Executive Summary

**Highlights:**
1. The primary Net Enrolment Rate (NER) as of 2013 stands at 96 per cent with slightly more girls (96 per cent) than boys (95 per cent). This was largely made possible by establishment of more than 100 Extended Classrooms (ECRs) taking schools closer to communities particularly in remote areas.

2. As a result of relentless advocacy by the Education Ministry and UNICEF, the health ministry recognized the importance of early childhood care and development (ECCD) and integrated Early Stimulation or Care for Child Development (C4CD) to strengthen ‘holistic early childhood development.

3. Non-formal Education (NFE) continues to serve as an effective programme for empowering women and the newly-introduced Functional English Literacy curriculum for the Post Literacy Course (PLC) benefited 3,059 learners of whom about 70 per cent are women.

**Shortfalls:**
1. Newborn deaths remained high, even though reviews of maternal and newborn death indicated that there has been a gradual reduction in overall maternal and newborn deaths. The key bottlenecks identified are inadequate skilled birth attendants, equipment and supplies in hospitals and health centres for emergency obstetric and newborn care, and delay in seeking health care.

2. Access to ECCD services in Bhutan are available to only 7 per cent of children aged 3-5 years old. While development partners like UNICEF and Save the Children continue to support such services, there is a need to integrate ECCD as part of Bhutan’s formal education system.

3. There is a need to regularize multi-grade teaching and strengthen both pre-service and in-service teacher training. Many teachers in multi-grade situations have not yet received training in multi-grade teaching and thus there is a need to review teacher deployment policies.

4. Despite enactment of Acts such as Child Care and Protection Act and Child Adoption Act, the related internal rules and regulations still remain in draft constraining progress in implementing the legislation in full.

**Collaborative partnerships:**
1. UNICEF and WHO supported the Ministry of Health in developing the National Health Promotion Strategy based on the findings from a knowledge, attitudes, beliefs and practices survey. The strategy focusses on interpersonal communication for health workers at district level and village health workers at community level. It has been implemented through health services, media institutions, village health workers and civil society groups.

2. UNICEF collaborated with UNFPA and the Ministry of Health on development and revision of the protocols, guidelines and tools for maternal and newborn death review which are used for investigating maternal and newborn deaths.
UNICEF worked with the Royal University of Bhutan (RUB) to institutionalise multi-grade teaching module into the Bachelor of Education Primary course in the two Colleges of Education and is working towards developing a diploma course on ECCD.

**Country Situation as Affecting Children & Women**

Within Bhutan’s unique, overarching development philosophy of Gross National Happiness (GNH), the 11th Five Year Plan of the Royal Government of Bhutan (RGoB) embeds the four pillars and 16 National Key Result Areas (NKRA) focusing on self-reliance and inclusion. Development in Bhutan has also been guided by the long-term national goals articulated in "Bhutan 2020: A Vision for Peace, Prosperity and Happiness".

With strong commitment from the Government, the country is on-track to achieve most Millennium Development Goals (MDGs) and targets by 2015. Poverty reduction and the achievement of the MDGs remain high on the agenda and is well integrated into the national development framework. It represent one of the 16 NKRAs to be achieved over the 11th Plan period.

Despite significant progress made at the national level, achieving the MDGs in an inclusive and equitable manner represents another challenge that requires attention and sustained efforts. A number of targets such as malnutrition and anaemia, gender parity in tertiary education and representation of women in parliament, and use of improved sanitation facilities require attention. Significant disparities, particularly spatial disparities need to be considered owing to high cost of service delivery and thereby challenges of accessing services by those who need the most help.

Urbanization has been identified as a key emerging challenge with over 31 per cent of the population living in urban areas. It is estimated that by 2020 this will increase to between 50 per cent and 73 per cent.

Since the transition to a parliamentary democracy in 2008, Bhutan has made efforts to strengthen democratic governance. Nevertheless, limited capacity of local governments remains an issue for effective service delivery and increased resilience. Capacity constraints affect planning, budgeting, public finance management and procurement, as well as mainstreaming of cross-cutting areas such as gender equality, climate change and effective programme monitoring and addressing bottlenecks and barriers.

Civil society organizations (CSOs) are playing an increasingly important role in deepening democracy and delivering services in Bhutan. Since 2010 the number of CSOs formally registered in the country has increased from a few to 26. It is essential to further strengthen the capacity including that of academia, the private sector, learning institutions to enable them to play their role effectively, and to increasingly engage the rapidly expanding media as a development change agent. Despite the impressive progress and positive policy environment, there are still significant challenges that informs the UNICEF country programme of cooperation programme design and approaches, notably the following.

- **Child survival:** The rate of antenatal care visits drops from 97 per cent receiving one visit to only 77 per cent receiving the full complement. Malnutrition is responsible for nearly half of all under-five deaths. One mother out of 10 gives birth to a low birth
weight baby. One third of children under-five are stunted (33.5 per cent). Sanitation in schools needs improvement, in particular to boost school enrolment among girls. Hygiene needs to be improved nationwide, and WASH in schools (including monastic schools), is an increasingly important thrust area that needs attention.

- **Comprehensive and Quality Education cycle:** Starting from early childhood care and development to ensure best chance of success throughout the education cycle, quality of education remains an issue, mainly for hard-to-reach children.

- **Child protection:** The absence of data on violence against children and other important protection issues make interventions difficult to target. A Two-Stage Disability Study among children aged 2 to 9 years has provided a much clearer understanding of the number of children with special needs. The Child Care and Protection Act in 2011 was an historic landmark passed by the Parliament however the roll-out of a National Plan of Action for Child Protection remains a challenge.

- **Climate change and natural disasters:** Bhutan is prone to various types of natural disaster ranging from earthquakes (such as those of 2009 and 2011) to glacial lake outburst floods, fire and landslides. Disaster preparedness is included in schools to prepare a new generation of children.

- **Emergence of new challenges** such as adolescent and youth at risk, urban migration (and related poverty), sustaining the social services coverage and ensuring its quality and optimal utilization, and operationalizing the Child Care and Protection Act.
Country Programme Analytical Overview

Country Programme:
In 2014 UNICEF commences the implementation of a new five-year Country Programme (2014-2018) developed in close coordination with the UN Agencies working in the country and the Royal Government of Bhutan. The UN in Bhutan is a Delivering as One (DaO) self-starter country with One Programme 2014-2018, a common Country Programme Document (cCPD) for UNICEF, UNDP and UNFPA, and a common UN Building as well as Common Operations Services.

Guided by the One Programme architecture in line with Human Rights and Results-Based Approach to Programming the UNICEF 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 was a key player and ensured relevant issues including the emerging ones relating to children, youth and women of Bhutan are adequately covered in the One Programme (2014-2018).

The new programme structure is articulated in the five Outcomes/Programme Component Results (PCR) 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; and a v) Support Outcome/PCR. The design of the new Country Programme took into consideration the integrated and convergent nature of the programmes and its approaches to deliver results for children. Social and behaviour change communication is one of the main priorities to ensure equity.

Effective Advocacy

Mostly met benchmarks

UNICEF Bhutan closely partnered with six key stakeholders including CSOs working with disabilities – to create greater awareness on disabilities and highlight the importance of partnership in promoting inclusive health, education and protection services for all. The Queen of Bhutan, Ashi Jetsun Pema Wangchuck, officially launched the State of the World’s Children report on 14th August 2013 followed by a host of events in the capital Thimphu. The collaborating partners were urged to work towards creating an inclusive society where all children, with or without disabilities, have an equal opportunity to reach their potential.


Communication & Advocacy on Inclusive Education:
The focus on children with disabilities was intensified in December 2013, when coinciding with the International Day for Persons with Disabilities, UNICEF Bhutan partnered with the Paro College of Education and Education Ministry in organising an Inclusive Education Seminar. The regional seminar sensitised policy-makers, government leaders, legislators, politicians, educationists, teachers, parents, and the community on the rights of persons with disabilities, including right to education. Timely communication, advocacy and media engagement created a platform for discussion as well as commitment from the ruling Government towards making Bhutan an inclusive society. (story links: http://www.bbs.bt/news/?p=34403; http://www.bbs.bt/news/?p=34536)

**Engagement with Parliamentarians:**
Following Bhutan’s second parliamentary election and the new Government taking office, the Representative held bilateral discussions with concerned line ministries and parliamentarians (Upper House and Lower House) on issues of critical concern to children, women and adolescents/youths. The Representative also appraised the Prime Minister on issues concerning decentralized governance for effective and quality local service delivery, addressing under-nutrition among children and mothers, adolescent and maternal anaemia, strengthening good governance through active involvement of local non-governmental organizations, engagement with CSOs and sought support to advance some of these priorities to achieve results for children and women in Bhutan.

**Nationwide Advocacy on Global Hand washing:**
Students from schools across Bhutan and communities nearby took part in a mass hand washing ceremony to observe the 2013 Global Hand washing Day. UNICEF partnered with the schools and Department of Youth and Sports to raise more awareness and understanding of the importance of hand washing with soap by highlighting that “the power is in your hands”. In the capital Thimphu – following the nationwide mass hand washing – children walked along the streets and neighbourhoods demonstrating proper hand washing and performing street theatre, art, speeches, songs and dances to promote positive behaviours and practices. (story link: http://www.kuenselonline.com/ktwosection/washing-hands-for-health/#.UqhOjKwnx8E;)

**Other Engagements:**
Following field visits to Bumthang, Zhemgang and Trongsa districts in April, the UNICEF Representative shared feedback with the GNH Commission, concerned Health and Education ministries and the Central Monastic Body on issues relating to quality local service delivery, coverage versus utilization, and demand promotion-related bottlenecks, rights and facilities for children including those in monastic institutions. The Office provided support to the Education Ministry in leading advocacy and partnership work on Early Childhood Care and Development in Bhutan at the 2nd High Level Meeting on South-South Cooperation for Child Rights in New Delhi and at the preparatory meeting in Beijing.

**Capacity Development**

*Mostly met benchmarks*

The Capacity Development (CD) evaluation in 2012 called for a consistent approach in integrating CD into UN programmes for sustaining interventions. The Country Programme Board, Theme Group Chairs, GNH Commission and UN Country Team (UNCT) thus decided to integrate CD into the new One Programme and undertake a series of capacity
assessments. The assessments followed a holistic, inclusive and multi-stakeholder approach based on the UNDG methodology building on other existing assessments (e.g., child protection mapping). The UN facilitated in bringing together stakeholders for the consultations and self-assessment. The draft report highlights a need for targeted training package(s); to explore implementation arrangements specifically looking into the potentials of CSOs; and to consider issues of harmonization and alignment with existing systems while planning on Management Information System.

On research and Knowledge Management, the evaluation recommended using think tanks/academia and fostering public discourse and policy dialogue. It also recommended more formal spaces to encourage participation at all levels and channels to incorporate feedback in policy with mechanisms to link youth groups to formal policy dialogue forums. The UNICEF-supported draft National Education Policy, awaiting Government’s endorsement, incorporates policies on Early Childhood Care and Development and education for Children With Disabilities. As the UN system and UNICEF moves into the new country programme in 2014, this policy will help advocate for greater inclusion and resource allocation. The adoption of Care for Child Development (C4CD) for nationwide implementation by Ministry of Health is a step towards strengthened ‘holistic’ early childhood development.

The revised NFE Policy Guidelines finalized for approval by NFE Board will support the programme to expand beyond basic literacy in Dzongkha, the national language, and improve coverage especially for the hard-to-reach communities.

The Rapid Neurodevelopmental Assessment (RNDA) tool used in the Two-Stage Disability Study was institutionalized. The tool is used on regular basis for training health workers, physiotherapists, ECCD facilitators and teachers in early identification and referral of children with disabilities.

Capacity of key focal persons with the government agencies, civil society organizations, armed forces and monastic institutions was built on child rights, child protection, adolescent health, well-being and participation as well as on rights, education and protection of children with disabilities. This led to more knowledge and understanding of related issues among key planning partners.

UNICEF supported the establishment of the Bhutan Board of Certified Counsellors as an independent agency for registration and certification of counselling professionals. The second bi-annual conference saw more than 90 people in counselling field from across the country enhance their capacity and knowledge on key issues and networking. Recruitment of full time guidance counsellors enhanced the capacity to deliver counselling and support services in schools. Principals of select schools were also been sensitized on counselling to support counsellors within the school systems.

**Communication for Development**

*Fully met benchmarks*

The 2012 Situation Analysis (SitAn) and the Country Programme Document highlighted the utilization of health services, Infant and Young Child Feeding (IYCF) practices, early stimulation, inclusive education and child protection issues among the hard-to-reach families as main development challenges. People’s knowledge, attitudes and behaviours including socio-cultural beliefs and norms were identified as the underlying and root
causes. Therefore, demand promotion through strategic Communication for Development (C4D) interventions was considered as a priority in addressing the challenges and promoting essential family practices.

Some major initiatives completed to scale-up C4D interventions were for enhancing maternal and child health and nutrition; water, sanitation and hygiene promotion and early childhood care and development.

More than 200 village health workers in five priority districts have improved knowledge and interpersonal communication skills on mother and child health, IYCF practices, including hygiene and sanitation as a result of series of Inter-personal Communication trainings and development and dissemination of job aid materials. Similarly, WASH in school training enhanced the knowledge and skills of more than 250 school health coordinators in promoting hygiene and sanitation in community schools.

The concerted advocacy through use of creative C4D materials increased understanding among the policy makers on the importance of investing in the early years as evident from the inclusion of the ECCD within the draft National Education Policy. Similarly, parents, teachers, ECCD and NFE Instructors; and health workers of seven priority districts have better knowledge and skills on providing sensitive and responsive care and ensure ‘holistic’ development of children.

