UNICEF Annual Report 2014

Bhutan

Executive Summary

With a unique, overarching development philosophy of Gross National Happiness (GNH), and strong political commitment, Bhutan is on track to achieve most Millennium Development Goal (MDG) targets by 2015. However, achieving the MDGs in an inclusive and equitable manner represents another challenge that requires attention and sustained efforts. A number of issues such as malnutrition, quality of education for hard-to-reach children, gender parity in tertiary education, use of improved sanitation facilities, and absence of data on violence against children, as well as emerging new challenges such as youth at risk, urban migration (and related poverty), and sustaining social services coverage, are all key challenges. The United Nations Children’s Fund (UNICEF) prioritised addressing malnutrition as the agency undertook an anaemia survey and other key maternal and child health interventions as well as a more robust youth engagement initiative in partnerships with civil society organisations (CSOs) and the Royal Government of Bhutan. The ongoing study on violence against children will offer some data for the Country Programme indicators.


Significant achievements:

In 2014, the country was certified as one of 11 polio-free countries in South Asia and was validated for maternal and neonatal tetanus elimination in 2014.

According to a 2014 assessment of the effectiveness of the Educating for GNH initiative and training supported by UNICEF, 89.5 per cent of teachers and 86.4 per cent of students reported that school practices of teachers had improved.

Thirty-two additional early childhood care and development (ECCD) centres were established in remote areas of 15 districts, thereby increasing access to ECCD for 1,545 children three to five years of age.

UNICEF provided technical support to the National Commission for Women and Children (NCWC) towards finalisation of the Rules and Regulations for the Child Care and Protection Act and the Child Adoption Act. The rules and regulations endorsed in July 2014 will enable operationalisation of the Acts.

A women and child-friendly curriculum and standard operating procedures for police were drafted to institutionalise sensitive procedures for working with children in contact with the law and women survivors of violence.
Significant shortfalls:
The lack of available data and mechanism related to child protection is a real challenge. To address this, the first phase of the violence against children study was completed. The ongoing second phase will be completed in 2015 and will generate important data and information on the existing understanding of the drivers of violence against children.

The assessment of the effectiveness of the Educating for GNH training revealed that the cascade training model was not very effective. The approach for training will be reviewed in 2015 to ensure higher quality results.

The percentage of women receiving the first postnatal care visit is increasing gradually, however, routine reports from health facilities show most women do not return for the third visit. To increase access and utilisation, postnatal home visits by health workers was integrated into the outreach services package, with a focus in 2015 on low-performing districts and home deliveries.

A joint Management Response to Evaluation study conducted by the Evaluation Associations of Bhutan, Bangladesh and Nepal highlighted an inadequate culture of monitoring management response across government agencies in Bhutan.

Important collaborative partnerships:
UNICEF established new partnerships with CSOs, such as the Tarayana Foundation and the Draktsho Vocational Training Centre for Special Children to increase and improve access to ECCD services and services for children with disabilities, especially for children from the most socio-economically marginalised families. Tarayana has a nation-wide presence with established credibility for its community-based interventions, and Draktsho is primarily focused on children with special needs with centres in Thimphu and one in Eastern Bhutan.

To refocus priorities and advance the Government’s nutrition agenda, the Ministry of Health with UNICEF support convened a high-level stakeholders’ consultation. The meeting agreed to develop a National Multi-sectoral Action Plan with identified critical interventions for maximum impact. Technical collaboration with the WB and now with Helen Keller International (HKI) on understanding and addressing the issue is underway.

A crucial partnership was initiated with the Women, Children and Youth Committee of the National Assembly. The parliamentary engagement was to sensitise new Parliamentarians on priority issues such as maternal and child health and nutrition, challenges of health service delivery (both access and utilisation), and primary school education including early childhood care and development, inclusive education and school performance systems.

**Humanitarian Assistance**

With technical support from UNICEF’s Regional Office for South Asia (ROSA), the Ministry of Education (MoE) finalised the Coordination Mechanism for the Education sector to respond quickly and effectively during and after emergencies. A Contingency Plan for the MoE was prepared in collaboration with Save the Children and forms part of the Coordination Mechanism. Aligned to the Ministry’s Contingency Plan, schools across the country continued to prepare their own contingency plans as part of School-based Disaster Management Plans.

To expand the scope of disaster risk reduction in the country, the MoE also developed tailor-made courses on ECCD in emergencies and emergency education for non-formal education
(NFE) learners. More than 90 ECCD facilitators and NFE instructors in five districts were trained on education in emergencies.

Bhutan is an Ebola low-risk country. The Ministry of Health in collaboration with the World Health Organization (WHO) and UNICEF developed the Bhutan Ebola Preparedness and Prevention Plan. Developing and implementing a strategic initiative/communication on the Ebola risk for Bhutan was a priority under the overall plan for better public awareness and preparedness. UNICEF provided technical support to the Ministry of Health in developing an initiative for the Ebola risk in Bhutan which is in place and implemented through the Ministry of Health.

UNICEF Bhutan is collaborating with ROSA to train 25 government water engineers in water, sanitation and hygiene (WASH) preparedness and response in humanitarian action.

**Equity Case Study**

Not reported in 2014

**Summary Notes and Acronyms**

BCP – Business Continuity Plan
C4D – Communication for Development
CMT – Country Management Team
CRC – Convention on the Rights of the Child
CSO(s) – Civil Society Organisation(s)
DCT – Direct Cash Transfer
DYS – Department of Youth and Sport
ECCD – Early Childhood Care and Development
GBV – Gender-based violence
GNH – Gross National Happiness
HACT – Harmonised Approach to Cash Transfers
HIV/AIDS – Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICT – Information and Communication Technology
MDG(s) – Millennium Development Goal(s)
MoE – Ministry of Education
NCWC – National Commission for Women and Children
NFE – Non-formal Education
NGO(s) – Non-governmental organisation(s)
NSB – National Statistics Bureau
PBA – Programme Budget Allotment
PIM – Programme Implementation Meeting
RENEW – Respect, Educate, Nurture and Empower Women
ROSA – Regional Office for South Asia (UNICEF)
UN – United Nations
UNDP – United Nations Development Programme
UNFPA – United Nations Population Fund
UNICEF – United Nations Children’s Fund
WASH – Water, Sanitation and Hygiene
WHO – World Health Organization

GLOSSARY OF TERMINOLOGY
Dzongkha – National language of Bhutan
Capacity Development

Towards ensuring a more sustainable and strategic approach to capacity building and institutional development, an institutional contract for the development of an ECCD Diploma Programme at the Paro College of Education, Royal University of Bhutan, was drawn up with the University of New England, Australia. The partnership includes the development of a framework for a two-year diploma course leading to a degree programme in ECCD. It also includes institutional exchange visits between lecturers of Paro College and the University of New England for the development of course materials for the diploma programme.

The year 2015 has been declared the International Year of Evaluation (EvalYear). As part of preparation for the EvalYear, UNICEF provided technical and financial support to the Evaluation Association of Bhutan (EAB) to advocate for high-quality evaluation and to strengthen the evaluation system in Bhutan. As a first step, training on impact evaluation was conducted in collaboration with EAB, the GNH Commission and the International Initiative for Impact Evaluation in December 2014. Some 36 participants, including government officials, local consultants and civil society partners as well as a member of the National Council (the Upper House of Bhutan’s parliament) attended the training. It served as an effective introduction to impact evaluation and its importance. Based on the success and feedback from this training, several advocacy and capacity-building training activities will be carried out in 2015 as part of activities to observe the EvalYear.

To build the capacity of people working with children, more than 168 key focal persons from the Government, CSOs, monastic institutions and convents and volunteers were trained on child rights and child protection. As trainees were service providers and adults working with children, the training is expected to bring about greater results for children through improved knowledge and understanding of the issues.

Evidence Generation, Policy Dialogue and Advocacy

Considering Parliamentarians’ legitimate role in establishing policy directions and creating real and lasting changes for children, women and vulnerable populations, UNICEF engaged with Parliamentarians, notably the Women, Children and Youth Committee of the National Assembly. The parliamentary engagement was on understanding demand promotion, or lack thereof, via an exploratory learning visit to address priority issues such as maternal and child health and nutrition, challenges of health service delivery (both access and utilisation) and primary school education including ECCD, inclusive education and school performance systems. The Women, Children and Youth Committee together with representatives from Ministry of Health, MoE and UNICEF undertook an in-country learning visit to some of the remote constituencies in Eastern districts for better understanding of the high-burden issues and to suggest recommendations for policy improvement. The visit enabled the team to gain better perspective and understanding on the issues, how things are being delivered, and the challenges and best practices, as well as get a broad understanding on how policies and regulations translated on the ground. Following the visit, the Committee presented their report to the Parliament in their November session, resulting in some common consensus with the Opposition as well. It also resulted in other parliamentary committees initiating discussions on possible future engagements.

ROSA supported an analysis on drivers of child stunting in Bhutan that helped look at the parameters for nutrition anaemia. It was shared with the Ministry of Health for conceptual clarity.
and appropriate programmatic interventions.

Due to limited integration of child protection indicators in national routine information collection systems, lack of data is one of the key challenges for child protection. Thus, an ongoing qualitative study on violence against children, which is expected to be finalised in February 2015, will provide important information about various forms of violence against children and perceptions about violence, as well as the drivers of violence. The study will facilitate the formulation of an initial and evolving theory of change on how to prevent violence against children. It is also expected to provide guidance to better target programme interventions to address violence against children.

**Partnerships**

UNICEF established new partnerships with CSOs such as Tarayana Foundation and Draktsho Vocational Training Centre for Special Children to increase and improve access to ECCD services and services for children with disabilities in Bhutan. Through the partnership, Tarayana opened five new ECCD centres in remote Bhutan, enabling children from some of the most socio-economically marginalised families to access early learning opportunities. UNICEF provided technical assistance to study Draktsho’s current capacity and future needs both for an academic and vocational curriculum. Based on the study recommendations, the partnership aims to expand alternative paths for children with disabilities.

