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Third Consolidated Annual Progress Report on Activities Implemented under the United Nations Bhutan Country Fund

**Report of the Administrative Agent of the United Nations Bhutan Country Fund
for the Period 1 January to 31 December 2012**

Multi-Partner Trust Fund Office
Bureau of Management
United Nations Development Programme
<http://mptf.undp.org>

31 May 2013

United Nations Bhutan Country Fund

PARTICIPATING ORGANIZATIONS



Food and Agriculture Organization of the United Nations (FAO)



International Fund for Agricultural Development (IFAD)



Joint United Nations Programme on HIV/AIDS (UNAIDS)



Office for the Coordination of Humanitarian Affairs (OCHA)



United Nations Capital Development Fund (UNCDF)



United Nations Children's Fund (UNICEF)



United Nations Conference on Trade and Development (UNCTAD)



United Nations Development Programme (UNDP)



United Nations Educational, Scientific and Cultural Organization (UNESCO)



United Nations Environment Programme (UNEP)



United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)



United Nations Population Fund (UNFPA)



United Nations Volunteers (UNV)



World Food Programme (WFP)

CONTRIBUTORS



Expanded Delivering as One Funding Window for Achievement of the MDGs
(The Netherlands, Norway, Spain and the United Kingdom/DFID)

Abbreviations and Acronyms

List of abbreviations and acronyms commonly used in the report:

cCPAP	Common Country Programme Action Plan
DDM	Department of Disaster Management
GNH	Gross National Happiness
EFW	Expanded Delivering as One Funding Window for Achievement of the MDGs
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
MDG	Millennium Development Goal
MDTF	Multi-Donor Trust Fund
MPTF Office	UNDP Multi-Partner Trust Fund Office
MoAF	Ministry of Agriculture and Forests
MoE	Ministry of Education
MoHCA	Ministry of Home and Cultural Affairs
MoU	Memorandum of Understanding
OCHA	Office for the Coordination of Humanitarian Affairs
RC	Resident Coordinator
RGoB	Royal Government of Bhutan
SAA	Standard Administrative Arrangement
TOR	Terms of Reference
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme

Definitions

Allocation

Amount approved by the UN Bhutan Country Fund Steering Committee for projects/programmes.

Approved Project/Programme

A project/programme document, including budget, that is approved by the UN Bhutan Country Fund Steering Committee for fund allocation purposes.

Contributor Commitment

A contribution expected to be received or already deposited by a contributor based on a signed Standard Administrative Arrangement (SAA), with the UNDP Multi-Partner Trust Fund Office (MPTF Office), in its capacity as the Administrative Agent of the UN Bhutan Country Fund.

Contributor Deposit

Cash deposit received by the MPTF Office for the UN Bhutan Country Fund.

Delivery Rate

A financial indicator of the percentage of funds that have been utilized by comparing the expenditures reported by a Participating Organization against the 'net funded amount'.

Indirect Support Costs

A general cost that cannot be directly related to any particular programme or activity of the Participating Organizations. Under MDTFs, these costs amount to 7 per cent as per the UNDG-agreed MDTF cost recovery.

Net Funded/Transferred Amount

Amount transferred to a Participating Organization, less any refunds transferred back by a Participating Organization.

Participating Organizations

Organizations that have signed a Memorandum of Understanding (MoU) with the UNDP MPTF Office.

Project Expenditure

The sum of expenses reported by all Participating Organizations irrespective of which basis of accounting each Participating Organization follows

Project Financial Closure

A project/programme is considered financially closed when all financial obligations of an operationally completed project/ programme have been settled, and no further financial charges may be incurred.

Project Start Date

Date of transfer of first instalment from the MPTF Office to the Participating Organization.

Project Operational Closure

A project or programme is considered operationally closed when all activities for which a Participating Organization is responsible under the approved programmatic document have been completed.

