



Independent Country Programme Evaluation

Bhutan

Annexes



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ANNEX 1. EVALUATION TERMS OF REFERENCE

1. INTRODUCTION

As part of its annual work plan, the Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) will conduct an independent country programme evaluation (ICPE) in Bhutan in 2022. Typically conducted in the penultimate year of a country programme cycle, the ICPEs are expected to inform the elaboration of the new country programmes with evaluative evidence of UNDP's contribution to national development priorities.

The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document (CPD)
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board.

The ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The responsibility of IEO, which reports directly to the Executive Board, is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

This is the third country-level evaluation conducted by the IEO for Bhutan.² The ICPE Bhutan will focus on UNDP Bhutan Country Office's current programme, 2019-2023, with a view to contributing to the preparation of its new programme starting from 2024. The IEO will conduct the evaluation in close collaboration with the Government of Bhutan, UNDP Bhutan Country Office, and the UNDP Regional Bureau for Asia and the Pacific (RBAP).

The global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and a country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP has been able to adapt to the crisis and support Bhutan's preparedness, response to the pandemic and its ability to recover, meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

2. NATIONAL CONTEXT

The Royal Government of Bhutan is a landlocked country (38,140 square kilometers³) located in the Eastern Himalayas between India and China. Its population is estimated at 772,000⁴ as of 2020, 42.3 percent⁵ of whom live in urban areas and approximately 15 percent⁶ reside in Thimphu, Bhutan's capital. Given its mountainous geography, the country records a very low population density (20 persons per square kilometer⁷) while benefiting from abundant water resources.

¹ <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>

² The IEO conducted an Assessment of Development Results (ADR) for Bhutan in 2006, covering the period 2000-2005, and an Independent Country Programme Evaluation (ICPE) in 2017, covering the period 2014-2018.

³ World Bank, 'Land area (sq. km)', World Development Indicators.

⁴ UNDESA, World Population Prospects 2019.

⁵ UN Habitat, 'Percentage of Population at Mid-Year Residing in Urban Areas by Country/Area 2000-2050', Urban indicators.

⁶ As of 2017. UN, 'Demographic Yearbook 2019', UNStats.

⁷ World Bank, 'Population density (people per sq. km of land area)', World Development Indicators.

Socioeconomic situation, poverty and inequality: Bhutan's economic performance has progressed steadily over the period 2010-2019 with an annual GDP growth rate of 6.1 percent on average, although it recorded a GDP growth rate of -10.08 percent in 2020⁸. This economic growth has been largely driven by services including tourism (46.36 percent of GDP in 2020), public sector-supported hydropower production (with the industry representing 34.41 percent of GDP in 2020) and agriculture (19.23 percent of GDP in 2020)⁹. Bhutan also has been able to significantly reduce poverty, with 8.2 percent of the population living below the national poverty line in 2017, down from 23.2 percent in 2007 (and 2 percent living in extreme poverty in 2017 compared to 18 percent in 2007)¹⁰. Bhutan will effectively graduate from the group of Least Developed Countries (LDCs) in 2023¹¹.

The diversification and competitiveness of the Bhutanese economy remain a challenge, especially given the high trade costs and the small size of the domestic market.¹² This is reflected in the Global Competitiveness Index ranking Bhutan 82 out of 140 countries in 2017.¹³ These constraints have been hampering private sector development (together with access to finance and skilled labour, according to a survey conducted on 160 Bhutanese firms in 2017¹⁴) and foreign direct investment (which was estimated at US\$13 million in 2019¹⁵).

Bhutan enjoys large economic connections with India as its major trading partner (85.18 percent of its export and 77.07 percent of its imports in 2018¹⁶), notably as a buyer of its surplus hydropower. Bhutan also relies heavily on foreign aid and official development assistance (ODA) of US\$181.4 million in 2019¹⁷ from India, bilateral and multilateral development organizations for the implementation of its five-year development plans. Its ODA accounts for 7.9 percent of its GNI compared to 0.4 percent on average in South Asia as of 2019, decreasing from 15.4 percent in 1990.¹⁸

Bhutan's development paradigm has been guided, since 1970s, by the philosophy of 'Gross National Happiness' (GNH).¹⁹ The country is ranked 169 out of 189 countries in the Human Development Index (with an index in 2019 of 0.654, which is slightly lower than the index for South Asia at 0.641).²⁰ Its level of inequality measured by the Gini coefficient has not significantly improved, from 38.1 in 2007 to 37.4 in 2017.²¹ Multidimensional poverty has declined from 12.4 percent in 2012 to 5.8 percent of the population in 2017, although it remains relatively high in rural areas at 8.1 percent.²² Increased access to education and healthcare services have also translated into improved literacy (93 percent in 2017 for youth aged 15-

⁸ National Statistics Bureau, 'National Accounts Statistics 2021'.

⁹ National Statistics Bureau, 'National Accounts Statistics 2021'.

¹⁰ UN, 'SDG Country Profile. Bhutan', UNStats.

¹¹ This graduation is to be effective in 2023 at the request of the Government of Bhutan, upon the conclusions of the 2018-2023 national development plan. See Mohammad A. Razzaque, 2020, 'Graduation of Bhutan from the Group of Least Developed Countries: Potential Implications and Policy Imperatives', WP/20/04, UN ESCAP.

¹² World Bank, 'The World Bank in Bhutan. Overview'.

¹³ World Economic Forum, 'The Global Competitiveness Report 2017-2018'.

¹⁴ Massimiliano Santini, Thu Tran, T. and Beath, A., Sept 2017, 'Investment Climate Assessment of Bhutan. Removing Constraints to Private Sector Development to Enable the Creation of More and Better Jobs', World Bank.

¹⁵ World Bank, 'Foreign direct investment, net inflows (BoP, current US\$)', World Development Indicators.

¹⁶ UN, 'SDG Country Profile. Bhutan', UNStats.

¹⁷ World Bank, 'Net official development assistance and official aid received (current US\$)', World Development Indicators.

¹⁸ World Bank, 'Net ODA received (% of GNI)', World Development Indicators.

¹⁹ The GNH index assesses wellbeing and happiness across nine dimensions (health, education, living standards, ecological diversity and resilience, good governance, psychological wellbeing, time use, community vitality, cultural diversity and resilience), whose indicators are integrated in Bhutan's national development frameworks. See Joint Task Force for the 14th RTM Royal Government of Bhutan and UN System in Bhutan, 'Enhancing Happiness and Sustainable Development Through Partnerships', Background Paper for the 14th round table meeting of Bhutan's development partners. https://rtm.gnhc.gov.bt/wp-content/uploads/2019/03/Background-Report-for-14th-RTM.March_7.19.pdf. The UN General Assembly's 2011 resolution "Happiness: towards a holistic approach to development" called for other countries to measure happiness and well-being, citing Bhutan as an example.

²⁰ UNDP, 'Human Development Index', Human Development Data Center.

²¹ World Bank, 'Gini Index', World Development Indicators.

²² UN, 'Proportion of population living in multidimensional poverty', UNStats.

24 years, up from 74.5 percent in 2005²³) and life expectancy (71.8 years in 2019 compared to 60.9 years in 2000²⁴).

COVID-19 pandemic: Bhutan has recorded the lowest number of cumulated cases (5,532 reported cases against a regional average of 4.8 million) and deaths (four in total) of COVID-19 in South-East Asia, following the Democratic Republic of Korea²⁵. The country adopted among the most stringent containment measures several times, including four lockdowns, social distancing, suspension of international tourism, border closure and avoidance of non-essential travel. Bhutan has been adversely impacted by the COVID-19 pandemic, as demonstrated by the fall of its GDP growth rate from 5.76 percent in 2019 to -10.08 percent in 2020²⁶ and the acceleration of its inflation in the second half of FY 2019/2020 due to increased food prices as a result of supply chain disruption and panic buying.²⁷ The pandemic adversely impacted the tourism sector, which affected livelihoods given the lack of income diversification beyond tourism in Bhutan. According to the Multidimensional Vulnerability Index for Tourism (MVI-T), 81 percent of the households were deprived in at least three vulnerability indicators simultaneously.²⁸ While agriculture has been resilient and hydropower production has increased, services (-1.80 percentage point between 2019 and 2020)²⁹ and manufacturing have contracted as have imports and exports, as a result of the fall in tourism, the disruption in supply of inputs, global trade restrictions and reduced demand.³⁰ Bhutan's trade deficit stood at US\$616.6 million in 2020, up from \$534.7 million in 2019.³¹

The crisis has also affected the labour market. While the unemployment rate had been declining over the last decade, it slightly increased from 2.27 percent of the labour force in 2019 to 5 percent in 2020.³² Informal labour in Bhutan accounts for 87.52 percent of total employment and 90 percent of the population working in the informal sector is expected to be adversely impacted by the pandemic.³³

Gender and vulnerable groups: Women and girls account for 47.8 percent of the Bhutanese population.³⁴ The Gender Inequality Index ranks Bhutan 129 out of 189 countries, with a score of 0.421 in 2019,³⁵ which is lower than South Asian average (0.505). The Gender Global Gap report also shows Bhutan's challenges in achieving gender parity, with a rank of 130 out of 156 globally and 5 out of 8 in South Asia in 2021.³⁶ This reflects the limited participation of women in politics (in both the legislative and executive branches) and economics (notably as senior officials and managers) relative to the global average. For political participation, only 15 percent of the seats in parliaments are occupied by women in Bhutan, compared to 19 percent in South Asia in 2020³⁷. However, women's participation and representation in the country's local government elections has increased non-trivially, from 165 contestants and 0.5 percent of elected officials in 2011 to 491 and 3.41 percent in 2021.³⁸

²³ World Bank, 'Literacy rate, youth total (% of people ages 15-24)', World Development Indicators.

²⁴ World Bank, 'Life expectancy at birth, total (years)', World Development Indicators.

²⁵ World Health Organization, WHO Coronavirus (COVID-19) Dashboard, February 4th, 2022.

²⁶ National Statistics Bureau, 'National Accounts Statistics 2021'.

²⁷ National Statistics Bureau, 'National Accounts Statistics 2021'; UNCT UNDP, May 2020, Bhutan Rapid Socio-Economic Impact Assessment of COVID-19 on Bhutan Tourism Sector.

²⁸ UNCT UNDP, May 2020, 'Bhutan Rapid Socio-Economic Impact Assessment of COVID-19 on Bhutan Tourism Sector'.

²⁹ National Statistics Bureau, 'National Accounts Statistics 2021'.

³⁰ World Bank, 'Bhutan Development Update', Aug 2020. <https://documents1.worldbank.org/curated/en/156861602223418430/pdf/Bhutan-Development-Update-Pathways-to-Enhancing-Sustainable-Forest-Management-and-Equitable-Socio-Economic-Development-in-Bhutan.pdf>

³¹ National Statistics Bureau, 'Bhutan at glance 2021'. The exchange rate is NU 70.42/USD in 2019 and NU 74.15/USD in 2020.

³² National Statistics Bureau, 'Unemployment rate', 2020; National Statistics Bureau, 'Labor Force Survey Report Bhutan', 2020; World Bank, 'Unemployment, total (% of total labor force) (modeled ILO estimate)', World Development Indicators.

³³ Krista Joosep Alvarenga and Soares, Fábio Veras, Sept 2020, 'COVID-19 and social protection in South Asia: Bhutan', International Policy Centre for Inclusive Growth.

³⁴ National Statistics Bureau, 'Bhutan at glance 2021'.

³⁵ UNDP, 'Gender Inequality Index (GII)', Human Development Data Center.

³⁶ World Economic Forum, 'The Global Gender Gap Report 2021', 2021.

³⁷ World Bank, 'Proportion of seats held by women in national parliaments (%)'.

³⁸ Kuensel, 'Increase of women representation in LG', December 25, 2021. <https://kuenselonline.com/increase-of-women-representation-in-lg/>

In terms of economic inequality, women record a slightly lower participation in the labour market than men (48.8 percent in 2020),³⁹ but their participation is much higher than South Asian average (22.4 percent compared to 40.8 percent for Bhutan in 2019, according to the World Bank).⁴⁰ For those who are employed, only 18.48 percent⁴¹ occupy a managerial position and they are reported to spend 15 percent of their time on unpaid domestic and care work.⁴² They also record a slightly higher vulnerability to poverty than men, as 1.1 percent of employed women are below the international poverty line compared to 0.8 percent for men, although this gap has reduced over time (from 3.6 percent in 2000 to 0.3 percent in 2018).⁴³

The gender gap is improving in terms of access to education, as the female literacy rate among female youth (15-24 years old) is equivalent to the one of men as of 2017 (93 percent) although it is still much lower among female adults (57 percent compared to 75 percent for male adults).⁴⁴ Meanwhile, 8.4 percent of ever-partnered women and girls are reported to have been subjected to physical and/or sexual violence as of 2018, which is higher than in South Asia (7.3 percent).⁴⁵

Most of the households with a vulnerable member(s) to support (either a pregnant or lactating woman, people with disabilities or who are chronically ill) are reported to have experienced a significant drop in income (more than 50 percent) in the context of the COVID-19 pandemic, thereby significantly impacting the care that the vulnerable person(s) receives.⁴⁶

Government, judiciary and parliament: Bhutan is characterized by a stable political environment, with a political stability score of 1.02 in 2020 from the World Governance Indicators, higher than South Asia's average of 0.548.⁴⁷ It evolved into a democratic constitutional monarchy in 2008 and, since then, witnessed three elections of the national parliament (one election for each chamber, namely the National Council and the National Assembly) with alternation of political parties. The last elections took place in 2018, where the ruling party (People's Democratic Party) was replaced by a newly established party (Druk Nyamrup Tshogpa) followed by the opposition in the last parliament (Druk Phuensum Tshogpa).⁴⁸ The country also has witnessed increased participation of civil society (ranked third in South Asia)⁴⁹ and improved freedom of expression (ranked 65 out of 180 countries in 2021, compared to 80 in 2019⁵⁰). With regard to governance and justice, Bhutan is ranked second in South Asia in terms of government effectiveness⁵¹ and first in terms of rule of law⁵² as of 2020. Meanwhile, its corruption perceptions index stands at 68 percent as of 2021 (equivalent to the rank of 25 out of 180 countries).⁵³ The judicial and legislative institutions of the country are still young and, after a decade of experiencing democracy, Bhutan continues to record weak capacities in both civil society⁵⁴ and justice.⁵⁵ This has led the government to include access to justice as a new national priority in its Twelfth Plan.