UNICEF collaborated with the Royal University of Bhutan to institutionalise a social policy certificate course at the Sherubtse College in Trashigang. The course will enable participants to undertake rigorous analysis of social policies and equity. Development of the course modules has started and it is expected to be launched in April 2015.

Bhutan has made progress since 1999 in reducing the prevalence of chronic undernutrition, manifested as stunting, in young children – from 40 per cent in 1999 to 34 per cent in 2010 – however it still remains high. Thus, the Government highlighted reducing stunting as a priority in the 11th Five-Year Plan. As a first step towards the agenda for nutrition, the Ministry of Health with UNICEF support convened a high-level national stakeholders’ consultation in 2014. The meeting reached a consensus on developing a National Multi-sectoral Action Plan with identified critical interventions for maximum impact, with identified resource requirements, and reaffirmed the leadership and well-defined roles and responsibilities of relevant sectors, development partners and other stakeholders. This led to an effective contribution to the Stop Stunting Conference in Nov 2014 with a high-level delegation led by a Member of Parliament and the Chair of the Children, Women and Youth Committee.

UNICEF Bhutan’s website (http://unicefbhutan.org.bt/), which has been functioning since November 2014, is a new media tool developed by the UNICEF Country Office for an integrated approach to corporate engagement, resource mobilisation and programmatic cooperation. The website provides useful information on the Country Office work, including stories and photo essays for potential donors and national committees.

**External Communication and Public Advocacy**

To ensure visibility of UNICEF’s work in Bhutan as well as to advocate on issues related to children, youth and women, the UNICEF Country Office shared regular media releases and information via traditional social media, especially during UNICEF Observances. The following were some of the notable advocacy events organised:
To commemorate the 25th anniversary of the Convention on the Rights of the Child (CRC), UNICEF Bhutan together with implementing partners organised:

- a nationwide art competition among schoolchildren from over 400 schools, including from some Special Education Needs schools on the theme: “Imagine Y/Our future” – related to child rights and responsibilities. It was organised in partnership with the MoE, Bhutan Postal Corporation and VAST Bhutan.
- CRC Summer Art Camp, where over 80 selected children from across the country learned about child rights and responsibilities. For some children, it was their first such experience. It helped engage media to cover stories related to child rights.
- partnership with four private radio stations on producing radio spots, jingles and programming on child rights and responsibilities. It helped create awareness among children, youth, parents and the community on child rights. As a result, the private radio stations agreed to continue producing programmes focused on children’s issues.
- partnership with local music artists to translate and produce John Lennon’s song “Imagine” into the national language Dzongkha and public singing of the song by children and youth in Bhutan, which was filmed and shared via social media.
- a public event to mark 25 years of CRC with the launch of child-friendly CRC booklet (English and Dzongkha versions) by Bhutan’s Prime Minister and other key partners.

Other strategic advocacy interventions included the Prime Minister’s message on national TV and all radio stations on 25 years of the CRC; TV panel discussion by UNICEF and implementing partners (Government/CSOs) highlighting key issues that still confront Bhutan to advance the agenda for children; and a column by the UNICEF Representative in the newspaper and online.

**South-South Cooperation and Triangular Cooperation**

UNICEF Bhutan’s participation in the Regional Evaluation Network Meeting held in Islamabad, Pakistan from 10 to 12 March, 2014 provided an opportunity to understand the global context on why evaluation matters, share experiences and learn from other Country Offices.

In collaboration with Bhutan’s GNH Commission and the Evaluation Association of Bhutan, UNICEF Bhutan facilitated the dissemination of a joint Management Response to Evaluation study with Evaluation Associations of Bangladesh and Nepal. The findings from this study highlighted an inadequate culture of monitoring management response across Government agencies in Bhutan. To advocate for a stronger evaluation culture, UNICEF has been supporting the Evaluation Association of Bhutan and Government both financially and technically.

UNICEF Bhutan also participated in the South Asia Regional consultation on National Evaluation Policies from 18-19 September 2014 in Colombo, Sri Lanka. During the consultation, the Bhutanese delegation (including the GNH Commission and two Parliamentarians) reviewed the draft National Evaluation Policy for Bhutan and developed a work plan for the National Evaluation Policy endorsement.

In December 2014, UNICEF Bhutan in collaboration with the GNH Commission, the Evaluation Association of Bhutan and International Initiative for Impact Evaluation conducted training on impact evaluation. Attended by 36 participants, including government officials, local consultants, civil society partners and a member of the National Council, the training served as an effective introduction to the importance of impact evaluation.
Currently, UNICEF Bhutan with the Evaluation Association of Bhutan and the Government is preparing for observation in 2015 of the International Year of Evaluation. Some of the planned events include the launch of the National Evaluation Policy and advocacy and capacity building.

Identification Promotion of Innovation

Despite good progress being made in the country towards achieving the MDGs by 2015, there are concerns related to achieving the MDGs with equity. To address the equity concerns, including geographical and social disparities, UNICEF initiated an assessment that would provide measures to better strengthen integration of issues related to behaviours and social norms into programming. The methodology was developed based on an assessment of various sectors and topics (such as infant and young child feeding practices, children with disabilities, early stimulation and child marriage, among others) that mapped: i) the level of families’ and communities’ knowledge, attitude and practices; ii) who the most influential actors are; and iii) the prominent communication channels.

This new approach was shared through formal presentations led by UNICEF during the annual planning meetings with the main partners, line ministries, the GNH Commission and UN agencies. The objective was to enable all partners (including the Government) to address behaviours and social norms (as underlying causes) in integrating communication for development (C4D) into the traditional sectors’ programming to improve equity and sustain the gains for achieving the planned results for children.

For the first time, youth were trained on UNICEF’s Geographical Information System (GIS) and Voices of Youth Maps. The community mappers recommended enhancing public transportation services, waste disposal and environmental conservation, and employing caretakers to ensure community safety and protection. The mappers also highlighted the positive changes in their community. With support from the UNICEF’s Social and Civil Media Section, UNICEF Bhutan partnered with the Bhutan Centre for Media and Democracy (BCMD) and trained youth mappers on using GIS and Voices of Youth Maps for their digital community mapping project. A map of Bhutan had been designed with help from UNICEF Headquarters specifically for the project where the mappers could post pictures, data and information on their mapping. It was the first time that the youth mappers and BCMD facilitators used Android-based mobile phones and UNICEF’s GIS platform (http://thimphu.unicef-gis.org/) not just to map out issues and concerns but also to highlight positive changes in their community.

Support to Integration and cross-sectoral linkages

To strengthen integration and cross-sectoral linkages, UNICEF Bhutan developed specific coordination mechanisms to address areas where gaps or challenges in cross-sectoral linkages were identified. It is expected that some issues, such as ECCD, care for child development, special needs of children, and nutrition, among others, will help encourage the need for external coordination and coherence for effective outcomes and impacts.

Integration between Care for Child Development, led by the Health Section and ECCD, led by the Education Section will be reinforced through: i) identification of specific interventions (e.g. early identification of disability) from both sections, which will be addressed from a cross-sectoral perspective; and ii) further integration of the two approaches through a specific focus (disability), which needs coordinated and coherent leadership from both the Health and Education Sections.
School Rationalisation Cluster: UNICEF’s work on school rationalisation, including strengthening the protection and safety environment of children in boarding schools, was addressed through this specific coordination mechanism. One of the main achievements of this Cluster was the development of a cross-sectoral training activity for caregivers in boarding schools, to be implemented in 2015. This led to the development of integrated training with elements of health (hygiene promotion), nutrition (feeding), education (positive discipline), child protection, and social and behaviour change communication.

C4D Cluster: The C4D Cluster with members from all sections was established in 2013 to follow up the development and implementation of the Assessment and Mapping of Influential Actors and Communication Channels (refer to Innovation section for further details). The cluster also works towards strengthening the integration of C4D programming and implementation into the sector work plans. As a result, in the 2015 annual work plans of all sections, C4D interventions: i) are increased in terms of relevance, scope and level of funding; and ii) are better integrated into the sectoral work plans and are directly linked with planned results for children. There is an evident growing emphasis on cross-sectoral coordination, with the Government leading on ECCD and nutrition initiatives, with UNICEF input.

**Service Delivery**

Towards strengthening protection services for women and children, UNICEF supported the establishment of Women and Child Protection Desks in Samtse, Mongar, Trashigang and Tsirang Districts. These desks provide specialised support and services for women and children and are an important step towards strengthening child protection system at the district level.

Utilisation of antenatal care in Bhutan, at current rates of 82 per cent for four or more visits, is high. However, 26 per cent of deliveries still occur outside health facilities and utilisation of postnatal care is low, particularly in remote rural areas. In response, an essential care package – postnatal care home visits – for mother and newborn was integrated into the routine outreach maternal, newborn and child health services. This is a strategy to reach women and their newborns in remote rural areas within the critical period after delivery, while scaling up other strategies to increase utilisation of facility-based care. A review report of the implementation indicates increased use of postnatal care and no maternal and newborn deaths. However, it also found that because home visits imposed additional work burden on health workers in Basic Health Units, such visits were not made as scheduled. Moreover, the cost of the services restricted expansion to other low-performing districts. Based on these lessons, the home visits will be restricted to home deliveries only and care within the first three days after delivery in 2015.

**Human Rights-Based Approach to Cooperation**

Guided by the One Programme architecture in line with Human Rights and Result Based Approach to Programming, the Country Programme is premised on three dimensions: i) policy and enabling environment; ii) system, services and supply; and iii) demand promotion (in direct resonance with MoRES and barriers/bottlenecks analysis).

