

Annexes Capacity Development in the UNDAF in Bhutan

Annex 1: Terms of Reference	54
Annex 2: Evaluation Methodology	62
Annex 3: Online questionnaire with scores	64
Annex 4: List of informants/key stakeholders	76
Annex 5: List of documents	82
Annex 6: Inventory of CD outputs in 5 CT outcome areas	85
CT Outcome 1: Poverty and MDG Unit	85
Table 6.1.1: Institutional Arrangements	85
Table 6.1.2: Accountability	87
Table 6.1.3: Knowledge	88
Table 6.1.4: Leadership	97
CT Outcome 2: Health	98
Table 6.2.1: Institutional Arrangement	98
Table 6.2.2: Accountability	98
Table 6.2.3: Knowledge	98
Table 6.2.4: Leadership	101
CT Outcome 3: Education	102
Table 6.3.1: Institutional Arrangement	102
Table 6.3.2: Accountability	103
Table 6.3.3: Knowledge	103
Table 6.3.4: Leadership	112
CT Outcome 4: Good Governance	113
Table 6.4.1: Institutional Arrangement	113
Table 6.4.2: Accountability	115
Table 6.4.3: Knowledge	118
UNDAF Outcome 5: Environment and Disaster Management (EDMT)	128
Table 6.5.1: Institutional Arrangement	128
Table 6.5.2: Accountability	128
Table 6.5.3: Knowledge	129
Table 6.5.4: Leadership	140

Annex 1: Terms of Reference



TERMS OF REFERENCE

FOR INDIVIDUAL CONSULTANTS/CONTRACTORS

POST TITLE: International Consultant

AGENCY/PROJECT NAME: Capacity Development Evaluation

COUNTRY OF ASSIGNMENT: BHUTAN

1) GENERAL BACKGROUND

The Royal Government of Bhutan (RGoB) and the UN agencies operating in Bhutan¹ signed the United Nations Development Assistance Framework (UNDAF 2008-2012) and the UNDAF operational tool, the common Country Programme Action Plan (cCPAP 2008-2012) in 2007. The documents outline the framework of cooperation between the UN system and the RGoB to support the realization of the Millennium Development Goals and the national development plan; the 10th Five Year Plan (FYP). Five outcome areas for UN support were agreed upon and contributed to the following five overall objectives, namely;

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

The UNDAF/cCPAP planning process coincided with the drafting of the 10th FYP and the two processes were mutually reinforcing. However, since the newly elected government came only into being in the 1st quarter of 2008, the UNDAF/cCPAP were finalized beforehand with sufficient flexibility built-in to ensure alignment once the 10th FYP was officially adopted by the RGoB. The Country Programme Board (CPB) has the overall responsibility for the UNDAF/cCPAP implementation and monitoring. The Country Programme Board provides supervision and guidance to the theme groups and annually

¹ UNDP, UNICEF, UNFPA, WFP, FAO, IFAD, UNAIDS, OCHA, UNCDF, UNEP, UNESCO, UNIFEM, UNV, UNRC. Other non-signatory agencies like UNCTAD and UNIDO are also part of the process.

assesses the progress. The joint Country Programme Board, comprised of representatives from the Government and the UN agencies, is co-chaired by the Secretary, GNH Commission and the UN Resident Coordinator.

The five cCPAP/UNDAF Theme Groups pertaining to each development outcome- poverty, health, education, governance, environment and disaster management- were set up to coordinate UN-RGoB system efforts to monitor the cCPAP/UNDAF. The Theme Groups are responsible for monitoring and evaluating the implementation of the cCPAP through work plans with implementing partners, and for ensuring that the UN support is timely and addresses the actual need of the government to develop and implement government policies in line with the cCPAP and the RGoB's 10th Five Year Plan. Since 2009, these working groups are co-chaired by the lead ministry and an UN lead agency.

The achievement of development results, including the Millennium Development Goals (MDGs), in an equitable and sustainable manner requires that countries have the capacity to perform critical functions, including for policy, planning, budgeting, monitoring and evaluation, and aid coordination. This is important for country ownership of the development process and the achievement of development effectiveness, especially because of the 10th Five Year Plan target of reducing poverty to below 15% from 23% within the UNDAF cycle period.

The central role of capacity development for national ownership and sustainable development is well recognized, and is a core contribution of the United Nations system to partner countries. In the specific context of the UNDAF in Bhutan, the UN has directed massive efforts to support capacity development. However, the results of this support have never been evaluated in a systematic and comprehensive fashion. The challenge is to look closely at how the UN's capacity development support has contributed to strengthening institutions in Bhutan- institutions which in turn are contributing to the achievement of national development goals, including the MDGs, and as articulated in the 10th FYP.

Therefore, this evaluation provides an opportunity to systematically examine capacity development support to Bhutan over a multi-year period, and provide recommendations on how the UN can ensure that its support is effective, sustainable, country/context-specific (relevant), and nationally owned. The evaluation will focus on results of the support provided during the current UNDAF (2008-2013), but will also be forward looking with regard to the planning of the upcoming UNDAF cycle under the 11th FYP, and will synthesize lessons learned in order to make recommendations for capacity development support in the next programming cycle.

The evaluation will use the following definitions:

- *'Capacity' is the ability of people, organizations, and society as a whole to manage their affairs successfully²*

² UN Development Group Position Statement on Capacity Development (UNDG, 2006)

- *‘Capacity development’ is the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time³*
- *‘Capacity development support’ is the process that contributes the resources, the strategies, the motivations and the ideas to encourage the development or emergence of abilities⁴*

These definitions reflect the belief that capacity development is an endogenous process that must be country owned. Development partners such as UN can only support or facilitate the process.

2) OBJECTIVES OF THE ASSIGNMENT

The UNDAF capacity development (CD) evaluation has the following primary aims:

- 1) The evaluation will systematically gather and analyze evidence of the extent to which the UN has been able to deliver capacity development support (with the five UNDAF outcome areas as the frame of reference) which responds to the national development goals of Bhutan (as articulated in the 10th FYP), and **the extent to which the UN’s support to CD has produced results** in terms of stronger institutions which have contributed to development results.
- 2) Looking forward, based on the evidence of what has and has not worked, the evaluation is intended to help improve **the quality of the UN’s support to developing national capacities**, by evaluating the degree to which the UN has been able to deliver CD support that is effective, relevant, sustainable, coordinated, and nationally owned.

3) SCOPE OF WORK

The International Consultant will work with a National Consultant (to be addressed as the Evaluation Team) in conducting the evaluation.

The evaluation will cover the current UNDAF period (2008-2013). For retrospective

³ UN Development Group Position Statement on Capacity Development (UNDG, 2006)

⁴ Definition as stated in *UNDP Contribution to Strengthening National Capacities- Ownership* (UNDP Evaluation Office, 2010)

aspects, the period from 2008 to 2011 will be covered while years 2012, 2013 and beyond will be taken up for the prospective aspects. Data for the evaluation across all TGs will be collected from January 2008 till July 2011. The scope and focus of the evaluation will be grounded in the specific development context of Bhutan, and the evaluation methodology will be informed by discussions with stakeholders, background research, as well as review of previous evaluations and relevant documentation. To the extent possible/appropriate, the UNDAF CD evaluation will take into account and build on previous evaluations (related to capacity development support generally as well as any previous evaluations of UN-supported programs and projects in Bhutan), so as to avoid duplications of effort. The Evaluation Team is expected to identify and review such relevant background documents. In addition, the Evaluation Team will be expected to make a concerted effort to identify (and incorporate into the evaluation framework and methodology as appropriate) position statements and policy documents of RGoB which are relevant to the evaluation of capacity development support. These could include (but are not limited to) policies related to capacity development as such, but also more broadly related to technical cooperation/assistance, aid coordination, development assistance, and so forth.

It is expected that the Evaluation Team will have expertise in UNDAF evaluation generally, as well as in approaches to evaluating *capacity development* results specifically. Given that this evaluation is of UN-wide contributions to capacity development, the Evaluation Team should review key documents related to common UN approaches to capacity development at the country level.⁵ It is also recommended that UNDP's recent work on Measuring Capacity⁶ be taken into consideration in the final design of the evaluation framework.

The Evaluation Team will be required to submit an inception report which presents a detailed evaluation methodology/framework which not only reflects understanding of CD and UNDAF, but also adapts the methodological approach to the context of Bhutan. It is important to point out that the present ToR is intended to provide an overview of the rationale, context, scope, objectives, and management arrangements for the UNDAF CD evaluation, but the Evaluation Team is expected- using this ToR as a frame of reference- to develop a detailed evaluation methodology, one which is based on a comprehensive review of relevant documents as well as inputs from stakeholders.

Given the time frame for completing the CD evaluation, it is recognized that there are some limitations to the scope of the exercise. The CD evaluation will need to be selective and target only some UN capacity development support initiatives during the UNDAF period. Therefore, the first part of the evaluation will involve a mapping of CD initiatives supported by UN agencies over the past three years. The mapping is not merely an inventory of CD initiatives, but should also include information on the nature of the capacity development support (which institutions/organizations were targeted; which sector; duration of program; whether a multi-donor initiative; what type of capacities

⁵ These documents include the 2007 Triennial Comprehensive Policy Review; the undg Position Statement on Capacity Development; the undg Capacity Assessment Methodology; and the UNDAF and CCA Guidelines (undg, 2009).

⁶ See 2010 Practice Note "Measuring Capacity" at <http://www.undp.org/capacity>

were the focus [function/technical] etc)

This mapping will be one component of the inception report produced by the Evaluation Team, and will be the basis for identifying a select number of capacity development initiatives for more focused evaluation using the guidance questions listed below.

In terms of the evaluation methodology, a key consideration is to attempt to *identify capacity development results at the **outcome level***, rather than ‘stopping’ at the levels of inputs and outputs, across each of the selected initiatives from the mapping:

Measuring [change in capacity] must go beyond an increase in input resources, such as human, financial or physical resources; and go beyond the completion of activities or production of outputs, such as the implementation of training or procurement of tools, as the availability of such resources and completion of such tasks do not guarantee their contribution to development goals. It should look at the change in institutions- are they stronger, better, more resilient?⁷

This means the evaluation must trace ‘the story’ of a particular institution or system that has improved its performance, identifying **what** specific capacities have been strengthened and **how** this took place (the inputs and processes that led to strengthening of capacities).

In this connection, the key evaluation questions are summarized as follows.

1) Assess the **results of the UN’s contribution**⁸ to strengthening national capacities for development results in the current UNDAF cycle:

- What specific capacity development needs were identified in the UNDAF preparation and how were these needs determined? What capacity baselines exist (or do not exist), against which CD results can be measured?
- What capacity development strategies were employed in order to address the identified needs? What were the UN’s **inputs** in terms of capacity development processes (e.g. stakeholder engagement, capacity assessments, change management, etc)?
- What results can be identified in terms of increased capacity at the **output level**?
 - E.g. better functioning systems, processes, and structures across one or

⁷ UNDP Practice Note on Measuring Capacity, p. 2

⁸ It is important that the final evaluation report is cognizant of distinguishing between *contribution* and *attribution* of capacity development results to UN interventions. It may be that evidence of capacity development results at the outcome level (institutions able to perform better) is the result of contributions by UN, as well as perhaps other development partners, as well as endogenous processes of capacity development that would have taken place even without external support. In such a complex environment, it is reasonable to identify the *contribution* of UN support without necessarily *attributing* the change in capacity to one input alone.

more of the following areas: institutional arrangements, leadership, knowledge management, and accountability. Are these likely to be sustained beyond the current UNDAF period? If so, why and if not, why?

- What results can be identified at the **outcome level**?
 - E.g. change in institutional performance, adaptability, stability (institutions or systems are performing more effectively or efficiently [for example, in delivering services], in a more consistent and resilient manner)
 - Are these likely to be sustained beyond the current UNDAF period? Why or why not?

2) Assess the **quality of the UN's support** to capacity development with reference to the following:

- *Relevance*: Was the capacity development support relevant and responsive to the country's needs and priorities? Review the significant developments in Bhutan over the UNDAF period and analyze how these factors did or did not have a bearing on the UN's support to capacity development?
- *Coordination and partnership*: To what extent did the capacity development support promote coordination and partnership within the country (between government and other national actors), and among donors?
- *Consistency with desirable practice* (e.g., nationally-owned, multi-stakeholder, based on systematic assessment and understanding of informal behaviors and structures, country-driven design and demand, adapted to country context, supportive of innovation, cognizant of trade-offs and addressing system-wide capacity): How consistent was the capacity development support with desirable practice?
- *Sustainability*: Was UN support to capacity development delivered in a sustainable manner? To what extent did UN capacity development support contribute to the development of a pool of CD service providers in Bhutan? Did UN support utilize existing CD service providers (individuals as well as institutions and organizations in private sector, public sector, civil society/academe) within Bhutan or rely unnecessarily on international expertise?
- *Strategic Positioning*: Did the UN's capacity development support reflect sound strategic positioning, taking into account the UN's relative comparative advantage to other development partners? Why or why not?

4) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

The total duration of the assignment is estimated for 45 working days. Expected start date is 2012. Local travel to project sites may be expected.

5) FINAL PRODUCTS

The two main outputs/ documents will be as follows:

- a. *Inception report, with (1) detailed evaluation methodology/framework for endorsement by key stakeholders, and (2) mapping of CD initiatives in Bhutan across UNDAF/cCPAP thematic areas*
- b. *Final evaluation report with findings and recommendations*

The final evaluation report will provide a synthesis and analysis of evidence across all sources of information, and will include concrete examples to support the overarching conclusions. The findings, conclusions and recommendations will also be captured in an executive summary. The draft evaluation report will be submitted to the Evaluation Management Team by the Evaluation Team leader by early May 2012. The final report will be approved by the UNCT.

6) PROVISION OF MONITORING AND PROGRESS CONTROLS

Overall quality assurance of the evaluation will be the responsibility of the Evaluation Management Team, which will solicit inputs and guidance from the UNCT and the Technical Reference Team, and will liaise directly with the Evaluation Team (leader). Evaluation Management Team has overall responsibility for ensuring the quality of the CD evaluation, including the responsibility for involving RGoB and other stakeholders at appropriate junctures in the process (e.g. sharing the inception report; ensuring that the final evaluation methodology/inception report is endorsed in a consultative manner). The UNCT will also be expected, at the direction of the Evaluation Management Team, to provide and facilitate support needed by the Evaluation Team from different UN agencies.

7) DEGREE OF EXPERTISE AND QUALIFICATIONS

- Bachelor's degree (Master's preferred) in any of the following areas (economics, development management, knowledge, organizational development or equivalent) with training in M&E
- Ten years and above of work experience in project evaluations, results based management and M&E

- Experience in leading UN UNDAF Evaluations will be an asset
- Experience with coordination at different levels
- Experience with strategic planning and report writing
- Excellent interpersonal skills, team oriented work style
- Good written and oral communications skills in english
- Strong organizational skills
- Self-motivated, ability to work with minimum supervision
- Fluency in English
- Proficiency in using computer applications (word processing, spreadsheet, presentations, project planning, email, graphics etc)

8) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

☐ NONE
 ☐ PARTIAL
 ☒ INTERMITTENT
 ☐ FULL TIME

9) PAYMENT TERMS AND AWARD OF CONTRACT

Combined scoring (70% technical and 30% financial) will be used in awarding of the contract. The consultant will be paid based on the following schedule of payments:

- 15% on signing of the contract
 - 35% on submission of the draft report
 - 50% upon acceptance of the final products (refer section 5)
- i. Payment certification required: YES
 ii. Currency of payment: USD

Annex 2: Evaluation Methodology

Review of secondary sources

The evaluation started with a comprehensive review of key documents and reports including previous internal and external evaluations of UN supported programs and projects in Bhutan, other relevant documents related to capacity development support and relevant position statements, policy documents of RGoB and documents related to technical cooperation/assistance, aid coordination and development assistance. The members of the Evaluation Management Team/UN co-chairs provided the evaluation team with the documents. The list of documents is included in annex 5.

