

One Programme



Country Strategy

2016-2018

October 2016

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1. Background and rationale

The **UNDAF Bhutan One Programme (2014-2018)** aims to ensure focused, coordinated and effective support for national development goals, the **Millennium Development Goals (MDGs)** and the post-2015 agenda (now called Agenda 2030). Twenty UN agencies, funds and programmes¹ are signatories to the One Programme. Its Common Budgetary Framework reflects the resources of 14 of those agencies, for a total of USD 86.7 million planned across the four One Programme outcomes over five years (2014-2018).

Since the One Programme was developed in 2012-2013, significant changes have occurred in the development context and in Bhutan itself:

- a) Bhutan is expected to graduate soon from least developed country status, having fulfilled two criteria out of 3 criteria² set by the United Nations.
- b) In 2015, Bhutan endorsed Agenda 2030, which includes the 17 **Sustainable Development Goals (SDGs)**³ and their 169 targets⁴;
- c) Some UN agencies have undergone or are undergoing changes in their **strategic direction** and/or have new **corporate strategies** in place⁵; and
- d) Some development partners have withdrawn or scaled back their development interventions in Bhutan.

Against this backdrop, the United Nations Country Team (UNCT) in Bhutan has decided to **review the priorities, strategic approach and monitoring mechanisms** for its support of the country's development. This mid-term review, conducted in June 2016, examines progress so far and strengths and weaknesses of the One Programme. It also identifies opportunities and challenges related to providing coherent and effective support to the Royal Government of Bhutan.

Recognizing the changing context, the UN seeks to reposition itself to ensure greater alignment with government planning schedules, increased inter-sectoral work within the UN and with other development partners, and integrated programmes and operations (Business Operations Strategy) to maximize efficiency and impact. A more focused programmatic approach is required for those core UN agencies⁶ that are physically present in Bhutan and actively involved in advancing Delivering as One. Building on the One Programme's progress to date and in consultation with the Government, the UN in Bhutan has drafted this **light, adaptive country strategy** for the remaining years of the programme from 2016 to 2018.

¹ Including UNDESA, which signed in 2015

² 3 criteria are Income, Human Assets, and Economic Vulnerability. Bhutan is eligible for graduation based on the Income and Human Asset Index (HAI) criteria.

³ Officially known as Transforming our world: the 2030 Agenda for Sustainable Development

⁴ Paragraph 54 United Nations Resolution A/RES/70/1 of 25 September 2015

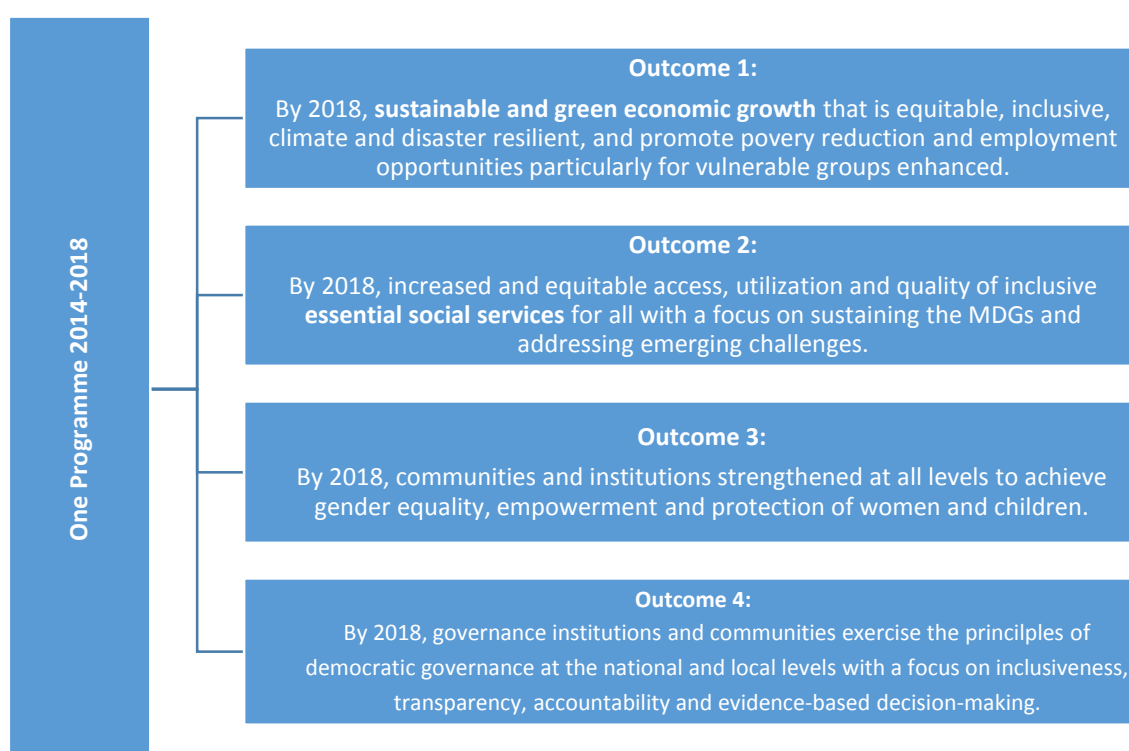
⁵ UNDP, for example, introduced the renewed use of project documents as a corporate requirement in early 2016.