From the initial stages of formulating the new One Programme in late 2012 and throughout 2013, UNICEF as a key player ensured that relevant issues including the emerging ones related to children, youth and women of Bhutan were adequately covered in the One Programme (2014-2018).
In 2014 UNICEF continued to play an active and prominent role through its leadership within the UN Planning, Monitoring and Evaluation Group. This helped ensure that the implementation and reporting of the first year of the One Programme addressed the highlighted barriers to equity.

The new programme structure, which started in 2014, is articulated in the four outcomes representing: i) essential social services; ii) protection and empowerment; iii) governance, participation and data/evidence-based policy decision making; and iv) management and coordination support including UN Delivering as One, communication and strategic advocacy. The very design of the new Country Programme takes into consideration the integrated and convergent nature of the programmes and its approaches to deliver lasting results for children. Social and behaviour change communication was identified as one of the main priorities to ensure equity.

**Gender Mainstreaming and Equality**

(1) The Education Section worked with the MoE on a targeted initiative on understanding gender. As part of the initiative, 80 teachers, including 26 female teachers, in Chhukha and Trongsa Districts were trained on gender. Topics covered during the two-day training in March 2014 included understanding gender stereotypes, responsive lesson pedagogy and planning, and responsive school management. As a result, teachers are better able to plan, implement and monitor school activities for all girls and boys, thereby contributing to gender equity and equality.

(2) Under the Child Protection Programme, UNICEF supported the National Commission for Women and Children in a three phase study on violence against children. The findings will contribute to the development of a comprehensive C4D strategy to address the issue. Gender-based violence (GBV) is a critical component of the study.

(3) The UNICEF Child Protection Programme, in collaboration with UNDP, worked with the non-governmental organisation (NGO) Respect, Educate, Nurture and Empower Women (RENEW) to initiate the process of systematically engaging boys and men from the Community-based Support System to address issues of gender-based violence. A one-week workshop was organised in June 2014 with boys and men on understanding their perceptions towards GBV and domestic violence. The budget for this activity was US$ 10,000.

**Environmental Sustainability**

Not reported in 2014

**Effective Leadership**

In 2014, UNICEF Bhutan conducted seven Country Management Team (CMT) meetings and fully met the regional benchmark. The CMT also worked as the Evaluation Management Team for oversight, review and endorsement of evaluation functions, and the Integrated Monitoring and Evaluation Plan (IMEP) was a standing agenda item for all CMT meetings.

Likewise, Programme Implementation Meetings (PIMs) continued to help strengthen coordination and information sharing among programmes as well as operations and communication functions, serving effectively as a forum to monitor performance. In 2014, UNICEF Bhutan conducted 11 PIMs. In addition, to ensure that programme priorities were implemented and followed up in a coordinated manner, two clusters on C4D and Cross-sectoral Approach to School Rationalisation created in 2013 were strengthened in 2014. The clusters met regularly to discuss C4D and school rationalisation issues.
In 2013, the Office of Internal Audit and Investigation (OIAI) conducted a remote audit of UNICEF Bhutan for the period January 2012 to April 2013. The OIAI reported six recommendations in the audit report, of which five recommendations rated low and medium were closed in 2013. The only high-risk recommendation, on the harmonised approach to cash transfers (HACT), was also successfully closed in January 2014 based on the UNICEF Bhutan provision of the 2014 annual work plans and the report on HACT implementation for 2013.

The Annual Management Plan (AMP) 2014 was developed, based on the Programme Essentials (including the new Country Programme Document 2014-2018 and the Government’s 11th Five Year Plan), opportunities, challenges, risks and lessons learned. Three key annual management priorities (advocacy, programme quality and operations effectiveness), the results, indicators and mechanisms were developed to address the key identified risks and opportunities and to ensure UNICEF Bhutan is well equipped to respond and mitigate the identified risks. The implementation of the AMP continued to be monitored at mid-year and at the end of the year.

The Interagency Business Plan is in place and the document is being monitored and updated to reflect ongoing business operations. Business Continuity Plan (BCP) training was conducted by the UNDP Regional Security Advisor in the third quarter of 2014. The training focused on the new BCP guidelines and templates to bring together Bhutan One BCP in line with the changes.

Financial Resources Management

The CMT and PIMs ensured effective monitoring and management of donor contributions. The donor report schedules, expiring Programme Budget Allocations (PBAs) and Direct Cash Transfers (DCTs) over six months were periodically monitored by CMT and PIMs.

In 2014, UNICEF Bhutan spent 100 per cent of its Regular Resources (RR) and Other Resources (OR). The outstanding DCTs over nine months for the year is 0 per cent. All monthly and year-end closures of accounts, including bank reconciliation statements, were implemented on time.

Efficiency and cost-saving in Operations were achieved through the sharing of security and handyman services with other UN agencies (UNDP, UNFPA, World Food Programme [WFP] and the Food and Agriculture Organization [FAO]) and common long-term agreements for services like conference facilities, vehicle maintenance, travel, stationery and supplies. After moving into the new UN House in late 2013, UNICEF saved about US$ 16,000 annually on monthly rent and approximately US$ 12,000 on information and communication technology (ICT)-related services.

The 2014 Joint HACT Assurance Plan for all UNICEF implementing partners was adhered to in a timely manner. Of the 13 spot checks, eight were covered in 2014, and the remaining five will be scheduled at the beginning of 2015. Micro-assessments of ten implementing partners were scheduled in 2014, out of which four were completed. The remaining six, including for new implementing partners, are scheduled for completion in the first half of 2015. UNICEF Bhutan participated in the joint HACT refresher training conducted in collaboration with the GNH Commission to build the capacity of project managers and finance personnel of the implementing and UN partners. The training covered HACT modality and other programmatic issues such as results-based management (RBM) and results reporting. Training on the new HACT framework will be scheduled by February 2015 for the external auditors before the micro-assessments.
Fund-raising and Donor Relations

UNICEF Bhutan maintained a good track record and achieved 100 per cent timely submission of all 22 donor reports for 2014. An effective donor relationship management system helped ensure quality assurance. This was done through a systematic review process involving Heads of Section, the Communications Officer and the Representative/Deputy Representative. Additional materials such as photo essays and human interest stories were included in most donor reports to add voices from the field. Since mid-2014, a donor feedback form has been included in the reports to receive relevant feedback.

In 2014, UNICEF Bhutan absorbed 97 per cent of its Other Resources Ceiling of US$ 4,200,000 as per the Country Programme Document. The Office relied on global thematic funds as well as generous contributions from UNICEF National Committees, including Sweden, Japan, Czech Republic, Germany and Switzerland, and government donors such as Australia. Funds available for the UNICEF Country Office were optimally used as agreed upon with the donors, thereby achieving 100 per cent utilisation of PBA in 2014.

Bhutan’s Education Toolkit (http://intranet.unicef.org/Geneva/DonorToolkits) in the Funding Marketplace was updated twice a year enabling donors/National Committees to find relevant programmes for funding.

UNICEF Bhutan developed a Resource Mobilisation Strategy (2014-2018) and Action Plan 2014 for the new Country Programme cycle. This enabled the Office to mobilise over US$ 4 million in 2014 for utilisation in 2015 and beyond, through submission of proposals and concept notes. UNICEF Bhutan successfully coordinated three visits: the UNICEF Czech Republic Goodwill Ambassador; the Japan Committee, Vaccines for the World’s Children (JCV); and the UNICEF’s Regional Director for South Asia. Following the visits, the UNICEF Country Office secured funding commitments from both JCV and the Czech Republic. The Regional Director’s visit enabled the Office to advocate with the Government on critical challenges and opportunities in achieving results for children, youth and women in Bhutan.

Evaluation

The launch of the Regional Evaluation Strategy (2013-2017) enabled UNICEF Bhutan to streamline the work process on Studies, Assessments and Evaluations in addition to strengthening evaluation functions within the Office. Owing to the small country size, the CMT also works as the Evaluation Management Team for oversight of the evaluation function and national evaluation capacity development. For every evaluation a reference group was formed and managed by the Planning, Monitoring and Evaluation (PME) section. Integrated Monitoring and Evaluation Plan (IMEP) was a standing agenda during CMT meetings. The Management Response for the Evaluations study conducted in 2014 was reviewed by the CMT.

The 2014 IMEP prioritised three surveys, one evaluation and three assessments as well as capacity building on monitoring and evaluation such as training on data usage, evaluation and research methodology to support national evaluation capacity development. For example, the evaluation of the Weekly Iron Folic Implementation Programme (WIFS) with the Ministry of Health highlighted the need to conduct a national anaemia prevalence study to confirm whether to continue the WIFS programme in schools and whether to expand it to out-of-school settings and for different age groups. The key findings and recommendations from the evaluation informed the way forward for the school-based WIFS programme, reviewing the National Anaemia Control Strategy, current communication channels, messaging and target groups for communication on anaemia prevention, among others areas. The pre-implementation of the
National Nutrition Survey was completed with the actual survey to be carried out in early 2015. The second phase of the Violence against Children study is ongoing and the third phase will be completed in 2015. All the assessments were completed and are in the final stages of finalisation and publication. Guidance on using the findings from these studies was developed and used during the annual planning meetings.

**Efficiency Gains and Cost Savings**

The ‘Delivering as One’ approach enabled the UN continue to improve efficiencies and synergies, helping resolve common issues and avoiding duplication among implementing partners and UN agencies. The UN HACT and Monitoring and Evaluation Group guided and facilitated joint review and planning sessions, ensuring consistency and coherence among the theme groups. The Operations staff actively participated in the Operations Management Team meetings, ensuring smooth functioning of ongoing efforts to streamline business practices such as common procurement, travel and security.