³⁹ National Statistics Bureau, 'Bhutan at glance 2021'.

⁴⁰ World Bank, 'Labor force, female (% of total labor force)', World Development Indicators.

⁴¹ UN, 'Proportion of women in managerial positions (%)', UNStats.

⁴² Jooyeoun Suh, Changa Dorji, November 2020, Valerie Mercer-Blackman and Aimee Hampel-Milagrosa, 'Valuing unpaid care work in Bhutan', ADB Economics, No. 624.

⁴³ UN, 'Employed population below international poverty line, by sex and age (%)', UNStats.

⁴⁴ World Bank, 'Literacy rate, youth male/female (% of people ages 15-24)', 'Literacy rate, adult female/male (% of males ages 15 and above)', World Development Indicators.

⁴⁵ UN, 'Proportion of ever-partnered women and girls subjected to physical and/or sexual violence by a current or former intimate partner in the previous 12 months, by age (%)', UNStats.

⁴⁶ UNCT UNDP, May 2020, Bhutan Rapid Socio-Economic Impact Assessment of COVID-19 on Bhutan Tourism Sector.

⁴⁷ World Bank, 'Political stability and absence of violence/terrorism', World Governance Indicators.

⁴⁸ Bertelsmann Transformation Index, 2020, 'BTI 2020 Country Report. Bhutan'.

⁴⁹ Bertelsmann Transformation Index, 'BTI-Atlas. Governance Index'.

⁵⁰ Reporters Without Borders, 'World Press Freedom Index'.

⁵¹ World Bank, 'Government effectiveness', World Governance Indicators.

⁵² World Bank, 'Rule of law', World Governance Indicators.

⁵³ Transparency International, 'Corruption perceptions index'.

⁵⁴ Civil society perception study, Bhutan Centre for Media and Democracy, 2017.

⁵⁵ Bhutanese Office of the Attorney General strategic plan, 2017.

In 2020, Bhutan was ranked 89 out of 190 in the World Bank's Ease of Doing Business.⁵⁶ The country is still subject to restrictive regulations hampering private sector development. However, the government has made some efforts to improve the business environment in the country, such as by easing the regulations related to starting a business. This allowed Bhutan to reduce the number of days to register a company from 92 in 2014 to 77 in 2015.⁵⁷

Environment and natural resources: Bhutan ratified the UN Framework Convention on Climate Change in 1995, the Kyoto Protocol in 1997 and the Paris Agreement in 2015. A total of 71.4 percent of its territory is covered by forests,⁵⁸ while 49.67 percent is designated as protected areas (either as national parks, reserves or biological corridors)⁵⁹ and the protection of the environment is enshrined in Bhutan's constitution. Bhutan has committed to maintain forests coverage above 60 percent and carbon neutrality.⁶⁰ The country sequestered 6.3 million tons of CO₂ as of 2015,⁶¹ much more than it emitted (1.7 million tons of CO₂ from the burning of fossil fuels for energy and cement production as of 2019⁶²). The country has a varied biological diversity, both in terms of species, ecosystems and agro-biodiversity. It holds 748 species of amphibians, birds, mammals and reptile animals, of which 1.1 percent exist only in Bhutan and 5.3 percent are threatened, and 5,468 species of vascular plants, of which 1.4 percent exist only in Bhutan.⁶³

Bhutan remains vulnerable to natural disasters and climate change, especially given that the agricultural sector employs 56 percent of its population as of 2019⁶⁴ and the hydropower sector accounts for approximately 13 percent of the country's GDP.⁶⁵ It faces risks related to environmental disasters and climate hazards such as glacial lake bursts, flash flooding, windstorms, forest fires and land and river erosions.⁶⁶

3. UNDP PROGRAMME STRATEGY IN BHUTAN

Bhutan became a member of the UN in 1971. The partnership between UNDP and Bhutan started effectively in 1973 with the establishment of a UNDP Country Office in Bhutan and officially in 1978 with the signature of the Standard Basic Framework Agreement, which constitutes the legal basis for the relationship between the Government and UNDP.

Since then, UNDP has been accompanying Bhutan in achieving Gross National Happiness and the 17 Sustainable Development Goals, reducing inequality, empowering the disadvantaged and building community resilience to climate change. Its collaboration has evolved overtime, from helping to establish the first national airline in 1979 to supporting the development of low-carbon emission urban transport in 2018.⁶⁷ Bhutan became one of the pilot countries for the UN goal of 'Delivering as One'⁶⁸ in 2008. UNDP has been organizing its support around two areas of focus, namely inclusive governance and access to justice and environment, climate change and livelihood, with gender equality as an important cross-cutting issue.⁶⁹ During the course of the programme cycle, a mini capacity optimization exercise took place,

⁵⁶ World Bank, 'Doing Business 2020. Comparing Business Regulation in 190 countries', 2020.

⁵⁷ World Bank, 'Time Required to Register Property (Day)', Doing Business Indicators.

⁵⁸ World Bank, 'Forest area (% of land area)', World Development Indicators.

⁵⁹ Protected Planet, 'Protected Area Profile for Bhutan', World Database of Protected Areas (WDPA).

⁶⁰ Climate Action Tracker, 'CAT Climate Target Update Tracker. Bhutan'.

⁶¹ Food and Agriculture Organization, 'Bhutan (National level)', FAOLEX database.

⁶² Our World in Data, 'Annual CO₂ emissions'.

⁶³ The Rainforest – Mongabay, 'Bhutan Forest Information and Data'.

⁶⁴ World Bank, 'Employment in agriculture (% of total employment) (modeled ILO estimate)', World Development Indicators.

⁶⁵ World Bank, 'Project Information Document/Identification/Concept Stage (PID)', Sustainable Hydropower Development Project, Report No: PIDC225036, Sept 2020.

⁶⁶ Food and Agriculture Organization, 'Bhutan (National level)', FAOLEX database.

⁶⁷ UNDP Country Office of Bhutan, 'Overview'.

⁶⁸ UNDP IEO, 'Independent Country Programme Evaluation of UNDP Contribution Bhutan', 2018. The 'One programme' aims to reduce the review burden for government partners and allow participating organizations to harmonize.

⁶⁹ Ibid and UNDP, 'Country Programme Document for Bhutan, 2014-2018', 2013.

resulting in the establishment of the RBM/results reporting and communication unit, innovation team (eventually developed into the Alab) and policy team comprised of a gender/inclusion specialist and country economist, to promote portfolio approaches and greater integration across units.

The work carried out by UNDP in Bhutan during the period of review of this evaluation is guided by two documents:

- The United Nations Sustainable Development Partnership Framework (UNSDPF) for the period 2019-2023, which was developed by the UN country team in Bhutan composed of the Resident Coordinator of the UN System and 23 UN agencies (8 resident and 15 non-resident), in coordination with Bhutan's Ministry of Foreign Affairs
- The Country Programme Document (CPD) for 2019-2023, which was developed in accordance with the priority areas identified in the UNSDPF and addresses two outcomes of UNDP's corporate strategic plan 2018-2021, namely advance poverty eradication in all its forms and dimensions; and accelerate structural transformations for sustainable development. All outcomes in the CPD are aligned with the National Strategic Development Plan and sectoral plans, as well as with the 2030 Agenda for Sustainable Development.

For the current UNDP country programme cycle, 2019-2023, the preparation of the CPD was guided by the Government of Bhutan - United Nations Sustainable Development Partnership Framework (UNSDPF)⁷⁰ for the same period. UNDP Bhutan is programmatically expected to address two UNSDPF outcomes: (i) By 2023, Government institutions provide equal opportunities for all, and women and vulnerable groups hold leaders accountable (UNSDPF Outcome 3); (ii) By 2023, Bhutan's vulnerable communities and its economy are more resilient to climate-induced and other disasters and biodiversity loss (UNSDPF Outcome 4).

The CPD plans to contribute to the following outcomes: (1) address inequality with a weak civil society and young judicial and legislative institutions, and (2) advance a climate-resilient, green and job-rich economy to continue poverty reduction. The estimated budget for the four-year CPD amounted to US\$30.4 million⁷¹ and its expenditure to US\$23.4 million, as presented in Table 1. It was developed to contribute to the following UNDP signature solutions of the Strategic Plan, 2018-2021: 1 (poverty), 2 (governance), 3 (resilience), 4 (nature-based solutions) and 6 (gender).

Table 1: UNSDPF outcomes to which the CPD planned to contribute during the period 2019-2023 (US\$)

UNSDPF outcomes	UNDP Country Programme outputs	Indicative resources (US\$)		Expenditures
		Regular	Other	
Outcome 1: (UNSDPF Outcome 3): By 2023, Government institutions provide equal opportunities for all, and women and vulnerable groups hold leaders accountable.				
National priorities: 13: Democracy and decentralization strengthened; 16: Justice services and institutions strengthened; 10: Gender equality promoted, women and girls empowered				
By 2023, government institutions provide equal opportunities for all, and women and vulnerable groups hold leaders accountable	Output 1.1. National and local government capacity to integrate, monitor and report on the Sustainable Development Goals and other international agreements is improved	\$981,861.75	\$122,000.00	\$927,740.75
	Output 1.2. The enabling environment for civil society to advance opportunities for, and	\$2,512,120.32	\$620,193.70	\$2,593,225.99 ⁷³

⁷⁰ Government of Bhutan - United Nations Sustainable Development Partnership Framework (2019-2023).

⁷¹ Based on Atlas information while the CPD indicates US\$56.2 million

⁷² UNDP data extracted from Atlas/PowerBi as of December 30, 2021. The allocation of projects by outcomes and outputs has been validated by the CO. The revised expenditure figures will be presented in the evaluation report.

⁷³ Include expenditure from the unlinked project 'Achieving 2030 Agenda for Sustainable Development in AP'⁷⁴
<http://www.uneval.org/document/detail/1914>

	increase resilience of, targeted vulnerable groups is improved			
	Output 1.3. Parliament and justice sector capacities and approaches are strengthened with increased inclusion, transparency and accountability	\$218,157.68	\$542,509.18	\$502,799.92
Outcome 2: (UNSDPF Outcome 4): By 2023, Bhutan's vulnerable communities and its economy are more resilient to climate-induced and other disasters and biodiversity loss. National priorities: 2. Economic diversity and productivity enhanced; 3. Poverty eradicated, and inequality reduced; 5. Healthy ecosystem services maintained; 6. Carbon neutral, climate and disaster resilient development enhanced.				
By 2023, Bhutan's vulnerable communities and its economy are more resilient to climate-induced and other disasters and biodiversity loss	Output 2.1. Inclusive, multi-hazard and risk-informed systems and capacities in place to tackle poverty through the sustainable management of natural resources	\$14,774,351.49	\$902,838.33	\$11,655,168.34
	Output 2.2. National policies foster innovative financing, inclusive business, and improved livelihoods through climate resilient/nature-based solutions	\$2,155,797.62	\$2,422,054.63	\$3,140,350.31
	Output 2.3. Greenhouse gas emissions managed in select sectors	\$4,606,433.64	\$133,165.59	\$4,241,421.82
	Output 2.4. Data-driven, evidence-based, gender-responsive tools, mechanisms and solutions applied for multi-hazard preparedness and risk reduction	\$115,900.00	\$291,800.00	\$362,826.91

4. RESULTS OF THE PREVIOUS IEO COUNTRY PROGRAMME EVALUATION

The previous ICPE in Bhutan was carried out by IEO in 2017 and examined the country programme for the period 2014–2018. UNDP Bhutan agreed to carry out key actions in response to the 2017 ICPE's conclusions and recommendations, as presented in the following paragraphs. The implementation of these actions and their results will be analysed as part of the 2022 evaluation.

IEO concluded that UNDP has made valuable contributions to the development of Bhutan. However, given the graduation to MIC status, Bhutan Country Office will need to strengthen its strategy to better support Bhutan to deal with development challenges ahead. The management response indicates the UNDP Country Office will continue to enhance its capacity for upstream policy work, effective and efficient downstream implementation support, and diversified development finance mechanisms, with a clear theory of change for investing its limited resources, using them where possible to leverage additional resources, and a focus in the next CPD and UNDAF on leaving no one behind.

IEO found that UNDP has successfully contributed to Bhutan's green economic growth that is more resilient to climate change and natural disasters but has been less effective in enhancing poverty reduction. UNDP should reconsider the rapid urbanization and consequently growing environmental and social vulnerabilities in its work to address environmental, climate change and disaster risks, livelihood and employment issues in urban areas. In its management response, the Country Office stated that UNDP will work towards a more comprehensive understanding of rural-urban migration in Bhutan and its impact on development and will apply this learning in its programming.

UNDP has significantly contributed to the consolidation of Bhutan's parliamentary democracy and should develop a theory of change for immediate- and medium-term governance outcomes to more sustainably contribute to democratic institutional strengthening. The Country Office replied favourably to this recommendation and will develop a theory of change for its governance work.

The 2017 evaluation highlighted that UNDP is broadly recognized for its efforts to advance gender mainstreaming in its work on environment and livelihoods. It should focus its limited resources mostly

towards more sustainable upstream contributions, while at the same time continuing capacity development on women's equality and empowerment (funding permitting), understanding and tackling gender-based violence. In its next programmatic cycle, the Country Office will focus on upstream policy interventions and support as requested by the Government.