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Executive Summary

The United Nations (UN) Bhutan Country Fund was formally established on 30 June 2009 with the conclusion of the Memorandum of Understanding (MoU) between 14 Participating Organizations and UNDP's Multi-Partner Trust Fund Office (MPTF Office) in its capacity as the Administrative Agent of the UN Bhutan Country Fund. The UN Bhutan Country Fund became operational in December 2009 with the first contribution from the Expanded 'Delivering as One' Funding Window for Achievement of the Millennium Development Goals'—or the Expanded Funding Window (EFW).¹

Governed by its Steering Committee in accordance with the UN Bhutan Country Fund Terms of Reference (ToR), the Steering Committee is responsible for prioritization and allocation decisions of the UN Bhutan Country Fund. The overall management of the UN Bhutan Country Fund is led and coordinated by the Resident Coordinator (RC) in consensus with the Heads of the Participating Organizations.

This Third Consolidated Annual Progress Report on Activities under the UN Bhutan Country Fund reports on the implementation of programmes, i.e. United Nations Development Assistance Framework (UNDAF) Outcomes, approved for funding as of 31 December 2012.

Through the UNDAF/cCPAP, the United Nations family in Bhutan has agreed to combine its efforts for one overall priority of furthering the achievement of the MDGs in the country and five programmatic priorities:

- Poverty Reduction
- Health
- Education
- Governance
- Environment and Disaster Management.

In 2012, the Steering Committee allocated a total of \$570,113 to Participating Organizations in support of four UNDAF Outcomes/programmes, as well as \$39,000 as direct costs to UNCDF for the completion of a capacity development evaluation. As of the end of the current reporting period, 31 December 2012, the net funded amount to Participating Organizations totalled \$2,334,215, with transfers being made to nine Participating Organizations implementing activities within five outcomes/programmes.

Four of the five UNDAF outcomes that were funded through the UN Bhutan Country Fund (Health, Education, Poverty and MDGs, and Environment and Disaster Management), had operational programme activities during the reporting period. The EFW contributed \$373,000 in 2012, bringing the cumulative contributions from the Netherlands, Norway, Spain and the United Kingdom/Department for International Development (DFID) through the EFW to the UN Bhutan Country Fund to \$2,419,000. The EFW is the only donor for the UN Bhutan Country Fund, which creates a dependency on this funding source.

In 2012, the Participating Organizations reported expenditures amounting to a total \$290,425 across all five outcomes/programmes.

The major vehicle for public transparency of operations under the UN Bhutan Country Fund during the reporting period was the MPTF Office GATEWAY (<http://mptf.undp.org>), and the dedicated UN Bhutan Country fund website (<http://mptf.undp.org/factsheet/fund/BT100>)

¹ The EFW is a global funding facility established to support UN 'Delivering as One' countries. Current donors to the EFW are the Netherlands, Norway, Spain and the United Kingdom/DFID.

Introduction

The Third Consolidated Annual Progress Report on Activities Implemented under the UN Bhutan Country Fund is submitted to the Steering Committee and donors contributing to the UN Bhutan Country Fund, in fulfilment of the reporting provisions of the UN Bhutan Country Fund Terms of Reference (TOR), the Memorandum of Understanding (MoU) between the United Nations Development Programme (UNDP) as an Administrative Agent and Participating Organizations, and the Standard Administrative Arrangement (SAA) between UNDP as an Administrative Agent and donors. The UNDP Multi-Partner Trust Fund Office (MPTF Office) serves as the Administrative Agent of the UN Bhutan Country Fund.

The Annual Report covers the reporting period, 1 January – 31 December 2012, but also includes information on programmes approved in 2009 and 2011. It provides information on progress made in the implementation of programmes funded by the UN Bhutan Country Fund, as well as on common challenges and lessons learned.

The Annual Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by Participating Organizations to the MPTF Office. It is neither an evaluation of the UN Bhutan Country Fund nor the MPTF Office's assessment of the performance of the Participating Organizations – tasks that belong to an independent evaluation. However, the report does provide the Steering Committee with a comprehensive overview of achievements and challenges associated with programmes funded through the UN Bhutan Country Fund, enabling it to make strategic decisions and take corrective measures, as appropriate.

Report Structure

The Annual Report consists of five chapters: Chapter One provides an overview of the strategic framework of the UN Bhutan Country Fund. Chapter Two provides an overview of the UN Bhutan Country Fund's governance and fund management arrangements. Chapter Three provides an update on allocations and programme approvals and the implementation status during the reporting period, and highlights on programme implementation, with details on each of the funded programmes. Chapter Four provides an overview of the financial performance of the UN Bhutan Country Fund. Finally, Chapter Five elaborates on efforts made to ensure UN Bhutan Country Fund transparency and accountability.