⁶ FAO, UNDP, UNFPA, UNICEF, UN Women, WFP, WHO

2. Results

The One Programme was prepared in 2012-2013 to support the government's development priorities. Since then, Bhutan has undergone a mid-term review of its 11th Five Year Plan, the Sustainable Development Goals (SDGs) have been adopted, a number of UN agencies have undergone or are undergoing changes in their strategic direction and/or have a new corporate strategy in place, and experience with existing coordination mechanisms have revealed an over-reliance on process.

In this context, while the **overall focus of the One Programme outcomes remains relevant**, the UNCT needs to refine its priorities so that it can continue to provide effective and efficient support to Bhutan. To provide such support quickly, effectively and flexibly, the UN will continue to focus its work on the four outcomes as defined in the One Programme document, with an overarching goal of reducing vulnerabilities — one of the national key result areas of the 11th Five Year Plan.

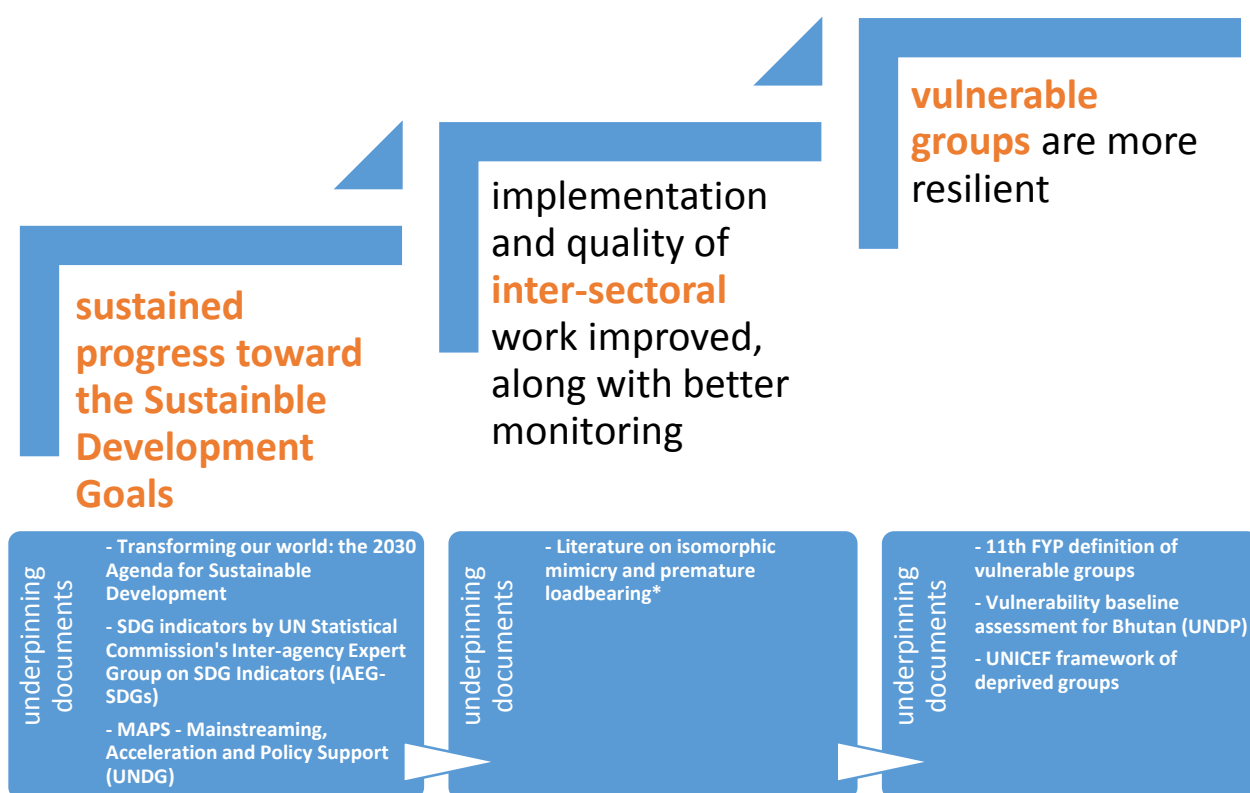


*For more information on the background, rationale and details of the four One Programme outcomes, see Bhutan One Programme 2014-2018 (Thimphu, Bhutan, 2014) http://www.unct.org.bt/wp-content/uploads/2014/08/FINAL-Bhutan-One-Programme_published.pdf

3. Strategic direction

The long-term strategic direction of the Bhutan One Programme is to support the people and the Royal Government of Bhutan in achieving the **Sustainable Development Goals (SDGs)**. Bhutan's 16 national key result areas are already closely aligned with 15 of the 17 SDGs.⁷ A rapid assessment carried out by the UN in 2015 of Bhutan's current policy framework, nationally and by sector, illustrates this alignment at the target level, with 134 of 143 relevant targets in line with the SDGs framework. The Government has identified SDG 1 (no poverty), 13 (climate action) and 15 (life on land) as immediate goals to be showcased, although it will strive to address all the 16 relevant goals.

This strategic adjustment also serves as a **precursor to the development of a new One Programme** for the next programming cycle (2019-2023), which will begin in 2017.