Collaboration with the Bhutan Broadcasting Service (BBS) the national broadcast station, enhanced public knowledge and behaviours on issues affecting their lives through better reach and quality of BBS TV and radio programmes. According to the Bhutan Information and Media Impact Study 2013, TV (56 per cent) and radio (45 per cent) adequately represented people’s views. The study also showed that national TV had the widest influence (57 per cent), followed by Indian TV (41 per cent), national radio (38 per cent) and other foreign TV channels (35 per cent) on people’s thinking/attitude. An exposure visit to Nepal’s radio programme “Chatting With My Best Friend” yielded better understanding among youths, Government, NGOs and two radio stations to start a similar programme in Bhutan to engage and provide a platform for young people’s participation in addressing youth issues.

The causality analysis of the cCPD and One Programme saw better recognition of the value of C4D in promoting demand by addressing underlying and root causes of knowledge, attitudes and behaviours including social, cultural beliefs and practices. Assessing communication channels, developing realistic integrated strategies; capacity development and partnership with NGOs and CSOs and scaling up community-based interventions are some C4D plans in the new programme cycle.

Service Delivery

Mostly met benchmarks

Access to ECCD centres for 3–5 year old children increased from 5 per cent in 2012 to 7 per cent in 2013 with the establishment of 31 new community ECCD centres in the most remote areas. With access to early learning and play materials in 117 health centres (hospitals and basic health units) in seven most deprived districts the environment in these health facilities was reported to be more stimulating for children and families. It also enhanced interaction between the parents/caregivers and children. Parenting education curriculum was improved to ensure ‘holistic’ and ‘responsive’ care by parents/caregivers through integration of early stimulation, nutrition, developmental
delays/early detection of disabilities and protection (prevention of abuse, violence and neglect).

Since its introduction in Bhutan in the early 1990s, Non-formal Education (NFE) programme has continued to serve as an effective programme for empowering women particularly with basic literacy/numeracy and life skills. Both at the basic and post literacy levels of the NFE programme, 70 per cent of the learners are women enhancing gender equality at community level.

Since 2010 most of the child-friendly schools (CFS) dimensions were embedded into the training module on Educating for GNH. With the training of District Education Officers, principals, teachers, students and communities, teachers in 14 of the 20 districts are implementing CFS in their school and classroom through the Educating for GNH initiative.

Towards building a child protection system the national plan of action for child protection based on a 2011 mapping and assessment of child protection was developed. Key child protection partners have incorporated the action plan into the sector programmes. Lack of data is one of the main bottlenecks to early intervention and prevention of child protection issues. A study on violence against children commenced, with support from UNICEF, to generate information and accurate data on violence against children, including knowledge, attitudes and practices that drive or inhibit violence against children. A C4D strategy will be developed based on the findings of the study.

In the monastic community, children have increased access to child protection support services with the establishment of the Child Protection Office within the Dratshang. Key focal persons within the monastic institutions were sensitized on better understanding child rights and protection issues.

Access and utilization of antenatal and postnatal care, immunization and growth monitoring services were enhanced through the supply and distribution of 37 sets of Outreach Clinic equipment to remote places across the country. Through supply and distribution of test kits, even Grade II BHUs have testing services for HIV, Syphilis and Hepatitis B. Carrying out these tests and appropriate management of positive pregnant women during antenatal care (ANC) is important for preventing transmission of HIV, syphilis and Hepatitis B to babies. Around 200 village health workers in five districts have Inter-personal Communication knowledge and skills on ANC, PNC and the importance of using health services in the communities.

**Strategic Partnerships**

*Initiating action to meet benchmarks*

Early childhood care and development services in Bhutan continued to be financed through support provided by development partners including UNICEF and Save the Children, and access to ECCD services was available to 7 per cent of children aged 3-5 years. To increase access to ECCD services, especially for some of the most disadvantaged children, UNICEF advocated with the public and private sectors to promote ECCD as part of their corporate social responsibility and as a strategic investment for children. This resulted in positive responses with some organizations and corporations establishing work-place based ECCD centres.
Partnerships with the civil society organizations in child protection were expanded through the formation of the National Action and Coordinating Group on Violence against Women and Children (NACG). It has strong linkages with the regional South Asia Coordinating Group on Action against Violence against Women and Children (SACG). This partnership enhanced interagency efforts, including Government and children groups, to end violence against women and children. A strategic action plan for the NACG was finalized towards promoting child rights and child protection. It also aims to strengthen referral mechanism and coordination among the CSO partners working with children. UNICEF is the co-chair for the NACG.

In an effort to further engage with civil society organizations, a partnership was established with Bhutan Nuns Foundation by collaborating in organizing the first international Nuns Conference, thus empowering young women. The Bhutan Nuns Foundation is a strategic partner to promote child protection interventions in nunneries and thus their capacity was built on child rights, child protection and adolescent development and participation. UNICEF also supported five CSOs to enhance their capacity for resource mobilization, writing proposals for grants and monitoring and evaluation.

### Knowledge Management

**Mostly met benchmarks**

To manage electronic data and facilitate knowledge management and collaboration among staff, the Office requested for the creation of Bhutan Team Site in SharePoint hosted at UNICEF headquarters. With the creation of the Team Site, the Office commenced work on classification and structure of all the important documents to be hosted electronically. When fully functional, the site will allow efficient handling of documents with proper version control and a host of other possible features. The Office has been using shared drives which offers limited collaborative features and document management capabilities.

The Country Analysis (CA) as a part of the new UNDAF formulation commenced in mid-2012. UNICEF took on the initiative of stocktaking the situation of children and women (SitAn) to inform the CA. The GNH Commission and the National Commission for Women and Children as lead partners were engaged from the initial stage by reflecting the SitAn activity in the work plan and forming a task team to steer forward the process. UNICEF ensured all emerging issues and challenges were adequately captured. The SitAn, while following a life-cycle approach, also focuses on youth concluding with their appeal to redress the situation of urban children. The report (available online - [http://www.unct.org.bt/youthenvoy/](http://www.unct.org.bt/youthenvoy/)) served as a critical input to the Country Analysis and was officially launched during the 12th Round Table Meeting, 11-12 December 2013.

To address the data shortage for early intervention and prevention on child protection issues, UNICEF supported the Royal Government of Bhutan to commence a study on violence against children. Based on global experience, the three-phase study combines qualitative and quantitative methods to build on a strong analysis of existing data. The study findings, especially knowledge, attitudes and practices including social norms, will be used to set baselines and track implementation of the 11th Five Year Plan, the National Plan of Action for Child Protection and the One Programme. A communication for development (C4D) strategy will also be developed based on the findings of the study.
UNICEF supported the Education Monitoring and Support Services Division in developing School Self-Assessment (SSA) tool to identify areas needing strengthening for continuous school development. ECCD modules were integrated into the national Education Monitoring and Information System (EMIS) and will help to track enrolment and attendance in ECCD programmes. The module was developed using tools for monitoring results for equity in ECCD.

A Regional Seminar on Inclusive Education, held with support from UNICEF ROSA, Headquarters and UNICEF Bhutan in partnership with Paro College of Education and the Ministry of Education enhanced awareness amongst key stakeholders for a more Inclusive Education approach in Bhutan. A seminar on multi-grade teaching, also supported by UNICEF, revealed the need to regularize and strengthen both pre-service and in-service teacher training. The seminar brought to light a number of challenges that need to be addressed in the large multi-grade schools in the country.

Gender Equality

Mostly met benchmarks

In partnership with UN Women, a training on gender sensitive programming was conducted among Programme and Operations staff in early 2013. UNICEF’s Education Officer served as the gender focal point in the Office and regularly shared articles and mail to inform as well as discuss on this cross-cutting issue. Further each section had an identified a gender focal person with a specific role to carry forward the implementation of the Office Gender Strategic Priority Action Plan within each individual sections. Gender is discussed as a standing agenda in the regular CMT meetings.

A session on Gender Sensitivity is embedded in the Educating for GNH in-service teacher training manual. Similarly gender and inclusion is a standard module in the Education in Emergencies training.

At the community level, the NFE programme continue to empower women with basic literacy/numeracy skills and life skills. Ever since the introduction of the NFE programme in early 1990s, more than 70 per cent of the learners have been women.

South-South and Triangular Cooperation

Participation by key policy makers at the 2nd High Level Meeting on South-South Cooperation for Child Rights held in New Delhi, India, created an enhanced awareness on the need for increased investment in ECCD in Bhutan. It created an opportunity for UNICEF to step up advocacy efforts on ECCD in the new One Programme.

Through the NACG, UNICEF engaged with the regional South Asia Coordinating Group on Action against Violence against Women and Children (SACG) as well as the South Asia Initiative to End Violence against Children (SAIVAC) Coordinator for Bhutan (the National Commission for Women and Children) in working towards ending violence against women and children. A strategic action plan was developed in moving forward which will be
implemented from 2014.
PC 1 - Health, nutrition and sanitation

**PCR 0490/A0/04/416 PCR 1. Capacity of RGOB to formulate and implement results oriented policies and strategies that create an enabling environment for reproductive health, maternal and child health, STI, HIV/AIDS, TB and malaria programmes strengthened.**

**Progress:**

**Policy and enabling environment:**
UNICEF, WHO and UNFPA supported the Ministry of Health in developing strategies on Reproductive Health and STI/HIV and AIDS based on evidence and disaggregated data from the Health Information Management System, the Bhutan Multiple Indicator Survey and other surveys such as the Bhutan Living Standards Survey and knowledge, attitudes, beliefs and practices on reproductive health. The Bhutan National Strategic Plan for Prevention and Control of STIs and HIV/AIDS 2012-2016 and National Reproductive Health Strategy 2012-2017 are being implemented and have guided development of programmes and action plans to reduce maternal mortality and incidence of HIV infection and its burden on the population. The Strategy for Child Health is being finalized.

**Services, system and supply:**
To improve programme management and health service delivery (areas where weaknesses were identified), programme managers and service providers were trained with the aim to improve both the quality of services and access. Innovative approaches like the postnatal care home visits (piloted in three districts) and Care for Child Development (C4CD) were initiated in 2013 to enhance access to services. In addition, appropriate tools, materials, equipment and supplies in area of immunization, maternal child health and nutrition were provided to support service delivery.

**Demand promotion:**
Communication strategy and action plan for maternal and child health was developed and is being implemented. Information, education and communication (IEC) to change harmful social norms, beliefs and practices related to the health and nutrition of women and young children and promotion of health seeking behaviour is integrated into the health services. Village Health Workers routinely provide IEC at community level, targeting parents, caregivers, households and communities. In addition, information is disseminated through the media.

**IR 0490/A0/04/416/001 IR1.1: Maternal, Newborn and Child health and Nutrition policies, strategies and guidelines developed and implemented based on analysis of disaggregated data.**

**Progress:**

**Policy and enabling environment:**
National policies and strategies related to the Expanded Programme on Immunization (EPI), Breastfeeding/Infant and Young Child Feeding (IYCF) and Reproductive Health were developed or revised, based on evidence and disaggregated data from the Health Management Information System (HMIS), the Bhutan Multiple Indicator Survey (BMIS), Nutrition survey and other surveys such as the Bhutan Living Standards Survey (BLSS). The policies and strategies guided development of action plans and programmes for EPI, Reproductive Health and nutrition of infants and young children. Disaggregated data on Health, Nutrition, and Water/Sanitation/Hygiene and HIV/AIDS components of BMIS 2010 were been analysed in the Health Thematic Analysis report which was used in formulating the ministry’s 11th Five Year Plan targets.

**Services, system and supply:**
The Integrated Management of Neonatal and Childhood Illnesses (IMNCI) was incorporated into pre-service training curriculum of the Royal Institute of Health Sciences (RIHS) to fully equip the students before they become health workers. The integrated health services, with integration of the Care for Child Development (C4CD) and Infant and young child feeding into the IMNCI, is being rolled-out nationwide by the health workers. Recommendations from the assessments of effective vaccine management, cold chain logistics and the Improvement Plan were implemented with the provision of capacity building on effective vaccine management. Routine vaccines, cold chain equipment and temperature monitoring devices were distributed to all the 31 hospitals and 192 basic health units.
Demand promotion:
The communication strategy and action plan for maternal and child health is implemented by health workers across the country. Information, education and communication to improve caring practices for mothers and children and promote health seeking behaviour is integrated into the health services and provided routinely. Health workers provide information and education to parents, caregivers, households and communities. Information is also disseminated through the media.

IR 0490/A0/04/416/003 IR 1.3 Capacity of national and local institutions of health to formulate, update and implement evidence based policies, strategies and guidelines strengthened.

Progress:
Policy and enabling environment:
An assessment of causes of newborn and under-five deaths occurring at health facilities was completed and the National Child Health Strategy 2014-2018 was developed for guiding child health interventions. In an effort to detect and treat newborns with danger signs, Postnatal home visits by health workers were piloted in three districts (Trashigang, Chukha and Samtse).

Services, system and supply:
Supportive supervision for IMNCI was strengthened through regular supervisory visit to the Basic Health Units by District Health Officers. Zinc was incorporated in the 'Essential Drug' list and distributed to the health facilities for management of diarrhoeal diseases.

Demand promotion:
A Health Promotion Strategy, Village Health Worker Policy and Handbook were developed to guide the programme personnel and the Village Health Workers (VHW) in planning and carrying out interventions at the community level. About 200 VHWs in five districts were trained on interpersonal communication skills on mother and child health, and IYCF practices. DTP-HepB-Hib3 vaccine coverage stands at 97 per cent.

IR 0490/A0/04/416/004 1.4 Programme Monitoring and Management system strengthened

Progress:
Services, system and supply:
Maternal and Newborn Death Investigation Committees are functional in all 20 districts but with varying quality. Capacity building for District Health Officers and their Assistants on Results-based Management and Health Management Information System improved monitoring and quarterly reporting from the districts. Reporting on Acute Flaccid Paralysis from the districts improved in terms of timeliness and completeness. However, supervision and monitoring needs strengthening with particular focus on low-performing districts. The results were achieved through collaborative efforts of UNICEF, UNFPA, WHO and the Ministry of Health.