The evaluation demonstrated that UNDP has developed a relatively realistic resource mobilization strategy, but it needs to create incentives to ensure its implementation and diversify sources of funding. The Country Office will first lead a UN assessment of the development finance landscape in Bhutan. In its management response, the Country Office made the commitment that the resource mobilization and pipeline development targets will be established as a marker of performance; high performance will be incentivized; and capacity development support to partners on development finance will be programmed.

UNDP has been able to improve its management efficiency ratio and results delivery, but financial and organizational constraints have reduced the operational team to its leanest. According to its management response, UNDP Bhutan will ensure that formalized backstopping arrangements are in place for all staff, supported by a clear internal control framework. Management and staff will also commit to continuing strong performance, including by developing and implementing a companion General Staff Survey action plan and an annual learning plan.

Delivering as One in Bhutan has not led to significantly increased coherence of programmes or to agencies working more effectively together. UNDP Bhutan should determine its role on SDG integration, development finance and resource mobilization, business operations, and its relationship in the context of reform with other resident and non-resident UN agencies in each of these areas.

5. SCOPE OF THE EVALUATION

The ICPE Bhutan will examine UNDP's current country programme 2019-2023, as formally approved by the Executive Board. Guided by the Results and Resources Framework contained in the CPD, the evaluation will assess UNDP's performance in contributing to the two programme outcomes. The ICPE will take into account any changes made to the country programme during the period under review, including UNDP's COVID-19 response.

The evaluation will cover UNDP's development programme in its entirety (cf. Annex 1 for the validated projects list), regardless of its funding sources, e.g., UNDP's regular, core resources, donors, and government. Both projects that are active and/or have been completed during the period under review will be covered. Special attention will be paid to the role and responsibilities of other UN agencies contributing to the areas where UNDP has been supporting under the United Nations Partnership Framework 2019-2023.

6. METHODOLOGY

The evaluation will be conducted in accordance with the United Nations Evaluation Group (UNEG) Norms & Standards⁷⁴ and Ethical Guidelines.⁷⁵ It will address the following four main evaluation questions:⁷⁶

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

⁷⁴ <http://www.uneval.org/document/detail/1914>

⁷⁵ <http://www.unevaluation.org/document/detail/2866>

⁷⁶ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

Evaluation question 1 will be addressed by using a theory of change (ToC) approach. The ToC, either available at the Country Office or reconstructed in consultation with programme units for the purpose of the evaluation, will be used to understand the underlying programme intent and logic, by outcome, including the assumptions being made for desired changes and expected causal linkages. UNDP's specific areas of contribution will be defined, and any changes to the programme design and implementation strategy from the initial CPD will be identified.

Evaluation question 2 will address the overall effectiveness of UNDP's country programme. It includes the assessment on the degree to which UNDP-specific interventions (CPD outputs) have progressed or have been achieved, as well as the level of UNDP's contribution to the CPD outcomes as envisaged by the initial ToC. In this process, results that are both positive and negative, direct and indirect, as well as unintended results will be identified.

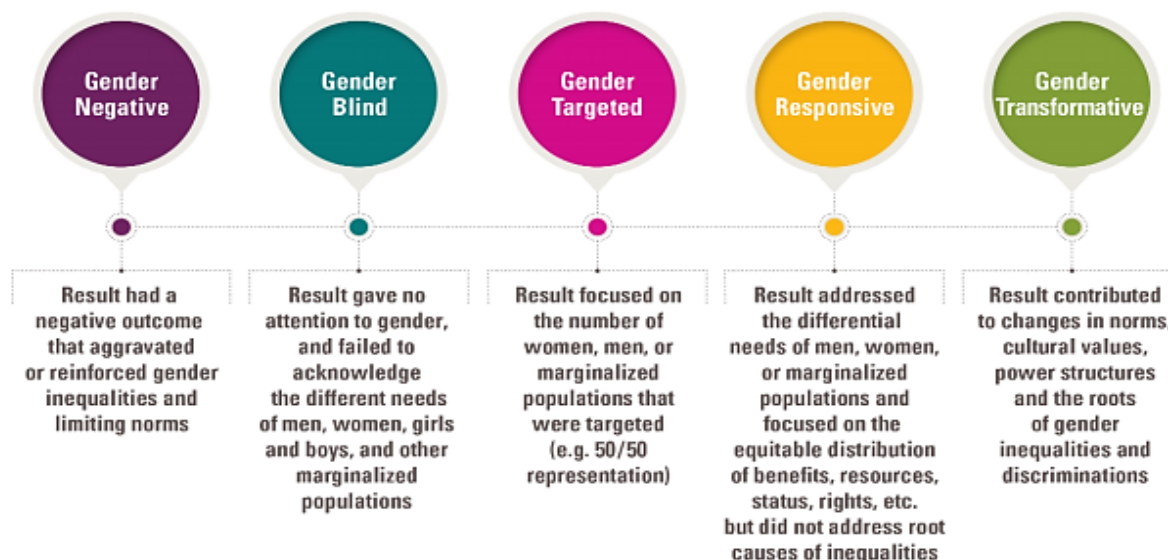
Evaluation question 3 will examine UNDP support to COVID-19 preparedness, response and recovery in Bhutan. Several sub-questions will be included: i) degree to which UNDP's COVID-19 support has been relevant to the needs of Bhutan; ii) how well UNDP's support and response has aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs; iii) how well UNDP has supported the country to develop responses that reduced loss of life and protected longer-term social and economic development; iv) degree to which UNDP funding decisions were informed by evidence, needs analysis, risk analysis and dialogue with partners and supported efficient use of resources; and v) whether the support has contributed to the development of social, economic and health systems in Bhutan that are equitable, resilient and sustainable.

Evaluation question 4 will examine various factors that have influenced – positively or negatively – UNDP's programmatic performance, and eventually, sustainability of results. Country-specific issues (e.g., change management), managerial practices (e.g., utilization of resources for results), programmatic design and decisions (e.g., integration of gender equality and women's and girls' empowerment, use of partnerships, South-South and triangular cooperation, delivery modality) will be examined.

Stakeholder involvement: During the evaluation, relevant stakeholders will be engaged to ensure the transparency of the exercise, collect necessary documentation and evidence, and enhance the national ownership of evaluation results. A stakeholder analysis will be conducted during the preparatory phase to identify relevant UNDP partners, including those that may have not worked directly with UNDP but play a key role in the outcomes to which UNDP contributes. The analysis will help identify key informants for interviews during the data collection phase.

Gender-responsive approach: IEO will employ a gender-responsive evaluation approach during the preparatory and implementation phases of the evaluation. During document desk reviews and the analysis of programme theory and delivery, the evaluation team will examine the level of gender mainstreaming across all UNDP programmes and operations, in line with UNDP's gender strategy. Gender disaggregated data will be collected, where available, and assessed against UNDP's programme outcomes. The evaluation will assess the extent to which UNDP's programmatic efforts were designed to contribute to gender equality and women's and girls' empowerment (e.g., using Gender Marker and programme expenditures), and in fact have contributed to promoting gender equality and women's empowerment by using the gender results effectiveness scale (GRES). The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, and gender transformative.

Figure 1: IEO's Gender Results Effectiveness Scale



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

ICPE rating system: Based on the rating system piloted in 2021 and lessons learned, IEO has consolidated its system to be applied for the ICPEs in 2022. Ratings will assess UNDP's progress towards CPD Outputs and Outcomes goals. Details will be provided in due course prior to the implementation of the ICPE.

7. DATA COLLECTION AND ANALYSIS

Evaluability assessment: An assessment was conducted to examine the availability of documentation and information, identify potential data constraints, and determine the data collection methods.

- **COVID-19 restrictions:** As internal mobility is limited and many continue to telework, access to national stakeholders for data collection, particularly those in remote areas and community-level populations, including the marginalized, may encounter challenges. Expanded outreach measures will be needed, e.g., use of surveys, identification of locally based data collectors and consultants, access to local project managers/coordinators, and use of GIS technology for virtual site visits.
- **Availability of past assessments:** Decentralized evaluation reports of quality can serve as important inputs to the ICPE. Based on the information at the UNDP Evaluation Resource Centre (ERC), the number of available evaluations conducted by the Country Office is limited – five evaluations (all project evaluations) between 2019 and present. An additional three project evaluations are planned for 2022 and 2023, as well as a UNDAF evaluation and an outcome evaluation for 2023. The IEO will also collaborate with the Office of Audit and Investigation (OAI) through information sharing to the extent possible to reduce evaluation fatigue among national partners.

- **Programme and project information:** The collection of programme documentation (including internal annual reports) has been delayed and is not yet completed. The completeness and quality of project level documentation will be examined during desk review.
- **CPD results and resources framework indicator results:** The CPD lists 15 indicators for the 9 outcome results, and 23 indicators to measure the 7 outputs, with baseline and targets. To the extent possible, the ICPE will seek to use those indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are mostly national statistics and reports. The evaluation's ability to measure progress against those indicators will therefore depend on national statistics, where up-to-date data may not be available for all indicators.
- **Intervention maturity:** UNDP projects are at different stages of implementation. In cases where the projects/initiatives are still in their initial stages, it may not be possible to determine the projects' contribution to the CPD/UNSDPF outcomes. The evaluation will document observable progress and seek to assess the possibility of potential contribution given the programme design and measures already in place.

Data collection methods: A design matrix will be prepared to elaborate on data collection and analysis plans. At the time of this writing, the effects of the COVID-19 pandemic are still felt globally. Given the travel restrictions, the evaluation is expected to take predominantly a remote, virtual approach. Data and information required for the evaluation are collected through primary and secondary sources:

- **Desk reviews:** The IEO will conduct extended reviews of documentation, including those available from the Government, the UN, private institutions, donors, and academia, on national context and areas of UNDP programme interventions. Also included are country programme framework and office strategies (e.g., resource mobilization, gender communication), programme-/project-related documents and progress reports, theories of change, annual work plans, Results Oriented Annual Reports (ROAR), COVID Mini-ROARs, past evaluation/audit reports, and UNCT/UNPF related documents. The IEO and the Country Office will identify a list of background documents, uploaded in the ICPE SharePoint portal.
- **Stakeholder interviews:** Interviews via Zoom/telephone will be conducted with relevant stakeholders, including government partners, donors, UN agencies, other development partners such as IFIs, UNDP staff at country, regional and HQ levels, private sector, civil society organizations and beneficiary groups. Focus groups may be organized, where possible. To accommodate time zone constraints, the lead evaluator might be reallocated for the duration of data collection (2-3 weeks).
- **Pre-mission questionnaire:** An advance questionnaire will be administered to the Country Office during the preparatory phase as an additional self-reporting input.
- **Stakeholder's survey:** UNDP is piloting a standardized survey for the ICPEs for collecting data on UNDP's programme performance from predefined stakeholder groups, viz., government partners, implementing agencies, donors, UNDP staff, and UN staff. The survey will use an online questionnaire to get the perspective of the key stakeholder groups.
- **Site visits:** As the internal mobility will be limited, physical visits to field project sites are expected to be minimal, if any. The IEO might engage with UNDP's Office of Information Management and Technology at HQ to explore collecting GIS satellite imagery and pictures of remote project sites.

Validation: Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions.

Midterm briefing: IEO will conduct a midterm briefing with the Country Office on emerging issues and findings. The meeting also will serve as an opportunity to identify areas requiring further analysis and any

missing information and evidence before the IEO will enter a full synthesis and drafting phase (please refer to the timetable in section 9).

8. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office: The IEO will conduct the ICPE in consultation with the UNDP Country Office and the RBAP. The IEO will meet all costs directly related to the conduct of the ICPE. It will establish an evaluation team, ensuring gender balance when feasible. The IEO Lead Evaluator will lead the ICPE and coordinate the work of the evaluation team, comprised of the following members:

- **Lead Evaluator (LE):** IEO staff member with the overall responsibility for leading the exercise and managing the work of all team members, including the development of evaluation terms of reference (TOR), selection of the evaluation team members, and provision of methodological guidance; responsible for the analysis' synthesis process, preparation of the draft and final evaluation reports, and coordinating the final stakeholder debriefing with the Country Office, RBAP, and national stakeholders.
- **Research Associate (RA):** The IEO RA will provide background research, including portfolio and financial analysis and contribute to the preparation of draft/final report, report annexes, and support any tasks as required by the evaluation team.
- **National research institution:** The IEO will explore partnering with a locally- or regionally- based research institution, think tank or academia, to augment its data collection, analysis capacity and/or review of the evaluation.
- **Consultants:** Individual consultants (national and international) will be recruited to support the analysis of thematic areas.

UNDP Country Office in Bhutan: The Country Office will support the evaluation team through liaising with national stakeholders; ensuring that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the evaluation team in a timely manner; and providing factual verifications of the draft report on a timely basis. The Country Office will provide the evaluation team in-kind organizational support (e.g., arranging meetings and interviews with project staff and stakeholders). To ensure the confidentiality of the views expressed, Country Office staff will not participate in interviews and meetings with stakeholders. The Country Office will jointly organize via videoconference the final stakeholder meeting with the IEO, ensuring participation of key government counterparts, where findings and results of the evaluation will be presented. The Country Office will prepare a management response to evaluation recommendations and support the dissemination and use of the final evaluation report in the country.

Regional Bureau for Asia and the Pacific (RBAP): RBAP will support the evaluation through information sharing, facilitation of communication between the IEO and the Country Office, and participation in the final stakeholder debriefing. RBAP also will support and oversee the preparation of the management response by the Country Office and its implementation of relevant actions.

9. EVALUATION PROCESS

The evaluation will be conducted in the following five key phases:

- **Phase 1: Preparatory work.** The IEO prepares the evaluation terms of reference (define the scope, methodology and process), a list of projects to be validated by the Country Office, and an evaluation matrix; and launches document gathering with support of the Country Office. External consultants will be recruited to augment the work of portfolio analysis. The IEO will also prepare an inception note to facilitate the onboarding of recruited consultants, clarifying the planning, expectation and work arrangements. The IEO coordinates its evaluation plan with OAI and other UN agencies planning similar assessments in the country.

