

ORGANIZATIONAL DEVELOPMENT PLAN



NATIONAL COUNCIL OF BHUTAN

(2011-2015)

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NATIONAL COUNCIL OF BHUTAN



MESSAGE FROM THE HONORABLE CHAIRPERSON



In the past three years, the National Council has made significant strides in keeping with its roles as mandated in the constitution through its legislative and review functions.

As a constitutional entity in the new democratic set up, the National council has also been engaged in instituting structures, systems and processes for legislation and review of public policies. It took on itself the obligation as the first National Council under the new parliamentary democracy to establish practices and culture that enables future parliamentarians to perform their roles with greater diligence and professionalism.

The National Council strives to seek greater levels of effectiveness in performing its parliamentary duties of legislation and review. The Organizational Development Plan informs the National Council about what

needs to be undertaken in the next five years to take us forward.

It also outlines strategic areas where the National Council intends to invest its resources and energies to realize its aspirations.

While the Organizational Development Plan will serve as a guide to move forward, it is not a static document. Within the broad strategic realm identified in the plan, necessary changes and adaptation will have to be made depending on how the situations and circumstances confront us.

I would like to congratulate the Secretariat for bringing out this important document which will be a helpful guide as we strive to realize the vision of our beloved monarchs for a vibrant democracy.

Namgye Penjore
Chairperson

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Foreword

I am pleased to present the organizational Development Plan of the National Council for the period 2011-2015. The organizational Development Plan provides the vision, strategic direction and development framework of the National Council. The plan seeks to develop our capacities in fulfilling the roles of the National Council vested by the Constitution of the Kingdom of Bhutan.

In the past few years of the institutional existence, we faced the challenges of being the youngest parliamentary democracy. We took on ourselves the responsibility of charting a democracy that fulfills the aspirations of our people and a democracy that our monarchs will be proud of. It entailed nurturing a democratic path that generation of Bhutanese people will tread to achieve Gross National Happiness. As the first batch of parliamentarians, we also took on the responsibility to nurture a democratic culture and practice that sets a standard that the future parliamentarians will find it worthy to strive for.

Presently, we are in the midst of this honorable journey, a fortunate opportunity provided by our beloved fourth and the fifth kings and the people of Bhutan. As we continue to seek the best path, we have taken the opportunity to find inspirations in the guidance of the

monarchs and the Constitution of the Kingdom of Bhutan. Anchored in these inspirations, we have envisioned the aspiration of the National Council of Bhutan.

This Organizational Development Plan informs how we would journey towards our vision. It outlines the strategic goals and the implementation strategies. Three separate but integrated plans are outlined: the Secretariat Development Plan, the Corporate Development Plan and the Human Resource Development Plan.

We are dependent on many of our stakeholders to take up this noble journey of fulfilling the roles of the National Council. We are confident that they would continue to support us in this endeavor.

The Secretariat would like to thank the Hon'ble Chairperson, National Council for his constant guidance and the Institute of Management Studies (IMS) for carrying out the strategic planning exercise. Without fund, this would not have been possible. Therefore, our sincere gratitude goes to the UNDP in Bhutan for its generous support.

(Tshewang Norbu)
Secretary General

1. Background

Bhutan emerged as the youngest democracy in 2008. Parliamentary democracy was introduced upon the personal initiative of His Majesty the fourth Druk Gyalpo. Bhutan's parliament comprises the three institutions, the *Druk Gyalpo*, the National Council and the National Assembly. even as a new institution of democracy, the parliament has made commendable strides in embodying the will of the people in governance. Both the National Council and the National Assembly continue to seek all means to nurture a democracy that is truly responsive to the needs of the people of Bhutan.

As an elected body that represents society with all its diversity, the parliament shoulders the unique responsibility to reconcile conflicting interests and meet the expectations of different groups through democratic means. As an institution, the National Council is mandated to deepen democracy, pass laws, ensure public participation in the legislative process, exercise oversight over the executive and ensure good governance.

The National Council with 25 members is the institutional House of Review besides being a legislative organ along with the National Assembly. In its capacity as the House of Review, the National Council ensures that the government is fully accountable to the people.

As a new institution, the National Council has primarily engaged in building an effective foundation for a vibrant democracy. The past few years of its existence have witnessed numerous efforts to build institutions and practices, understand public expectations, develop democratic processes and nurture a democratic culture. The National Council has made significant progress in creating an institution that is accessible, accountable, open and transparent. It is making progress in developing capacities and procedures in delivering the key tasks of legislation and oversight.

2. Aspirations of the National Council

The organizational Development Plan of the National Council seeks to define its aspirations and the general direction it wants to move towards in the next few years. It also identifies strategic goals and activities that the National Council intends to implement to achieve its vision.

2.1 Purpose - reason for existence

Parliament of Bhutan is established in accordance with the provisions of the Constitution of Bhutan and serves as the highest legislative institution in the Kingdom.

The National Council, as the House of Review of Parliament is vested with the mandate to ensure that the government safeguards the interests of the nation and fulfills the aspirations of the people through public review of policies and issues, Bills and other legislations.

2.2 Vision - preferred future

To be a principle apolitical institution of a vibrant democracy that shall promote the wellbeing of the people while safeguarding the security and sovereignty of the Kingdom. Our vision is anchored on four important elements:

a) Nurturing an apolitical institution

The National Council shall earn the trust of the society as a respectable institution free from party politics providing wise leadership in legislation and review of the government policies. The National Council shall ensure that its affairs are driven by the aspirations of the people.

b) Promotion of a vibrant democracy

The National Council shall champion the promotion of democracy. It shall promote a society based on democratic values by encouraging citizen participation in the democratic process.

c) Promote the wellbeing of the people

The National Council shall be guided by the ideals of realizing the wellbeing of the people. Its conduct shall be driven primarily by the collective wellbeing of the people of Bhutan.

d) Safeguard the security and sovereignty of the kingdom

The National Council shall be constantly engaged in proactive means aimed at safeguarding the security and sovereignty of the country.

The National Council shall be an institution capable of providing intelligent opinion that ensures security and sovereignty of the country.

2.3 Mission

To fulfill the needs and aspirations of the people through review of public policies, legislations and scrutiny of state affairs; and render advice to the *Druk Gyalpo*, the Prime Minister and the National Assembly on matters of national importance.

our mission is derived from the Constitution of the Kingdom of Bhutan which describes the main business of the National Council. The National Council has two core functions, namely, the legislative function and the review function.

Legislative function

- Initiate or prepare legislation except Money Bills and Financial Bills;
- Review and amend existing laws; and
- Consider, pass, amend or reject any legislation passed by the National Assembly.

Review function

- Review and comment on the policies, plans and programs of the government;
- Review performance of the government;
- Review implementation of resolutions and laws; and
- Review issues of national importance.

2.4 Values

Patriotism - With profound reverence to the *Tsa-Wa-Sum*, the *Druk Gyalpo*, the people of Bhutan and the *Drukgyul*, our professional and personal conduct shall always be guided by the need to fulfill the dreams and aspirations of the *Tsa- Wa-Sum* and make it proud of us.

Professionalism - With commitment to excellence, team work and complete professional dedication, we shall seek to discharge our duties through the highest standards of professionalism.

Humility - In the realization that we have been provided the good fortune to serve the people of Bhutan, we shall discharge our duties with empathy and deep sense of humility.

Integrity - Knowing its importance in public service, we shall demonstrate highest standards of integrity and honesty in all our dealings and conduct.

Fairness - We shall work together to embed principles of equality and diversity and promote a culture of openness and fairness in everything we do.