In 2014 UNICEF Bhutan made significant savings through shared common services in the One UN House. With the establishment of common ICT infrastructure and services and migration to fibre PRI technology, the Office reduced the cost of phone bills by half. Cost sharing for services such as maintenance, electricity, generator fuel, etc. also enabled UNICEF Bhutan to avail itself of better services. Based on the recommendation made by ROSA’s ICT Regional Chief, a common help desk support was successfully implemented for providing ICT support to all agencies, thus improving overall effectiveness and efficiency.

With the first phase of the Business Support Centre (BSC) in UNICEF Nepal initiated, it has processed financial transactions, mainly invoices, since April 2014, and all staff are using a Push & Track document management system between the BSC and users. Further outsourcing of financial transactions, such as bank reconciliations, the general ledger for down payments and prepayments, journal processing and accounting of assets will be outsourced and implemented by the BSC in 2015.

With the implementation of the financial transactions by the Global Shared Service Centre, UNICEF Bhutan took an initiative with UNICEF Nepal’s BSC in outsourcing 80 per cent of the financial transactions related to payments. A considerable work load was reduced in terms of the posting and payment run process.

**Supply Management**

The Supply work plan is based on the 18-month rolling work plan, which is reviewed monthly to ensure timely implementation and quality of both local and offshore procurements were maintained through close tracking and monitoring of the status.

Supplies involving large quantities and/or those not available locally including vaccines were mainly sourced through UNICEF’s supply division in Copenhagen. Based on the local market survey, new suppliers are added to the vendor master data.

UNICEF Bhutan continued to ensure that goods were delivered to the end users by closely following up on the status with individual vendors and relevant agencies. Final payments were made only upon receipt of the goods and services by the end users. There are issues identified in the successful implementation of the Supply Plan, and related support for timely implementation will be a priority for the Operations Management Team in 2015.
To ensure proper bidding and management of construction, approvals for construction activities were sought from the Supply Division (SD), Copenhagen. A checklist for procurement through Government is shared with the Programme and Government counterpart (MoE) and the progress of construction gathered from the MoE and Education Programme are submitted to SD and the Division of Financial Management (DFAM) on accounts closure.

In 2014, Supply personnel benefited from an opportunity to attend the global supply meeting to enhance the high standards of procurement and supply management when the global supply strategies were introduced.

UNICEF also continued to provide capacity development to officials from the procurement units of Government sectors to promote local purchases using their procurement system in 2014. A checklist of processes for procurement through government was shared with the MoE, and a UNICEF Education Programme and Plan for supply activities for 2014 was developed jointly with the UNICEF Education Programme and shared with the MoE. A Project Manager hired by UNICEF participates in all procurement processes and reports to UNICEF as required.

**Security for Staff and Premises**

UNICEF Bhutan is in full compliance with the rules and regulations for safety and security of the staff and premises. As part of Delivering as One, the Office ensures proper dissemination of all security instructions to staff for compliance. The Office ensures that the disposition list of both local and international staff are updated and shared with UN Department of Safety and Security (UNDSS) at Headquarters. All the security compliance related to travel restrictions, safety measures and Minimum Operating Security Standard (MOSS) Compliance were fully complied with by the Office.

With the Local Security Assistant as a focal point for all UN agencies, regular Security Management Team meetings were held to discuss and review security issues and concerns. For emergency communication all staff are provided with VHF handheld radios and Local Security Assistance and security focal persons are provided with mobiles and emergency contact numbers to track movements of staff security during emergencies.

A common system Crises Coordination Centre (CCC) is established in the UN premises with common system radio rooms and communication equipment to operate 24/7 during emergencies. The inter-agency BCP is in place. All new staff are given in-house security briefing upon arrival and all staff are provided with a copy of the Basic Security in the Field training booklet.

All office vehicles are fitted with appropriate tools and a first aid kit to ensure safety of staff while travelling. UNICEF Bhutan ensures that all staff completes mandatory training courses on Basic and Advanced Security. Other relevant security training is conducted for all staff annually.

UNICEF staff from both the Operations and Programme Sections were actively involved in the ‘Emergency Methods of Rescue’ training organised in the country to provide hands-on training about different emergency methods of rescue and fire-fighting techniques. UNICEF Bhutan also participated in the earthquake mock drill that familiarised staff in the UN House on the earthquake safety plan and evacuation. The training focused on both theory and practical sessions to handle first aid in emergency situations. Weekly radio checks are conducted by wardens and deputy wardens in their respective zones to ensure safety and security of staff. Radio training was conducted for all staff regularly as part of safety and security and to
familiarize staff on proper radio use.

Building emergencies and evacuation plans are in place and exercised once every six months. UNICEF Bhutan ensures that all staff security clearance/notification using TRIP are processed proceeding both in-country and out-of-country travel. The office ensures minimum numbers of missions that require late night travel and also ensures special security arrangements for UN female staff travelling late at night on duty. The UN premises are well equipped with a proper access control system with a fire extinguisher/alarm, CCTV security and alternative emergency exits in place.

The UN premises is fully Minimum Operating Security Standard (MOSS) compliant with stringent security control access procedures.

Human Resources

In line with the 2014 Country Programme, the staffing structure was revised to address office capacity for providing appropriate technical support to the Government and partners during the new programme cycle. Recruitment of all nine vacant posts was completed in the first quarter of 2014 for smooth functioning of Programmes and Operations. The Human Resources Development Team reviewed office-wide and programme and operations priorities to address learning gaps in terms of technical as well as personal career development. A realistic learning and training plan was designed and funding secured from ROSA. UNICEF Bhutan also identified the training budget to support staff career development for individual training based on the capacity development needs for programmes and operations. The Office implemented 100 per cent of the planned 2014 Country Office Learning Plan.

In 2014, staff members were trained on Managing Performance for Results with support from UNICEF India/ROSA. All drivers were given two days of basic photography training through a national consultant to enhance their basic knowledge of taking good pictures to support Programme and Operations staff while in the field. A two-day training activity was conducted to familiarize Programme and Operations staff on effectively using the Push & Track system while working with the Business Support Centre on financial transactions. A total of 19 Programme and Operations staff members benefited from different individual training activities.

In 2014, three national staff members succeeded in further developing their careers by joining other Country Offices for international positions. In addition, two staff members were sent for stretch assignments in Maldives and Syria for a period of four to six months to support the countries as well as for individual capacity enhancement.

The 2013 Performance Appraisal (PAS & ePAS) completion was achieved in the third quarter, well within the extended period, and the objectives for 2014 were set by the end of the first quarter of 2014. PASs/ePAS was monitored through formal periodic performance discussions between supervisors and supervisees with 100 per cent completion rate of the two mid-year reviews within the global deadline.

With regard to staff welfare, the Office provided briefings to staff who joined in 2014. With the Global Staff Survey being conducted in mid-2014, the result has yet to be released for the Office, and it is not known what initiatives may need to be taken.

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emergency methods of rescue and fire-fighting techniques. UNICEF Bhutan also participated in the earthquake mock drill that familiarised staff in the UN House on the earthquake safety plan and evacuation. The training focused on both theory and practical sessions to handle first aid in emergency situations. Weekly radio checks are conducted by wardens and deputy wardens in their respective zones to ensure safety and security of staff. Radio training was conducted for all staff regularly as a part of safety and security and to familiarise staff on proper radio use.

**Effective Use of Information and Communication Technology**

Since moving to the UN House in late 2013, the ICT Unit has been actively engaged in planning, migration and setting up the common ICT infrastructure in the new premises. With guidance and support from the Regional and Headquarters ICT team, the common ICT infrastructure was set up in full compliance with the Delivering as One guideline.

The Office completed the roll out of Office 365, significantly improving the user experience, mobility, and simplifying access to UNICEF resources. Staff members are now able to access mail and office data from anywhere, including their smart phones, using the OneDrive resource for storing and sharing data. The simplicity of Lync empowered staff to host and conduct online meetings with minimum ICT support. The Bhutan’s Teamsite is being used for sharing common resources through the co-authoring and shared libraries and is being migrated to SharePoint online.

ICT was actively involved with the Health and Nutrition Programme in implementing one of their data collection projects using Android-based tablets and surveyor software. The project is the first of its kind in the country.

A new UNICEF Bhutan website was developed with close supervision from administration and the ICT Sections. The Country Office is also harnessing social media such as Facebook, Twitter and YouTube to advocate and highlight UNICEF’s work in Bhutan.

In the context of Delivering as One, seven UN agencies share the common ICT infrastructure, which includes network, printing, telephony and Internet. A common shared help desk support structure was implemented to provide ICT support to all agencies. The shared cost recovery model for each agency will be commissioned during the first quarter of 2015. These collaborative approaches reduced the operational cost and overheads, thus improving overall effectiveness and efficiency of ICT services.

**Programme Components from RAM**

**ANALYSIS BY OUTCOME AND OUTPUT RESULTS**

**OUTCOME 1 Programme Support**

**Analytical Statement of Progress:** In 2014, UNICEF Bhutan conducted seven CMT meetings and fully met the regional benchmark.

The Annual Management Plan (AMP) 2014 was developed, based on the Programme Essentials (including the new Country Programme Document 2014-2018 and the Government’s 11th Five Year Plan), opportunities, challenges, risks and lessons learned. Three key annual management priorities (advocacy, programme quality and operations effectiveness), results, indicators and mechanisms were developed to address the key identified risks and opportunities
and to ensure UNICEF Bhutan is well equipped to respond and mitigate the identified risks. The implementation of the AMP continued to be monitored at mid-year and at the end of the year. The Interagency Business Plan is in place and the document is being monitored and updated to reflect ongoing business operations. BCP training was conducted by the UNDP Regional Security Advisor in the third quarter of 2014. The training focused on the new BCP guidelines and templates to bring together Bhutan One BCP in line with the changes.