PCR 0490/A0/04/417 PCR 2: Capacity of RGOB strengthened to increase access to and delivery of quality health services for all including reproductive health, maternal and child health and nutrition, TB, malaria and other non-communicable diseases.

Progress:
Services, system and supply:
Through collaborative efforts of UNICEF, WHO, UNFPA and the Ministry of Health, access and utilization of health and nutrition services for women and children increased. About 77 per cent of pregnant women made at least 4 visits to health facilities for antenatal care. Immunization for infants is currently at 97 per cent and coverage for the second dose of Tetanus+diphtheria for pregnant women is 79 per cent. No cases of outbreaks of vaccine preventable diseases in children were reported. However, maintaining the gains made in increasing access and utilization of health services for women and children is a major challenge, owing to the cost and difficulty of providing services to the population in the rugged geographical terrain. In addition, Bhutan is seeing a rise in
non-communicable diseases which means that funding needs to be increased for curative care to decrease the burden of these diseases on the population. Donor funding for some vaccines like Pentavalent (DTP-HepB-Hib) and Human Papilloma Virus (HPV) will end by 2015, creating additional burden on the Government to fund such programmes. Progress in reducing underweight in young children seems to be constrained as it stands at 13 per cent. The National Health Survey conducted during the year will provide new information and disaggregated data on progress made in reducing underweight in young children. No studies have been conducted on the prevalence of anaemia in pregnant women and young children since 2003.

**Demand promotion:**
Information and education on maternal and child health is integrated into the health services and used routinely by health workers and Village Health Workers to inform and educate parents, caregivers, household and communities. The media also serves as a key channel for information dissemination to change harmful beliefs, attitudes and practices and promote health seeking behaviour.

| Constrained |

**IR 0490/A0/04/417/001** IR 2.1 Hospitals and BHUs have qualified staff, equipment, modified infrastructure and sufficient supplies to deliver quality Maternal and Newborn Care services and upgraded as emergency obstetric and neonatal centres

**Progress:**

**Policy and enabling environment:**
Policies and strategic plans for Reproductive Health were developed and implemented which includes increasing the number of skilled birth attendants. The progress made on all births attended by skilled birth attendants is very modest. This is even more concerning given the increase in the number of female skilled birth attendants especially in remote and rural areas. Institutional deliveries showed slow progress and 37 per cent of deliveries occur outside health facilities due to issues of distance from health services, inadequate female skilled birth attendants in many of the health units and traditional beliefs and practices.

**Services, system and supply:**
Efforts continue to be made to train and deploy skilled birth attendants through in-country and out of country training, largely supported by UNFPA and UNICEF. In-service training in essential and emergency obstetric and newborn care was provided to health workers in basic health units (BHUs) and attachment training in regional hospitals for nurses, to improve quality of care. Appropriate equipment and supplies were provided to the BHUs to support service delivery.

**Demand promotion:**
The Health Promotion Strategy and action plan also focuses on information and education on the importance of health care for women during pregnancy and child birth recognizing danger signs in pregnancy and child birth. Information and education continued to be provided in health facilities by health workers and through the media.

| Met |

**IR 0490/A0/04/417/002** IR 2.2 All Hospital and BHU health workers provide quality immunization services and nutrition package (Vitamin A, Iron & folic acid, supplements, deworming, growth monitoring, IYCF)

**Progress:**

**Services, system and supply:**
The Integrated Management of Neonatal and Childhood Illnesses (IMNCI) is integrated into child health services and provided by all health centres in the country. Basic paediatric care is provided in 31 Hospitals in the country. Good progress was made in increasing exclusive breastfeeding from 10.4 per cent to 48 per cent. Five district hospitals have Nutrition Rehabilitation Units managing children with severe malnutrition. Infant and nutrition package is also integrated into child health services. Efforts continued to be made to improve the quality of child health and nutrition services through in-service training of health workers and intensifying supervision and monitoring. Basic equipment and supplies for paediatric care, IMNCI and nutrition rehabilitation were provided to hospitals and basic health units to support service delivery.

**Demand promotion:**
Information and education targeting parents, caregivers and households on appropriate child caring and rearing practices including early stimulation and the importance of timely health care seeking continued to be provided through health care services at the community level by Village Health Workers and through the media.
IR 0490/A0/04/417/003 IR 2.3 Increased number of infants receive exclusive breastfeeding and proper feeding practices

**Progress:**

**Policy and enabling environment:**
Breastfeeding/Infant and Young Child Feeding (IYCF) is addressed in the Breastfeeding/IYCF Policy and Strategy and the Reproductive Health Strategy. Initiation of breastfeeding is prescribed within the first one hour after birth and exclusive breastfeeding in the first six months of life. Appropriate and timely complementary feeding and continued breastfeeding is encouraged for up to two years with exceptions in cases of conditions that may not favour breastfeeding.

**Services, system and supply:**
IYCF was integrated into the health services, and being rolled-out. Tools and materials for training and communication were developed for improving capacity of health workers and quality of the services. Training was conducted for core trainers, district level trainers and health workers. Equipment and supplies have also been provided to health facilities to support service delivery. Supervision and monitoring still needs to be strengthened at health unit level to improve quality of services.

**Demand promotion:**
Infant and young child feeding practices are influenced by social norms, beliefs and attitudes. Therefore, counselling and information, education and communication to change harmful behaviours related to infant and young child nutrition is an important component of IYCF. To this effect, counselling, information and education have been provided routinely through health and nutrition services, through Village Health Workers and mass media.

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PCR 0490/A0/04/418 PCR 3 Capacity of Government to respond to prevention, care and treatment of HIV/AIDS and STI (Sexually Transmitted Infections) through multi-sectoral approach strengthened

**Progress:**

**Demand promotion:**
Communication for behaviour change is a key component of STI and HIV prevention and control. A communication strategy for HIV and AIDS was developed and is being implemented. Despite efforts made to inform and educate the public with focus on young people and high-risk population groups, progress is slow. Only 21 per cent of youth in the age group 15 to 24 have correct knowledge of HIV and AIDS and 56 per cent of pregnant women have knowledge on prevention of parent-to-child transmission of HIV. Different approaches to information and communication need to be tested and scaled-up for the various target groups. Capacity of youth and civil society groups including people living with HIV need to be strengthened for increased involvement in information, education and communication which will be implemented in 2014.

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IR 0490/A0/04/418/002 IR 3.2 : Multiyear operation plan on HIV/AIDS developed & operationalized with focus on prevention among young people and PMTCT

**Progress:**

**Policy and enabling environment:**
Through concerted efforts of UNICEF, WHO and the Ministry of Health, the strategy and Multi-year Plan for STI/HIV and AIDS and guidelines for prevention of parent-to-child transmission of HIV (PPTCT) and treatment of paediatric AIDS was implemented nationwide. An assessment on the quality of implementation across the health
facilities needs to be undertaken.

**Services, system and supply:**
PPTCT is integrated into the maternal health services. Training and capacity building for health workers was rolled out to improve knowledge and skills. All hospitals offer PPTCT services but there are challenges requiring intensification of efforts. Despite the small number of cases, all Basic Health Units offer voluntary and confidential counselling and rapid testing services. One facility for early infant diagnosis of HIV infection is functional at the National Referral Hospital. Rapid test kits, essential equipment and reagents for testing were provided to health facilities.

**Demand promotion:**
Information and education on HIV and AIDS and PPTCT were provided through health services, civil society groups, youth groups, and mass media. However, different approaches need to be tested and scaled-up to increase uptake of PPTCT services by pregnant women.

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<table>
<thead>
<tr>
<th>IR 0490/A0/04/418/003 IR 3.3 NFE Learners in all centres informed on reproductive health, MCH, prevention of STI and HIV/AIDS</th>
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<tbody>
<tr>
<td><strong>Progress:</strong></td>
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<tr>
<td>IR not active in 2013. However, some of the activities were integrated into the Non-formal Education component of the Education and Gender Programme and were implemented and reported on under IR 6.4.</td>
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<tr>
<th>PCR 0490/A0/04/419 PCR4: RGOB and community partnerships enhanced to promote utilisation of health services</th>
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<tr>
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<tr>
<td>Recognizing the contribution of the Village Health Workers (VHW) Programme, the Ministry of Health reorganized and repositioned the programme to make their role more relevant and effective as frontline health workers in the health care delivery system. To this end, the VHW Programme was reviewed, relevant Policy and Guidelines were</td>
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<th>IR 0490/A0/04/419/001 IR4.1: Village health workers undertake health communication activities among selected communities.</th>
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revised, an action plan developed and incentive schemes identified. Materials and tools for training, supervision and monitoring were revised and used.

**Services, system and supply:**
The 1,438 trained VHWs in the 20 districts continued to work with the Basic Health Units, supporting communities they cover by visiting households, line-listing and tracking pregnant women and referring them to health services; tracking young children for immunization; screening young children at risk of malnutrition; providing treatment for minor illnesses and injuries; reporting maternal and newborn deaths and suspected disease outbreaks. There are still challenges to promote effective performance of VHWs as they receive no incentives, have to spend most of their time on community health work and walk long distances or use their own funds to get patients to health centres.

**Demand promotion:**
The trained Village Health Workers provided information and education on the health and nutrition of women and young children and the importance of using health services.

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**IR 0490/A0/04/419/002 IR 4.2: District level managers and health workers apply effectively interpersonal communication skills to selected communities.**

**Progress:**

**Policy and enabling environment:**
A national health promotion strategy based on information from the knowledge, attitudes, and practices survey concerning the health and nutrition of women and young children was developed and implemented. Recognizing the importance of health and nutrition information dissemination and education, the strategy targeted capacity building in interpersonal communication for professional health workers at the district level and village health workers at the community level. Development of the national health promotion strategy was supported by UNICEF and WHO and implemented through the health services, media institutions, Village Health Workers and civil society groups.

**Services, system and supply:**
Relevant tools and materials for effective interpersonal communication were developed specifically for use by professional health workers and village health workers. Training was conducted for both groups to improve knowledge, strengthen communication skills and build their confidence in communicating with the various target groups.

**Demand promotion:**
Demand promotion and behaviour change communication approaches and activities are integrated into routine health and nutrition services for women and children and provided by health workers through fixed and outreach services and by village health workers in the communities. Monitoring and supervision to ensure quality and effectiveness needs strengthening. Further mapping of information dissemination and communication channels needs to be done to determine widely available, mostly used and most effective channels for the different target groups. Though physical coverage of village health workers in the communities is 95 per cent, the actual service coverage is lower as some of them are not active due to the voluntary nature of the service and weak supervision.

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**PCR 0490/A0/04/420 PCR 5 School enrolment, particularly for girls, increased through improved facilities, school feeding and targeted advocacy**

**Progress:**

**Policy and enabling environment:**
The Primary Net Enrolment Rate (NER) in Bhutan as of 2013 stands at 96 per cent. For the first time, slightly more girls (96 per cent) attend primary schools than boys (95 per cent) and Gender Parity Index was maintained.

An evaluation was undertaken on WASH in Schools and about 90 per cent of teachers agreed that WASH in schools contributed positively to improving children’s health and 85 per cent agreed that it helped raising dignity among adolescent girls especially during menstruation days. WASH is fully integrated in the national Education Management Information System (EMIS). The evaluation findings and the EMIS disaggregated information will help develop a more focussed approach on WASH in schools and facilitate strategic and targeted interventions.

**Services, system and supply:**
During the Government’s 10th Five Year Plan more than 100 Extended Classrooms (ECRs) were established, taking schools closer to homes and communities particularly in remote areas. UNICEF supported the establishment of these ECRs with furniture, roofing material, acrylic window sheets and solar lighting. According to the 2010 Bhutan Multiple Indicator Survey, the establishment of ECRs was seen to have contributed towards maintaining gender parity in Bhutan.

The WASH in Schools programme targets were to provide 70 per cent of the schools with improved sanitation facilities and 73 per cent of schools with improved drinking water source by end of 2013. The evaluation of WASH in Schools revealed that 81 per cent of schools have functional sanitation facilities with 71 per cent comprising pour flush toilets; and 86 per cent of schools have access to adequate and improved water supply thus meeting the set targets.

IR 0490/A0/04/420/001 IR5.1: Children in primary, community primary, lower secondary, and monastic schools enjoy safe water and sanitation facilities

Progress:

Policy and enabling environment:
An evaluation was undertaken on WASH in Schools and about 90 per cent of teachers agreed WASH in schools contributed positively to improving children’s health and 85 per cent agreed that it helped enhance adolescent girl’s dignity. WASH is fully integrated in the national EMIS which ensures timely and quality information to facilitate strategic and targeted intervention.

Services, system and supply:
The evaluation of WASH in Schools revealed 81 per cent of schools have functional sanitation facilities with 71 per cent comprising pour flush toilets; 86 per cent of schools have access to adequate and improved water supply. Administrative data maintained by the Central Monastic Body showed only about 54 per cent of the monastic schools have improved sanitation facilities and an improved water source.

Rainwater harvesting system with a minimum storage volume of 60,000 litres capacity was installed in Rinchen Kuenphen Primary School in Thimphu. A similar system for three other schools will be completed in 2014. A total of 2,100 children from these schools will have sufficient access to water for their sanitation needs. Solar water heaters, with 2,000 litres capacity, were supplied three nunneries benefitting about 200 nuns. Operation and maintenance of water supply schemes in 100 schools was strengthened with supply of water caretaker tool kits and training of caretakers. Aqua Privy Toilets was provided to four monastic schools and water supply was provided to one monastic school benefiting about 400 child monks. The child monks and nuns are often orphans from poor family background.

Pour flush toilets in five remote and hard-to-reach schools benefited about 2,000 school children. With improved sanitation facilities they enjoy improved health, comfort and dignity.

