

**Workshop on Capacity Building on Community Engagement Platform (CEP) for
Local Governments Functionaries**



Phase I

Venue: Phuntsholing, Punakha and Bumthang

March 5 to 20, 2025

Funding: EU Projects



**Implementing Agency: Department of Local Governance and Disaster Management
Ministry of Home Affairs
Tashi Chhodzong, Thimphu, Bhutan**

Background

To promote inclusive and participatory planning in local governance to strengthen peoples' participation in decentralization process, the Department of Local Governance and Disaster Management (DLGDM) under the Ministry of Home Affairs successfully organized Community Engagement Platform (CEP) workshops in three batches in March 2025. These workshops were organized under the European Union-funded project titled "*Support to Local Governance and Digitalization in Bhutan.*" The workshops aimed to introduce and operationalize CEPs in 30 Chiwogs under 30 Gewogs spread across 10 Dzongkhags, with the Gewogs selected by the respective Dzongkhag Administrations.

The CEP workshops were conceptualized as a strategic initiative to strengthen community participation in the planning, decision-making, and development processes at the grassroots level. These platforms are intended to serve as one of the institutional mechanisms that bridge the gap between the government and the people, especially in rural areas where community voices often remain underrepresented. Recognizing the importance of community voice, inclusiveness, and shared accountability in local governance, DLGDM initiate these workshops to provide targeted capacity building and hands-on planning tools to local government functionaries of the identified sites.

The key objectives of the CEP workshops were as follows:

- To introduce the concept and significance of Community Engagement Platforms to local government functionaries.
- To promote community-driven and participatory decision-making processes at the chiwog level to strengthen Chiwog Zomdu.
- To develop the capacity of LG officials and elected leaders in using Drongsep Yardrak tools such as seasonal calendars, community scanning, and local area resources matrix.
- To facilitate the formulation of community-level action plan for community development with use of Drongsep Yardrak tools and approach (self-help, mutual help & Public help).
- To integrate the GECDP (Gender, Environment, Climate, Disaster and Poverty) elements into local plans and ensure inclusive planning.
- To prepare LGs to institutionalize CEPs as one of the mechanisms in line with decentralization and good governance policies.

To ensure regional inclusivity and accommodate the number of participants, the training was delivered in three separate batches. The first batch was held in Phuntsholing from March 5 to 8, 2025, the second batch in Punakha from March 12 to 15, and the third batch in Bumthang from 17 to 20 March, 2025. A total of 122 participants including Gups, Mangmis, Gewog Administrative Officers, Agriculture and Livestock Extension Officers, and Tshogpas lead by Dzongkhag Tshogdu Secretaries from the identified Gewogs and Dzongkhags has participated in the CEP formation workshop.



Figure 1: Screening of the Karma Lhazin video clips to understand the challenges faced during the current Chiwog Zomdu.

Each workshop was conducted over four days. On Day 1, participants were introduced to the goals and structure of the program. This included an ice-breaking session and a video analysis of challenges in community meetings (Chiwog Zomdu) using the *Karma Lhazin* video clip. This helped initiate discussions on the gaps in current community engagement practices. This was followed by technical sessions on the Community Participatory Model, the Ringelmann Effect, and the advantages of forming inclusive community platforms under the "One-Umbrella CEP" model. Participants also engaged in a community mapping exercise to understand representation and structure.

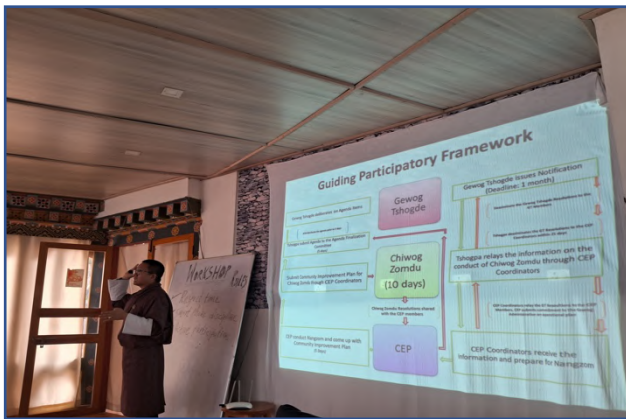


Figure 2: Presentation on Community Participatory Model.



