



**ROYAL GOVERNMENT  
OF BHUTAN**



**UNITED NATIONS  
IN BHUTAN**

**COMMON COUNTRY PROGRAMME  
ACTION PLAN (cCPAP) 2008-2012**

**Country Programme Action Plan  
Between  
The Royal Government of Bhutan  
and  
the United Nations System in Bhutan**

**Thimphu  
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## ACRONYMNS & GLOSSARY

<i>dzongkhag</i>	district
<i>gewog</i>	block
ART	anti-retroviral treatment
AWP	Annual Work Plan
BCA	Basic Cooperation Agreement
BHU	Basic Health Unit
BIMSTEC	Bay of Bengal Initiative for Multi-sectoral technical & economic cooperation
CBOs	Community-based organization
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CPB	Country Programme Board
CSOs	Civil Society Organisations
CRC	Convention on the Rights of the Child
DANIDA	Danish International Development Assistance
DHS	Demographic Health Survey
DRM	Disaster Risk Management
ExCom	UNDP, UNICEF, UNFPA and WFP
EPI	Expanded Programme on Immunization
FACE	Fund Authorization and Certificate of Expenditures report
FAO	Food and Agriculture Organization
FYP	Five Year Plan
GAVI	Global Alliance for Vaccines and Immunization
GDP	Gross Domestic Product
GEF	Global Environment Facility
GFATM	Global Fund for AIDS, Tuberculosis and Malaria
GNH	Gross National Happiness
HDR	Human Development Report
HACT	Harmonized Approach to Cash Transfers
ICDP	Integrated Conservation and Development Programme
IFAD	International Fund for Agricultural Development
OCHA	Office for the Coordination of Humanitarian Affairs
PHCB	Population and Housing Census of Bhutan
PLWHA	People Living With HIV/AIDS
PMTCT	Prevention of Mother to Child Transmission
MDGs	Millennium Development Goals
MEA	Multilateral Environment Agreements

MICS	Multi Indicators Cluster Survey
MMR	Maternal mortality rate
MR	Measles/Rubella vaccine
MSMEs	micro, small and medium enterprises
NCWC	National Commission for Women and Children
NDRMF	National Disaster Risk Management Framework
NEC	National Environment Commission
NEX	National Execution modality
NFE	Non Formal Education
NGOs	Non governmental Organizations
NPAG	National Plan of Action on Gender
NSB	National Statistics Bureau
NSP	National Strategic Plan
RED	Renewable Energy Division
RENEW	Respect, Education, Nurture and Empower Women
RSPN	Royal Society of Protection of Nature
RTM	Round Table Meeting
SAARC	South Asian Association for Regional Cooperation
SBAA	Standard Basic Assistance Agreement
SAFTA	South Asia Free Trade Agreement
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational Scientific Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNV	United Nations Volunteers
VAM	Vulnerable Assessment Mapping
VIOs	Volunteers in Organizations
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization

## **The Framework**

The Royal Government of Bhutan (hereinafter referred to as “the Government”) and the United Nations Development Programme (UNDP), the United Nations Children’s Fund (UNICEF), the United Nations Population Fund (UNFPA), and the World Food Programme (WFP) (hereinafter referred to as the “ExCom Agencies”) are in mutual agreement to the content of this document and their responsibilities in the implementation of this Country Programme Action Plan in Bhutan (hereinafter referred to as cCPAP);

The Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD), Office for the Coordination of Humanitarian Affairs (OCHA), Joint United Nations Programme on HIV/AIDS (UNAIDS), United Nations Capital Development Fund (UNCDF), United Nations Conference on Trade and Development (UNCTAD), United Nations Environmental Programme (UNEP), United Nations Educational Scientific Cultural Organization (UNESCO), United Nations Development Fund for Women (UNIFEM), United Nations Volunteers (UNV) and World Health Organization (WHO) shall hereinafter jointly be referred to as the “Participating Agencies”;

**Furthering** their mutual agreement and cooperation for the realization of the Millennium Development Goals (MDGs) and the United Nations Conventions and Summits to which the Government and ExCom Agencies are committed, including the Millennium Summit and the Millennium Declaration; the Millennium Summit +5; SAARC Development Goals; the Convention on the Rights of the Child (CRC); and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW);

**Agreeing** that the ExCom Agencies and the Participating Agencies support the implementation of the 10th Five Year Plan (FYP) 2008-2013, as it is being drawn up by the Government and related sectoral and local strategies, consistent with Bhutan’s overall development vision as articulated by Gross National Happiness;

**Agreeing** to the common understanding that the Government and ExCom Agencies are the only legal Parties to this cCPAP, whereas the Participating Agencies are coordinating and collaborating with the two legal Parties in the spirit of Delivering as One UN, thereby strengthening the development results and the programme synergies as aspired to and outlined by the cCPAP;

**Agreeing** to a common understanding that both the Government and the ExCom Agencies shall endeavour to encourage any new incoming United Nations Agencies to participate and collaborate with their programming in the spirit of the UN Country Programme;

**Building** upon the experience gained and progress made in enhancing collaboration and coordination during implementation of the UNDP Country Cooperation Framework (CCF) 2002-2007; UNICEF Programme of Cooperation 2002-2007; UNFPA fourth Country Cycle (2002–

2007); and WFP Country Programme (2002-2007), which embodied a rights-based and results-driven development approach aimed at poverty reduction and pursuit of the Millennium Development Goals;

**Implementing** the United Nations Development Assistance Framework (UNDAF) 2008-2012 for the Kingdom of Bhutan to assist the Government in its efforts to promote a better, safer and more secure life for all its citizens, proposed by the ExCom Agencies and Participating Agencies and agreed to by the Government in June 2007, which elaborates on five priority areas as the UNDAF outcomes that will be mutually supporting and help to create the conditions for the ExCom and Participating Agencies to make a more effective contribution to the development of Bhutan, namely, (1) increased opportunities for generation of income and employment in targeted poor areas; (2) increased access to, and utilization of, quality health services, with emphasis on reproductive health, maternal and child health and nutrition, HIV/AIDS, tuberculosis, malaria and non-communicable diseases; (3) improved access to quality education for all, with gender equality and special focus on the hard-to-reach population; (4) strengthened institutional capacity and people's participation to ensure good governance; and (5) strengthened national capacity for environmental sustainability and disaster management;

**Entering** into a new period of cooperation from 2008 to 2012;

**Declaring** that these responsibilities will be fulfilled in a spirit of close cooperation and trusted partnership;

**Have agreed as follows:**

## **PART I BASIS AND PRINCIPLES OF THE RELATIONSHIP**

The Government and UNDP have entered into the Standard Basic Assistance Agreement (SBAA), signed on 14 July 1978, which governs UNDP's assistance to the country and which applies, *mutatis mutandis*, to UNFPA. UNV operates under the administration of UNDP. The Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 24 September 1974, and subsequently amended and signed on 17 March 1994, provides the basis of the relationship between the Government and UNICEF. The updated Basic Agreement (BA) between the Government and WFP, signed on 22 March 2004, governs WFP assistance to the country.

This cCPAP for the period 2008 to 2012 is to be interpreted and implemented in conformity with the SBAA, BCA and BA. The programmes described herein were agreed to jointly by the Government and ExCom Agencies with coordination and collaboration of the Participating Agencies. This cCPAP, together with the Annual Work Plans (AWPs) concluded hereafter, constitute the Project Document and Plan of Operations as referred to in the SBAA, BCA and BA respectively, except where traditional project documents are required.

However, similar to the UNDAF, the CPAP is also formulated pending the finalization of Tenth Five Year Plan and therefore the need for flexibility to ensure close alignment with the 10<sup>th</sup> Plan after it is finalized.

The cCPAP builds on the key components of the UNDAF and on the Country Programme Documents (CPDs). It presents the development challenges, the programme outcomes, outputs and expected results, implementing strategies, management responsibilities and commitments of the Government and ExCom Agencies.

This cCPAP is the result of a consultative and participatory process involving Government coordinating agencies, key national Implementing Partners, ExCom Agencies, Participating Agencies and other international partners.

This cCPAP is a legally binding and a common programming document of the ExCom Agencies and their national partners. It is comprised of the development results and programme budget of the ExCom Agencies, the Participating Agencies and their development partners. The cCPAP's goal is to maximize and effectively use the contribution of the ExCom Agencies to build a prosperous, equitable and democratic Bhutan by enhancing coherence, coordination and programmatic synergies among the ExCom and Participating Agencies.

The cCPAP emphasizes the unique role of the United Nations in implementing basic United Nations agreements such as the Universal Declaration of Human Rights and the Millennium Declaration and its Goals. The rights-based approach means that ExCom Agencies will aim at reaching out to those areas and groups who have not yet fully benefited from Bhutan's rapid progress. The cCPAP builds on the comparative advantages of the United Nations and emphasizes capacity development at different levels as well as technical assistance to Bhutan's international commitments under various multilateral agreements.

## **PART II SITUATION ANALYSIS**

Bhutan is a landlocked least developed country with a population of about 635,000 (PHCB 2005) and a GDP per capita of US\$1,414<sup>1</sup> in 2006. As a result of a people-centred development approach guided by the philosophy of Gross National Happiness, the Bhutanese people have witnessed dramatic improvements in the quality of their lives. The growth of economy and sustained levels of development assistance have enabled the Government to continually increase investments in the social sector, resulting in a steady increase of Bhutan's Human Development Index, to 0.579 in 2005 (HDR 2007). The country's economic growth, which has averaged 7 percent over the last two decades, has been highly capital-intensive and fuelled primarily by rapid expansion of the hydropower and construction sectors, which nonetheless have low employment elasticity and limited backward and forward linkages in the economy.

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<sup>1</sup> National Account & Statistics report, 2007

Despite its declining share of GDP, agriculture still remains the single largest contributor to the national economy (22 percent in 2005) and remains critically important, given that 69 percent of the population derives its livelihood from it.

Bhutan fully subscribes to the United Nations Millennium Declaration, which it ratified in 2000, and the country has made commendable and sustained progress in achieving the MDGs, as evidenced from the 2003 and 2005 MDG progress reports. Bhutan has already met three of the MDG indicators (proportion of underweight children, access to clean water and access to sanitation) and is on track to meet most of the other targets.

However, because of the country's rugged landscape and scattered population, strong efforts are still required to meet some MDG targets. Given the keenness of the Government to mainstream the MDGs into the 10th FYP, Bhutan was amongst the first countries to undertake the MDG Needs Assessment and Costing Exercise as part of the MDG Initiative in the Asia and Pacific region. The nationally led MDG Needs Assessment and Costing Exercise in Bhutan, which began in June 2006 in partnership with the United Nations Country Team and experts from regional offices, identified and costed sectoral interventions needed to achieve the MDGs in Bhutan by 2015.

Based on the United Nations Millennium Project methodology, the exercise comprehensively assessed a range of interventions and the requisite financial, human and institutional resources needed for the attainment of the MDGs in Bhutan in the four thematic clusters of agriculture/rural development and infrastructure; education; health; and cross-cutting clusters, including environment, gender and capacity development for good governance. The Needs Assessment and Costing Exercise estimates that Bhutan will need to invest around Nu. 113.11 billion<sup>2</sup> in 2005 prices between 2006 and 2015 if it is to implement the interventions identified by the Thematic Task Forces for achieving the MDGs. These estimates represent, on average, Nu. 17,815 (US\$394) per capita annually, or Nu. 178,146 (US\$3,937) per capita for the 10 years from 2006 to 2015. Total costs are expected to increase from Nu. 7.596 billion in 2006 to Nu. 15.159 billion in 2015, the final year.

From a sector investment perspective, the social sector MDG targets account for the major part of the investment, at 46.3 percent of the total estimated outlay. Individually, education interventions receive the highest share (24.4 percent), followed by interventions for the health sector (21.9 percent). The agriculture and rural development interventions, geared toward achieving the overarching MDG goal of reducing poverty and hunger, account for 16.6 percent of total costs. Water supply and sanitation interventions comprise 6.5 percent of total costs, and gender interventions are estimated at 1.2 percent of the total resource needs. The non-core MDG interventions, such as surface transport (16.9 percent), energy (9.6 percent) and capacity building for good governance (2.5 percent) collectively comprise 29 percent of total costs and also were assessed and costed given their critical contribution and support to realization of the core MDGs.

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<sup>2</sup> Exchange rate US\$1=Nu. 45.25 as of 2006.



## **Poverty Reduction**

As described in the Common Country Assessment, despite impressive overall progress at the national level the first Poverty Analysis Report 2004, based on household data, found that nearly one-third of Bhutan's population still live below the poverty line. The poor comprise about 38 percent of the rural population but only 4.2 percent of the urban population. The Gini coefficient, which measures concentration of income, also is relatively high, at 0.416, indicating that income inequality is a major challenge in the country.

Furthermore, instances of localized chronic food insecurity are found, mainly among landless farmers and wage earners. Seasonal food shortages remain a concern for many families, mainly during the pre-harvest period. These considerable income and food insecurity disparities across the country underline the importance of targeted interventions for poverty reduction.

Bhutan faces the challenge of developing its private sector to be more competitive and to benefit from globalization, which can be supported through its membership in the World Trade Organization (WTO) and regional trade agreements. Given Bhutan's small domestic market size, rugged terrain, limited infrastructure, high transaction costs and small labour force, the development of micro, small and medium enterprises (MSMEs) is important for employment and income-generating opportunities, especially for youth and women in rural areas. However, despite the importance accorded to development of the private sector and MSMEs by the Government, a comprehensive policy has not yet been formulated for this, and most initiatives by Government agencies to foster MSME development are carried out in isolation, thereby limiting their impact and sustainability. The Government's Good Governance Plus Report of 2005 recommended a comprehensive policy on private sector development to realize the sector's full potential for national development.

The 10th FYP will be results-based, with poverty reduction and achievement of the MDGs as national priorities. To facilitate effective integration of planning and budgeting processes in the country, the development of an integrated planning, monitoring and budgeting system is under way. Effective operationalization and use of the results-based integrated system for the 10th FYP and a multi-year rolling plan and budget, as well as further enhancement of the results-based and pro-poor planning process, will require substantial capacity development at the national and sub-national levels. Although availability and quality of data have improved significantly, monitoring and evaluation on certain indicators and at the disaggregated level remain a challenge. Along with this, it is important to strengthen capacity for policy analysis, research, and disaggregated data collection and use facilitated by data systems.

## Health

Among Bhutan's biggest successes in the last four decades of development have been those in the health sector. Primary health care coverage today stands at more than 90 percent, and the life expectancy rate of 37 years in 1966 had soared to 66 years by 1994. At the same time, the infant mortality rate declined sharply, from 203 deaths per 1,000 live births in 1966 to about 40 in 2005, while the under-5 mortality rate reduced from 123 per 1,000 live births in 1990 to 62 in 2005. Clean water supply coverage stood at only about 30 percent of the population in 1990, but a decade later had increased to 78 percent, while improved sanitation facilities increased from 50 to 87 percent over the same period. The nationwide Expanded Programme on Immunization (EPI) coverage stands at 85 percent, with Universal Childhood Immunization declared in 1991. Bhutan also is the first nation in South Asia to eliminate iodine deficiency disorders (2003), and no polio cases have been reported since 1986.

The contraceptive prevalence rate for married women, meanwhile, rose from 18.8 percent in 1994 to 30 percent in 2000, although early marriages and teenage pregnancy require strengthened attention. An increase in the number of births attended by trained health professionals – from only 15 percent in 1990 to 51 percent in 2005 – has helped in reducing the maternal mortality rate (MMR) from 308 for every 100,000 live births in 1994 to 255 in 2000. Even so, women are dying as a result of pregnancy-related complications, primarily because nearly half of births still take place at home. Access to life-saving emergency obstetric care is constrained by rugged geographical terrain, and the need for further strengthening of skilled professionals and health facilities. While efforts to upgrade staff and facilities of hospitals and BHUs must continue, the role of village health workers and community and religious leaders requires greater attention to strengthen community awareness about danger signs during pregnancy and community support for timely referral to health facilities.