* For example: Pritchett, Woolcock, Andrews (2010), [Capability Traps? The Mechanisms of Persistent Implementation Failure](http://www.ksg.harvard.edu/fs/lpritch/Governance/capability_traps(june2010).pdf), May 3, 2010.

To strengthen local development solutions for Bhutan and avoid any isomorphic mimicry⁸, the UN in Bhutan will adopt the approach of **problem-driven iterative adaptation**. This approach is based on:

- solving locally identified and defined problems in performance (drawing from evidences of what works elsewhere as opposed to transplanting good practices)

⁷ Rapid Integrated Assessment of Bhutan's 11th Five Year Plan, October 2015, UNDP. Bhutan's national and sectoral policy frameworks were mapped against the 15 most relevant SDGs, leaving aside SDG 14 on oceans and 17 on partnerships.

⁸ "Isomorphic mimicry" refers to a situation where governments and development organizations pretend to reform by changing what policies or organizations look like rather than what they actually do.

- supporting a decision-making environment that encourages positive deviance and experimentation (as opposed to designing projects and programs, and then requiring agents to implement them exactly as designed)
- tight feedback loops that facilitate rapid experiential learning (as opposed to enduring long lag times in learning from ex-post “evaluation”)
- actively engaging a broad set of stakeholders to ensure that reforms are viable, legitimate, relevant and supportable (as opposed to a narrow set of external experts promoting the top-down diffusion of innovation).⁹

In line with this approach, the UN in Bhutan will support the Government’s efforts to achieve the Sustainable Development Goals by increasing the focus on **inter-sectoral issues**, **thereby** better helping the vulnerable groups. The underpinnings of such an approach can be seen in the definition of vulnerable groups in the 11th Five Year Plan, the recent vulnerability baseline assessment carried out by UNDP, and UNICEF’s conceptual framework for targeting deprived groups in Bhutan.

In the context of Bhutan’s rapid modernization and the current dynamic development environment, and to achieve the expected results under each of the four outcomes of the One Programme, the UN is well positioned to focus its support in Bhutan from 2016 to 2018 on the following critical areas:

- **Mainstreaming the Sustainable Development Goals into the 12th Five Year Plan**
- **Reducing socio-economic vulnerabilities**
- **Addressing vulnerabilities due to climate change and biodiversity loss**
- **Enhancing civic representation and access to justice**

Mainstreaming the Sustainable Development Goals into the 12th Five Year Plan

The Sustainable Development Goals, at heart, focus on equality and equity. Population data and analysis are critical to reducing inequalities and ending inequities helping people who are hard to reach and ensuring a life of dignity for all. Disaggregated demographic data is vital for social inclusion and policy-making. To avoid isomorphic mimicry, the UN in Bhutan will support the government in setting clear, realistic indicators and targets to better reflect development problems that are **locally defined and solved**. From 2016 to 2018, the UN in Bhutan will focus on an effective and locally appropriate **data ecosystem** for the Sustainable Development Goals. This will include actively assisting partners to undertake **critical research and data analysis** to form the basis for government planning for the **12th Five Year Plan**.

This strategic focus relates directly to outcomes 1, 2, 3 and 4 of the One Programme 2014-2018.

Reducing socio-economic vulnerabilities

Amid rapid modernization, Bhutan’s traditional agrarian economy is now characterized by fast-paced growth driven by the secondary and tertiary sectors. This is accompanied by a **growing perception of rising vulnerabilities and risks** in the country. Some of these are associated with **demographic, epidemiological, and life-style changes, regional and global integration, and climate change** that could undermine progress in human development.

⁹ Andrews, Pritchett, Woolcock (2012), [Escaping Capability Traps through Problem-Driven Iterative Adaptation \(PDIA\)](http://www.cgdev.org/content/publications/detail/1426292), CGD Working Paper 299. Washington, D.C.: Center for Global Development. <http://www.cgdev.org/content/publications/detail/1426292>

In response, the UN in Bhutan will focus in 2016-2018 on seven¹⁰ vulnerable groups, which it is well positioned to serve: **persons with disabilities, out of school children, single parents and their children, orphans, children in monastic institutions, children in conflict with the law and victims of domestic violence.** The UN will further assist **school children at risk of food insecurity.** This strategic focus relates directly to outcomes 1, 2, 3 and 4 of the One Programme 2014-2018.

Addressing vulnerabilities due to climate change and biodiversity loss

Bhutan's development is highly dependent on climate-sensitive sectors such as agriculture, hydropower, forestry and tourism. With high population growth rates, unchecked rural to urban migration, increased population density in towns and cities, rapid increases in imports of cars, rising demand for fuelwood, roads and building construction, Bhutan may experience negative environmental consequences that risk further exposing the population to climate change vulnerabilities and loss of biodiversity. Climate change and raising temperature, for instance, make more challenging to achieve malaria elimination and may expose the population to emerging and reemerging vector borne diseases such as dengue, zika virus, and other tropical diseases.

As a result, in 2016-2018 the UN in Bhutan will focus on areas of **biodiversity, natural disasters and energy efficiency** and also explore the potential to integrate new windows of **climate finance** to achieve results that not only tackle climate change and biodiversity loss but also create jobs and better livelihoods for people. This strategic focus relates directly to outcomes 1 and 4 of the One Programme 2014-2018.