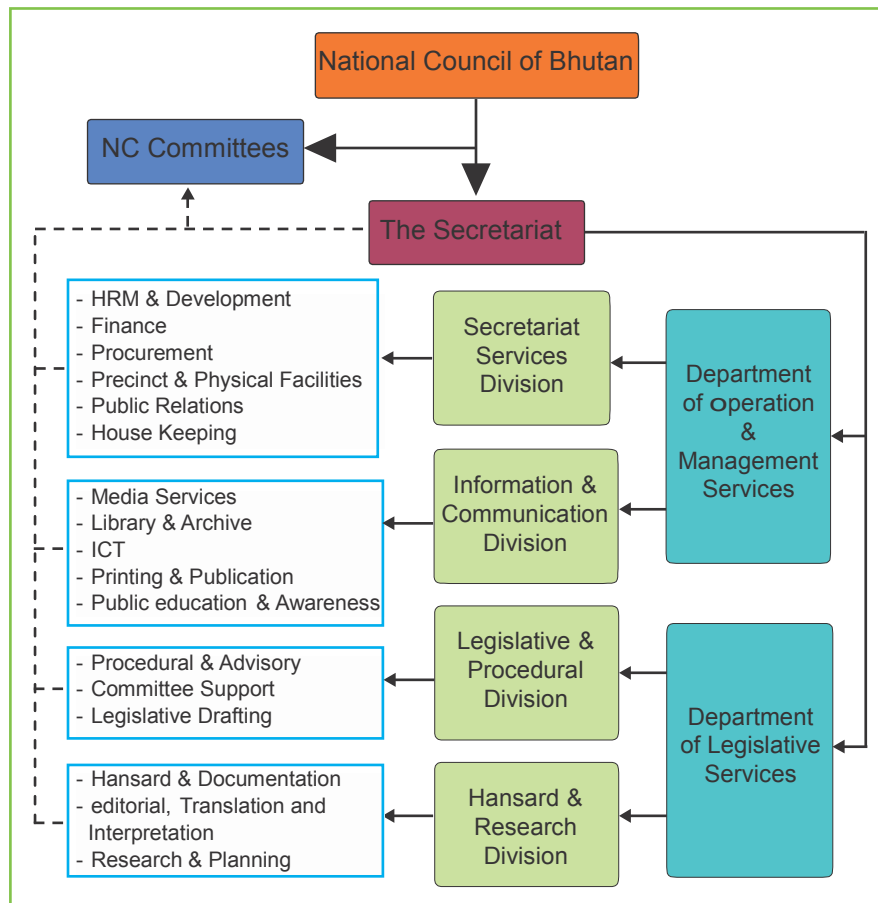
Empathy - Guided by the values of democracy, we shall encourage tolerance, different opinions, views, aspirations and interests through a deep sense of empathy in the professional discharge of our duties.

3. Governance Framework

The National Council is a constitutional entity established by the provision of the Constitution of the Kingdom of Bhutan. Twenty members are elected from the twenty *dzongkhags* while five members are appointed by the *Druk Gyalpo*. The National Council through the Chairperson collectively provides leadership in its governance.

The National Council is supported by six committees which provide dedicated and specialized input to the deliberations of the House. Each of the committee is composed of members from the National Council who have relevant background and is headed by a Chairperson. The House Committee is composed of the chairpersons of all the other committees and is headed by the Deputy Chairperson of the National Council.

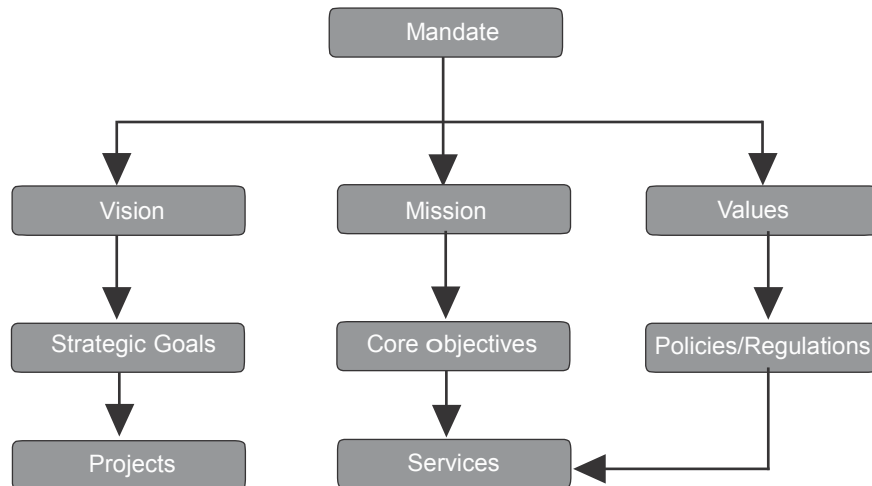
The Committees in particular and the National Council in general are supported by a Secretariat that is responsible for the management and administration of the National Council. The Secretariat, headed by the Secretary General looks after the day-to-day business of the National Council. The Secretariat serves the National Council through two departments. Each of the departments is specialized in catering professional services to the National Council and its members.



4. Strategic Framework

The strategic framework of the National Council comprises two intents. It embodies the strategic goals which seek to provide the direction that the National Council intends to move towards. The framework also serves as a guide to drive the strategic management processes aimed at implementing the strategic goals. The framework is anchored around three main areas, namely, vision, mission and values.

National Council Strategic Framework



The vision is the ideal state that the National Council aspires to realize. It is the collective dream and the ambition of the National Council. The vision serves as the source of the strategic goals.

These goals are the paths that should help realize the vision of the National Council. Each strategic goal will serve as the basis for projects and programs which need to be implemented.

The mission describes the reason for the National Council's existence. It outlines the National Council's purpose and its core areas of engagement. The mission is the basis for the core objectives. These core objectives are delivered through the services of the National Council.

The values are the set of beliefs and principles that guide the National Council and its members in its conduct and behavior, collectively and individually. The values serve as the foundation upon which all the affairs of the National Council will be conducted.

a) Setting the direction

Our strategic goals are anchored to the vision. Strategic goals are key result areas that the National Council shall aim to achieve.

They are broad themes of intent which will help realize the vision of the National Council. The strategic goals serve as the source of all the activities and engagements that the National Council shall pursue to achieve its aspirations.

The following strategic goals are set for implementation:

1. Develop Rules of Procedure and Legal Framework,
2. Strengthen Capacity in Drafting and Review of Legislations,
3. Develop Capacity in Policy Analysis & Research,
4. Strengthen Support Services,
5. Develop outreach and Civic education,
6. Develop ICT Infrastructure,
7. Strengthen Secretariat organization & Management, and
8. Construct National Council Building.

5. Strategic Goals

5.1 Develop Rules of Procedure and Legal Framework

a) Rationale

Rules of Procedure and legal framework shape a parliament's role in its legislative and oversight functions. As the first democratically constituted parliamentary institution, the National Council has strived to establish procedures and legal framework to guide its affairs of legislation and oversight. The conduct and the procedures adopted by the National Council will greatly influence and set precedence for the future. A primary challenge for the National Council in the past years has been the development of a credible and an effective Rules of Procedure and framework to guide the conduct of the National Council. This engagement is important not only to address the present need but also to establish a trusted and well aligned system and procedure of working for the future as well. The Rules of Procedure is necessitated both for the functioning of the National Council and in its working relationship with other stakeholders.

b) Objectives

Build processes through Rules of Procedure and framework that ensures quality process of legislation and oversight of government's actions which is driven by the ideal of fulfilling the aspirations of the people of Bhutan.

c) Areas

i) Build a quality process of enacting laws

The committee system provides the most detailed examination of legislation and allows the National Council to develop expertise and perform thorough investigations of the legislations. The Legislative Committee shall be enabled with significant time, capacity and skills to draft and review Bills, manage meetings, conduct hearings and prepare documents. Rules of Procedure to guide the committee working within the National Council and the Joint Committee between the National Assembly and the National Council would facilitate efficient and effective fulfillment of legislative role.

ii) Build a quality process of scrutinizing and reviewing government actions

Develop a review and accountability process, conduct research into the best practices in reviewing of government actions and international best practices on oversight. Develop a model for the review of government actions, prepare procedures and framework.