Many women and children also suffer from deficiencies of micronutrients, notably iron and Vitamin A, and up to 40 percent of children are stunted, especially in the Eastern and Southern regions of the country. A strong need exists to synthesize fragmented activities and focus on infant and young child feeding and promotion of breastfeeding because of the high malnutrition rate, particularly among this age group. Bhutan is reported to have 125 cases of HIV as of October 2007 and is classified as a low-prevalence country. Social and behavioural risk factors that fuel an HIV epidemic are all present, however, amongst which high levels of Sexually Transmitted Infections, particularly among adolescents, are of particular concern. A stronger national response on awareness, prevention, treatment, care and support will be required to halt the epidemic and achieve MDG6. In addition, while the Government has made efforts at provision of anti-retroviral treatment (ART), a need exists to create more effective care and support services for people living with HIV and AIDS and to take measures to tackle stigma and discrimination. While the number of malaria cases and deaths are generally declining, tuberculosis remains a public health threat, including in relation to HIV and AIDS.

Concerns also exist about dengue and Japanese encephalitis. Bhutan likewise is at risk from pandemics such as SARS and avian influenza. With respect to all of these, the main challenge will be to ensure that the population has necessary knowledge as well as access to basic prevention services.

## **Education**

The modern education system, introduced in 1960, has grown dramatically, from just 11 primary schools with 500 students to some 502 primary and secondary schools with 152,194 students and 5,372 teachers today.<sup>3</sup>

Net primary enrolment has jumped sharply in a very short period, from 53 percent in 1998 to 83.7 percent in 2007 (boys, 83.9 percent; girls, 83.5 percent). Bhutan provides free Basic Education (pre-primary to Class X) and is on track toward achievement of the education-related MDGs. While literacy requires further improvement, considerable progress has been made, from 32 percent in 1990 to 59.5 percent now. Education is recognized as a condition for achieving social, cultural and economic goals as articulated under the concept of Gross National Happiness.

Nonetheless, considerable challenges face the sector. In particular, achieving 100 percent net enrolment by 2015 will not simply be a linear progression: The last 10 to 15 percent of the school-age population to be enrolled often includes marginalized groups, children with special learning needs and those for whom indirect costs are prohibitive. All have different needs from the majority of students and will require innovative strategies to ensure the provision of adequate education.

Key challenges will include reducing financial barriers, increasing access to schools, and improving school facilities. The quality of primary education, need for a strengthened completion rate and improved numbers of girls making the transition to secondary school, and the qualifications and motivation of teachers, particularly in remote areas, likewise require strengthening if quality learning outcomes are to be achieved. A gender gap at the secondary and tertiary levels will require attention, including issues of young people who have missed out on the opportunity to attend school and those who graduate from secondary education but do not find employment. The level of unemployment among youth currently is 9.7 percent<sup>4</sup> and an urgent need exists for greater coordination between the formal education system and technical and vocational institutions so as to avoid a 'separate development' system.

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<sup>3</sup> *General Statistics 2007*, Ministry of Education.

<sup>4</sup> Labour Force Survey 2006.

## Gender

During the Ninth FYP (2002-2007), the United Nations assisted the Government in mainstreaming gender issues by providing support to strengthen the capacity of the National Commission for Women and Children (NCWC) and in drafting the National Plan of Action for Gender (NPAG). Women and men enjoy equal rights, such as the right to vote, and are accorded equal criteria in terms of selection and training in the civil service. Numerous gains have been made in women's health status, with infant and under-5 mortality rates lower for girls than boys. Rapid progress likewise is evident in girls' education, including vocational education.

At the same time, women remain challenged in several key areas. Male labour force participation remains significantly higher than that of women, especially in urban areas, in part because of Bhutan's relatively recent introduction of modern education, women's traditional tie to the land, and cultural stereotypes. As noted in the Health section, up to half of pregnant women still deliver at home, without trained health professionals, and the large number of teenage pregnancies requires improvement. Also indicating the vulnerability of young Bhutanese women is the fact that most HIV-positive women in the country are younger than 25. Women remain under-represented in public decision making, especially at the local level, despite Government attention to increasing their participation; in 2006 women comprised only 3 percent of National Assembly members, 6 percent of the judiciary and 28 percent of the civil service, with an especially low proportion at top levels. Gender disparities also exist in education, between districts, urban/rural areas and poor/non-poor households, as well as at higher levels of education; statistics indicate a low number of women teachers at higher levels of education and in remote schools. Moreover, achieving the ambitious 10th FYP literacy target of 80 percent will require continued attention to literacy courses under non-formal education, where two-thirds of learners are women. The 7<sup>th</sup> periodic CEDAW Report identifies lack of data and a fast changing social and economic situation in the country as a challenge in understanding the needs of women in Bhutan. Violence against women and children have fluctuated since 2000 but generally increased in rural Thimphu and decreased in urban Thimphu between 2000 and 2005. This issue is gaining focus due to media coverage and efforts by agencies such as NCWC and RENEW. The establishment of the Women and Child Protection Unit in Thimphu in early 2007 has helped in setting up a reporting mechanism on gender based violence. There are plans to establish similar reporting mechanisms with helplines for victims, temporary shelters and counselling to both victims and offenders in other districts as well.

Major challenges in ensuring gender equality include increasing incomes of family workers, especially rural women, who receive little or no remuneration; promoting cottage and small rural-based enterprises and providing wider access to credit; and challenging possible socio-cultural barriers to women's paid employment. In health, major challenges include further mainstreaming gender into HIV/AIDS programmes; increasing access to information on important sexual and reproductive health issues; and improving the understanding of the extent of unsafe abortions.

Challenges in governance include gender mainstreaming into all policies and legislations in general; addressing the causes for the low participation of women in good governance; increasing women's representation at all levels of governance, especially local governance; and ensuring the availability of gender disaggregated data for all levels of governance as reflected in the NPAG.

Finally, in education equal female enrolment and gender parity at higher levels should be promoted, as well as improved literacy rates among women, particularly in rural areas, and more women teachers at all levels. Ensuring a safe and protective environment for all students, especially girls, also represents a key concern.

## **Governance**

Bhutan has made significant strides toward further promoting a system of governance that is responsive and accountable to the people, through series of political reforms aimed at decentralization and democratization. The country will undergo major political transition with the adoption of the Constitution in 2008. This is expected to bring about fundamental changes in the governance system and will invariably pose numerous challenges, including the need to enhance people's participation and establish new systems and institutions needed to support good and effective governance. To support the changes in the governance in the country, the UNDP has assisted the Government in developing the capacity of constitutional bodies. The UNDP with other UN agencies also supported the local governments.

Further strengthening will be required in community participation and empowerment, which are vital for effective decentralization. As noted in the Gender section, women's participation in public decision making must be significantly enhanced, while Government and other stakeholders must be supported to strengthen transparency, efficiency, effectiveness and accountability at all levels. Because the foundation of parliamentary democracy is free and fair elections, capacity in this regard must be further developed in all relevant agencies at the national and local levels. Likewise, key agencies' capacity to combat corruption must be strengthened to underscore accountability, and capacity of the judiciary must be enhanced to ensure democratic governance and rule of law. Access to information and improved service delivery, media development to foster good governance, and strengthened national capacity to formulate, review and implement legislation in line with ratified international conventions also are priorities.

## **Environment and Disaster Risk Management**

For centuries, the Bhutanese people have maintained a close relationship with the land and have been careful custodians of the environment. For its size, Bhutan probably has the greatest biodiversity of any country in Asia and has been declared as a global biodiversity "hotspot."

As such, the country today encompasses more than 72 percent forest cover, with more than a quarter of its total area set aside as protected areas and 9 percent comprising biological corridors that ensure the flow of genetic resources between these protected areas.<sup>5</sup> The country is home to at least 80 unique species and 41 threatened species among its 5,870 species of plants and animals. Rapid urban development, high population growth and high fuelwood consumption are significant environment stressors. Localized deforestation, land conversion and degradation, and solid waste management represent other critical environmental issues confronting the country.

Although Bhutan contributes very little to climate change and global warming, it faces the devastating impacts of the process. While the country is vulnerable to a wide range of natural hazards – flash floods, landslides, earthquakes and forest fires – its major disaster risk management efforts must be directed toward glacial lake outburst floods, or GLOF, caused by glacial melting and formation of moraine dammed glacial lakes as a result of climate change. A recent study<sup>6</sup> identified a total of 677 glaciers and 2,674 glacial lakes, of which 24 have been found as potentially dangerous, with devastating consequences for human lives, infrastructure and livelihoods. Indeed, melting glaciers, through GLOF, can affect not only the country's economic backbone – hydropower generation – through lowering productive capacity of plants and decreasing their productive life span, but also can devastate agriculture, on which more than two-thirds of the population depends. With drier winters, the frequency of forest fires is increasing.

Similarly, the recurrent hazards of earthquakes are acute, given that Bhutan lies in one of the world's most active seismic zones; high-density cities and towns such as Thimphu, Phuentsholing and Samdrup Jongkhar are at the most risk in the event of a major quake. Strengthened technical capacity and resources are urgently needed to adapt to and mitigate the potentially severe impacts of climate change and to deal with other frequent natural disasters, including the setting up of effective early warning systems.

### **PART III. PAST COOPERATION AND LESSONS LEARNT**

#### **KEY ACHIEVEMENTS/RESULTS**

##### **Poverty Reduction**

Bhutan has effectively fulfilled its MDG reporting obligations with the timely production of its MDG progress reports in 2003 and 2005, in close collaboration with the United Nations Agencies.

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<sup>5</sup> *Vision and Strategy for the Nature Conservation Division*, Department of Forests, Ministry of Agriculture (2003).

<sup>6</sup> *An Inventory of Glaciers, Glacial Lakes and Glacial Lake Outburst Floods, Monitoring and Early Warning Systems in the Hindu Kush-Himalayan Region*, ICIMOD (2001).

Support toward making the country's national development planning results-based and more aligned with the MDGs continues to be an area where the Government and United Nations effectively collaborate. Because Bhutan is one of the pilot countries preparing an MDG-focused national development plan, the Government and United Nations are working in partnership to prepare a joint MDG Needs Assessment and Costing Report, as well as to develop an MDG-consistent macroeconomic framework and financing strategy to further mainstream MDGs into the 10th FYP.

Recognizing the need for reliable and disaggregated data to facilitate evidence-based national and local development planning and policy formulation, the United Nations has provided technical and financial support to the Government for the collection and analysis of statistical data, along with the requisite development of national capacity in this area. Key areas of data collection and analysis have resulted in the first Population and Housing Census in 2005, which provided an updated population figure for Bhutan; the first Poverty Analysis Report 2004, based on household data, which provided baseline poverty indicators including the national poverty line; and the Vulnerable Assessment Mapping (VAM) in 2005, which helped identify vulnerable pockets of food insecurity. To further support the availability of disaggregated data at national and sub-national levels, the Government and United Nations collaborated in undertaking the Bhutan Living Standard Survey 2007, as well as in production of poverty-related data at the *dzongkhag* level and preparation of *gewog*-level socioeconomic profiles.

Fruitful collaboration likewise has occurred in the area of private sector development, with an emphasis on developing rural enterprises for enhanced rural livelihoods and standards of living.

The Ministry of Trade and Industry has benefited from capacity development that enhances its promotional capacity for business development at the national and regional levels; a simplified licensing system and a move toward registration that positively affects micro and small businesses; and outlining of the institutional structure for the effective implementation of the Foreign Investment Policy. Noteworthy initiatives in the development of agro- and non-agro-based rural enterprises included the provision of micro-grants that have provided useful lessons for future microfinance interventions; development of a national framework for organic production; post-harvesting and marketing facilities and information; and establishment of cooperatives and producer groups with links to marketing outlets, particularly focusing on the needs of rural women and poorer regions. This collaboration also included the carrying out of the country's first *gewog*-based business development advocacy and training, as well as the production of a training manual to facilitate future trainings.

## **Health**

In accordance with health priorities as outlined in the 9th FYP (2002-2007), the Government and United Nations supported further expansion of the health services network through the construction of more than 100 outreach clinics and the provision of needed medical supplies.

Upgrading of hospitals, supply of delivery beds to Basic Health Units (BHUs) and capacity development of health services providers at all levels increased access to skilled birth attendants and emergency obstetric care.

High-level advocacy on reproductive health and HIV/AIDS have resulted in significant reductions in the population growth rate and improved efforts to prevent HIV infections and other sexually transmitted infections. Such efforts have included a Royal Decree on Population Planning and constitution of Multi-Sectoral Task Forces on HIV in all 20 districts, with membership consisting of a wide range of stakeholders. Turning to immunization, the Government and United Nations, as well as the Bhutan Health Trust Fund, collaborated on a successful nationwide measles and rubella vaccination campaign in 2006, covering 98 percent of women and children; Measles/Rubella (MR) vaccine is now part of routine immunization.

As noted in the Situation Analysis for Health, in 2003 Bhutan became the first country in the region to eliminate iodine deficiency disorders, a direct result of collaboration in vision, planning and delivery among Ministries and departments and a successful partnership with the private sector. To address other micronutrient deficiencies, iron, Vitamin A and de-worming tablets are provided annually since 2004 to children, including non-formal education learners, and mothers.

## **Education**

With its early emphasis on access to/facilities in primary education, Bhutan is on track toward achieving MDG2, that of universal primary education, by 2015. More primary schools with adequate facilities helped to get more children, particularly girls, to enrol, and the very rapid increase in net enrolment of girls in primary school, from 48 percent in 2002 to 79 percent in 2006, and girls' near-parity with boys (99 percent) indicate considerable progress in the education sector. The national literacy rate now stands at 59.5 percent, an increase from 43 percent in 2003.

The school feeding programme, serving 40,000 students – almost half of them girls – in nearly 200 schools, has been seen as vital in further closing disparities in enrolment and enhancing access to education for hard-to-reach segments of the population. Non-food support to the education sector has included construction of more than 120 community primary schools with clean water and sanitation facilities and appropriate school furniture. New primary curricula have been developed and distributed to 143 multi-grade schools and more than 250 teachers trained in specialized multi-grade teaching methods. A total of five model Child Friendly Schools, supported by development partners including Helvetas and DANIDA in addition to the United Nations, will be taken to scale in coming years.

School kitchens have been constructed and improved, along with stores, warehouses, school gardens, lodging for women wardens, and latrine and dormitory facilities. Education of children and young people with visual and hearing impairments has been supported, including through development of capacity of teachers in specialized institutions and general schools to address



these students' special learning needs. Six private day care centres have been established in major towns. Capacity development of District Education Officers in nutrition, food management and monitoring and reporting, as well as health and nutrition training for cooks and stock management training for warehouse personnel, also has been undertaken.

The non-formal education programme also has contributed to the increase in the literacy rate, particularly for women. Six non-formal education centres with 300 learners in 1992 have expanded to 646 centres with 18,550 learners in 2006. In addition to achieving functional literacy, NFE learners are sensitized on good parenting skills, gender-based violence and HIV/AIDS. The latter topic has been addressed through United Nations support to NGOs such as RENEW, training of school health coordinators on life skills, and development of an HIV/AIDS manual.

### **Gender**

The United Nations has been active in supporting the Government to promote gender equality and empowerment of women since the first gender pilot study, conducted in 2001. Through its first formalized project, "Moving Forward on Gender: Empowerment and Protection," the United Nations has supported the Government in capacity building of NCWC and national gender focal points, and sensitization of partners and beneficiaries to address gender issues, particularly in the areas of good governance and violence against women. A core team of trainers working with the Election Commission of Bhutan also were trained to sensitize people on the importance of involvement in the electoral process. Collaboration has been strengthened among the NCWC, judiciary, police and RENEW to establish a mechanism for addressing violence against women as well as child- friendly police procedures.

In addition, the contents of the newly developed NPAG have been used for preparation of the 10th FYP as well as for the MDG Needs Assessment and Costing Exercise. In addition, the country's 6th and 7th Periodic Reports to the CEDAW Committee have been submitted.

### **Governance**

The government's Good Governance 'Plus' (GG Plus) exercise of 2005 consolidated its objective to promote efficiency, transparency, accountability and professionalism across the country and provided guidance to align the present system with the democratic governance system from 2008. The United Nations has assisted the Government in enhancing transparency and accountability through its support to constitutional bodies such as the Anti Corruption Commission, the Election Commission of Bhutan and the Office of the Auditor General.

Support to capacity development of the National Commission on Women and Children has been geared towards promoting equal representation of women and men in political development as well as the quality of their participation in public decision-making processes, while a new Local Government Act further facilitates people's participation.

Grants directly to districts, in line with the Government's decentralization process, have been evaluated favourably and will continue during the 10th FYP. To ensure the sustainability of decentralization, the capacity of local administration is being developed with training of *gups* and *gewog* administration officers. Lastly, e-governance is promoting efficiency and effectiveness of service delivery and narrowing the digital divide between urban and rural residents and between women and men, through the establishment of community information centres.