Systematic overview of capacity development support

An inventory of capacity development output by UNDAF over the past three years was compiled through a mapping exercise. The inventory of capacity development support includes information on the nature of the capacity development support, more specifically:

- targeted institutions/organization and specific sector
- type of capacity development outputs
- capacities strengthened categorized in the 4 output core issues (institutional arrangements, leadership, knowledge and accountability)
- duration of inputs, topic, number of people (men/women) trained (when found available) and capacity needs assessments
- mode of collaboration (single or multi-donor initiative)

Compiling the inventory of the outputs turned out to be a major challenge (see also limitations of the study) as no systematic CD approach had been used during the planning of the CD support of the current UNDAF cycle and due to lack of consistency in reports and documents.

Sample for story lines of identified institutions or systems (story lines)

A number of institutions or systems were identified for further data collection, based on criteria of: improved performance, representation across the 5 thematic areas, diversity, feasibility and quality time available of staff of institutions to participate in the evaluation. The selection criteria and size of the sample were decided in consultation with the Evaluation Management Team / UN co-chairs at the start of the evaluation.

Primary data collection (qualitative and quantitative)

Qualitative data were gathered through in-depth interviews with key stakeholders and focus group discussions with other relevant individuals and groups. A list of key informants was put together in consultation with the Evaluation Management Team (annex 4).

Further in-depth information was collected through tracing case studies of some institutions. The case studies were compiled from primary and secondary data to explain successful and less successful examples of capacity development support or to illustrate the use of the CD framework.

The case studies addressed (some of) the following questions:

- What significant changes have taken place in selected institutions?
- What has been the effect of these changes in terms of the capacities of the selected institutions (outcomes)?
- What capacities have been developed and how have they contributed to the realization of the development objectives (outputs)?
- What role have external parties played in developing the capacities?
- And how effective have the external interventions been?
- What lessons can be learned for future development of capacity in relation to change?

Given the limited time span and the intention to reach out to a representative sample of implementing partners, an additional on-line opinion questionnaire on (opinions on) results and quality of capacity development support was organized. The on-line questionnaire (annex 3) had 18 close questions ranking statements in terms of totally agree, agree, disagree, totally disagree and don't know, and one open question asking for suggestions regarding future CD support. The questionnaire was sent to 128 IPs, of which 36 responded (28%) within the given time of 10 days.

Analysis of the findings through validation and triangulation

To ensure the independent character of the evaluation, the findings from the primary data collection were compared with data from another sources, which had been collected in a different manner (e.g. from review of key documents and reports, interviews and discussions) and other sources (triangulation) and were linked to the indicators and core issues at output and outcome levels.

Feedback from key stakeholders

Aligned with the roadmap of the planning process of support for the next UNDAF cycle, a presentation of the preliminary findings was held with the Evaluation Management Team half way the evaluation. These findings were shared with the consultant working simultaneously on the Country Analysis.

For ownership, the findings from the research and primary data collection were presented in a debriefing with IPs and other stakeholders who joined in the further analysis of the results, distilled the major lessons learned from the findings and anticipated the future capacity development strategy and approaches.

Overall synthesis and reporting

The overall synthesis was put in the draft evaluation report and shared for feedback. The final evaluation report will provide a synthesis and analysis of evidence across all sources of information, and will include concrete examples to support the overarching conclusions. In annex 5 an outline of the report is being proposed.

Annex 3: Online questionnaire with scores

Capacity Development Evaluation UNDAF



1. My organization has a clear set of strategies in line with the organization's vision / mandate.

		Response Percent	Response Count
totally agree		36.1%	13
agree		58.3%	21
disagree		5.6%	2
totally disagree		0.0%	0
don't know		0.0%	0

Comment 3

answered question 36

skipped question 0

2. My organization has a strategy / plan how to develop staff capacities and to strengthen the organization.





		Response Percent	Response Count
totally agree		13.9%	5
agree		47.2%	17
disagree		33.3%	12
totally disagree		2.8%	1
don't know		2.8%	1





Comment 3

answered question 36

skipped question 0

1 of 10

3. Capacity development initiatives in my organization do address the real needs.			
		Response Percent	Response Count
totally agree		19.4%	7
agree		52.8%	19
disagree		22.2%	8
totally disagree		0.0%	0
don't know		5.6%	2
Comment			0
answered question			36
skipped question			0

4. The capacity support that is being offered helps my organization to perform better.			
		Response Percent	Response Count
totally agree		27.8%	10
agree		61.1%	22
disagree		5.6%	2
totally disagree		0.0%	0
don't know		5.6%	2
Comment			1
answered question			36
skipped question			0

5. Capacity development opportunities (trainings, workshops, studies, etc.) are decided and allocated in a transparent and equitable manner.

		Response Percent	Response Count
totally agree		22.2%	8
agree		44.4%	16
disagree		25.0%	9
totally disagree		2.8%	1
don't know		5.6%	2
	Comment		2
answered question			36
skipped question			0

6. Capacity development efforts are affected by staff turnover / transfers.






		Response Percent	Response Count
totally agree		33.3%	12
agree		52.8%	19
disagree		11.1%	4
totally disagree		0.0%	0
don't know		2.8%	1
	Comment		2
answered question			36
skipped question			0






7. My superiors monitor my performance and give regular feedback on my increased knowledge and skills.

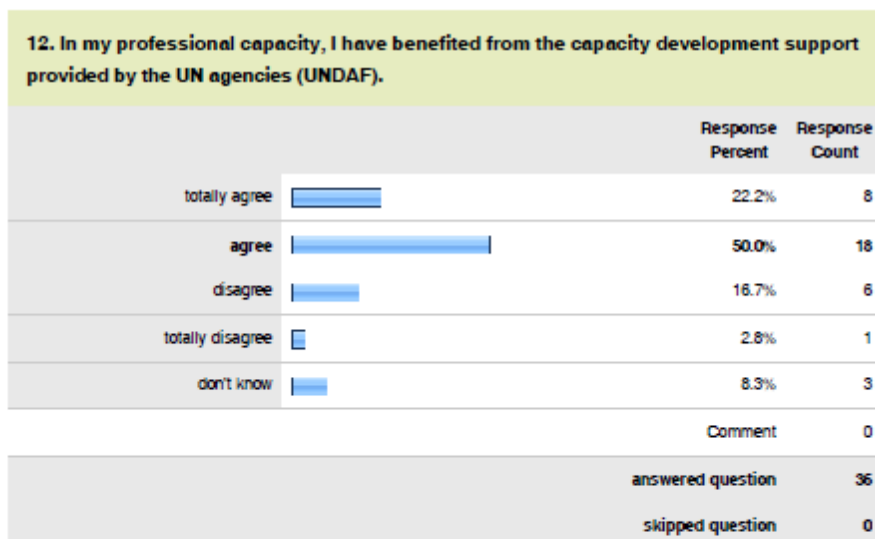
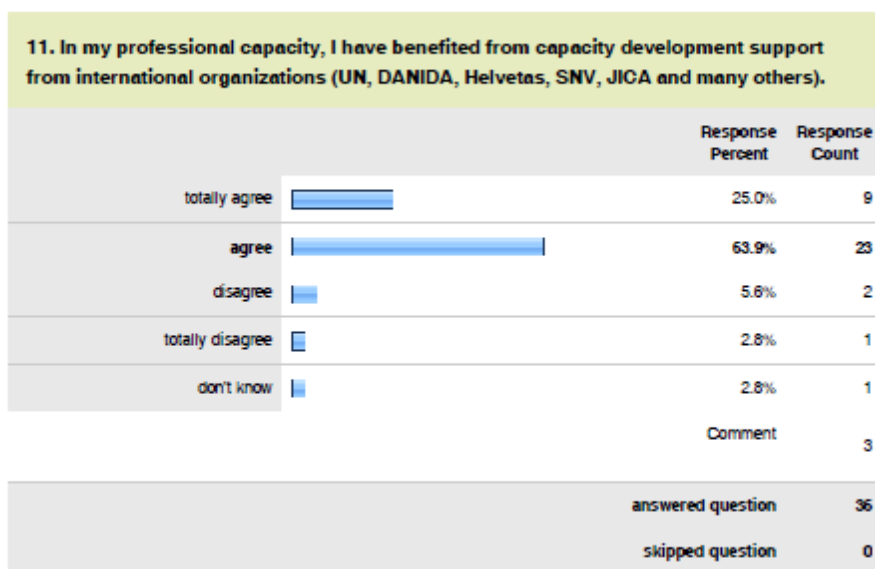
		Response Percent	Response Count
totally agree		5.6%	2
agree		50.0%	18
disagree		33.3%	12
totally disagree		5.6%	2
don't know		5.6%	2
	Comment		1
answered question			36
skipped question			0





8. Except for specialized technological expertise, local capacity providers (such as trainings institutes and private consultancy firms in the country) nowadays, are able to effectively build my and my organization's capacities.




		Response Percent	Response Count
totally agree		5.6%	2
agree		41.7%	15
disagree		30.6%	11
totally disagree		2.8%	1
don't know		19.4%	7
	Comment		1
answered question			36
skipped question			0





9. I know of local capacity providers that have been involved in developing my or my organization's capacities.			
		Response Percent	Response Count
totally agree		8.3%	3
agree		22.2%	8
disagree		33.3%	12
totally disagree		2.8%	1
don't know		33.3%	12
Comment			0
answered question			36
skipped question			0





10. Local capacity providers should work with experts from outside to sustain the expertise that is being offered.			
		Response Percent	Response Count
totally agree		30.6%	11
agree		55.6%	20
disagree		2.8%	1
totally disagree		5.6%	2
don't know		5.6%	2
Comment			0
answered question			36
skipped question			0







13. My performance or my organization's performance has improved due to the UN capacity development support.			
		Response Percent	Response Count
totally agree		19.4%	7
agree		63.9%	23
disagree		11.1%	4
totally disagree		0.0%	0
don't know		5.6%	2
Comment			2
answered question			36
skipped question			0

14. I consider the UN's support to develop national capacities relevant.			
		Response Percent	Response Count
totally agree		41.7%	15
agree		55.6%	20
disagree		2.8%	1
totally disagree		0.0%	0
don't know		0.0%	0
Comment			0
answered question			36
skipped question			0





15. I consider the UN's support to develop national capacities strategic.			
		Response Percent	Response Count
totally agree		22.2%	8
agree		61.1%	22
disagree		11.1%	4
totally disagree		0.0%	0
don't know		5.6%	2
Comment			0
answered question			36
skipped question			0

16. The UN's support to develop national capacities promotes inter-ministerial and cross-sectoral coordination and collaboration.			
		Response Percent	Response Count
totally agree		16.7%	6
agree		55.6%	20
disagree		8.3%	3
totally disagree		0.0%	0
don't know		19.4%	7
Comment			0
answered question			36
skipped question			0

17. The UN's support to develop national capacities promotes coordination and partnership with other international development partners / donors.

		Response Percent	Response Count
totally agree		11.1%	4
agree		69.4%	25
disagree		5.6%	2
totally disagree		0.0%	0
don't know		13.9%	5
	Comment		0
answered question			36
skipped question			0

18. Developing national capacities within the UN's support is done in a sustainable manner.

		Response Percent	Response Count
totally agree		5.6%	2
agree		47.2%	17
disagree		13.9%	5
totally disagree		0.0%	0
don't know		33.3%	12
	Comment		2
answered question			36
skipped question			0

19. What are your suggestions for future capacity development support?		
		Response Count
		25
	answered question	25
	skipped question	11

Page 2, Q1. What are your suggestions for future capacity development support?		
1	sustainable would be long term courses and TOTs i feel would be appropriate. Strengthen incountry institutes for sustainable	May 21, 2012 2:05 AM
2	it would be nice if the donors could in cooperate the request made by the implementing partners.	May 18, 2012 1:31 AM
3	The UN capacity development support to the national agencies is very beneficial. The future capacity development will be very crucial.	May 17, 2012 4:40 AM
4	Our Organization feel that Capacity Development support is very important as we need trained and professional staff for the progress of the organization.	May 16, 2012 9:32 PM
5	Since I feel that capacity development is very important to enhance the future development of my organization; so it is necessary for the staff to get trained on relevant fields(can be done from UN Support).	May 16, 2012 9:27 PM
6	Capacity development for Civil Society Organizations needs to be started for some and strengthened for others	May 16, 2012 8:26 PM
7	some UN agencies only think of professional development for themselves- they should give this opportunity to the partners.	May 16, 2012 12:54 AM
8	none	May 16, 2012 12:12 AM
9	In futhere UN should think of training core group of trainers from various agencies and then the core group in turn train the colleagues in theie respective agencies. Right now as capacity development initiative the UN organizes like half a day training involving large number of participants but it doesnt seem to be effective in my opinion.	May 15, 2012 11:26 PM
10	Should focus on long term capacity development program	May 15, 2012 8:20 AM
11	UN in consultation with national agencies should prepare a detailed plan for national capacity development strategy and implement it step-by-step. Lack of national capacity is most pertinent in highly specialized areas (expertise) and skilled national workers (blue collar).	May 15, 2012 2:14 AM
12	Invest more on institutional capacity building rather than on an individual	May 14, 2012 11:15 PM
13	Provide capacity development for Civil Society Organizations	May 14, 2012 7:45 PM
14	-	May 14, 2012 6:24 AM
15	have a monitoring system in which money allocated for capacity development for an organisation is really being used in capacity development of the staff.	May 13, 2012 9:27 PM
16	No comments	May 13, 2012 9:18 PM
17	I personally feel that very less has been done for academic institutions by UN and other international organization. Indeed it is very important to support and strengthen the capacity development at the academic institution as they serve as the hub of knowledge center. And in reality they lack the capacity.	May 13, 2012 8:56 PM
18	Capacity development support should be continued. It should be coordinated so that there is no duplication. There should be regular follow up to see the	May 13, 2012 8:54 PM

Page 2, Q1. What are your suggestions for future capacity development support?		
	effectiveness and utilization of the capacities developed,	
19	I find the CD support limited to ex-country conferences and workshops of the Central Ministries. There is basically no well assessed training needs and plans at the moment. There should be one UN CD support to the government primarily using the existing national training Institutes.	May 13, 2012 8:49 PM
20	to continue support from UN Agencies to different partners agencies through GNHC	May 13, 2012 8:17 PM
21	1. intervention during the selection of candidates. sometimes some one went for capacity building and job are done by others.	May 13, 2012 8:10 PM
22	The UN could possibly look into developing capacities of key institutions of democratic governance.	May 13, 2012 5:36 AM
23	need more capacity building for the new recruits in any organization based on the responsibility .	May 13, 2012 3:30 AM
24	Most capacity development support is a week or less. The participants do not really gain much. technical capacity building should be few but longer in duration to make sure knowledge transfer occurs.	May 13, 2012 12:34 AM
25	UN's future capacity development support should be need based, identified based on the challenges being faced by actors at different levels. The current support structure does not seem to be going this way	May 12, 2012 8:40 PM

Annex 4: List of informants/key stakeholders

Table 4.1: List of Participants at the Validation Stakeholders Debriefing at Hotel Taj Tashi, May 28, 2012

Nr.	Name	Designation/Agency/Organization
1.	Dasho Sangay Dorji	Commissioner/HRD-RCSC
2.	Karma Tshering	Director, RIM. MoE
3.	Karma Choden	Deputy Chief, ECCD, MoE
4.	Kinley Penjor	Program Officer, UNICEF
5.	Kunzang Norbu	ARR, UNDP
6.	Pema Wangyel	DCPO, DDM
7.	Dungkar Drukpa	OCC, WFP
8.	Sherub Phuntsho	CSHD, DYS, MoE
9.	Karma Raptan	ARR, UNDP
10.	Chhoeki Penjor	SPO, NCWC
11.	Ruby Nohle	UNICEF
12.	Kesang Dendup Choden	Counselor, RENEW
13.	Pem Chuki Wangdi	UNDP
14.	Chencho Gyelmo	UNCDF
15.	Gepke Hingst	RR, UNICEF
16.	Dorji Choden	ARR, UNDP
17.	Kinga Dorji	DCRD, Paro MoE
18.	Dechen Chime	NPO, UNFPA
19.	Sonam Phuntsho	PO, PPD, MoH
20.	Anne-Marie Schreven	Team Leader, International Consultant
21.	Dil Maya Rai	Team member-National Consultant