**OUTPUT 1 Effective, Efficient Programme Management, Operations Support to Programme Delivery**

**Analytical Statement of Progress:** In 2014, UNICEF Bhutan conducted seven CMT meetings and fully met the regional benchmark. The CMT also worked as the Evaluation Management Team for oversight, review and endorsement of evaluation functions, and the Integrated Monitoring and Evaluation Plan (IMEP) was a standing agenda for all CMT meetings.

PIMs continued to help strengthen coordination and information sharing among programmes as well as operations and communication functions, serving effectively as a forum to monitor performance. In 2014, UNICEF Bhutan conducted 11 PIMs. In addition, to ensure that programme priorities were implemented and followed up in a coordinated manner, two clusters on C4D and Cross-sectoral Approach to School Rationalisation created in 2013 were strengthened in 2014. The clusters met regularly to discuss C4D and school rationalisation issues.

**OUTPUT 2 Effective, Efficient Programme Management and Stewardship of Financial Resources**

**Analytical Statement of Progress:** The CMT and PIMs ensured effective monitoring and management of donor contributions. The donor report schedules, expiring PBAs and DCTs over six months were periodically monitored in CMT meetings and PIMs.

In 2014, UNICEF Bhutan spent 100 per cent of its Regular Resources (RR) and Other Resources (OR). The outstanding DCTs over nine months for the year is 0 per cent. All monthly and year-end closures of accounts, including bank reconciliation statements, were implemented on time.

UNICEF Bhutan maintains a good track record and achieved 100 per cent timely submission of all 22 donor reports for 2014. An effective donor relationship management system helped ensure quality assurance. This was done through a systematic review process involving Heads of Section, the Communications Officer and the Representative/Deputy Representative. Additional materials such as photo essays and human interest stories were included in most donor reports to add voices from the field. Since mid-2014, a donor feedback form has been included in the reports to receive relevant feedback.

In 2013, the Office of Internal Audit and Investigation (OIAI) conducted remote audit of UNICEF Bhutan for the period January 2012 to April 2013. The OIAI reported six Recommendations in the audit report, of which five recommendations rated low and medium were closed in 2013. The only high-risk recommendation, on HACT, was also successfully closed in January 2014 based on the UNICEF Bhutan provision of the 2014 annual work plans and the report on HACT implementation for 2013.
OUTCOME 3 Effective, Efficient Program Management of Human Capacity

Analytical Statement of Progress: In line with the 2014 Country Programme, the staffing structure was revised to address office capacity for providing appropriate technical support to the Government and partners during the new programme cycle. Recruitment of all nine vacant posts was completed in the first quarter of 2014 for smooth functioning of Programmes and Operations. The Human Resources Development Team reviewed office-wide and programme and operations priorities to address learning gaps in terms of technical as well as personal career development. A realistic learning and training plan was designed and funding secured from ROSA. UNICEF Bhutan also identified the training budget to support staff career development for individual training based on the capacity development needs for programmes and operations. The Office implemented 100 per cent of the planned 2014 Country Office Learning Plan.

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OUTCOME 2 Development Effectiveness

Analytical Statement of Progress: A Promise Renewed/Call to Action (APR) to accelerate maternal, newborn and child survival are covered in the Government's 11th Five Year Plan, which informed the development of the One UN Programme 2014 to 2018 (e.g. Child Health and Strategy and Action Plan, Reproductive Health Strategy and Action Plan, or WASH Action Plan). Bhutan has achieved the targets for MDGs 4 and 5. Infant and under-five mortality is currently 30/1,000 and 37.3/1,000 live births against the targets of 32 and 41 set to be achieved by 2015 and the APR target for under-five mortality reduction of 20/1,000 live births by 2035. Maternal mortality is estimated at 86/100,000 live births against the target of 146/100,000 by 2015. Acceleration of efforts will continue in 2015 to improve newborn survival, reduce chronic undernutrition in young children and sustain the gains made, which is still a challenge for the Government and its partners.
UNICEF Bhutan with support from ROSA partnered with the Ministry of Health to lead advocacy and partnership work related to maternal and child nutrition through a high-level stakeholders’ consultation in March 2014. The leadership role of the Prime Minister during the consultation helped generate discussion among the stakeholders as well as the media on reducing child stunting in Bhutan. Following this, anaemia survey-related preparations were mooted towards the last quarter of the year.

UNICEF collaborated with the Royal University of Bhutan to institutionalise a social policy certificate course at the Sherubtse College in Trashigang. Development of the course modules has started and it is expected to be launched in April 2015.

OUTPUT 1 Programme Coordination

Analytical Statement of Progress: Within the ‘Delivering as One’ approach, the UN Theme Groups continued to improve efficiencies and synergies, helping resolve common issues and avoiding duplication among implementing partners and UN agencies. The UN HACT and Planning, Monitoring and Evaluation (UNPME) Group guided and facilitated joint review and planning sessions ensuring consistency and coherence among the theme groups.

To strengthen integration and cross-sectoral linkages, UNICEF Bhutan developed specific coordination mechanisms to address the areas where gaps or challenges in cross-sectoral linkages were identified. It is expected that some of the issues, such as ECCD, care for child development, special needs of children, and nutrition among others will help encourage the need for external coordination and coherence for effective outcomes and impacts. Refer to “Support to Integration and Cross-sectoral Linkages” for more detailed information.

OUTPUT 2 Advocacy / Communication

Analytical Statement of Progress: To ensure visibility of UNICEF’s work in Bhutan as well as to advocate on issues related to children, youth and women, UNICEF Bhutan shared regular media releases and information via traditional and social media, especially during key UNICEF Observances. Refer to “reducing the prevalence of chronic undernutrition” under the Partnership section and the External Communication and Public Advocacy section for some of the notable advocacy events.

In June, UNICEF Bhutan and officials from the Ministries of Education and Health visited remote Laya Gewog (Block), in Gasa district to monitor the progress of UNICEF projects. The team visited schools and basic health units and learned first-hand about the challenges in extending services to the hardest to reach communities.

UNICEF Bhutan successfully coordinated three visits: the UNICEF Czech Republic Goodwill Ambassador in September; the Japan Committee, Vaccines for the World’s Children (JCV) in May; and the UNICEF’s Regional Director for South Asia in July. Following the visits, the UNICEF Country Office secured funding commitments from both JCV and the Czech Republic. The Regional Director’s visit enabled the Office to advocate with the Government on critical challenges and opportunities in achieving results for children, youth and women in Bhutan.

OUTCOME 3 By 2018, increased and equitable access, utilisation and quality of essential social services for all with a focus on women, children and youth, to sustain the MDGs and address emerging challenge
Analytical Statement of Progress:  
Policy and enabling environment:  
In terms of health, nutrition, the human immunodeficiency virus (HIV) and education services delivery, Bhutan is on track towards achieving most of the related MDGs. However some challenges remains in terms of health services utilisation, quality of education and in promoting early learning. Bhutan has achieved universal health coverage and MDGs 4 (reducing child mortality) and 5 (improving maternal health) targets. However, institutional deliveries and HIV knowledge among adolescents have not improved significantly above the baselines. The challenge for the Royal Government and partners is in maintaining the gains made, while accelerating efforts in addressing those areas where significant progress has not been achieved. Significant efforts are being made to address the high newborn deaths and chronic undernutrition in young children. To this effect, advocacy briefs on chronic undernutrition and newborn health were developed for policy makers. In addition a high-level stakeholders’ consultation on maternal and young child nutrition was convened by the Ministry of Health with UNICEF support, which increased awareness of policy makers and renewed the Government’s commitment and leadership to address chronic undernutrition in children under five years of age. Evidence generation on the nutrition situation of young children and women has been planned for 2015. To accelerate efforts in improving newborn survival, UNICEF and WHO are collaborating with the Ministry of Health to develop national Action Plans for Nutrition and Newborn Health.

Bhutan is on track to achieving the MDG 2 target (universal primary education) by 2015. With the basic net enrolment ratio at 93 per cent and the Gender Parity Index (basic) at 1.00, the concern now is more about efficiency, effectiveness and quality of education. The survival rate to grade ten is 95 per cent for girls and boys, and the repetition rate at primary level is six per cent (female: 5.1 per cent, male: 6.9 per cent). The net enrolment ratio at the secondary level is 85 per cent (female: 86 per cent, male: 83 per cent) and girls’ enrolment at the tertiary level is only 44 per cent of the total enrolment at that level. According to the Bhutan Council for School Examinations and Assessment, in 2013, only 57 per cent of students (female: 57 per cent, male: 56 per cent) passed in English and 56 per cent (female: 54 per cent, male: 57 per cent) passed in mathematics during the Bhutan Certificate for Secondary Education examinations.

Services, system and supply:  
UNICEF, WHO, UNFPA and the Government continued to pool resources to accelerate implementation of high-impact, low-cost interventions and improve quality and access to maternal, child health and nutrition services through health system strengthening, capacity building of health service providers, strengthening outreach services and the continuum of care and supportive supervision/monitoring. The focus for 2015 will be on improving quality of services and implementing strategies to extend health services to unreached pockets of population, mainly in remote rural areas with rough geographical terrain.

The provision of inclusive quality education follows a life-cycle approach with increasing focus on ECCD, inclusive education for children with disabilities and NFE programmes for those who missed their first chance at formal education. The Educating for GNH programme, which incorporates elements of child-friendly schools, has been implemented in 18 of the 20 districts. An assessment of the Educating for GNH programme indicates there have been positive changes in teachers’ attitudes and students’ behaviour. Through technical and financial support for education of children with disabilities, two more Special Education Needs schools were set up in the country, where 390 children with disabilities are now able to access education. Through technical consultancy support to the MoE, strategies were identified to strengthen the provision of education for the blind and deaf. An English curriculum was introduced in the NFE
Post-Literacy Course as well as in 14 monastic institutions

**Demand promotion:**
Progress has been slow in increasing knowledge of HIV among young people aged 15 to 24 years. The Ministry of Health identified eight priority districts (among 20) where health services utilisation particularly in maternal, newborn, child health and child feeding practices requires improvement.