## **Environment and Disaster Risk Management**

The Government recognizes the United Nations as a key partner in the area of energy, environment and disaster management. Key policy and regulatory frameworks for the protection and management of the environment have been developed. Capacities of national institutes for ensuring sustainable livelihoods through environmental stewardship were enhanced through formulation of a National Plan of Action for Global Environmental Management. Further, development of Biodiversity Action Plans, formulation and implementation of Integrated Conservation and Development Programme (ICDP) guidelines, and enhancement of nature and eco-tourism have contributed toward strengthening the strategic framework for biodiversity conservation, informing national strategies and highlighting experiences in an inclusive conservation approach. Preparation of national plans such as the National Green House Gas Inventory and the National Adaptation Strategy and Action Plan for Climate Change has generated awareness and facilitated Bhutan's participation in Multilateral Environment Agreements (MEA) including the United Nations Framework Convention for Climate Change, the Convention on Biological Diversity and the Convention on Combating Desertification.

To achieve the national objective of proactively dealing with disasters, an integrated and holistic approach to disaster management has been established at the national and sub-national levels through development of the National Disaster Risk Management Framework (NDRMF). In operationalizing the NDRMF, City Disaster Management Plans and Earthquake Risk Reduction Strategies have been developed to enhance the national capacity to mitigate and cope with disasters.

## **LESSONS LEARNT**

Various independent evaluations suggest overall high effectiveness and contribution of United Nations support to Bhutan's sustained development progress. At the same time, a number of recommendations have been made for the United Nations to continue to be a relevant, effective development partner of the Government in the face of new or emerging challenges, as identified below:

- As propagated in the Paris Declaration for Aid Effectiveness, it is noted that national ownership is the key to enhance development impacts and sustainability. The National Execution (NEX) modality, for example, has been useful in strengthening national ownership and management capacity. The United Nations will further harmonize and simplify its procedures and reporting requirements with increased use of the NEX mechanism.
- The Government has been effectively managing Official Development Assistance to the country, and aid mobilization and coordination should continue to be led by the Government through Ministry of Foreign Affairs and Planning Commission. The limited resources of United Nations Agencies will be used as catalysts to mobilize additional technical, human and financial resources, in close collaboration with the Government and other development partners.
- As a trusted and neutral development partner, the United Nations, will support in building awareness and capacity of the key actors in civil society, including women and youth, to participate in the public decision making and the development process, even as it maintains close working relations with Ministries and public institutions.
- To support the new democratic governance system and reach the unreached population, the United Nations will increase its partnership and working relations with civil society organizations (CSOs), as well as the private sector through the established channels.
- Many development challenges are cross-sectoral, such as poverty and unemployment, HIV/AIDS, and climate change and disasters. The United Nations will play a more catalytic and facilitating role to nurture and enhance cross-sectoral collaboration from the planning stage to delivery of results, among Ministries, public and private institutions, and other stakeholders.
- United Nations support to capacity development will encompass not only service providers but also the beneficiaries at the grassroots level, including the poor, women, youth, people with disabilities and the elderly, so that they can meaningfully participate in, and gain from, the development process.
- The United Nations will give further attention to enhancing the role of intermediary actors such as village health workers, teachers, religious leaders, agricultural extension workers and NGOs/CSOs/CBOs in reaching people in need at the community level and in strengthening ties between service providers and communities.
- United Nations Agencies will gradually move to shift their focus from providing access to facilities (construction of community schools and health infrastructure) to enhancing quality of services.

- Sharing expertise and best practices from other developing countries, the United Nations will strengthen efforts to develop as a knowledge centre through its linkages with regional and global networks.

## **PART IV PROPOSED PROGRAMME**

### **Overview**

The cCPAP is the operational plan of the UNDAF 2008-2012 and comes at a critical period in Bhutan's history, with the introduction of parliamentary democracy and the adoption of the Constitution in 2008. Through a series of close consultations with the Government, development partners and other stakeholders, and considering the comparative advantages of the United Nations, the UNDAF has identified the following five areas of national priority to be supported by the United Nations in helping to achieve the MDGs:

- To halve poverty by 2013
- To improve the accessibility, quality and sustainability of the health care delivery system
- To improve the quality, relevance and coverage of education
- To foster good governance as a core value for development
- To enhance environmental sustainability and disaster management

Under the UNDAF, gender, ICT and evidence-based planning and decision making were identified as cross cutting issues for UN assistance.

While Bhutan has made significant and steady progress in social and economic development, a need exists for sustained development assistance from bilateral and multilateral development partners for the country to achieve all MDGs by 2015. The recently conducted MDG Needs Assessment and Costing Exercise, supported by the United Nations Country Team, clearly indicates an increasing incremental cost to reach the unreached as well as remote communities.

Resources and types of assistance indicated in the cCPAP reflect those of ExCom Agencies, which are expected to catalyze support for national efforts and national development programmes, for the successful transition to a new democratic system, for additional critical resources and for enhanced aid effectiveness and harmonization among development partners.

## **Programme Components, Key Outcomes and Strategies**

### **UNDAF Outcome 1: By 2012, opportunities for generation of income and employment increased in targeted poor areas. (MDGs 1, 8)**

*CT Outcome 1: Access to socioeconomic services, markets and information improved for smallholder and marginal farmers in targeted rural areas.*

**Strategy/Outputs:** IFAD will support the establishment of the necessary rural infrastructure to improve the access of small and marginal farmers in targeted areas to socioeconomic services, markets and information for generation of employment and incomes. Post-harvest management facilitates and practices, along with access to rural credit, also will be improved in selected poor areas. FAO will support the Ministry of Agriculture in enhancing rural incomes through improvements along a number of the country's most important commodity chains in order to improve productivity and increase the value addition of agricultural products.

Through provision of a comprehensive package of services for the generation of employment and income, UNDP and UNV will support the Planning Commission in adopting a targeted, community-based development approach for a selected number of vulnerable minority groups and hard-to-reach communities through fostering volunteerism for development. The needs of women and unemployed youth will be given particular consideration. The Planning Commission will be assisted in development of relevant criteria for upscaling of the targeted approach while the Ministry of Information and Communication will be supported in the establishment of community information centres in selected *gewogs* to enhance access to information and extension services and to create employment opportunities. A review of Government and CSO programmes and projects on community development will further enforce the targeted approach. Partnerships will be expanded and strengthened with sub-national Government entities, NGOs such as the Tarayana Foundation, and other CBOs.

*CT Outcome 2: Food security among smallholder farmers and other vulnerable groups in targeted rural areas enhanced.*

**Strategy/Outputs:** To enhance food security amongst small farmers and vulnerable groups in selected areas through improved agriculture productivity, IFAD and FAO will support the supply of necessary agricultural inputs such as high-yielding varieties of seeds, seedlings, fertilizers and improved irrigations systems. This will include policy and regulatory reform in the seed sector and other agricultural inputs, in addition to support for innovations in sustainable land and water management in targeted areas.

UNDP will support efforts addressing the environment-poverty nexus in selected communities, in terms of balancing conservation of biodiversity with rural people's need to access natural resources for sustainable livelihoods. Targeting food security issues, relevant research and studies will be undertaken at the national level to inform national policies and interventions and address the issue of wildlife crop damage and livestock damage. Selected interventions will be supported as outlined in the National Organic Production Framework. UNDP, IFAD and UNV

also will support the formation of self-help groups and cooperatives/targeted extension services as part of the services provided for the development of selected communities. Partnerships will be expanded and strengthened with NGOs and other community-based organizations.

***CT Outcome 3:** Capacity of the Government strengthened to formulate a policy framework for private sector development and respond to economic constraints and vulnerabilities, with a focus on employment generation and pro-poor growth.*

**Strategy/Outputs:** UNDP, together with other United Nations Agencies such as UNESCO, will support the Government in formulating a private sector development framework that is comprehensive, pro-poor, gender- and youth-oriented, and culture- and heritage-based, particularly focused on the development of micro, small and medium rural enterprises. UNDP, UNCTAD and UNESCAP will collaboratively support capacity development of the Ministry of Trade and Industry, other relevant Government agencies and the private sector in order that Bhutan may benefit from membership in the WTO and regional trade and technical arrangements such as BIMSTEC and SAFTA. Capacity building for trade negotiations, export promotion and building of public-private partnerships likewise will be supported.

To improve the availability of reliable and timely labour market information, UNDP, in collaboration with relevant Agencies such as ILO, will support the Ministry of Labour and Human Resources to strengthen its labour market information system, developing its capacity for labour market analysis and formulation of sound labour and employment policies.

***CT Outcome 4:** New micro, small and medium enterprises (MSMEs) and jobs created, with emphasis on women and youth.*

**Strategy/Outputs:** UNDP will concentrate on development of community-based MSMEs that are pro-poor, gender-sensitive and youth-oriented, in targeted areas. To develop culture-based creative industries for poverty reduction as a niche area for MSMEs, the capacity of the Ministry of Home and Cultural Affairs and other relevant agencies, and the availability of data and statistics on culture-based regional resources such as cane and bamboo products, will be enhanced. Pilot projects in selected rural areas can be used to develop innovative means to promote MSMEs for women and youth employment. Production of organic niche products and identification of community-based eco-tourism opportunities will be targeted where relevant. Toward this end, UNDP, IFAD and UNV will continue to provide a comprehensive package of MSME development services, including access to microfinance, information, market linkages and business development services. Selected export-based MSMEs will be supported to improve the country's trade balance by increasing domestic value-added.

UNDP will partner with Government and private sector agencies at the national and sub-national levels, as well as with CBOs. The partnership with financial institutions providing rural credit and microfinance particularly will be enhanced. Capacity development of these agencies and organizations will be supported accordingly. Formation of groups and cooperatives will be emphasized.

*CT Outcome 5: Public sector uses results-based approach in policy formulation, planning and programme development related to MDGs, Gross National Happiness and other national priorities.*

**Strategy/ Outputs:** UNDP and UNICEF will support capacity development of the Government to effectively use a results-based approach in developing policies, plans and programmes geared toward achieving national priorities, including attainment of the MDGs. These Agencies, in partnership with the Planning Commission and National Statistics Bureau (NSB), will strengthen the capacity of relevant staff and support operationalization and use of the national planning, monitoring and budgeting system. The ExCom Agencies will support the Planning Commission in regular MDG progress reporting and advocacy, and in implementation of the MDG Needs Assessment and Costing Exercise. Similarly, the ExCom Agencies will support the Planning Commission in the area of resource mobilization, including the convening of Round Table Meetings.

The ExCom Agencies, UNIFEM and UNESCAP will strengthen support toward capacity development of NSB and other relevant agencies for disaggregated data collection, analysis and use, ensuring that Government and United Nations development efforts are evidence-based and targeted. Support will be provided to effectively implement a Statistical Plan of Action. The ExCom Agencies will work with NSB to ensure that data systems are updated and accessible and that users are familiar with their operation. Other important areas of support by the ExCom Agencies, in collaboration with the Centre for Bhutan Studies and the Planning Commission, include development of national capacity in macroeconomic planning and projections; support to research and national and international conferences on GNH; and operationalization of GNH through development and use of the Bhutan Development Index.

**UNDAF Outcome 2: By 2012, increased access and utilization of quality health services, with emphasis on reproductive health, maternal and child health and nutrition, HIV/AIDS, tuberculosis, malaria and other non-communicable diseases. (MDGs 4, 5, 6)**

*CT Outcome 1: Capacity of Government strengthened to formulate and implement results-oriented policies and strategies that create an enabling environment for reproductive health, maternal and child health, STIs, HIV/AIDS, TB and malaria programmes.*

**Strategy/Outputs:** UNICEF and UNFPA, in partnership with WHO will support the Government in ensuring quality standards of health care system. Support will be provided to develop a National Nutrition Policy and guidelines to extend supplementation and fortification interventions.

UNFPA will assist the Ministry of Health and other partners in revising RH policies and strategies and implementing interventions on improving safe motherhood and RH services.

UNAIDS will facilitate the operationalization of the National Strategic Plan (NSP) on HIV/AIDS. UNICEF and UNFPA will strengthen health information system to provide data requirements for result oriented programme and policy formulation and also support capacity development to conduct joint Demographic Health Survey (DHS) and Multi Indicators Cluster Survey (MICS).

***CT Outcome 2: Capacity of RGOB strengthened to increase access to and delivery of quality health services for all including reproductive health, maternal and child health and nutrition, TB, malaria and other non-communicable diseases.***

**Strategy/Outputs:** UNICEF and UNFPA will strengthen quality services and expand emergency obstetric care and essential newborn care through training of health personnel and upgrading of existing health centres, supplying of medical equipment, improvement in infrastructure. UNICEF will provide technical assistance to sustain immunization coverage at more than 90 percent. Capacity of health providers and caregivers will be strengthened to promote breastfeeding, infant and young child feeding practices, with a focus on under-5 children. UNFPA will collaborate with the Ministry of Health in achieving its goals of universal access to RH and HIV/AIDS prevention services through provision of comprehensive sexual and reproductive health package including maternal health, family planning and advocacy. The UNFPA will also work towards addressing gender equity by collaborating with relevant institutions through appropriate interventions.

***CT Outcome 3: Capacity of Government to respond to prevention, care and treatment of HIV/AIDS and STIs through multi-sectoral approach strengthened.***

**Strategy/Outputs:** The United Nations Theme Group on Health and HIV/AIDS with support from UNAIDS will provide sustained support to complete development of a national HIV/AIDS monitoring and evaluation system including guidelines that can track HIV epidemic trends, while ensuring reporting of programme outputs and outcomes. In collaboration with WHO, UNAIDS will support the development and utilization of strategic information (M&E or Surveillance) of the country's response to HIV/AIDS. This will strengthen the country's policy and programming decisions towards universal access to prevention, treatment, care and support. The United Nations will pursue improved coordination among the national programme, development partners (World Bank, GFATM) and emerging civil society partners and will provide support to the development of multi-year operational plan on HIV/AIDS. UNAIDS will support advocacy, leadership and capacity development initiative to effectively respond to HIV/AIDS particularly in low prevalence setting like Bhutan. Engagement of People Living with HIV/AIDS (PLHWA) will be encouraged. UNICEF and UNFPA will provide technical assistance to the Ministry of Education to develop life skills-based education addressing HIV prevention, adolescent reproductive health, and drug and substance abuse among young people.

The United Nations will focus on strengthening awareness of HIV/AIDS in the local and socio-cultural context through local and religious institutions. UNICEF will enable health facilities to provide PMTCT and paediatric ART services at national and sub-national level.



UNFPA will facilitate and strengthen the implementation of multisectoral national AIDS strategic plan through capacity building of RGOB on comprehensive HIV/AIDS prevention, treatment and care. The United Nations will partner with World Bank and GFATM for communications interventions related to HIV/AIDS and with World Bank on avian and human influenza.

*CT Outcome 4: Government and community partnerships enhanced to promote utilization of health.*

**Strategy/Outputs:** UNFPA, UNICEF and WHO will support the empowerment of village health workers, religious bodies and community leaders, to increase demand for use of health and nutrition services, particularly within the maternal and newborn care package.

UNICEF and UNFPA will continue to strengthen advocacy on behavioural change communication with policy makers, village health workers and religious and community institutions, in partnership with front-line service providers.

**UNDAF Outcome 3: By 2012, access to quality education for all, with gender equality and special focus on the hard-to-reach population, improved. (MDGs 2, 3)**

*CT Outcome 1: Improved quality of education delivered by relevant stakeholders.*

**Strategy/Outputs:** UNICEF will support the Government with early learning (3- to 6-year-olds) to increase the developmental readiness of young children for school, and will contribute to the timely enrolment of children, especially girls, in schools as well as to the reduction of dropouts. The capacity of key partners, including parents and communities, will be strengthened to provide young children with early learning opportunities. Early childhood care and education advocacy and awareness will be strengthened through the NFE curriculum.

The Child Friendly School concept will be implemented with assistance from UNICEF to strengthen the quality of education. Capacity of teachers will be strengthened to deliver a quality education using child-friendly methods and processes. In addition, targeted teachers and schools will be equipped to teach multiple grades as well as to teach children with special learning needs. Needs of young people aged 15 to 24 will be addressed through life skills education and non-formal education. WFP will support the Government in developing the capacity of the Ministry of Education to assume increased responsibility for school feeding. .

*CT Outcome 2: National capacity to revise and implement the educational curricula enhanced.*

**Strategy/Outputs:** UNICEF, UNFPA and UNESCO will strengthen the capacity of Government counterparts to revise the curriculum to incorporate values education/life skills at basic education level.