5.2 Strengthen capacity in Drafting and Review of Legislations

a) Rationale

According to the Constitution of the Kingdom of Bhutan, a core mandate of the National Council is to enact laws. This mandate of the National Council is achieved through passing legislations which are either proposed by the executive or originated from private members. The quality of legislation is critically dependent on the capacity in the drafting and review of legislations.

b) Objectives

Strengthen the capacity and competence of the National Council and its staff in the review and drafting of legislation through recruitment of professionals and human resource development over a period of time.

c) Areas

i) Creation of a Legislative Division in the Secretariat

The organization structure of the Secretariat will include a Legislative Division that will be charged with the responsibility of supporting the National Council in its legislative role. The Legislative Division will provide professional and specialized services of drafting, reviewing and giving expert advice pertaining to legislation.

ii) Recruit human resources to strengthen legislative capacity

A recruitment program will be developed to staff the Legislative Division. The recruitment program will determine the number of people and the competencies required.

iii) Training program to build skills to draft and review

A human resource development (HRD) program will be developed both for the members and Secretariat staff. The HRD program will guide the National Council to train and build capacity of its members and the staff. The Secretariat staff will be attached with matured parliaments and related bodies within the region on internship program to gain practical knowledge, skills and experience in parliamentary functions.

5.3 Develop capacity in Policy Analysis and Research

a) Rationale

An informed review and scrutiny of the executive actions relies on the National Council having strong policy analysis and research capacity. A high quality support in research and policy analysis ensures supply of quality information to analyze and scrutinize policies of the government. The National Council will thus be enabled to offer intellectual review of the government actions to ensure that the principal direction of government policy is based on public need. The National Council will build sustained capacity to carry out its review functions by aligning the Secretariat function to the research capacity needs and building the competencies both in the National Council members and the Secretariat staff.

b) Objectives

Develop the capacity and competence of the National Council and its staff to analyze executive policies and undertake policy research to enable the National Council to be effective in its review and oversight role.

c) Areas

i) Creation of a Research Division in the organization structure of the Secretariat

The organization structure of the Secretariat will include a Research Division that will be charged with the responsibility of supporting the National Council through policy analysis and research. The division will provide professional and specialized services of reviewing policies of the government, undertake research and offering expert advice pertaining to oversight role of the National Council.

ii) Recruit human resources to strengthen research capacity

A recruitment program will be developed to staff the research division. The recruitment program will determine the number of people and the competencies required.

iii) Training program to build skills for policy research

A human resource development (HRD) program will be developed both for the National Council members and its Secretariat staff. The HRD program will guide the National Council to train and build research and policy analysis capacity of its members and the staff.

5.4 Strengthen Support Services

a) Rationale

A strong support service is an essential foundation for a strong National Council which is enabled to shoulder its duties with greater effectiveness and efficiency. The support services which include legislative, procedural, administrative and management should be efficient, effective and designed to better serve the needs of the National Council. The support services should be consistently adapted to the changing circumstances.

b) Objectives

Strengthen capacity of the National Council Secretariat to identify support service needs, design and develop service delivery systems in order to enable the National Council fulfill its role.

c) Areas

i) Strengthen Hansard Services

The Hansard Services will be improved to make it more effective in recording and archival. The Hansard will be used as a source to appropriately disseminate information on the deliberations of the National Council to the general public. Strengthening the Hansard Services will entail use of appropriate technology, increasing the staff and training. The Hansard Services will also be appropriately made available to the National Council members and the general public.

ii) Strengthen committee Services

The National Council committees are forums where issues for the purpose of making decisions are thoroughly deliberated, investigated and considered. The quality of insights, perspectives and decisions generated by the National Council will be dependent on the input it receives from its committees. The committees should be supported by a well designed structure and prompt services to facilitate meetings.

Strengthening committee services involves administrative support such as preparation of agenda, recording of the deliberations and dissemination of the decisions. It also involves supplying well researched and analyzed information input and provision of adequate physical facilities.

iii) Strengthen general logistical services

The general logistical support services will be improved. These include services such as transportation, communication facilities, IT infrastructure, mail delivery system, visitor engagement in the offices, printing and stationery accessibility and security systems. These services shall be made more user-friendly, easily accessible and reliable.

iv) Capacity building of the Secretariat staff on Hansard & Committee Services

HRD program including internship/attachment shall be made to matured parliaments in the region/abroad for the Secretariat staff to gain practical experience on Hansard and Committee functioning.

5.5 Develop Outreach and Civic Education

a) Rationale

As an apolitical institution of the new parliamentary democracy, the National Council is expected to promote the values of democracy. one of the pillars of a vibrant democracy is the engagement of citizens in the political affairs of the country. Citizen engagement values the right of the citizens to have an informed voice in the decisions that affect their lives. The National Council can demonstrate leadership in infusing democratic values in the general public and in providing space for citizen engagement in the political and social affairs. An engaged citizenry is built through a sustained education on democratic values, the roles and functions of democratic institutions and democratic processes. In an effort to engage citizens in the democratic process, the National Council will develop and strengthen its outreach program and initiate civic education.

b) Objectives

Develop a sustainable outreach and civic education program to facilitate citizen awareness on democracy and promote their engagement in the democratic process.

c) Areas

i) Public Education on the role of National Council

Educational activities highlighting the roles of Parliament and importance of democratic values will be organized periodically, especially aimed at the youth. The schools will be a convenient venue to conduct such activities where the education contents can be focused at the students. Special programs such as “youth parliament” simulating the real parliament sessions can be organized in the schools to educate and motivate the youth into the political space.

The National Council web-site can be used as an interactive forum to educate the general public on values of democracy. The web-site can also be promoted as a discussion forum on democracy in the country.

ii) Production of National Council publications

The National Council will publish magazines, newsletters, journals and documentary film on parliament and democracy in Bhutan with emphasis on the National Council. These publications and productions will strengthen democratic values by providing space to the citizen to voice their views and disseminating different opinions, perspectives and stand.

iii) Promotion of Civil Society/Media and National Council partnership

The National Council will build partnership with the media and the Civil Society organizations to help propagate civic education on democracy. Through the partnership, these interest groups will be encouraged to engage pro-actively as non-state actors of democracy. Such initiative will widen the space for democratic deliberations.

5.6 Develop ICT Infrastructure

a) Rationale

Information & Communication Technology (ICT) is a key tool to facilitate and improve democratic governance. ICT plays an important role in not only supporting the institutions in smoothening its processes and behaviors but also serves as a foundation to nurture itself into a learning organization. The National Council will embrace ICT as an important tool to improve its administration and governance both internally and externally.

Internally, ICT will contribute to efficiency and effectiveness in its administration and its internal service delivery besides facilitating the learning process. Externally, ICT will be used to develop relationship with different stakeholders by improving our services in its contents and delivery system.

b) Objectives

Strengthen the National Council's internal organization and external relationship through modernized facilities and integration of ICT in its conduct of business.

c) Areas

i) Develop IT infrastructure

The National Council and its Secretariat will be networked with the use of good computer facilities and internet connectivity. The computers will be accessible to the most appropriate and latest application software. The computing hardware and the software will be regularly up-graded to meet the workplace demands.

ii) Develop dynamic and highly interactive web-site

The present web-site will be revamped into a highly interactive forum for discussion. The web-site will host educational materials aimed at promoting democracy. It will also be an avenue for the citizens to participate in deliberations. It will be aesthetically beautiful, dynamic, comprehensive and user-friendly. The web-site will be popularized through advertisements. Individual blog for every member will be developed and maintained to facilitate communication between the members, constituents and other stakeholders.

iii) Improve library resources

The National Council library will house good resources on democracy such as books, journals, magazines and newsletters. The library will be also made accessible to the public apart from primarily benefiting the members and staff to research and conduct analysis on important issues. The library resources will be made accessible through automation which will facilitate location, retrieval and reference. e-Library connectivity with other similar libraries around the world will be established through appropriate membership.

iv) Build voice recording system

The National Council sessions and committee meetings will be recorded through the use of effective and efficient voice recording system. This will enable the Secretariat to keep timely and accurate recordings of the deliberations.

v) Develop archive system

A good archive system will be developed to archive all affairs of the National Council through use of ICT. The archive will be an invaluable source of information for the future generations. The archival will be maintained both in electronic and hard copies.

vi) Recruitment and Capacity Development of ICT and Resource centre personnel

Recruitment of additional staff for the ICT and resource centre will be carried out as per the need over time. They will be trained on ICT and resource centre management to keep abreast of the latest development in terms of knowledge, skills, tools and technologies.