IR 0490/A0/04/420/002 IR5.2: Students in selected community primary, primary, lower secondary, and monastic schools have improved knowledge and practices on health, nutrition and hygiene

Progress:

Demand promotion:
Against the targeted coverage of 60 per cent of schools and 50 per cent of monastic schools and nunneries with a trained health coordinator, the evaluation of WASH indicated that 70 per cent of the schools have a trained health coordinator. Administrative data of the Central Monastic Body showed that 66 per cent of monastic schools and nunneries have a trained health coordinator. 100 school health coordinator and 40 health coordinators from monastic schools and nunneries were trained in 2013 under the work plan.

The guidelines and standards on WASH were effectively used by school health coordinators to promote key hygiene behaviour among school children. A communication package for social and behaviour change on WASH in schools is being developed. Regular advocacy was undertaken in collaboration with the Ministry of Education to institutionalize mass hand washing in schools.

Observing World Water Day on 22 March with appropriate themes helped in raising awareness on water cooperation amongst the stakeholders and the general public. Global Hand washing Day was observed on 15th October and all schools in the capital city conducted a mass awareness campaign in different parts of the city. It
helped raise awareness on the importance of hand washing with soap at least among the general population.

**IR 0490/A0/04/420/004 IR5.4: Education system applies key innovative strategies for timely and increased enrolment in hard to reach areas**

**Progress:**

**Policy and enabling environment:**
Over the last five years excellent progress has been made in terms of Net Primary Enrolment. According to the Annual Education Statistics 2013, the percentage of right age enrolment is also improving. This can be attributed to the establishment of Extended Classrooms (ECRs) bringing schools closer to the communities in remote locations. ECRs are extensions of primary schools in remote areas with the small and scattered populations in different areas across the country. This approach, considered an innovation, helped bring education closer to communities and reduced the walking distance to school for young children, thereby enhanced enrolment and contributing towards maintaining gender parity in Bhutan.

With the rapid increase in access to education in Bhutan, the Government is facing issues of sustainability as well as quality. Therefore, the Ministry of Education initiated an intervention to rationalize some of the smaller schools where the number of children enrolled is less than stipulated and hence not viable economically. This will be done by downgrading some of the primary schools to ECRs and reviewing teacher deployment policies. It is planned that children from the downgraded schools will subsequently attend a recipient boarding school to complete their primary education. In the new programme cycle starting in 2014, UNICEF will need to monitor attendance rates particularly in the rationalized schools to ensure that this initiative does not impact enrolment particularly for girls. UNICEF will also need to support the ministry in ensuring a strong cross-sectoral approach to rationalization so that quality, protection and health and nutrition of the young children are addressed.

**Services, system and supply:**
UNICEF contributed to expansion of ECRs during 2008-2013 by supplying roofing materials, school furniture, acrylic window sheets and solar lighting. UNICEF contributed to training of teachers in child-friendly schools (CFS) approach in more than 103 schools.

**PC 2 - Quality education**

**PCR 0490/A0/04/421 PCR6: Improved quality of education delivered by relevant stakeholders**

**Progress:**

**Policy and enabling environment:**
Although education is not compulsory in Bhutan, the Constitution guarantees the right to 11 years of basic education for every child. The fact that net primary enrolment increased from 78 per cent in 2008 to 96 per cent in 2013 is indicative of the Government’s commitment to achieving the Education for All and Millennium Development Goals on education.

In Bhutan, ensuring right age enrolment remains a challenge for various reasons. However, data shows that there is a reduction in over-age and underage enrolment at the primary level. Age-appropriate enrolment at age 6 increased from 52 per cent in 2012 to 57 per cent in 2013 (AES 2013). Among other factors, this improvement could be attributed to the establishment of ECRs as well as advocating on education for all children, by UNICEF through its support to child-friendly schools (CFS) initiative.

On average, the transition rate from Primary to Lower Secondary is 93 per cent (AES, 2013). Even though the primary completion rate indicates that nearly all children who enter school complete a full cycle of primary education, the completion rate for the basic education level (PP to Class X) is 73 per cent. Dropout rate is also a cause for concern, ranging from 3.6 per cent at Lower Primary to 6.2 per cent in Middle Secondary, with more girls dropping out at lower primary level compared to boys. Data also shows that repetition rates are high at Classes IV, VII and IX (AES 2013). These facts call for further investigation and a more careful analysis of data.
and thus the need for UNICEF support to Ministry of Education in the new programme cycle to undertake a study on children who are out-of-school or at risk of dropping out.

**IR 0490/A0/04/421/001 IR6.1:** NFE learners including parents provide young children with early learning opportunities.

**Progress:**

**Policy and enabling environment:**

The Early Learning and Development Standards (ELDS) for 3 – 5 year olds were finalized through a consultative process with relevant stakeholders. To strengthen ‘holistic’ early childhood development, Early Stimulation was integrated into the National Child Health Strategy (NCHS) of the Ministry of Health (MoH). The MoH also adapted the Care for Child Development (C4CD) manual to be implemented by health workers in Bhutan.

ECCD modules were integrated into the national Education Monitoring and Information System (EMIS). UNICEF advocated with the public and private sectors to promote ECCD as part of corporate social responsibility of such organizations and as a strategic investment for children. This resulted in some positive responses towards ECCD from some organizations such as Druk Green Power Corporation (DGPC) in setting up a workplace-based ECCD centres in their power stations across the country for their employees and for the local communities.

ECCD services in Bhutan continued to be financed through various project and programmes supported by development partners like UNICEF and Save the Children and access to ECCD services was available to 7 per cent of approximately 50,000 young children. In 2013 the participation by key policy makers at some of the regional meetings including the High Level Meeting on South-South Cooperation for Child Rights created an enhanced awareness on the need for increased investment in ECCD in Bhutan and created an opportunity for UNICEF to step up its advocacy efforts in the new programme. To increase ECCD access for some of the most disadvantaged children, UNICEF plans to establish strategic partnership with some of the civil society organizations from 2014. UNICEF also advocated with the Ministry of Education to integrate ECCD as part of formal education system.

**Services, system and supply:**

With UNICEF support to the establishment of 31 new community ECCD centres in the most remote areas, access to ECCD centres for 3-5 year old children increased from 5 per cent in 2012 to 7 per cent in 2013. Young children and their families have access to early learning and play materials in 117 health centres (including hospitals and basic health units) in seven most deprived districts. According to some health workers, these provisions made the environment of their health units more stimulating and interesting for children and families and at the same time brought about better interaction between the parents/caregivers and the children.

Parenting education curriculum was improved to ensure ‘holistic’ and ‘responsive’ care by parents/caregivers through integration of early stimulation, nutrition, developmental delays/early detection of disabilities and protection (prevention of abuse, violence and neglect).

**Demand promotion:**

Sensitization on the importance of child’s early years and on the need for investing in the child’s early years through broadcast media using the ECCD C4D materials developed in 2012 brought about increased demand for more community ECCD centres. In addition, it also helped garner support for working mothers by creating workplace-based child development centres and breastfeeding rooms. Some public firms such as the Druk Green Power Corporation (DGPC) pioneered in providing these facilities to their employees and their families in all of their power plants locations across the country as part of their corporate social responsibility.

**IR 0490/A0/04/421/002 IR6.2:** Capacity of MoE and other partners at all levels including community in Community /Primary schools strengthened to manage child friendly schools and school feeding

**Progress:**

**Policy and enabling environment:**

UNICEF supported piloting of child-friendly schools (CFS) initiative between 2005 and 2009. Since 2010, the Bhutan initiated an innovative approach to improving quality of education under its unique national development philosophy of Gross National Happiness. This new approach called Educating for Gross National Happiness incorporates the CFS approach and was adopted as a national policy. It guides all new education policies and plans.

**Services, system and supply:**


UNICEF supported the training of District Education Officers, principals, teachers, students and communities to promote and implement CFS. From 2010 onwards most of the CFS dimensions were embedded into the training module on Educating for GNH. By the end of 2013, teachers in 14 of the 20 districts had started implementing CFS in their schools and classrooms through the Educating for GNH initiative. More than 90 teachers from different schools have been trained to work with parents and communities through Parent Teacher Associations (PTAs). Some of these PTAs worked closely with the schools to make education relevant and meaningful for children. Topics on gender and inclusion, effective teaching learning, positive discipline, health safety and protection and parents’ participation form part of the training sessions under Educating for GNH.

In addition to providing with basic science equipment, UNICEF also supported training of teachers on making teaching of primary sciences more interactive enabling young children to enjoy their science lessons.

(Note: Amongst other UN agencies who have contributed to the achievement of this Intermediate Result, WFP played a significant role in supporting the Government with the school feeding programme)

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**IR 0490/A0/04/421/003 IR6.3: Capacity of teachers and relevant education partners to address the education of children with special learning needs enhanced**

**Progress:**

**Policy and enabling environment:**
UNICEF played a significant role in promoting education for children with disabilities and supported the Ministry of Education in developing a policy for Special Education. The draft Special Educational Needs Policy was incorporated into the National Education Policy which is currently awaiting endorsement by the Government. As the UN system and UNICEF move into a new country programme of support in 2014, this new policy on special education will help UNICEF to advocate for greater inclusion and resource allocation for the marginalized, including children with disabilities in Bhutan. UNICEF also provided technical assistance to carve a road map for Deaf Education in Bhutan.

**Services, system and supply:**
One of the key achievements that is attributed to UNICEF during 2008-2013 programme cycle was the institutionalization of Rapid Neurodevelopmental Assessment (RNDA) tool used in the Two-Stage Disability Study of 2010-2011. In close collaboration between the Education and Health Sectors the tool is used on a regular basis for training health workers, physiotherapists, ECCD facilitators and teachers in the early identification and referral of children with disabilities. To date a total of 319 persons including a group of core-trainers, health staff, physiotherapists, teachers as well as ECCD facilitators were trained on the use of the RNDA tool.

**Demand promotion:**
UNICEF supported the observation of International Day for Persons with Disabilities every year to advocate for the rights of persons with disabilities. This created greater awareness about the rights of children with disabilities in Bhutan as evident from the increasing enrolment of children in Drukgyel School for the Hearing Impaired from only seven in 2004 to 77 as of 2013. Similarly more and more parents have brought their children with disabilities to Changangkha Middle Secondary School which offers inclusive education.

More work needs to be done in the new country programme cycle to enable a paradigm shift from the medical model of disability to the social model of disability. This will call for creating greater demand for inclusive education. The Regional Seminar on Inclusive Education, held in December 2013 with support from UNICEF ROSA, Headquarters and led by UNICEF Bhutan in partnership with Paro College of Education and the Ministry of Education created renewed awareness amongst key stakeholders to work towards a more Inclusive Education approach in Bhutan. The Education and Child Protection sections of UNICEF also initiated training and sensitizing of stakeholders from Education, Health and Protection Sectors on the UN Convention on the Rights of Persons with Disabilities in 2013. It is hoped that this training and sensitization will help promote the rights of children with disabilities.

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**IR 0490/A0/04/421/004 IR6.4: Capacity of stakeholders strengthened to deliver NFE services for adults and young people.**

**Progress:**

**Policy and enabling environment:**
The revised NFE Policy Guidelines were finalized for approval by NFE Board for implementation. These guidelines will support NFE programme to expand beyond the scope of basic literacy in Dzongkha, the national language,
and improve delivery of the NFE programmes, especially to reach the hard-to-reach communities.

Piloting of UNESCO model of NFE-Management Information System (NFE-MIS) was completed in 2011. However, based on the challenges faced during the pilot, it was not found feasible to sustain the NFE-MIS and hence the activity was discontinued. In the new programme cycle beginning 2014, it is planned to incorporate a module on NFE-MIS into the existing EMIS.

**Services, system and supply:**
Functional English Literacy curriculum was finalized, printed and was implemented in 291 Post Literacy Course (PLC) centres benefiting 3,059 learners. Support for reprinting of textbooks and training of over 200 NFE Instructors enabled more than 9,000 NFE learners to complete the Basic Literacy Course (BLC) and Post Literacy courses. Both at the BLC and PLC levels, 70 per cent of learners were women contributing to gender empowerment and equality. Since the introduction of NFE programme in Bhutan in early 1990s, it has particularly served to empower rural women with basic literacy/numeracy skills and life skills.

**Demand promotion:**
Observation of International Literacy Day on 8 September each year has generated greater awareness among the community members including the local government for increased and improved delivery of NFE programme especially to reach the most remote and scattered households in the mountains.

**PCR 0490/A0/04/422 PCR7: National capacity to revise and implement the educational curricula enhanced**

**Progress:**

**Policy and enabling environment:**
The general school curriculum was revised to make it more relevant to emerging needs of children. UNICEF supported the realignment of Primary curriculum in four subjects to make it more suitable to teach in a multi-grade situations. This benefitted the teachers in multi-grade schools, mostly teachers in remote Extended Classrooms, to design lessons that suited multi-grade, multi-age and multi-ability children.

About 50 per cent of schools in the country have pupil teacher ratios of 1:20 leading to situations of multi-grade teaching. While Multi-grade teaching in Bhutan emerged initially to address issues of teacher shortage and remoteness of schools, it has many inherent benefits for quality education. More advocacy work needs to be done to implement multi-grade teaching strategies in all situations. A recent seminar on multi-grade teaching, supported by UNICEF, revealed the need to regularize and strengthen both pre-service and in-service teacher training on multi-grade teaching. The seminar also revealed that the curriculum that was aligned to multi-grade situations, is not yet within the reach of most teachers. The fact that many teachers in multi-grade situations have not yet received training in multi-grade teaching highlights the need to review teacher deployment policies of the Ministry of Education. These challenges will need to be addressed in the new country programme.

**IR 0490/A0/04/422/001 IR7.1: Capacity of MoE strengthened to revise educational curricula in line with emerging needs including life skills, adolescent reproductive sexual health, multi grade teaching, and child friendly schools**

**Progress:**

**Policy and enabling environment:**
The Educating for Gross National Happiness, policy since its adoption forms the basis for all interventions in education and guides all other education policies. The values and principles of Gross National Happiness (GNH) along with child-friendly school principles are infused and integrated into existing school curriculum.