Figure 3: Exercise on the Ringelmann Effect.



Figure 4: Group Work on the Community Mapping.



Figure 5: Presentation on forming inclusive community platforms under the "One-Umbrella CEP" model.

On the second day, the training focused on introducing the Drongsep Yardrak approach, also known as Rural Livelihood Improvement (RLI). Participants were given a hands-on experience using different tools that are part of the RLI framework. These tools are meant to support local governments in better understanding and addressing the needs of rural communities. One of the major activities included training on Local Area Potential-Based Planning, which helps identify available local resources using a Resource Matrix Module. In addition, participants were taught how to use the Seasonal Calendar, which shows how activities or needs vary across different times of the year, and Community Scanning, which allows for a quick overview of the community's current situation. These tools are important because they help local leaders and functionaries work closely with the community to identify their main needs, available resources, and existing gaps. This makes it easier to involve local people in decisions that affect their lives and development in the village.



Figure 6: Hands-on training on RLI Tools.

Category	1	2	3	4	5	6	7	8	9	10	11	12
1) 2018/2019												
2) 2019/2020												
3) 2020/2021												
4) 2021/2022												
5) 2022/2023												
6) 2023/2024												
7) 2024/2025												
8) 2025/2026												
9) 2026/2027												
10) 2027/2028												
11) 2028/2029												
12) 2029/2030												

Figure 7: Seasonal Calendar (RLI Tool).



Figure 8: Local resources identification using resource matrix tool.



Figure 9: Group work on community scanning tool.

The training sessions were practical and interactive, with participants grouped to practice the tools in settings that resembled real villages. This hands-on method helped them understand how to apply the tools effectively in their own gewogs. The group work encouraged learning, idea sharing, and questions in a supportive environment. By the end, participants felt more confident and capable of involving communities in identifying and addressing local challenges.

On Day 3, the training began with an experience-sharing session from pilot sites that had already implemented the Community Engagement Platform (CEP). Officials from Gozhi and Khebisa Gewogs under Dagana, Gakiling Gewog under Haa, Gaytsha Chiwog under Bumthang, Kengkhar Gewog under Mongar, and Semjong Gewog under Tsirang shared their firsthand experiences. They spoke about the practical challenges they faced while introducing CEP in their communities, such as encouraging community participation, managing time, and coordinating with different stakeholders. At the same time, they also shared their successes, like improved community involvement in planning and better prioritization of local needs. These real-life examples helped participants understand the impact of CEP and gave them confidence and ideas to implement it effectively in their own gewogs.



Figure 10: Experience sharing by Gakiling Gup.



Figure 11: Experience sharing by Gozhi Mangmi.

Participants were trained on how to develop a Community Improvement Plan (CIP) using the RLI tools to improve their community. They also took part in a mock Chiwog Zomdu coordinated by resource person, where they practiced leading meetings, encouraging participation, and ensuring inclusiveness to strengthen Chiwog Zomdu. This hands-on activity improved their skills in facilitating real community discussions in the Chiwog Zomdu. Overall, Day 3 enhanced their ability to support participatory planning and inclusive decision-making at the local level using CEP concept.



Figure 11: Experience sharing by Gyetsha Tshogpa.



Figure 12: Chiwog mock Zomdu.

On the final day of the training, participants were introduced to the Social Accountability Framework, which highlights the role of community participation in promoting transparency and accountability in governance. The main focus was on helping teams of local government officials develop action plans to establish Community Engagement Platforms (CEPs) in their respective chiwogs. These plans were tailored to reflect local needs and resources while aligning with GECDP (Gender, Environment, Climate, Disaster & Poverty) principles. Participants worked in groups, received guidance from facilitators, and refined their plans through collaborative discussions. Each team presented their final plans during the wrap-up session, which encouraged shared learning and peer feedback. To support implementation, participants were provided with budget proposal guidelines, with DT Secretaries taking the lead in coordinating the proposal submission and implementation of CEP activities at the gewog level.



Figure 13: Presentation on Social Accountability Mechanism by Focal Person.