Table 4.2: Sector-wise list of people met during the CD Evaluation Process

UN Agencies (UNCT Members)			
No.	Names	Designation/Agency/Organization	Type of Consultation
1.	Claire van der Vaeren	UN Resident Coordinator/UNDP	UNCT Meeting for the debriefing of 1 st preliminary findings.
2.	Hideko Hadzialic	Dy. Resident Coordinator/UNDP	
3.	Gepke Hingst	Resident Rep. UNICEF	
4.	Dr. Nani Nair	Rep, WHO	
5.	Yeshey Dorji	ARR, UNFPA	
Inception Report Presentation Meeting			
No.	Name	Designation/Agency/Organization	Type of Consultation
1.	Claire van Der Vaeren	UNRC	Inception Report Presentation Meeting
2.	Aum Dorji Choden	UN Co-Chair, Poverty and MDG	
3.	Karma Loday Raptan	UNCo-Chair,Env.&Disaster Mgt.	
4.	Kunzang Norbu	UN Co-Chair, Governance Unit	
5.	Bishnu Bhakta Mishra	UN Co-Chair, Unicef	
6.	Kinley Dorji	UN Co-chair, WHO	
7.	Chencho Gyalmo	Program Officer, UNCDF	
8.	RinzinPem	Gender Analyst, UN-Bhutan	
9.	Angela Ison	Gender Specialist-UN-Bhutan	
10.	Kinley Penjore		
11.	Karma Tshering	Program Officer, Health, UN-Bhutan	
UN-EMT			
No.	Name	Designation/Agency/Organization	Type of Consultation/Meeting
1.	Pem Chuki Wangdi	Unit Head, INDP	Management Issues
2.	Tshering Yanki	Governance Unit, UNDP	
3.	Kesang Choden Phuntsho	RC’s Office, UNDP	

RGOB Agencies and Representatives			
No.	Name	Designation/Agency/Organization	Type of Consultation
1.	Dasho Sangay Dorji	Commissioner, HRD, RCSC	Interview
2.	Dechen Yuden	HR Officer, RCSC	Interview
3.	Kado Zangpo	Chief of Planning, MoH	Interview/Meeting
4.	Sonam Phuntsho	Planning Officer, MoH	Interview
5.	Karma Tshering	Director, RIM	Interview
6.	Jit Tshering	Sr. Lecturer, RIM	Interview
7.	Thinley Rinzin	Planning Officer, MoE	Interview
8.	Phuntsho Choden	Director/NCWC	Interview/Meeting
9.	Sonam Penjore	Program Officer	Interview
10	Tshewang Lhamo	Program Officer	Interview
11	Tshering Wangmo	GNHC	Consultation Meeting
12	Yangden Penjore	Director, YDF	Interview
13	Tashi Choden	YDF	Interview
14	Rinchen Wangdi	Dy. Secretary, GNHC	Interview
15	Karma Hamu	Head, LDD, GNHC	Interview
16	Passang Dorji	Head, LDD, GNHC	Meeting
17	Karma Gayleg	DLG, MoHCA	Interview
18	Wangdi Tshering		
19	Thinley Wangmo		
21	Sherub Phuntsho	Head, Comprehensive School Health Division, ECCD, MoE, Thimphu	Focus Group
21	Pema Chhogyel	Special Education Division	Focus Group
22	Kinley Gyeltshen	Chief, Early Child Care and Development	Focus Group
23	Karma Choden	Program Officer, ECCD	Focus Group
24	Karchung	Program and Support Division, DCRD, Paro	Focus Group, DCRD, Paro
25	Kinga Dorji	Program Officer, Program and Support Division, DCRD, Paro	Focus Group, DCRD, Paro
26	Dorji Tshewang	Curriculum Officer, Primary Curriculum Division, DCRD, Paro	Focus Group, DCRD, Paro

Others (Constitutional Bodies and NGO/CSOs)			
No.	Name	Designation/Agency/Organization	Type of Consultation
1.	Sonam Tobgay	National Assembly	Focus Group
2.	Tshering Dhendup	National Council	Focus Group
2.	Sonam Raptan	ECB	Focus Group
3.	Chimmi Wangmo Yedzer	Director, RENEW(CSO)	Interview
4.	Saroj Nepal	Project Analyst, CSO Fund	Interview

Table 4.3: Agenda for meetings for interviews for the CD Evaluation Team

No.	Day	Time	Names and Agencies	Venue
1.	May 3,	10:00-11:00am	Kunzang Norbu	UNDP
		1045-1145	1. Kado Zangpo, CoP Health (MoH) 2. Sonam Phuntsho Planning Officer	MoH
		1200-1300	1. Dechen Zam, CPO of PPD (MoE); 2. Thinley Rinzin, Education Planing Officer;	MoE
		1415-1515	1. Phuntsho Choden, Executive Director, 2. Sonam Penjor, Sr. Programme Officer, NCWC 3. Tshewang Lhamo, Program Officer	NCWC
		1530-1630	Namgay Wangchuk, DG.	DDM, MOHCA
2.	May 8, Tuesday	0930-1030	Tashi Pem, ARC	Helvetas
		1045-1145	1. Rinchen Wangdi, Chief Program Coordinator; 2. Tandin Pem, Program Coordinator	GNHC
		1200-1300	3. Karma Hamu, Head, PMCD;	PMCD, GNHC
		1400-1500	Henrik Nielsen, Head, RoD	ROD
		1515-1615	1. Karma Galeg, CPO, DLG, MOHCA 2. Wangdi Gyeltshen, Sr. PO, DLG, MOCHA	DLG
3	May9, Wednesday	0915-1015	Nim Dorji, Director, DPA, MOF	DNB, MOF
		1145-1245	1. Karma Tshering, Director, RIM; 2. Jit Tshering, Sr. Lecturer	RIM
		1415-1515	1. Tenzin Lekphel, CEO, IMS, 2. Kunzang Norbu, Sr. Lecturer	IMS

4.	May 10, Thursday	1415-1515	<ol style="list-style-type: none"> 1. Kinley Gyeltshen Chief, ECCD 2. Sherub Phuntsho, Head, Comprehensive 3. Pema Chogyel Special Education Div. School Health Division 	MoE
5.	May 11, Friday	10:00- 01:00pm	<p>Field visit to Paro, to be coordinated by UNICEF with PCE:</p> <p>People Met at DCRD:</p> <ol style="list-style-type: none"> 1. Karchung, PO 2. Kinga Dorji, PO 3. Dorji Tshewang, Curriculum Officer. 	MoE
6.	May 19, Saturday	1:00-2:00pm	Chimmi Wangmo, Executive Director	RENEW
7.	May 22, Tuesday	12-1:00pm	Yangden Penjore Executive Director Tashi Choden, Sr. Development Coordinator	Bhutan Youth Development Fund
8.	May 23, Wednesday	2:00-3:00pm	Rolf Schinkel Director	SNV
9.	May 24, Thursday	2:30-3:30pm	Dasho Sangay Dorji Commissioner HRD	RCSC
10.	May 25 Friday	12:00-1:00 pm	Saroj Nepal Project Advisor	CSO Fund Facility

Annex 5: List of documents

UN Documents

Poverty and MGD Unit:

- UN Support for Development of MSMEs and Employment Generation. January 2011-June 2012. 18 Months Rolling Work Plan.
- UN Support for Planning and Monitoring for Poverty Reduction. Jan 2011-June 2012. 18 Months Rolling Work Plan.
- UN Support for Poverty Alleviation and Empowerment of Rural Women. Jan 2011-June 2012. 18 Months Rolling Work Plan.
- UN Support for Food Security through Improved and Sustainable Agriculture and Natural Resource Management . Jan 2011-June 2012. 18 Months Rolling Work Plan.
- UN Support for Labour Market Analysis and Employment Generation. Jan 2011-June 2012. 18 Months Rolling Work Plan.
- UN Support to Planning and Monitoring for Poverty Reduction. Jan.2010-June 2011. 18 Months Rolling Work Plan.
- UN Support Labour Market Analysis and Employment Generation. Jan.2010-June 2011. 18 Months Rolling Work Plan.
- UN Support for Target Community Development & Pro Poor Local Governance Initiatives for Poverty Reduction. Jan.2010-June 2011. 18 Months Rolling Work Plan.
- UN Support for Food Security through Improved Home Gardens. Jan.2010-June 2011. 18 Months Rolling Work Plan.
- UN Support for Development of Culture Industry for Poverty Reduction. Jan.2010-June 2011. 18 Months Rolling Work Plan.
- UN Support for Development of MSMEs and Employment Generation. Jan.2010-June 2011. 18 Months Rolling Work Plan.
- UN Support for Women's Empowerment and Gender Equality. Jan.2010-June 2011. 18 Months Rolling Work Plan.

Good Governance Unit:

- UN Support for Women's Empowerment and Gender Equality. Jan.2011-June 2012. 18 Months Rolling Work Plan.
- Local Governance Support Programme. Work Plan for 2011/2012.
- UN Support for Parliamentary democracy in Bhutan. Jan 2010-June 2012. 18 Months Rolling Work Plan.
- UN Support for Strengthening of Transparency, Efficiency, Effectiveness, Participation and Accountability in Governance. 2010-June 2012. Annual Work Plan.
- UN Support for Parliament Democracy in Bhutan. Jan2010-June 2011. Annual Work Plan.
- Local Governance Support Programme. 2010/2011. Work Plan.
- UN Support for Strengthening the Institutional Capacity of Parliament of Bhutan. 2009-2010. Annual Work Plan.
- UN Support for Communications, E-Governance and Media. 2009-2010. Annual Work Plan.

Health Unit (WHO Documents):

- Strategic Objective 1: To reduce the health, social and economic burden of communicable diseases (COMDIS). 2010- 2011. Approved Work Plan.
- Strategic Objective 2: To Combat HIV/AIDS, Tuberculosis and Malaria (HIV/TBM). 2010- 2011. Approved Work Plan.
- Strategic Objective 3: To prevent and reduce disease, disability and premature death from chronic non-communicable conditions, mental disorders, violence and injuries. 2010- 2011. Approved Work Plan.

Strategic Objective 4: To reduce morbidity and mortality and improve health during key stages of life, including pregnancy, childbirth, the neo natal period, childhood and adolescence, and improve sexual reproductive health and promote active and healthy ageing for all individuals. 2010- 2011. Approved Work Plan.

United Nations Development Programme.2010. Capacity Development Strategy.
UNDP and RGOB. 2008-2012. Common Country Program Action Plan (cCPAP).
United Nations Development Programme. 2009-2011.Consolidated Annual Progress Reports to the CPB.
Joint Annual Review of the Local Government Support Programme (LGSP) in Bhutan, September 2012
United Nations Development Programme. 2010.Mid Term Review.
United Nations Development Programme. 2008-2012. Monitoring &Evaluation Framework.
United Nations Development Programme . 2009-2010. Results Oriented Annual Reports.
UN Practice Note Measuring Capacity. 2010
UN Practice Note: Capacity Development. 2008
UNDP.2008-2012. United Nations Development Assistance Framework (UNDAF).

Education

UN Support to Quality Education. Jan 2010-June 2011. 18 Months Rolling Work Plan.
UN Support to Quality Education. Jan 2011-June 2012. 18 Months Rolling Work Plan.

Environment and Disaster Management

Joint Support Programme. 2009/10-2010/11. Work Plan.
Joint Support Programme. 2010/11-July2011/12. Work Plan
UN Support to National Environment Commission, Bhutan. Jan 2010-June 2011. 18 Months Rolling Work Plan.
UN Support to National Environment Commission, Bhutan. Jan 2011-June 2012. 18 Months Rolling Work Plan.
UN Support to Ministry of Agriculture and Forests, Bhutan. Jan 2010-June 2011. 18 Months Rolling Work Plan.

UN Support to Strengthening National Capacity for Disaster Risk Management in Bhutan. Jan 2010-June 2011. 18 Months Rolling Work Plan.
UN Support to Strengthening National Capacity for Disaster Risk Management in Bhutan. Jan 2011-June 2012. 18 Months Rolling Work Plan.

UN Support to Strengthen Local Service Delivery and Environment Education in Bhutan. Jan 2011-June 2012. 18 Months Rolling Work Plan.
UN Support to PPP-ISWM and Environment Education in Bhutan. Jan 2010-June 2011. 18 Months Rolling Work Plan.
UN Support for Food Security through Improved and Sustainable Agriculture and Natural Resource Management . Jan 2011-June 2012. 18 Months Rolling Work Plan. (Implemented jointly with Poverty and MDG Unit).

RGOB Documents

Royal Government of Bhutan . 2013-2018.Guidelines for Preparation of 11th Five Year Plan.
Royal Government of Bhutan.2011. Basic Education/Literacy and Income Security for Vulnerable People Including Children and Women in Bhutan, End of Project Evaluation Report.
Bhutan National Human Development Report, 2011. Royal Government of Bhutan and UNDP
Royal Government of Bhutan . 2010 Human Resource Development Policy.
Royal Government of Bhutan . 2010. Economic Development Policy
Royal Government of Bhutan. 10th Five Year Plan

Royal Government of Bhutan. 2010 Civil Service Act
Royal Government of Bhutan. 2013. Civil Service HRD Master Plan

Other Documents

Civil Society Fund Facility. 2012. Capacity Needs Assessment of Civil Society Organizations in Bhutan,
Japan International Cooperation Agency. 2009. Integrated Capacity Building Plan
Moriani, F., Schreven, A.M. 2010. The state of the decentralization in the Royal Kingdom of Bhutan-An
Institutional Review
Fernando, Udan, Velden, Fons van der, 2012, Ten dilemma's with regard to capacity development, in:
Fons van der Velden (ed), Facilitating organizational change, New Delhi (Concept Publishers)
(under publication)
Patton, Michael, Q., 2011, Developmental Evaluation, Applying Complexity Concepts to Enhance
Innovation and Use, The Guilford Press, New York.