**Services, system and supply:**
UNICEF supported primary curriculum for English, Mathematics, Social Studies and the national language Dzongkha was adapted for multi-grade classrooms. The realigned curriculum along with teaching learning materials was provided to teachers in some of the remote areas enabling them to provide quality education.

As part of Educating for GNH training package, a module was introduced on critical thinking and media literacy - important skills for the 21st century. These modules were introduced with the objective of preparing students to be active recipients of information and to be able to critically analyse and assess the range of information available through various media.
Discussions are underway between the Royal University of Bhutan and the Ministry of Education to explore possibilities of introducing the modules on Educating for GNH into pre-service teacher training so that a sustainable solution is found to address the training needs for Educating for GNH.

While a lot of resources were invested in training teachers and principals on Educating for GNH/CFS, the effectiveness of the cascade model of training has not been determined. Therefore an assessment of the effectiveness of the Educating for GNH training is planned during the 2014 annual work plan.

**IR 0490/A0/04/422/002 IR7.2: Capacity of Colleges of Education and other relevant institutions strengthened to provide pre and in-service teacher teaching based on modified curriculum to deliver quality education and monitor learning achievements**

**Progress:**

**Policy and enabling environment:**

For sustainability of multi-grade teacher training, UNICEF supported institutionalization of Multi-Grade Teaching module into the B.Ed. Primary course in the two Colleges of Education. Similarly, to ensure that a sustained high quality ECCD training programme for the ECCD facilitators is in place, UNICEF initiated partnership with the Paro College of Education and the Royal University of Bhutan to develop a Diploma in ECCD. The curriculum framework for this course was drafted with a plan to take this forward through an institutional linkage in the new country programme.

Research on Social Norms in ECCD has been initiated by the Paro College of Education. The findings from this research will be useful for parents and teachers, curriculum developers and policy makers to understand the importance of indigenous child rearing practices and develop appropriate programmes and services to benefit children under 3.

**IR 0490/A0/04/422/003 IR7.3: School support system and monitoring mechanism strengthened at national and local level.**

**Progress:**

**Policy and enabling environment:**

Based on a genuine need to introduce literacy and numeracy skills in English for monks and nuns, discussions were held between the Central Monastic Body, the Ministry of Education and UNICEF in 2013 to develop a sustainable model. Discussions are on-going to look at various possibilities such as using the Non-formal Education facilitators to teach in the monastic institutions. The new strategy will also take into consideration the lessons learned from the initial pilot of 2008-2010.

**Services, system and supply:**

UNICEF supported the system strengthening of Education Monitoring and Support Services Division by developing a tool for School Self-Assessment (SSA). District Education Officers and principals were trained using and instituting the tool in the education system. The SSA tool helps schools identify areas needing strengthening which are ultimately addressed through the School Improvement Plans (SIPs) for continuous development.

In the next One Programme there is a greater need to closely monitor the implementation of programmes at district and school level to ensure that envisaged results translate into classroom realities.

**PC 3 - Enabling environment for child protection**

**PCR 0490/A0/04/423 PCR9: National capacity strengthened to address the emerging challenges faced by young people**

**Progress:**

**Policy and enabling environment:**

With the National Youth Policy in place, further progress was made in 2013 towards the preparation of the National Youth Action Plan. Under the oversight of the National Steering Committee, numerous stakeholder meetings were coordinated and the National Youth Action Plan will soon be finalized. The action plan is expected to greatly improve coordination among youth agencies and enhance the impact and effectiveness of youth
Services, system and supply:
Given the importance of support services for young people in schools, the capacity of 32 new full time guidance counsellors was enhanced through participation in the entry orientation programme. This programme effectively situated school guidance and counselling within the school system. The programme equipped 26 principals with knowledge to provide improved management support for instituting comprehensive, ethical and systematic guidance and counselling within schools.

Demand promotion:
There has been an increasing number of youth engaged in voluntary activities. From one group with 30 members in 2003, by the end of 2013 there were six active youth groups with more than 1,650 members. These youth groups were involved in a range of activities and their engagement in voluntary activities have empowered them immensely. In addition to providing support and services within the community, their engagement also provided them with a voice to be heard in the community and decision-making process.

IR 0490/A0/04/423/001 IR9.1: Capacity of key partners to promote healthy and positive behaviour among young people through life-skills education strengthened.

Progress:
Demand promotion:
As a result of integrating life-skills based education into the whole package of Post Literacy Course (PLC) curriculum and training materials, training of NFE Instructors on life-skills education is a part of training of new NFE Instructors. As such, all the 875 NFE Instructors have the required skills to teach and enhance knowledge and skills of learners, including illiterate young people, to face emerging challenges in their daily life.

IR 0490/A0/04/423/002 IR9.2: Capacity of relevant partners enhanced to further provide a supportive, preventive and participative environment for young people in and out of school.

Progress:
Policy and enabling environment:
The National Youth Action Plan, which is being finalized, is expected to improve coordination among youth agencies and strengthen youth programmes. South-South cooperation among youth networks was promoted through a study tour by the Bhutan Youth Development Fund, a national NGO, to Sarbodaya, an NGO based in Sri Lanka. A memorandum of understanding were developed for further partnership between the agencies.

Services, system and supply:
Younger children in Thimphu have opportunity to participate in recreational activities facilitated by youth volunteers. In 2013, 104 boys and 117 girls participated in the winter youth programme and 145 boys and 185 girls participated in the summer programme.

School children have increasingly benefitted from counselling services in schools, with 32 full-time school counsellors trained to deliver counselling services to students. 26 principals were equipped with knowledge to provide improved management support for counselling in schools through participation in the school counsellor’s entry orientation programme. In addition, 39 primary school teachers underwent a course on guidance and counselling for primary school during which they were sensitized on many issues related to counselling, guidance, mental health, understanding children, bullying and other youth related issues. This enabled them to better understand and respond to youth concerns and issues.

Through Training of Trainers (ToT), the capacity of focal persons from 13 agencies was built on understanding and advancing adolescent health, participation and well-being. This led to more knowledge and understanding of adolescents’ issues and programming among the key youth related agencies. Roll out of the ToT is expected within the agencies in the coming year.

To further engage with civil society organizations, UNICEF supported the Bhutan Nuns Foundation in organizing the First International Nuns Conference. Support was also been provided for five CSOs in enhancing their capacity for resource mobilization, grant writing and monitoring and evaluation.

Demand promotion:
Towards actively engaging young people as leaders and partners for change, numerous youth participation...
initiatives were undertaken. There was active engagement of more than 300 young people during the Children and Youth Festival and International Youth Day, when young people came together to discuss key development issues including their findings based on a research on issues related to youth migration and development. The events received widespread coverage. A panel discussion on the issue of youth and migration was also held, broadcast on the BBS, the national TV station.

Forums were conducted for more than 200 young people during the Youth Leadership and Mind Training and the Golden Youth Award. 53 youth at-risk of school dropout benefited from support and leadership skills through a three-week pilot training, which also nurtured relationships between these students and their school counsellors and teachers. A total of 25 Druk Adolescents’ Initiative for Sexual Awareness Network (DAISAN) members from six districts have built their capacity as youth advocates. These forums have provided an important avenue for youth to share information and discuss important issues.

Awareness on the negative impact of drug use was generated through observation of the International Day against Drug Abuse and Illicit Trafficking. An assessment of alcohol and other drugs covering the quality of related services was conducted during the year which provided important recommendations on improving the alcohol and other drugs services in Bhutan.

An exposure visit to Nepal was also conducted during the year with 13 participants from the Department of Youth and Sports, Bhutan Youth Development Fund, media and youth to better understand youth initiatives including the radio programme "Sathi Sanga Maan Ko Kura" (SSMK) or "Chatting with My Best Friend". This led to planning of stronger partnership and joint activities between youth agencies and the media in the coming year.

Through media clubs in three districts, young people were able to produce media programmes for and about youth, enhancing their media literacy and critical thinking skills. Media clubs, with the participation of youth with disabilities, supported development of a video on children with disabilities.

**IR 0490/A0/04/423/003 IR9.3: Mechanisms, structures and human resource development strengthened for mainstreaming children and youth participation in issues affecting their lives.**

**Progress:**
Refer to IR 9.2

**PCR 0490/A0/04/424 PCR8: National capacity for disaster risk management strengthened.**

**Progress:**
*Policy and enabling environment:*
The Disaster Management Act of Bhutan was passed in 2013. UNICEF, in collaboration with UNDP, advocated for tabling the bill for enactment by the Parliament. UNICEF partnered with Save the Children Bhutan in making schools safe and disaster resilient and thus helped increase awareness on emergency preparedness. Most schools in the country have their School-based Disaster Management Plans in place. At the central level, sectoral contingency plans and a sector coordination mechanism are being prepared to respond effectively to disasters.

*Services, system and supply:*
UNICEF contributed to training of teachers in Education in Emergencies. Through partnership with other stakeholders like Department of Disaster Management, Asian Development Bank, UNDP and Save the Children, UNICEF assisted Government efforts in mainstreaming Disaster Risk Reduction activities. Under the Safe Schools Initiative a training package on Education in Emergencies and Disaster Risk Reduction (DRR) was developed. UNICEF through its ‘Building Back Better’ initiative assisted in the reconstruction of 13 schools in eastern Bhutan affected by the 2009 earthquake. All the schools in the country conduct earthquake mock drills at least twice a year. Some education in emergencies supplies like school-in-a-box and school-in-a-tent are prepositioned in three strategic locations across the country.

**IR 0490/A0/04/424/001 IR8.1: Capacity of national focal agency and other stakeholders to implement disaster management framework strengthened**

**Progress:**
Policy and enabling environment:
All schools in the country have their School based Disaster Management Plans in place. Disaster themes such as Glacial Lake Outburst Floods, avian human influenza, earthquake, forest and structural fires, etc. were integrated into the Post Literacy Curriculum for Non-formal Education learners since 2010. At least 30 per cent of NFE learners are enrolled in the Post Literacy Course each year thereby orienting them on disaster risk management and meeting the target of 25 per cent.

Services, system and supply:
The main thrust of UNICEF’s support against this IR was teacher training for sustaining education during emergencies. At least one teacher from each school in all the 20 districts was trained on Education in Emergencies and school safety.

Demand promotion:
More collaboration involving other stakeholders including parents and communities for safe schools and disaster risk reduction initiatives is required in the next country programme. There is also great demand for the training on emergencies by the Non formal Education instructors and Early Childhood Care and Development facilitators. Tailor-made training modules will be developed in 2014 to cater to the needs of these groups.

PCR 0490/A0/04/425 PCR10: Strengthened national capacity and systems to formulate, review and implements national legislation in line with ratified international conventions.

Progress:
Policy and enabling environment:
With the passing of the Child Adoption Act in 2012, Bhutan further strengthened its legislative framework for child protection. The Child Care and Protection Act (2011) and the Child Adoption Act (2012) together provide the foundations for a stronger national child protection system. Rules and regulations for both the Acts were drafted and are under review for finalization in 2014. These rules and regulations are critical to ensure full alignment with the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women.

Services, system and supply:
Bhutan continued to transition towards a systems building approach to child protection, moving away from issue-based project approaches. A mapping and assessment of the child protection system in Bhutan and a National Plan of Action for Child Protection based on the findings were finalized in 2012 and endorsed by the Committee of Secretaries, comprising the secretaries of all line ministries. The National Plan of Action includes provisions for implementation of the Child Care and Protection Act and the Child Adoption Act. For the first time, the Government’s 11th Five Year Plan (2013 – 2018) explicitly addresses child protection with a systems building focus, and key agencies had incorporated the National Plan of Action for Child Protection into their submissions for the 11th Five Year Plan. It is expected that these measures will translate into increased budgetary allocations for child protection to support strengthening of the national child protection system.

Demand promotion:
Refer to IR10.1 analytical statement.

IR 0490/A0/04/425/001 IR10.1: Enhanced national capacity in awareness raising, implementation and reporting of ratified international conventions and treaties.

Progress:
Policy and enabling environment:
Periodic reporting for the Convention on the Rights of the Child and two Optional Protocols (due and planned for 2013) was delayed due to limited capacity within the responsible agency to lead the process. However, a consultant was hired and translation of the Concluding Observations initiated. Consultations with various stakeholders will be undertaken and the reports are expected to be finalized in 2014.

Non-governmental coordination and collaboration for women and children’s issues was supported through formation of a National Action and Coordinating Group on Violence against Women and Children (NACG), the first of its kind in Bhutan. UNICEF co-chaired the NACG. A Strategic Action Plan for the NACG towards promoting child rights and child protection and strengthening the referral mechanism and coordination among the CSO child protection partners was finalized.
'Little Dreams'- a short on children with disabilities was also produced and broadcast on national television helping to generate important discussions on the issue of children with disabilities.

**Services, system and supply:**
His Holiness the Je Khenpo, the Chief Abbot of the Central Monastic Body, launched the Dratshang’s permanent Child Care and Protection Office and the establishment of an emergency shelter. With these services in place the children in the monastic community have increased access to child protection support and services.

A total of 205 women mediators (local leaders, district administrative officers etc.) covering all the 20 district were sensitized on the rights of the child. These women mediators through enhanced knowledge and awareness are expected to ensure the rights of the child in their mediation process in their communities and in their daily work.

**Demand promotion:**
Key partners including NACG have committed to developing an aspirational vision for child happiness and wellbeing in Bhutan integrating child protection into a holistic and positive framework. Inspired by exposure to Scotland’s model, the approach aims to align child protection priorities with broader child rights provisions and Bhutan’s Gross National Happiness concept. Development of the framework is expected to commence in 2014.

Children in Bhutan could learn about topics related to constitutional rights and civic responsibilities in a child-friendly manner through nationwide screening of Bhutan’s first ever animated television series for children - “SuperNorbs”.