1. Strategic Framework

Bhutan became a democracy following the successful elections to the country's first democratically elected Parliament in March 2008. This major political transition requires support over the long term. Challenges remain to build a firm foundation for the smooth functioning of a democratically elected government, through further strengthening the constitutional bodies, enhancing capacity development of local governments, and expanding the role of civil society, guaranteeing an independent media and continuing progress in the socio-economic arena. The credibility of democratic governance, central to the achievement of human development, is dependent on the success of this new democracy.

Bhutan's unique long-term vision and guiding development philosophy of Gross National Happiness (GNH) is seamlessly aligned with the Millennium Development Goals (MDGs). The core pillars of GNH that cover all of the MDGs are: sustainable and equitable socio-economic development, conservation of the environment, preservation and promotion of cultural heritage and good governance. The MDGs serve as a practical global road map for the Millennium Declaration; similarly in Bhutan, they serve as a highly relevant development strategic framework contributing to realizing Gross National Happiness as the country's long term development goal. This synergy between GNH and MDGs has enabled Bhutan to be one of the few countries in the region that is on track to achieving almost all of the MDGs by 2015. However, Bhutan needs to pay attention on the increasing youth unemployment and the increasing number of HIV cases.

The United Nations Development Assistance Framework (UNDAF) Action Plan for Bhutan (Common Country Programme Action Plan; cCPAP 2008-2013) was developed in response to the challenges and opportunities associated with this transition to democracy as well as the significant capacity constraints in most sectors to adequately support the country's socio-economic development. It is the result of a highly consultative and participatory process involving the Royal Government of Bhutan (RGoB), key national implementing partners, all resident and non-resident UN agencies supporting Bhutan, and other international partners. The UNDAF/cCPAP is fully aligned with national development priorities laid out in the 10th Five-Year Plan of the RGoB.

The UN Bhutan's 'Delivering as One' approach has several components:

UN Programme: The overall goal of a common CPAP, a UNDAF operational plan, is to maximize the contributions of Participating Organizations by enhancing coordination, coherence and programmatic synergies to assist in building an equitable, prosperous and democratic Bhutan. As a result, in the RGoB and the United Nations organizations, there has already been a significant streamlining of the number of work plans and project documents.

Common Services and Harmonized Business Practices: Taking advantage of the robust United Nations harmonization, both at the programme and operations level, a joint Business Continuity Plan was first developed in March 2009, which further reinforces UN Bhutan's 'Delivering as One' with mutual back-up facilities and equipment in case of major disruptive events.

Joint Communication: The UN Bhutan Communications Group comprising representatives from all six resident agencies is responsible for ensuring a 'One UN' image. The Group provides advisory support to the UNCT and ensures UN advocacy and communications through various channels.

Common Premises: The design incorporates a one “UN Operations Centre” as opposed to agency-specific administrations. Such a set-up is expected to achieve stronger integration of administrations of UN agencies promoting more efficient work flows.

Common Budgetary Framework and Joint Resource Mobilization: The UN Bhutan Country Fund is an opportunity for the United Nations in the country to have a common fund as a new pooled mechanism to mobilize and allocate additional resources at the country level, targeting the unfunded gaps in the cCPAP.

Organizational Change – Leadership, Structure, Skills and Culture: Organizational change has taken root in UN Bhutan through successful United Nations harmonization, both at the programme and operations level. The Government has expressed its appreciation for the subsequent reduction in transaction costs as a result of the harmonized processes.

The UN Bhutan Country Fund responds to both the Delivering as One approach and commitment to Aid Effectiveness as per the Paris Declaration. It was established to channel additional donor funding to support the underfunded portions of the UNDAF/cCPAP and new initiatives responding to emerging needs. This enhances the flexibility and responsiveness of the United Nations system through the UNDAF/cCPAP to adapt to national priorities. The UN Bhutan Country Fund contributes to realizing the UNDAF/cCPAP outcomes by strengthening the planning and coordination process, and channelling consistent and predictable funds towards the highest programme priorities. Contributions to the UN Bhutan Country Fund may be accepted from governments of Member States to the United Nations, from intergovernmental and non-governmental organizations (NGOs), or from private sources.