Assistance will be extended to develop the capacity of teachers, through both pre- and in-service programmes, to practice child-friendly, active learning processes in the classrooms; to teach values-based education; and to monitor learning achievements.

UNICEF and WFP will assist the Ministry of Education in developing capacity in the areas of multi-grade teaching methodologies and teacher supervision, and will provide extra guidance in the classrooms as well as in school feeding management and reporting.

***CT Outcome 3:** School enrolment, particularly for girls, increased through improved facilities, school feeding and targeted advocacy.*

**Strategy/Outputs:** WFP will support the Government in its policy of improving access to education by providing nutritious meals for primary and secondary school students, particularly those from rural families who are vulnerable to food insecurity. UNICEF will assist the Government in promoting the importance of education in rural/remote communities. In areas with low primary net enrolment, communications strategies will be developed and implemented to increase enrolment, while support also will focus on increasing retention and completion rates. Support will also be provided to innovative strategies to increase the enrolment in underserved areas. WFP will place special emphasis on increasing girls' enrolment, especially at the secondary level, by increasing the availability of safe boarding facilities equipped with matron quarters and trained matrons, while UNICEF will provide training to matrons on health, hygiene and protection issues. UNICEF and WFP will also assist the Ministry of Education in improving sanitation and hygiene practices at selected schools through the upgrading of water and sanitation facilities and advocacy on good hygiene practices. Monastic institutions will be provided with safer water and sanitation facilities and will be enabled to include an English-language curriculum. Capacity development will continue in the areas of nutrition and hygiene, which will contribute to an improvement in the overall health of children, and increase attendance and retention of children in schools.

***CT Outcome 4:** National capacity strengthened to address the emerging challenges faced by young people.*

**Strategy/Outputs:** UNFPA and UNICEF will support the Government in developing capacity at the national, local and community levels to promote healthy and positive behaviour amongst young people. UNFPA will support establishment of additional Youth Information Centres to conduct youth forums and winter youth programmes that provides opportunities to young people to discuss their issues openly among themselves. UNICEF will provide life skills-based education to young people enrolled in non-formal education centres to improve the quality of their lives. UNICEF also will develop the capacity of the Government, CSOs and the media to increase participation of children and youth and support their empowerment.

Toward that end, UNICEF will provide technical and financial assistance to expand mechanisms, structures and opportunities for children's and youth's participation in planning and implementation of policies, programmes and measures that affect their lives. It will strengthen partnership with CSOs to improve knowledge and life skills for children and youth so they can protect themselves from adverse influences, violence, abuse and exploitation, and can actively participate in social activities as well as involve in Gross National Happiness process.

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

*CT Outcome 1: Transparency, efficiency, effectiveness, participation and accountability strengthened at all levels.*

**Strategy/Outputs:** UNDP, UNESCO and UNV will promote e-governance at both national and local levels to narrow the urban-rural and female-male digital divide. UNDP will continue its partnership with the Government to curb corruption through capacity development of key agencies to combat corruption and promote accountability.

The ExCom Agencies will enhance the capacity of the national and local governments in developing and implementing sound public financial and resource management practices, as identified in the macro-assessment for harmonized approach to cash transfer (HACT) for UNDAF 2008-2012. UNDP, UNESCO and UNICEF will partner with the media and CSOs to strengthen their role in ensuring transparency through improved access to information.

*CT Outcome 2: Strengthened national capacity and systems to formulate, review and implement national legislation in line with ratified international conventions.*

**Strategy/Outputs:** The United Nations, including UNDP, UNICEF and UNIFEM will develop national capacity in international treaty reporting obligations, including CRC and CEDAW reporting. UNESCO will assist the Government in the implementation of the 1972 World Heritage Convention and the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage. Capacity also will be developed among relevant institutions to share information with partners and the public on ratified international conventions. The Government will be supported to formulate a coordinated and comprehensive national framework, structures and service systems to protect women and children from abuse and violence, and to develop national capacity in this regard. The capacity of the judiciary and law enforcement and other relevant agencies will be developed to uphold the rule of law, implement juvenile justice and practice women- and child-friendly procedures. National capacity also will be developed to draft, review and implement national policies and legislation.

*CT Outcome 3: Capacity of key institutions to support parliamentary democracy strengthened.*

**Strategy/Outputs:** UNDP will support ongoing capacity development of the new democratic governance system, including that of the National Council, the parliament, the Prime Minister's office, the Election Commission of Bhutan and the judiciary, to ensure gender-inclusive democratic governance and rule of law. UNDP will also support the Government in conducting the first democratic elections, through civic and voter education training and public awareness campaigns.

*CT Outcome 4: Local governance systems and capacity strengthened with increased participation of women.*

**Strategy/Outputs:** In line with the Local Government Act, UNDP, UNCDF and UNICEF will develop the capacity of local governments and empower communities in planning, implementing and effectively managing resources with the aim of achieving the MDGs. The United Nations will support the Government in integrating the National Plan of Action on Gender into the formulation of the 10th FYP. In partnership with NCWC and relevant agencies, UNDP, UNICEF, UNFPA and UNV will support the Government in developing the capacity and empowering women in districts and communities to effectively participate in making decisions on development activities. The United Nations will support capacity development of local administrative bodies through continued technical and financial support for block grants and an integrated development approach at the *gewog* level. Support will include promotion of a 'one-stop shop' approach where information and services can be accessed from a designated place in *districts/gewogs*.

**UNDAF Outcome 5: By 2012, national capacity for environmental sustainability and disaster management strengthened. (MDG 7)**

*CT Outcome 1: National capacity to mainstream environmental concerns into policies, plans and programmes enhanced.*

**Strategy/Outputs:** UNDP and UNEP will support advocacy for and development of national capacity to mainstream environmental concerns into national policies, plans and programmes. Environmental data and information management framework will be developed to support this. Efforts will include sensitizing Government sectors on environment mainstreaming concepts, as well as developing guidelines to enhance the mainstreaming capacity of key agencies such as the Ministry of Agriculture and Ministry of Works and Human Settlement. Mainstreaming efforts will be scaled up into a poverty-environment initiative programme in collaboration with the Planning Commission and National Environment Commission (NEC). UNDP will partner with the Global Environment Facility (GEF) to support capacity development for mainstreaming sustainable land management issues.

UNDP and GEF also will support a vulnerability needs assessment with regard to climate change and development of relevant mitigation and adaptation plans for national programmes. UNDP will help enhance capacity of key Government agencies such as NEC, the National Soil Services Centre and the National Biodiversity Centre to report on Multilateral Environment Agreements. UNESCO will provide technical assistance to the newly founded Bhutanese National Committee for International Hydrological Programme to review the water resource management.

*CT Outcome 2: National capacity for Disaster Risk Management (DRM) strengthened.*

**Strategy/Outputs:** The United Nations will continue to focus their efforts on enhancing national and community capacity to prevent, mitigate and cope with climate change/disasters through development of appropriate institutional processes and mechanisms to operationalize the National Disaster Risk Management Framework. Based on assessments carried out by ICIMOD and UNEP that identified critical glacial lakes posing a potential GLOF threats, UNDP and GEF in partnership with UNEP and ICIMOD will provide support to reducing Bhutan's vulnerabilities to climate-induced disasters, particularly the threat of glacial lake outburst floods. UNDP and UNICEF will support capacity development in earthquake risk reduction and recovery preparedness for the focal agency (the Disaster Management Division) and other key agencies. Support will be provided to formulate a National Disaster Risk Management Act as well as *dzongkhag*- and *gewog*-level Disaster Management Plans. *Dzongkhag* and *gewog* Disaster Management Committees will be established with United Nations support to ensure institutional coordination and enhance sub-national capacity to deal with disasters. UNV will support mobilization of community volunteers to enhance capacity of vulnerable communities in disaster preparedness and response systems to prevent, mitigate and cope with disasters and climate change.

*CT Outcome 3: Access to sustainable energy and livelihoods for remote gewogs improved.*

**Strategy/Outputs:** UNDP will partner with key Government agencies such as the Renewable Energy Division (RED), as well as with the private sector, to support communities in implementing renewable energy programmes and providing affordable renewable energy technology options for better livelihoods. Support to the operation of the Sengore community-based micro-hydro project will focus on exploring options for the productive use of energy to enhance livelihoods. Options to expand renewable energy to rural areas through accessing resources from initiatives on greenhouse gas mitigation and CDM will be explored.

*CT Outcome 4: Conservation of biodiversity and ecosystems enhanced.*

**Strategy/Outputs:** UNDP will support the Government in its efforts to conserve its rich biodiversity and ecosystems. Partnering with GEF, UNDP will support new protected areas management, and specifically, biological corridor management. Support to revising key policy and programming documents such as the Biodiversity Action Plan will be continued.

UNDP and GEF support also will extend to the conservation of agro-biodiversity for on-farm conservation of crop and livestock diversity, as well as to the mainstreaming of agro-biodiversity into agriculture and livestock policy and practice.

To build awareness on environmental issues and galvanize civil society support and engagement, key NGOs such as the Royal Society of Protection of Nature (RSPN) will be supported. Emphasis will be placed on the importance of assessment and incorporation of environmental impacts on the poor (e.g., human-wildlife conservation) into environmental plans and programmes. UNESCO will help strengthen protected areas management through support to the development of a Bhutan National Committee for MAB and technical support in the development of a biosphere reserve.

## **PART V PARTNERSHIP STRATEGY**

The cCPAP/UNDAF is an essential component of United Nations reform to operationalize the vision of ‘Delivering as One,’ and having a common cCPAP agreed and signed by various United Nations Agencies, both resident and non-resident in Bhutan, represents a very significant step forward in delivering as one at the country level. As noted in Part IV, increased national ownership and enhanced national capacity development efforts, through maximum use of national mechanisms, will be integral to the ‘Delivering as One’ strategy. The Government, as the main partner of the United Nations, will continue to play the leading role in coordinating development partners, both bilateral and multilateral, and their assistance to the country.

Within the cCPAP signatories, UNFPA, UNDP, UNICEF and WFP are the United Nations ExCom Agencies that are the legal parties to this cCPAP. Participating Agencies of cCPAP include FAO, IFAD, OCHA, UNAIDS, UNCDF, UNCTAD, UNEP, UNESCO, UNIFEM, UNV, and WHO, all of which will support and collaborate with the ExCom Agencies and the Government in implementing their assistance programmes as outlined in the cCPAP.

Other United Nations Agencies and international financial institutions such as the World Bank and Asian Development Bank will continue to be key partners of cCPAP/UNDAF in order to achieve the MDGs and other national priorities under the 10th FYP. Day-to-day coordination with those partner agencies of the United Nations will be facilitated through the United Nations Resident Coordinator and the five United Nations Thematic Groups.

Key bilateral partners for Bhutan include Austria, Denmark, Japan, the Netherlands and Switzerland, while India will continue to be the largest donor partner to the country. Bilateral development partners will continue to play a very significant role in addressing strategic infrastructural development needs, socioeconomic development needs, democratization, decentralization, unemployment and other national priority areas with significant financing gaps.

The United Nations will strengthen its collaboration with bilaterals and other international development partners to achieve the national development goals.

At the same time, the United Nations will enhance its efforts in engaging partnerships and valuable support from global funding mechanisms such as the Global Environment Facility (GEF), Global Fund for AIDS, Tuberculosis and Malaria (GFATM), Global Alliance for Vaccines and Immunization (GAVI) and the Fast Track Initiative for Education in order to help address national needs and financial resource gaps to meet the MDGs.

Aid mobilization and coordination among the United Nations Agencies, bilateral donors, international financial institutions and international NGOs will be led by the Government through Ministry of Foreign Affairs and Planning Commission with the aim of drawing the attention of bilateral and multilateral development partners to national priorities and the need for sustained assistance in reducing poverty and meeting the MDGs. It is envisaged that the Round Table Meeting (RTM) for Bhutan will be held at the beginning of 2008, where the draft 10th Five Year Plan and the report of the MDG Needs Assessment and Costing Exercise will be presented.

While the donor community has a limited presence in the country, Bhutan has been successful in sustaining relatively high economic growth and steady progress in improving its development indicators. As Bhutan advances its process of integration into regional and international political and economic systems, it is of increasing importance to foster partnerships with new regional and international institutions and actors, both governmental and non-governmental; with research and academic institutions; and with the private sector. At the same time, the roles of civil society and the independent media are increasingly important in determining the future of society as the country embraces a democratic governance system. As outlined in Part III, the United Nations will support capacity development of, and closely work with, the media and CSOs to promote meaningful people's participation and broad-based development, as well as to enhance transparency, accountability and effectiveness of decision-making processes and mechanisms.

## **Part VI PROGRAMME MANAGEMENT**

As the operational plan of the UNDAF, covering programmes and activities supported by ExCom and Participating United Nations Agencies in Bhutan, cCPAP will be implemented and monitored under the overall supervision and guidance of a joint Government-United Nations Country Programme Board (CPB).

The CPB will be co-chaired by the Secretary of the Planning Commission and the United Nations Resident Coordinator. Board members will normally comprise senior officials of key national implementing partners and United Nations Country Team members.

Other UNDAF partner agencies' representatives also will be invited, as and when feasible. The Board will meet at least once a year in the fourth quarter to review overall progress of cCPAP/UNDAF.

The cCPAP will be implemented through the Annual Work Plans (AWPs) which will detail the activities to be carried out, the responsible implementing agencies, timeframes and planned inputs from Government and relevant United Nations Agencies. AWP's will be jointly planned and reviewed by the Government and relevant United Nations Agencies in the last quarter of each year. The AWP's are the basis for Government to request disbursements, supplies or services from United Nations Agencies.

National programme managers of implementing agencies and relevant United Nations Agency programme officers will undertake day-to-day management and supervision of activities agreed under the AWP. The AWP will be reviewed on quarterly basis to assess the progress of the previous quarter and the detailed activities and financial requirements of the next quarter, while also allowing flexibility in aligning activities as per the 10th Plan of the Government. Gradually the AWP could be drawn in line with the Government's rolling budget plan which incorporates budget for 3 years. At the moment, the UN could through the cCPAP look at an 18 month AWP to ensure better inclusion of the activities under the government fiscal years.

Under the CPAP Results and Resources Framework, the outputs which have been derived from the UNDAF has been further subdivided to identify specific areas of support from the UN agencies. However, these sub-outputs are not exhaustive and could include others that have not been mentioned. The annual reviews will enable both the UN agencies and the implementing partners to add emerging issues that could be addressed within the cCPAP framework.

In pursuit of greater harmonization and simplification, joint AWP's will be formulated when two or more United Nations Agencies support the common outputs and have common national or sub-national partners where there are potential gains in effectiveness and efficiency from combining the efforts and resources. National execution will be used as the main implementation modality. It is expected that through the introduction of cCPAP and joint AWP's, the overall number of AWP documents and reporting requirements by the United Nations will be significantly reduced.<sup>7</sup> As stipulated in the UNDAF, there will be five UNDAF Thematic Groups consisting of representatives from relevant national implementing partners, United Nations Agencies and other development partners as necessary, in support of the five UNDAF Outcome areas: (1) poverty reduction; (2) health and HIV/AIDS; (3) education and gender; (4) good governance; and (5) environment/energy and disaster management.

UNDAF Thematic Groups will play a pivotal role in the formulation and monitoring and evaluation of joint AWP's.

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<sup>7</sup> Depending on the sources of funds, a project document may be required.



Under the overall guidance of the CPB, UNDAF Thematic Groups will identify areas of collaboration and harmonization among United Nations Agencies and other development partners, and will determine the scope and number of AWP to be developed and signed by the implementing partners and relevant United Nations Agencies.

UNDAF Thematic Groups will meet at least twice a year to assess the progress and achievement of relevant outputs and to address common concerns and emerging issues. UNDAF Thematic Groups also will play a lead role in organizing joint field visits, assurance activities, evaluations and annual reviews of the respective UNDAF Outcome.

### **Financial Management and Cash Transfers**

*Note: This sub-section applies only to the ExCom Agencies (UNDP, UNICEF, UNFPA and WFP).*

All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner, the Planning Commission and the Agencies. Cash transfers for activities detailed in AWP can be made by the Agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner through the government channel
  - a. Prior to the start of activities (direct cash transfer), or
  - b. After activities have been completed (reimbursement)
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners in line with the activities and procedure agreed in the AWP
3. Direct payments to vendors or third parties for obligations incurred by United Nations Agencies in line with the activities and procedure agreed in the AWP
4. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The Agencies shall not be obligated to reimburse expenditures by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and the Agencies. If it cannot be reprogrammed then it will be refunded.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-United Nations Implementing Partner.