The issue of children with disabilities received high visibility with the official launch of the State of the World's Children report by Her Majesty the Queen and Her Majesty the Queen Mother, Ashi Tshering Pem Wangchuck. The Government, civil society organizations such as Bhutan Youth Development Fund (YDF), disabled persons’ organizations (Ability Bhutan Society, Disabled Persons’ Association of Bhutan, Draktsho Vocational Training Centre for Special Children and Youth), children representatives, private sector, parents and development partners were actively engaged in creating awareness on the issue including through the national radio, television and print media. As part of the day, children and youth with disabilities also joined the Young Volunteers in Action (Y-VIA) – YDF’s youth network with the mission to together help address issues concerning them.

**IR 0490/A0/04/425/002 IR10.2: Capacity of the judiciary, law enforcement and relevant agencies strengthened in developing and implementing juvenile justice system and women and child friendly procedures.**

**Progress:**
**Policy and enabling environment:**
The child labour component of Bhutan’s labour force survey tool was revised and is expected to support improved data on child labour for evidence-informed policies and programmes. It includes MICS 5 component of child labour survey following the training of four labour officials in statistics, research and analysis. The revised tool is currently implemented in the field for collecting data.

The perspectives of children in conflict with the law as well as other children were reflected in the final report of a 2012 Needs Assessment of the Child Justice System, assessing the friendliness and perception of the justice system. The report advocates for a stronger juvenile justice system including separate juvenile justice courts/benches, child-friendly procedures, and increased awareness raising on child rights. The findings were also highlighted during the National Child Justice Conference in November to garner support for a roadmap with concrete interventions to strengthen Bhutan’s child justice system.

The three day National Child Justice conference sensitized all the key child protection partners (particularly the decision makers) on the current child protection situation in the country, the international instruments and the best practices in the area of child justice.

A Child Protection Strategy is being developed by the Youth Development Fund to help identify appropriate activities to implement in support of the Child Care and Protection Act, based on the findings of the Mapping and Assessment and the National Plan of Action for Child Protection.

**Services, system and supply:**
Key Government and civil society partners were able to develop a more concrete and applied understanding of how a child protection system can work in practice through a study tour of the Scottish child protection system. Several good practices were identified and are being considered for uptake in Bhutan. This includes the development of a child-centred common framework for the wellbeing and happiness of children that positions child protection as everyone’s responsibility and enables all agencies to take up children and their protection
collectively. All regions across Bhutan have trained labour officials who can identify, report and refer child labour and other protection issues following the training of 23 labour inspectors and counsellors on child rights and child labour. To professionalize counselling and ensure minimum standards of service delivery, a Bhutan Board of Certified Counsellors was established to develop standards for the counselling profession. More than 90 participants attended the second bi-annual National Counselling Conference to discuss key issues and concerns regarding the counselling profession in Bhutan and the way forward.

**IR 0490/A0/04/425/003 IR10.3:** Strengthened capacity of relevant institutions to enhance knowledge and information on ratified conventions among partners and the public.

**Progress:**

**Policy and enabling environment:**
Despite enactment of the Child Care and Protection Act in 2011, its rules and regulations still remain in draft, constraining progress in implementing the legislation in full. Similarly, the rules and regulations for the Child Adoption Act were drafted and is expected to be finalized by early 2014.

**Services, system and supply:**
A total of 1,580 youth across 20 districts were able to benefit from life skills and knowledge on legal provisions, traffic safety, HIV and AIDS, drug abuse and child rights through participation in the 8th and 9th phase of the Police-Youth Partnership Programme. An assessment of the programme was initiated; the findings will support strengthening and sustaining the programme.

Knowledge and understanding on child rights was enhanced for 66 principals, teachers and members of the 11 expert committee members of the Central Monastic Body including nuns from the nunneries through a training programme on child rights. This training was a roll-out of the 2012 child rights training of trainers programme. The enhanced awareness and understanding of child’s rights among the trainers is expected to strengthen child rights in the monasteries and nunneries. A total of 65 officials from the Government, CSO, monastic body, police and judiciary enhanced their knowledge on the rights of persons with disability through a four-day training.

**Demand promotion:**
At least 27 para-professional Community Based Support System (CBSS) volunteers from five districts were trained to raise awareness within their communities on child rights and protection issues including on how to identify and support child protection cases, promoting demand for children’s protection.

**PC 4 - Planning, monitoring and communication**

**PCR 0490/A0/04/427 PCR12:** Transparency, efficiency, effectiveness, participation and accountability strengthened at all levels.

**Progress:**
Bhutan’s ranking on the Transparency International’s CPI score also improved from 45th in 2008 to 33rd in 2012. About 66 per cent of respondents in a Corruption Perception Survey conducted in 2012 reported that corruption in Bhutan reduced as compared to 16.4 per cent in 2007.

UNICEF collaborated with the Bhutan Broadcasting Service Corporation (BBSC) in promoting women, youth and children's participation on issues affecting their lives through institution of various programmes and through regular panel discussions, etc. There is wider public access to quality media programmes with 20 per cent of the weekly radio and TV programmes focussing on children, women and youth.

**IR 0490/A0/04/427/001 IR12.1:** Transparency, accountability and participation enhanced through strengthened role and capacity of the media.
Progress:

Services, system and supply:
Children, women and youth programmes were institutionalized as regular weekly programme on BBS TV and radio. The quality of radio and TV programmes also improved over time.

Demand promotion:
One out of every three programmes aired on BBS radio focus on children, women and youth issues. Similarly, every fourth BBS TV programme is on children, women and youth which also increased public participation on BBS radio and TV programmes.

The Bhutan Information and Media Impact Study 2013 showed that BBS radio and TV were the major source of information for families, particularly mothers and young people, on essential family practices.

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<tr>
<th>PCR 0490/A0/04/428 PCR13: Enhanced capacity of public sector to implement results based policy, plan and programme development for MDGs, GNH and other national priorities</th>
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| Progress:
Policy and enabling environment:
Linkage to and from the Government’s Public Expenditure Management System (PEMS) and Multi-Year Rolling Budget (MRYB) system with PlaMS was achieved, which synchronizes planning and reporting with budgeting and expenditure. The RBM-based 11th Five Year Plan is managed through the web-based PlaMS which provides the framework for the national planning and M&E system. UNICEF provided lead technical support in strengthening the Standard Progress Report (SPR) of the PlaMS which is the agreed format for all the Implementing Partners’ progress reporting to the UN agencies. |

Services, system and supply:
BhutanInfo is institutionalized within the National Statistics Bureau (NSB) with the support of UNICEF. Different agencies like the Department of Disaster Management (DDM) and the National Environment Commission (NEC) have adapted it as BDAInfo and ‘NeytangInfo’ respectively. Possibility of integrating with PlaMS is being explored. UNICEF supported the Government in conducting, developing and disseminating the SitAn 2012, BMIS 2010, Two-Stage Disability Study 2011 and four Thematic Analyses in 2012 providing new information and ascertaining progress made in social development. The Multidimensional Poverty Index for 2010 was also constructed based on the BMIS indicators.

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<th>IR 0490/A0/04/428/001 IR13.1: Data systems support enhanced utilization of disaggregated data for MDGs- and national priorities-based development</th>
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| Progress:
Services, system and supply:
BhutanInfo the national version of the DevInfo is institutionalized within the National Statistics Bureau (NSB). The NSB manages the updating of the database and conducts user trainings. All the 20 districts were covered with training on BhutanInfo. The Dzongkhag Statistical Officers (DSOs) were trained as trainers and are capable of conducting user training. Other organisations are adapting BhutanInfo. The Department of Disaster Management (DDM) adapted the EmergencyInfo as BDAInfo to manage the pre and post crisis information. The National Environment Commission (NEC) is adapting it as “NeytangInfo” - a web-based version to manage environment related database. A total of 24 Planning Officers from the GNH Commission and the districts including the PlaMS technical team are capable of using BhutanInfo to analyse and monitor development plans. This training generated the interest of the PlaMS team on BhutanInfo and discussions on integrating it with PlaMS was initiated with the DevInfo Support Group (DSG). The integration feasibility will be further explored in 2014. |

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<tr>
<th>IR 0490/A0/04/428/002 IR13.2: Key agencies and departments (NSB, PC, PPDs) at central and local levels systematically collect and analyse relevant disaggregated data.</th>
</tr>
</thead>
</table>
| Progress:
Policy and enabling environment:
The Bhutan Multiple Indicator Survey for the first time provided new information on HIV and AIDS and protection
issues and also built the capacity of the National Statistics Bureau (NSB) on conducting household surveys. The analytical skills of the sectoral officials were enhanced through the thematic analyses process. With the conduct of the Two-Stage Disability Study, the NSB is also capable of handling bio-statistical analysis. The Two-Stage Disability Study as a follow-up to the household survey (BMIS) is the first of its kind at global the level. The Situation Analysis of Children, Youth and Women in Bhutan (SitAn) was completed through a highly consultative process. It proved a useful input into Country Analysis (CA) of the new Bhutan One Programme (2014-2018) ensuring the priority issues on women, youth and children are adequately reflected.

PlaMS is a programme management tool which went through substantial evolution and refinement during the period of the country programme. It provides the frame for the national planning and M&E system and is integrated with Public Expenditure Management System (PEMS) and Multi-Year Rolling Budget (MYRB) system of the Finance Ministry, enabling real-time progress reporting of budget and expenditure.

The National Statistics Bill was finalized based on wide stakeholder consultations. The Bill is submitted to the Office of the Attorney General (OAG) for the final review and is expected to be tabled for the parliament session in 2014-2015. Once enacted it will empower and strengthen the national statistical system in the country and promote a culture of evidence-based decision making and policy formulation.

**Demand promotion:**
The Gross National Happiness Commission (GNHC) secretariat is committed and initiated upgrading of the current 'national guideline and protocol on Evaluation' into an Evaluation policy. The training on Evaluation in early 2013 with the help of the Evaluation Specialist from UNICEF Headquarters and the Regional Evaluation Adviser not only increased the capacity of the officials from the GNHC and other Government sectors on concepts and basics of evaluation, but also helped in elevating the importance of quality evaluation in the country.

### PC 5 - Cross-sectoral costs

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<th>PCR 0490/A0/04/429 PCR 14: Ensure adequate resources, oversight and effectiveness for the achievement of results for children in Bhutan</th>
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<td><strong>Progress:</strong></td>
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**Policy and enabling environment:**
As fund raising is programme specific, most of the funds raised have been through submission of regular donor proposals. The Office maintains a good track record of submitting timely donor reports and hosting regular donor visits. The Office drafted a Fund Raising document which is being further developed to match the funding needs of the new country programme cycle.

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<tr>
<th>IR 0490/A0/04/429/001 IR14.1: Sustained support on leadership, partnerships, advocacy and resources enhanced for implementation of UNICEF mandate and priorities</th>
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<td><strong>Progress:</strong></td>
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UNICEF Bhutan successfully coordinated three visits: the UNICEF Japan donors CO-OP Sapporo; UNICEF Sweden's Senior Donor Officer; and the UNICEF Regional Director for South Asia. Following the visits, the Office secured multi-year funding commitment from both Japan CO-OP Sapporo and UNICEF Sweden. At the beginning of 2013, the Office also hosted a group of over 40 students from Singapore’s Hwa Chong Institution, interested to learn more about UNICEF’s work in Bhutan.

The visit by the UNICEF Deputy Regional Director in February and the Regional Director in March 2013 enabled the Office to advocate with the Government on issues related to children, youth and women in Bhutan. Following Bhutan’s second parliamentary election and the new Government taking office, the Representative held bilateral discussions with all line ministries and parliamentarians (Upper House and Lower House) to re-advocate and bring them on-board on emerging issues affecting children, youth and women in Bhutan. The Representative also appraised the Prime Minister on issues concerning decentralized governance for effective and quality local service delivery, addressing under-nutrition among children and mothers, adolescent and maternal anaemia, strengthening good governance through active involvement of local non-governmental organizations and engagement with CSOs to advance some of these priorities leading to better results for children and women in Bhutan.

In April 2013, the Representative’s unit together with WASH and Dratshang representative undertook a field visit to monitor the progress and implementation of UNICEF-supported Religion and Health project in Bumthang,
Zhemgang and Trongsa districts. Apart from monastic schools and nunneries, the team visited schools and basic health units in these districts. The Representative shared her feedback with the Gross National Happiness Commission (Planning body), concerned Health and Education ministries and Central Monastic Body on issues relating to coverage versus utilization, quality local service delivery, access and demand promotion related bottlenecks, rights and facilities for children in monastic schools.

The Representative’s Unit together with the Education section also provided support to the Ministry of Education to lead the advocacy and partnership work related to Early Childhood Care and Development in Bhutan at the 2nd High Level Meeting on South-South Cooperation for Child Rights in New Delhi as well as at the preparatory meeting in Beijing. The country delegation was led by the Education Minister and the members include Executive Director of the National Commission for Women and Children (NCWC) and the Director of School Education Department. The Rep’s unit also provided timely advocacy and communication support during the Regional Seminar on Inclusive Education, Child Justice Conference, etc.

To ensure advocacy, wider visibility and extensive media coverage of UNICEF – and overall UN activities in the spirit of Delivering as One – the Office disseminated information through regular press releases, opinions and columns and by sharing relevant photo essays, human interest stories and other advocacy materials through social media. Notable among these included an opinion piece on World Water Day, MDG 1000 Days Momentum, Women’s Day, Global Hand Washing Day, Day of the Girl Child and International Day of Persons with Disability, covered both in broadcast and print media.

**IR 0490/A0/04/429/002 IR14.2: Quality harmonized, results-and evidence-based programme oversight and policy direction ensured for effective programme delivery**

**Progress:**
Out of the 15 planned on-site reviews across all UN implementing partners, three reviews led by UNICEF were completed – two for NCWC and one for YDF. Of the two scheduled audits implemented, UNICEF as the lead agency coordinated one with BBS. The status of assurance activities completed for 2013 with Implementing Partner details, assessment rating, scheduled time and completion status along with onsite review minutes/reports were also shared with the Office of Internal Audit and Investigations (OIAI).

