewog Administration.

Supervisor's Terms of Reference

1. Meeting with local officials (Dzongkhag and Gewog) and explaining the purpose of the survey.
2. Arrangement of Logistics for the enumerators should be facilitated.
3. Household listing and selecting the households to be interviewed.
4. Providing interviewers with questionnaires.
5. Assigning tasks to the team and supervising the fieldwork.
6. Checking the questionnaires that have been completed by enumerators.
7. The handing and taking back of the completed questionnaires should be done towards the end of each day throughout the survey. Further, the supervisors are requested to cross check the filled in questionnaire. If any incomplete information encountered, the concerned enumerator should be sent back for re-enumeration.
8. In case of encountering the problems beyond the purview of a supervisor, it has to be directly reported to the Department.
9. A supervisor shall report to the office as soon as the survey is over. Any supervisor wishing to take a day or two leave after the survey will have to seek prior permission from the Department.
10. The final payment for the supervisors shall be made upon the handing taking of questionnaires is completed.

11. Dress code is one essential and important way of presenting yourself to the respondent. ***Be in Gho and Kira.***

Enumerator's Terms of Reference

1. It is mandatory to attend the survey training.
2. Should work as per the instruction of the supervisor.
3. Check that material necessary to carry out the survey is sufficient and appropriate.
4. Introduce yourself, explaining who you are and for who you are working in a manner that facilitates the participation of individuals in the survey.
5. Ask questions accordingly in a clear and kind manner, and ask all the questions exactly as worded: *Do not indulge into any personal questions which are beyond the scope of questionnaire.*
6. Probe to clarify unclear answers; *Speak in proper and appropriate language so that respondent is able to understand what you are asking.*
7. Write down the answer in all questionnaire neat, clean and accurately.
8. Double check and revise the questionnaire at the end of the interview.
9. Dress code is one essential and important way of presenting yourself to the respondent. ***Be in Gho and Kira.***
10. In case of encountering problems in the field, directly report to the respective supervisors.
11. An enumerator shall be liable for *higher degree punishment if found irresponsible. (Not punctual, manipulating the questionnaire, found under the influence of drugs/alcohol during working hours, and involvement in fights etc).*
12. The *final payment* for the enumerators shall be made upon the handing and taking of completed questionnaires.
13. Ensure adherence to the Code of Conduct.

Enumerator/Supervisor Code of Conduct

- Be mindful of the fact that you are being entrusted with an important task that contributes immeasurably in policy making that leads to our developmental activities as a whole.
- Face-to face interviews are a way to get information directly from the person being interviewed. It should not be viewed as a mechanical process, but rather as a normal, smooth conversation between two people, and should be conducted in a manner that does not influence or lead the answers or get external suggestion from other.
- The credibility of the outcome of the entire survey rests solely on the accuracy and integrity of data collection exercise.
- It is critical to record data in a timely and accurate manner. Avoid memorizing and filling the answers later as such entries eventually end up being inaccurate.
- Surveys and interviews may not be delegated to any other individual and must be completed by the assigned Enumerator.
- While on field enumeration an enumerator/Supervisor should display appropriate identification Card.
- You have to maintain your neutrality and impartiality as an enumerator/supervisor during the survey.
- All information gathered in survey is highly personal. You have to understand that respondents are only giving out information because they trust you and the organization you work for. Prior to the interview, you are mandated to always guarantee respondents that the information they provide will be kept strictly anonymous and confidential, and will be used for analysis purposes only.
- Collected data must never be shared or discussed with anyone who is not your supervisor or a member of the same organization. Data may not be used for any other purpose other than the survey. Enumerators must not discuss the data of specific individuals among themselves, with family, friends, or colleagues.
- All data collected and any survey materials, including questionnaires and guides, are the property of the Department and cannot be shared with

anybody else apart from the supervisor or the organization you work for.
Household Selection Method