Facilitation throughout the workshops was delivered by a mix of DLGDM officials and master trainers of existing CEP sites. Their presence and involvement added practical insights and real-world relevance to the workshop discussions. The participatory nature of the workshop ensured that all functionaries gained equal opportunity to interact, share, and contribute.

Looking forward, the Department has directed all local government functionaries who received training to lead the formation of Community Engagement Platforms (CEPs) in their identified chiwogs under respective Gewogs. The LG functionaries are expected to carry out this task based on the action plans they prepared during the CEP workshops in March 2025. The target is to complete the formation of CEPs by May 2025, ensuring that each chiwog adopts participatory planning practices that align with the priorities of the 13th Five Year Plan and upcoming local development initiatives.

To support the successful rollout of CEPs, DLGDM will supply the required training materials and tools for conducting the community-level workshops. Since participants have already gained hands-on experience with CEP approach and tools during their training, they are well-prepared to lead inclusive and meaningful discussions with their communities for the facilitation of the CEP formation. The Department will also release funds based on budget proposals submitted by the Gewogs, with Dzongkhag Tshogdu (DT) Secretaries overseeing the process. To maintain accountability and ensure smooth implementation, DLGDM will provide continuous guidance through follow-up monitoring, mentoring, and technical support. Through this structured support, the Department aims to embed CEPs as a core mechanism for community-driven development and participatory governance across all chiwogs.

One of the key deliverables from the workshop is the formulation of a community-level action plan for each target chiwog. As instructed, the selected action plans must be finalized and submitted to the Department in next financial year for the implementation of community action plans. This will be a crucial phase for the effectiveness of the CEP to bring community together to participate in planning process for their community improvement and model across diverse local contexts in Local Governments.

In conclusion, the CEP workshops have been a significant milestone in strengthening participatory planning and decision-making at the chiwog level. By training local leaders and officials in both concepts and tools, the Department has laid a solid foundation for the institutionalization of CEPs in the country. The feedback from participants was overwhelmingly positive, and there is high enthusiasm among local government functionaries to adopt this model in their communities. Continued mentoring, monitoring, and knowledge-sharing will be essential to ensure the sustainability of the initiative and realize the vision of responsive and inclusive local governance.

PROGRAM: COMMUNITY ENGAGEMENT PLATFORM WORKSHOP 5th to 20th March, 2025 Venue: Phuntsholing, Punakha and Bumthang			
Day	Time	Program	Remarks
DAY I	08:45-09:00 AM	Registration of the participants	All
	09:00-9:15 AM	Overview of the Program	DLGDM
	09:15-9:30 AM	Self-Introduction - <i>Ice breaking session</i>	All participants
	09:30-10:45 AM	Understanding Key Challenges of Zomdu- <i>screening of Karma Lhazin video clip and analysis</i>	DLGDM
	10:45-11:00 AM	HEALTH BREAK	
	11:00- 11:45 AM	Introduction to Community Participatory Model	DLGDM
	11:45- 01:00 PM	Introduction to CEP: Definition, Ringelmann effect & Advantages	DLGDM
	01:00-02:00 PM	LUNCH	
	02:00-03:30 PM	Concept of One-Umbrella CEP: How to form?	DLGDM
	03:30-03:45 PM	HEALTH BREAK	
		Group Exercise on One-Umbrella	Resources Person/DLGDM
	03:45-05:00 PM	CEP Formation: <i>Community Mapping Exercise</i>	Resources Person/DLGDM
DAY II	09:00-9:15 AM	Recap	
	09:15-10:45 AM	Introduction to Drongsep Yardrak	DLGDM
	10:45-11:00 AM	HEALTH BREAK	
	11:00 AM -01:00 PM	Local Area Potential-Based Planning & Resource Matrix	DLGDM
	01:00-02:00 PM	LUNCH BREAK	
		Introduction to Drongsep Yardrak	DLGDM/ Resources Person
	02:00-03:30 PM	tools: Seasonal Calendar & Community Scanning	DLGDM/ Resources Person
	03:30-03:45 PM	TEA BREAK	
DAY III	03:45-05:00 PM	Group Exercise on tools	DLGDM/ Resources Person
	09:00-09:15 AM	Recap	
	09:15-10:45 AM	CEP Experience Sharing- Good Practices	CEP Pilot sites
	10:45-11:00 AM	TEA BREAK	
	11:00-01:00 PM	How to develop Community Improvement Plan?	DLGDM
	01:00-02:00 PM	LUNCH BREAK	
	02:00-03:45 PM	Prioritization Matrix	DLGDM
	03:30-03:45 PM	TEA BREAK	
DAY IV	03:45-05:00 PM	Mock Chiwog Zomdu Drill	Resources Person/DLGDM
	09:00-09:15 AM	Recap	DLGDM
	09:15-10:45 AM	Social Accountability Framework	DLGDM
	10:45-11:00 AM	TEA BREAK	
	11:00-01:00 PM	Community Level Action Plan Formulation	DLGDM
	01:00-02:00 PM	LUNCH BREAK	
	02:00-03:30 PM	Community Level Action Plan Preparation continue...	DLGDM
	03:30-03:45 PM	TEA BREAK	
	03:45-05:00 PM	Wrap up session	