Enhanced civic representation and access to justice

Citizen participation in decision-making is a fundamental feature of a democratic state. The success of Bhutan's long-term development depends on an active civil society, with healthy levels of citizen engagement as well as improved access to justice. Across countries and societies, the poor and most vulnerable often have limited access to a fair justice system and thus are unable to make their voices heard, exercise their rights, confront discrimination or hold decision-makers to account.

From 2016 to 2018, the UN in Bhutan will focus on stronger **civic engagement** and improved **access to justice.** This strategic focus relates directly to outcomes 1, 3 and 4 of the One Programme.

¹⁰ Of 14 vulnerable groups identified in the UNDP's draft vulnerability baseline assessment, 2015 and UNICEF's conceptual framework for targeting deprived groups in Bhutan

4. Programming

To adapt to changing circumstances, this country strategy and indicator framework will be **reviewed** — and **updated**, if required — on an **annual** basis (2016 and 2017).

The One Programme is implemented through joint **Annual Work Plans (AWPs)**. These rolling plans detail the activities to be carried out, responsible implementing agencies, time frames, and planned inputs from government and UN agencies over an 18-month cycle.

The UN will carry out an increased number of **joint activities**, which may serve as testing grounds for potential joint programmes. In addition to those activities, small informal teams of interested individuals will formulate the ideas and concepts for joint programmes. These teams may include outcome group members, government or implementing partner representatives, members of civil society organizations, academics and thought leaders, technical specialists or donor representatives. Individual UN agencies will provide leadership in developing project ideas, concept papers and draft project documents.

These teams will develop a portfolio of minimum of five high-quality, innovative joint **project ideas or concepts**, and review and revise them on an ongoing basis. The portfolios will be developed even without secured funding and serve as a tool for resource mobilization efforts. Participation should be flexible and based on clearly articulated interests rather than a sense of obligation. In many cases, the most suitable platform may be the UN outcome groups.

To **reduce transaction costs**, each UN agency will continually review their planning, monitoring and reporting system to identify areas where existing One Programme tools can **replace individual agency tools**. Where possible, the UN in Bhutan will consolidate support to implementing partners to reduce overhead costs. However, this shall not compromise partnerships with smaller implementing partners, including CSOs and NGOs, who actually help in focusing on equity and complementing the activities of the government.

5. Coordination

The UN in Bhutan coordinates the One Programme internally and externally through a **steering committee** (the Country Programme Board), the **Development Partner Group**, the **UN Country Team** (UNCT), as well as **outcome groups** and **thematic groups**.

- **Country Programme Board:** The steering committee has overall responsibility for the implementation and monitoring of the One Programme. A joint body of the Government and the UN, it includes secretaries of all relevant ministries and representatives from NGO partners and the UN agencies that signed the One Programme. It meets once a year to review progress and work plans for the following year.
- **Development Partner Group:** The UN Resident Coordinator acts as the-chair of the Development Partner Group.
- **UN Country Team:** The UNCT ensures inter-agency coordination and decision-making at the country level. The Country Team enables individual agencies to plan and work together, as part of the Resident Coordinator system, to ensure the delivery of tangible results in support of the Government's development agenda.
- **Outcome groups:** Five¹¹ outcome groups are responsible for implementation and monitoring of the One Programme through annual work plans with the implementing partners. They meet at least once a year to review progress and annual work planning. Participation in the annual review is limited to key partners. Each outcome group is chaired by a government counterpart and co-chaired by a UN head of agency and has a technical facilitator. Roles and responsibilities of the chairs/co-chairs and facilitators will need to be clarified through a review and revision of each outcome group's terms of reference.
- **Inter-agency Theme Teams:** To achieve results and reduce transaction costs, time-bound thematic groups will be used as per the needs for joint programme.

The UNCT has committed to align its results with the 11th Five Year Plan key result areas and its annual planning process with that of the Government. This aims to reduce the burden on national implementing partners to engage in parallel government and UN planning processes. The annual planning process will consist of the following steps from January to June (Q1 through Q2):

- UN agencies, funds and programmes will participate in the government partner agencies' annual performance targets formulation and review process (January to April). The Gross National Happiness Commission will send formal written requests to government agencies to engage relevant UN and other development partners in this process.
- During this period, UN agencies, funds and programmes will also participate in the government agencies' budget formulation process to identify UN annual work plan activities and allocate resources and technical assistance under relevant annual performance targets.
- The outcome groups will prepare their consolidated 18-month work plan.
- A **validation meeting** of the outcome groups with the Gross National Happiness Commission will review work plans to ensure alignment with strategic priorities, as well as coherence with and contributions to the One Programme's results-based management framework.
- A subsequent brief **Country Programme Board meeting** will endorse the agreed annual work plans and address strategic issues.

¹¹ Two sub-groups within Outcome 2, on health and education, function on par with outcome groups due to the size of those sectors.

The GNHC, through their identified focal persons, will facilitate coordination between the UN and the implementation partners, including for planning and review of the AWP, and resolving any issues which may arise from time to time.