5.7 Strengthen Secretariat Organization & management

a) Rationale

An effective and efficient Secretariat will be critical to the National Council in fulfilling its legislative and review roles. A dynamic Secretariat should not only be engaged in the provision of physical resources and facilities but also be involved as a partner through provision of intellectual input. Intellectual input such as research analysis on legislations and policies of the Government will greatly facilitate the National Council in its deliberations. The Secretariat will also be an institution providing constant guidance to the new members as they assume their duties after being freshly elected. Therefore, a strong Secretariat in its competency and commitment is integral to the effective functioning of the National Council.

b) Objectives

The National Council Secretariat will be strengthened into an institution that is competent and committed in deepening and broadening its expertise in parliamentary affairs and supporting the National Council through excellent services.

c) Areas

i) Setting the Secretariat aspirations

The aspirations in terms of vision, mission and values will set the long term direction of the Secretariat. The vision and mission will be the source of all affairs of the Secretariat.

ii) Organizational restructuring

The organization structure concerns division of labor and delineation of roles and responsibilities. Organization structure of the Secretariat will be restructured to align itself to the needs of the National Council. A properly aligned structure would greatly facilitate the fulfillment of the National Council goals. It includes union of divisions for the up- gradation to departments for efficient management of the institution/ organization.

iii) Improving working process

Working processes, systems and culture will be nurtured to enable the National Council to work smoothly and effectively. The working processes entail identification and adaptation to the best management practices. Excellent secretarial services will be dependent on good governance framework and management practices.

iv) Building capacity

Legal research and policy analysis capacities are key to building expertise in legislation and review functions. The Secretariat will build capacities in research and policy analysis for a sustainable expertise base within the Secretariat.

5.8 Construct National Council Building

a) Rationale

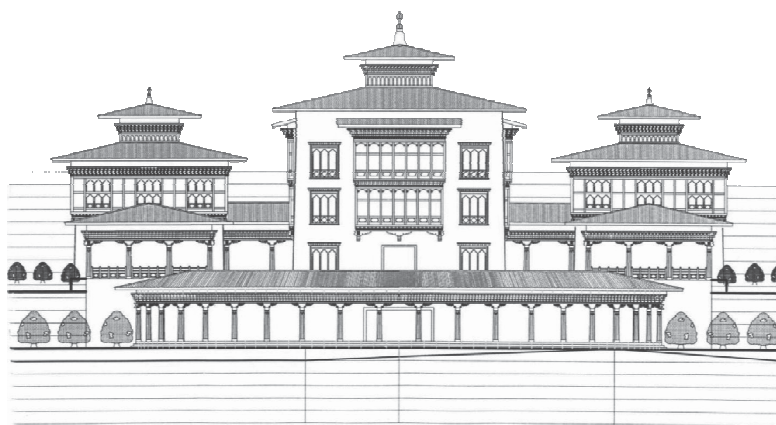
Proper working space and environment is important for the parliamentarians and staff to carry out their duties and responsibilities. Currently, the National Council office is located dispersed in the Banquet and its adjacent buildings. Section 74 of the National Council

Act of the Kingdom of Bhutan 2008 requires the proceedings of the House to be held in public. However, the hall of the National Council has limited space causing congestion for the parliamentarians, the press and the visitors, alike. It limits space for further development and setting up ICT technologies/equipment. There are also not adequate rooms for the Committees to hold their meetings.

The office of the parliamentarians are located in the attic of the Banquet building, which is uncomfortable with low ceiling height, scorching heat from the sun, and disturbances from pouring rain, wind and birds nesting under the roof. With increase in the number of staff in the Secretariat, there is not enough space for them to set up office in the existing cottages. These cottages built in the early 1960s have outlived their useful life and are in dilapidated condition.

Library is a repository of information that is essentially required for research work and well informed decision-making. In the absence of a library in the National Council, most of the research at the moment is done through surfing on internet, the authenticity of which can be questionable. Similarly, space is required for establishment of an independent TV/Radio station to broadcast the proceedings of the House for the benefit of the people living in the dzongkhags and gewogs.

Since the National Council Hall and office of the members are located within the Banquet Hall premises, there is disturbance when official functions like banquet and conferences are hosted.



Sample Architectural Design

Realizing these and other constraints, the Lhengye Zhungtshog in its 10th Meeting had decided to include construction of the National Council building in the 10th Plan following the inauguration of its first historic session by His Majesty the King on June 17, 2008.

b) Objectives

To establish proper and adequate working space with state-of-art facilities to facilitate smooth conduct of the affairs of the National Council. Apart from the august hall, offices and committee rooms, the building will house parliamentary library, TV/Radio station, security & surveillance controls, fire safety, cafeteria, parking and other utilities.

c) Areas

i) Develop project for the National Council Building Construction

A project proposal for the construction of the National Council building will be generated to look for funding support from the Royal Government of Bhutan and donor agencies.

ii) Construction Phase

Land behind Gyalyong Tshokhang at Langjophaka measuring 3.93 acres has already been acquired and registered in the name of National Council under Thram # 496 for construction of the building complex. In keeping with the directives of the *Lhengye Zhungtshog*, the construction related activities will be carried out by Ministry of Works & Human Settlement, Bhutan. Finalization of the drawing and design for the construction will be done in consultation with the National Council to ensure that the needs of the end user are incorporated fully.

6. Core Objectives

The Constitution of the Kingdom of Bhutan mandates the National Council as a House of Review of Parliament to ensure that the government safeguards the interest of the nation and fulfills the aspirations of the people. This mandate of the National Council is carried out through public review of policies and issues, Bills and other legislations, and scrutiny of state functions.

This mandate is set as the mission of the National Council. The mission determines its reason for existence and serves as the origin of the institution of the National Council. The mission sets out the core objectives or the core business of the National Council. The following comprise the core objectives:

i) Pass Legislations

This core objective of the National Council is achieved through the following:

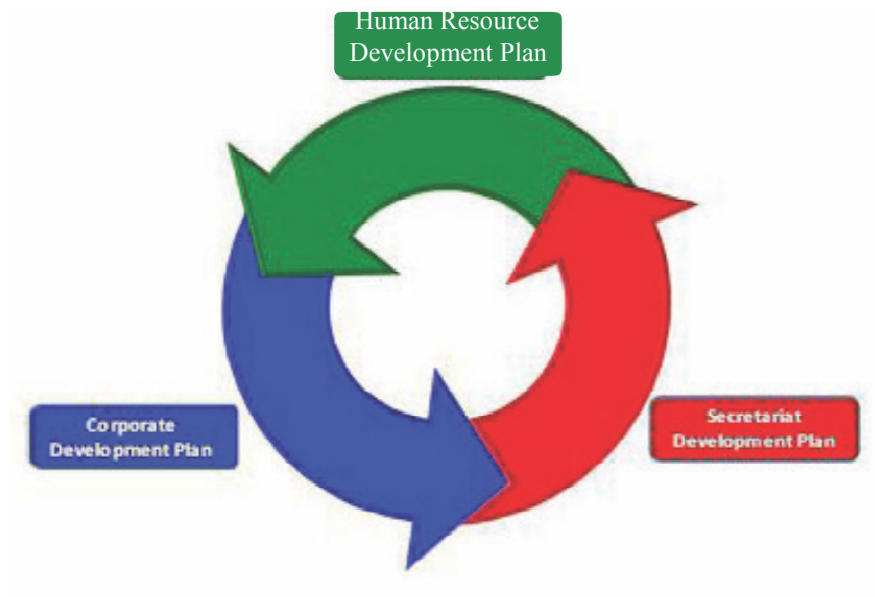
- Initiate or prepare legislation except Money Bills and Financial Bills;
- Review and amend existing laws; and
- Consider, pass, amend or reject any legislation passed by the National Assembly.

ii) Scrutinize and Oversee Executive Actions

This core objective of the National Council is achieved through the following:

- Review and comment on the policies, plans and programs of the government;
- Review performance of the government;
- Review implementation of resolutions and laws; and
- Review issues of national importance.

As a part of the review function, the National Council and the executive engage in a question and answer session. This mechanism of review involves the National Council putting up questions to the executive for oral and written replies depending on the scope and nature of issues raised. Questions may be put up to the Prime Minister or any Cabinet members. In addition to question and answer session, the review function engages review of reports generated by the state institutions supporting constitutional parliament. This review of reports may involve the officials of the state institutions to appear before the National Council.