Annex 6: Inventory of CD outputs in 5 CT outcome areas

CT Outcome 1: Poverty and MDG Unit

Table 6.1.1: Institutional Arrangements

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Institutional Arrangement	Outputs	UN Agencies/ Others
1.1.3, 1.4.1	Tarayana Foundation	1. Micro credit procedures streamlined and due process checklist prepared and seed capital made available; 2. Collaborate with RTIO, MoA and BDFC to support group formation amongst the rural farmers.	Access to credit created and markets improved for both men and women in the rural areas.	UNDP
1.3.1	PPD, MOEA	1. Formulate Policy Framework for Private Sector Development with focus on PPP; 2. Preparation of Strategic Document for corporatization of Industrial Development Services;	Formulating Economic Development Policy with focus on SME in consultation with all stakeholders.	UNDP
1.3.2	DoT, MoEA	Linkage with UNESCO Award established as an incentive for developers of Culture Industries	Capacity of public and private sector enhanced to meet the international standards for exports.	UNDP
	DoI, MoEA	1. Organic Certification Process fulfilled for lemongrass oil; International Federation of Essential Oils and Aroma Trade (IFEAT); 2. Institutional support to build the capacities of the rural enterprises.		UNDP
1.1.3	BDFCL	Coordination and technical backstopping support for regional offices to improve rural micro finance services	Micro finance services for rural poor households, particularly women; reaching the unreached.	UNDP
1.3.4	PPD with DHR MoLHR	Labour market analysis strengthened to guide national employment and human resource development policies.	National Human Resource Development Policy developed and distributed.	UNDP
	DoE, MoLHR	Establish online job registration system and interconnectivity		

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Institutional Arrangement	Outputs	UN Agencies/ Others
		with the service centers including user training.		
1.2.1	DOA, MoAF	Technical Assistance provided by FA	1. Research Policy for RNR sector developed; 2. Formulation and publication of Bio-security Policy of Bhutan established;	FAO
	BAFRA	Food safety and standards in the country strengthened;		
	NBC	1. Cryo-Prescription protocols of Animal Genetic Labs in Bhutan established; 2. Enhanced regional collaboration for the conservation and sustainable use of Plant Genetic Resources in Asia		
5.4.2	NBC with PPD	1. Draft National Biodiversity Policy finalized;	National policies and plans to mainstream agro biodiversity conservation strengthened	UNDP
	NBC with PPD	2. Food and Nutrition Security Policy formulated;		UNDP FAO
	NBC, DoL, DoA, DAMC	3. Sectoral Policies and plans reviewed from agro-biodiversity conservation perspectives.		
1.2.3	DAMC, BDFCL	1. Public Awareness campaigns conducted in three regions (West, East and South); 2. Media Promotions through gender sensitive radio and TV programs; 3. National Workshop/ conference conducted for male and female members of registered farmer groups and cooperatives: • (20 farmer groups/coops registered) • 100 farmers consisting of 50 women trained 4. International seminar/conference conducted on cooperatives as social and economic development engines.	1. Capacity of small farmers enhanced through formation of self-help groups and targeted extension services. 2. Drafting of Cooperative Development Strategy in Bhutan.	UNDP
1.5.1	NSB	Established institutional framework for Bhutan Info	MDGs based M&E system	UNICEF

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Institutional Arrangement	Outputs	UN Agencies/ Others
	LDD, GNHC	Management.	integrated into the national M&E system through operationalisation of MIS such as GPIS, Druk Info and VAM	
5.2.3	MoAF	Conference on Bhutan Climate Summit 2011 supported and hosted in Bhutan;	Disaster/Climate risk mainstreamed into national policies and plans.	UNDP
1.3.1	PPD, MoEA	Formulate a policy framework for development of industrial estates to encourage manufacturing and exports;	Capacity of RGOB enhanced to formulate industrial and trade policies that are pro poor, gender sensitive and cultural and heritage based.	UNDP
	PPD RTIOs	Conduct rural advocacy workshops to develop rural enterprises		UNDP
1.3.3b	DoT, MoEA	Formulate National Competition and Consumer Protection Bill		UNCTAD

Table 6.1.2: Accountability

CT Output No.	Implementing Partners	Type/topic of capacity support provided Under Poverty and MDG Unit for Core Issue of Accountability	Outputs	UN Agencies/ Others
1.5.1, 1.5.3,	PPD, GNHC	1. Conducted consultation workshop; 2. Engage TA for integration; 3. Finalize NMEs; 4. In country training on RBM; 5. International Seminar (attended) on RBM; 6. Monitoring and TA mission from Oslo Governance Center.	PLaMS integrated with MYRB Capacities at central and local levels enhanced to implement RBM in planning, M&E systems and take into account the cross-cutting issues like ICT, gender & governance, and Environment.	UNDP UNICEF
4.4.1	GNHC	Monitoring Visit by the Project Management Unit to the LGs in the implementation of LG development projects.		UNDP

Table 6.1.3: Knowledge

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
1.4.1	Tarayana Foundation	<ol style="list-style-type: none"> 1. Farm production through improved agricultural inputs enhanced; 2. Young women trained in ceramic production (3nos); 3. Training on vermiculture in three villages in Samtse; 4. Tailoring unit established in six villages and overhead costs borne for the first six months; 5. Farm tools and implements improved for seed production; 6. Medicinal plants cultivated in Zhemgang; 7. New crops, fruits and vegetables farming and home gardening established; 8. Marketing of agro products supported and sale of artisan products facilitated; 9. Handicrafts production upscaled; 10. Training for micro enterprise development for tapioca flour production and marketing; 11. Access to micro credit promoted; 12. A day care center facility in each target village maintained. 	Community based MSMEs and cooperatives (targeting women and youth), supported through improved access to micro-finance, business development services, marketing, group formation, and post harvest management services.	UNDP
1.3.4, 1.4.1	DOE, MoLHR	Review survey and census instruments and design including pre-testing through a consultative workshop;	Labour Market analysis strengthened to guide national employment policies	
	DHR, MoLHR	<ol style="list-style-type: none"> 1. Publish NHDR Policy; 2. Training for Thangdokha village in bamboo weaving; 3. Training for Sanu Dungtey in carpentry and masonry in Samtse 		

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
	DoE, PPD DHR	Integrated advocacy awareness program on Vocational Educational Training, job opportunities, career prospects and other youth related issues in schools-middle and secondary		
	PPD, DoE MoLHR	<ol style="list-style-type: none"> 1. Training on entrepreneurial skills development and book keeping; 2. Provide material support (grants for start-ups) to selected proposals; 3. Joint monitoring assessments of business start-ups conducted; 4. Trainings on construction/tailoring; 5. Integrated advocacy and awareness of programs on vocational skills; career prospects, and incentives for girls provided; 6. Capacity building of Employment service centers. <p>Target indicators:</p> <ul style="list-style-type: none"> • 20 unemployed youth trained (10m) (10f); • 30 trained in tailoring with 50-50 representation in gender; • 200 youth(50-50 representation in gender) trained on masonry, welding, construction, and other vocational skills; • At least 8 new micro enterprises established. 	Business development services improved	UNDP

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
	DoE, MoLHR	<ol style="list-style-type: none"> 1. Conduct seminars on the job seekers/employers forum; 2. Develop manuals and brochures for entrepreneurship; 3. Advertise IGSP 3rd round training program (50 participants trained in two batches) ; 4. TA for preparing documentary on entrepreneurship programs; 5. Trainings for EPD staff; 6. Provide TA and material support for selected proposals; 7. Monitoring for start up businesses 8. Project Officer fielded; 	Entrepreneurship and Business Advisory program implemented for the unemployed youth.	UNDP
		<ol style="list-style-type: none"> 1. Assess capacity of the existing VTIs and private service providers; 2. Identification of skills that are in demand with the employers through stakeholder meetings; <p>Target figures in 2010-2011:</p> <ul style="list-style-type: none"> • 70 trained on tourism • 50 in tailoring • 20 on specialized construction 	Occupational skills development program for unemployed school drop -out youth, particularly the females with a focus on sustainable and gainful employment.	
	DoE, DHR MoLHR	<ol style="list-style-type: none"> 1. Trainings conducted in tourism industry; 2. Support establishment of tailoring units; 		
	DHR/CSC	Trainings to strengthen the capacities of VTIs in specific sectors like construction .		
	CVTI	Trainings and supplies	Support skills development, technology transfer and ToT to execute 6 modules of garment production, design and drafting of occupational profile and standards for tailors;	UNIDO

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
	YDF	<ol style="list-style-type: none"> 1. Trainings on vocational skills like tailoring, embroidery, entrepreneurship; 2. TA Support; 3. Support for buying equipment; 4. 30 disadvantaged youth complete one year certificate course on skills development (15 youth trained on carpentry) in 2011; 5. Trainings to provide job skills as integral part of rehabilitation program for youth targeting on the disadvantaged and disabled youth; 6. Trainings to school drop out girls on tailoring with souvenir outlet at Tamshing NFE, Bumthang; 7. Trainings/ supply of equipment for vocational trainings like carpentry in villages, 8. Review of existing curriculum and recruitment of TA for professional trainings; 9. Hire of TA for monitoring and periodic reporting of the NGO activities. 		UNDP
1.5.1, 1.5.2, 1.5.3	NSB	<ol style="list-style-type: none"> 1. Workshop to finalize the Statistical Act; 2. Train data collectors on MDG based disaggregated data; 3. TA and survey (from World Bank); 4. Analysis of Multi-dimension Poverty Index carried out and MPI measurements generated ; 5. National Human Development Report prepared and published; 6. Analysis carried out in GNH indicators and capacity built on GNH; 7. Research on GNH; 	National capacities at central and local levels enhanced to implement RBM in planning, M&E system and consider taking into consideration the cross cutting issues like Gender & Governance, ICT and Environment.	UNICEF UNDP

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
		8. In country training for local and national level use of GNH indicators; 9. GNH advocacy done.	MDG based M&E integrated into M&E system through operationalisation of MIS such as GPIS, DrukInfo and VAM; Bhutan Social Indicator Survey in place.	
		Masters (3)		UNFPA
		1. Consultative Workshop with the stakeholders on the legal framework and governance for the official statistics (Statistical Act); 2. Training to DSOs for Bhutan Social Indicator Survey and questionnaire pre-test 3. Training for the supervisors and enumerators for BSIS listing; 4. TA for BSIS tabulation; 5. Field data collection/ analysis of BSIS and stationeries;		UNICEF
	NSB/Druk Info	Develop national strategic/administrative framework for implementation to Bhutan Info;		UNICEF
1.5.3	NSB/Bhutan Info	1. Training on user interference on the dzonkhag database; 2. Consultation workshop for the finalization of the dzongkhag template		UNICEF
		1. Info User training for dzongkhags in the east, west and central regions 2. ToT on DevInfo v.6.0: user/database administration modules for district statistical officers and sectoral focal persons;		UNDP

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
	GNHC NSB	1. Consultative workshop to develop and finalize frameworks for localized MDG/HDI and dissemination ; 2. Develop localized MDG data indicators	Capacity of GNHC built in research and evaluation methodologies, macroeconomic and statistical analysis	UNICEF
		1. Generating standard and user defined monitoring reports; 2. National customization of MDG monitoring with country specific indicators.		UNDP
	GNHC	1. Development and dissemination of MDG advocacy materials; 2. Sensitization visits for resource mobilization; 3. Printing of gewog socio economic profiles; 4. Preparation of NHDR		
		Organizing events for launching of new publications;		UNDP/ NEX UNRC
	RED, GNHC	Printing of 9 th Plan Terminal Review Report;	Skills of professional staff in the ministries and agencies developed in applying tools of RBM and M&E in their reporting.	UNDP
	PPD, GNHC	1. TA for Review of Strategy for GNHC Document and Printing of the Document; 2. Training for GNHC staff (5 officers) on macro economic analysis/research and evaluation methods and social policies		
	DCD, GNHC MoF	Feasibility study conducted to make Bhutan a financial service hub in the region		

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
	PPD, GNHC	Workshop/Seminar on Social Policies and Protection conducted for Parliament, Government and UN agencies.		UNICEF
	DCD, GNHC UNDP/ NIM	11 th Round Table Meeting of Development Partners supported.		UNDP
1.5.3	CBS	1. Training of staff in statistical analysis and data processing; 2. Conferences and workshops to share the GNH concepts ; 3. Publication of GNH indicators, advocacy materials, and support for research	Statistical analyses skills of CBS staff enhanced	UNDP
	CBS with NSB	In-country training for support staff using CS Pro		
	CBS	Advocacy and awareness sessions with students. Parliamentarians, policy makers, statistical officers and the general public;		UNICEF
1.2.1	DoA, MoAF	1. Risk based strategies developed and implemented for Control of Foot & Mouth Disease; 2. National survey on consumption and production of vegetables conducted at the household level; 3. ToR for southern irrigation project drafted; 4. Two regional meetings on organic production of MADP conducted; MADP organically produced for sustainable livelihood 5. Capacity of small farmers enhanced through formation of self help groups.	Agricultural productivity enhanced through improved technology and diversified irrigation systems	FAO
1.2.3	CoRRB	School Agriculture Program implemented in two schools;		FAO
	NBC NSBC	Farmers trained and TA provided for product development and diversification of sheep;		UNDP

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
1.3.3a	UNDP/NIM	1. Diagnostic Trade Integration Study conducted; 2. TA (national and international/ Project Staff recruited;	Access to international markets enhanced through improved negotiation capacity and understanding of global and regional trade agreement and facilities	UNDP
	DoT, MoEA	1. Training workshop to build Institutional and HR capacity; 2. Workshops/approval meetings/ assessments conducted for prioritization and selection; 3. Validation workshops.		UNDP
1.3.3b	DoT, MoEA DoI	Interagency workshop on Investment, Productive Capacity and SMEs;	Capacity (of government agencies) to prepare and enforce a Consumer Protection Act and Fair Trading and Competition Law developed.	UNCTAD
1.4.1	DCSI, MoEA	1. TA support (recruitment of consultant) for product development from essential oils and development of new essential oils; 2. Ex-country training on SME development for the new department; 3. Provide equipment and machineries for establishment of rural enterprises 4. Assessment of training needs conducted 5. (gender sensitive, stakeholders interactions, capability building, entrepreneurial and business skills; 6. Training for men &women artisans; 7. Develop marketing material and marketing activity plan for promotion of craft products.	Community based MSMEs and cooperatives, particularly those of women and youth, supported through improved access to micro finance, business development services, marketing, group formation and post harvest services; Community incomes and employment generated in rural areas; Culture Industry, crafts industry developed.	UNDP

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
5.1.2	WMD	<ol style="list-style-type: none"> 1. Local Farmers Study Tour; 2. Study Tour of PES Facilitators to Nepal; 3. Training (advanced level) to Arc SWAT Training for technical staff of WMD and Partners; 4. Conduct water accounting using FAO Water Accounting Guidelines; 5. Consultation Workshop on watershed classification in the Wang Watershed ; 	Environment mainstreaming tools strengthened; PES guidelines to be developed and tested	FAO
5.4.2	RDC-Yusipang	NA ⁹	Sustainable Land Management, Biodiversity, Conservation, and utilization of natural resources promoted/strengthened; Country Report on Forest Genetic Resources prepared.	FAO
	WCD	<ol style="list-style-type: none"> 1. Information dissemination on Human Wildlife Conflict (HWC) Management/mitigation measures from 2009; 2. Training for 3 staffs on HWC resolutions and database management; 3. Short term training on conservation conflict resolution; 4. Training for product development and marketing to NRM Groups; 	Sustainable Land Management, Biodiversity, Conservation, and utilization of natural resources promoted/strengthened; National capacities strengthened to address natural resource management issues.	UNDP
	NBC	Develop advocacy materials on agrobiodiversity conservation through diversity fairs/food fairs.		UNNP

⁹ Not Available information of capacity built in this section

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Poverty and MDG Unit for Core Issue of Knowledge	Outputs	UN Agencies/ Multi-donors
	NBC	1. Exploration and collection of AnGR PGR Germplasm and conservation in the Gene Banks continued; 2. Training of AnGR staff of NBC in documentation/database conducted;		UNDP FAO
	NBC DoL	1. PVS in buckwheat to study GXE or GR in an effort to cope with/adapt to climate change initiated; 2. Nucleus Herd and performance evaluation; information system development and training supported		UNDP
	NBC, DoA, DOL, DAMC Dzongkhag	Finalize marketing strategies for potential commodities in 6 sites		UNDP

Table 6.1.4: Leadership

CT Output	Implementing Partners	Type/topic of capacity support provided for Poverty and MDG Unit for Core Issue of Leadership	Outputs	UN Agencies/ Others

CT Outcome 2: Health

Table 6.2.1: Institutional Arrangement

CT Output No.	Implementing Partner	Types/topic of capacity support provided under Health for Core Issue of Institutional Arrangement	Outputs	Agency: WHO
SO2, RER 1	MoH	World AIDS DAY observation; TA for revising the protocol for surveillance system of STIs and HIV/AIDS (Baseline 10, Target 40);	National Strategic Plan for HIV/AIDS implemented.	WHO
LT 1.4		Development of Strategic Plan for TB: Support to dzongkhags for advocacy.	TB Control and Management Services strengthened;	

Table 6.2.2: Accountability

CT Output No.	Implementing Partner	Types/topic of capacity support provided under Health for Core Issue of Accountability	Outputs	Agency: WHO

Table 6.2.3: Knowledge

CT Output No.	Implementing Partner	Types/topic of capacity support provided under Health for Core Issue of Knowledge	Outputs	Agency: WHO
TT.5	MoH	<ol style="list-style-type: none"> ToT to mid level management; Ex-Country Mid Level management training; Update Guidelines, SoP for vaccine handling; Short training on vaccinology; TA/ VHW trainings. 	Policy and Technical support provided to member states in order to maximize equitable access to vaccines of assured quality, including new immunization products and technologies, and to	

CT Output No.	Implementing Partner	Types/topic of capacity support provided under Health for Core Issue of Knowledge	Outputs	Agency: WHO
			integrate other essential child-health interventions with immunization	
TT.4	MoH Public Health Labs	<ol style="list-style-type: none"> 1. Training on case detection; 2. Survey in high endemic areas; 3. IEC activities on leprosy 4. Ex-country meeting with TB/Leprosy in-charges 	Effective Coordination and support provided to member states in order to provide access for all populations to intervene for the prevention and elimination of neglected tropical diseases.	
TT.11		<ol style="list-style-type: none"> 1. District health service coordinate meeting; 2. Ex-country Meetings/Conferences; 3. Integrated disease surveillance of early warning system. 	Strengthened capacity for surveillance and response system; enhanced capacity of Public Health, laboratories in diseases surveillance and outbreak investigation strengthened.	
LT 1.2		<ol style="list-style-type: none"> 1. Printing of TB manual/guidelines; 2. Capacity building of program personnel 		
TT.3		<ol style="list-style-type: none"> 1. ToT on guidelines; 2. Revision and update of guidelines on the management of Malaria and Vector Control. (Baseline 2, Targe 10). 	Equitable access to essential medicines and rational use of quality drugs, diagnostics and commodities for HIV/STI, TB and Malaria; Malaria Prevention Coverage Enhanced.	
OSER 1		<ol style="list-style-type: none"> 1. Mobile Training on injury surveillance; 2. Training of school teachers on prevention and basic management in primary ear and hearing care; 3. Training on ENT technicians; 4. Sensitization to school children on road safety; 5. Training on ICU for Rehab & Rehab sciences and management. 	Rehabilitation Capacity strengthened (Baseline indicator of health facilities with access to medical rehabilitation services 50, Target 75).	
OSER 3		<ol style="list-style-type: none"> 1. Awareness raising through development of national guidelines for physical activities dietary recommendations; 	Implementation of Non Communicable Diseases strengthened.	