6. Resources

Resource mobilization plan for resident agencies (FAO, UNDP, UNFPA, UNICEF, UN Women, WFP, WHO)

Year	Planned Budget	Regular Resources	Other Resources	Gap	Gap %
2014	17.92 m	4.70 m	8.47 m	4.75 m	26%
2015	16.95 m	3.96 m	10.38 m	2.62 m	15%
2016	14.66 m	3.69 m	11.90 m	- 0.93 m	-6%
2017	17.14 m	1.61 m	9.71 m	5.82 m	34%
2018	15.07 m	1.50 m	16.03 m	-2.46 m	-16%
Total	81.73 m	15.46 m	56.48 m	9.80 m	12%

Outcome	Planned Budget	Regular Resources	Other Resources	Gap	Gap %
Outcome 1	29.50 m	2.82 m	34.86 m	-8.19 m	-28%
Outcome 2	32.93 m	8.72 m	18.57 m	5.64 m	17%
Outcome 3	8.84 m	1.72 m	1.36 m	5.76 m	65%
Outcome 4	10.46 m	2.20 m	1.69 m	6.58 m	63%
Total	81.73 m	15.46 m	56.48 m	9.80 m	12%

*The resource figures for 2017 and 2018, reflected the tables above, are INDICATIVE.

For effective resource mobilization from 2016 to 2018, the UN in Bhutan will adopt a **strategic division of labour** based on:

1. a focus on potential resources for which the UN has a comparative advantage, using a continually updated menu of project ideas
 - Funds that require the participation of multiple countries: Through its regional network of offices, the UN is well positioned to coordinate project ideas and applications.
 - Funds that require specific technical expertise¹²
 - Funds that are preferably provided to an international or non-government organization¹³
2. actively seeking out funds to support the government's objectives: The UN can play a valuable role by helping the Government identify and tap into additional resources that it may not otherwise be able to access. These funds will not necessarily be routed through a UN agency, but will contribute to UN-supported outcomes and outputs.¹⁴

¹² The Green Climate Fund (GCF), for example

¹³ For example, in areas such as human rights, civil society participation, transparency and corruption

¹⁴ The UN may need to review and/or strengthen its own capacity to advise the government in seeking out and applying for funds. To monitor its success in this area, the UN will set up a simple mechanism housed in the RCO to track in detail the extent to which the government and NGOs are able to mobilize additional resources with UN support.

7. Monitoring

Outcome groups, with a government counterpart chairing and a UN agency head co-chairing, are the main platform for annual monitoring. They are supported by the UN Planning, Monitoring and Evaluation (UNPME) Group, which is responsible for drawing up and issuing the guidelines and format for planning, monitoring and reporting.

Based on the guidelines of the UNPME, the Outcome groups gather and analyze the status of progress indicators and implementation of activities and present to the validation meetings with GNHC at the mid-year and end of the year.

On the part of the government, the GNHC is responsible for monitoring and supporting the implementation of the One Programme, and facilitating the planning and review processes, including trouble shooting and resolution of issues.

The summary of the overall progress on the outcomes and outputs, including achievements and implementation challenges are presented to the Country Board at the end of the year, following the validation meetings.

Over time, UN Bhutan will also consider drawing relevant information from the newly introduced **Governance Performance Management System** with its annual performance agreement.

Annex. Agencies' key result areas

FAO

1. **Key Result Area 1: Inclusive and evidence-based policies and interventions on food and nutrition security enhancement developed. (Outcome 1)**

Brief description: studies will be conducted on some of the policies and programs to find out if the intended aims are realized; and studies will cover select commodities and look at their value chains and generate disaggregated data. Nutrition interventions will be implemented for targeted producer groups and schools.

2. **Key Result Area 2: Piloted new technologies at farm level for improving yield and managing post-harvest losses of major commodities for improving their nutrition and income. (Outcome 1)**

Brief description: High yielding rice seeds, nutrient management, and integrated pest management will be implemented in three pilot districts at different agro-ecological zones. And, maize incurs heavy storage losses since its harvest coincides with monsoon season. Household level storage technologies will be tried and adapted in the maize pilot sites. This improved storage is expected to maintain the grain quality and increase the availability of maize for value addition and product development. Provide quinoa seeds of commercial varieties for scaling up of Quinoa Program in the country.

3. **Key Result Area 3: Capacity built on implementing and managing new ideas and technologies introduced for improving nutrition and food security. (Outcome 1)**

Brief description: researchers, technicians, extension agents, farmers will be trained in improved management of crops and vegetables; policy and research officials are trained in analytical skills for policy and program impact studies; awareness programs will be implemented on behavior changes required to dietary habits, NCD, food waste, cooking, etc.

UNDP

1. **Key Result Area 1: Integrated development results are achieved against SDGs 1, 13 and 15, linking climate and biodiversity action with community resilience and livelihoods. (Outcome 1)**

Brief description: UNDP will support the Government in achieving integrated climate, biodiversity and livelihoods development results in line with the Royal Government's decision to showcase action on SDGs 1 on poverty, 13 on climate action and 15 on biodiversity. UNDP will focus these efforts through the combined results of the National Adaptation Programme of Action (NAPA) II project on Addressing the Risks of Climate—related Disasters currently underway; the GEF-LDCF project on "Resilient Communities, Effective Biological Corridors" to commence implementation in 2017; and through the development of Bhutan's first Green Climate Fund project on Climate Smart Agriculture in Bhutan. UNDP will also work with the Royal Government on the steps necessary to ratify and implement the Paris Climate Agreement, including developing Bhutan's Nationally Determined Contribution (NCD) from the Intended Nationally Determined Contribution (INDC), National Adaptation Plan (NAP) and Nationally Appropriate Mitigation Actions (NAMAs).