7. Delivering the Strategy

The National Council's strategic goals and core objectives will be delivered through three separate but integrative plans, the Corporate Development Plan; the Secretariat Development Plan and the Human Resource Development Plan. The Corporate Development Plan emanates from the strategic goals and it identifies and describes activities that would support the achievement of the strategic goals.

The Secretariat Development Plan addresses organizational restructuring, capacity development and establishes performance culture for the Secretariat. The plan will seek to fulfill the core objectives of the National Council and support the strategic goals.

The Human Resource Development Plan supports the implementation of the other two plans through human resource development. The plan includes human resource development for the members and the Secretariat staff. It aligns the human resource development to the development needs of the National Council.

**Secretariat
Development Plan
(2011 – 2015)**

**Enabling & Empowering
the National Council**

To serve the People of Bhutan

7.1 Secretariat Development plan

Purpose - reason for existence

our purpose for existence is the administration and management of the National Council. It is the duty of the Secretariat to provide human resource, develop effective and efficient systems and structures, and provide facilities and resources to enable the members to carry out their roles.

Vision - preferred future

Excellence in secretariat services enabling the National Council to fulfill the aspirations of the people.

Our vision is anchored to the vision of the National Council. We derive our aspiration and motivation from the vision of the National Council. Excellence in secretariat services is the key enabler of the National Council to be effective in fulfilling the expectations of the country. To this end, the Secretariat aspires to adopt the best practices and professionalism in all its conduct and functions. The Secretariat is committed to promoting the National Council as:

- An institution where the members have the means, capacity and facilities to carry out their roles.
- An institution that has the trust, respect and regard of the Bhutanese people.
- A parliamentary institution that the people of Bhutan can be proud of.
- An institution which is a preferred choice of work and engagement.

Mission

We have three pronged missions to achieve our vision:

- We shall provide complete secretarial services to the National Council and its committees.
- We shall support the National Council through policy research and legislative inputs.
- We shall endeavor to gain the trust, respect and confidence of the members.

Our mission entails the accomplishment of the following

- Advise, arrange, record, and support the work of the National Council and its committees;
- Conduct research, draft Bills, advice and support the review and legislative work of the National Council;
- Develop and promote the National Council into an open, transparent, accessible, and an accountable parliamentary institution aligned to the needs of the people;

Values

Our guiding principles and beliefs:

1. Integrity
2. Professionalism
3. Accountability
4. Team work
5. Member focus

- We shall demonstrate high standards of honesty and reliability in all our conduct.
- We shall be guided by the highest sense of professionalism in carrying out duties towards the members and the general public.
- We shall act with dedication and commitment in fulfilling the aspirations of the National Council and be accountable for our words and actions.
- Believing in the positive spirit of team work, we shall share and contribute as a proactive member of the National Council and treat all members and colleagues with respect.
- We shall treat all our clientele with utmost respect and place their need above all else in professionally discharging our services

a) Core business

i) Provide Secretariat Services

The Secretariat shall be a professional institution that provides excellent secretariat services to the National Council, its committees and the members to fulfill their roles. Providing excellent secretariat services is about developing and delivering a well aligned, timely and reliable service that supports the business of the National Council,

its committees and the members. As an absolute priority, excellent secretariat services shall include providing necessary recommendation, information resources and other facilities so that the National Council and its committees are in a position to conduct their affairs in perfect comfort and with confidence. An integral service component of the National Council Secretariat includes: a) Hansard and documentation, b) Procedural advice, c) Research support, and d) Committee support.

ii) Hansard and documentation

As archival, dissemination of information and records on the House proceedings are essential for the general public to be well informed, the Secretariat with the Hansard & Documentation unit will be mainly focused at drafting and finalizing the agenda for the sessions and preparation of daily business order. It shall also carry out recording, transcription, interpretation, translation, editorial and preparation of resolutions of the House for distribution to the general public and archival purposes.

iii) Procedural advice

The Secretariat with the Legislative & Procedural Division will render legal and procedural guidance to the parliamentarians and committees for effective functioning.

iv) Research support

The House and its committees to deliberate on most issues that are tabled will require research on background and current pressing issues. The research unit will provide adequate and qualitative research support to the House and committees for thorough deliberation.

v) Committee support

Since the committees carry out thorough deliberation and review Bills, Acts, laws and policies of the government, they need to be provided support services in terms of arranging logistics for meetings, preparing minutes, record keeping and correspondence with stakeholders.

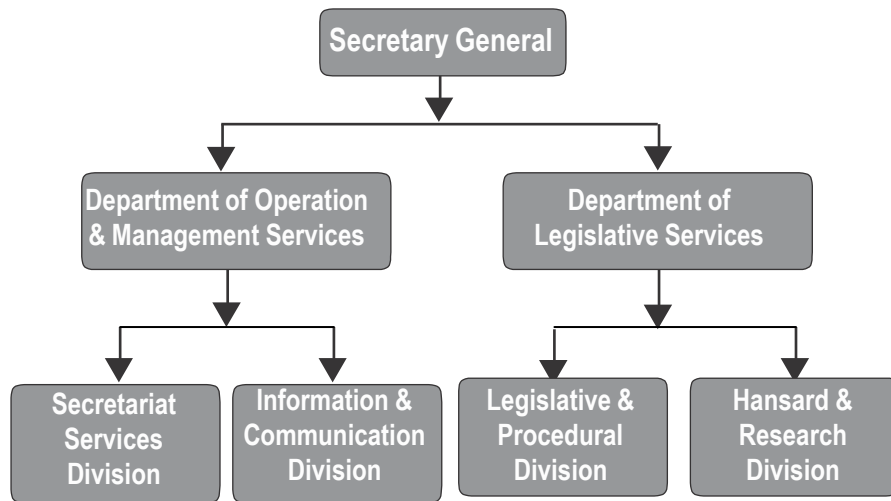
ii) Promote National Council as an apolitical parliamentary institution

The Secretariat shall promote the work and the role of National Council as an apolitical institution dedicated towards fulfilling its mandate of legislation and review of government actions. This will enable the National Council to nurture and foster appreciation for parliamentary democracy and earn for itself the trust and confidence of the people. The Secretariat shall through its conduct and activities strive to be worthy of this trust.

iii) Promote the best practices in management

Valuing the importance of good governance, the Secretariat shall broaden and deepen its expertise in parliamentary procedures and management practices. To this end, the Secretariat shall strive to develop a highly competent and committed human resource, nurture a working culture that upholds professionalism, integrity and team spirit, and promote the Secretariat as a learning organization.

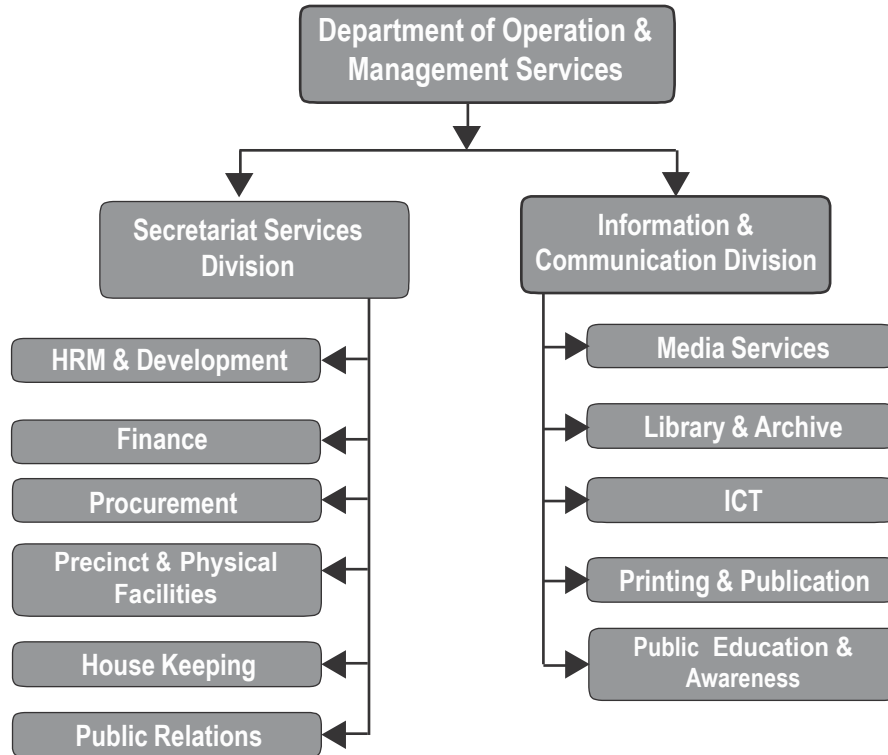
Organogram of the National Council Secretariat



The Secretariat is headed by the Secretary General who is appointed by His Majesty the King upon recommendation of the Royal Civil Service Commission. The Secretary General is responsible for the

overall administration and management of the Secretariat. The National Council committees, especially the House Committee composed of the Chairpersons of all the committees will form the primary linkage with the Secretariat. The functions of the Secretariat will be carried out by the two departments: i) Department of Operation & Management Services, and ii) Department of Legislative Services.