On other programmatic assurance plans, the mid-year reviews of all programmes were completed through their respective Theme Groups within the Delivering as One approach. Mid-course corrections were made in light of the progress made and the challenges and issues confronted. The Government and the UNCT have committed to implement important assurance activities such as joint field visits in the new programme cycle. A day-long HACT refresher training was conducted in collaboration with the Gross National Happiness Commission (GNHC) to build the capacity of project managers and finance personnel of the Implementing and UN Partners on HACT modality and other programmatic issues such as RBM and results reporting. As part of the new One Programme (2014-2018), the HACT Inter-agency group also coordinated the Macro and Micro-Assessments towards end of 2013. The Micro-assessments of 11 Implementing Partners were completed. The remaining five are scheduled for completion within the first half of 2014.

In 2013, UNICEF Bhutan utilized 97 per cent of its allocated budget. All the PBAs were used before expiry. The outstanding DCTs over 9 months for the year was less than 1 per cent. The established mechanism of conducting monthly Country Management Team and Programme Implementation Meetings helped effectively monitor the programme budget utilization and the donor report schedules as well as expiring grants to ensure adherence to management indicators.

Adherence to donor reporting schedule was good and the Office made timely submissions of 13 donor reports.

**IR 0490/A0/04/429/003 IR 14.3: Effective operations services support timely and efficient implementation of programmes and optimal use of resources**

**Progress:**
The Office completed the review and finalization of staff PAS/e-PAS as planned. The monthly Leave and Travel Plan continued to be implemented bringing about increased coordination and efficiency in managing staff travel.

All supply and service requisition activities were on-track. A total of 35 Sales Order, 46 Institutional Contract and 3 Purchase Requisition for Assets were finalized and at different stages of delivery. 80 per cent of the Programme supplies were delivered except for some printing supplies which will be delivered by end February 2014 as
planned. In finance, the percentage month-end bank balance continued to be within the targeted benchmark. The Office also did not suffer any major disruption of internet and network services.

**PCR 0490/A0/04/800 Programme Support**

**Progress:** Refer to PCR 14

**IR 0490/A0/04/800/001 Governance and Systems**

**Progress:** Refer to IR 14.2

**IR 0490/A0/04/800/002 Financial Resources and Stewardship**

**Progress:** Refer to IR 14.3

**IR 0490/A0/04/800/003 Human Capacity**

**Progress:** Refer to IR 14.3

**IR 0490/A0/04/800/888 HR**
Effective Governance Structure

The monthly Country Management Team (CMT) Meetings and Programme Implementation Meetings (PIM) continued to help monitor progress on programme and operations priorities indicated in the Annual Management Plan. The CMT determines policy and directions of issues relevant to the Office functioning at all levels and to advised the Representative on major issues related to office management, programme, operations and Delivering as One. The Office conducted seven CMT meetings in 2013 and fully met the regional benchmark. Likewise, the PIM continued to strengthen coordination and information-sharing among programmes including operations and communication functions, effectively serving as a forum to monitor programme performance. In 2013 the Office conducted six PIM. In addition to ensure the programme priorities are implemented and followed up in a coordinated manner, two cluster meetings on Communication for Development as well as on Cross-sectoral Approach to School Rationalization were created and implemented in 2013 and will be strengthened in 2014.

The Office also reactivated the monthly Senior Management Team (SMT) meeting to ensure oversight on key operations functions that provide effective support to programmes, addresses critical priorities, risk mitigation measures and in implementing timely action.

In 2013 the Office of Internal Audit and Investigation (OIAI) conducted remote audit for the period January 2012 to April 2013 covering key areas focusing on Governance (AMP), Operations Management (Table of Authority accountabilities), Quality Assurance (HACT), Results Based Planning and DaO modalities. The Office shared all the documentary evidence on the follow-up action and plans and facilitated online meetings of the OIAI with Implementing Partners as well as key staff representatives. The Office was well acknowledged on areas such as identification of management priorities, results and accountabilities under governance; and development of resources mobilization strategy, engagement with current donors and exploring potential donors and bank reconciliation under Operations. The OIAI came out with six recommendations with only one high risk rating and others ranging from medium to low risks. The Office aims to successfully close the one remaining ‘agreed open action’ with the submission of final document to OIAI in January 2014.

The Office fully complied with integrating Enterprise Risk Management (ERM) in the Annual Management Plan. In line with the revision and updated ERM guideline on risk assessment and reporting, the Office identified five specific risks that are key to achieving expected programme/office result and management objectives which are also in line with the new Country Programme Management Plan (CPMP) prepared in 2013. The risk assessment uploaded in the performance dashboard in June 2013 will be reviewed in 2014.

Strategic Risk Management

The Annual Management Plan well integrated the ERM profile and identified Governance and Accountability, Funding and External stakeholder relationship; and Results-based Management and Reporting as potential risk areas. The mid-year review of the AMP and other programmatic and operations review processes were used to assess effectiveness of risk mitigation controls. Support from the UNICEF ROSA was highlighted specifically for developing a Service Level Agreement for transaction support services by the Common
Service Unit at UNICEF Nepal. In addition, scanning of risk environment, oversight and implementation of risk management were ensured through HACT within the UN Delivering as One approach.

The UNICEF Programme and Operation sections continued to reflect emergency preparedness activities in the annual work plan and AMP to ensure readiness for emergency. Programmatic risk management continued to be implemented through HACT by strictly carrying out assurance activities based on the micro-assessment risk ratings. In 2013, seven on-site reviews and one scheduled audit for UNICEF related programmes were implemented which confirmed a satisfactory level of internal control mechanisms within the Implementing Partners. To build internal capacity for emergency response, First Aid Training for all UN staff followed by Search and Rescue Training for selected staff was conducted. The Crisis Response Team also drafted a work plan based on the responsibilities outlined in the Business Continuity Plan (BCP) for each committee and task force to ensure proper monitoring and tracking of progress on standing issues. The BCP is updated regularly to reflect the latest staff and contact details.

**Evaluation**

The Integrated Monitoring and Evaluation Plan (IMEP) was prepared based on the annual work plans and lists all the evaluations, assessments, reviews and studies scheduled for the year. Progress was reviewed quarterly and presented to the management. Of the three major evaluations in 2013, two – WASH in Schools Programme; and Hardware Support to Schools and Non-formal Education Centres – were commissioned to local consultants. With data collection completed the reports are in finalization stages. The evaluation of School-based Iron Supplementation programme was deferred to 2014.

In line with the Regional Evaluation Strategy, a reference group for each evaluation was established for providing technical guidance to the evaluation team. Global evaluation criteria were followed with additional equity lens such as gender and location. The Office received immense support from ROSA to review Terms of Reference, inception reports and evaluation reports.

There is a general weak capacity on sampling and evaluation methodology including data analysis and analytical report writing in the country. Training on basic evaluation was conducted for all the Government M&E focal points facilitated by ROSA as well as the Headquarters. UNICEF facilitated the formation of the Evaluation Association of Bhutan (EAB) with strong representation from the Government, CSOs, parliamentarians, private sectors and development partners. The association aims to strengthen quality evaluation functions, increase technical and functional capacities of individuals to conduct credible evaluations, and networking amongst in-country evaluators and with other evaluation communities and experts. UNICEF is working with the National Statistics Bureau and GNH Commission to gear up efforts towards strengthening evaluation capacity as well as observing the 2015 as the ‘Year of Evaluation’.

The draft work process to streamline the process of commissioning studies, evaluation and assessments will be reviewed to align with the VISION related processes and also to link with the role of the Office publication committee. UNICEF supported the EAB in securing funds from Evalpartners to conduct a study on “Enhancing Demand for and Use of Evaluation in Development through Management Response to Evaluation (MRE): Experiences and Learning from South Asia” to assess the status of MRE use in
Bangladesh, Bhutan, and Nepal and subsequently develop MRE index. In collaboration with GNH Commission, UNICEF supported the Community of Evaluators in Nepal and EAB to conduct a two-day workshop to learn from each other in development and gender-sensitive evaluations. UNICEF also supported representation of Bhutan at the Parliamentarian Forum in Colombo which resulted in high level commitment for Evaluation Policy at national and regional levels.

In line with new guidelines issued by the UNICEF Evaluation Office, management responses to the evaluations conducted in 2013 will be prepared to ensure the utilization of evaluation results.

**Effective Use of Information and Communication Technology**

UNICEF was actively engaged in planning, migration and setting up of the common Information and Communication Technology (ICT) infrastructure in the new UN House. With guidance and support from ROSA and the UNICEF ICT team, the common ICT infrastructure was set up in line with the DaO guideline. This harmonized approach is expected to yield numerous benefits, including reduced cost of ICT operations. Providing solutions and tools by implementing common services such as authentication directory, unified communications and telephony system, file and print servers and collaboration tools (e.g. SharePoint) will reduce the costs of internet connectivity, fixed and mobile telephony, maintenance, and utilities thus improving overall effectiveness and efficiency of ICT services. The common infrastructure also provides the potential for other areas of collaboration among agencies including common backup, disaster recovery and knowledge sharing platform that the ICT team will be working on in 2014.

The UNICEF ICT unit is focused on setting up common Help Desk Support for providing ICT support to all agencies, and a cost-sharing model for recovery cost for each agency, based on the recommendation made by ICT Regional Chief who visited Bhutan in August, 2013 and undertook comprehensive ICT assessment of the one UN building.

The use of Long Term Agreements was not used due to absence of international ICT vendors and limited capacity of local vendors in Bhutan. However the Office had a contract with a local internet service provider.

Old or defunct IT equipment was disposed through scrap dealers as there are no recycling facilities.

In line with UNICEF’s global guidelines, all laptops and terminals are on a wired network/LAN. This allowed portability and easy connectivity to internet/LAN for users travelling outside the office. New services such as MS WSUS servers for centralized distribution of Microsoft and antivirus updates were also implemented. Back up of critical data was taken regularly for the in-house data/application. A more collaborative approach with other agencies in the new UN House is also planned.

**Fund-raising and Donor Relations**

UNICEF Bhutan maintained an effective donor relationship management system. During 2013, the Office achieved 100 per cent timely submission of all donor reports in accordance with the periodic tracking system. Prior to final submission, a systematic process of review involving Heads of Section, the Communications Officer and the
Representative/Deputy Representative was conducted for quality assurance. Complementary materials such as photo essays and human interest stories were regularly included in donor reports.

In 2013, UNICEF Bhutan mobilized 73 per cent (US$ 3,081,313) of its Other Resources (OR) ceiling of US$ 4,200,100 as per the Country Programme Document. The OR ceiling in 2013 was decreased by 31 per cent from the 2012 ceiling of US$ 5,500,000.

For 2013, the Office continued to rely heavily on contributions from global thematic funds. This thematic approach provided a flexible annual allocation for all four programmes. The expiry date of the Thematic Funds – initially at end of 2012 - was extended by a year, easing the Office’s funding needs. Apart from global thematic funds, the Office depended heavily on UNICEF National Committees, including the Netherlands, Japan, Czech Republic, Germany and Switzerland, along with government donors such as Australia and Norway. In 2013, the Office secured funding from new donors including the UNICEF Sweden National Committee.

Funds available for UNICEF Bhutan were used optimally for the intended activities agreed upon with the donors. The Office successfully utilized 97 per cent of Programme Budget Allocations in 2013.

To ensure that funds were used effectively and on time, the Office undertook regular monitoring visits. Additionally the Country Management Team, Programme Implementation Meetings, relevant cluster/task group meetings provided effective check-and-balance mechanisms to monitor project implementation status.

UNICEF Bhutan successfully coordinated three visits: the UNICEF Japan donors CO-OP Sapporo; the UNICEF Sweden National Committee’s Senior Donor Officer; and the UNICEF Regional Director for South Asia. Following the visits, the Office secured multi-year funding commitment from both Japan CO-OP Sapporo and UNICEF Sweden. At the beginning of 2013, the Office also hosted a group of over 40 students from Singapore’s Hwa Chong Institution, interested to learn more about UNICEF’s work in Bhutan.

The Office continued to update and share the Education Toolkit as part of the Schools for Asia initiative in the Funding Marketplace (http://intranet.unicef.org/Geneva/DonorToolkits). Sharing the toolkit through this digital platform – for wider fundraising efforts – continues to enable Donors/National Committees to find and select relevant programmes to support in the area of Basic Education and Gender Equality.

In line with the need for a more focused fund raising, media engagement and donor communication, the Office drafted a Resource Mobilization Strategy (2014-2018) for the new country programme.

Management of Financial and Other Assets

The planned results outlined in the UNDAF and Country Programme Action Plan provided overall resource framework and guides fund mobilization. The relevance of the results and resources available were validated in the mid-year and annual reviews and during planning meetings of the Theme Groups. 2013 was the last and the extended year of the UNDAF (2008-2012) and Country Programme therefore the activities within the agreed
results were finalized in the Annual Work Plan as against the 18-month rolling work plans in the past years.

The CMT and PIM continued monitoring and improving management of donor contributions. The donor report schedules, expiring PBAs and DCTs >6 months were part of the standing agenda of the monthly CMT and PIM. The monthly and year-end closures of accounts, including bank reconciliation statements were implemented timely. The SAP/VISION ensured security of financial documents, vouchers and unused cheques.

In 2013, UNICEF Bhutan spent 97 per cent of RR. All the PBAs were used before expiry and at least 96 per cent of OR-E was used on time. The outstanding DCTs over 9 months for the year was below one per cent.

The 2013 local Support Budget expenditure accounted for more than 8 per cent (US$ 372,972) of the total programme utilization of US$ 4,476,685. Efficiency and cost-saving in operation were achieved through the continued sharing of security and handyman services with other UN agencies (UNDP, UNFPA, WFP and FAO) and the common agreements for services such as conference facilities, vehicle maintenance, travel, stationeries and supplies. With the move into the new UN House in late 2013, UNICEF will save about US$ 16,000 annually on monthly rent and other additional operating costs and staff time.