1. List the household of the pre-selected Chiwog from the Gewog census record. Do not include Guntongs in the household list (Need to confirm Gungtong from Chiwog Tshogpa)
2. After listing the entire household in the selected Chiwog, the household should be selected using Circular Systematic sampling.
3. **How to find SKIP INTERVAL(SI)**
 - a) For example: Suppose there are 100 households in the Chiwog (N=100) and you need to select 20 households for interview (n=20)
 - b) Then you need to generate skip interval

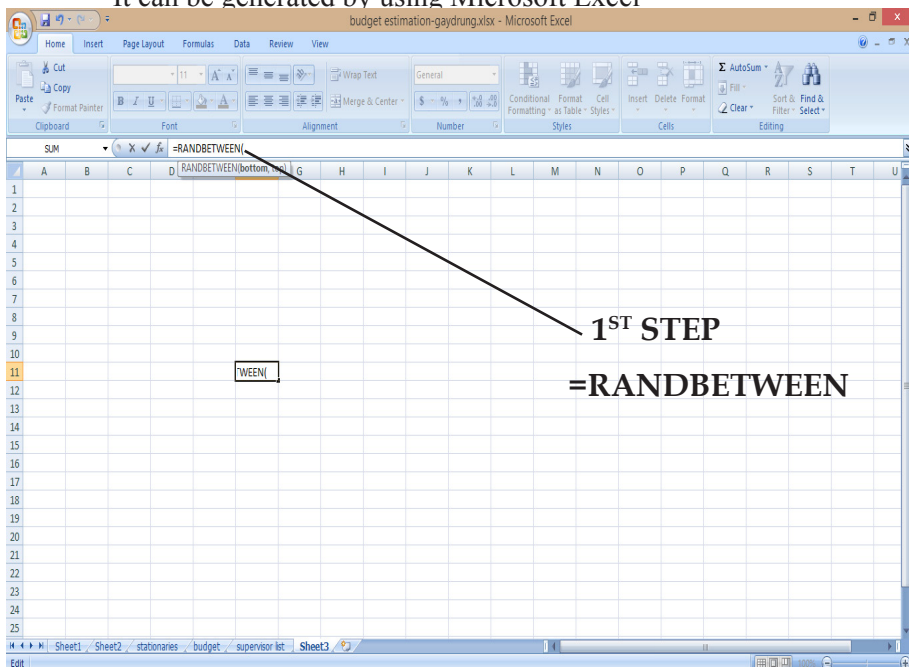
Therefore, SI= Total Number of Household (N)

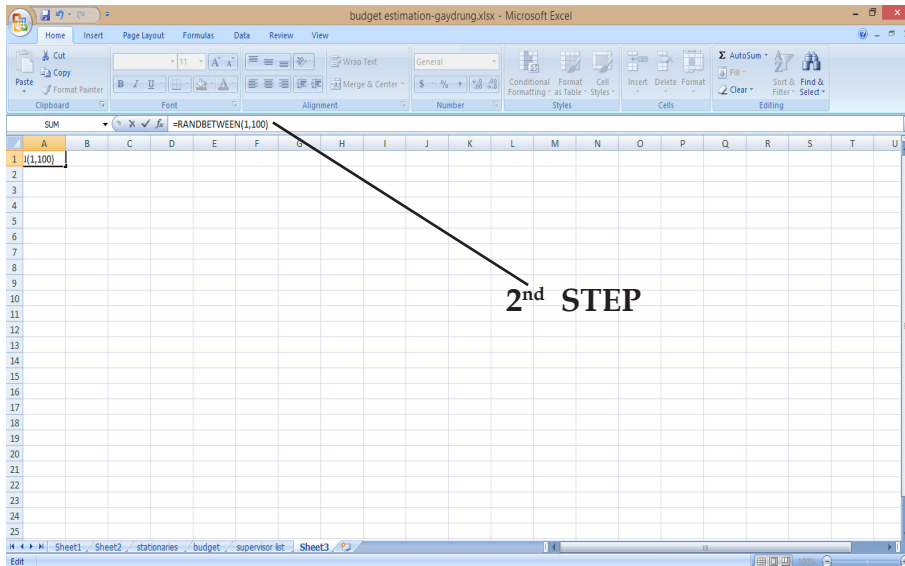
No. of household to be selected (n)

$$SI= 100/20= 5$$

4. **How to find Random Start (RS)**

- The RS should be ≥ 001 and ≤ 100 (if the total sample size is 100)
- It can be generated by using Microsoft Excel