Department of Operation & Management Services is supported by two divisions



a) Secretariat Services Division

The Secretariat Services Division has the following Units:

- Human Resource Management & Development
- Finance
- Procurement
- Precinct & Physical facilities
- Public Relations
- House Keeping

Roles and responsibilities of Secretariat Services Division:

The Division shall lead the Secretariat's strategic planning and management efforts aimed at ensuring its continued relevance and ability to fulfill its mission, plan and organize the general administration, finance services, provide professional advice and support services to the Hon'ble Chairperson, Secretary General and parliamentarians. The six sections/units under this Division shall be responsible as follows:

i) Human Resource Management & Development

- Overall human resource development including HR policies;
- Design and administration of a comprehensive personnel management system;
- Implement policies on recruitment, selection and placement of personnel.
- Implement staff compensation and benefits.
- Carry out performance appraisal and evaluation of the employees in collaboration with the respective divisions;
- Record cases of discipline/grievances and present report to the management for appropriate actions;
- Prepare and submit HR report periodically to concerned authorities;
- Implement and monitor compliance to Civil Service Rules and other rules and regulations; and
- Perform any other functions as may be assigned from time to time.

ii) Finance

- Coordinate, implement and continuously improve programs, systems and procedures relating to finance.
- Ensure adherence to established financial rules and regulations;
- Maintain books of accounts and provide timely and accurate financial information;
- Provide assistance and advice on budget, procurement and utilization of funds;
- Prepare claims for payment, disburse funds and other related activities;
- Plan and prepare annual budget.

- Prepare and submit financial reports to management for information and guidance;
- Report Audit findings and recommend measures to improve existing administrative, financial and legislative operating systems for economy, efficiency and effectiveness;
- Perform any other functions as may be assigned from time to time.

iii) Procurement

- Undertake needs assessment,
- Plan and coordinate procurement as per the procurement manual,
- Float tenders, evaluate, select suppliers and place orders for supplies,
- Prepare reports and maintain records of materials,
- Coordinate clearance for imported consignments,
- ensure judicious use of materials/properties,
- Perform any other functions as may be assigned from time to time.

iv) Precinct & physical facilities

- ensure safety and security of estate properties,
- Develop and maintain infrastructure facilities,
- Beautify office premises, garden and surroundings,
- Maintain healthy office environment,
- Operate and maintain plumbing, electrical fittings, EVM and audio-visual equipment,
- Perform any other functions as may be assigned from time to time.

v) Public Relations

- Liaison with Royal Bhutan Police and relevant agencies to ensure security within the parliamentary precincts;
- Coordinate on protocol and logistics for visitors;
- extend travel and conference assistance to the parliamentarians, visiting dignitaries and other official guests;
- Plan and coordinate programs of visiting delegations;
- establish linkages with parliaments and parliamentary bodies, both regional and international; and
- Perform any other functions as may be assigned from time to time.

vi) House Keeping

- Ensure daily up-keep and cleanliness of office and its surrounding,
- Oversee proper management and maintenance of office equipment and furniture,
- Ensure proper arrangement of office facilities and amenities,
- Oversee and report on damages to office infrastructure,
- Arrange space and facilities for meetings, and
- Perform any other functions as may be assigned from time to time.

b. Information & Communication Division

The Information & Communication Division has the following units:

- Media
- Library & Archive
- Information Communication Technology
- Printing & Publication
- Public education & Awareness

Roles and Responsibilities of Information & Communication Division:

The Division shall manage and provide information and technical support pertaining to ICT, library, media and communication. It shall also promote and create awareness on parliament and democracy through public education awareness programs.

i) Media

- Prepare and disseminate information;
- Provide assistance to media representatives;
- Prepare and issue press releases;
- Collect and distribute news clippings;
- Develop and maintain audio-visual materials on important events;
- Perform other duties as may be assigned from time to time.

ii) Library & Archive

- Maintain, develop and manage library resources;
- Provide reference materials for research purposes;
- Develop and maintain archival and retrieval system;

- Undertake periodic evaluation of collections;
- Catalogue library resources;
- Collect and upgrade library resources,
- Receive and archive records of parliamentary proceedings for reference;
- Preserve and maintain confidentiality of documents;
- Collect news clipping from national and international newspapers, magazines, journals, etc.; and
- Perform any other functions as may be assigned from time to time.

iii) Information Communication Technology (ICT)

- Develop, maintain and implement computer-based information systems,
- Carry out systems analysis, designing, programming and documentation;
- Develop, maintain and monitor computer network system.
- Plan, coordinate, acquire and up-grade ICT hardware and software;
- Provide centralized data processing service;
- operate and maintain security of web-site;
- Render ICT support to the parliamentarians and staff, and
- Perform any other functions as may be assigned from time to time.

iv) Printing & Publication

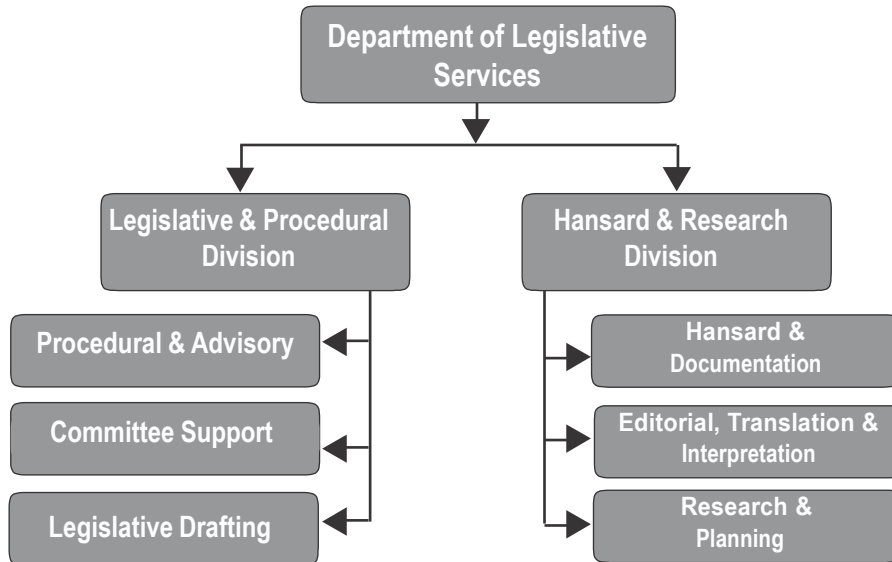
- Prepare camera-ready copy of Agenda, Resolutions, laws, newsletter, magazines and other publications;
- Provide support services such as layout and design,
- Print, photocopy and distribute official documents,
- Bind documents; and
- Perform other functions as may be assigned from time to time.

v) Public Education & Awareness

- Develop and carry out parliament related educational and awareness programs;
- Develop and distribute parliament related educational materials;
- Generate and monitor discussion forums between

- parliamentarians and the general public;
- Co-ordinate parliamentary internship and training programs; and
- Perform other functions as may be assigned from time to time.