A qualified consultant, such as a public accounting firm, selected by the Agencies may conduct such an assessment, in which the Implementing Partner shall participate.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

Implementing partners together with the United Agencies will monitor all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the Agencies. To that effect, periodic on-site reviews and spot checks of their financial records will be conducted by the Agencies or their representatives, including programmatic monitoring of activities through field visits. The UN agencies in consultation with the Planning Commission will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the Agencies, and those whose financial management capacity needs strengthening. The Royal Audit Authority will undertake the audits of government and non-government Implementing Partners.

## **PART VII MONITORING AND EVALUATION**

Monitoring and evaluation of UNDAF will be met through the cCPAP monitoring evaluations. Monitoring and evaluation is an integral and essential part of the cCPAP to ensure effectiveness and relevance of the programme and efficient use of resources. Based on the UNDAF monitoring and evaluation framework, an integrated monitoring and evaluation framework of cCPAP has been developed together with the monitoring and evaluation calendar (See Annex 2).

In line with the United Nations reform for harmonization and simplification, monitoring and evaluation of cCPAP/UNDAF will be conducted jointly by ExCom and Participating United Nations Agencies. Outcome evaluations and cCPAP/UNDAF annual reviews will be overseen by the CPB, as described in Part VI, supported by the five UNDAF Thematic Groups. Other relevant and interested development partners also will be invited to join such monitoring and evaluation field visits and missions. The monitoring and evaluation will also make use of existing Government systems such as the National Monitoring and Evaluation System.

The five UNDAF Thematic Groups will be responsible for monitoring achievement of relevant outputs and outcome, and for preparing an annual progress report on the five main UNDAF Outcomes. Field visits, spot checks, reviews and studies are encouraged amongst participating

Agencies and national Implementing Partners. Five annual progress reports, by UNDAF Outcome, will be presented to the CPB at the annual review meeting.

The United Nations also will enhance its joint support to institutional and human capacity development of the national monitoring and evaluation system for the MDGs and the 10<sup>th</sup> FYP as well as analysis of disaggregated data.

The Mid Term Review requirements of specific Agencies will be conducted in conjunction with, or as a specific part of, the UNDAF evaluation. A cCPAP/UNDAF final evaluation will be undertaken during 2011-12, which will be based on the five Outcome Evaluations and other studies, surveys, reviews and specific evaluation reports. The cCPAP/UNDAF final evaluation will be managed and led by the Government-United Nations Country Programme Board.

## **PART VIII COMMITMENTS OF THE AGENCIES**

The Executive Boards of the ExCom Agencies (UNDP, UNICEF, UNFPA and WFP) have approved from Regular, or core, Resources a total cumulative commitment not exceeding the amount indicated in the table below, in support of the activities detailed in this cCPAP, for the period beginning 1 January 2008 and ending 31 December 2012. The Agencies also agree to seek additional funding to support the programmes specified in this cCPAP, referred therein as Other, or non-core, Resources, to an amount indicated in the table below. The availability of these funds will be subject to donor interest in proposed projects. To this end, the ExCom Agencies will coordinate their respective efforts to mobilize the required Other, or non-core, Resources from the local and international donor community.

Agency	Amount of Regular (core) Resources <sup>8</sup> (US\$ mn)	Amount of Other (non-core) Resources (US\$ mn)
<i>UNDP</i>	8.40	19.50
<i>UNFPA</i>	4.00	1.00
<i>UNICEF</i> <sup>9</sup>	4.83	15.00
<i>WFP</i>		10.67
<b>Total</b>	<b>17.23</b>	<b>46.17</b>

<sup>8</sup> The Results and Resources Framework gives details of the estimated annual programme budget and the source of funds by Agency. Regular (core) and Other (non-core) Resource funds are exclusive of funding received in response to emergency appeals; in the case of an emergency, UNICEF holds the right to reallocate 10 percent of its Regular Resources to attend to the emergency.

<sup>9</sup> UNICEF resource is inclusive of office & programme support costs for the country office. The programme specific resources to the Government is as reflected in Annex 1(R&R Framework)

The ExCom Agencies will provide support to the development and implementation of activities within the cCPAP that may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the ExCom Agencies' support may be provided to Non-Governmental and Civil Society Organizations, as agreed within the framework of the individual Annual Work Plans.

Additional support may include access to ExCom Agency-managed global information systems, the network of Agencies' Country Offices, and specialized information systems, including rosters of consultants and providers of development services, as well as access to the support provided by the network of United Nations specialized Agencies, Funds and Programmes.

The ExCom Agencies shall appoint staff and consultants for programme development, programme support and technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the ExCom Agencies' funds are distributed by calendar year and in accordance with the cCPAP. These budgets will be reviewed and further detailed in the Annual Work Plans. By mutual consent between the Government and the ExCom Agencies, funds not earmarked by donors to the ExCom Agencies for specific activities may be reallocated to other programmatically equally worthwhile activities.

*Note: This sub-section applies to the four ExCom Agencies only.*

In case of direct cash transfer or reimbursement, the ExCom Agencies shall notify the Implementing Partner of the amount approved by the Agencies and shall disburse funds to the Implementing Partner in 14 days after receipt of fund request.

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the ExCom Agencies in support of activities agreed with Implementing Partners, the Agencies shall proceed with the payment within 14 days.

The ExCom Agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third-party vendor.

Where the ExCom Agencies and other United Nations Agencies provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated among those United Nations Agencies.

## **PART IX COMMITMENTS OF THE GOVERNMENT**

The Government will support the ExCom Agencies' efforts to meet the needs of this Country Programme Action Plan and will cooperate with the ExCom Agencies, including: encouraging potential Donor governments to make available the funds needed to implement unfunded components of the programme; endorsing the ExCom Agencies' efforts to raise funds for the programme from the private sector, internationally.;

At the end of a project/programme, any balance of funds not utilized or which could not be used according to the plans shall be reprogrammed by mutual, written consent between the Government and the ExCom Agency, or returned to the United Nations Agency. Failure to do so may preclude the ExCom Agency from providing further funds to the same recipient.

The transfer of supplies and equipment procured by the ExCom Agencies for the Government may be agreed between the two parties. Final legal transfer shall be accomplished upon delivery to the ExCom Agency of a signed Government receipt. Should any of the supplies and equipment not be used for the purpose for which they were provided, as outlined in the AWP concerned, the ExCom Agency may require the return of those items, and the Government will make such items freely available to the ExCom Agency.

Funds for travel, stipends, honoraria and other costs implemented through the Government system will follow established government rates while the same implemented directly by UN agencies will be as per the UN rates.

The Government is committed to Co-Chair the Government-United Nations Country Programme Board that is to conduct the review of the Annual Progress Report, organize the meetings and participate in the evaluations.

The Government will permit and facilitate periodic monitoring visits by United Nations Agency officials, experts and person providing services, to observe and monitor all phases of the programme of cooperation, meet beneficiaries, and assess progress and performance.

The Government agrees with the United Nations Agencies that achieved results can be published independently, both nationally and internationally.

*Note: This sub-section applies to the four ExCom Agencies only.*

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that the ExCom Agencies will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner

Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to the ExCom Agencies within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from the ExCom Agencies will provide the ExCom Agencies or their representative with timely access to:

- a. All financial records that establish the transactional record of the cash transfers provided by the ExCom Agencies;
- b. All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and the ExCom Agencies. Each Implementing Partner will furthermore:

- a. Receive and review the audit report issued by the auditors.
- b. Provide a timely statement of the acceptance or rejection of any audit recommendation to the ExCom Agencies that provided cash (and where the RAA has been identified to conduct the audits).
- c. Undertake timely actions to address the accepted audit recommendations.
- d. Report on the actions taken to implement accepted recommendations to the Agencies (and where the RAA has been

identified to conduct the audits), on a quarterly basis, or as locally agreed.

### ***Implementation Capacities***

Successful achievement of the cCPAP also will depend on the relevant staff of the Implementing Partners. Government implementing agencies will assign roles and responsibilities to competent staff with the necessary technical skills and the required allocation of time to deliver results. The ExCom Agencies will endeavour to develop a wide range of Government staff capacities, as outlined in the programme strategies.

## **PART X OTHER PROVISIONS**

In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the Government will make a formal request to the ExCom Agencies through the Representatives of each of the Agencies and an appropriate amendment to this cCPAP will be negotiated.

In the event of a failure by one party to fulfil any of its obligations under this cCPAP:

- (a) Where the defaulting party is one of the ExCom Agencies, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party, or (ii) terminate the cCPAP vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
- (b) Where the defaulting party is the Government, the ExCom Agency as to which the Government has defaulted, either alone or together with all other ExCom Agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party, or (ii) terminate the cCPAP by giving written notice of sixty (60) days to the defaulting party.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in Part I of this document. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the ExCom Agencies to the ExCom Agencies' property, funds and assets and to its officials and consultants. In addition, the Government will accord to the ExCom Agencies and their officials and to other persons performing services on behalf of the ExCom Agencies, the privileges, immunities and

facilities as set out in the cooperation and assistance agreements between the ExCom Agencies and the Government.

The Government will be responsible for dealing with any claims that may be brought by third parties against any of the ExCom Agencies and its officials, advisors and agents. None of the ExCom Agencies, nor any of their respective officials, advisors or persons performing services on their behalf, will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by the Government and a particular ExCom Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the ExCom Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

Any dispute between the Government and an ExCom Agency shall be resolved in accordance with the basic agreements stipulated in Part I of this cCPAP. Any dispute among the ExCom Agencies shall be resolved exclusively among the ExCom Agencies through good-faith consultations.

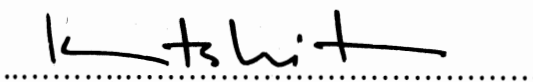


**Signature Page**

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Common Country Programme Action Plan on 21 December 2007 in Thimphu, Bhutan.

**On behalf of the Royal Government of Bhutan**

Karma Tshiteem  
Secretary  
Planning Commission



.....

**On behalf of the United Nations System in Bhutan**

Resident Coordinator  
Nicholas Rosellini



.....

**For the United Nations Development Programme**

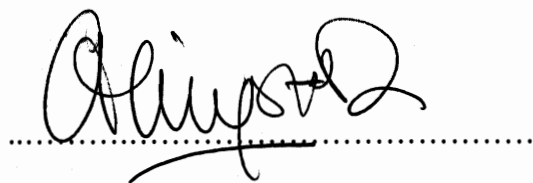
Deputy Resident Representative  
Toshihiro Tanaka



.....

**For the United Nations Children's Fund**

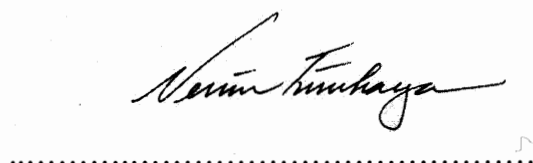
Representative  
Gepke Hingst



.....

**For the United Nations Population Fund**

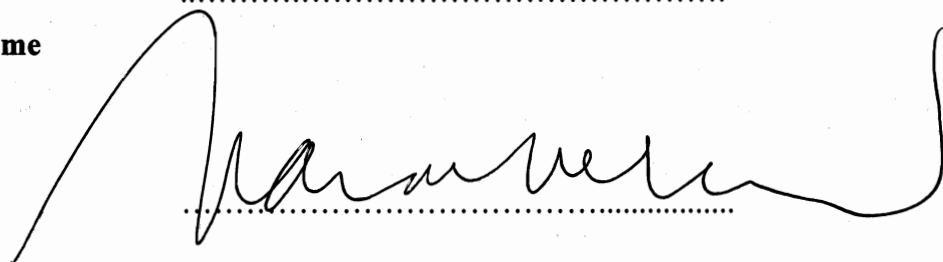
Country Director  
Nesim Tumkaya



.....

**For the World Food Programme**

Representative  
Leo van der Velden



.....

**Signature Page 'Participating Agencies'**

The 'Participating Agencies' remain governed by their respective agreements, but express their commitment to the UNCP Action Plan, by co-signing in the spirit of 'Delivering as One';

**For the Food and Agriculture Organization**

Asst. Representative

Phintsho Dorji




.....

**For the International Fund for Agricultural Development**

Country Programme Manager

Kati Manner



.....

**For the Joint United Nations Programme on HIV/AIDS**

Country Coordinator

Ma Elena Filio-Borromeo



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**For the Office of the Coordination of Humanitarian Affairs**

Head, Regional Office for Asia & Pacific

Terje Skavdal

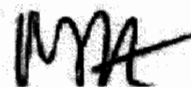


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**For the United Nations Capital Development Fund**

Regional Technical Advisor

Roger Shotton



.....

For the **United Nations Conference on Trade and Development**

Chief, Technical Cooperation Service

Manuela Tortora

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For **United Nations Environment Programme**

Director

Surendra Shrestha



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For **United Nations Educational, Scientific and Cultural Organization**

Director

Minja Yang

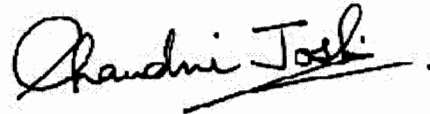


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For the **United Nations Development Fund for Women**

Representative

Chandni Joshi



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For the **United Nations Volunteers**

UN Resident Coordinator

Nicholas Rosellini



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For the **World Health Organization**

Representative

Ei Kubota

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**Annex I: cCPAP RESULTS AND RESOURCES FRAMEWORK**

Expected UNDAF outcome #1: By 2012, opportunities for generation of income and employment increased in targeted poor areas (MDG1, 8)										
CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators / baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)						
				2008	2009	2010	2011	2012	Total	
<p><b>CT Outcome 1</b> Access to socio-economic services, markets and information improved for smallholder<sup>1</sup> and marginal farmers in targeted rural areas</p> <p><b>Indicators</b> ▪ Per capita monthly expenditure by gender of household head</p>	1.1 Access improved through rural infrastructure such as farm roads, power tiller tracks, suspension bridges, and mule track in the targeted rural areas	<ul style="list-style-type: none"> <li>Number of households/villages within 0.5 hours walking distance from the nearest road head.</li> </ul>	<p>UN Agencies IFAD UNDP UNV FAO</p> <p>Government MOA, MOIC, BDFC, Dzongkhag Administrations GYTs/DYT</p> <p>Other partners CSOs, Multilateral agencies, Bilateral agencies</p>	<b>Regular Resources (total per outcome)</b>						
	1.2 Farmers use of improved post harvest management facilities and practices increased	<ul style="list-style-type: none"> <li>Number of farmers using the improved post harvest management facility and practices.</li> </ul>		UNDP	0.10	0.10	0.10	0.10	0.10	0.50
	1.3 Access of targeted farmers, both women and men, to rural credit and markets improved	<ul style="list-style-type: none"> <li>Number of rural farmers (by gender) accessing rural credit</li> </ul>		FAO	0.25	0.25	0.25	0.25	0.25	1.25
	1.4 Access to ICT, media, postal and other general public services and market information improved, particularly for women and youth, through the establishment of community information centres.	<ul style="list-style-type: none"> <li>Number of Community Information Centres providing market information and other multi-media services</li> <li>Number of users availing CIC services (by gender and age)</li> </ul>		IFAD <sup>2</sup>	<b>Other Resources (total per outcome)</b>					
				UNDP	0.10	0.10	0.10	0.10	0.10	0.50

<sup>1</sup> Smallholder defined as resource poor and low income farmers with less than 5 acres of agricultural land

<sup>2</sup> The ongoing USD19.698 million IFAD funded Agriculture Marketing and Enterprise Promotion Program (AMEPP2005-2011) with the RGoB will contribute to the achievement of the CT Outcome 1 and CT Output 1.1