People's knowledge, and traditional norms and beliefs are some underlying factors that affect the utilisation of maternal newborn and child health services and feeding practices at the household level. To improve this knowledge, 205 village health workers in five districts were trained in interpersonal communication skills to bring behaviour change in communities around maternal, newborn, child health and optimal child feeding practices. They were also provided with job-aid tools like guidebooks, flip charts and posters to practice community-level behaviour change communication confidently and with appropriate knowledge and information.

UNICEF also supported a partnership with the Ministry of Health and the Bhutan Broadcasting Service (BBS), the national radio and television service, for sustained media support in promoting essential family practices. BBS developed and aired a series of TV and radio programmes, public service announcements and spots on essential family practices.

Towards results in education, UNICEF established new partnerships with CSOs such as Tarayana and Draktsho to increase and improve access to ECCD services and services for children with disabilities in Bhutan.

A mapping study on communication channels and key influential actors at the community level was completed. Key findings and how to make use of strategic communication approaches were presented at the annual review and planning meetings of the UN and its collaborating partners. A number of agencies planned activities to conduct formative research and develop communication for development strategies.

**OUTPUT 1** Strengthened education systems’ capacity for improved education information and knowledge management for evidence-based decision making

**Analytical Statement of Progress:**
**Policy and enabling environment:**
An assessment of the effectiveness of the training on Educating for GNH was completed in 2014. The assessment indicated positive changes in teachers’ attitudes and students’ behaviour, as a result of Educating for GNH. At the same time, the assessment also revealed that the cascade model of training was not very effective. Weak monitoring from the centre and districts resulted in the programme not being implemented school-wide. The assessment also indicated areas for future support and strengthening such as positive disciplining techniques.

An assessment of the provision of education for blind and low-vision children at Muenselfing Institute in Khaling, Trashigang confirmed that the capacity to teach blind and low-vision children is limited and the Institute’s facilities are not optimally utilised. Through support of an international consultant, UNICEF is currently mapping major actors in the country in areas of disability. Recommendations will be made for a more collaborative cross-sectoral approach towards services for children with disabilities.
Services, system and supply:
To strengthen the Education Management Information System (EMIS), UNICEF supported procurement and installation of necessary information technology (IT) equipment needed to enhance the capacity of the EMIS at the MoE. UNICEF also supported the training of education data managers in all the 20 districts to use EMIS version-2, which has modules on early childhood care and education, WASH and human resources, among others. As a result, the Ministry’s capacity to collect, generate and use information is expected to drastically improve, ultimately contributing to improved planning and decision-making using concrete evidence. UNICEF’s support also triggered the need to create a full-fledged IT Division under the Ministry, upgrading the current ICT Section housed in the Policy and Planning Division.

Demand promotion:
According to the Assessment of the Effectiveness of Training on Educating for GNH, 89.5 per cent of teachers and 86.4 per cent of students reported that school practices of the teachers have improved. Gross National Happiness being the national philosophy guiding all socio-economic development in Bhutan, policy makers, planners and programmers attributed high importance to the Educating for GNH Programme.

OUTPUT 2 Output 2.2: Stakeholders have the capacity to effectively coordinate, plan, implement and monitor the provision of quality and inclusive education services

Analytical Statement of Progress:
Policy and enabling environment:
Towards ensuring a more sustainable and strategic approach for capacity development, an institutional contract was drawn up with the University of New England (UNE) for developing an ECCD Diploma Programme at the Paro College of Education. The partnership includes the development of a framework for a two-year diploma leading to a degree programme in ECCD. It also includes exchange visits between lecturers of Paro College and UNE for developing course materials.

Services, system and supply:
Thirty-two additional community-based ECCD centres, including five NGO-based centres, were established in remote areas of 15 districts, increasing access to ECCD for 1,545 children three to five years of age. Training of teachers on Educating for GNH was completed in 18 of the 20 districts. As a result, schools began to demonstrate positive changes in teacher attitudes and student behaviour.

Two new schools were identified as Special Educational Needs schools, thereby increasing access to education for children with disabilities. Technical support was provided to strengthen research on Bhutanese sign language and education for low-vision and blind children. Forty-five teachers and physiotherapy technicians were trained on using the Rapid Neurodevelopment Assessment Tool for early detection of disabilities. UNICEF also entered into a partnership with Draktsho Vocational Training Centre, a CSO, to strengthen services for children with disabilities.

UNICEF is closely monitoring the MoE’s plans for school rationalisation whereby several small schools in remote areas will be closed down or downgraded and children from these schools will be sent to boarding schools. This initiative raises concerns about potential impacts on enrolment, equity and care and protection issues for very young children in boarding schools. UNICEF provided support to the school rationalisation project using a cross-sectoral approach through a pilot project in two districts, and also developed training programmes for caregivers, matrons and wardens focussing on protection, health, nutrition and WASH.
A total of 168 NFE facilitators, monks and nuns who have completed class 10 were trained on teaching the NFE curriculum. This training, along with a supply of teaching learning materials, increased access to NFE for marginalised groups such as illiterate women, monks and nuns.

**Demand promotion:**
The mapping of communication channels and influential actors showed existing gaps in knowledge, attitudes and practices of families and communities in the area of ECCD and disabilities. The study will inform future development of strategies to address social norms and perceptions towards ECCD and disability.

**OUTPUT 3** Health facilities are better able to provide quality maternal, newborn and child health care, nutrition, reproductive health and sexually transmitted infections (STI)/HIV services

**Analytical Statement of Progress:**

**Policy and enabling environment:**
Bhutan has achieved universal health coverage. Immunisation coverage for infants is sustained above 95 per cent and the targets for hospitals and Basic Health Units (BHUs) providing integrated management of neonatal and childhood illnesses were reached. Progress was also made in increasing access to emergency obstetric and newborn care. Growth monitoring was rolled out in health facilities, and coverage is increasing. The provision of basic equipment to health facilities and capacity building for service providers, supported by formative supervision, continuous monitoring of quality of service delivery and periodic evaluations and assessments, all continue to improve the quality of health services. All pregnant women identified as HIV-positive are receiving antiretroviral therapy. However, the strategy to increase uptake of prevention of mother-to-child transmission of HIV and provision of antiretroviral therapy to HIV-positive pregnant women is being intensified to enrol all pregnant women who might have HIV but have not yet been identified.

**Services, system and supply:**
Efforts continued in strengthening the health system to adequately support hospitals and BHUs to improve the quality of service provision for women and young children. Inputs included provision of basic equipment and supplies, guidelines, tools and materials for service providers and in-service training to reinforce skills where gaps have been identified. Training was conducted in vaccine temperature monitoring, integrated management of neonatal and childhood illnesses (IMN CI), infant and young child feeding and care for child development and introduction of the injectable polio vaccine in July 2015. All BHUs and 90 per cent of hospitals are providing IMN CI, 70 per cent of health facilities are providing care for child development, and 60 per cent are providing growth monitoring integrated within child health services.

**Demand promotion:**
Information communication on improving behaviours and practices related to maternal, newborn, child health and nutrition continued to be disseminated through the media, the health services and at the community level through village health workers. UNICEF supported the Ministry of Health in implementing the maternal and child health and nutrition C4D strategy at the community level. More than 205 village health workers in five priority districts now have improved knowledge and skills to communicate with mothers and caregivers in the communities on the importance of maternal, newborn and child health, and feeding practices.
Information generated from the mapping of communication channels and key influencers at community level provided a better understanding of behaviours related to health and nutrition of women and young children. It will be used in 2015 for further improving communication for behaviour change at the community level.

OUTPUT 4 Education systems have improved preparedness and response plans for disaster and emergencies, outbreaks and health security threats and ensure that all communities are able to access minimum basic services

Analytical Statement of Progress:
Policy and enabling environment: With technical support from ROSA, the MoE finalised the Coordination Mechanism for the education sector to respond quickly and effectively during and after emergencies.

Services, system and supply:
A Contingency Plan for the MoE was prepared and forms part of the Ministry’s Coordination Mechanism to respond quickly during and after emergencies. The MoE is one of the leading ministries to have a sector contingency plan. Aligned to the Ministry’s Contingency Plan, schools across the country continued to prepare their own contingency plans as part of School-based Disaster Management Plans.

To expand the scope of disaster risk reduction in the country, the MoE also developed tailor-made courses on ECCD in emergencies and emergency education for NFE learners. More than 90 ECCD facilitators and NFE instructors in five districts were trained on education in emergencies.

Demand promotion:
Bhutan is an Ebola low-risk country. However, to be prepared, the Ministry of Health in collaboration with WHO and UNICEF developed the Bhutan Ebola Preparedness and Prevention plan. Developing and implementing a strategic Ebola risk communication plan for Bhutan was a priority under the overall plan for better public awareness and preparedness. UNICEF provided technical support to the Ministry of Health in developing the Bhutan Ebola Risk Communication plan. The Bhutan Ebola Risk Communication is in place and implemented through the Ministry of Health.

OUTPUT 5 WASH in schools, monastic schools and convents effectively implemented and WASH promoted through advocacy and demand

Analytical Statement of Progress:
Policy and enabling environment
WASH in Schools was fully integrated into the Education Management Information System. For the first time, the Annual Education Statistics published a gender-disaggregated report on WASH in schools, facilitating targeted programmatic intervention. A Management Information System was also developed for monastic institutions to help track needs of child monks and nuns and facilitate targeted intervention.