- **Phase 2: Desk analysis.** The evaluation team conducts desk reviews of reference material and preliminary analysis of the programme strategy and portfolio. The team will engage with Country Office staff through meetings and an advance questionnaire, administered to fill data gaps in documentation and seek clarification if any. The IEO might also launch a stakeholder survey that will require the Country Office to provide the necessary contacts information. Specific data collection instruments will be developed, e.g., interview protocols, based on the stakeholder and portfolio analyses.
- **Phase 3: Data collection.** The evaluation team engages in virtual and remote data collection activities, such as interviews, taking advantage of Zoom and other online communication tools. The evaluation team may hold a preliminary presentation on emerging findings to the Country Office, identifying areas requiring further analysis and any information and evidence gaps that may exist.
- **Phase 4: Analysis, report writing, quality review and debrief.** Following the individual outcome analyses, the LE undertakes a synthesis process to prepare the ICPE report. The initial draft is subject to both internal and external reviews. Once the draft is quality cleared, the first official draft is shared with the Country Office and the RBAP for comments and factual corrections. The second draft, which takes into account their feedback, is then shared with national stakeholders for further comments. The UNDP Country Office prepares a management response to the ICPE under the overall oversight of the Regional Bureau. The report is then be presented at a final debriefing where evaluation results are presented to key national stakeholders and UNDP's ways forward are discussed. Taking into account the final set of comments collected at the stakeholder debriefing, the evaluation report is finalized by incorporating the management response.
- **Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The evaluation report will be made available to the UNDP Executive Board in time for its approval of a new CPD. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. The Country Office will ensure the dissemination of the report to all relevant stakeholders in the country. The report will be published on the UNDP website as well as in the Evaluation Resource Centre (ERC).⁷⁷ RBAP will be responsible for oversight of the implementation of follow-up actions in the ERC.

10. TIMEFRAME FOR THE ICPE PROCESS

The tentative schedule of the evaluation activities is summarized as below.⁷⁸

Table 2: Tentative timeframe for the ICPE process going to the Board in September 2023		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE/IEO/CO	February 2022
Documentation collection for desk review	CO/LE	February - March 2022
Selection of consultant team members	LE	March 2022
Inception note for the consultants	LE	March 2022
Phase 2: Desk analysis		
Compilation of stakeholder contacts	LE/CO	April 2022
Preliminary desk review of reference material	Evaluation team	March - April 2022
Outcome inception reports	Consultants	April 2022
Advance questionnaires to the CO	LE/CO	April 2022
Phase 3: Data collection		

⁷⁷ erc.undp.org

⁷⁸ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Interviews with stakeholders	LE/Consultants*	May-June 2022
Preliminary debriefing	LE/CO	June 2022
Phase 4: Analysis, report writing, Q&A and debrief		
Outcome analysis reports	Consultants*/LE	June-July 2022
Synthesis and report writing	LE	July- August 2022
Zero draft for internal IEO clearance	LE	August/Sept 2022
First draft for CO/RBAP comments	LE/CO/RBAP	September 2022
Second draft shared with the government and other national stakeholders for comments	LE/CO	October 2022
Draft management response	CO/RBAP	November 2022
Final stakeholder debriefing via videoconference	IEO/CO/RBAP	December 2022
Phase 5: Publication and dissemination		
Editing and formatting	IEO	January- Feb 2023
Final report and evaluation brief	IEO	January- Feb 2023
Dissemination of the final report	IEO	March 2023

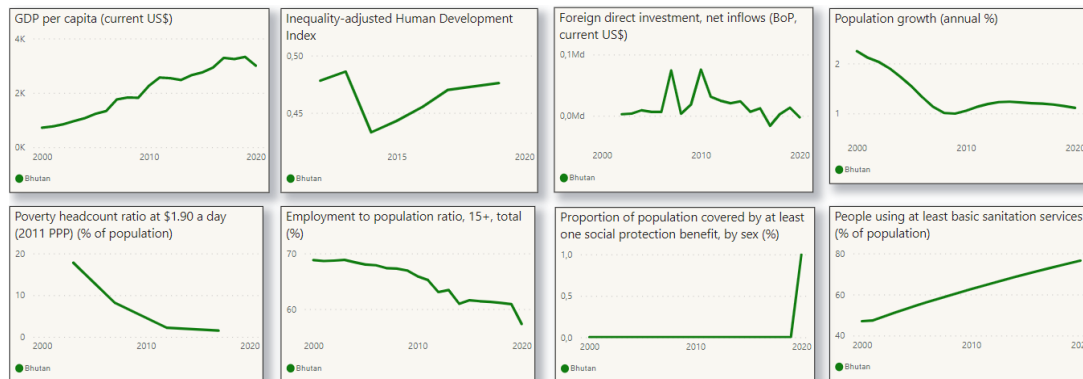
*consultants and/or national institution

Annex 1. List of projects with outcomes

No.	Project title	Outcome
1	Achieving 2030 Agenda for Sustainable Development in AP	Outcome 1 and 2
2	Engagement Facility	Outcome 1 and 2
3	Resilient 21st Century Bhutan	Outcome 1 and 2
4	Anti-Corruption for Peaceful and Inclusive Societies	Outcome 1
5	Bhutan's 12 Five Year Plan Preparation	Outcome 1
6	Governance Multi-Year Framework	Outcome 1
7	Sustainable Development Goals 16	Outcome 1
8	UN Joint Disability Project (UNPRPD)	Outcome 1
9	UNDP Seoul Policy Centre	Outcome 1
10	Women's Participation	Outcome 1
11	Advancing Climate Resilience of Water Sector in Bhutan	Outcome 2
12	Bhutan Sustainable Low Urban Transport Systems	Outcome 2
13	Biodiversity Finance Initiative (BIOFIN) Phase II	Outcome 2
14	Capacity Building for Resilient Construction	Outcome 2
15	Climate Resilient Agriculture	Outcome 2
16	CliMateSud - Strategic Accelerator Partnership	Outcome 2
17	COVID-19 Agr & Tourism Stimulus	Outcome 2
18	Diagnostic Trade Integration Study	Outcome 2
19	Enhancing Sustainable Resilient Livelihood	Outcome 2
20	Gender responsive Nationally Determined Contributions	Outcome 2
21	HCFC Phase-out Management Plan for Bhutan	Outcome 2
22	Integrated National Financing Framework	Outcome 2
23	Mainstreaming biodiversity conservation into the tourism	Outcome 2
24	National Adaptation Plan (NAP)	Outcome 2
25	Promoting green jobs in the Agri sector	Outcome 2
26	RBAP Engagement Facility	Outcome 2
27	Sixth National Reports on Biodiversity in Asia	Outcome 2

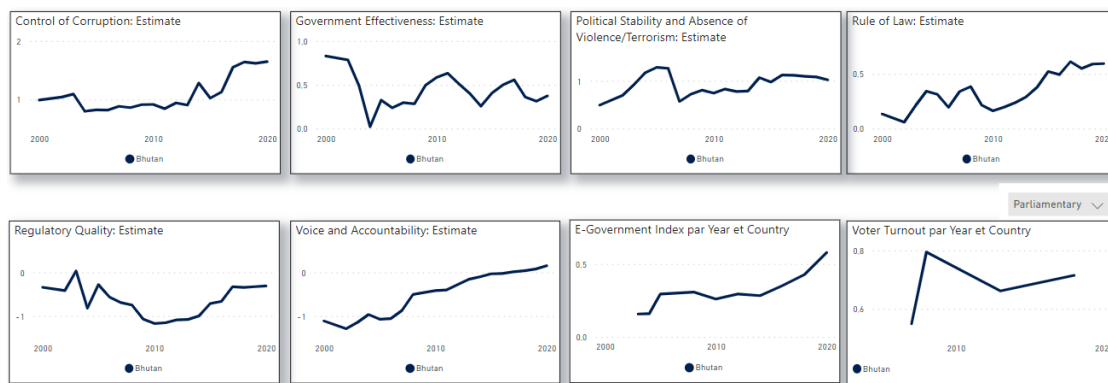
ANNEX 2. COUNTRY AT GLANCE

Poverty



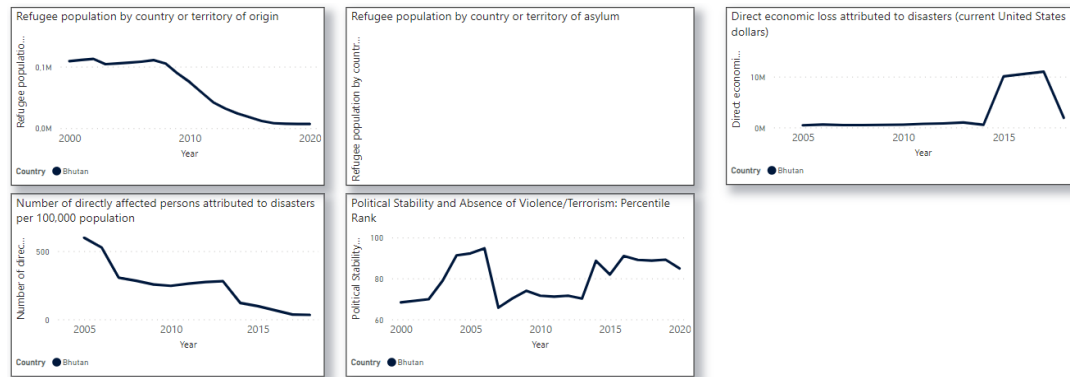
Sources: Human Development Report Data Center, UNECE Dashboard for the SDGs and World Development Indicators, accessed via the IEO Datamart on October 15, 2022

Governance



Sources: World Governance Indicators, UN E-Government Knowledgebase and IDEA Voter Turnout Database accessed via the IEO Datamart on October 15, 2022

Resilience



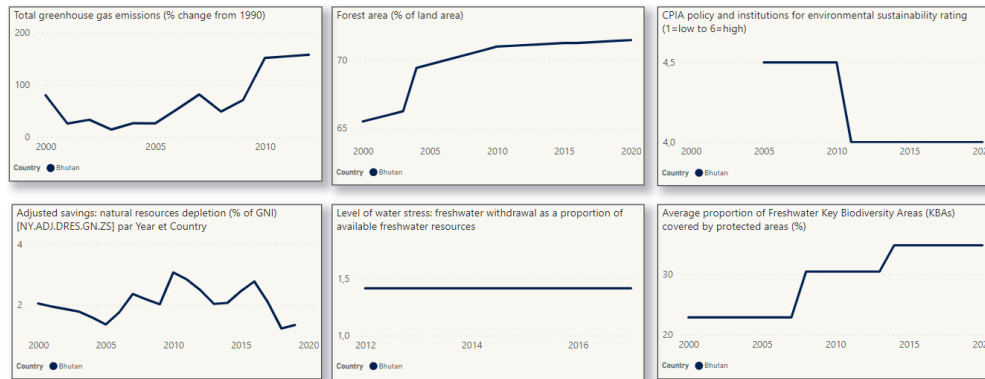
Sources: UNStats and World Development Indicators, accessed via the IEO Datamart on October 15, 2022

Energy



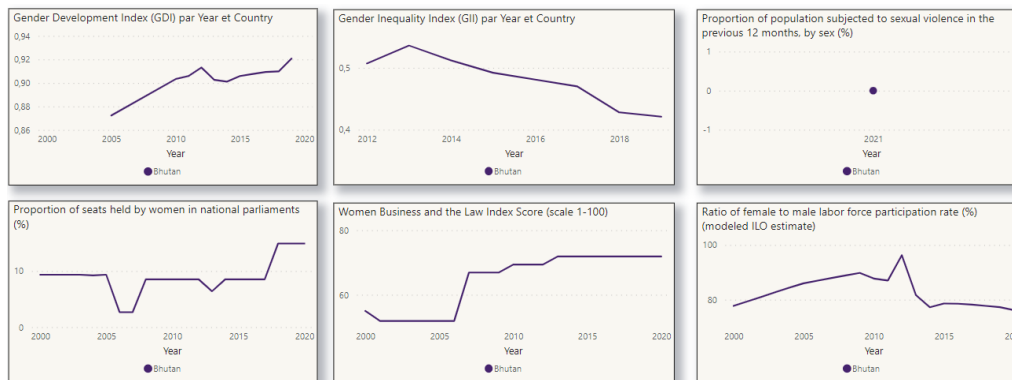
Source: World Development Indicators, accessed via the IEO Datamart on October 15, 2022

Environment



Sources: UNStats and World Development Indicators, accessed via the IEO Datamart on October 15, 2022

Gender



Sources: UNStats and World Development Indicators, accessed via the IEO Datamart on October 15, 2022