2. Key Result Area 2: The evidence base for blended development financing is developed and new sources pursued. (Outcome1 & 4)

Brief description: Efforts to support Bhutan in leveraging new and varied sources of funding to support the achievement of development results will be pursued, including through innovative arrangements such as the combined Biodiversity and Climate Change Finance initiative (BIOFIN-CPEIR) that will seek to present a green investment plan for the 12th Five Year Plan, building multi-country SAARC Development Fund proposals in line with Government priorities, and supporting resource mobilization for the Parliament to implement a revised Strategic Plan in line with the SDGs.

3. Key Result Area 3: The 12th Five Year Plan is developed in an inclusive manner with SDGs mainstreamed as appropriate. (Outcome 1 and 4)

Brief description: UNDP will support the inclusive development of Bhutan's 12th Five Year Plan based on increasingly robust and disaggregated data with SDGs mainstreamed therein as appropriate to the national context. The Donor Roundtable to be supported in the Spring and the One Programme evaluation to be conducted in 2017 will both provide an opportunity for dialogue with and resource mobilization by the Government both related to GNH and SDG progress, and to deepen understanding of the shifting nature of UNDP-RGoB's relationship from donor to partner.

4. Key Result Area 4: The institutional and cross-sectoral strategic planning capacities of governance and justice sector partners is enhanced. (Outcome 3 and 4)

Brief description: UNDP will consolidate its support to governance and justice counterparts in Bhutan to deliver results against SDGs 16 on strong institutions, 10 on inequality, and 5 on gender. To this end, UNDP will support Parliament in enhancing its legislative, oversight and representational capacities, collaborate with the Justice sector on the priorities articulated in their new White Paper to be mainstreamed into the 12th Plan, and support taking forward select results of the 2015/16 GNHC vulnerability assessment, including to enhance the enabling environment for ratification and implementation of the UN Convention on the Rights of Persons with Disabilities.

UNFPA

1. Key Result Area 1: Sexual and Reproductive health policy strengthen (Sexual and Reproductive Health strategy) (Outcome 2)

Brief description: Engage more actively in broader discussions related to health systems strengthening and health financing, providing technical guidance for the incorporation of Sexual and Reproductive Health (SRH) and rights issues, and health response to Gender Based Violence (GBV). UNFPA will draw on knowledge and experience in the areas of International Conference on Population and Development (ICPD)/SDG; and contribute to developing approaches/responses to ICPD-related issues at a more systemic level as a part of a policy and program cycle approach.

2. Key Result Area 2: Social issues (GBV, teenage pregnancy and HIV/AIDS) mainstreamed into subnational plans and policies (Outcome 3)

Brief description: Achieved substantially in creating enabling environment and approaches have been established to build sustainable partnerships on social issues related GBV, teenage pregnancy and STIs/HIV. UNFPA will intensify its efforts in gender-based violence prevention by providing support in the enforcement of policies and laws while continuing to advocate for inclusion of social issues into the sub-national level planning process. These relationships can be further strengthened as UNFPA

increasingly works in collaboration with traditional partners to advance policy analysis, formulation, implementation and monitoring on issues related to GBV, teenage pregnancy, HIV/AIDS etc.

3. Key Result Area 3: Evidence based local planning and policy formulation strengthened. (Outcome 4)

Brief description: Improving population data base including most vulnerable and marginalized populations data at sub-national level for policy-making and monitoring the SDGs with sufficient disaggregation. District planning Officers and Gewog statistical focals trained on data base management and use of population dynamics for policy and planning.

UNICEF

1. Key Result Area 1: Children with disabilities and their families increasingly utilize improved inclusive basic services (Outcome 2 and 3)

Brief description: One in every five Bhutanese children aged 2-9 face some form of disability. Several barriers prevent these children from accessing services to realize their basic rights to growth, development and protection. Among them, children from rural and poorer households are more likely to face greater deprivations due to their location and circumstances.

In order to improve access to need based services for children with disabilities programming will focus on enhancing capacity for early identification and interventions, special needs education, protection and referral; strengthening data systems, advocacy and behavior change communication to promote the rights of CWDs.

2. Key Result Area 2: Children and adolescents out of the system (or at risk to be) and without parental care (within formal and informal settings) utilize essential services and have the skills to protect themselves from violence and abuse. (Outcome 3 and 4)

Brief description: Children and adolescents who are outside of the formal system have limited access to basic services and opportunities, and are vulnerable to violence and risky behaviours. The same is true for children and adolescents who live without parental care. Adolescent girls in rural areas and from poor families have low levels of nutrition, and are at risk of early/child marriage and teenage pregnancy.

Towards addressing the needs of vulnerable children and adolescents, programming will focus on strengthening government systems of monitoring these children and adolescents, enhancing capacity of caregivers and service providers, including child protection service providers, to provide essential services and protection to such children, and building the capacity of children and adolescents to protect themselves, access available services, and participate civic activities.