CT Output No.	Implementing Partner	Types/topic of capacity support provided under Health for Core Issue of Knowledge	Outputs	Agency: WHO
		2. Expansion and integration of essential NCD interventions in PHC in the Districts.		
OSER 4, 5		<ol style="list-style-type: none"> 1. Mobile Eye Camps for primary eye care services; 2. Management trainings in the priority eye care delivery for ophthalmologists/ophthalmic assistants; 3. Two months trainings in refraction techniques for three technicians; 4. Two months training in fundus angiography and ultrasonography. <p>(Baseline for Eye care services=0, Target 10)</p> <ol style="list-style-type: none"> 5. Mobile dental units implemented; 6. Community based oral camps and oral programs for unreached population; 7. Ex-Country conferences on Oral Health Program; 8. Survey on oral cancer and pilot study on dentistry. 	Eye and Oral Care Services strengthened.	
SO4:RE R 1		<ol style="list-style-type: none"> 1. Strengthen program management capacity; 2. Refresher trainings for district health workers; 3. Information Education and Communication development; 4. ToT/Conferences on Child Health and Immunization. <p>(Percentage of morbidity due to pneumonia reduced from baseline 4 to Target 3).</p>	Child health programme management capacity strengthened and universal coverage with evidence based effective child health interventions improved through provision of continuum of care for children at community level, first level health facilities and referral institutions.	
OSER 10		<ol style="list-style-type: none"> 1. Study visit on safe motherhood; 2. Conduct IEC/advocacy on safe motherhood/family planning services for the BHU Staff (ex-Country); 3. Trained 2 doctors on EmONC at Jigme Dorji Wangchuk National Referral Hospital; 4. Trained 10 district health workers on clean and safe delivery based on revised midwifery standard. 5. Supplies for neonatal and pediatric wards. 	Reproductive Health Services Strengthened; Evidence based guidelines, approaches, and tools for improving key aspects of Reproductive Health adapted and implemented in countries to ensure accelerated actions in addressing inequities of access to quality reproductive health services, in an	

CT Output No.	Implementing Partner	Types/topic of capacity support provided under Health for Core Issue of Knowledge	Outputs	Agency: WHO
			integrated approach with relevant programmes strengthened coordination and partnership.	

Table 6.2.4: Leadership

CT Output No.	Implementing Partner	Types/topic of capacity support provided under Health for Core Issue of Leadership	Outputs	Agency: WHO

CT Outcome 3: Education

Table 6.3.1: Institutional Arrangement

CT Output No.	Implementing Partner	Types/topic of capacity support provided under Education for Core Issue of Institutional Arrangement	Outputs	UN Agency
3.1.1	ECCD, MoE	1. Operational Guidelines for Community based ECCD, for Private Day Care Centers; 2. ECCD Policy Document printed and documented;	NFE Learners including parents provide young children with early learning opportunities	UNICEF
3.1.2	SFAED/PPD	Development of School Feeding Component under the National Education Policy;	Capacity of MoE and other partners including community and primary schools strengthened to manage child friendly schools and school feeding.	WFP
3.3.1	CSHP	1. Finalisation of Draft School Health Policy; 2. Inclusion of WASH in EMIS and Annual Education Statistics;	Community and Primary and Monastic schools/nunneries provided with water and sanitation facilities, and health, nutrition and hygiene education.	
3.4.1	NFCED	1. Functional English Curriculum drafted for PLC learners; 2. Revision of NFE Policy and Development of policy strategy;	Capacity of Key partners to promote healthy and positive behaviours among young people through life skills education strengthened.	UNICEF
3.4.2	YCD/DYS	1. Youth Policy Printing and launch of Youth Policy; 2. Formation of Network to enhance youth participation (NYP and NPAG)	Capacity of relevant partners enhanced to further provide a supportive, preventive and participative environment for young people.	

Table 6.3.2: Accountability

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Accountability	Outputs	UN Agency
3.2.3	EMSSD	Eleven DEOs and 16 ADEOs with 80 Principals trained in using the monitoring tools with feedback from the field incorporated;	School support system and monitoring mechanism strengthened at national and local levels.	UNICEF

Table 6.3.3: Knowledge

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
3.1.1	ECCD	<ol style="list-style-type: none"> 1. Dissemination of ECCD Advocacy package through BBS and Kuzu FM; 2. Early learning and development standards (ELDS) drafted; 3. Consultative meetings/workshops to raise awareness conducted; 4. ECCD facilitators' training manual reviewed and revised by ITA and 50 facilitators trained; 5. Six day workshop; 6. Ex-country training to six persons for skills in ECCD; 	NFE Learners including parents provide young children with early learning opportunities	UNICEF
		<ol style="list-style-type: none"> 1. Trained 80 matrons and school caregivers in health and protection issues in a 15 day training; 2. Ex-country trainings to school care givers for a month; 	Capacity of MoE and other partners including community and primary schools strengthened to manage child friendly schools and school feeding.	UNICEF/WFP

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
		<ol style="list-style-type: none"> Six day workshop to Focal Persons (30) A/DEOs (15% F and 85%M) oriented on establishment and management of community based ECCD Centers; Five day refresher course on parenting education for 40NFE-PLC instructors; Ex-country training for 8 facilitators of ECCD; 		
3.1.2	CAPSD	<ol style="list-style-type: none"> Radio- TV Spots developed to spread the understanding of CFS concepts in line with GNH values; Principals (11) and teachers from southern schools conducted SBIPs in respective schools on CFS Linking to GNH; Workshop on SBIP/CFS Linking to GNH. Ten teachers (5M, 5F) from CPS/PS trained on GNH; Refresher course on CFS for the trainers (19 Principals); Equipment like the laptops and Stationery support to enhance child centred learning; 	Capacity of MoE and other partners including community and primary schools strengthened to manage child friendly schools and school feeding	UNICEF
	PPD	Training on programme management to focal persons in the UN agency.		
	SFPD	Exchange visit to four MoE Staff on sustainable school feeding post WFP phase out;		WFP
	CoRRB, MoA, Dzongkhags	Trained the agriculture teachers on nutritional values on different green vegetables;		
	SFAED	<ol style="list-style-type: none"> Training for 35 teachers/WFP in-charges of the WFP assisted schools in health, nutrition and hygiene education; Training of 60 selected cooks in WFP assisted schools in hygiene and nutritional practices; 		
	BAFRA, MoAF	Capacity of BAFRA built on the quality and quantity control;		

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
	DCRD	<ol style="list-style-type: none"> 1. Fifteen principals and 15 teachers of CPS/PS trained as core trainers on positive disciplining ; 2. ToTs for SBIPs; 30 principals and teachers (45M, 45F) trained on Gender Responsiveness; 3. CPS/PS science teachers (54M, 54F),trained on the use of basic science equipment. 		UNICEF
3.1.3	Special Education Unit	<ol style="list-style-type: none"> 1. Eight DEOs(1F, 7M) and 13 ADEOs (2F, 10M) of eight dzongkhags sensitized on special needs education for 3 days; 2. Orientation and mobility/activity for daily living trainings for 5 days conducted for 15 females and 20 males; 3. Ex-country training for teachers eight teachers (5F, 3M) on the teaching special needs for 3 weeks; 4. Ex-country for two teachers (1F, 1M) trained in Special Education Management for 3 weeks; 5. Teachers of Deaf Education Unit trained on teaching instructional methods for children with hearing impairment; 6. International TA hired to develop sign language for Deaf Education Unit 7. Ex-country exposure visit to learn best practices on educating children of different disabilities (7 days); 8. Teachers of three SEN schools oriented on teaching children with special needs (30F, 30M); 9. Sensitization workshops to parents with special needs children; 10. Workshop on development and drafting of SE Policy in Bhutan (five days). 	Access to special learning needs of children enhanced.	UNICEF
	SEN Unit, DSE	<ol style="list-style-type: none"> 1. Eight DEOs (1F and 7M) and 13 ADEOs trained and made aware on SEN Education Policy; 2. Thirty five(35) teachers trained on Orientation and mobility/Activity for Daily Living training for 5 days; 		

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
		3. Ex-country, 15 days training to 4 teachers(2F,2M) trained on teaching special needs; 4. Two persons with deaf impairment trained on bakery skills for three weeks (in-country);		
	Braille Unit, CAPSD	1. Workshop on additional new Dzongkha Braille code development conducted; 2. Ex-country training to one teacher from NID on deaf-blind students; 3. Workshop on development of Nemeth code manual for teaching Maths at primary levels; 4. Ex-country teaching of Science for visually impaired at primary level; 5. Workshop on Nemeth code training for NID staff;		UNICEF
	BPU, DCRD	1. Basic and advance Nemeth Code training to staff of NIVI; 2. Ex-country training to 2 teachers on Braille embossers;		
3.1.4	NFCED	1. NFE stakeholders conference in 10 dzongkhags in 2010 and 20 dzongkhags in 2011; 2. National Training (5 days) for 40 master trainers (selected DEOs/ADEOs) on the revised policy guidelines BLC and PLC curriculum conducted. (80%M, and 20%F); 3. Five day ToT to school principals on the BLC and PLC curriculum and methodologies; (90%M, 10%F). 4. NFE instructors(600) trained in clusters in dzongkhags on BLC; 5. Twenty selected NFE instructors trained to pilot English Curriculum for PLC learners; 6. Ex-country study visit for 7 senior NFE instructors with 1 escort to study best practices on NFE Programme; 7. Workshop for 10 days to 20 relevant stakeholders; 8. Supply of equipment to enhance the implementation of the Programme; 9. Design, review of NFE Policy Guidelines;	Capacity of stakeholders to deliver NFE services for adults and young people strengthened.	

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
		10. Training of 40CE tutors on adult teaching(andragogy) for 7 days; 11. Training to 22 CLC management on trainings of CLC Programme; 12. Workshop on data collection methods taught to do data sorting, entering and producing data reports; 13. Orientation workshop to 250 (200F,50M) to NFE Instructors.		
3.2.1	CAPSD	1. Trained 200 teachers on multi-grade teaching strategies through in-service workshop; 2. Self Learning tools made available for students of classes III to VI; 3. DEOs/Principals taught on skills to train teachers on integrating media literacy in co-curricular activities of schools; 4. Seven hundred fresh teachers trained on MG skills	Capacity of MoE strengthened to revise educational curricula in line with emerging needs including life skills, adolescent reproductive sexual health, multigrade teaching, and child friendly schools.	UNICEF
	DCRD	1. Twenty(20) facilitators (10M.10F) trained for 4 days on MGT strategies to act as ToTs; 2. 150 teachers (32F,118M) trained on MGT strategies through CBIPs; 3. Principals and teachers of pilot schools trained to use various media to enhance critical thinking;		
	HRD	1. All DEOs/ADEOs, Principals and teachers oriented on values and principles of GNH; 2. New contract teachers trained on basic teaching skills and strategies;		
3.2.2	CoE, RUB	1. Ex-country training of core lecturers in LSE (5) in Mumbai; 2. Echo training by ToTs in CoEs; 3. International TA to assist in the implementation of ECD programme at the CoEs; 4. Ex-country training for 6 ECD lecturers (4F, 2M) from	Capacity of Colleges of Education and other relevant institutions strengthened to provide pre and in-service teaching based on modified curriculum to deliver quality education and monitor learning	UNFPA

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
		CoE on teaching ECD courses; 5. Ten days training of pre-service teachers on MGT (170F, 235M).	achievements.	
	OVC/PCoE	Organized International Conference (3days) on Early Childhood Development		UNICEF
	OVC	1. TA for developing standards and competencies, develop certificate course in ECCD and develop SIM for Cert.Course in ECCD; 2. Ten days training of pre-service teachers on MGT to 274(99F, 175M).		
	CoEs (Paro and Samtse)	1. Training on LSE with focus on ARSH to graduating students at Paro and Samtse CoEs; 2. Ex-country training to two officials on policy and implementation of comprehensive sexuality education in the region;		UNFPA
	CoE, Samtse	1. Support for initial operation of counselling at Samtse CoE; 2. Training of 4 counsellors on counselling techniques related to ASRH, youth issues and DV.		
	Dratshang Lhentshog	Twenty-four English contract teachers for 22 monastic primary schools given skill training in effective teaching methods;		UNICEF
3.2.3	EMSSD	Workshop with A/DEOs on SSA and Performance Management System for 72 participants (10F, 62M);	School Support System and monitoring mechanism strengthened at national and local levels	UNICEF
3.2.4	Sherubtse College, RUB	1. Two fellowship for Masters Degree in Demography; 2. Seminar on Population and Development; 3. Workshop on disaster management and reproductive health issues during emergencies; 4. Development of guide for different modules; 5. Seminar on Gender and Reproductive Health among institutions under RUB;	Double subject degree course on Population and Development introduced in Sherubtse College.	UNFPA

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
		6. Training on analytical tools for researchers; 7. Attachment training for 1 official in P&D in the region;		
3.3.1	SFPD with Dzongkhags	1. Training of 35 teachers/WFP in-charges of the WFP assisted schools in health, nutrition and hygiene education; 2. Training of 60 selected cooks in WFP assisted schools in hygiene and nutritional practices with emphasis on female participants.	Community, primary, secondary and monastic schools/nunneries provided with water and sanitation facilities as well as health, nutrition and hygiene education.	WFP
	RHP	1. O&M training for 320 child monks and nuns from 6 monastic schools and 2 nunneries; 2. Training to 10 religious and nunnery water care takers on operation and maintenance; 3. Training to 34 monastic schools and nunnery teachers on health and hygiene; (RHP and DEB); 4. Trained Religious and Health Project Staff members on MS Office 2010 (In country).		UNICEF
	RHP and MoH	1. Training on healthy lifestyles to 300 community healers; 2. Training to 18 cooks on kitchen hygiene and nutritional cooking; 3. Training to 20 religious health workers and procure 20 first aid box kits;		
	PHED, MoH	1. Training to at least 80 males and 20 female water care takers for schools and districts on construction and water supply scheme; 2. Training to 20 district engineers on water supply survey and design; 3. Ex-country training on Quality Management to RWSS Store;		
	CSHP	1. Training to 120 school health coordinators (60female teachers); 2. Clean hands, clean toilets behaviour change campaigns in 20 schools in thimphu;		