ANNEX 3. EVALUATION MATRIX

Key evaluation questions	Evaluation Sub-questions	Indicators (rating system)	Rating	Data sources
RELEVANCE - The extent to which the programme objectives and design respond to country, beneficiaries' needs, and continue to do so if circumstances change ; Degree of alignment with human development needs, UNDP's mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices				
What did the UNDP country programme intend to achieve during the period under review?	1. To what extent does the country programme [outcome area, portfolio or issue assessed] address the main development priorities of the country, the SDGs and the needs of the most vulnerable populations?	Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (level of programme alignment)		<ul style="list-style-type: none"> • Document review – CPD/RRF, National development plan, SDG framework, sector strategies, UNDP programme related documents, theory of change, stakeholder mapping • Interviews with CO, Government, and other Development Partners on UNDP's programme prioritization
		Programme is responsive to LNOB ⁷⁹ concerns, promoting inclusive development/peace		<ul style="list-style-type: none"> • Document review – National development/ SDG/sector reports identifying the types of vulnerable and marginalized groups in the society, UNCF, UNDP CPD, programme and project documents and financial expenditure data, evaluations • Interviews – Extent the programme design/ implementation reflected the needs of vulnerable, marginalized populations, upholding LNOB principles in programming
	2. To what extent is the country programme [outcome area, portfolio or issue assessed] aligned with the overall strategies and flagship solutions of UNDP and the UN System?	Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions		<ul style="list-style-type: none"> • Document review – CPD, UN Sustainable Development Cooperation Framework (UNSDCF); UNDP Strategic Plan; mapping of UNDPs programmatic partnerships • Interviews with UNCT, CO, Gov, and other development partners
		Programme adds value to ongoing efforts at the country level		<ul style="list-style-type: none"> • Document review – National development priorities and sector-specific stakeholder mapping, including the work of UN agencies, UNCF, CPD, UNDP programme- and project-related documents • Interviews on UNDP's value added, ability to uniquely address gaps in existing development efforts
	3. How were gender issues integrated into the very design of the country programme [outcome area, portfolio or issue assessed]?	UNDP programme is responsive to gender-specific development concerns		<ul style="list-style-type: none"> • Document review – National, UN reports on challenges in gender equality and women's empowerment; UNDP's CPD, gender strategy, Gender Seal results, Gender Marker ratings, and financial expenditure data, evaluations • Interviews – Extent UNDP's programme/ project design and implementation strategy reflected gender consideration
To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness,	4. To what extent has the country programme [outcome area, portfolio or issue assessed] responded to unexpected changes in circumstances (including COVID-19) to remain relevant?	Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability		<ul style="list-style-type: none"> • Document review – UNCT/UNDP meeting minutes, briefs and reports, government communication, UNDP programme and project documents, IWP/AWP, financial expenditure data • Interviews on UNDP's timeliness, scope in responding to evolving development challenges

⁷⁹ In Leave no one behind categories (UNDP Corporate Planning System): People living in peri-urban areas; People living in rural areas; People living in slums; People living in urban areas; Internally displaced persons; Migrants; Persons directly affected by natural disasters; Persons negatively affected by armed conflict or violence; Refugees; People living in multi-dimensional poverty; People living under the national poverty line; Unemployed persons; Key populations for HIV, tuberculosis and malaria; Minorities (e.g. race, ethnicity, linguistic, religion, etc.); Persons with disabilities (PWD); Sexual and gender orientation; Women; Youth.

response and recovery process?				
COHERENCE				
The compatibility of the programme within; and with other programmes in a country; Internal and external coherence.				
What factors contributed to or hindered UNDP's performance and eventually, to the sustainability	5. To what extent has the country programme design and implementation ensured synergies among the different components of the country programme (internal coherence)?	Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution		<ul style="list-style-type: none"> • Document review- CPD, programme strategy, ToC, project documents and design, IWP/AWP, ROARs, selection of indicators, monitoring data on programme synergies, evaluations • Interviews with CO on the rationale behind programme construct, selection and design of projects under each output and outcome; with development partners on intra-programme coherence
		An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood)		<ul style="list-style-type: none"> • Document review- Programme/project design (how it applied an integrated approach); Monitoring data on programme synergies, evaluations • Interviews with CO on the extent of dialogue across different programme units and outcome areas to facilitate inter-programme synergies and coherence; how constraints were addressed; with development partners on programme synergies and internal coordination, opportunities taken /missed
		Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them		<ul style="list-style-type: none"> • Document review- Programme teams' structure; Results reporting (does it acknowledge through specific indicators programme synergies /coherence), evaluations • Interviews on measures taken to facilitate programme synergies and coherence; how constraints in enabling synergies were addressed; opportunities used /missed.
	6. To what extent has the country programme design and implementation fostered synergies and reduced duplications with development and humanitarian stakeholders, in alignment with the New Way of Working (NWOW) and the principles of Delivering as One (external coherence)?	UNDP established strategic partnerships with the government and south-south cooperation?		<ul style="list-style-type: none"> • Document review- UNDP project documents; Monitoring data on integrated programming in national development programme processes in the area assessed, evaluations • Interviews on the extent UNDP proactively sought to engage the central and relevant line offices within the government for enhanced national development process; applying a nuanced approach as required; extent UNDP enabled national programme coherence
		UNDP established strategic partnerships with UN agencies and facilitated south-south cooperation?		<ul style="list-style-type: none"> • Document review- UNCF for mapping of different UN agencies' expected areas of work; joint programme documents; UNCT working group documents; Monitoring data on enhanced outcome and enabling coherence in national development programme processes in the area assessed, evaluations • Interviews - Extent UNDP reached out to UN agencies operating in complementary areas under UNCF for joint efforts, collaboration, and coherence; and opportunities used/ missed
		UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'		<ul style="list-style-type: none"> • Document review – CPD and other recent CO strategy papers, IWP/AWP, ROARs, evaluations • Interviews on UNDP's positioning as an integrator within the UN system; whether areas were identified for operationalization; how UNDP invested in promoting its integrator role; examples of the role; what worked and why; how potential resistance to such a role was overcome
		UNDP established strategic partnerships with bilateral actors/IFIs ?		<ul style="list-style-type: none"> • Document review – CPD; communication/partnership/resource mobilization strategies; programme/ project documents; mapping of bilateral actors/IFIs

				operating in similar issue areas; monitoring data on enhanced outcome and enabling coherence, evaluations
		UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks)?		<ul style="list-style-type: none"> • Interviews – Extent UNDP established partnerships with bilateral agencies/IFIs (opportunities used/missed); how such partnerships contributed to enhanced outcomes and greater national development coherence
		UNDP established partnerships with the private sector , identifying key areas for private sector development and engagement, and/or for facilitating SDG financing?		<ul style="list-style-type: none"> • Document review – CO strategy papers, Programme/ project documents, evaluations and other assessment reports for mapping of partnerships explored, evaluations • Interviews – Extent UNDP has proactively reached out to (and applied a nuanced approach if needed) engaging with non-state actors to ensure their participation in programme design and implementation for results; opportunities missed
EFFECTIVENESS - The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.				
To what extent has the programme achieved (or is likely to achieve) its intended objectives?	7. What are the <i>most significant changes</i> (intended or not) ⁸⁰ that resulted from the implementation of the country programme outputs (outlined in the results framework/work plan/CPD) and how were they achieved?	UNDP has influenced (or is likely to influence) outcome level results and processes		<ul style="list-style-type: none"> • Document review - CPD/RRF, ROARs/ Atlas/ PowerBI; evaluation reports for monitoring data on Outcomes contributed to or in progress; on potential risks; theory of change; national development strategies (incl SDGs) and progress data to ascertain how UNDP outcomes link to broader national development outcomes, evaluations • Interviews – on the nature and level of UNDP's contribution; whether there are similar contributions by other agencies
	8. To what extent have outputs and outcomes been achieved, or are likely to be achieved?	Programme outputs were achieved or will be eventually achieved		<ul style="list-style-type: none"> • Document review – CPD/RRF, ROARs/ Atlas/ PowerBI, evaluation reports for monitoring data on Outputs achieved or in progress; on potential for risks; theory of change, evaluations • Interviews - with programme partners and beneficiary groups on what was achieved; facilitating factors and challenges; with wider development actors in the area assessed (on the role and contribution of UNDP); whether UNDP use the right programme tools)
	9. To what extent have UNDP's interventions had a differentiated effect on women and girls? On other vulnerable or traditionally excluded groups (disabilities, youth, indigenous population, etc)? (inclusiveness)	Results have been beneficial for those at risk of being left behind		<ul style="list-style-type: none"> • Document review – CO strategy papers, national reports on marginalized, vulnerable populations in each context (including people with disabilities, groups requiring special attention, e.g. youth/rural youth/urban youth) and their development indicators and data on disparities; HDI and GDI; Programme/ project documents; ROARs, monitoring data on outputs and outcomes for target groups, evaluations • Interviews on the scale, nature of support provided by UNDP to address target population's concerns and results achieved

⁸⁰ Types of changes: knowledge, practices, behaviours, attitudes, enabling environment (laws, policies...), quality and quantity of services, feeling of security, etc.

		Results have contributed to enhancing the processes for gender equality and women's empowerment		<ul style="list-style-type: none"> • Document review – GDI, IHD data on gender disparities in the country; National/ subnational gender-disaggregated data for areas addressed by UNDP; CO strategy papers, programme/project documents for the degree of emphasis on gender equality and empowerment of women; Monitoring and evaluation data on outputs achieved and outcomes contributed; Gender Marker data for UNDP spending on gender-focused programming; monitoring data on GEN2,3 outcomes; Mapping of key actors operating in GEWE to assess UNDP's role and contribution, the potential for partnerships, joint programming, duplication, evaluations • Interviews on the nature and scale of UNDP's effort to promote GEWE in its programme; progress and achievement at output and outcome levels; UNDPs role and expected areas of contribution vis-à-vis other UN agencies; extent partnership was forged with other agencies; areas of duplication; opportunities taken/missed
What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results	10. What specific contextual factors external to UNDP contributed to or hindered the achievement of results (<i>Political, economic, social, administrative, cultural, ecological, technological, etc.</i>)?	n/a		•
	11. To what extent did UNDP promote and rely on development innovation to achieve development results as well as viable models that had the potential for scaling?	UNDP took measures to enable development innovation		<ul style="list-style-type: none"> • Document review –Monitoring and evaluation data on innovation in programme support of UNDP; review of accelerator lab activities (where present), evaluations • Interviews on development innovation in the country; learning within and cross-country; UNDPs contribution
	12. Measures are taken to reduce the likelihood of negative consequences for social justice/gender equality	UNDP programmes and projects identify the potential to impact negatively social justice and environment		<ul style="list-style-type: none"> • Document review - Literature review on the impact of development interventions on social justice/environment/economic performance/political stability/gender equality; UNDP programme documents to identify interventions with potential for negative consequences for social justice/environment/economic performance/political stability/gender equality; Monitoring data on how negative consequences are addressed and eliminated/minimized. • Interviews (on potential risks of UNDP programmes for social justice/environment / economic performance/political stability/gender equality; how they are addressed and risks minimized; whether there are any negative consequences) • Evidence from decentralized evaluations
EFFICIENCY - The extent to which programme resources were managed adeptly, with timely delivery within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context; maximizing utility of resources; and achieving maximum operational efficacy.				
What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?	13. To what extent have the resources (human and financial) of the country office been sufficient and adequately used to achieve the expected results in a timely manner? (timeliness)	Projects have a timely start and activities are implemented and completed according to established plans		<ul style="list-style-type: none"> • Document review- Project documentation of extensions/delays (i.e., may include reports, audits, Atlas financials, Atlas risk logs, AWP, meeting minutes as necessary); Monitoring reports, ROAR; Audit reports, evaluations • Interviews on programme/project implementation
		Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results		<ul style="list-style-type: none"> • Document review- UNDP staff structure; Monitoring reports, evaluations, ROAR⁸¹ • Interviews on staff structure and programme technical capacities; the extent country office efficiently allocated human resources to achieve results; the extent

⁸¹ Check for country office staffing, structure, vacancies/gaps, Staff perceptions on workload and human resource capacity, Partner perceptions on UNDP technical capacity and productivity, evidence of request and use of technical backstopping from HQ

				country office made use of available technical support (e.g., Global Policy Network, RBx/BPPS) to deliver programme results
	14. Was the country office successful in mobilizing programme resources? (management and operational efficiency)	Programme resources were strategically allocated, and the project budget was realistically estimated given the donor landscape.		<ul style="list-style-type: none"> • Document review – CPD/RRF, programme and project budget information; UNDP resource mobilization strategy; audit reports; financial reports; resource landscape of UNDP areas⁸² • Interviews on budget planning, resource mobilization opportunities and use
		Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams.		
	15. To what extent have the planning, monitoring and evaluation functions contributed to organizational learning and to the achievement of expected results?	Sufficient resources and adequate system in place for M&E, including adequate results framework.		
SUSTAINABILITY - The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.				
What factors contributed to or hindered UNDP's performance and eventually, to the sustainability?	16. To what extent have the target population and institutions (formal and informal) taken ownership of the processes supported by and results achieved through UNDP interventions?	Target institutions and/or beneficiary groups are equipped with knowledge, skills, behaviours and partnerships to continue with programme/project related efforts after their completion		<ul style="list-style-type: none"> • Document review – Programme/project monitoring reports, ROARs, government records on the level, areas of human and institutional capacity improvement supported by UNDP; mapping of programme partnerships, incl. new partnerships, evaluations • Interviews on the areas and scale of capacities enhanced (including changes brought about by their enhanced capacities); on partnership options explored
		Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)		<ul style="list-style-type: none"> • Document review – Programme/ project documents, government reports, evaluations • Interviews – to ascertain whether linkages with national programmes were established (including government uptake/ ownership); opportunities for the linkages used (areas and scale of UNDP's government support to develop or improve their policies and programmes) and missed; facilitating factors and constraints; on the extent, UNDP has reached out to existing and potential civil society groups
		Measures are taken to promote scaling up		<ul style="list-style-type: none"> • Document review - UNDP programme documents review to ascertain if there was planning/partnerships for scaling up; Monitoring reports on how scaling up was pursued; Stakeholder mapping to assess if all possible partnership options were explored by UNDP for scaling up; exit strategies including funding, evaluations • Interviews to ascertain the potential for scaling up successful programme models by government and other development agencies; examples of scaling up successful programme models by government and other development agencies; opportunities and constraining factors
		Financial and human resource needs for sustaining/scaling results achieved are addressed		<ul style="list-style-type: none"> • Document review – Literature review on development financing data in sectors supported by UNDP, and enabling environment in the country; Data on private sector engagement in development; development financing bottlenecks; UNDP

⁸² Check for comparison of CPD resources estimate to resources raised; resource mobilization planning, adaptation and implementation; use and leveraging of core resources; portfolio composition (i.e. those with a strategic value and the ability to contribute to important results vs. small non-strategic projects); management to programme cost ratio; financial efficiency (delivery rate, partner perceptions).