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<p><b>CT Outcome 2</b> Food security among small holder farmers and other vulnerable groups in targeted rural areas enhanced.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Food poverty line</li> <li>▪ Number of months of food insecurity in targeted communities</li> <li>▪ Yield per acre in targeted areas</li> </ul>	2.1 Agricultural productivity enhanced through improved technology and diversified irrigation systems	<ul style="list-style-type: none"> <li>• Reduced months of food insecurity in targeted communities</li> <li>• Increased yield per acre in targeted areas</li> <li>• Increased proportion of household income from agriculture products</li> </ul>	<p>UN Agencies IFAD FAO UNDP UNV</p> <p>Government: MOA, NEC, Dzongkhag Admin, GYT/DYTs.</p> <p>Other Partners : CSOs</p>	<b>Regular Resources (Total per outcome)</b>					
	2.2 Capacity of relevant agencies and affected communities enhanced to address the environment-poverty nexus	<ul style="list-style-type: none"> <li>• Number of communities implementing environmentally sustainable poverty reduction plans/initiatives</li> <li>• An enabling policy and legal framework to combat crop damage by wildlife developed.</li> </ul>		UNDP 0.08	0.08	0.08	0.08	0.08	0.40
	2.3 Capacity of small farmers enhanced through formation of self help groups and targeted extension services	<ul style="list-style-type: none"> <li>• Number of newly established and functioning self help groups and cooperatives in targeted gewogs.</li> <li>• Number of groups/communities benefiting from comprehensive package of development services</li> </ul>		FAO 0.25	0.25	0.25	0.25	0.25	1.25
				<b>Other Resources (Total per outcome)</b>					
				UNDP 0.10	0.10	0.10	0.10	0.10	0.50

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)						
				2008	2009	2010	2011	2012	Total	
<b>CT Outcome 3</b> Capacity of the RGOB strengthened to formulate policy framework for Private Sector Development with focus on employment generation and pro-poor growth through the promotion of MSMES.	3.1 Capacity of RGoB enhanced to formulate industrial and trade policies that are pro-poor, gender sensitive and cultural and heritage based	<ul style="list-style-type: none"> <li>Private Sector Development and SME policies, which are pro-poor, gender sensitive, youth oriented and culture based formulated.</li> </ul>	UN Agencies UNDP UNESCO UNCTAD <sup>3</sup> UNESCAP ILO	<b>Regular Resources (per Outcome)</b>						
				UNDP	0.19	0.19	0.19	0.19	0.19	0.95
	<b>Other Resources (per Outcome)</b>									
	3.2 Capacity of public and private sector enhanced to meet international standards for exports	<ul style="list-style-type: none"> <li>Data base and resource mapping of cultural resources available to inform policies, plans and programs</li> </ul>	Government: MoEA, MOA, MOLHR, MOF, MOHCA, NCWC, PC	UNDP	0.05	0.05	0.05	0.05	0.05	0.25
				UNESCO	0.005	0.005	0.005	0.005	0.005	0.025
<b>Indicators</b> <ul style="list-style-type: none"> <li>Employment rate in private sector – total, women, men, youth</li> <li>Improved performance as measured by World Bank's Doing Business Indicators</li> </ul>	3.3a Access to international markets enhanced through improved negotiation capacity and understanding of global and regional trade agreement and facilities	<ul style="list-style-type: none"> <li>Number of quality branding of creative/cultural products developed</li> <li>Growth in international trade of targeted niche products through new marketing strategy/framework</li> </ul>	Other partners: CSOs, Multilateral agencies, Bilateral agencies	UNCTAD	0.2	0.2	0.2	0.2	0.2	1.0
	3.3b Capacity of relevant government agencies to prepare and enforce a Consumer Protection Act and a Fair Trading and Competition law developed	<ul style="list-style-type: none"> <li>Consumer protection and Fair Trading Laws enacted and related guidelines developed</li> <li>Number of officers trained to apply the laws effectively</li> </ul>								

<sup>3</sup> Estimated costs to be raised during 2008-2012

	3.4. Labour market analysis strengthened to guide national employment and human resource development policies.	<ul style="list-style-type: none"> <li>• Periodic production of labour market information systematically disseminated to both job seekers and potential employers</li> <li>• Human resource development policies reviewed and developed based on periodic labour market analysis</li> </ul>								
CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)						
				2008	2009	2010	2011	2012	Total	
<b>Ct Outcome 4</b> New Micro and SMEs and jobs created with emphasis on women and youth  <b>Indicators</b> <ul style="list-style-type: none"> <li>▪ Number of new MSMEs registered.</li> <li>▪ Number of new jobs created.</li> </ul>	4.1 Community based MSMEs and cooperatives, particularly those of women and youth, supported through improved access to micro-finance, business development services, marketing, group formation and post harvest management services.	<ul style="list-style-type: none"> <li>• Number of new community based MSMEs registered per quarter/year by ownership (women and youth)</li> <li>• Number of people employed by MSMEs by age and gender</li> </ul> <p>Number of cooperatives and producer/marketing groups formed.</p>	UN Agencies UNDP IFAD UNV  Government: MoEA, MOA, MOLHR, NCWC, MOLHR, PC, MOIC  Other Partners: BDFC, CSOs, Multilateral agencies	<b>Regular Resources (TOTAL per outcome)</b>						
				UNDP						
				0.19	0.19	0.19	0.19	0.19	0.95	
				IFAD						
				<b>Other Resources ((TOTAL per outcome)</b>						
				UNDP						
				0.35	0.35	0.35	0.35	0.35	1.75	

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<p><b>CT Outcome 5</b> Enhanced capacity of public sector to implement results based policy, plan and programme development for MDGs, GNH and other national priorities</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Results based national planning, monitoring &amp; budgeting system operational</li> <li>▪ MDG Progress reports and Poverty profile analysis produced with disaggregated data</li> </ul>	<p>5.1 MDG based monitoring and evaluation system integrated into the national M&amp;E system through operationalisation of MIS such as GPIS, DrukInfo and VAM</p>	<ul style="list-style-type: none"> <li>• National M&amp;E system using disaggregated data by gender and gewogs.</li> <li>• National statistical action and capacity building plan developed and implemented.</li> </ul>	<p>UN Agencies UNDP UNICEF WFP UNFPA UNIFEM</p> <p>Government: PC, NSB and other relevant ministries agencies and dzongkhags</p> <p>Other partners: Multilateral agencies</p>	<b>Regular Resources (Total per outcome)</b>					
	<p>5.1a. Data systems support enhanced utilization of disaggregated data for MDGs- and national priorities- based development</p>			<p>UNDP 0.20</p> <p>UNFPA 0.07</p> <p>UNICEF 0.04</p> <p>UNIFEM 0.01</p> <p>WFP 0.02</p>	<p>0.20</p> <p>0.07</p> <p>0.04</p> <p>0.01</p> <p>0.02</p>	<p>0.20</p> <p>0.07</p> <p>0.04</p> <p>0.01</p> <p>0.02</p>	<p>0.20</p> <p>0.07</p> <p>0.04</p> <p>0.01</p> <p>0.02</p>	<p>0.20</p> <p>0.07</p> <p>0.04</p> <p>0.01</p> <p>0.02</p>	<p>1.00</p> <p>0.35</p> <p>0.20</p> <p>0.05</p> <p>0.10</p>
	<p>5.2 National Capacity at central and local levels for collection, analysis and production of timely, reliable and disaggregated statistical data enhanced.</p> <p>5.2 a. Key agencies and departments (NSB, PC, PPDs) at central and local levels systematically collect and analyze relevant disaggregated data</p>	<ul style="list-style-type: none"> <li>• National M&amp;E system operational and used for planning and monitoring</li> <li>• The SAARC Gender database developed</li> <li>• Regularly updated Gewog Socioeconomic indicators available and used for National and local planning</li> </ul>		<b>Other Resources (Total per outcome)</b>					



	<p>5.3 National capacity at central and local levels enhanced to implement RBM in planning, monitoring and Evaluation system taking into consideration cross cutting issues such as ICT, Environment, gender and governance</p> <p>5.3a Professional staff in ministries and agencies at central and local levels are skilled in applying BDI (GNH based), RBM, and Simple Macroeconomic framework in their planning, M&amp;E and reporting processes</p>	<ul style="list-style-type: none"> <li>• Bhutan Development Index based on GNH developed and used for development planning and monitoring.</li> <li>• Planning and budgeting system integrated and operationalised in public administration</li> <li>• Simplified Macroeconomic Framework introduced and effectively used for national planning.</li> <li>• Results based national and local Development plans developed, and periodically reviewed.</li> </ul>		<p>UNDP 0.20</p>	0.20	0.20	0.20	0.20	1.00
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**Expected UNDAF outcome # 2: By 2012, increased access and utilization of quality health services with emphasis on reproductive health, maternal and child health and nutrition, HIV/AIDS, TB, malaria and other non-communicable disease. (MDG 4, 5,6)**

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators / baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<p><b>CT Outcome 1</b></p> <p>Capacity of RGOB to formulate and implement results oriented policies and strategies that create an enabling environment for reproductive health, maternal and child health, STI, HIV/AIDS, TB and malaria programmes strengthened.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Change in Maternal and Child Health sector policy environment</li> <li>▪ Change in Maternal and Child Health sector workflow efficiency (focus on system and processes)</li> </ul>	<p>1.1. Research and analyses including health surveillance and monitoring systems, knowledge and behaviour, epidemiology supported by disaggregated data, where possible, to guide policy, strategies and guidelines development conducted.</p> <p>1.1.a Maternal, Newborn and Childhealth(MNCH) and Nutrition policies, strategies and guidelines developed and implemented based on analysis of disaggregated data</p> <p>1.1.b Reproductive Health and Safe Motherhood policies and strategies reviewed and revised.</p>	<ul style="list-style-type: none"> <li>• Nutrition policy and strategy paper development and implementation status</li> <li>• Updated and disaggregated MNCH and Nutrition data availability based on DHS, MICS, Nutrition Survey</li> <li>• MNCH guidelines implemented</li> <li>• RH standards , protocols, guidelines revised</li> <li>• Contraceptive policies strengthened</li> <li>• National perinatal health care concept paper prepared</li> <li>• National RHCS paper developed</li> </ul>	<p>UN Agencies UNFPA UNICEF WHO</p> <p>Government MOH, PC, NSB, NCWC,</p> <p>Other Partners YDF, RENEW</p> <p>Multilateral agencies, Bilateral agencies</p>	<b>Regular Resources (total per outcome)</b>					
				UNICEF 0.03	0.03	0.03	0.03	0.03	0.15
				UNFPA 0.03 WHO*	0.03	0.03	0.03	0.03	0.15

	<p>1.2. Enhanced skills and technical knowledge of relevant national and local institutions to formulate, update and implement policies, strategies and guidelines.</p> <p>1.2.a Evidenced based RH, maternal and newborn health services strengthened</p>	<ul style="list-style-type: none"> <li>• Number of health personnel trained on RH research</li> <li>• Number of operational research undertaken related to RH and MNH</li> <li>• Number of districts initiated neonatal death investigation</li> <li>• No. of districts with improved maternal and neonatal deaths reports</li> </ul>		Other Resources (total per outcome)						
	<p>1.3. Programme monitoring &amp; management systems strengthened.</p> <p>1.3.a District level maternal and neonatal death investigation system strengthened</p>			UNICEF						
				0.20	0.20	0.20	0.20	0.20	0.20	1.0
CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)						
				2008	2009	2010	2011	2012	Total	
<b>CT Outcome 2</b>  Capacity of RGOB strengthened to increase access to and delivery of quality health services for all including reproductive health, maternal and child health and nutrition, TB, malaria and other non-communicable diseases	<p>2.1. Improved availability of essential commodities, equipment and modification of facilities for RH and MCH programmes.</p> <p>2.1.a Hospitals and BHUs have qualified staff, equipment, modified infrastructure and sufficient supplies to deliver quality Maternal and Newborn Care services and upgraded as emergency obstetric and neonatal centres</p>	<ul style="list-style-type: none"> <li>• Proportion of health facilities upgraded as comprehensive emergency obstetric and neonatal centres</li> <li>• Proportion of BHUs delivering basic EmOC care services</li> <li>• Proportion of staff qualified to deliver emergency obstetric and neonatal care</li> <li>• Percentage of deliveries attended by trained health staff</li> <li>• Number of districts with improved services and referrals on MNH</li> <li>• Number of health centres undertaking maternal and neonatal auditing</li> </ul>	<p><b>UN Agencies</b> UNFPA, UNICEF WHO</p> <p><b>Government:</b> MOH, MOHCA, Judiciary, MOA, MOF</p> <p><b>Other partners:</b> local water supply caretakers. Multilateral agencies, Bilateral agencies, NCWC,</p>	<b>Regular Resources (Total per outcome)</b>						
				UNICEF 0.40	0.40	0.40	0.40	0.40	2.0	
				UNFPA 0.44	0.44	0.44	0.44	0.44	2.20	
				WHO*						

<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Proportion of visits to the health care facilities (by gender, age)</li> <li>▪ Antenatal and postnatal health coverage (%)</li> <li>▪ Percentage of population with access to safe drinking water systems and sanitation</li> <li>▪ Vaccination coverage for children and mothers</li> <li>▪ Percentage of population with access to DOTS and malaria treatment</li> <li>▪ Percentage of children who are underweight</li> <li>▪ Percentage of children with symptoms of micronutrient deficiency (Iron/Vitamin A)</li> </ul>	<p>2.2. Capacity of health managers and providers enhanced to deliver comprehensive and client-oriented services on RH, MCH and youth friendly services.</p>	<ul style="list-style-type: none"> <li>• Number of districts providing quality immunization services and nutrition package</li> <li>• Number of certified Baby Friendly hospitals and BHUs</li> <li>• Proportion of infant on exclusive breastfeeding</li> <li>• Number of hospitals and BHUs that deliver Youth Friendly services (IPC/counselling)</li> <li>• Proportion of health facilities that deliver quality comprehensive reproductive health services</li> </ul>	RENEW, YDF	Other Resources (Total per outcome)					
	<p>2.2.a. All Hospital and BHU health workers provide quality immunization services and nutrition package(Vitamin A, Iron &amp; folic acid, supplements, deworming, Growth monitoring, IYCF)</p>			UNFPA					
	<p>2.2.b. Increased number of infants receive exclusive breastfeeding and proper feeding practices</p>			0.1	0.1	0.1	0.1	0.1	0.5
<p>2.2.c. Selected hospitals and BHUs deliver Youth Friendly services (IPC/counselling)</p>	UNICEF								
<p>2.2.d. Health facilities deliver quality comprehensive reproductive health services</p>	0.40	0.40	0.40	0.40	0.40	2.0			

	<p>2.3 Health service providers at all levels have management capacity and technical knowledge to provide effective prevention and treatment for malaria, TB and non-communicable diseases.</p>	<ul style="list-style-type: none"> <li>• Proportion of health service providers assessed to have management capacity and technical knowledge to provide effective prevention and treatment for malaria, TB and non-communicable diseases</li> </ul>							
	<p>2.4. Capacity of RGoB and targeted communities strengthened to expand coverage of water and sanitation project</p>	<ul style="list-style-type: none"> <li>• Proportion of targeted communities with expanded coverage of water and sanitation</li> </ul>							
	<p>2.5 Strengthened Capacity of relevant institutions at national and local levels to develop and deliver information, counseling and targeted health interventions on victims of violence against women and children</p>	<ul style="list-style-type: none"> <li>• Key national agencies and law enforcement personnel trained on gender based violence</li> <li>• Number of facilities providing services to address gender-based violence</li> </ul>							
	<p>2.6. Key government agencies are prepared to respond to public health emergencies enhanced</p>	<ul style="list-style-type: none"> <li>• Number of key government bodies that correctly describe how would they respond to public health emergencies</li> </ul>							

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<p><b>CT Outcome 3</b> Capacity of government to respond to prevention, care and treatment of HIV/AIDS and STI through multi-sectoral approach strengthened</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Proportion of the population aged 15-24 with correct knowledge of HIV/AIDS</li> <li>▪ Percentage of those engaging in risky behaviour accessing VCT services each year</li> <li>▪ Number of pregnant women attending antenatal care receiving information on prevention of mother-to-child transmission</li> </ul>	<p>3.1 National capacity strengthened for multi sectoral planning, coordination, management and monitoring of effective integrated HIV prevention, treatment and care strategies and plans.</p> <p>3.1.a HIV/AIDS information advocated to all and quality HIV/AIDS services accessible through capacity strengthening at all levels</p>	<ul style="list-style-type: none"> <li>• Number of HIV/AIDS awareness and RH advocacy events undertaken</li> <li>• Coverage (area, population) of HIV/AIDS servicesNumber of HIV/AIDS indicators in national M&amp;E framework with baseline and UA target</li> </ul>	<p>UN Agencies UNFPA UNICEF WHO</p> <p>Government National Commission for HIV/AIDS, MOH, MOE, relevant ministries</p> <p>Other partners YDF, RENEW, Multilateral agencies, MSTF, religious institutions,</p>	<b>Regular Resources (per Outcome)</b>					
				UNFPA	0.05	0.05	0.05	0.05	0.25
				WHO*					
				UNAIDS	0.0	0.0	0.01	0.03	0.9
				<b>Other Resources (per Outcome)</b>					
				UNICEF	0.10	0.10	0.10	0.10	0.50