Department of Legislative Services is supported by two divisions



a) Legislative & procedural Division

The Legislative & Procedural Division has the following units:

- Procedural and Advisory
- Committee Support
- Legislative Drafting

Roles and responsibilities of Legislative & Procedural Division:

The Division shall facilitate the planning, organization and smooth conduct of the House session(s) and committee sittings, act as the overall coordinating point for all committee works, provide professional advice and support services to the Hon'ble Chairperson, Secretary General and parliamentarians, as and when required.

i) Procedural & Advisory

- oversee parliamentary procedures and provide advice as and when needed;
- Render opinion and legal advice on the constitutionality of Bills, resolutions, proposed legislative amendments, international conventions and executive orders,
- Coordinate between the two Houses of Parliament with regard to legislative matters;
- Administer system of registration for ownership of Bills/Acts and other legislations passed by Parliament;
- Perform other functions as may be assigned from time to time.

ii) Committee Support

- Co-ordinate parliamentary committee affairs;
- Provide support services during committee meetings, public hearings and conference;
- Prepare correspondence and committee reports ,
- Monitor and prepare status report on Acts/Bills/policies referred to the committees;
- Perform other functions as may be assigned from time to time.

iii) Legislative Drafting

- Assist in promulgation of rules and regulations;
- Prepare and interpret contracts, deeds and instruments to which the National Council is a party,
- Represent the National Council and its Secretariat in legal proceedings;
- Review and draft legislations,
- Perform other functions as may be assigned from time to time.

a) Hansard & Research Division

The Hansard & Research Division has the following Units:

- Hansard & Documentation
- Editorial, Translation and Interpretation
- Research & Planning

Roles and responsibilities of Hansard & research Division:

The Division shall plan, organize and manage the divisional functions by providing professional advice and support services to the Hon'ble

Chairperson, Secretary General and parliamentarians, as and when required.

i) Hansard & Documentation

- Compile, draft and distribute Agenda for the session;
- Prepare daily order of Business;
- Compile Question & Answer (Q&A) records;
- Prepare and distribute background papers;
- Table documents during session;
- Transcribe verbatim records of the proceeding;
- Prepare resolutions;
- Perform other functions as may be assigned from time to time.

ii) Editorial, Translation & Interpretation

- edit draft Resolution, publications, research papers and other documents;
- Translate agenda, order of Business, minutes, resolutions, newsletters, research papers, journals, brochures, speeches, statutes, Bills, rules of procedure and other documents;
- Provide/coordinate interpretation support services;
- Perform other functions as may be assigned from time to time.

iii) Research & Planning

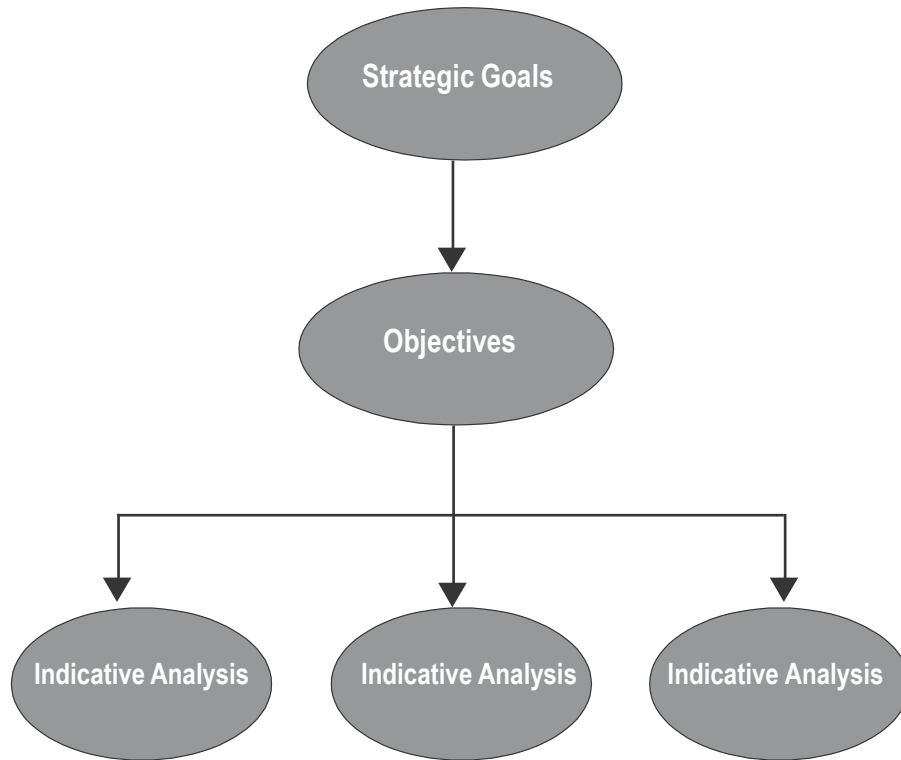
- Undertake research, policy analysis and present findings;
- Follow-up on the resolutions passed by Parliament;
- Review and generate periodical reports on plans and implementation status;
- Develop research papers, publications, materials and documents;
- Prepare plans and projects;
- Monitor implementation of plan activities;
- Prepare and submit reports;
- Coordinate with other stakeholders;
- Perform other functions as may be assigned from time to time.

**Corporate Development
Plan**

(2011-2015)

7.2 Corporate Development Plan

The Corporate Development Plan for the National Council identifies and outlines specific activities that need to be pursued to achieve the strategic goals. The activities are tied to specific strategic goals identified in the organizational development plan. Against each of the strategic goals, indicative activities are identified that should be undertaken to achieve the goals. For each activity, a guide approach for implementation has also been suggested.



Strategic Goal: Develop Rules of Procedure and Legal Framework

- Objectives:**
- Develop sustainable outreach and civic education.
 - Build processes through Rules of Procedure and framework that ensures quality legislation and oversight of government actions which are driven by the ideal of fulfilling the aspirations of the people.

Sl. #	Development theme	indicative activity	implement approach	time line
1	Build quality processes for enacting laws	i) Identify the best practices and build model for legislation suitable to the National Council	engage International consultant	long term
		ii) Develop legislative framework for the working of the Joint Committees of Parliament	Core team comprising committee members of both the Houses	Short term
		iii) Develop protocol / procedural manual for the working of the committees of the National Council	Task force comprising members of the National Council	Short term
2	Build quality process of scrutinizing and reviewing government actions	i) Develop parliamentary oversight model	engage International Consultant	Short term
		ii) Develop legislative framework for review functions of the National Council	engage International Consultant	Short term
3	Develop a training/ orientation program	i) Develop a training program and course materials to orient the newly elected members	International/ Local Consultant	Medium term

Strategic Goal: Strengthen Support Services

Objectives: Strengthen Capacity of the National Council Secretariat to identify, design and develop service delivery systems.

Sl. #	Development theme	indicative activity	implement approach	time line
1	Strengthen Hansard Services	i) Develop procedural framework for Hansard Services.	Secretariat / Local Consultant	Short term
		ii) Procure and set up voice recording equipment	Secretariat	Short term
2	Strengthen Committee Services	Develop service protocol for committees.	Secretariat	Short term
3	Improve General Support Services	Develop general support service standards	Secretariat	Short term
4	Job Mapping	Review and develop job descriptions and duties of parliamentary staff	International Consultant/ Secretariat	Medium term

Strategic Goal: Develop outreach & Civic education

Objectives: Develop a sustainable outreach and a civic education program to create citizen awareness and their engagement in the democratic process.

Sl. #	Development theme	indicative activity	implement approach	time line
1	Public education on the role of National Council and democratic principles	i) Develop educational materials for school youth and undertake educational activities.	Secretariat / members	medium to long term
		ii) Facilitate youth parliament	Secretariat / members	medium to long term
2	Production of National Council publications	i) Start monthly National Council newsletter	Secretariat	medium term
		ii). Publish NC Magazine	Secretariat	Short term
		iii) Publish Annual Report of the National Council	Secretariat	Short term
3	Promote partnership with media and civil society organizations	i) organize regular forum to discuss public issues with the media and civil society organizations to facilitate public engagement in the democratic process	Secretariat / members	Short term
4	educational program for the general public	i) Production of TV documentary on the National Council.	Local Consultant	Short term
		ii. Production of radio programs on the National Council	Local Consultant	Short term

Strategic Goal: Develop ICT Infrastructure

Objectives: Strengthen the organizational connectivity through integration of ICT.