3. Key Result Area 3: Pregnant mothers and under-five children in rural areas increasingly utilize, and benefit from, health, nutrition and early learning services as well as from improved hygiene and parenting practices within their families and communities. (Outcome 2 and 3)

Brief description: The neonatal mortality rate in Bhutan is high, contributing to 70% of infant deaths and 57% of under-five deaths. Neonatal mortality is highest among the poor and in the rural areas. Under-five children face high prevalence of stunting and mortality, inadequate access and utilization of improved sanitation facilities and limited access to early learning.

In order to reduce under-five child deaths, and improve the health and development of under-five children, programming will focus on strengthening the service delivery and uptake of ante natal and

post-natal care, institutional delivery, newborn care, and nutrition services, as well as promotion of positive parenting practices. Related areas of engagement will be in the provision of early identification of disabilities, early learning and early stimulation services to the most vulnerable children.

UN Women

1. Key Result 1: Raise awareness on ending violence against women (Outcome 3)

Brief Description: Under the overarching framework of the SG's UNiTE to end violence against women and with continued coordination with the ROAP (Regional Office for Asia Pacific), UN Women will introduce interventions such as HeForShe as a key strategic tool to raise awareness and advocacy on the Domestic Violence Prevention Act 2013 and its implementation, thereby promoting state accountability on ending violence against women.

2. Key Result 2: Mainstream gender responsive national/regional planning and budgeting at all levels of policy planning, implementation and monitoring in the Government (Outcome 3)

Brief Description: As the hub for the regional Gender Responsive Planning and Budgeting (GRPB) strategy, UN Women will support the adoption of a gender perspective at all levels of policy planning, implementation and monitoring. It will also broaden the scope of GRPB work to engage with macro policy and economic frameworks. UN Women will support Government to adopt and implement a roadmap on gender responsive planning, formulation and budgeting as well as strengthen government capacity through increased evidence-based knowledge exchange and creation of dialogue networks and platforms.

3. Key Result 3: Establish linkages and synergy between global normative frameworks and national operational activities for gender equality and women's empowerment. (Outcome 3)

Brief Description: UN Women will support the adoption and implementation of global normative and intergovernmental processes: CSW, CEDAW, Beijing Platform for Action and the post-2015 agenda, the Convention on Climate Change, the Universal Periodic Review process, SDGs and its targets on gender equality and women's rights. UN Women will continue engagement with the Civil Society Advisory Group to further the twin strategies of strengthening advocacy and raising awareness; and create dialogue platforms and strengthen alliances with key stakeholders for improved policy advocacy on GEEW.

WFP

1. Key Result Area 1: The National School Feeding Programme is based on a comprehensive School Feeding Strategy. (Outcome 2)

Brief description: The National School Feeding Programme, partially supported by WFP, to date focusses primarily on the facilitating of access to and attendance in education. Whereas the Ministry of Education facilitates boarding, WFP's main focus is on ensuring also food insecure day-scholars regularly attend classes. The development of a comprehensive school feeding strategic document will allow reviewing the overall and specific objectives for school feeding and bring these in line with the changing socio-economic context of the population of Bhutan, incorporating aspects like nutrition and health.

2. Key Result Area 2: The National School Feeding Programme in Bhutan has a clear nutrition focus. (Outcome 2)

Brief description: While acute malnutrition rates have dropped significantly over the past decade in Bhutan, stunting rates still remain unacceptably high, equally so for micro-nutrient deficiency rates among school going children. By making school feeding more nutrition sensitive and strengthening links with school health and education activities, while also focusing on fortification with micronutrients and food habits, school feeding can have a long-lasting impact on the nutrition status of school children and adolescents and prepare them for a healthier future life.

3. Key Result Area 3: Monitoring of the National School Feeding Programme integrated in the M&E system of the Ministry of Education. (Outcome 2)

Brief description: In Bhutan the school feeding activities are an essential and integrated part of the education system. As such it is logical that the monitoring and evaluation of the school feeding programme gets fully integrated into the overall M&E system of the Ministry of Education. The ultimate aim is to develop an IT solution which allows more frequent and more real-time updates on school feeding activities and related indicators, all relative to the education indicators they support.

4. Key Result Area 4: A National School Feeding Programme with a strengthened supply chain. (Outcome 2)

Brief description: While the current supply chain for the National School Feeding Programme works quite well, there remains room to strengthen particular aspects to make it more efficient and better ensure the quality and food safety of the commodities provided to the school canteens. There is also room to strengthen the linkage between local farmers and schools in terms of the supply of perishable commodities.

5. Key Result Area 5: Provision of school meals, gradually phasing out support from 19,000 students in 2016 to none by end 2018. (Outcome 2)

Brief description: In support of the capacity development activities WFP will continue supporting a gradually reducing number of primary schools in remote areas with school meals. The Ministry of Education is expected to continue providing the commodities in these schools as WFP support is phased out.

In 2016 WFP is supporting some 19,000 students, while for 2017, WFP expects to support 17,000 and in 2018, 12,000 school children.