				<p>strategy on private sector engagement, facilitating development financing; Monitoring reports on progress and achievements in facilitating development financing, evaluations</p> <ul style="list-style-type: none"> • Interviews with development partners, including the private sector and IFIs, on development financing possibilities, policy bottlenecks; UNDPs role and contribution in enabling development financing; UNDNP's accomplishments; opportunities missed
	17. What are the main factors that have affected the sustainability of the processes supported by and results achieved through UNDP interventions?			

ANNEX 4. PEOPLE CONSULTED

Type of institution	Number of interviewees
Royal Government of Bhutan	47
UNDP	23
Civil Society and Non-Profit Organizations	17
Non-UN development organizations	8
Other UN agencies	5
Private sector	4
Academia	1
Final beneficiary	1
Other	1
Grand Total	107

Royal Government of Bhutan (RGoB)

BAZAR, Pema, Project Manager in Project Management Unit, Local Development Division, Gross National Happiness Commission (GNHC)

CHEDAR, Sangay, Senior Planning Officer in Local Development Division, Gross National Happiness Commission (GNHC)

CHODEN, Yeshey, Engineer in Department of Roads, Ministry of Works and Human Settlement (MoWHS)

CHOKI, Tshering, Senior Program Officer in Employment Services Division, Department of Employment and Entrepreneurship, Ministry of Labour and Human Resources (MoLHR)

DEKAR, Tshering, Human Resources Officer in Human Resource Section, Secretariat Services Division, National Council of Bhutan

DELEK, Sonam, Officiating Chief Legislative Officer in Legislative and Procedural Division, Secretariat, National Assembly of Bhutan

DEM, Tshewang, Chief Budget Officer in Economic and Communication Sector Division, Department of National Budget, Ministry of Finance (MoF)

DEMA, Chimi, Planning Officer in Planning Monitoring and Coordination Division, Gross National Happiness Commission (GNHC)

DENDUP, Tashi, Senior Environment Officer in Air and Climate Change Division, National Environment Commission (NEC)

DORJI, Deki Choden, Programme Manager, Justice Sector Programme Management Unit, Office of the Attorney General (OAG)

DORJI, Lekzang Jayoed, Assistant Environment Officer in City Environment Division, Thimphu Thromde Office

DORJI, Phuntsho Gyaltshe, Officiating Director and Chief Attorney, Legal Service Division, Department of Legal Services, Office of the Attorney General (OAG)

DORJI, Thinley, Chief Environment Officer in Waste Management Division, National Environment Commission (NEC)

GYELTSHE, Sherub, Project Manager in Project Management Unit, GCF Climate Resilient Agriculture Project, Gross National Happiness Commission (GNHC)

GURUNG, Meena, Executive Engineer in Engineering Services Division, Department of Engineering Services, Ministry of Works and Human Settlement (MoWHS)

KHANDU, Rinchen, Chief Engineer in Department of Roads, Ministry of Works and Human Settlement (MoWHS)

KUNZANG, Head and Deputy Chief Legal Officer in Legal Services Division, National Environment Commission (NEC)

LETRO, Senior Forestry Officer in Human Wildlife Conflict Management Section, Nature Conservation Division, Department of Forests and Park Services, Ministry of Agriculture and Forests (MoAF)

LHAMO, Tshewang, Senior Program Officer in Women Division, National Commission for Women and Children (NCWC)

LUNGELI, Krishna, Assistant Human Resources Officer in Human Resource Development Division, Royal Civil Service Commission (RCSC)

PHUNTSHO, Sangay, Senior Program Officer in Communicable Disease Division, Department of Public Health, Ministry of Health (MoH)

PHURBA, Senior Planning Officer in Perspective Planning Division, Gross National Happiness Commission (GNHC)

RINZIN, Kunzang, Senior Legal Officer in Legal Services Division, National Environment Commission (NEC)

SHARTSHO, Chimi Dorji, Drangpon Rabjam (Assistant Judge) at Lingzhi Dungkhag (Sub-district) Court

SHERPA, Nima Phuntsho, Planning Officer in Policy and Planning Division, Ministry of Agriculture and Forests (MOAF)

SUBBA, Monju, Engineer in Weather and Climate Services Division, National Centre for Hydrology and Meteorology (NCHM)

TAMANG, Dawa Zangmo, Assistant Program Officer in Entrepreneurship Promotion Division, Department of Employment and Entrepreneurship, Ministry of Labour and Human Resources (MoLHR)

TASHI, Tshering, Officiating Chief, Air and Climate Change Division, National Environment Commission (NEC)

TENZIN, Gyembo, Principal Engineer in Irrigations Program, Agriculture Engineering Division, Department of Agriculture, Ministry of Agriculture and Forests (MoAF)

TENZIN, Tashi, Project Manager in Project Management Unit, Tourism Council of Bhutan (TCB)

THINLAY, Project Officer in Project Management Unit, Local Development Division, Gross National Happiness Commission (GNHC)

THINLEY, Pema, Senior Trade Officer in Trade Negotiation Division, Department of Trade, Ministry of Economic Affairs (MoEA)

TOBGAY, Sonam, Executive Engineer in Engineering and Maintenance Division, Supreme Court of Bhutan

TOBGAY, Tshering, Deputy Chief Agriculture Officer in Horticulture Research Program, Agriculture Research and Extension Division, Department of Agriculture, Ministry of Agriculture and Forests (MoAF)

TOBGYE, Sonam, Project Manager in Project Management Unit, Prime Minister's Office (PMO)

TSHERING, Dhendrup, Assistant Planning Officer in Development Cooperation Division, Gross National Happiness Commission (GNHC)

TSHETRIM, Deputy Chief Horticulture Officer in Agriculture Production Division, Department of Agriculture, Ministry of Agriculture and Forests (MOAF)

TSHOMO, Ugyen, Chief Program Officer in Women Division, National Commission for Women and Children (NCWC)

WANGCHUK, Choeku, Chief Civil Registration and Census Office in Citizen Service Division, Department of Civil Registration and Census, Ministry of Home and Cultural Affairs (MoHCA)

WANGCHUK, Jitshen, Deputy Manager in Farm Mechanization Service Department, Farm Machine Corporation Limited (FMCL)

WANGMO, Dechen, Minister, Ministry of Health (MoH)

WANGMO, Phuntsho, Assistant Environment Officer in Weather and Climate Services Division, National Centre for Hydrology and Meteorology (NCHM)

WANGMO, Tshering, Senior Information and Media Officer in Information and Communications Division, Secretariat, National Council of Bhutan

YANGZOM, Tashi, Planning Officer in Policy and Planning Division, Anti-Corruption Commission (ACC)

YANGZOM, Tshering, Senior Environment Officer, Air and Climate Change Division, National Environment Commission (NEC)

ZAM, Dem, Assistant Information and Communications Technology Officer in Administration Section, Supreme Court of Bhutan

ZAM, Kinley, Senior Planning Officer in Policy Planning Division, Secretariat, Ministry of Health (MoH)

Civil society and nonprofit organizations

CHOPHEL, Rinzin, Chairperson, Bhutan Taxi Association

DHEKEY, Sonam, Assistant Program Officer in Program Department, Respect Educate Nurture and Empower Women (RENEW)

DOLKAR, Tshering, Executive Director, Respect Educate Nurture and Empower Women (RENEW)

DORJI, Kezang Dolkar, Executive Director, SAARC Business Association of Home-based workers (SABAH)

DORJI, Yeshi, Head of Research and Planning Division, Bhutan Chamber of Commerce and Industry (BCCI)

DRUKPA, Kinley, Programme Officer, Bhutan Transparency Initiative

GYAMTSO, Sonam, Executive Director, Disabled People's Organization (DPO)

LHAM, Yeshey Chen Chen, Head of Research and Policy Department, Bhutan Chamber of Commerce and Industry (BCCI)

LHAMO, Chencho, Executive Director, Bhutan Centre for Media and Democracy (BCMD)

NORBU, Tshering, Member, Bhutan Taxi Association

PENJOR, Tashi, Head of General Affairs Department, Bhutan Chamber of Commerce and Industry (BCCI)

PHUNTSO, Karma, Founder, Loden Foundation

TASHI, Tshewang, Executive Director, Loden Foundation

TENZIN, Kinley, Program and Innovation Manager at Innovate Bhutan, Youth Development Fund (YDF)

TSHEWANG, Pema, Program and Communications Officer at Institute of Wellbeing, Youth Development Fund (YDF)

WANGCHUK, Tenzin, Head of Business Support Department, Bhutan Chamber of Commerce and Industry (BCCI)

WANGDI, Rinchen, former Secretary for Gross National Happiness Commission

Private sector

DORJI, Tshering Cigay, former Chief Executive Officer, Thimphu Tech Park Limited

LHENDRUP, Thukten, Chief Executive Officer, Kuenphen Motors

LODAY, Pema, Senior Operations Manager, Bhutan Hyundai Motors

YONTEN, Karma, Chief Executive Officer, Greener Way

Academia

WANGMO, Sonam, Chief of Research and Development Division, Department of Research and External Relations, Royal University of Bhutan (RUB)

Beneficiaries

CHODEN, Kunzang, Housewife

Bilateral donors and partners

CHHETRI, Tek Bahadur, Programme Manager, Austrian Development Agency (ADA)

HOSAKA, Shun, Second Secretary, Embassy of Japan

LE DANOIS, Laurent, Team Leader, International Cooperation Section, Delegation of the European Union to India and Bhutan, European Union (EU)

OMAE, Mio, Representative, Japan International Cooperation Agency (JICA) Bhutan Office

PATTABIRAMAN, Subramanian, Senior Programme Manager, International Cooperation, Delegation of the European Union to India and Bhutan, European Union (EU)

TSHERING, Nidup, Senior Social Sector Development Officer, Asian Development Bank (ADB)

WATANABE, Kozo, Chief Representative, Japan International Cooperation Agency (JICA) Bhutan Office

ZAM, Thuji, Program Officer, Japan International Cooperation Agency (JICA) Bhutan Office

UNDP

AHMAD, Shakeel, Country Programme Specialist, UNDP Bangkok Regional Hub

ALAM, Khurshid, Deputy Resident Representative, UNDP Bhutan

CHEUNG, Sze Wai, Youth Social Entrepreneurship and Innovation Coordinator, Governance and Peacebuilding Team, UNDP Bangkok Regional Hub

CHETTRI, Nawaraj, Portfolio Analyst, UNDP Bhutan

CHODEN, Tshering, Regional Gender Specialist, UNDP Bangkok Regional Hub

CHOPHEL, Sangay, Project Technical Officer, UNDP Bhutan

DORJI, Namgay, Justice Advisor, UNDP Bhutan

DORJI, Ugyen, RBM and Project Management Specialist, UNDP Bhutan

GEBREZGHI, Beniam, Program Specialist Civil Society and Youth, UNDP Bangkok Regional Hub

GYELTSHEN, Sonam, Gender and Inclusion Specialist, UNDP Bhutan

LHAMO, Tshering, Economist, UNDP Bhutan

KUBOTA, Azusa, Resident Representative, UNDP Bhutan

PHUNTSHO, Tshering, National Coordinator, GEF-Small Grants Programme, UNDP Bhutan

RABGYE, Sonam Yangdol, Program Analyst, UNDP Bhutan

RINZIN, Chimi, Portfolio Manager, Climate Change, Environment and Livelihood, UNDP Bhutan

SHARMA, Netra Binod, Project Manager and Technical Coordinator, NAP Readiness Project, UNDP Bhutan

TSHERING, Phurpa, Operations Manager and Head of Partnerships and Assurance Unit, UNDP Bhutan

VALLEJO, Marta, Strategic Planning Advisor, UNDP Regional Bureau for Asia Pacific (RBAP)

WANGMO, Dechen, Communications Analyst, UNDP Bhutan

WANGMO, Kunzang, Head of Experimentation, Accelerator Lab, UNDP Bhutan

WANGMO, Sangay, Portfolio Manager, Governance and Advocacy, UNDP Bhutan

WANGMO, Tshering, Head of Solutions Mapping, Accelerator Lab, UNDP Bhutan

ZANGMO, Tshoki, Head of Exploration, Accelerator Lab, UNDP Bhutan

Other organizations and agencies of the United Nations

DALY, Gerald, former Resident Coordinator, UNRCO Bhutan

HERSHEY, Karla, Resident Coordinator, UNRCO Bhutan

PARKS, Will, Representative, UNICEF Bhutan

TENZIN, Chadho, Assistant Representative, Food and Agriculture Organization (FAO) Bhutan

HELMS, Swante, Head of Office, World Food Programme (WFP) Bhutan

Others

DORJI, Chimi, Registrar, Bar Council of Bhutan

ANNEX 5. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Bhutan governmental departments, project management offices and others.