The number generated is called RS. Suppose say $RS = 33$

1st selected household = household serial number 33

2nd selected household = $33(RS) + 5(SI) = 38$ hh serial no.

3rd selected household = $38 + 5 = 43$ hh serial no.

4th selected household = $43 + 5 = 48$ hh serial no.

5th selected household = $48 + 5 = 53$ hh serial no.

6th selected household = $53 + 5 = 58$ hh serial no.

7th selected household = $58 + 5 = 63$ hh serial no.

8th selected household = $63 + 5 = 68$ hh serial no.

9th selected household = $68 + 5 = 73$ hh serial no.

10th selected household = $73 + 5 = 78$ hh serial no.

11th selected household = $78 + 5 = 83$ hh serial no.

12th selected household = $83 + 5 = 88$ hh serial no.

13th selected household = $88 + 5 = 93$ hh serial no.

14th selected household = $93 + 5 = 98$ hh serial no.

15th selected household = $98 + 5 = 103 - 100 = 3$ hh serial no.

16th selected household = $3 + 5 = 8$ hh serial no

17th selected household = $8 + 5 = 13$ hh serial no

18th selected household = $13 + 5 = 18$ hh serial no.

19th selected household = $18 + 5 = 23$ hh serial no.

20th selected household = $23 + 5 = 28$ hh serial no.

To check whether your selection is correct you must add the last number that

is 28 to skip interval 5 and you get 33, which is the 1st selected household.

Interview Part

Adult Household Member Questionnaire

- The enumerators should visit the selected household.
- The enumerators should interview an adult household member who have lived in that household for a minimum of six months.
- If the adult household member is found absent at their place in first visit, the enumerator/supervisor should make a repeat visit at least three times. In the event of enumerator/supervisor not able to meet the adult household member after three visits, then enumerator/supervisor may interview the respondent through telephone.
- People call Gaydrung as ‘**Gup gi drung yi**’ in the village. So, the enumerator and supervisor should use term Gup gi drung yi while interviewing the public. This is to make the public more understandable.
- Enumerator/Supervisor is not allowed to summon the respondent either individually or in group.

Gewog Sectors (RNR/Health/Education) Questionnaire

- Should interview HA and one health personnel from health sector.
- Should interview in-charge from forest, livestock and agriculture
- Schools below lower secondary should be interview from education sector.
- A minimum of three teachers and a principal to be interviewed.
- Focus Group Discussion with all sector heads.

Gup/Mangmi/Tshogpa Questionnaire

- Gup and Mangmi should be interviewed.

- A maximum of five Tshogpa should be interviewed.

Dzongkhag Sectors and RICBL

- Should interview sector heads-Finance, Kidu, Land record and Census
- Should interview one official (managerial level) from RICBL

Others

- Age in years: Should write in complete years
E.g: If the respondent's age is 18 years and 6 months then we should reflect as 19 years as his/her age. But if the respondent age is 18 years and 5 months then we should reflect as 18 years as his/her age.
- Should write in complete years
E.g: If the respondent's current work place of posting is 4 years and 6 months, then we should reflect as 5 years in current place of posting. But if the respondent's current place of posting is 4 years and 5 months then we should reflect as 4 years in current place of posting.

Post Interview

As soon as the interview is over, and while still with the head of the household, you should make a quick check of the questions in tablet, to make sure that all parts have been completed, and that no information is missing.

You should make a point to thank the respondent for responding your questions and sparing their valuable time.