WHO

Key Result Area 1: Achieving and sustaining Universal health coverage through a revitalized primary health care approach and sustainable service delivery through the strengthening of health systems. (Outcome 2)

Brief description: Technical support to strengthen health-systems capacity through human resource development, improved health information system, effective procurement and supply management, and improved regulatory mechanisms and quality assurance of health services. Support for operational research, related to interventions for improved health-service delivery and performance, use of services, and health impact/health-equity assessments. Technical support for costing and economic analysis and sharing of best international practices in financing health services, based on principles of universal access and equity.

Key Result Area 2: Scaling up of prevention, early detection, monitoring and treatment of non-communicable diseases and addressing their determinants through inter-sectoral collaboration. (Outcome 2 and 3)

Brief description: Support for implementation of package of essential non-communicable disease services, and improved capacity and skills of health workers, in prevention, early detection and management of non-communicable disease at primary health-care level. Technical support and capacity-building of the Health Promotion Division, to promote health literacy and adoption of healthy behaviours, including healthy diets, by all population groups. Technical support for the development of national legislation and policies towards enabling environments for health lifestyles. Technical support for assessment and monitoring of risk factors and determinants of non-communicable diseases, and promotion and formulation of policy and interventions for inter-sectoral action to address these determinants. Technical support for development of policy options norms and standards on nutrition, and policy options to address malnutrition among vulnerable population groups. Technical support for scaling up of services for mental, neurological, alcohol and substance use disorders, including at community level, based on mhGAP. Advocacy and technical support for the development of multi-sectoral interventions for improved road safety, injury prevention and rehabilitation.

Key Result Area 3: Pursuing health through the life course approach with focus on maternal, new born, child and adolescent health. (Outcome 2)

Brief description: Policy dialogue, normative guidance and capacity-building for situational analysis and implementation towards quality care for maternal, neonatal and child health, and achievement of targets set for maternal and child health, with special focus on neonatal health and reduction of under-five mortality due to pneumonia and diarrhea. Normative guidance for implementation of IYCF (infant and young child feeding), programme including promotion of breastfeeding and weaning practices. Advocacy and technical support for development of strategies and interventions to improve adolescent health and increase access to and use of health services by youth. Support to improve national capacity to monitor and evaluate women's and children's health, through strengthening monitoring and use of 11 indicators of maternal, neonatal and child health, disaggregated by sex. Technical support for a national active ageing policy and plan, including geriatric and palliative care, through a primary health-care approach, to prevent and reduce excess disabilities and premature mortality and promote active participation of the elderly, including women, in community life. Technical and policy support to establish and monitor the standards and quality of programmes to ensure safe water and sanitation. Technical support for addressing priority environmental health risks through the establishment of norms and standards and improved environmental and occupational health-management initiatives, linked to climatic and environmental determinants of health.

Key Result Area 4: Strengthen prevention and control of priority communicable diseases, in particular neglected tropical, vector borne and vaccine preventable diseases. (Outcome 2)

Brief description: Technical assistance and capacity-building for tropical and zoonotic diseases, and technical support, including research, to sustain leprosy elimination and achieve and sustain elimination of kala-azar and rabies. Technical assistance and capacity-building to effectively combat vector-borne diseases. Technical support for monitoring and surveillance of vaccine coverage, polio-free status and introduction of new vaccines. Technical support for enhanced control and monitoring of HIV and TB trends, including situational and causality analysis, with a special focus on diagnosis and management of multidrug-resistant TB and health-sector response to HIV/STI counselling, prevention, care and treatment. Technical support and monitoring to achieve and sustain the elimination of malaria.

Key Result Area 5: Achieving national capacity to prevent, reduce the risk, respond and manage emergencies and health security threats. (Outcome 1 and 2)

Brief description: Technical support to ensure core national capacity to meet the IHR requirements, including a functional surveillance system and multisectoral contingency plan for responding to public health emergencies of international concern. Support for training in IHR-related areas, including field epidemiology, food safety and risk communication. Strengthening of intersectoral coordination and capacity to prevent, detect and respond to food-safety concerns. Technical support to strengthen national and local capacity for risk assessments and reduction, preparedness and timely response to emergencies and disasters, using an integrated risk-management approach. Policy, technical guidance and support for the health response to emergencies and disasters, in close cooperation with the government, United Nations and other partners, in line with WHO's role in the Health Cluster under the Health Emergency Risk Management Framework.

Key Result Area 6: Forging effective partnerships and sector coordination mechanisms that support the national health policy and plan and reflection of the health agenda in all policies. (Outcome 2)

Brief description: Provision of policy, legislative, advocacy and technical support to the Gross National Happiness Commission and Ministry of Health, for implementation of a "health in all policies" approach, including through effective communication of the health agenda to facilitate partnerships and coordination of a multisectoral response to identified health priorities. Support to the Ministry of Health for health-sector coordination to achieve greater alignment to delivery of the 11th Five-year Plan among all development partners, international organizations, NGOs and civil society organizations. Networking with development partners, international and civil society organizations, and academic institutions, to assist in securing resources for health and promoting aid effectiveness for addressing health issues in Bhutan based on identified gaps and best international practices. Provision of leadership, policy guidance and technical support to the Ministry of Health in fulfilling commitment to internationally agreed instruments, and global and regional strategies and plans. Provision of updated information with links to health information, situation analysis and trends at global, regional and national levels, and to global and regional resource repositories.