Services, system and supply
A total of 1,030 girls and 990 boys have access to improved water source with the installation of a rainwater harvesting system in three secondary schools and a gravity-fed water supply scheme in one lower secondary school.
About 3,000 boys and girls from 15 schools have gained access to child-friendly gender-sensitive toilets. Another 1,600 boys and girls from seven schools enjoy access to improved water sources. The coverage of improved sanitation facilities in schools increased by three per cent, and water supply coverage improved by one per cent. Five hundred monks and 40 nuns enjoy access to improved water and sanitation through the installation of aqua-privy toilets with bath houses in five monastic schools, and water supply schemes in two monastic schools and one convent.

A standard toilet design with child-friendly gender-sensitive features was developed and adopted by the MoE and the Central Monastic Body. Solar water heaters were installed in two monastic schools located in very cold places. To facilitate better use and maintenance, water caretaker tools were supplied to 100 schools and 26 convents.

**Demand promotion**

Re-usable sanitary pads were piloted in three nunneries and ten schools. These schools and convents reported positive feedback on the cost, easy accessibility, comfort and reduction of waste volume in the school compound. The pilot will be scaled up in 2015.

The Clean Toilets Initiative is being promoted in schools across the country to help schools meet the essential criteria for a healthy and protective learning environment, especially with clean toilets.

To promote key hygiene and sanitation behaviours among schoolchildren as well to reach communities through children, UNICEF supported capacity building of school health coordinators in promoting key hygiene behaviours in schools in collaboration with the Ministry of Health, the MoE and the Netherlands Development Organisation. Creative job-aid C4D materials (seven posters; two TV spots; one radio jingle) were developed and used for advocacy and raising awareness on hygiene behaviour through radio and television. Global Hand Washing Day was observed as a mass event with at least 50,000 children from all schools participating.

**OUTPUT 6**

Enhanced capacity of stakeholders to promote youth participation and provide youth friendly environment

**Analytical Statement of Progress:**

**Policy and enabling environment:**
To facilitate school counsellors and youth volunteers in providing better psychosocial support to children during emergencies, UNICEF provided technical support to the MoE’s Career Education and Counselling Division of the Department of Youth and Sport (DYS) in developing a Child Protection in Emergencies manual.

UNICEF actively advocated towards an early finalisation of the National Youth Action Plan, which is being finalised by the DYS.

**Services, system and supply:**
To enhance the quality of counselling services in schools, 27 newly appointed School Guidance Counsellors, 40 primary school teachers, 17 District Education Officers, three Thromde (administrative division) Education Officers and 31 Principals from different regions were oriented on counselling programmes, and 40 teachers from primary schools were given
refresher courses on counselling programmes. These capacity-development initiatives will benefit at least 3,000 students across the 20 districts. UNICEF provided technical support in organising the first National Conference of School Guidance Counsellors. It was an important forum for counsellors to identify emerging youth issues as well as good practices. The conference resulted in the development of a strategic framework and key actions for suicide prevention among adolescents.

UNICEF supported the Youth Centre Division under the DYS to design and develop a management information system to track users of the integrated services being provided through the youth centres. To streamline and integrate services available to youth, a proposal to provide integrated youth-friendly services was finalised through a multi-sector consultative process. The DYS identified Gelephu, under Sarpang District to initiate the services from early 2015.

**Demand promotion:**
A skills training programme was organised for 25 school graduates by the Bhutan Youth Development Fund. The programme focused on providing youth with information and skills to address concerns they face, as well as the available opportunities and services.

More than 1,000 adolescents and youth participated in the celebration of the International Youth Day organised by the DYS. The programme included panel discussions and group activities, and resulted in the identification of mental health issues of youth and sharing of information about available services.

As the lead agency, the Bhutan Narcotic Control Agency (BNCA) developed a C4D strategy to address problems of alcohol and drug abuse among adolescents. The strategy, which takes into account the needs of adolescents as well as multiple stakeholders engaged in the work, helped BNCA design their activities in a systematic manner.

**OUTPUT 7** Women, children, youth and other at-risk populations have enhanced knowledge and skills to adopt behaviours and practices for improved health, nutrition and well being

**Analytical Statement of Progress:**

**Policy and enabling environment:**
UNICEF supported the Ministry of Health in developing an advocacy package on the benefits of improved sanitation and hygiene. All Parliamentarians, including the Prime Minister and Ministers, were sensitised on the importance of investing in sanitation during World Toilet Day on 19 November in Parliament. Towards establishment of a WASH cluster in Bhutan, all WASH stakeholders in the country met for the first time in July to update the road map for universal coverage of WASH in households and institutions. A working group was formed to provide support in capacity development, standards and guideline development, hygiene promotion and management information systems.

**Services, system and supply:**
The percentage of women receiving a first postnatal care visit is increasing gradually from 70 per cent to 74.6 per cent, however, routine reports from health facilities showed that most women do not return for the third visit. Analysis of data on the third visit will be improved in the Health Management Information System in 2015. To increase utilisation, postnatal home visits by health workers were integrated into the outreach service package, focusing on low-performing districts and home deliveries.
**Demand promotion:**
Through the Rural Sanitation and Hygiene Programme, health assistants from all Basic Health Units in Mongar and Samdrupjongkhar Districts were trained on creating demand for improved sanitation and hygiene.

Demand-creation workshops were completed in 265 village clusters of Mongar and Samdrupjongkhar. The workshops included basic skills in construction of household/community toilets and waste disposal facilities, and hygiene behaviour change for proper use and maintenance of sanitation and hygiene facilities for wholesome, pleasant environments. Ninety per cent of households in Mongar and 50 per cent of households in Samdrupjongkhar were covered. Some households have already started upgrading their toilets. The target is to achieve 90 per cent improved toilet coverage in both districts, thereby contributing to efforts to reduce stunting as well.

The Ministry of Health identified eight priority districts where health services utilisation, particularly maternal, newborn, child health and child feeding practices, requires improvement. To improve mother and caregivers’ knowledge and practices in these areas, about 205 village health workers in five districts were trained on its importance and their interpersonal communication skills were strengthened. They were provided job-aid tools like guidebooks, flip charts and posters to improve their confidence while they inform and educate households on improving family practices.

**OUTCOME 4** By 2018, communities and institutions strengthened at all levels to achieve enhanced gender equality, empowerment and protection of women and children

**Analytical Statement of Progress:**

**Policy and enabling environment:**

**Services, system and supply:**
Specialised support and services for women and children were made available in Samtse and Mongar Districts with the establishment of Women and Child Protection Desks with UNICEF’s support. UNICEF worked with the Royal Bhutan Police on drafting a women- and child-friendly curriculum and standard operating procedures to institutionalise sensitive procedures for working with children in contact with law and women survivors of violence. The complaints and response mechanism system at the Royal Bhutan Police was upgraded and made operational with UNICEF’s support.

A total of 168 stakeholders (immigration officials, NGO staff, nuns from the central and western convents, labour officials and principals of vocational institutes, teachers of monastic institutions and volunteers) were trained on child rights and child protection through UNICEF’s partnership with various government ministries and departments.
Demand promotion:
The first phase of the violence against children study was completed. The ongoing second phase will be completed in February 2015, and will generate important data and information on the existing understanding of the drivers of violence against children in Bhutan. This will directly result in the development of a comprehensive C4D strategy to address violence against children, with a focus on prevention of violence, as well as promotion of demand for child protection services.

The Police Youth Partnership Programme and the Police Out-of-School Youth Partnership Programme reached over 800 students and out-of-school youth with life skills and knowledge on child rights, legal provisions, traffic safety, HIV/AIDS and the harmful impacts of alcohol and drug abuse. To provide a safe platform for young people to connect with each other and with police, a web-based youth forum called “Gagday Chharo” was launched by the Royal Bhutan Police.

UNICEF supported the Dratshang Lhentshog (Commission for Monastic Affairs) in organising activities to observe the World Day of Prayer and Action in four districts on the theme “stop violence against children”. More than 700 children and adult monks participated in the programme.

OUTPUT 1 Legal and policy environment for the advancement of rights and protection of women and children strengthened

Analytical Statement of Progress:
Policy and enabling environment:
The Rules and Regulations of the Child Care and Protection Act and the Child Adoption Act, developed with technical support from UNICEF.

UNICEF supported the NCWC towards drafting the 3rd-5th Periodic Report for CRC and the Initial Report on the Optional Protocol on Involvement of Children with Armed Conflict and the Optional Protocol on Sale of Children, Child Prostitution and Child Pornography. The country reports were finalised.

Services, system and supply:
A women- and child-friendly curriculum and standard operating procedures for police was drafted to introduce and institutionalise sensitive procedures for working with children in contact with the law and women survivors of violence. The curriculum focuses on both pre-service and in-service officers’ training, and will be administered by the police training institute.

Demand promotion:
The three-phase study on violence against children is currently underway. The first phase of the study was completed. The ongoing second phase, which will be completed in February 2015, will generate important data and information on the existing understanding of the drivers of violence against children in Bhutan and the current knowledge, attitudes and practices related to violence against children. This will directly result in the development of a comprehensive C4D strategy to address violence against children, with a focus on prevention of violence, as well as promotion of demand for child protection services.
OUTPUT 2 Boys, men, girls and women have increased awareness and display positive attitudes on the prevention and elimination of GBV

Analytical Statement of Progress:  
Policy and enabling environment:  
UNICEF supported the observation of the International Day of the Girl Child towards empowering adolescent girls with a focus on education, protection, violence and vulnerability. Awareness was generated in the media, including through youth groups, television and radio on empowering girls and protection against violence.

The study on violence against children, currently underway in partnership with the NCWC, will directly contribute towards developing a C4D strategy to work with men and boys, among others, to inculcate positive attitudes towards addressing violence against children, including GBV.