Participants list

Participants list for CEP Formation Workshop at Phuntsholing from March 5-8 , 2025						
Samdrup Jongkhar Dzongkhag						
Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Tshewang Tenzin	M	Serthi	Gup	17300937	
2	Jurmi Wangdi	M		Minjiwoong-Khanduphung Tshogpa	17533673	
3	Tashi Pheljay	M		Offg GAO and Livestock extension	17679176	
4	Yenten Dorji	M	Martsala	Gup	17863165	
5	Tenzin Dorji	M		Adm	17471199	
6	Namgay Wangchuk	M		Livestock	17464055	
7	Pema Lekden	M		Tshogpa	17525208	
8	Choni Dorji	M	Wangphu	Mangmi	17807156	
9	Cheten Gyeltshen	M		Offtg.GAO	17322468	
10	Gembo	M		Sachilo Tshogpa	17444848	
11	Sonam Wangchuk	M	SJ/ADM	Offtg. DT secretary	17506179	

Chukha Dzongkhag Dzongkhag						
Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Tham Bdr Ra	M	Lokchina	Gup	77263169	
2	Gembo Dorji	M		Offtg. GAO	17336614	
3	Tham Raj Rai	M		Tshogpa	77323002	
4	Om Pradhan	M		Livestock extension	17690004	
5	Tandin Gyeltshen	M	Getena	Mangmi	17814656	
6	Pema Wangmo	M		Adm	17909847	
7	Sangay Nidup	M		Agri	17908460	
8	Pema Dorji	M		Tshogpa (Tashigang)	17693909	
9	Kinley Dorji	M	Gelling	Gup	17739127	
10	Dawa Gyeltshen	M		Tshogpa	17576858	
11	Sonam Wangmo	F		GAO	17295063	
12	Dawa Gyeltshen	M		Tshogpa (Dap Chiwog)		
13	Nakphey	M	Chukha	DT secretary	17623529	

Samtse Dzongkhag Dzongkhag						
Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Khem Raj Ghalley	M	Pemaling	Gup	17115732	
2	Dorji Youdon	F		GAO	77713943	
3	Dechen Lhamo	F		Agri	17648380	
4	Singh Bir Subba	M		Tshogpa	17472557	
5	Phuntsho	M	Dophuchen	Gup	77219471	
6	Minjur	M		GAO	17544316	
7	Karma Dorji	M		Tshogpa	77324164	
8	Gem Tshering	M		Agri	17160773	
9	Wangchuk Lepcha	M	Samtse	Gup	77282540	
10	Kezang Wangmo	F		Offtg. GAO	17784163	
11	Arjun Gurung	M		Tshogpa	77743194	
12	Lakjey	M	Samtse	DT secretary	17659900	

Participants lists for CEP Formation Workshop at Punakha from March 12-15, 2025

Gasa Dzongkhag

Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Tshewang	M	Laya	Gup	17405538	
2	Sonam Wangda	M		Livestock extension	77238187	
3	Karma Wangchuk	M		GAO	17271284	
4	Karma Tobgay	M		Pazhi Tshogpa	17690004	
5	Sangay Tashi	M	Khatoed	Mangmi		
6	Karan Chhetri	M		Agri	77398150	
7	Kinley Buthri	F		GAO	17645187	
8	Shekar Wangmo	F		Tsherikha Tshogpa	17986512	
9	Damcho Dorji	M	Khamaed	Gup	17933363	
10	Sonam	M		Agri	17528275	
11	Sonam Tashi	M		GAO	17339198	
12	Damcho Thinley	M		Basha Tshogpa	17405946	
13	Deki Yangzom	F	Gasa	DT secretary	17450700	