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
	CSHP-PPD	Ex-country exposure visit to 5 teachers and 2 Program managers to learn and become ToT on Key Hygiene Behavior Implementation;		UNICEF
3.4.1	NFCED	<ol style="list-style-type: none"> 1. Refresher Course (5days) for 250 NFE instructors on life skills education (70%F and 30%M); 2. Training of 22 CLC managers on management of CLC programmes; 	Capacity of key partners to promote healthy and positive behaviour among young people through life skills education strengthened	
3.4.2	CSHD, DYS	<ol style="list-style-type: none"> 1. Teachers trainings (in country) on use of teachers' guidebook for the ToTs; 2. In-service based teachers training in some dzongkhags; 3. Organize youth fora on HIV/ARSH in the youth centre; 4. Development of guidance curricula to school counsellors; 5. Training for school counsellors (5 days) to 70 school counsellors; 6. ToT to 150 teachers on use of the LSE guidelines; 7. In-service based training to teachers on the use of LSE guidebooks to Pemagatshel, Trashigang and Samtse dzongkhags; 	Capacity of relevant partners enhanced to further provide supportive, preventive and participative environment for young people.	UNFPA
	DYS/YC	Study Visit/training in Thailand for 5 YC staff;		UNICEF
	DYS	<ol style="list-style-type: none"> 1. International TA for trainings on Child Protection in emergency and on Psychosocial support; 2. Follow-up trainings to focal persons for child protection in emergency; 		
	YDF	<ol style="list-style-type: none"> 1. Advocacy campaign on YVIA by Her Majesty; 2. Five days training workshop 		
3.4.2	YCD/DYS	<ol style="list-style-type: none"> 1. Weekend youth programs in YCS; 2. Participation in regional conferences related to youth; 		
	CECD, DYS	<ol style="list-style-type: none"> 1. Training to 28 full time school counsellors; 2. Orientation workshop to DEOs and principals to school counselling framework; 		
	YC/DYS	Training on comprehensive intersectoral approaches to programming for adolescents and young people's health and		

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
		well being;		
	BNF/UNFPA	1. Training of two officers on programming to empower adolescent girls-addressing gender/SRH/HIV in the region; 2. Sensitization workshop to nuns in LSE-IPC; 3. Annual Monks and Nuns Conference;		
	BNCA/DYS	1. Establish an inter-sectoral communication task team to address issues on drugs, alcohol and youth issues; 2. Capacity development of the team and development of IEC materials; 3. Nation-wide campaigns based on the communication strategy developed.		
	BNCA	1. Training for 50 school counsellors for 5 days in collaboration with DYS; 2. Capacity development for peer counsellors; 3. Advocacy campaign on NDPSSA Act 2005 and risk behaviours for adolescents in 4 dzongkhags (Paro, Bumthang, Zhemgang, and Trongsa).		UNICEF
	YDF	1. Sensitization workshop for parents of drug users on support & care at home; 2. Regional Coordinators Meeting conducted; 3. Media programme by youth on youth issues (6YIA regions); trainings provided for the same with equipment support for media program;		
5.2.1	SLCS/Dzs	Roll out education in emergencies workshop at cluster level for 20 districts;	Capacity of national focal agency, relevant sectors and disaster management authorities strengthened to implement disaster management framework.	
	Disaster Unit, DSE/DDM	1. Three (3)days education in emergencies roll out workshop for principals/teachers of all schools under Bumthang and Thimphu Dzongkhags (30F, 30M); 2. Ex-country (four weeks) training to one official on DMC-39, ADPC, Thailand;		

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for the Core Issue of Knowledge	Outputs	UN Agency
		3. Safe school education workshop Safe School Initiative & Education in Emergencies) for 5 dzongkhags; 4. Reconstruction of 13 earthquake affected schools and WASH facilities in six eastern dzongkhags;		
	NFCED	Training of 250 NFE Instructors on Education in Emergencies as life skill education.		UNICEF
5.2.2	SLCS/DDM	Conduct mock drills for five schools	Preparedness of response systems to reduce risks, mitigate and cope with disasters/climate change operationalized.	

Table 6.3.4: Leadership

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Education for Core Issue of Leadership	Outputs	UN Agency
3.4.2	CECD/DYS	1. A training program on “In appreciation of Leadership” for 60 early school leavers; 2. Gender and leadership training for heads of 23 nunneries.	Capacity of relevant partners enhanced to further provide a supportive, preventive and participative environment for the young people.	Unfunded

CT Outcome 4: Good Governance

Table 6.4.1: Institutional Arrangement

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Institutional Arrangement	Outputs	UN Agencies/ Others
4.1.1, 4.1.2	DIT, MoIC	1. Develop E-platform model for Gewog Admin Offices in close linkage with the ones in the Dzongkhag levels; 2. Recruitment of International and Local Consultants;	1. Media Policies and Regulations developed; 2. Establishment of e-governance and e-literacy at all levels for better service delivery and increased access to information, narrowing digital divide.	UNDP
4.1.3	DoIM, MOIC	1. Support for establishment of Journalist Association of Bhutan; 2. International TA to review DoIM IDOS plan;		UNDP
4.2.1, 4.2.2	NCWC	Ex-country trainings/seminars/conferences related to human trafficking;	Institutional mechanisms in place to address Human Trafficking Issues	UNDP
		1. Women and Children related Legislations implemented; 2. Child Care Protection Bill enacted 3. Child Adoption Bill enacted and endorsed; 4. Domestic Violence Bill enacted and endorsed.	Child Protection Bill reviewed and its adoption and implementation advocated.	UNICEF
	NCWC/RBP	Police-Youth Partnership Program in six dzongkhags: Thimphu, Paro, P/Ling, Gelephu and Samtse		UNICEF
4.3.1	NA/NC Secretariats	1. TA (Local) for institutional development and Organizational Strengthening plan reviewed; 2. Consultation workshop of Draft IDOS; 3. TA for exercising of IDOS exercise; 4. Secretariats capacity for research strengthened for legal and advisory roles; 5. ToR developed and functions streamlined; 6. Effective legislation debate and resolution capacity of the parliamentarians enhanced; 7. Activity Result Oriented program for the MPs developed and implemented; 8. Ex-country exposure to best parliament practices;	1. Enhanced capacity of three branches of government as well as media in supporting effective coordination and advocacy for parliament: 2. Rules, Procedures, Roles and Responsibilities of the MPs in place and Code of Conduct for both the houses drafted; 3. Institutionalization of Orientation Program for the MPs done;	Source of Funds: DGTTF.

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Institutional Arrangement	Outputs	UN Agencies/ Others
		9. Develop partnership with regional democratic institutions/committees for peer learning; 10. Public debate forums organized; 11. Training for the Parliament Spokesperson;	4. Streamlined parliament procedures and systems.	
4.3.1a	NC	1. Workshop to formulate Institutional Development and Organizational strengthening plan of the parliament; 2. Secretariat capacity strengthened in research, legal, advisory support, ICT, parliament procedures and functions, management and planning; 3. Trainings-formal and non formal to build the capacity of the National Council and Assembly; 4. Trainings to develop Project Management Unit; 5. ToR for NA/NC developed with the help of experts; 6. Workshop on Democracy and Governance in Bhutan; 7. Observation of National Constitution Day; 8. Ex-country exposure visit to relevant parliaments in the region.	Enhanced institutional capacity of judiciary in ensuring democratic governance and rule of law	UNDP
4.3.4	Royal Court of Justice	1. Hiring of International TA to develop strategy paper for the establishment of Bhutan National Legal Institute; 2. Course curricula developed for different branches: constitutional law, arbitration law; 3. Training/Conferences and workshops conducted for judicial staff at the managerial/technical level; 4. Needs assessment for Juvenile Justice System conducted and Judicial Staff trained in the subject.	Enhanced institutional capacity of judiciary in ensuring democratic governance and rule of law	UNDP UNICEF
4.4 (LGSP)	DLG, MOHCA GNHC MoF/GNHC	1. TA to formulate inclusive service rules for elected LG officials based on the LG Act; 2. TA-international and local; Workshops/ Meetings for Revision of Annual Grants System/Guidelines;	1. Effective national support/training mechanism for LG personnel & elected members; 2. Effective and transparent financing mechanism for local government service delivery	UNDP UNCDF ROD SDC ADA

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Institutional Arrangement	Outputs	UN Agencies/ Others
		3. TA/Grants to develop Performance Based Annual Block Grants; training and sensitization of Performance based Annual Grants.		UNCDF
		Ex-country visits/exposure to Denmark and Tanzania for fiscal decentralization and performance based block grants.		ROD UNDP
	GNHC DLG,MOHCA	1. Ex-country visit/travel for short courses and international regional workshops and seminars related to fiscal decentralization; 2. TA (international and national)	Central government's policy, regulatory, support and supervision functions strengthened.	ROD UNDP
	DLG,MOHCA	1. Ex-country visit- study tour to Vietnam to see SDC funded OSS; 2. Development of online services for five most commonly availed services; 3. Pilot OSS and their evaluation	Effective models for integrated public service and information delivery at local levels.	ROD UNDP

Table 6.4.2: Accountability

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Good Governance for Core Issue of Accountability	Outputs	UN Agencies/ Others
4.1.1	DLG,MoHCA LDD, GNHC	1. Annual Block Grants; 2. Meetings/Training workshops for sensitization of community contract protocol to the LGs;	1. Effective and transparent financing mechanism for local government services delivery; 2. Increased access to services and information through promotion & implementation of e-governance & e-literacy	UNDP UNCDF ADA ROD SDC
	CBS	Workshop with policy makers involved in the national planning, monitoring and evaluation;	Existing pro-poor and gender sensitive GNH indicators mapped and reviewed	UNDP
4.1.3	RAA	1. Training on new methodology of audit manuals and	Capacity of Key National Agencies	UNDP

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Good Governance for Core Issue of Accountability	Outputs	UN Agencies/ Others
		guidelines; 2. Risk based financial auditing, sampling, materiality level Training; (4 officials) 3. Training to develop procurement and construction audit manuals.	enhanced in combating corruption and promoting accountability (Audit Manuals and Guidelines developed and published);	
	ACC	1. National Multi-stakeholder workshop for the UNCAC gap analysis and findings shared after making the report; 2. Publication of the UNCAC gap report;	Capacity of Key National Agencies enhanced in combating corruption and promoting accountability.	UNDP
	BBS Radio	1. Support for Radio programs (100Nos) on issued of youth, women and children. 2. Support for GNH and children related programs “Children Voices.” (25 nos) and “Women’s World” (25 nos.), “Generation Me” (25 nos); educational song	1. Transparency, accountability and participation enhanced through strengthened role and capacity of the media; 2. Transparency, accountability and participation enhanced through strengthened role and capacity of the media	UNICEF
	BBS TV	1. TV programs on issues of children and GNH; (30nos: My World); 2. TV Programs on Youth and GNH (15nos); 3. Parenting GNH Program(30nos); 4. TV Spots on issues related to children, youth and women(3 nos);		
	BBSC	1. Observation of International Children’s Day-07 th March; Children’s Day in Bhutan; 2. In house training on media reporting; Ex-country short training for radio/tv producers to cover women and children issues; Visit to Thai TV and Radio (Public Broadcast Services);		
4.1.3	BBSC & MoH	C4D for Pandemic Preparedness Response; <ul style="list-style-type: none"> Promote prevention behaviors; Social mobilization; Developing communication strategy; Media, workshop, Flu wise PSAs, Interactive popular theater and media campaigns 		
	OAG	1. Case Management System developed to ensure transparency and accountability;	Capacity of key national agencies enhanced in combating corruption	UNDP

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Good Governance for Core Issue of Accountability	Outputs	UN Agencies/ Others
		2. Developed HR; attachment of OAG prosecutors abroad for exposure/learning of best practices; 3. Functional Capacity enhanced ;	and promoting accountability.	
	BICMA	Ex-country study visit to enhance capacity for regulating and building relevant regulatory mechanism for media sector.	Transparency, accountability and participation enhanced through strengthened role and capacity of the media.	UNDP
4.4.2	GNHCS	1. Meetings, workshops and TA(local and international) for improvement/fine tuning and strengthening of PLaMS; 2. Revision of Contract Protocol;	1. Inclusive, efficient and accountable Public Expenditure Management (PEM) and planning procedures/tools for LGs in place and well functioning; 2. RBM institutionalized as a planning tool; 3. Integrated planning manuals with financial management systems	ROD UNDP
	DLG, MOHCA LDD (GNHCS) DLG	1. Introduction of annual best practice award system; 2. Training on GG self assessment tests for GTs; awarding individual incentives; 3. Workshops/trainings/ ToTs at the National/Dzongkhag/ Gewog levels; 4. Trainings on ICBP, RBM, LDPM,NMES, PLaMS, financial management; 5. Conflict resolution and Leadership; 6. Ex-country trainings for HR for strengthening of planning process and public expenditure management; 7. ToTs for ongoing trainings at the local level.	Effective national government support /training mechanism in place for LG and elected members.	ROD, UNDP ADA
	DLG, MOHCA	1. Trainings for Gewog Adm officers to develop and introduce regular peer learning (CB tools), inter gewog visits; 2. Workshops in the dzongkhags;	Effective national government support /training mechanism in place for LG and elected members	ROD UNDP

CT Output No.	Implementing Partners	Type/topic of capacity support provided under Good Governance for Core Issue of Accountability	Outputs	UN Agencies/ Others
		3. Meetings for peer group learning; 4. Develop public awareness materials on decentralization messages; 5. Developed clear and formalized helpline processes for communication for guidance while implementing the project.		
	DLG, MoHCA	1. Developed overarching comprehensive capacity building strategy for LGs; 2. Develop longer term demand driven training needs; 3. Objectives and mechanism to provide a pilot earmarked Capacity development Grant of USD40,000/- to LGs; 4. Meetings/workshops.	Effective national government support /training mechanism in place for LG and elected members	ROD, UNCDF ADA
	GNHCS	1. Developed criteria and use of Climate Change Adaptation Grant; 2. Meetings/workshops for the implementation of criteria of the CC Adaptation Grant .		UNCDF
	DLG GNHCA	1. Field visits for project staff; 2. Meetings and workshops to prepare work plan, M&E documents and advocacy initiatives	Project Assurance, Monitoring, Evaluation and Advocacy initiatives	ROD UNDP
	GNHC, DLG, MoF, UNDP, ADA, LOD UNCDF, SDC	1. In country-travel visits to LG offices; 2. TA (International and National);	Joint Annual Review and Evaluation Missions	
	GNHC	Contractual Services for Asst. Project Manager for pay and allowances.	Effective Project Management	ROD

Table 6.4.3: Knowledge

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
4.1	LDD, GNHC	1. Training/sensitization on effective utilization of Annual	1. Strengthened the utilization and	UNDP

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
	DLG, MOHCA	Grant Guidelines; 2. In country travel/training workshops for awareness in local development planning manual for the LGs and planning and prioritization; 3. ToT for Gewog Adm Officers; 4. Peer learning visits and workshops for LGs; 5. Sensitization of LGs on the decentralization and annual grants.	understanding of Annual Grant System of LGSP; 2. Effective National Support/training mechanism for local government personnel & elected members. 3. Radio spots developed and advocacy materials developed on decentralization and annual grants of LGs	UNCDF
4.1.1, 4.1.2	DIT, MOIC	1. Ex-country training on PHP and web application development for relevant officers from central agencies. 2. Ex-country study visit for gups, dzongdags and relevant officers; 3. Ex-country training for officers from Central Offices on community e-centers management; rural and remote technology planning; 3. Project Management TA support; 4. Production of Community-center management manuals; 5. Coordination with NFE and skills development classes; 6. Training workshop on discussion of Media Policy and amendment of IMC Act; 7. Training workshops on the role and impact of media on the individuals, society, and national development; 8. Information sharing training and workshop to media focal points and spokespersons on the finalized guidelines and policies.	Better service delivery and increased access to information through promotion and implementation of e-services.	UNDP
	DOIM, MoIC	1. Survey on Media impact study among the youth, women and children; 2. Support communication between parliament and media; 3. Training and attachment program (at least one month) for newly recruited reporters; 4. TA for private media organizations-radio, print media		UNDP