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ANNEX 6. LIST OF PROJECTS FOR REVIEW

Projects for review are highlighted in orange (31 projects)

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget (US\$)	Total Expenditure (US\$)	Implementation Modality	Gender Marker
OUTCOME 1: By 2023, government institutions provide equal opportunities for all, and women and vulnerable groups hold leaders accountable.									
00082111	Engagement Facility	00091167	Engagement Facility	2014	2022	\$662,917.40	\$528,828.87	DIM	GEN1
00082111	Engagement Facility	00121368	COVID-19-Health System Support	2020	2021	\$122,000.00	\$119,988.89	DIM	GEN1
00082111	Engagement Facility	00121368	COVID-19-Health System Support	2020	2021	\$122,000.00	\$119,988.89	DIM	GEN1
00094495	UN Joint Disability Project (UNPRPD)	00098613	UN Joint Disability Project	2019	2021	\$192,629.61	\$174,150.45	NIM	GEN2
00097549	Bhutan's 12 Five Year Plan Preparation	00101225	12 FYP: GNH and SDG	2016	2021	\$246,750.35	\$193,863.27	NIM	GEN1
00098167	Anti-Corruption for Peaceful and Inclusive Societies	00101592	Anti-Corruption (Australia)	2016	2021	\$65,000.00	\$63,588.26	DIM	GEN2
00098683	Sustainable Development Goals 16	00101884	Parliamentary Development	2017	2020	\$103,018.68	\$95,851.54	NIM	GEN1
00098683	Sustainable Development Goals 16	00101885	Equal Access to Justice	2017	2020	\$210,660.04	\$190,222.45	NIM	GEN1
00098683	Sustainable Development Goals 16	00106689	Support to Election and BCMD	2017	2020	\$20,000.00	\$20,361.71	NIM	GEN1
00098683	Sustainable Development Goals 16	00106839	Strengthening Anti-Corruption	2017	2020	\$38,000.00	\$38,450.29	NIM	GEN1
00125905	Governance Multi-Year Framework	00120093	Local Governance & Decentraliz.	2020	2023	\$238,617.00	\$233,495.04	NIM	GEN2
00125905	Governance Multi-Year Framework	00120094	Support to Justice Sector	2020	2023	\$289,222.96	\$262,366.69	NIM	GEN2
00125905	Governance Multi-Year Framework	00120095	Parliamentary Development	2020	2023	\$74,239.00	\$73,300.16	DIM	GEN2
00125905	Governance Multi-Year Framework	00120096	Gender and Innovation	2020	2023	\$830,255.31	\$756,015.01	DIM	GEN3
00112026	Achieving 2030 Agenda for Sustainable Development in AP	00125990	O1.5_COVID_RFF_DigitalV	2021	2021	\$105,425.42	\$96,046.33	DIM	GEN2
00059535	UNDP Seoul Policy Centre	00074488	UNDP Seoul Policy Centre GDP	2010	2022	\$150,000.00	\$37,898.63	DIM	GEN0
00079512	Women's Participation	00089481	Women's Participation	2014	2020	\$115,900.00	\$117,559.03	NIM	GEN3
00129029	Resilient 21st Century Bhutan	00122851	Health and socio-economic	2020	2021	\$2,119,490.71	\$1,865,791.09	DIM	GEN2

00058948	UNDP Projects under Delivery as One (DAO) Support	00073461	Bhutan - Governance	2009	2013	\$0.00	\$0.00	DIM	GEN1
00058948	UNDP Projects under Delivery as One (DAO) Support	00074371	Poverty under DAO support	2010	2013	\$0.00	\$0.00	DIM	GEN1
00058948	UNDP Projects under Delivery as One (DAO) Support	00074372	Bhutan - Environment	2010	2012	\$0.00	\$0.00	DIM	GEN1
00077594	Climate Risk Management in Zhemgang District	00088280	Climate Risk Management Bhutan	2014	2015	\$0.00	\$0.00	NIM	GEN1
Sub Total Outcome 1 for review (highlighted in orange)						\$5,706,126.48	\$4,987,766.60		
OUTCOME 2: By 2023, Bhutan's vulnerable communities and its economy are more resilient to climate-induced and other disasters and biodiversity loss.									
00126335	RBAP Engagement Facility	00120426	RBAP Climate Promise	2020	2021	\$446,882.43	\$281,048.17	DIM	GEN1
00082111	Engagement Facility	00118071	Support to LDCs Chair Secretariat	2019	2021	\$855,908.57	\$606,124.17	DIM	GEN1
00082111	Engagement Facility	00120820	COVID-19 Crises Mgmt. Response	2020	2021	\$291,800.00	\$245,267.88	DIM	GEN1
00093951	Climate Resilient Agriculture	00098222	Climate Resilient Agriculture	2020	2025	\$12,371,104.38	\$10,433,765.73	NIM	GEN2
00093875	Advancing Climate Resilience of Water Sector in Bhutan	00098124	Advancing Climate Resilience	2021	2022	\$264,087.94	\$220,498.77	DIM	GEN2
00121534	CliMateSud - Strategic Accelerator Partnership	00117240	Bilateral Cooperation	2019	2025	\$84,565.59	\$50,483.72	DIM	GEN0
00106015	Sixth National Reports on Biodiversity in Asia	00106961	6th National Reports in Asia	2017	2020	\$58,055.23	\$56,388.74	DIM	GEN2
00106358	Biodiversity Finance Initiative (BIOFIN) Phase II	00107137	BIOFIN Norway - The Biodiversi	2018	2021	\$499,615.15	\$262,143.23	DIM	GEN1
00088939	Mainstreaming Biodiversity Conservation into the Tourism	00095392	Eco-Tourism & Biodiversity PPG	2019	2021	\$115,646.00	\$110,759.82	DIM	GEN2
00065284	HCFC Phase-out Management Plan for Bhutan	00081856	HCFC Phase-out Management Plan	2013	2022	\$16,318.55	\$15,676.50	NIM	GEN0
00094490	Gender responsive Nationally Determined Contributions	00098608	Gender Responsive NDC project	2018	2022	\$1,123,326.00	\$878,639.15	NIM	GEN2
00080724	National Adaptation Plan (NAP)	00090309	National Adaptation Plan	2019	2023	\$2,901,973.69	\$1,362,128.99	DIM	GEN2
00088937	Capacity Building for Resilient Construction	00095391	Capacity Building for Resilience	2017	2021	\$336,057.02	\$272,766.11	NIM	GEN1
00128152	COVID-19 Agr & Tourism Stimulus	00122182	COVID-19 Agri & Tourism Stimulus	2020	2021	\$133,730.00	\$115,566.90	NIM	GEN1
00080725	Enhancing Sustainable Resilient livelihood	00090310	Enhancing Climate Resilient Livelihood	2017	2023	\$8,930,841.75	\$7,487,681.13	NIM	GEN2
00133601	Promoting green jobs in the Agri sector	00125456	Promoting green jobs in Agri	2021	2022	\$632,203.32	\$605,242.11	NIM	GEN2

00085705	Diagnostic Trade Integration Study	00093230	Diagnostic Trade Integration	2019	2022	\$274,952.24	\$199,999.96	DIM	GEN1
00094488	Bhutan Sustainable Low Urban Transport Systems	00098606	Sustainable Urban Transport Systems	2018	2022	\$2,956,345.61	\$2,752,358.09	NIM	GEN2
00134567	Integrated National Financing Framework	00126140	Integrated Financing Framework	2021	2022	\$369,177.00	\$327,728.52	NIM	GEN1
00112026	Achieving 2030 Agenda for Sustainable Development in AP	00110753	O2.3_ Youth Co:Lab	2018	2022	\$50,300.00	\$50,171.34	DIM	GEN2
00126335	RBAP Engagement Facility	00122531	DigitalCatalytic Fund COVID-19	2020	2021	\$20,522.00	\$19,793.72	DIM	GEN1
00106358	Biodiversity Finance Initiative (BIOFIN) Phase II	00122418	BIOFIN II EU – Biodiversity	2020	2022	\$127,565.40	\$42,116.05	DIM	GEN2
00124739	SIDA UNDP Strategic Collaboration on Env and CC	00128651	Stockholm+50 Consultations	2021	2022	\$81,000.00	\$75,429.62	DIM	GEN2
00139156	Support to Zero Emissions	00128990	Zero Emissions	2022	2023	\$1,134,000.00	\$28,459.09	NIM	(blank)
00047562	00057Mainstreaming Gender and supporting women in Bhutan	00057208	Mainstreaming Gender support	2007	2013	\$0.00	\$0.00	NIM	GEN3
00079445	Youth Employment and Innovation	00089425	Youth Employment & Innovation	2014	2017	\$0.00	\$28.77	NIM	GEN3
00079510	Access to Justice	00089479	Access to Justice	2014	2017	\$0.00	\$40.08	NIM	GEN1
00084408	UNDP Projects under Bhutan UN Country Fund	00092427	2018 Gender Equal & Child Protection	2014	2015	\$0.00	\$83.03	DIM	GEN2
00084408	UNDP Projects under Bhutan UN Country Fund	00092428	2018 Governance & Participation	2014	2016	\$0.00	\$1,708.90	NIM	GEN2
00094492	Mainstream Biodiversity Conservation into the Tourism	00098610	Mainstream biodiversity	2020	2026	\$948,300.00	\$380,979.23	NIM	GEN2
00080806	Access to Genetic Resources & Benefit Sharing in Bhutan	00090375	Access & Benefit Sharing	2014	2019	\$1.00	\$0.00	NIM	GEN2
00076998	Address Climate-induced Disasters Risks	00088072	Address Climate-induced Risks	2014	2018	\$0.00	\$0.00	NIM	GEN2
Sub Total Outcome 2 for review (highlighted in orange)						\$34,445,154.87	\$26,827,966.03		
Unlinked.									
00093932	PRP for Ozone Depleting Substances - Continuation 40307	00129069	BHU/KIP/87/PRP/29 Preparation	2021	2022	\$13,000.00	\$0.00	DIM	GEN1
00127860	Accelerator Lab - Bhutan	00121817	Accelerating innovation 4 SDG	2020	2023	\$191,666.00	\$198,771.48	DIM	(blank)
Sub Total Unlinked for review (highlighted in orange)						\$204,666.00	\$198,771.48		

Management projects.									
00081601	Bhutan CO Direct Project Costing (DPC) Project	00090795	CO DPC Project	2014	2021	\$132,591.59	(\$37,565.31)	DIM	GEN0
00088434	Re-based Budget for RBAP	00103852	RBAP CO Capacity Building	2015	2021	\$73,000.00	\$75,796.37	DIM	GEN0
00038474	MPU Management Project	103932	MP Implementation Support	2017	2025	\$0.00	\$0.00	DIM	GEN1
00088434	Re-based Budget for RBAP	00103852	RBAP CO Capacity Building	2015	2022	\$73,000.00	\$75,796.37	DIM	GEN0
Grand Total Project for Review (highlighted in orange)						\$40,355,947.35	\$32,014,504.11		

Source: Data from ATLAS through IEO Datamart, as of January 23, 2023⁸³

⁸³ Project outputs 00110753, 00122531 (from outcome 1 to 2) and 00122851 (from outcome 2 to 1) have been reclassified during the review of the list of projects. The financial data of projects in the list that have been excluded from the review dates from Q1 2022.

ANNEX 7. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OUTCOME 1: By 2023, Government institutions provide equal opportunities for all, and women and vulnerable groups hold leaders accountable.				
OC1 i1.1 Gross national happiness index on good governance	0.077 (2015) 0.077 (2019)	At least maintain baseline 0.079 (2023)	0.077	0.077
OC1 i1.2 Gender inequality index	0.477, rank 110 (2016) 0.477 (2019)	0.300 to 0.400 0.4 (2023)	0.436	0.421
OC1 i1.3 National integrity score	7.89 (2017) 7.89 (2019)	8.5 8.5 (2023)	7.89	7.89
OC1 i1.4 Citizens’ confidence in judicial services	3.2 (2017) 3.2 (2019)	At least maintain baseline 3.2 (2023)	3.2	3.2
OC1 i1.5 Percentage women 10-75 who report experiencing violence in their lifetime, by partner and non-partner	Partner violence: Physical: 6.1%; Sexual: 2.1%; Psychological: 3.2%. Non-partner violence: Physical: 6.3%; Sexual: 0.9%; Psychological: 3.5% (2012) Partner violence: Physical: 6.1%; Sexual: 2.1%; Psychological: 3.2%. Non-partner violence: Physical: 6.3%; Sexual: 0.9%; Psychological: 3.5%	TBC. Partner violence: Physical: ; Sexual: ; Psychological: . Non-partner violence: Physical: ; Sexual: ; Psychological: . Partner violence: Physical: 4%; Sexual: 1%; Psychological: 2%. Non-partner violence: Physical: 4%; Sexual: 0.5%; Psychological: 2% (2023)	Partner violence: Physical: 6.1%; Sexual: 2.1%; Psychological: 3.2%. Non-partner violence: Physical: 6.3%; Sexual: 0.9%; Psychological: 3.5%	Partner violence: Physical: 6.1%; Sexual: 2.1%; Psychological: 3.2%. Non-partner violence: Physical: 6.3%; Sexual: 0.9%; Psychological: 3.5%

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
Output 1.1. National and local government capacity to integrate, monitor and report on the Sustainable Development Goals and other international agreements is improved				
OP1.1 - i1 Number of national, local governments plans and budgets with the Goals integrated, and disaggregated data in place for monitoring	1 (national) Number of national plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 1; Number of local plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 1; Total number of national, local plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 1	At least 3 Number of national plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 3; Number of local plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 1; Total number of national, local plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 4	Number of national plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 3; Number of local plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 1; Total number of national, local plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 4	Number of national plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 5; Number of local plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 1; Total number of national, local plans and budgets with the Goals integrated, and disaggregated data in place for monitoring: 6
OP1.1 - i2 Policies/strategies on decentralization and urbanization in place, including gender and disability analysis	2 (no gender and disability analysis) Policies/strategies on decentralization in place, including gender and disability analysis: 1; Policies/strategies on urbanization in place, including gender and disability analysis: 1; Total Policies/strategies on decentralization and urbanization in place, including gender and disability analysis: 2	At least 5 (3 with gender and disability analysis) Policies/strategies on decentralization in place, including gender and disability analysis: 4; Policies/strategies on urbanization in place, including gender and disability analysis: 3; Total Policies/strategies on decentralization and urbanization in place, including gender and disability analysis: 7	Policies/strategies on decentralization in place, including gender and disability analysis: 0; Policies/strategies on urbanization in place, including gender and disability analysis: 2; Total Policies/strategies on decentralization and urbanization in place, including gender and disability analysis: 2	Policies/strategies on decentralization in place, including gender and disability analysis: 2; Policies/strategies on urbanization in place, including gender and disability analysis: 2; Total Policies/strategies on decentralization and urbanization in place, including gender and disability analysis: 4
Output 1.2. The enabling environment for civil society to advance opportunities for, and increase resilience of, targeted vulnerable groups is improved.				
OP1.2 - i1 Number of civil society organizations enabled to advance opportunities for target groups, and to increase resilience of women, youth, vulnerable groups	0 Number of civil society organizations enabled to advance opportunities for increased resilience of women: 1; Number of civil society organizations enabled to advance opportunities for increased resilience of youth: 2; Total number of civil society organizations enabled to advance opportunities for target groups, and increase resilience of women, youth, vulnerable groups: 3	10 Number of civil society organizations enabled to advance opportunities for increased resilience of women: 5; Number of civil society organizations enabled to advance opportunities for increased resilience of youth: 5; Total number of civil society organizations enabled to advance opportunities for target groups, and increase resilience of women, youth, vulnerable groups: 10	Number of civil society organizations enabled to advance opportunities for increased resilience of women: 4; Number of civil society organizations enabled to advance opportunities for increased resilience of youth: 3; Total number of civil society organizations enabled to advance opportunities for target groups, and increase resilience of women, youth, vulnerable groups: 10	Number of civil society organizations enabled to advance opportunities for increased resilience of women: 4; Number of civil society organizations enabled to advance opportunities for increased resilience of youth: 5; Total number of civil society organizations enabled to advance opportunities for target groups, and increase resilience of women, youth, vulnerable groups: 14
OP1.2 - i2 Evidence-based integrated framework in place to prevent and respond to gender-based violence	Some policy and legislation in place Evidence-based integrated framework in place to prevent and respond to gender-based violence: 0/No; Evidence-based integrated framework under implementation to prevent and respond to gender-based violence: n/a	Integrated framework in place and being implemented Evidence-based integrated framework in place to prevent and respond to gender-based violence: n/a; Evidence-based integrated framework under implementation to prevent and respond to gender-based violence: n/a	Evidence-based integrated framework in place to prevent and respond to gender-based violence: 1/Yes; Evidence-based integrated framework under implementation to prevent and respond to gender-based violence: 0/No	Evidence-based integrated framework in place to prevent and respond to gender-based violence: 1/Yes; Evidence-based integrated framework under implementation to prevent and respond to gender-based violence: 1/Yes