The Office prepared the 2013 Joint HACT Assurance Plan with a time line for all UNICEF Implementing Partners for timely completion and adherence. The work plan and progress were reviewed by the HACT Interagency Group. Out of the planned 15 onsite reviews across all UN implementing partners, three UNICEF led onsite reviews were completed – two for NCWC and one for YDF. Two scheduled audits were implemented of which the one with BBS was coordinated by UNICEF as the lead agency. The status of assurance activities completed for 2013 with Implementing Partner details, assessment rating, scheduled time and completion status along with onsite review minutes and reports were also shared with the OIAI.

On other programmatic assurance plans, the mid-year reviews of all the programmes were completed through their respective Theme Groups within the DaO approach. Mid-course corrections were made in light of the progress made and the challenges and issues confronted. Serious concern was raised on the poor implementation of joint field visits. The Government and the UNCT have committed to implement these important assurance activities in the new programme cycle.

A one-day HACT refresher training was conducted in collaboration with the Gross National Happiness Commission (GNHC) to build the capacity of the Project managers and finance personnel of the Implementing and UN Partners on the HACT modality and other programmatic issues such as results-based management and results reporting. As part of the new One Programme (2014-2018), the HACT Interagency Group also coordinated the macro- and micro-assessments in late 2013. The micro-assessments of 11 Implementing Partners were completed, with the remaining five scheduled for completion within the first half of 2014.

Supply Management
The Supply work plan was formulated based on the 18-month rolling work plans which was reviewed monthly to ensure timely implementation of programme and other supplies. Quality for both local and offshore procurements was maintained through close collaboration with the programmes followed by monitoring of the status in the monthly PIMs and weekly Operations meetings.

The Office continued to procure goods and services that are readily available locally, while supplies involving large quantities and/or not available locally including vaccines were sourced externally (from Nepal, Bangladesh, India and Copenhagen). Based on the local market survey some new suppliers were added in the vendor master data.

Towards harmonization with other UN agencies the Annual Fixed Assets (Non-expendable property report) form continued to be used for all procurements whether purchased directly by UN agencies or by Government using UN funds. This helped effective monitoring of UN funds used by the Government for local procurement.

For procurement undertaken by UNICEF the Office ensured that the supplies were delivered to the end-users by closely following up on the status with the individual vendors and relevant agencies. Final payments were made only upon receipt of the goods and services by the end-users.

Monitoring of supplies was done on a real-time basis, through the use of VISION, and followed-up in the monthly PIMs and the weekly Section meetings.

The Office accorded high importance to enhancing the professionalism of procurement and supply management. The supply unit benefited in capacity development through training in Certified in Procurement Services Programme and Logistics course.

UNICEF continued to provide capacity development to officials from the procurement units of Government sectors to promote local procurement using their procurement system.

<table>
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<tr>
<th>Programme Reference</th>
<th>No. of Sales Orders</th>
<th>Total Value (US$)</th>
<th>Delivery Status</th>
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<tr>
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<td>24</td>
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<td>Education</td>
<td>10</td>
<td>$143,452.77</td>
<td>8 complete; 2 ongoing</td>
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<td>Child Protection</td>
<td>1</td>
<td>$2,000.00</td>
<td>Ongoing</td>
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<th>No. of ZLCO (Institutional contract)</th>
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<td>46</td>
<td>$123,752.60</td>
<td>6 ongoing</td>
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</tbody>
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<table>
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<tr>
<th>No. of ZLAM (Assets)</th>
<th>Total Value (US$)</th>
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<tbody>
<tr>
<td>3</td>
<td>164,601.32</td>
<td>Completed</td>
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</table>
### Human Resources

In line with the new country programme starting from 2014, the staffing structure was reviewed to address office capacity for providing technical support to the Government and partners. The staffing structure review was highly participatory with all categories of staff involved. The HRDT committee reviewed office-wide priorities - programme and operations priorities – to address the learning gaps in terms of technical as well as personal career development especially focusing on staff members on abolished posts. An ambitious learning and training plan was designed and funding secured from ROSA. The following learning and trainings were conducted in 2013:

1. **VISION training/learning** – several WebEx sessions took place in 2013 in line with new developments in the system.
2. **Radio training** – conducted for all staff as a part of safety and security and to familiarize staff on the use of radio.
3. **Ethics Orientation training** – conducted by Regional HR Chief in March 2013 for better understanding of the UN code of conduct, integrity and self-awareness.
4. **First aid training** – conducted for all staff covering both theoretical as well as practical session to handle first aid in emergency situation.
5. **Search and Rescue training** – seven staff members attended the training conducted by the Bhutan Power Corporation focussing on search and rescue techniques.
6. **Competency based interviewing training** – conducted for 16 staff.
7. **Coaching and mentoring workshop** – conducted for 11 staff who are on abolished posts for two days. It was followed by one-to-one individual coaching session on CV and cover letter.
8. **C4D, Child rights, Child justice, rights of the children with disabilities, gender sensitization training, CIPPS and operations management training** were some of the other additional trainings that staff members attended.

Based on the new CPMP and with support from ROSA, the office successfully undertook the recruitment of eight new positions (10 positions were abolished).

The 2012 Performance Evaluation and Review (PER) and Performance Appraisal System (PAS) completion was achieved in the third quarter well within the extended period. Objectives for 2013 were set by end of first quarter. PASs were monitored through formal periodic performance discussions between supervisors and supervisees.

Based on the 2011 Global Staff Survey, UNICEF Bhutan in consultation with the Staff Association identified three main priority areas concerning staff welfare; i) Career and Professional Development, ii) Personal Empowerment, and iii) Work Life Balance and Office Efficiency. A staff retreat was organized in April 2013 to focus on strategies and activities required to address these priority issues. For personal empowerment and work-
life balance, learning session on UNICEF Ethics and several recreational activities such as happy hours, family picnic and games were organized.

**Efficiency Gains and Cost Savings**

Within the ‘Delivering as One’ (DaO) approach, the UN Theme Groups continued to be an effective forum for enhancing synergies, resolving common issues and avoiding duplications amongst implementing partners and UN agencies. The UN HACT and M&E Group provided guidance and facilitates joint review and planning sessions ensuring consistencies and coherence amongst the theme groups and thus promote efficiency. The Operations staff actively participated in the Operations Management Team as task leaders to ensure smooth functioning of on-going efforts in streamlining business practices such as common procurement, Daily Subsistence Allowance surveys, and travel and security.

With the completion and movement of the office into the new UN House in the fourth quarter of 2013, the Office will be making savings in terms of rental payment. Further, with the establishment of common ICT infrastructure, there will be a saving of about 20 per cent on the internet lease line cost. Moving into the new UN House also has other cost reductions such as for fixed and mobile telephony, maintenance, and utilities (electricity, printing, generator fuel) thus improving overall effectiveness and efficiency. Further cost savings are expected for the maintenance of server and hardware through the establishment of common backup and recovery schemes. Based on the recommendation made by UNICEF Regional ICT and HQ and also in line with the Efficiency and Effectiveness initiative in the Office, the Office is engaged in setting up common Help Desk Support for providing ICT support to all agencies.

The Office has completed review of the proposed service level agreement between the UNICEF Bhutan and Nepal offices, whereby critical transactions in VISION will be undertaken by the Business Support Centre in Nepal Country Office from March 2014. This has resulted in the rationalization of staffing in the Operations Unit. Once operational, the Business Support Centre is expected to immensely reduce the transactions, conflicts in VISION/SAP and the workload that the Operations was grappling with in the interim period.

**Changes in AMP & CPMP**

With 2014 as the first year of the new One Programme (2014-2018), the Annual Management Plan will be focusing on critical programme priorities with strong linkages to Operations especially concerning supply, finance and HR. The Programme Component Results (PCR) in consonance with office staffing structure are simplified and results oriented. From a high number of 14 PCRs with corresponding 40 IRs, the new programme structure is simplified with only 5 PCRs / Outcomes and 16 IRs / Outputs. The composition and structure of different committees for Office governance and the role of respective officials engaging in the external management bodies including the DaO will be redefined and assigned for effective participation.

The Country Programme thus consists of 5 PCRs and 16 IRs and the respective programme sections have identified clear roles to contribute to the PCR/IR results. While the PCRs will be coordinated by the Lead Programme based on high budget / higher number of direct IRs (PCR 1 by Education, PCR 2 by Protection and Participation and PCR 3 by Planning, Monitoring and Evaluation) the accountability for delivering on the IRs...
under each PCRs rest solely with the concerned Programmes with support from other sector programmes who may have a complementary role to play to achieve the results

### Summary Notes and Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AES</td>
<td>Annual Education Statistics</td>
</tr>
<tr>
<td>AIDS</td>
<td>Acquired immunodeficiency syndrome</td>
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<tr>
<td>ANC</td>
<td>Antenatal care</td>
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<tr>
<td>BBS</td>
<td>Bhutan Broadcasting Service</td>
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<tr>
<td>BCP</td>
<td>Business Continuity Plan</td>
</tr>
<tr>
<td>BHU(s)</td>
<td>Basic health unit(s)</td>
</tr>
<tr>
<td>BLC</td>
<td>Basic literacy course</td>
</tr>
<tr>
<td>BMIS</td>
<td>Bhutan Multiple Indicator Survey</td>
</tr>
<tr>
<td>C4CD</td>
<td>Care for Community Development</td>
</tr>
<tr>
<td>C4D</td>
<td>Communication for Development</td>
</tr>
<tr>
<td>CA</td>
<td>Country Analysis</td>
</tr>
<tr>
<td>cCPD</td>
<td>common Country Programme Document</td>
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<tr>
<td>CD</td>
<td>Capacity Development</td>
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<tr>
<td>CFS(s)</td>
<td>Child-friendly school(s)</td>
</tr>
<tr>
<td>CSO(s)</td>
<td>Civil society organization(s)</td>
</tr>
<tr>
<td>DaO</td>
<td>Delivering as One</td>
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<tr>
<td>EAB</td>
<td>Evaluation Association of Bhutan</td>
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<tr>
<td>ECCD</td>
<td>Early Childhood Care and Development</td>
</tr>
<tr>
<td>ECR(s)</td>
<td>Extended Classroom(s)</td>
</tr>
<tr>
<td>EMIS</td>
<td>Education Management Information System</td>
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<tr>
<td>EPI</td>
<td>Expanded Programme on Immunization</td>
</tr>
<tr>
<td>GAVI</td>
<td>Global Alliance for Vaccine and Immunization (known as the GAVI Alliance)</td>
</tr>
<tr>
<td>GNH</td>
<td>Gross National Happiness</td>
</tr>
<tr>
<td>HIV</td>
<td>Human immunodeficiency virus</td>
</tr>
<tr>
<td>HMIS</td>
<td>Health management information system</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters (UNICEF)</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and communication technology</td>
</tr>
<tr>
<td>IEC</td>
<td>Information, education and communication</td>
</tr>
<tr>
<td>IMNCI</td>
<td>Integrated management of neonatal and childhood illnesses</td>
</tr>
<tr>
<td>IYCF</td>
<td>Infant and Young Child Feeding</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MDG(s)</td>
<td>Millennium Development Goal(s)</td>
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<tr>
<td>MoE</td>
<td>Ministry of Education</td>
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<tr>
<td>MoH</td>
<td>Ministry of Health</td>
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<tr>
<td>MRE</td>
<td>Management response to evaluation</td>
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<tr>
<td>NACG</td>
<td>National Action and Coordinating Group on Violence against Women and Children</td>
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<tr>
<td>NCWC</td>
<td>National Commission for Women and Children</td>
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<td>NER</td>
<td>Net enrolment ratio</td>
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<td>NFE</td>
<td>Non-formal Education</td>
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<td>NGO(s)</td>
<td>Non-governmental organization(s)</td>
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<td>NKRA</td>
<td>National Key Result Area</td>
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<tr>
<td>NSB</td>
<td>National Statistics Bureau</td>
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<tr>
<td>PAS</td>
<td>Performance Appraisal System</td>
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<tr>
<td>PER</td>
<td>Performance Evaluation Report</td>
</tr>
<tr>
<td>PIM</td>
<td>Programme Implementation Meeting</td>
</tr>
<tr>
<td>PLC</td>
<td>Post literacy course (non-formal education)</td>
</tr>
</tbody>
</table>
PMTCT - Prevention of mother-to-child transmission (of HIV)
PNC - Postnatal care
PPTCT - Prevention of parent-to-child transmission (of HIV)
RGoB - Royal Government of Bhutan
RNDA - Rapid Neurodevelopmental Assessment
ROSA - Regional Office for South Asia (UNICEF)
RUB - Royal University of Bhutan
SitAn - Situation Analysis
UN - United Nations
UNCT - United Nations Country Team (Bhutan)
UNDAF - United Nations Development Assistance Framework
UNDP - United Nations Development Programme
UNESCO - United Nations Educational, Scientific and Cultural Organization
UNFPA - United Nations Population Fund
UNICEF - United Nations Children’s Fund
UN Women - United Nations Entity for Gender Equality and the Empowerment of Women
VHW - Village Health Worker
VISION - Virtual Integrated System of Information
WASH - Water, sanitation and hygiene
WFP - World Food Programme (UN)
WHO - World Health Organization
YDF - Bhutan Youth Development Fund

GLOSSARY OF TERMINOLOGY
Dzongkha  National Language of Bhutan
Dzongkhag  District (political and administrative unit)
Je Khenpo  Chief Abbot (head of the Central Monastic Body)

### Document Centre

#### Lessons Learned

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<thead>
<tr>
<th>Title</th>
<th>Document Type/Category</th>
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<tr>
<td>1 Integration of Early Stimulation and Early Learning in the Health Centres</td>
<td>Innovation</td>
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