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
		<ol style="list-style-type: none"> 1. International TA workshop for capacity development for Print, broadcast media and film producers; 2. Media assessment study; 3. Establishment of Bhutan Media Development Indicator and mandates framed for the same; 4. International TA/Training Workshop for introduction to UNESCO MDI and application of BMDI; 5. Institutional capacity development of DoIM through short term trainings (Ex-country); 6. Training/information sharing workshops on media guidelines for different agencies; 7. Support media conferences for review of current policies, issues and development challenges; 8. Trainings for the high school leavers, undergraduates on the importance of media, its role and impact on the audience. 	Transparency, accountability and participation enhanced through strengthened role and capacity of the media	
	BBS	<ol style="list-style-type: none"> 1. Attachment training on the net working with PBS, Thailand to improve children and women's Radio and TV Programs; 2. 150 Radio and TV Programs produced and aired on BBS: 3. Hand washing, nutrition, story-telling for promoting moral values; 4. Immunization, nutrition, exclusive breast feeding, lifestyle diseases, early child care and development, unemployment, teenage pregnancy child labour and other social issues. 	Enhanced capacities of Youth, Women and Children program producers on transparency, accountability and participation through strengthened role and capacity of the media;	UNICEF
4.1.3	OAG	<ol style="list-style-type: none"> 1. Ex-country attachment of OAG official for adoption of international best practices; 2. Workshop to draft the Limitation Act; 3. Training for draftsmen & lawyers in OAG and others who're involved in drafting legislations; 		UNDP
4.1.3	RAA	<ol style="list-style-type: none"> 1. In-country training workshop to develop procurement and construction audit manuals and guidelines; 	Capacity of key national agencies enhanced in combating corruption.	UNDP

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
		<ol style="list-style-type: none"> All Staffs trained on audit methodology, skills and tools on Risk Based Approach to auditing (139 men) and 36 women). Ex-country training workshop on development of financial public resources management and accountability index; In/Ex-Country workshops/ training on designing, development and implementation of trainings; In/ex country training workshops for auditors to strengthen technical capacity on risk based financial auditing, sampling, and materiality levels; High level workshop on development of internal control framework and training of internal auditors on the framework; Ex-country study visit on the said topic 	(Audit manuals and guidelines developed and published).	
	GNHC	<ol style="list-style-type: none"> TA to develop the guideline to integrate and mainstream GNH indicators in the national plan; Support to improve and update GNH website by CBS; Workshops with stakeholders to mainstreaming the process/indicators; In country training for statisticians and research people to analyze the government assessment indicators 	GNH Index and governance indicators integrated into the existing national planning and M&E mechanisms.	UNDP
	GNHC/CBS	<ol style="list-style-type: none"> Ex-country visit to relevant regional countries to learn and share on the GNH indicators; 2. Practices including integration of indicators into national ; 3. Training on statistical application and analysis of well being indicators-HDI 	Capacity at national and local levels strengthened to systematically analyze and report on GNH related indicators.	UNDP
4.1.4	DCD, GNHC	Ex-country training on RBM, policy, planning and program development.	Enhanced capacity of public sector to implement result-based policy, planning and program development for MDGs, GNH and other national priorities.	UNDP

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
	CBS	<ol style="list-style-type: none"> 1. Sensitization through plenary discussions; debates/essay contests-at nationwide scale; 2. Production and documentation of information on the GNH indicators-audio visual, print and broadcast media; 	Nationwide sensitization on the GNH index and national survey results	UNDP
4.2.2	RENEW	<ol style="list-style-type: none"> 1. Developed manual for DV Case handling; training of legal bench clerks in dealing domestic violence cases; 2. Annual Conferences on DV/GBV; 3. Short trainings and exchange programs for executive level officers; 4. Women's empowerment through involvement of men and CBSS (Community Based Support Systems); 5. Networking with relevant agencies/CSOs to study best practices on DV issues; 	Strengthened capacities of relevant institutions to enhance knowledge and information on ratified conventions among partners and the public.	UNDP
		<ol style="list-style-type: none"> 1. Assessment of CBSS; implementation and recommendation of assessment; 2. TOT (20 SP) to break the stereotypes in GBV; 3. ToT (20 volunteers) on Interpersonal Skills; 4. Ex-country training (One Month) for the Counsellors in Parivarthan, Bangalore; 5. Advocacy on ICPD and UNFPA visibility; 		UNDP/UN FPA
		<ol style="list-style-type: none"> 1. Community mobilization for the establishment of 4 CBSS; 2. Dissemination of materials on GBV with men and boys as partners for prevention of GVB; 3. Workshops for awareness on Gender equality and sharing of household chores. <ul style="list-style-type: none"> • 50 GFPs • 300 RBP officers • 120 Judiciary, 10 NGO 		UNICEF

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
4.2.1, 4.2.2	NCWC	<ol style="list-style-type: none"> 1. Workshops for target groups to study the human trafficking situation; 2. Sensitization workshop for parliamentary committee and relevant stakeholders; 3. Sensitization workshops for sectors and Gender Focal Points at the National Level and sensitized Dzongdags, DT and GTs about the RGOB's international commitments along the line of Gender Issues; 4. Workshops (In-country travel) to raise awareness and sensitization on existing laws and policies pertaining women and children issues; 5. Website development for information sharing and sensitization; 6. High level advocacy on CRC and CEDAW, VAW and Rights by the NCWC, Judiciary, Police; 7. Sensitization workshop- High level. 	Awareness raised and enhanced national capacity in implementation/reporting of ratified international conventions/treaties;	UNDP
	NCWC	<ol style="list-style-type: none"> 1. Stakeholder consultation to review the DV Bill; 2. Workshop for the Legislative Taskforce to finalize the bill; 	National capacity built to draft, review, and implement national policies and legislations; Awareness of the Bill.	UNFPA
		<ol style="list-style-type: none"> 1. Establishment of One Stop Crisis Center (OSCC) at JDWNRH; 2. Trainings for forensic staff on DV and Sexual Assault Management; 3. In country trainings for non commissioned police and non-lawyer judicial officers; 4. Plan of Action developed for WCPU; 5. Training of 20 legal clerks (Functional) on women and child friendly issues; 6. Workshop to draw National Plan of Action for Children and the regulations for CCP Act; 7. Support for Implementation of Child Protection Bills; 8. Establishment of national helpline for women and 	Capacity of the judiciary, law enforcement and relevant agencies strengthened; development and implementation of juvenile justice system and women and child friendly procedures;	UNDP UNICEF

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
		<p>children per SAARC CRC, CEDAW and UPR recommendations;</p> <p>9. CHI meeting with stakeholders/ support for delegation;</p> <p>10. ToT(In-country) on CRC for relevant sectors;</p> <p>11. Workshops (follow-up) with relevant stakeholders;</p> <p>12. Institutional tie-up with National Buddhist Council, Thailand.</p>		
4.2.1	NCWC, RBP	<p>1. Workshop to develop SOP for CRM (Police);</p> <p>2. Development and training of database for women in contact and in conflict with the law;</p> <p>3. Training in database management;</p> <p>4. Women and Child Care Protection Unit established in Wangdi and Paro;</p> <p>5. Workshops to develop curriculum to include women and child friendly procedures in RBP. (Hiring of International TA);</p> <p>6. Training of Trainers in the new curriculum(15);</p> <p>7. Four Women & Children Protection Unit established;30 monastic heads; 50 RBP officers, 10 CSO heads trained; Set up of CP office in Dratshangs.</p>	Enhanced capacity in awareness raising, implementation and reporting of ratified international conventions and treaties.	UNICEF
	NCWC, MoLHR	Designing/conduct of campaigns to raise awareness on exploitative child labour.		
4.2.1, 4.2.2, 4.2.3	NCWC	<p>1. Regional Meeting with ILO and stakeholders;</p> <p>2. Ex-country training on child labour;</p> <p>3. Local TA recruitment, accountant, project assistant;</p> <p>4. Ex-country ToT for Capacity building on CRC (5 persons)</p> <p>5. In country ToT on CRC with TA from outside to DEOs and Principals</p>	Enhanced national capacity in awareness raising, implementation and reporting of ratified international conventions and treaties	UNICEF

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
		<ol style="list-style-type: none"> National TA and ex-country visit/ travel for NCWC and RENEW officials for Research on VAW; Components of study: <ul style="list-style-type: none"> Nature, causes and consequences of human trafficking, sex commercialization, Shelter homes study in Bangladesh; Sensitization on the findings, and CRC Report, DV and GBV Bills in selected schools and colleges; Support for Gender Specialist 	Increased awareness with the Government, parliamentarians, communities and families on CEDAW, CRC and particularly on abuse/ exploitation and violence against children and women; Research on VAW completed; Report on CRC prepared	UNDP
	NCWC Dratshang (Monastic Body)	Consultation workshops with Lam Netens to support implementation of child friendly procedures in the Monastic institutions; (11 expert committee members).		
	NCWC/Nuns Foundation	<ol style="list-style-type: none"> Implementation of recommendations from the assessment on situation of monks; Training on First Aid 		
4.3.1a, 4.3.1b	National Council	<ol style="list-style-type: none"> Upgrade/upkeep the website to promote awareness among public and assist MPs in developing blogs; Trained people to maintain the audio visuals and security equipment; Audio visual documents produced for civic education for youth and people in in/formal education group. 	Enhanced capacity of the parliament and its secretaries for its effective legislative functioning.	UNDP
	ILCS/RUB	<ol style="list-style-type: none"> Support to develop lexical and conceptual tools on Human Rights for use by ministries, agencies, parliamentarians, grassroots leaders, NGOs and CSOs; Strengthened the center with Buddhist Studies of the ILCS while maintaining the essence of traditional values for the youth; Universal concepts of Human Rights translated to local context in light of Buddhist Philosophy; Trainings for Research Officials; Workshops/video presentation in dzongkha on human rights theme from Buddhist perspective. 	Enhanced capacity of key institutions to support parliament democracy.	UNDP

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
4.2.3	MoLHR	<ol style="list-style-type: none"> 1. Grants for formation of Task Force for addressing Child Labour; 2. Task Force Retreat-5 days; ToR developed; 3. Strategy to combat child labour formulated; 4. Stakeholders' validation workshop; 5. Submitted to Parliament for endorsement; 6. Capacity building of enforcement agencies- Trainings for community leaders, lawyers, and labour inspectors 	Increased awareness with the Government, parliamentarians, and communities on CRC and CEDAW particularly on issues of abuse, exploitation, and violation against women and children;	UNICEF
4.3.2,4.3.3	ECB	<ol style="list-style-type: none"> 1. Support to develop, implement and test the Voter Registration & Identification System in preparation for the LG elections; 2. Trainings for development of implemented Asset & Inventory Management System; 3. Training of election officials in election administration, electoral roll management, boundary delimitation, and participation in electoral seminars; 4. Meetings/conferences/workshops for training of Returning Officers, organizational review, systems and work processes for election officials; 5. Support for LG elections; 6. Mass media sensitization of gender sensitive voter and civic education. 	Enhanced Capacity of Key organizations in conducting free and fair elections at national and local levels.	UNDP
			Enhanced public awareness on gender inclusive democratic governance, rights and duties through civic education.	UNDP
	BCMD	<ol style="list-style-type: none"> 1. Hiring of TA 2. Workshops for sharing information and advocacy; 3. Develop resource books for democracy; 4. Training workshops on democracy publications by hiring national trainers; 5. Development of web portal on media and democracy; Development of specialized media and democracy library; 6. Training on news reporting; 7. Annual Media Conferences; 8. Non-Fiction Writing Workshop; 	Enhanced public awareness on gender, inclusive democratic governance, rights and duties through civic education	UNDP

CT Output	Implementing Partners	Type/topic of capacity support provided under Good Governance Sector for Core Issue of Knowledge	Outputs	UN Agencies/ Others
		9. Capacity building of BCMD through trainings on media research and education, evaluation, Study Tour to Staff; 10. Commemoration of Global and National Events.		
Cross Cutting Themes under CT Outcome 4	UNDP NCWC MoF DLG	1. ToT (workshop, travel (In/Out)) on Gender Responsive Budgeting 2. Development of training materials for rolling out of pilot trainings	Gender sensitization of local governments and gender capacity assessment.	UNDP

UNDAF Outcome 5: Environment and Disaster Management (EDMT)

Table 6.5.1: Institutional Arrangement

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Institutional Arrangement	Outputs	UN Agency/ others
5.2.1	DDM, MoHCA	1. TA fielded: DM Bill reviewed, presented to cabinet and finalized; 2. Training workshop on the DM Bill;	Institutionalized climate-resilient DRM legislation, policy frameworks, and guidelines.	UNDP
5.1.1	Thimphu City Corporation (TCC)	1. Feasibility study conducted on the development of new landfill site above the existing one at Memelakha; 2. Awareness raised to the stakeholders/tenants and house owners on new waste collection system and community participation; 3. Mobilise vehicles for waste collection- equipment and hardware support. (PPP model designed and piloted in 6% of 26 km stretch of Thimphu Municipality).	Piloting Public Private Partnership for Integrated Waste Management (PPP-ISWM) in Thimphu Municipality;	UNDP

Table 6.5.2: Accountability

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Accountability	Outputs	UN Agency/ Others
5.1.1	IP:GNHC RP: NEC	Conduct workshops and trainings amongst stakeholders in linking the ECP indicators;	Consultation workshop/training on developing ECP indicators and asligning them with GNH, PLAMS, and BEO Indicators conducted.	
		Workshops and awareness on IWRM; publication and dissemination of results	Rapid survey on water scarcity undertaken & integrated water resource management plan formulated.	
		Review and refine screening tools based on the ECP indicators established through the GNH Survey (conducted by CBS);	Policy protocol and policy screening tools reviewed from ECP	

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Accountability	Outputs	UN Agency/ Others
			perspectives.	
	GNHC	<ol style="list-style-type: none"> Quarterly reports for physical progress and financial submitted using PLAMS, MYRB/PEM; Local plans monitored in development workplans. 	Functional and fiscal framework for local governments;	JSP
	TCC/MoWHS	<ol style="list-style-type: none"> Preparation of Rules and Regulations on Waste Prevention & Management drafting of rules and regulations in consultation with relevant stakeholders, presentation and finalization of the document; Law enforcement training for Sanitary Inspectors on Public Relations & Waste Management practices 	Document comprehensive analysis of regulatory policies on waste management.	