	<p>3.2. Convergence amongst key national partners facilitated &amp; strengthened to implement multi-sectoral National AIDS Strategic Plan through capacity building on HIV prevention, treatment, care and support including PMTCT, monitoring of epidemic through surveillance system and deliver quality HIV/AIDS information and education, particularly to vulnerable groups.</p> <p>3.2.a. Key service providers in all health centres provide PMTCT</p> <p>3.2.b. Multiyear operation plan on HIV/AIDS developed &amp; operationalized with focus on prevention among young people and PMTCT</p> <p>3.2.c. NFE Learners in all centres informed on reproductive health, MCH, prevention of STI and HIV/AIDS</p> <p>3.2.d. Capacity of religious practitioners strengthened to increase knowledge on HIV/AIDS prevention among communities through religious perspective.</p>	<ul style="list-style-type: none"> <li>• No. of health centers implementing PMTCT guidelines</li> <li>• Number of pregnant women attending antenatal care receiving information on PMTCT</li> <li>• Operational plan on YFS and PMTCT is in place.</li> <li>• Progress in development and operationalization of HIV/AIDS action plan</li> <li>• Proportion of NFE learners that recognize key concepts on reproductive health, MCH, prevention of STI and HIV</li> <li>• Number of NFE learners that availed information</li> <li>• No. of monks and nuns trained on HIV/AIDS prevention and services available.</li> </ul>							
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CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)						
				2008	2009	2010	2011	2012	Total	
<p><b>CT Outcome 4</b> RGOB and community partnerships enhanced to promote utilisation of health services</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Proportion of population that availed health services in targeted communities</li> <li>▪ General health statistics</li> </ul>	4.1 Village health workers, DYT and GYT members and religious personnel undertake health communication activities among selected communities.	<ul style="list-style-type: none"> <li>• Number of health communication activities undertaken in selected communities</li> <li>• Proportion of VHW, DYT &amp; GYT members, and religious personnel that undertook health communication activities</li> </ul>	UN Agencies UNFPA UNICEF WHO  Government: MOH, NCWC, DYT, GYT	<b>Regular Resources (per Outcome)</b>						
				UNFPA 0.03 WHO*	0.03	0.03	0.03	0.03	0.03	0.15
					<b>Other Resources (per Outcome)</b>					
	4.2 District level managers and health workers apply effectively interpersonal communication skills to selected communities.	<ul style="list-style-type: none"> <li>• Proportion of Village Health Workers service Coverage in the community</li> <li>• Number of patients visiting the health facilities</li> </ul>	Other partners: YDF, RENEW, media, religious institutions,	UNICEF 0.13	0.13	0.13	0.13	0.13	0.13	0.65

Note: \* The WHO resource mobilisation target for UNDAF outcome 2 is estimated USD 7.0 million



**Expected UNDAF outcome # 3: By 2012, access to quality education for all with gender equality and special focus on the hard-to-reach population improved (MDG 2,3)**

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators / baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<p><b>CT Outcome 1</b> Improved quality of education delivered by relevant stakeholders.</p> <p><i>Indicators</i></p> <ul style="list-style-type: none"> <li>▪ Percentage of children starting school at the age of six (disaggregated by gender at Dzongkhags level)</li> <li>▪ Transition rate to secondary education (disaggregated)</li> <li>▪ Net Completion Ratio (disaggregated by sex and <u>levels</u>)</li> <li>▪ Percentage of drop-outs and repeaters (disaggregated by sex and level)</li> <li>▪ Number of adults and young people enrolled in NFE</li> </ul>	<p>1.1 Capacity of key partners including parents and communities to provide young children with early learning opportunities strengthened.</p> <p>1.1 a: NFE learners provide young children with early learning opportunities.</p>	<ul style="list-style-type: none"> <li>• Number of NFE learners trained on ECCE and parenting skills Baseline: NA Target: tbd</li> </ul>	<p>UN Agencies UNICEF WFP</p> <p>Government NFCED, DSE (MoE), Dzongkag Administration, DLG (MoHCA)</p>	<b>Regular Resources (total per outcome)</b>					
				UNICEF 0.013	0.013	0.013	0.013	0.013	0.065

	<p>1.2 Capacity of MoE and other partners at all levels including community in Community /Primary schools strengthened to manage child friendly schools and school feeding.</p> <p>1.2 a : Approx 30% Primary/community primary schools in all districts are child friendly.</p> <p>1.2 b: 216teachers/principals in WFP-assisted schools trained in school feeding management and reporting.</p>	<ul style="list-style-type: none"> <li>• Number of child friendly schools in 20 districts. Baseline: 5 Target : Approximately 30% of PS/CPS</li> <li>• Number of teachers trained in CFS programmes Baseline: 7 Target: 550 teachers</li> <li>• Number of Teachers/Principals in WFP assisted schools trained in school feeding management and reporting. Baseline: 0 Target: 216 teachers</li> </ul>		Other Resources (total per outcome)					
	<p>1.3 Capacity of teachers and relevant education partners to address the education of children with special learning needs enhanced.</p> <p>1.3 a: Children with special learning needs have access to specialized education services in 5 selected areas where there are more children in need of special care.</p>	<ul style="list-style-type: none"> <li>• Number of locations with specialized education services in place. Baseline: 3 Target : 5</li> <li>• Number of children with special learning needs have access to special education services in 5 selected areas.</li> </ul>		WFP 0.10	0.10	0.10	0.10	0.10	0.50
				UNICEF 0.65	0.65	0.65	0.65	0.65	3.25

	1.4 Capacity of stakeholders strengthened to deliver NFE services for adults and young people. 1.4 a: 35,000 NFE learners complete Basic Literacy Course	<ul style="list-style-type: none"> <li>Number of NFE learners completing BLC(Basic Literacy Course)(disaggregated by sex &amp; age) Baseline:0 Target : 35,000</li> </ul>							
CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<b>CT Outcome 2</b> National capacity to revise and implement the educational curricula enhanced  <b>Indicators</b> <ul style="list-style-type: none"> <li>Adoption of revised curriculum</li> <li>Percentage of teachers trained in the revised curriculum (disaggregated)</li> <li>Standard tests developed for measuring learning achievement linked to national curriculum</li> </ul>	2.1 Capacity of MoE strengthened to revise educational curricula in line with emerging needs including life skills, adolescent reproductive sexual health, multi grade teaching, and child friendly schools.  2.1a: Primary Curriculum revised incorporating values education/life skills, multi-grade teaching, CFS concept and ARSH	<ul style="list-style-type: none"> <li>Values education/life skills, multi- grade teaching, CFS concept and ARSH are included in the revised primary curriculum Baseline: No Target : Yes</li> <li>Proportion of teachers in multi-grade schools trained on MGT Baseline: No Target : tbd</li> <li>Number of master teachers trained on life-skills and on monitoring learning achievements. Baseline: 0 Target : All master trainers.</li> <li>Revised primary curriculum in place. Baseline: No Target : Yes</li> </ul>	UN Agencies  UNICEF WFP UNFPA UNESCO  Government NFCED,DSE (MoE) Dzongkag Administration , DSE (MoE) DPE CAPSD (MoE), Colleges of Education(RUB)	Regular Resources (Total per outcome)					
				UNICEF					
				0.005	0.005	0.005	0.005	0.005	0.025
UNFPA									
0.1	0.1	0.1	0.1	0.1	0.5				

	2.2 Capacity of Colleges of Education and other relevant institutions strengthened to provide pre and in-service teacher teaching based on modified curriculum to deliver quality education and monitor learning achievements.	<ul style="list-style-type: none"> <li>Number of teachers in pre and in service programme received training on modified curriculum to deliver quality education and monitor learning achievements Baseline: 0 Target: 250</li> </ul>	Other Resources (Total per outcome)					
			UNESCO 0.025	0.025	0.025	0.025	0.025	0.125
			WFP 0.01	0.01	0.01	0.01	0.01	0.05
			UNFPA 0.1	0.1	0.1	0.1	0.1	0.5
	2.3 School support system and monitoring mechanism strengthened at national and local level.	<ul style="list-style-type: none"> <li>Number of EMOs, DEOs, ADEOs, Head teachers trained in providing school support and monitoring at national and local levels. Baseline: 0 Target: 10</li> </ul>	UNICEF					
	2.3.a. Double subject degree course on Population and Development introduced at Sherubtse College.	<ul style="list-style-type: none"> <li>Number of teachers certified being skilled in quality education and monitoring learning achievements Baseline: N/A Target: 250</li> <li>Double subject degree course on population and development introduced Baseline: No Target: Yes</li> </ul>	0.23	0.23	0.23	0.23	0.23	1.15

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<b>CT Outcome 3</b>  School enrolment, particularly for girls, increased through improved facilities, school feeding and targeted advocacy  <i>Indicators</i> <ul style="list-style-type: none"> <li>▪ Gender parity index (GPI)</li> <li>▪ Pupil-teacher ratio (disaggregated)</li> <li>▪ Number of female teachers in remote schools</li> <li>▪ Number of schools having school feeding facilities and children benefiting</li> <li>▪ Proportion of schools with functional water &amp; sanitation facilities(disaggregated)</li> </ul>	3.1. Community and primary and monastic schools/nunneries provided with water and sanitation facilities and health, nutrition and hygiene education  3.1a: Children in primary, community pry. lower sec. and monastic schools enjoy safe water and sanitation facilities.  3.1b: Students in selected community primary, pry, lower sec. and monastic schools have improved knowledge and practices on health, nutrition and hygiene  3.1c: Community primary, primary and secondary schools' cooks have improved knowledge and practice health, nutrition and hygiene.  3.1d: Selected community primary, primary and secondary schools are provided with hostels, matrons quarters, toilets and shower blocks.  3.1e: Selected Monastic schools use expanded curriculum including English and health.	<ul style="list-style-type: none"> <li>• Number of schools equipped with functional water and sanitation facilities. Baseline – 0 Target – tbd Monastic school: Baseline – 31 Target – 50 more</li> <li>• Percentage of students in selected community primary, primary and secondary schools' with improved knowledge and practices in health, nutrition and hygiene education. Baseline – NA Target – Atleast 50%</li> <li>• Number of community primary, primary and secondary schools' cooks with improved knowledge in hygiene and nutritional cooking practices. Baseline -198cooks Target -216 cooks</li> <li>• Number of community primary, primary and secondary schools with hostels, shower blocks, toilets and matron quarters. Baseline – 12 Target – 30</li> <li>• Number of matrons trained Baseline – 0 Target – 50</li> <li>• Proportion of monastic schools that use expanded curriculum. Baseline – NA Target – tbd</li> </ul>	<b>UN Agencies</b> WFP UNICEF <b>Government</b> DSE (MoE) Dzongkag Administration , DPE,DYS Dratshang Lhengshog CAPSD (MoE) PCS	<b>Regular Resources (per Outcome)</b>					
				UNICEF	0.45	0.45	0.45	0.45	2.25
				WFP	1.89	1.89	1.89	1.89	9.45
				<b>Other Resources (per Outcome)</b>					
WFP	0.11	0.11	0.11	0.11	0.55				
UNICEF	0.40	0.40	0.40	0.40	2.00				

	<p>3.2 School feeding and infrastructures in selected primary / secondary schools provided</p> <p>3.2 a: Community primary, primary and secondary schools have school Agriculture Programme.</p> <p>3.2 b: Community primary, primary and secondary schools' day and boarding students receive school feeding.</p> <p>3.2 c: Community primary, primary and secondary schools are provided with improved kitchen, store and fuel efficient stoves/electric stoves.</p>	<ul style="list-style-type: none"> <li>● Number of schools with school Agriculture Programme established. Baseline -11 Target – 30</li> <li>● Number of day students in community primary, primary and secondary schools receiving school meals Baseline – 18,375 (2007) Target - 115,081 day students</li> <li>● Number of boarding students in community primary, primary and secondary schools receiving school meals Baseline – 22,749 (2006) Target - 79,988 boarding students</li> <li>● Number of community primary, primary and secondary schools with improved kitchen, store and fuel efficient stoves Baseline – 0 Target – 57 schools</li> </ul>							
	<p>3.3. Capacity of key stakeholders to support timely and increased enrolment strengthened</p> <p>3.3 a: Education system applies key innovative strategies for timely and increased enrolment in hard to reach areas.</p>	<ul style="list-style-type: none"> <li>● Strategies introduced to increase enrolment in hard to reach areas. Baseline – No Target – Strategies in place</li> </ul>							

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<b>CT Outcome 4</b> National capacity strengthened to address the emerging challenges faced by young people  <i>Indicators</i> <ul style="list-style-type: none"> <li>▪ Number of young people receiving life skills education</li> <li>▪ Number of young people engaged in voluntary activities</li> <li>▪ Number of counsellors trained</li> <li>▪ Number of young people receiving counselling</li> </ul>	4.1 Capacity of key partners to promote healthy and positive behaviour among young people through life-skills education strengthened.  4.1a. 20% of NFE learners between the age of 15-24 receive life skills education.	<ul style="list-style-type: none"> <li>• Percent of NFE Learners between the age 15-24 with life skills education (by sex)   Baseline - 0  Target : 20%</li> </ul>	UN Agencies UNFPA UNICEF  Government MTI, MOA, MOE, MOLHR, NCWC, PC, MOIC  Other Partners: BDFC, CSOs, youth groups, media agencies, Multilateral agencies	<b>Regular Resources (Total per outcome)</b>					
				UNICEF 0.05	0.05	0.05	0.05	0.05	0.25
				UNFPA 0.03	0.03	0.03	0.03	0.03	0.15
				<b>Other Resources (Total per outcome)</b>					
				UNICEF 0.05	0.05	0.05	0.05	0.05	0.25
	4.2 Capacity of relevant partners enhanced to further provide a supportive, preventive and participative environment for young people  4.2.a. Capacity of relevant partners enhanced to further provide a supportive, preventive and participative environment for young people in and out of school.	<ul style="list-style-type: none"> <li>• Number of YC managers and relevant staff trained in management of Youth information and counselling.   Baseline – 0  Target – 10</li> <li>• Number of school counselors and peer educators trained on counseling   Baseline - 0  Target - tbd</li> <li>• National framework and policies on children and youth participation in place.</li> <li>• Standards, guidelines, tools and training manual on children and youth participation in place.</li> </ul>							

	<p>4.2.b. Mechanisms, structures and human resource development strengthened for mainstreaming children and youth participation in issues affecting their lives</p>	<ul style="list-style-type: none"> <li>• Number of functional youth centres established</li> <li>• Number of forums and consultations organized for children and youth</li> <li>• Number of media programs for and by children and youth</li> </ul>							
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**Expected UNDAF outcome # 4: By 2012, institutional capacity and people's participation strengthened to ensure good governance.**

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators / baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<p><b>CT Outcome 1</b> Transparency, efficiency, effectiveness, participation and accountability strengthened at all levels.</p> <p><i>Indicators</i></p> <ul style="list-style-type: none"> <li>▪ Number of ICT, media and other public services catered by community information centres</li> <li>▪ Public perception about the quality and content of news and programmes by the media</li> <li>▪ Public perception of corruption in the delivery of government services</li> </ul>	1.1 & 1.2 Better service delivery and increased access to information through promotion and implementation of e-governance and e-literacy at all levels narrowing digital divide (rural-urban, men and women)	<ul style="list-style-type: none"> <li>• Number of people availing information services from CIC. (by type, gender and age) Baseline: (1900, CIC log books, MoIC 2006)</li> <li>• Number of youth, women and men, availing e-literacy training.</li> </ul>	UN Agencies UNDP UNICEF UNV UNESCO  Government MoF, MoIC, BICMA, RAA, ACC, MoHCA, PC, OAG	<b>Regular Resources (total per outcome)</b>					
				UNDP 0.18	0.18	0.18	0.18	0.18	0.90
				UNICEF 0.04	0.04	0.04	0.04	0.04	0.20
	1.3 Transparency, accountability and participation enhanced through strengthened role and capacity of the media	<ul style="list-style-type: none"> <li>• Public perception on the quality and content of information provided by media</li> <li>• Public perception on the degree of corruption in public service delivery</li> </ul>		<b>Other Resources (total per outcome)</b>					
	1.4 Capacity of key national agencies enhanced in combating corruption and promoting accountability	<ul style="list-style-type: none"> <li>• Number and extent of audit qualified reporting cases</li> </ul>		UNDP 0.2	0.2	0.2	0.2	0.2	1.0
	1.5 National Capacity at central and local level enhanced to ensure sound public financial management practices.			UNESCO 0.015	0.015	0.015	0.015	0.015	0.075
				UNICEF 0.15	0.15	0.15	0.15	0.15	0.75