Sl. #	Development theme	indicative activity	implement approach	time line
1	Develop ICT infrastructure	i). Improve NC web-site to an interactive site	Local Consultant	Short term – medium term
		ii) Develop individual blogs for the members	Consultant / Volunteer	Short term to medium term
		iii) Source innovative application software to facilitate better communication and improved business processes	Secretariat	Short term
2	Develop library resources	i). Procure books, journals, reports and subscribe to newspapers, magazines, etc.	Secretariat	Short term to medium term
3	Develop archive system	Develop a dynamic archive system	Consultant / Secretariat	medium term

Strategic Goal: Develop Physical Infrastructure

Objectives: Construct National Council building to create *Tshokhang*, library, office, security & surveillance control, conferencing facilities, etc.

Sl. #	Development theme	indicative activity	implement approach	time line
1	Develop physical infrastructure	i). Acquire and register land for the NC building construction	Secretariat/ Land Commission/ City Corporation	Short-term
		ii). Finalize drawing and design for the building	MoW&HS/ Secretariat/ International Consultant	Medium term
		iii). Mobilize fund for the building	RGoB/GNHC/ Secretariat	Medium to long term
		iv). Construction of the building	RGoB/ MoW&HS/ Secretariat	Medium to long term

**HUMAN RESOURCE
DEVELOPMENT PLAN**

(2011 – 2015)

7.3 Human Resource Development plan

Strategic goal	area of dev.	indicative HRD intervention	target candidate	Training schedule				
				2011	2012	2013	2014	2015
Develop rules of procedure and legal frame-work	Build quality process of enacting laws	In-country training program on dev. of law	Members/ Staff			**		
		In-country training/ workshop on the role of parliament in ratification, application and scrutiny of international treaties	Members/ Staff			**		
	Build a quality process of scrutiny and review of govt. actions	Study visit/ attachment to observe the best practices of oversight function in selected parliaments	Members/ Staff	**			**	
		In-country workshop on seeking the best practices in oversight function to be resourced by international expert	Members / Staff			**		
Strengthen capacity in drafting and review of legislation	Build skills to draft and review legislation	ex-country training on legislative drafting	Staff	**			**	
		Attend inter-parliamentary study programs and IPU related training, seminar, workshop etc.	Staff	**	**	**	**	**

		Masters/ Bachelors degree in law	Staff				**	
Develop capacity in policy analysis and research	Build skills for policy research	ex-country training on research methodology	Staff		**			**
		Masters program in Public Policy	Staff		**		**	
Strengthen support services	Strengthen Hansard Services	Attachment to other parliaments to familiarise on Hansard execution & management	Staff		**			
	Strengthen Committee services	Attachment to study committee protocols - public hearing	Members / Staff		**		**	
		In-country training on report writing and management of meetings	Staff			**		**
		ex-country training on translation			**		**	
	Strengthen general logistics	In-country training on customer care, occupational health & safety and service standards	Support staff		**	**	**	**

Develop outreach and civic education	Public education on the role of the National Council & democratic principles	Field visit and dissemination of information	Members/ Staff	**	**	**	**	**
		Workshop on educational material development	Members/ Staff	**	**	**	**	**
	establish partnership with civil society org. and media	Consultative meetings with stakeholders	Members/ Staff	**	**	**	**	**
Develop ICT infrastructure	Improve ICT infra-structure	ex-country training on web-designing & management	Staff	**		**		**
	Build skill of ICT personnel	Masters Program in ICT	Staff			**		
	Improve library resources	ex-country training on library & archive system management	Staff	**		**		**
Capacity development of technical personnel	Audio-visual capacity dev.	ex-country training on operation and maintenance of audio-visual equipment	Staff		**			
	Develop capacity of security & surveillance	ex-country training on operation and maintenance of security & surveillance equipment	Royal Bhutan Police	**				

Strengthen Admin. & Manage - ment.	Improve working process	Masters in Public Adm./ HRD	Staff			**		**
		ex-country -executive Management Course	Staff	**		**		**
		ex-country -Mid-Level Management Course	Staff	**		**		**
		In-country training on office management & organisation practices	Staff	**		**		**
		In-country training on finance, procurement and record keeping	Staff	**	**	**	**	**
Develop Physical Infra_ Structure	Develop Physical Infra- Structure	Study visit to observe infra-structure & facility requirement in a parliament house	Architects/ engg.(MoW& HS) /Staff of NCS	**		**		

Staffing Pattern

(2011-2015)

7.4 Staffing Pattern of the National Council Secretariat

		Regular	GSP	ESP	Total	Remarks
1.0	Office Of the Hon'ble Chairperson					
	Personal Secretary	1			1	
	Personal Assistant	1			1	
	Driver	1			1	on contract
	Messenger		1		1	additional
2.0	Office of the Deputy Chairperson					
	Personal Assistant	1			1	additional
3.0	Office of the Secretary General					
	Secretary General	1			1	
	Personal Assistant	1			1	
	Driver	1			1	
	Messenger		1		1	
4.0	Department of Operation & Management Services					
	Director	1			1	additional
	Personal Assistant	1			1	additional
4.1	Secretariat Services Division					
	Chief Administrative Officer	1			1	
	Adm. Assistant	1			1	
4.1.1	Human Resource Unit					
	HR Officer	1			1	
4.1.2	Finance Unit					
	Accounts Officer	1			1	
	Accounts Assistant	1			1	

4.1.3 Procurement Unit						
	Procurement Officer/Valet	1			1	additional
4.1.4 precinct & Physical Unit						
	Estate Manager (ex. Engg)	1			1	DNP
	Asst. engineer (Civil)	1			1	DNP
	Asst. engineer (electrical)	1			1	DNP
	Technician (Plumber)	1			1	DNP
	Technician (electrician)	1			1	DNP
	Technician (Carpenter)	1			1	DNP
	Gardener			1	1	DNP
4.1.5 Public Relation Unit						
	PRO / Protocol Officer	1			1	additional
4.1.6 House Keeping (Pool) Unit						
	Receptionist/ Dispatcher	1			1	additional
	EPABX operator	1			1	additional
	Sungkhop (Hall)	1			1	additional
	Messenger		1		1	
	Driver	1			1	
	Dry Sweeper			2	2	
4.2 Information & Communication Division						
	Chief Program Officer	1			1	
4.2.1 Public Education & Awareness Unit						
	Sr. Program Officer	1			1	additional

	Program Officer	1			1	
4.2.2	Media unit					
	Librarian/ Library Assistant	1			1	additional
	Archive Assistant	1			1	additional
4.2.3	ICT Unit					
	ICT Officer	1			1	
	Tech Associate I (ICT)	1			1	additional
	Technician (elect/AV)	1			1	
4.2.4	Printing & Publication unit					
	Adm. Assistant	1			1	additional
	Technician (Printing)	1			1	additional
5.0	Department Of Legislative Services					
	Director	1			1	additional
	Personal Assistant	1			1	additional
5.1	Legislative & Procedural Division					
	Chief Legislative Officer	1			1	
5.1.1	Procedural & Advisory Unit					
	Sr. Legislative Officer	1			1	additional
	Legislative Officer	1			1	1 additional
5.1.2	Legal & Drafting Unit					
	Sr. Legal officer	1			1	
	Legal Assistant	2			2	
5.1.3	Committee Support Unit					
	Committee Secretary	5			5	4 additional
	Adm. Assistant	2			2	1 additional

	Messenger		1		1	
	Dry Sweeper			1	1	additional
5.2 Hansard & Research Division						
	Chief Research Officer	1			1	additional
5.2.1 research & Planning Unit						
	Research Officer	2			2	additional
	Asst. Research Officer	2			2	1 additional
	Planning Officer	1			1	
5.2.2 Hansard & Documentation Unit						
	Hansard Co-ordinator	1			1	Job-map
	Language Dev. Officer	1			1	
	Adm. Assistant	1			1	additional
5.2.3 Editorial, Translation & Interpretation unit						
	Dzongkha Specialist	1			1	
	Language Dev. Officer	1			1	1 additional
	total	63	4	4	71	

Note:

- The above total staff strength includes seven (7) officials from DNP.