Table 6.5.3: Knowledge

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
5.1.3, 5.2.2	NEC	<ol style="list-style-type: none"> Training to the Technical Task Force on V&A methodologies for SNC; Identified National Needs of adaptation technologies from other countries; Training workshop for stakeholder consultation on climate change awareness and technology transfer (TT) and information sharing conducted; Training workshop to indentify constraints and gaps related to financial, technical and capacity needs on SNC conducted; Training workshop on validation of learning materials & Rio guidelines; Training workshop for DEOs, TWG members and key staff of line ministries to act as resource pool to conduct lead ToT programme at local level (20DEOs and DEC's with 30% women participation trained) 	<p>National capacity to implement and report on international environmental conventions and agreements strengthened;</p> <ul style="list-style-type: none"> Measures to facilitate adaptation to climate change in place; Submission of final 2nd National Communication to UNFCCC; National Capacity self assessment done 	UNDP

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
		<ol style="list-style-type: none"> 1. The DEOs and DEC's trained on environmental management , preparation of funding proposals e.g GEF-SGP and use of guidelines; 2. Train DEOs, TWGs and key staff of line ministries to act as resource pool to conduct lead ToT programme at local level; 3. Validation Workshop on use of indicators and its application with relevant stakeholders; 4. Training to the Rio Focal Points on exchange of information and use of EIMS; 5. Prepare long term adaptation strategies and measures, based on NAPA and V&A assessment in a consultative manner; 	<ol style="list-style-type: none"> 1. Institutional framework enhanced to decentralize local environmental management and implementation of the Rio Convention; 2. EIMS enhanced to backstop national policy and decision making in response to global environmental management needs 	UNDP
		<ol style="list-style-type: none"> 1. Inception workshop to revise/update NAPA; 2. Training workshop to validate and discuss update information on risks and status of implementation; 3. Review Workshop conducted for revised NAPA; 	Preparedness and response systems to reduce risks, mitigate and cope with disasters/climate change operationalized.	UNDP
		<ol style="list-style-type: none"> 1. TA -Water resource inventory for Bhutan formulated in consultation with all concerned stakeholders; 2. TA/Workshop for Resource efficiency and low-carbon economy strategy developed; 	Policy Support rendered to NEC	UNEP
5.2.1	DDM, MoHCA	<ol style="list-style-type: none"> 1. Training workshop for community members, particularly women, trained in providing improved social and community services. (Community first aid, counseling) in 3 districts done; 2. Public awareness and advocacy campaign on DRM; 3. Field visits and exchanges between national and local officials and international institutions to promote development of mechanisms for 2 way flow of information;; 4. ToT on CBDRM to DDMC members; 5. Training to GDMC on hazard and vulnerability assessment, including settlement planning; 	Capacity of national focal agencies, relevant sectors and disaster management authorities at all levels strengthened to implement disaster management framework; Community based recovery of social and community infrastructure in selected districts supported;	UNDP

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
		6. Support formulation of district disaster management plans; 7. Community awareness on CC issues and training on mitigation & adaptation measures with a special focus on women's participation;		
		1. Training workshop for awareness workshops and mock drills conducted for target communities and staff; 2. EOC at Punakha constructed; 3. Training workshop for QBS baseline survey conducted in Punakha, Wangdue and Bumthang, including assessment of gender aspects. 4. Training workshop on the identified safe GLOF evacuation areas and awareness raised among the vulnerable communities based on the GLOF hazard zonation map; 5. Disaster Assessment Tools and manual finalized and Rapid assessment training of trainers conducted at central level and for focal points in all districts.	Raised awareness of communities in Punakha-Wangdi Valley on operation of early warning system and safe evacuation areas;	UNDP
		Training workshop/conference for building capacity on hazard resistant construction techniques and promotion of appropriate building materials supported in 1 disaster affected district (Bumthang)		UNDP
	SQCA, MoWHS	1. Skills training to construction professionals (government/private engineers, local masons ect.) on EQ resistant construction practices; 2. Capacity building support (training) for EQ preparedness and safe construction practices; 3. Exchange visits/sharing experience on EQ preparedness/mitigation; 4. Information sharing and updating progress through attendance in regional workshops, seminars and conferences; 5. Audio-visual program on DM developed and	Preparedness and response systems to reduce risks, mitigate and cope with disasters/climate change operationalized;	UNDP

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
		disseminated.		
	DDM with SQCA, MoWHS as RP	Retrofitting demonstration of stone masonry structure covering 3 districts in Eastern Bhutan supported;		UNDP
	DDM with DOC as RP.	Training workshop for timber engineering for recovery and conservation ensured, and handbook on the said topic published.		UNDP
		<ol style="list-style-type: none"> 1. Training workshop on Bhutan Disaster Assessment Tool at gewog and district levels and lessons learnt from the National Recovery and Reconstruction Plan shared; 2. Specialized trainings on Search and Rescue (SAR), especially for women in 4 affected districts; 3. Trainings given to districts to coordinate response through operationalizing of EOC in 6 districts; 4. Training workshop: DM Plans formulated at District levels through CBDRM planning processes and capacity building at the Dzongkhag, Gewog and Chiwog level; 5. Training workshop to mainstream DRR into sectoral plans 	National capacity on post disaster needs assessment and recovery strengthened; Lessons learnt captured and disseminated.	UNDP UNICEF
5.2.1	DGM, MoEA	<ol style="list-style-type: none"> 1. Project workshop conducted to present information on CC induced GLOF risks to relevant government departments and stakeholders, and lessons learned documented; 2. In-country training of DGM support staff in database management and documentation; 3. Training workshop by observing International Day for Disaster Risk Reduction; 	Preparedness and response systems to reduce risks, mitigate and cope with disasters/climate change operationalised; Information on climate hazards and GLOF vulnerabilities in Bhutan systematically captured, updated and synthesized.	UNDP
	DoE, MOEA	Training (s) for installation, testing and commissioning of GLOF EWS including maintenance schedule and operational mechanism. (2 RGOB Staff and 4 EWS Focal Points trained in the testing and maintenance of EWS;	Technical components for a GLOF warning system in Punakha-Wangdi valley through GLOF Early Warnings.	UNDP
5.1.1	GNHC	1. Comprehensive Public Expenditure on Environment	Capacity of national and local	JSP:

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
		Reviewed and Analyzed; 2. Trainings/consultations for preparation of PEE report;	agencies to mainstream environmental concerns strengthened.	DANIDA UNEP UNDP
		1. Workshop on environmental related data needs with NEC and other key stakeholders; 2. Training to 3 NSB staff on Small Area Estimation of Poverty at Gewog Level.	National and sub national data related to environment and poverty identified and data generation capacity enhanced.	
		Short term training on organizing and structuring data sets (8 researchers of CBS);	Capacity on statistical tools to develop ECP indicators strengthened;	JSP
		Training on Environmental Management System and Assessment/Accounting and Impact Assessment to auditors/lead auditor courses of RAA.	Capacity of RAA on ECP mainstreaming developed.	JSP
5.1.1	GNHC with NEC as RP ¹⁰	1. Undertook CA of government & private training institutions focusing on ECP; 2. Developed training curriculum focusing on PES, CC Adaptation, HWC,sustainable energy, economic analysis and valuation, green accounting, integrated eco-system assessment, environment in poverty assessment and pro-poor eco tourism; 3. ToT on the ECP mainstreaming of NEC focal points at local levels conducted based on the TNA through the CA; 4. Apply ECP guidelines in the 10 th Five Year Plan; 5. Consultation workshop to develop ECP guidelines prior to integrating it to 11FYP; 6. Developing ECP modules and mainstreaming them in the curriculum by relevant organizations encouraged; 7. Assess the roles of CSOs in supporting ECP mainstreaming; 8. Training to selected dzongkhags on the use of “Drivers Pressure-State-Impact-Response” model for environment		JSP

¹⁰ RP stands for Responsible Party

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
		reporting conducted; 9. TA for Participatory Environmental and Social Assessment for Industrial or hydro-power development; 10. Bhutan Environment Outlook for pilot dzongkhags developed.		
5.1.1	GNHC with WMD as RP	Undertook long term training (MSc) in IWRM;	Training in integrated Watershed Management and Climate Change Adaptation conducted	JSP
		Training on Rapid Hydrological and PRA tools;	Environmental goods and services identified using rapid hydrological tools in PES potential sites.	JSP
	GNHC with DGM, MoEA as RP	1. Undertook study tour to India and SE Asia to learn about best practices; 2. Review of existing policy documents, guidelines, rules and regulations.	Mining royalties and the potential mechanism for pro-poor benefit sharing of sustainable mining revenues reviewed and assessed.	JSp
	GNHC with RSPN as RP	Community trainings on mechanisms like damage assessment, participatory monitoring of livestock and crop damage, participatory law enforcement;	Pilot initiative to reduce HWC in Kangpara gewog under Trashigang dzongkhag.	JSP
	GNHC with MoWHS as RP	1. Consultation meetings with stakeholders to study on the existing EFRC and development of training modules mainstreaming EFRC; 2. ToT on EFRC to Des and contractors in batches; 3. National workshop on EFRC to parliamentarians, policy makers and local leaders; 4. Long term training on environmental planning and management (PPD/DoR) to strengthen capacity on urban environmental planning; 5. Ex-country training to engineers and environment officers on EFRC and ECP practices; 6. Training & sensitization of Engineers, Contractors, Parliamentarians, Policy Makers and Local leaders to EFRC conducted.	Capacity of national and local authorities/agencies to mainstream environmental concerns strengthened; Study to validate the benefit of environment-friendly road construction initiated and EFRC training modules developed;	JSP
	GNHC with	1. Training of private sector and Regional Trade Inspectors	Environmental performance	JSP

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
	DoI, MoEA as RP	<ul style="list-style-type: none"> on environmental monitoring; 2. Training of local fabricators and technician on the design, construction, operation and maintenance of energy efficient stoves to Department of Energy, MoEA; 3. Long Term Study (MSc) on ECP issues-slot for MoEA. 	reporting system introduced and integrated.	
	GNHC with PPD, MoE as RP	<ul style="list-style-type: none"> 1. Develop skill-based curriculum on green job with initial focus on rural energy access; 2. Strategies to infuse GNH/ECP in youth development programme developed 	Study and mainstream ECP concerns into NFE and educating for GNH guideline initiated	JSP
5.3.1	GNHC with DLG as RP	<ul style="list-style-type: none"> 1. Workshop to chart the road map of ECP CD activities for the LG; Capacity needs assessments done with Technical Input of International TA. 2. Long Term Study (2 officials for MSc); 3. Twelve (12) official of LG including LDD/DLG trained on ECP based RBM and M&E with gender representation ensured; 4. Revision of ICBP for LGs reviewed and updated to include the ECP curriculum shared with stakeholders for feedback; 5. Development of Capacity Development Grant mechanisms and procedures for LGs in coordination with LGSP; 6. Multi-stakeholder workshops/meeting for feedback and review of the development of grant mechanisms and procedures; 7. Translation of the grant mechanism; 8. Development of materials for public awareness on ECP mainstreaming; 9. ToT for LG officials on ECP mainstreaming in coordination with LGSP trainings; 10. Develop and pilot Climate Change Adaptation Grant. 	Capacity assessment focusing on four thematic areas in 5 pilot dzongkhags (Samtse, S/J, Lhuentse, Zhemgang, and Mongar) initiated.	JSP
		In/Ex-Country training on ECP based RBM and M&E for GNHC, DLG and LG ECP focal persons;	Capacity of DLD/LG, GNHC and LG ECP focal persons on ECP	

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
			based RBM and M&E strengthened.	
		1. Study tour of elected LG functionaries (gups) to see rural employment guarantee scheme of India.		
		2. Training on LDPM, ECP mainstreaming guidelines; 3. Ex-country (2-3 weeks) training on ECP mainstreaming Policies, mechanisms and strategies for 5 planning officers, 5 GAOs, 1 DLG and 1 LDD official and taskforce members; 4. Long term study (2 MSc) for DLG and District Environment official on Local Development from ECP Perspective.		
	GNHC with WMD as RP	Study Tours to Communities and stakeholders	PES and other benefit sharing mechanisms at local levels enhanced.	JSP
	GNHC with WCD as RP	1. Awareness & Training on the HWC and animal behavior and participatory planning by the communities for addressing the HWC issues on insurance, fund management and group mobilization ; 2. Training on rapid response team (extension staff) in the field and communities to verify the livestock kill and assess the crop damage; 3. Documentation of best practices/ lessons learnt in HWC.	1. Benefit sharing mechanisms including payment for eco-system services and human-wildlife conflict management; 2. Mechanisms for self-sustained compensation of crop and livestock loss through insurance schemes and PES developed.	JSP
5.2.2	GNHC with RSPN as RP	1. Consultative meetings for planning, identification of the pilot area, and info-dissemination; 2. Develop strategies to cope with CC issues;	1. Preparedness and response systems to reduce risks, mitigate and cope with disasters/climate change operationalized ; 2. Climate change vulnerabilities in targeted communities across Bhutan assessed; 3. Climate change adaptation and	JSP

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
			DM integrated into local plans and budgets.	
	GNHC with Tarayana as RP	<ol style="list-style-type: none"> 1. Eco-friendly and disaster-resilient construction training for field officials of Tarayana; 2. Transfer of skills of Fo's to villagers; training on solar oven and water heaters in 3 dzongkhags; 3. Exchange of knowledge and best practices on skills based training amongst agencies: (Tarayana, Renewable Energy, NFE/MoE). <ul style="list-style-type: none"> • 25 men and 25 women trained in eco-friendly construction techniques and skills-based learning; 	Skill based training for road engineers, environment officers and surveyors on EFRC and ECP enhanced.	JSP
5.1.1	TCC	<ol style="list-style-type: none"> 1. Review the efficiency of new waste management system, resources required, and feedback from the public collected; 2. Baseline survey on the state of SWM service delivery in Bhutan; 3. CA of stakeholders involved in PPP with sex dis-aggregated data; 4. Planned CA at meso and local levels and undertake a comprehensive CA of the indentified stakeholders for their effective involvement in PPP processes and delivery of SWM related services; 5. Solid Waste Management Information Management System developed for Thimphu Municipality; 6. Information database related to waste processing facilities such as landfill, compost plant, PET bottle, Transfer station; location of communal waste collection bins etc developed. 	Capacity of the national and local government to mainstream environmental concerns strengthened;	UNDP
	TCC with RSPN	<ol style="list-style-type: none"> 1. Develop PPP models to be presented to the government based on the experience from pilot project with special focus on ISWM methodology; 2. Develop knowledge products-information brochures on PPP-SD (both in Dzongkha and English), and 		

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
		documented lessons from the pilot project implementation.		
	TCC with RIM	<ol style="list-style-type: none"> 1. CAs conducted for RIM, relevant PPP-ISWM training curriculum in RIM for the stakeholders; 2. RIM and Municipal staffs trained on PPP-ISWM concept; 3. RIM prepared tools/models on PPP with particular focus on ISWM and consulted with DLG/LDD, MoE, RUB to institutionalize PPP curriculum; 4. Capacity development of Project Implementers and key stakeholders in PPP approach; 5. Training of ISWM approach and PPP instruments (WASTE): institutional strengthening of PPP through knowledge products and lesson learnt from the pilot initiative processes documented and disseminated; 6. Exchange of knowledge on best practices of PPP-ISWM from within the region-for PMT and stakeholders 	Adapt and institutionalize a gender sensitive PPP training curriculum in RIM	UNDP
	TCC RSPN MoWHS Informal Sector	<ol style="list-style-type: none"> 1. Awareness raised through support to community campaigns and other awareness programs in school; 2. Consultation with informal sectors in waste management and dissemination of information on outsourcing; 3. National level workshop on Pro-poor approaches in municipal service delivery conducted; 4. Exchange (ex-country) visit in the region on waste management systems and PPP concepts and learning from best practices organized; 	Pro-poor PPP approaches in service delivery identified and formalized.	UNDP
	TCC /RSPN MoWHS	<ol style="list-style-type: none"> 1. Methods of collection system for SWM developed with other utility service providers and presented to the government; 2. PPP-SD contracting modalities developed with focus on pro-poor and gender equality; 3. CD Strategy for PPP-ISWM developed in 2010; 4. Institutional support to T CC rendered. 	PPP pilot project up-scaled and replicated to the entire Thimphu Municipality;	UNDP

CT Output No.	Implementing Partner (s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Knowledge	Outputs	UN Agency/ Others
	RSPN	<ol style="list-style-type: none"> 1. Institutionalize the use of environment education module; 2. Training of lecturers from College of Education on the use of new Environment module; (50% of women representation trained on the use of environment module); 3. Action Grant to Schools supported by which 5-7 schools implement local action grant focused on local environmental issues. 4. Local Conservation Support Groups formed and functional. 	Development of Environment Education modules for the two colleges (Paro and Samtse) supported;	UNDP
4.4.2	NSSC, MoAF	<ol style="list-style-type: none"> 1. Preparation of final version of NAP; 2. Adoption of NAP by RGOB; 3. Training of 3 officers in short courses in the regional institutions; 4. Field staff trained in low cost soil & water management in Nepal (6); 5. In-country training of one Office Assistant in Computer Program; 6. Meetings/conferences for NSSC at the regional level; 7. Identifying research projects in risk/hazard assessment themes that are relevant to SLM from NAP; 8. Seminar on carbon sequestration; 9. Research proposal on land use changes; 	<p>Sustainable Land Management. Biodiversity Conservation, and utilization of natural resources promoted/strengthened;</p> <ul style="list-style-type: none"> • National Action Programme(NAP) finalized and adopted by RGOB; • Enhanced human resource capacity for SLM. 	UNDP
1.2.2	NCD/DFPS	<ol style="list-style-type: none"> 1. Improve rural livelihood through diversification of cane and bamboo products and other NWFPs; 2. Enhance capacity of local leaders through exchange visits to successfully HWC managed areas; 3. Developed web based data base on Human-Wildlife Conflicts for better information sharing and prediction of HWC hotspots; 4. Translate Bhutan National HWC Management Strategy into Dzongkha for the Gewogs and public at large to take up mitigation measures; 		

Table 6.5.4: Leadership

CT Output No.	Implementing Partner(s)	Type/topic of Capacity Support Provided under EDMT for Core Issue of Leadership	Outputs	UN Agency/ Others