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
Output 1.3. Parliament and justice sector capacities and approaches are strengthened with increased inclusion, transparency and accountability.				
OP1.3 - i1 Parliament’s capacity to undertake inclusive, effective, accountable law-making, oversight and representation is improved	Basic capacities 2	Improved capacities n/a	2	3
OP1.3 - i2 Rule of law and justice system strengthened supporting fulfilment of nationally and internationally ratified human rights obligations	Draft national key result area on access to justice in place 1	National key result area implemented 3	2	2
OP1.3 - i3 Number of laws reviewed and proposed for harmonization with new International. Conventions, covenants, treaties, protocols, agreements entered into by Bhutan	9 (2017) 9	13 13	n/a	2
OP1.3 – i4 A policy/legal framework/strategy on legal aid in place and implemented	0 (2017) 0	1 3	2	2
Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OUTCOME 2: By 2023, Bhutan’s vulnerable communities and its economy are more resilient to climate-induced and other disasters and biodiversity loss.				
OC2 i2.1 Gross national happiness index on ecological diversity and resilience	0.094 (2015) 0.094	TBD 0.094 (2023)	0.094	0.094

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OC2 i2.2 Gross national happiness index on living standards	0.083 (2015) 0.08	TBD 0.08 (2023)	0.08	0.08
OC2 i2.3 Proportion of population living below the national poverty line by sex, population group (rural/urban)	8.2% (2017) 8.2%	5% 5%	8.2%	8.2%
OC2 i2.4 Carbon sink capacity	Total forest coverage 71 per cent (2016) 71%	Maintained at/above 60 per cent 60% (2023)	71%	71%
Output Indicator	Output Baseline	Output Target: 2021	Output Indicator Status/Progress	
			2019	2020
Output 2.1. Inclusive, multi-hazard and risk-informed systems and capacities in place to tackle poverty through the sustainable management of natural resources.				
OP2.1 - i1 Number of climate-risk informed biological corridors operationalized	0 0	4 4	0	2
OP2.1 - i2 Number of hectares of forest area brought under participatory sustainable management regime	357,915 357,915	377,186 377,186	357,955	407,955
OP2.1 – i3 Kilometres of physical assets made more resilient to climate variability and change	Irrigation: 153; Access road: 0 Number of Kilometres of climate resilient irrigation canal rehabilitated or constructed: 153 (2017); Number of Kilometres of climate resilient roads rehabilitated/constructed: 0	Irrigation: 326; Access road: 51 Number of Kilometres of climate resilient irrigation canal rehabilitated or constructed: 326; Number of Kilometres of climate resilient roads rehabilitated/constructed: 51	Number of Kilometres of climate resilient irrigation canal rehabilitated or constructed: 189; Number of Kilometres of climate resilient roads rehabilitated/constructed: 19	Number of Kilometres of climate resilient irrigation canal rehabilitated or constructed: 196; Number of Kilometres of climate resilient roads rehabilitated/constructed: 281

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
<p>OP2.1 – i4</p> <p>Number of men and women benefiting from improved enabling environment for decent work/livelihoods based on natural resource management/climate resilience</p>	<p>0 from sustainable natural resource management; 0 from climate resilient infrastructure</p> <p>Number of men benefiting from sustainable natural resource management: 0; Number of women benefiting from sustainable natural resource management: 0; Number of men benefiting from climate resilient infrastructure: 0; Number of women benefiting from climate resilient infrastructure: 0; Total number of Men and Women benefiting from sustainable natural resource management and climate resilient infrastructure: 0</p>	<p>96,400 (50 per cent women) from sustainable natural resource management; 25,826 (50 per cent women) from climate resilient infrastructure</p> <p>Number of men benefiting from sustainable natural resource management: 48,200; Number of women benefiting from sustainable natural resource management: 48,200; Number of men benefiting from climate resilient infrastructure: 12,913; Number of women benefiting from climate resilient infrastructure: 12,913; Total number of Men and Women benefiting from sustainable natural resource management and climate resilient infrastructure: 96,400</p>	<p>Number of men benefiting from sustainable natural resource management: 5,069; Number of women benefiting from sustainable natural resource management: 5,103; Number of men benefiting from climate resilient infrastructure: 5,556; Number of women benefiting from climate resilient infrastructure: 5,024; Total number of Men and Women benefiting from sustainable natural resource management and climate resilient infrastructure: 20,752</p>	<p>Number of men benefiting from sustainable natural resource management: 23,917; Number of women benefiting from sustainable natural resource management: 18,853; Number of men benefiting from climate resilient infrastructure: 18,031; Number of women benefiting from climate resilient infrastructure: 16,524; Total number of Men and Women benefiting from sustainable natural resource management and climate resilient infrastructure: 77,325</p>
Output 2.2. National policies foster innovative financing, inclusive business, and improved livelihoods through climate resilient/nature-based solutions.				
<p>OP2.2 - i1</p> <p>Number of financing solutions applied to leverage innovative, diversified sources of financing for development</p>	<p>2</p> <p>2</p>	<p>7</p> <p>7</p>	<p>1</p>	<p>2</p>
<p>OP2.2 - i2</p> <p>Number of enterprises created and/or owned by women and youth generating sustainable livelihoods</p>	<p>1</p> <p>Number of enterprises created and/or owned by women generating sustainable livelihoods: 0; Number of enterprises created and/or owned by youth generating sustainable livelihoods: 1; Total number of enterprises created and/or owned by women and youth generating sustainable livelihoods: 1</p>	<p>8 (owned by women: 50 percent; owned by youth: 50 percent)</p> <p>Number of enterprises created and/or owned by women generating sustainable livelihoods: 3; Number of enterprises created and/or owned by youth generating sustainable livelihoods: 3; Total number of enterprises created and/or owned by women and youth generating sustainable livelihoods: 6</p>	<p>Number of enterprises created and/or owned by women generating sustainable livelihoods: 2; Number of enterprises created and/or owned by youth generating sustainable livelihoods: 1; Total number of enterprises created and/or owned by women and youth generating sustainable livelihoods: 3</p>	<p>Number of enterprises created and/or owned by women generating sustainable livelihoods: 6; Number of enterprises created and/or owned by youth generating sustainable livelihoods: 9; Total number of enterprises created and/or owned by women and youth generating sustainable livelihoods: 15</p>
<p>OP2.2 – i3</p> <p>Improved enabling environment for decent work and livelihoods</p>	<p>5 draft policies/mechanisms in place/introduced</p> <p>5</p>	<p>5 under implementation</p> <p>5</p>	<p>5</p>	<p>6</p>
Output 2.3. Greenhouse gas emissions managed in select sectors.				
<p>OP2.3 - i1</p> <p>Acres of agriculture land brought under sustainable</p>	<p>Organic farming: 23,530; Sustainable land management: 7,231 (2016)</p>	<p>Organic farming: 23,930; Sustainable land management: 12,351</p>	<p>Acres of agriculture land brought under sustainable and climate resilient management practices -</p>	<p>Acres of agriculture land brought under sustainable and climate resilient management practices -</p>

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
and climate resilient management practices	Acres of agriculture land brought under sustainable and climate resilient management practices - Organic farming: 23,530; Acres of agriculture land brought under sustainable and climate resilient management practices - Sustainable land management: 7,231; Total Acres of agriculture land brought under sustainable and climate resilient management practices - both organic farming & sustainable land management: 30,761	Acres of agriculture land brought under sustainable and climate resilient management practices - Organic farming: 23,930; Acres of agriculture land brought under sustainable and climate resilient management practices - Sustainable land management: 12,351; Total Acres of agriculture land brought under sustainable and climate resilient management practices - both organic farming & sustainable land management: 36,281	Organic farming: 23,630; Acres of agriculture land brought under sustainable and climate resilient management practices - Sustainable land management: 7,443; Total Acres of agriculture land brought under sustainable and climate resilient management practices - both organic farming & sustainable land management: 31,673	Organic farming: 23,630; Acres of agriculture land brought under sustainable and climate resilient management practices - Sustainable land management: 8,190; Total Acres of agriculture land brought under sustainable and climate resilient management practices - both organic farming & sustainable land management: 32,420
OP2.3 - i2 Number of facilities to safely manage solid waste to reduce emissions	 1 1	 5 5	 18	 20
OP2.3 – i3 Zero/low emission vehicles uptake	99 Number of Zero/low emission Vehicles uptake: 99	300 Number of Zero/low emission Vehicles uptake: 399	Number of Zero/low emission Vehicles uptake: 134	Number of Zero/low emission Vehicles uptake: 105
Output 2.4. Data-driven, evidence-based, gender-responsive tools, mechanisms and solutions applied for multi-hazard preparedness and risk reduction.				
OP2.4 - i1 Sex and disability-disaggregated data and evidence on climate change and natural hazard risks generated, analysed, and applied	Not available 0/No	Available, applied 1/Yes	0/No	1/Yes
OP2.4 – i2 Evidence-based medium to long-term gender-responsive national adaptation plan for climate change available for implementation	Short-term adaptation options available and implemented 71%	Maintained at/above 60 percent 60% (2023)	71%	71%
OP2.4 – i3 Proportion of farmers who have access to multi-hazard advisory services for agriculture planning/decision-making	0 0	1/3 of all farmers in target districts (50 percent women) 33%	0	0
OP2.4 – i4 Number of human-wildlife conflict management	2 2	4 4	2	2

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
solutions tested and upscaled				
OP2.4 – i5 United Nations– Government disaster preparedness and contingency plan in place and tested	Draft plan 0	At least 1 simulation 1	0	0

Data Source: IRRF CPD SP Indicators

Date: February 23, 2022

Baseline and Target, in bold light blue are data adapted from IRRF Website

ANNEX 8. DETAILED RATING SYSTEM BY OUTCOME

The ICPE rating system is developed by the IEO to quantify programme performance data or contribution data consistently across country programme evaluations. Strengthening performance measurement systems will enhance the quality of evaluations.⁸⁴ The Rating System is also intended to enable aggregation of the UNDP programme performance across countries.

A four-point rating system as follows was used to allow clarity in performance scoring.

- 4 = Satisfactory /Achieved. A rating of this level means that outcomes exceed expectations/All intended programme outputs and outcomes have been delivered, and results have been (or are likely to be) achieved at the time of the evaluation.
- 3 = Moderately Satisfactory/Mostly Achieved. A rating of this level is used when there are some limitations in the contribution of UNDP programmes that prevented an 'Excellent' rating, but there were no major shortfalls. Many of the planned programme outputs/outcomes have been delivered and expected results (are likely to be) achieved. Overall, the assessment is substantially positive, and problems were small relative to the positive findings.
- 2 = Moderately Unsatisfactory/Partially Achieved. A rating of this level is used when significant shortfalls are identified, but there were also some positive findings. Only some of the intended outputs and outcomes have been completed/achieved. Overall, the assessment is less positive.
- 1 = Unsatisfactory/Not Achieved. A rating of this level means that the contribution of the UNDP programme faced severe constraints and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned programme outputs/outcomes.

Consolidated rating table			
Key criteria and parameters	Rating outcome 1	Rating outcome 2	Overall rating
1. Relevance	3	3	3
1.A. Adherence to national development priorities	4	3	3
1.B. Alignment with UN/UNDP goals	3	3	3
1.C. Relevance of programme priorities	3	3	3
2. Coherence	3	3	3
2.A. Internal programme coherence	2	3	3
2.B. External programme coherence	2	2	2
3. Efficiency	3	3	3
3.A. Timeliness	3	3	3
3.B. Management efficiency	2	3	3
4. Effectiveness	3	3	3
4.A. Achieving stated outputs and outcomes	3	3	3
4.B. Programme inclusiveness	3	4	3
4.C. Prioritization of gender equality and women's empowerment	4	3	3
4.D. Prioritization of development innovation	3	3	3
5. Sustainability	2	2	2
5.A. Sustainable capacity	2	2	2
5.B. Financing for development	2	2	2

⁸⁴ See UNDP Evaluation Policy, 2019. <http://web.undp.org/evaluation/policy.shtml>.