Paro Dzongkhag

Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Tshering Norbu	M	Dopshari	GAO		
2	Chencho	M		Tshogpa		
3	Pemba Zangmo	F		Tshogpa		
4	Sangay Lhamo	F	Shaba	Gup		
5	Kinzang Choden	F		GAO		
6	Doptho Zangmo	F		Agri		
7	Yeshe Lham	F		Tshogpa		
8	Ugyen Tshewang	M	Dogar	Mangmi		
9	Lhachey	F		GAO		
10	Kinga Dorji	M		Livestock		
11	Sangay Wangdi	M		Tshogpa		
12	Wangchuk Dema	F	Paro	DT secretary	17997734	

Wangdue Dzongkhag

Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Kinley Tawchung	M	Bjena	Gup	17112043	
2	Kelzang Dema	F		GAO	17884386	
3	Yeshe Dema	F		Agri	17461249	
4	Phub Gyeltshen	M		Tshogpa	77315246	
5	Phub Dorji	M	Dangchu	Gup	17943487	
6	Lhakpa Dorji	M		GAO	17710021	
7	Pema Gakay	M		Agri	17697569	
8	Namgay Lham	F		Tshogpa	77700088	
9	Chador	M	Thedtsho	Gup	17729978	
10	Sarita Gurung	F		GAO	17894009	
11	Sangay Wangdi	M		Agri	17656735	
12	Yeshe Dema	M		Tshogpa	77208664	
13	Sonam Wangchuk	M	Wangdue	DT secretary	17491489	

Participants lists for CEP Formation Workshop at Bumthang from March 17-20, 2025

Lhuentse Dzongkhag

Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Ugyen Pelden	Male	Kurtoe	Mangmi	17523060	
2	Kelzang Tshering	Male		GAO	17502549	
3	Ugyen Dorji	Male		Livestock Extension Officer	16924062	
4	Karma Jamtsho	Male		Chadzom Tshogpa	77262169	
5	Sonam Chedup Lhendup	Male	Maedtsho	Gup	17962983	
6	Sangay Dorji	Male		GAO	77825289	
7	Sonam Norbu	Male		Agricultural extension officer	17596118	
8	Kunzang Tshering	Male		Gortsom Tshogpa	17877576	
9	Jigme Tenzin Zangpo	Male	Minje	Gup	77877181	
10	Passang Dorji	Male		Gewog Administrative Officer	17645072	
11	Dechen Lhendrup	Male		Livestock Extension Supervisor	17285817	
12	Cheki Wangchuk	Male		Jalang-Bragong Tshogpa	17665416	
13	Phuntsho wangdi	Male	Lhuentse	DT Secretary	17875705	

Pemagatshel Dzongkhag

Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Thinley Jamtsho	M	Chhimung	Mangmi	17683218	
2	Tsheltrim Dorji	M		GAO	17689067	
3	Jigme Wangchuk	M		Tshogpa	17582933	
4	Pema Khando	M		Tshogpa	17691355	
5	Sonam Dendup	M	Shumar	Gup	17715362	
6	Tshewang Dorji	M		GAO	17685686	
7	Chedup	M		Forest	17699324	
8	Bopo	M		Tshogpa	17586962	
9	Pema Dorji	M	Zobel	Gup	17635356	
10	Cheki Yangzom	F		GAO	17675745	
11	Kinzang Rinchen	M		Livestock-extension	17257037	
12	Dendup Tshering	M		Tshogpa	17692120	
13	Dorji Drakpa	M	Pemagatshel	DT secretary	17499018	