Services, system and supply:  
Specialised support and services for women and children are now available in the two districts of Samtse (south) and Mongar (east) with the establishment of Women and Child Protection Desks. Towards promoting quality services for children, a manual for the shelter at the NGO RENEW is currently being revised.

A conference on mental health and psychosocial support services was jointly organised by the Ministry of Health and RENEW in collaboration with UNICEF and WHO. The conference brought together over 50 officials and experts from the Government, CSOs, and service providers working on mental health issues. They deliberated on issues relating to mental health, with a special focus on GBV. They also looked at the existing legislative framework and services, and areas for improvement. The conference highlighted the need for a mental health continuum approach and the importance of focusing on prevention interventions, as well as mental health issues for children with disabilities.

Demand promotion:  
Through a two-day workshop organised by RENEW, 20 men were engaged to discuss issues relating to GBV, including violence against children. The workshop resulted in increased awareness among men on impacts of GBV and the role that they can play in preventing violence against women and children.

OUTPUT 3 Institutions, communities, families and children in at least four districts have the knowledge, skills, resources and mechanisms to prevent and respond to violence, abuse, exploitation and neglect of children

Analytical Statement of Progress:  
Policy and enabling environment:  
A review of protection concerns identified that children with disabilities are more vulnerable to violence. Thus, development of a strategy to address protection issues of children with disabilities is underway and will contribute to inclusion of concerns related to children with disabilities in child protection legislation and programmes.

Services, system and supply:  
The complaints and response mechanism system at the Royal Bhutan Police was upgraded and
made operational. The toll free number ‘113’ is expected to lead to more efficient public services.

The Expert Committee of the Dratshang Lhentshog identified gender issues as an important concern, and the Committee was expanded to include representation of two additional nuns, bringing the total number of committee members to 13.

A total of 168 stakeholders from various ministries, departments and NGOs were trained on child rights and child protection.

**Demand promotion:**
The Police Youth Partnership Programme and the Police Out-of-School Youth Partnership Programme reached 709 students from 20 districts and 98 out-of-school youth from three districts, helping them benefit through life skills and knowledge on child protection. To provide a safe platform for young people to connect with each other and with police, share ideas, and to access important information and announcements, a web-based youth forum called “Gagday Chharo” was launched by the Royal Bhutan Police. Twenty-five community-based Support System volunteers and members of the youth group DAISAN participated in a child protection training activity and enhanced their awareness on rights and protection services available to youth. A children’s forum on child protection was organised in Thimphu, where 26 students and teachers from four schools participated. A similar forum was carried out for children in monastic institutions, where 250 young monks took part.

Fifty-four participants, including students, principals and teachers, were oriented on legal issues pertaining to children and on amicably resolving school disputes.

National consultations were carried out with both children and adult stakeholders towards stepping up protection for children with disabilities. The consultations identified the need for more advocacy and awareness on issues that children with disabilities face, including stigma and discrimination against children with disabilities and their families.

UNICEF supported the Dratshang Lhentshog in organising activities to observe the World Day of Prayer and Action in four districts with the theme to “stop violence against children”. More than 700 children and adult monks participated in the programme.

**OUTCOME 5** By 2018, Government and civil society have increased capacity for evidence-based decision making, taking into account the views of young people, for equitable and rights-based social policy

**Analytical Statement of Progress:**

**Policy and enabling environment:**
The National Statistical Bill, which will streamline and standardise the statistical system in the country, was finalised through a series of stakeholder consultations and is expected to be tabled in one of the Parliamentary sessions in 2015.

**Services, system and supply:**
The National Statistics Bureau (NSB) decided to promote the use of semi-permanent enumerators for household level surveys. A pilot semi-permanent enumerators’ exercise undertaken in Trashiyangtse demonstrated improved quality and increased efficiency in data collection at the household level by using youths residing in the locality.
Efforts to incorporate the One UN Programme into the Government’s PlaMS (Planning and Monitoring System) were initiated to align the UN’s reporting within the overall Government system. Once integrated, it will be rolled out to the districts to enhance monitoring and reporting.

**Demand promotion:**
To promote participation and civic engagement among adolescents and youth, UNICEF Bhutan, with support from the UNICEF Social and Civil Media Section (Headquarters), partnered with the Bhutan Centre for Media and Democracy (BCMD) and trained 30 youth mappers on using UNICEF’s Geographical Information System (GIS) and Voices of Youth Maps for their digital community mapping project in Thimphu. As part of this mapping project using UNICEF GIS, the community mappers recommended enhancing public transportation service, waste disposal and environment conservation, and employing caretakers to ensure community safety and protection. It was the first time that the youth mappers and BCMD facilitators used Android-based mobile phones and UNICEF’s GIS platform (http://thimphu.unicef-gis.org/) not only to map out issues and concerns but also to highlight positive changes in their community. Given the high prevalence of drug use among students as well as out-of-school youth, a drug education and awareness programme with youth and community in the three Districts of Tsirang, Wangdiphodrang and Punakha was initiated with the Bhutan Youth Development Fund to promote public dialogue and awareness on drug use.

**OUTPUT 1** Key national and local institutions strengthen systems for effective public financial management and integrated monitoring of plans and programmes, and evidence-based decision making based on harmonised national statistics and information

**Analytical Statement of Progress:**

**Policy and enabling environment:**
In collaboration with the Institute for GNH Studies (iGNHaS), at the Royal University of Bhutan, a certificate course on Social Policy will be launched at Sherubtse College in early 2015. A stakeholder consultation on course content and training modalities was completed and curriculum development is ongoing. The course, with a focus on social justice, gender and equity, will enable participants to develop methodological strategies for the collection and rigorous analysis of social policies. The course is designed for early and mid-level professionals engaged in policy work, Parliamentarians, civil servants, students pursuing advanced degrees related to social work, public administration, public health, law and economics, CSOs and academic think tanks.

For the first time, an in-depth study on child poverty in Bhutan and its determinants is scheduled to be conducted in early 2015 in collaboration with the NSB. It aims to close the knowledge gap for policy makers and analysts in their efforts to design, implement and evaluate policies directed towards children.

**Services, system and supply:**
The NSB decided to promote the use of semi-permanent enumerators for household level surveys for better data quality. A pilot semi-permanent enumerators’ exercise undertaken in Trashiyangtse demonstrated improved quality and increased efficiency in data collection at the household level. Class X and XII graduates (school dropouts) residing in the locality were trained on survey enumeration, and on conducting pre-testing and field enumeration using a Child Abuse Study Questionnaire.
On data management and dissemination, the NSB updated BhutanInfo with recent available data and is in the process of migrating to a web-based version. To align the reporting of the One UN Programme with the Government’s 11th Five Year Plan, efforts were initiated to incorporate the One UN Programme into the PlaMS (Planning and Monitoring System) and also to integrate BhutanInfo within PlaMS.

**Demand Promotion:**
To promote evidence-based planning, the NSB with UNICEF support provided capacity building on sampling and data analysis using STATA software for sectoral agencies and the private sector.

The Evaluation Association of Bhutan conducted a joint Management Response to Evaluation study with the Bangladesh and Nepal Evaluation Associations. The study highlighted the inadequate culture of monitoring management response across the Government agencies in Bhutan. In collaboration with the GNH Commission, the Evaluation Association of Bhutan and the International Initiative for Impact Evaluation conducted training on impact evaluation.

Currently the team is working towards preparing for the International Year of Evaluation celebrations next year.

**OUTPUT 2** Women and youth have increased opportunities to participate in political leadership as well as in planning, decision making, monitoring and implementation of policies and programmes at the national and local levels

**Analytical Statement of Progress:**

**Policy and enabling environment:**
To develop a comprehensive understanding of out-of-school youth, the DYS initiated a needs assessment of out-of-school youth in Bhutan. The needs assessment will result in a comprehensive Capacity Development Curriculum framework for the department to work with and return out-of-school youth to learning.

**Services, system and supply:**
As part of UNICEF’s work on enhancing services to adolescents and youth, UNICEF worked closely with the DYS to enhance services for adolescents and youth. UNICEF worked with the Career Education and Counselling Division of the Department to enhance capacities of counsellors. With the Youth Centre Division, UNICEF is working on the establishment of integrated services for youth in one district, and with UNICEF’s support, the Bhutan Narcotics Control Agency and Bhutan Youth Development Fund provide services related to substance abuse.

**Demand promotion:**
In 2014, youth groups were established in six districts. UNICEF supported the Bhutan Youth Development Fund and RENEW to set up youth networks in five of the six districts.

More than 30 youths including facilitators and youth mappers of Bhutan Centre for Media and Democracy (BCMD) were trained on using UNICEF’s Geographical Information System (GIS) and Voices of Youth Maps for their digital community mapping project in Thimphu. The community mappers recommended enhancing public transportation service, waste disposal and environment conservation, and employing caretakers to ensure community safety and
protection. It was the first time that the youth mappers and BCMD facilitators used Android-based mobile phones and UNICEF’s GIS platform (http://thimphu.unicef-gis.org/) to not only map out issues and concerns but also to highlight positive changes in their community.

UNICEF also supported BCMD’s Youth Initiative to organise its summer camp, where 18 youths participated. Based on research, the participants developed local action proposals related to creating an enabling environment for children and youth with disability, advocacy and promotion of local products and encouraging people to read Bhutanese books.

To encourage youth and community participation in public dialogue and discourse, UNICEF supported the YDF in organising a discourse on providing drug education and awareness programmes to the youth and community of three districts. UNICEF also supported the YDF to engage youth and the community to advocate on the theme Empowering Adolescent Girls-Ending the Cycle of Violence during the International Day of the Girl Child, 2014.

### Document Centre

#### Evaluation

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