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)						
				2008	2009	2010	2011	2012	Total	
<p><b>CT Outcome 2</b> Strengthened national capacity and systems to formulate, review and implements national legislation in line with ratified international conventions.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Number of officials from key national agencies trained in drafting and reviewing national legislations in line with ratified conventions.</li> <li>▪ Number of national legislations supported</li> <li>▪ Quality reports submitted by RGOB to treaty bodies</li> </ul>	2.1 Enhanced national capacity in awareness raising, implementation and reporting of ratified international conventions and treaties.	<ul style="list-style-type: none"> <li>• Quality national reports on the implementation of ratified international treaties and conventions submitted by the government.</li> </ul>	UN Agencies UNDP UNICEF UNIFEM UNESCO	<b>Regular Resources (Total per outcome)</b>						
				UNDP 0.16	0.16	0.16	0.16	0.16	0.16	0.80
				UNICEF 0.10	0.10	0.10	0.10	0.10	0.10	0.50
				UNIFEM 0.006	0.006	0.006	0.006	0.006	0.006	0.03
	2.2. Capacity of the judiciary, law enforcement and relevant agencies strengthened in developing and implementing juvenile justice system and women and child friendly procedures.	<ul style="list-style-type: none"> <li>• Number of relevant institutions and officials sensitized and exercising international/regional best practices on juvenile justice system and women and child friendly procedures.</li> <li>• No of trainings conducted/support for police, judiciary, prosecutors and NGOs on child and women friendly justice system.</li> <li>• Standard operating procedure for police and case management guidelines for child protection interventions in place</li> <li>• Juvenile Justice Act in place</li> </ul>	Government Parliament, MoFA, PCS, RBP, NCWC, MoF, OAG	<b>Other Resources (Total per outcome)</b>						
	2.2.a. Juvenile Justice Act reviewed and its adoption and implementation advocated.		UNICEF 0.15	0.15	0.15	0.15	0.15	0.15	0.75	
			UNESCO 0.033	0.015	0.035	0.035	0.035	0.035	0.153	

	<p>2.3. Strengthened capacity of relevant institutions to enhance knowledge and information on ratified conventions among partners and the public</p> <p>2.3.a. Increased national capacity on social work, counseling, child protection case management and psychosocial care.</p> <p>2.3.b. Complaints and response mechanism on child and women's rights violations and Community-based child protection networks accessible in districts</p> <p>2.3.c. National child protection legislation, strategies, policies developed, which are knowledge based and in line with CRC/CEDAW, other ratified international conventions and standards.</p> <p>2.3.d. Government, parliamentarians, communities, and families have increased</p>	<ul style="list-style-type: none"> <li>• Existence of a systematic child protection response mechanisms</li> <li>• No. of children/families assisted by community-based child protection networks</li> <li>• No. of school visits by WCPU and judicial officials on children and youth safety and crime prevention</li> <li>• No. of police stations with women and child desks</li> <li>• National strategies on social protection and social work drafted for discussion and consultation</li> <li>• Number of communication and awareness activities on CRC and CEDAW, and on abuse, exploitation and violence against children and women.</li> <li>• Number of service providers in each ministry and agency in the Government, judiciary, police and NGOs trained on CRC and CEDAW</li> <li>• No. of child protection related legislations in place</li> </ul>							
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	awareness on CRC and CEDAW and particularly on abuse, exploitation and violence against children and women									
	2.4 National capacity strengthened to draft, review and implement national policies and legislations.	<ul style="list-style-type: none"> <li>Number of officials from key national organizations sensitized and capable of drafting and reviewing national legislations</li> </ul>								
CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)						
				2008	2009	2010	2011	2012	Total	
<b>CT Outcome 3</b> Capacity of key Institutions to support parliamentary democracy strengthened.  <i>Indicators</i> <ul style="list-style-type: none"> <li>Public perception of government efficiency</li> <li>Voter perception on how free and fair the elections are.</li> <li>Number of judges, lawyers, prosecutors sensitized on International best practices on constitutional law</li> <li>Breadth of dissemination and quality of voter and civic education programs and materials</li> </ul>	3.1 Enhanced capacity of three branches of government as well as media in supporting effective coordination and advocacy for parliamentary democracy	<ul style="list-style-type: none"> <li>Public perception on the efficiency and relevance of public services.</li> </ul>	UN Agencies UNDP  Government MoF, Judiciary, MOIC, ECB, Cabinet Sec., OAG, Parliament, NCWC	<b>Regular Resources (per Outcome)</b>						
				UNDP	0.2	0.2	0.2	0.2	0.2	1.0
					<b>Other Resources (per Outcome)</b>					
					UNDP	0.4	0.4	0.4	0.4	0.4
	3.2 Enhanced capacity of key organisations in conducting free & fair elections at national & local levels.	<ul style="list-style-type: none"> <li>Reports submitted by the international and national observer on the election (Incidents reported and dealt by the relevant bodies)</li> </ul>								
	3.3 Enhanced public awareness on gender inclusive democratic governance, rights and duties through civic education.	<ul style="list-style-type: none"> <li>Voter turnout in parliamentary and district elections, particularly women</li> <li>Proportion of women among the candidates and the elected parliamentarians.</li> </ul>								
	3.4 Enhanced institutional capacity of judiciary in ensuring democratic governance and rule of law	<ul style="list-style-type: none"> <li>Number of judges, lawyers, prosecutors sensitized and exercising international and regional best practices based on constitutional laws.</li> </ul>								

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<p><b>CT Outcome 4:</b> Local governance systems and capacity strengthened with increased participation of women.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Number of annual Gewog plans formulated and implemented based on RBM to pursue the MDGs</li> <li>▪ Percentage of annual grants provided and utilized by GYT and DYT</li> <li>▪ Number of integrated geog centers established that provide multi-sectoral administrative, social and economic services to community members</li> <li>▪ Percentage of women in decision making at all levels</li> </ul>	4.1 Strengthened capacity of local governments to plan, implement and monitor their development progress in pursuit of poverty reduction and MDGs.	<ul style="list-style-type: none"> <li>• Number of Geog &amp; District plans &amp; budgets formulated in participatory manner, and implemented based on RBM to pursue MDGs, particularly poverty reduction.</li> <li>• Percentage of women, involved in planning and decision making at community level &amp; in the local administrations, GYT and DYT.</li> </ul>	UN Agencies UNDP UNCDF UNICEF UNV Government MoHCA, PCS, RCSC, MoF, NCWC, Local government	<b>Regular Resources (TOTAL per outcome)</b>					
	4.2 Increased and effective participation of women in particular, and communities in general, in decision making and in development activities	<ul style="list-style-type: none"> <li>• Number of integrated Geog centers established that provide multi-sectoral administrative, social and economic services to community members.</li> </ul>		UNDP 0.18	0.18	0.18	0.18	0.18	0.90
				UNCDF 0.10	0.10	0.10	0.10	0.10	0.50
4.3 Local capacity for development & sound financial management enhanced through annual grants and integrated approach at gewog level.	<ul style="list-style-type: none"> <li>• Number and extent of audit qualified reporting cases at the district and sub-district levels.</li> </ul>	<b>Other Resources ((TOTAL per outcome)</b>							
		UNDP 0.3	0.3	0.3	0.3	0.3	1.5		
		UNICEF 0.05	0.05	0.05	0.05	0.05	0.25		

**Expected UNDAF outcome # 5: By 2012, national capacity for environmental sustainability and disaster management strengthened (MDG 7)**

CT Outcomes (with indicators and baselines)	CT Output	Output targets and indicators / baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<p><b>CT outcome 1</b> National capacity to mainstream environmental concerns into policies, plans and programs enhanced.</p> <p><i>Indicators</i></p> <ul style="list-style-type: none"> <li>Number of National and sectoral guidelines and tools developed for mainstreaming environmental concerns into policies and plans</li> </ul>	1.1 Capacity of national and local agencies to mainstream environmental concerns into their policies and plans strengthened.	<ul style="list-style-type: none"> <li>Number of sectoral plans incorporating environmental concerns in mid-term 10<sup>th</sup> and 11<sup>th</sup> Plan</li> </ul>	UN Agencies UNDP UNEP UNESCAP UNESCO  Government NEC, PC Line ministries, DECs, GYTs DYT,  Other partners RSPN, Multilateral agencies, Bilateral agencies, CSOs,	<b>Regular Resources (total per outcome)</b>					
	1.2 Environment mainstreaming tools strengthened	<ul style="list-style-type: none"> <li>Number of institutions which adopted Environmental Information Management System</li> </ul>		UNDP 0.14	0.14	0.14	0.14	0.14	0.70
	1.3 National and local institutional capacities for development, implementation, monitoring and evaluation of guidelines, rules and regulations for environmental mainstreaming enhanced	<ul style="list-style-type: none"> <li>Number of local governments incorporating environmental concerns into their plan, monitoring and reporting.</li> </ul>		UNEP 0.10	0.10	0.10	0.10	0.10	0.50
	1.4 National capacity to implement and report on international environmental conventions and agreements strengthened.	<ul style="list-style-type: none"> <li>Quality and timely submission of national reports using EMIS on international environmental agreements and conventions</li> </ul>		-	0.10	-	0.10	-	0.20
				<b>Other Resources (total per outcome)</b>					

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<b>CT Outcome 2</b> National capacity for disaster and risk management strengthened.  <i>Indicators</i> <ul style="list-style-type: none"> <li>People are more resilient to disasters thus minimizing vulnerability and risks.</li> </ul>	2.1 Capacity of national focal agency and other stakeholders to implement disaster management framework strengthened	<ul style="list-style-type: none"> <li>Number of disaster management plans developed and adopted in Dzonkhags, gewogs and thomdes</li> </ul>	UN Agencies UNDP WFP UNICEF UNESCAP UNV	<b>Regular Resources (Total per outcome)</b>					
				UNDP 0.14	0.14	0.14	0.14	0.14	0.70
				UNICEF 0.01	0.01	0.01	0.01	0.01	0.05
	2.2 National and local capacity for disaster preparedness and response systems to prevent, mitigate and cope with disasters/climate change strengthened.	<ul style="list-style-type: none"> <li>Number of vulnerable communities trained and having operational disaster/ climate risk management plan and procedure.</li> </ul>	Government MOHCA, MOH, MOE, NEC, SQCA, MTI, local governments Other partners: vulnerable communities, CSOs, Bilateral agencies	<b>Other Resources (Total per outcome)</b>					
			UNDP (GEF) 0.7	0.7	0.7	0.7	0.7	3.50	
	2.3 Disaster/climate risk reduction mainstreamed into national policies and plans.	<ul style="list-style-type: none"> <li>Disaster Management Act developed and adopted by the Parliament.</li> <li>National disaster management mechanisms (committees) led by Prime Minister Office with support from the Home Ministry sensitized and operationalized in mainstreaming disaster risk reduction strategy into national plans and policies.</li> </ul>		UNICEF 0.10	0.10	0.10	0.10	0.10	0.50

CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<b>CT Outcome 3</b> Access to sustainable energy and livelihoods for remote gewogs improved. <b>Indicators</b> <ul style="list-style-type: none"> <li>Percentage of Gewog level population with access to electricity</li> <li>Number of male/female headed households in remote gewogs using renewable energy with increased income generation opportunities</li> </ul>	3.1 Capacity of relevant agencies and communities to implement Renewable Energy Program improved	<ul style="list-style-type: none"> <li>Number of agencies and communities supported and capable of maintaining renewable energy system and successfully managing new income generation activities.</li> </ul>	UN Agencies UNDP	<b>Regular Resources (per Outcome)</b>					
	3.2 Effective and affordable renewable/alternative energy technologies for remote gewogs supported.	<ul style="list-style-type: none"> <li>Number of Gewogs having access to affordable renewable/ alternative energy technologies.</li> </ul>	Government MTI, BPC, Dzongkhag administration	<b>Other Resources (per Outcome)</b>					
			Other partners private sector, CSOs, remote communities, Multilateral agencies, Bilateral agencies	UNDP (GEF) 0.56	0.56	0.56	0.56	0.56	2.80
CT Outcomes (with indicators and baselines)	CT Outputs	Output targets and indicators/baseline	UN Agencies/ Implementing partners	Indicative Resources by programme outcome (per year, US\$ mn)					
				2008	2009	2010	2011	2012	Total
<b>CT Outcome 4</b> Conservation of bio-diversity and ecosystems enhanced <b>Indicators</b> <ul style="list-style-type: none"> <li>Percentage of forest cover</li> <li>Number of plants and animal species</li> <li>Status of the endangered species</li> </ul>	4.1 National capacity to operationalize new protected areas and biological corridors.	<ul style="list-style-type: none"> <li>Number and total coverage of new protected areas/biological corridors operationalized.</li> </ul>	UN Agencies UNDP UNESCO	<b>Regular Resources (Total per outcome)</b>					
	4.2 Conservation of bio-diversity strengthened	<ul style="list-style-type: none"> <li>Increased or maintained level of demographic and geographic presence of wild animals, particularly those endangered.</li> <li>Number of rural communities with enhanced and expanded natural resource management system improving livelihoods based on sustainable access and utilization of biodiversity resources.</li> </ul>	Government MOA, NEC, relevant Dzongkhags,	<b>Other Resources (Total per outcome)</b>					
			Other partners NGOs, CSOs	UNDP (GEF) 0.46	0.46	0.46	0.46	0.46	2.30



## Annex 2: Monitoring & Evaluation Calendar

	Activity Type	2008	2009	2010	2011	2012	
<b>UNCT M&amp;E activities</b>	<b>Surveys/studies</b>	<ul style="list-style-type: none"> <li>-Nutrition Survey</li> <li>-Child poverty study</li> <li>-Child labour study</li> <li>-Situation Analysis of school WATSAN facilities (establishment of baselines)</li> <li>-Children Monks Census (Dratshang Lhentshog)</li> </ul>	<ul style="list-style-type: none"> <li>-Demographic Health Survey(DHS)/Multi Indicators Clusters Survey (MICS)</li> <li>-Media Study</li> <li>- Violence against women and children study</li> </ul>	-Adolescent Health and behavioral change study	-Maternal and Neonatal mortality causal factor analysis		
	<b>Monitoring systems</b>	<ul style="list-style-type: none"> <li>-BhutanInfo: tracking progress against MDGs and key national indicators</li> <li>-Integrated Planning &amp; Budgeting System</li> <li>-Complaints/ Response Mechanism</li> <li>-EMIS development (inclusion of WATSAN component)</li> <li>-Maternal and Neonatal Deaths Investigation System</li> </ul>					
	<b>Evaluations and Reviews</b>	<ul style="list-style-type: none"> <li>-Evaluation of Multi Grade Teaching</li> <li>-Action Research on Prevalence of disabilities in collaboration with MOE/MOH/NSB</li> </ul>	<ul style="list-style-type: none"> <li>-Evaluation of EMOC and ENC programme</li> <li>-Impact Assessment of Non Formal Education</li> <li>-Education Gender Review</li> </ul>	-Assessment on Child Friendly Schools			
	-Quarterly/Annual Reviews of AWP and Annual Reviews of UNDAF/CPAP						

	Activity Type	2008	2009	2010	2011	2012
<b>Planning references</b>	<b>UNDAF evaluation milestones</b>		Thematic Evaluation on Gender Mainstreaming	Joint Programme Evaluation on decentralisation	-Outcome Evaluation on Poverty Reduction -Outcome Evaluation on Health -Outcome Evaluation on Education	-Outcome Evaluation on Governance -Outcome Evaluation on Env./Disaster Mgt UNDAF Final Evaluation
	<b>M&amp;E capacity development</b>	-BhutanInfo for MDG and thematic (sector) development monitoring -Results Based Management training at national, dzongkhag, gewog levels -School self-assessment on Child Friendly Schools				
	<b>Use of Information</b>		- MDG Country Progress Report		-Situation Analysis of Children and Women -CCA -UNDAF -Country Report on World Fit for Children	-Preparation of the new Country Programme (CPD/CPAP) -Preparation of National CRC/CEDAW Treaty Reports -MDG Country Progress Report
	<b>Partner Activities</b>	-Launch of National Monitoring and Evaluation System		Mid-decadal Census	- Bhutan Living Standard Survey (BLSS)	