Trashigang Dzongkhag

Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Sangay Gyeltshen	M	Lumang	Gup	17665584	
2	Ugyen Wangdi	M		GAO	17793807	
3	Karma Dorji	M		Livestock	17553547	
4	Jigme	M		Tshogpa	17730566	
5	Rinchen Wangdi	M	Radhi	Mangmi	17714869	
6	Pema Wangchen	M		Agri		
7	Tashi Norbu	M		Livestock		
8	Pema Tenzin	M		Tshogpa	17873257	
9	Yegay Dorji	M	Thrimshing	Gup	1789578	
10	Sonam Jamtsho	M		Livestock	17354863	
11	Sonam gyeltshen	M		GAO	17693454	
12	Jamyang Chophel	M		Tshogpa	17947449	
13	Mindu Wangmo	F	Trashigang	DT secretary	17674341	

Zhemgang Dzongkhag Dzongkhag						
Sln.	Name	Sex	Gewog	Designation	Contact no.	Remarks
1	Singye Wangchuk	M	Nangkhor	Gup	17838823	
2	Tashi Tshering	M		GAO		
3	Kinley Chogyal	F		Tshogpa		
4	Rinchen Khando	M	Bardo	Gup	77303670	
5	Dorji Lethro	M		Tshogpa (Khomshar)		
6	Leki Wangmo	F		Tshogpa		
7	Sangay	M	Goshing	Mangmi		
8	Rinchen Gayden	M		Tshogpa		
9	Pema Choden	F	Zhemgang	DT secretary	17330121	

Coordinators & Resources Person from Existing CEP Sites						
Sln.	Name	Sex	Designation	Department/Gewog	Agencies/Dzongkhag	Remarks
1	Norbu Wangdi	Male	Asst. Program Officer	DLGDM	MoHA	Coordinators
2	Passang wangchuk	Male	Dy. Chief Program Officer	DLGDM	MoHA	
3	Pema Thinley	Male	Research Officer	DLGDM	MoHA	
4	Sangay Wangmo	Female	Mangmi	Gozhi	Dagana	Phuntsholing
5	Bali Raj Gurung	Male	Gup	Khebisa	Dagana	Phuntsholing
6	Tshering Phuntsho	Male	Livestock Extension Supervisor	Gozhi	Dagana	Phuntsholing
7	Wang Tshering	Male	Gup	Gakiling	Haa	Punakha
8	Tshewang Norbu	Male	DT Secretary		Bumthang	Punakha
9	Sangay Tenzin	Male	Tshogpa	Chhumey	Bumthang	Punakha
10	Pema Chedup	Male	Gup	Kengkhar	Mongar	Bumthang
11	Bishal Gurung	Male	Livestock Extension Supervisor	Semjong	Tsirang	Bumthang

Analysis of CEP Workshop Participants Data

Participant Breakdown by Role

The Community Engagement Platform (CEP) Capacity Building Workshop brought together a vibrant mix of local leaders and officials, ensuring that a wide range of voices and experiences were present. The participation included:

Role	Number of Participants	Percentage
Gups	21	17%
Mangmis	8	7%
Gewog Administrative Officers	28	23%
Agriculture and Livestock Extension	21	17%
Tshogpas	34	28%
DT Secretaries	10	8%

Gender Distribution

The gender breakdown of the workshop participants is as follows:

Gender	Number of Participants	Percentage
Male	99	81%
Female	23	19%

Key Observations:

1. Strong Community Engagement

The high turnout of Tshogpas and Gewog Administrative Officers demonstrates the workshop's success in reaching those most directly involved with community members. Their active participation is a promising sign for the effective implementation and sustainability of the Community Engagement Platform at the grassroots level.

2. Progress Toward Gender Inclusion

While the majority of participants were male (81%), the presence of 23 female participants (19%) marks a positive step toward greater gender inclusivity. This growing female representation highlights ongoing efforts to foster a more balanced and inclusive environment for community leadership.

3. Building Capacity for Impact

By engaging a broad spectrum of local government functionaries and extension supervisors, the CEP workshop has laid a strong foundation for collaborative community development. The diverse expertise and perspectives represented at the workshop will enhance the platform's ability to address local needs and priorities effectively.

Conclusion

The CEP Capacity Building Workshop stands out for its broad and inclusive participation, bringing together key LG functionaries. This diverse engagement will be instrumental in driving meaningful community involvement and ensuring the success of the Community Engagement Platform across all levels of local governance.