2. Governance of the UN Bhutan Country Fund

2.1 Country Programme Board

The Country Programme Board comprises of secretaries of all relevant ministers and representatives of the United Nations agencies signatory to the UNDAF/cCPAP. The board is co-chaired by the Secretary of the GNH Commission and the United Nations Resident Coordinator (RC). The Government is fully involved at all levels of the UNDAF/cCPAP implementation. The Country Programme Board is responsible for the overall implementation and supervision of the UNDAF/cCPAP. It is kept abreast of developments under the UN Bhutan Country Fund through regular updates provided by the Steering Committee (see below).

2.2 Steering Committee

The Steering Committee is responsible for prioritization and allocation decisions of the UN Bhutan Country Fund. The initial prioritization for allocation is guided by recommendations from the Joint Theme Groups' annual review process. The Steering Committee also provides guidance on the operations and management of the Fund. The Steering Committee ensures that the Country Programme Board is informed of the allocations, and will take into consideration the Country Programme Board's strategic priorities. The Steering Committee is governed by its TOR.

The Steering Committee is comprised of the signatories to the UN Bhutan Country Fund MoU who have contributed to the resource gap analysis in any given year and the Gross National Happiness (GNH) Commission. Other United Nations signatories to the UNDAF/cCPAP may participate as observers.

Similarly to the Country Programme Board, the Steering Committee is co-chaired by the Secretary of the GNH Commission and the UN RC. The Steering Committee makes decisions by consensus. Prior to presenting their position on a significant issue to the Steering Committee, its UN members must ensure that it is endorsed internally by their agencies and is in line with their agencies' regulatory requirements. Decisions on programme/project proposals will only be taken upon completion of a review by the appropriate thematic clusters, sector working groups or other review bodies agreed on by the Steering Committee.

During the reporting period, one Steering Committee meeting was convened, on 20 September 2012. The purpose of the meeting was to review progress to date related to allocations for the 2011 first and second tranches, and to assess and approve the proposed third tranche.

2.3 Theme Groups

The Country Programme Board provides supervision and guidance for the joint Theme Groups, who are responsible for policy dialogue, planning of joint work plans and monitoring of the UNDAF/cCPAP through the 18-month work plans with their implementing partners (i.e. ministries, commissions and NGOs). The 18-month work plans are a functional compromise to adapt to the national fiscal cycle and are in accordance with the Paris Declarations on Aid Effectiveness. These work-plans are derived from the budgetary framework of the UNDAF/cCPAP. The UNDAF/cCPAP has five priority areas: Poverty Reduction, Health, Education, Governance, and Environment and Disaster Management. The joint Theme Groups

submit their priorities for funding based on the updated funding gap matrix, finalized at their annual review meetings in November-December each year.

2.4 UN Resident Coordinator

The overall management of the UN Bhutan Country Fund is led and coordinated by the UN RC in consensus with the Heads of the Participating Organizations. In line with the overall objective of 'Delivering as One' in Bhutan, the UN RC is responsible for:

- ensuring strategic leadership of the UN Bhutan Country Fund on the basis of the UNDAF/cCPAP;
- advocating and mobilizing resources for the UN Bhutan Country Fund in collaboration with Participating Organizations;
- leading a consultative process on allocations from the UN Bhutan Country Fund, and make final decision if consensus cannot be reached, with documented process and rationale for these decisions; and
- signing the MoU with Participating Organizations and the Standard Administrative Agreement(s) as a witness.

However, the implementation the programme activities funded by the resources from the UN Bhutan Country Fund will be the responsibility of the Participating Organizations, as stipulated in the MoU. The RC will hold the Heads of Participating Organizations accountable for their Organization's results that are funded through the UN Bhutan Country Fund.

2.5 Allocation Criteria and Decision-Making Process

The allocation criteria for the UN Bhutan Country Fund provide an objective basis for resource allocation decisions by the Steering Committee to earmark resources to the respective outcomes/outputs of the UNDAF/cCPAP. The criteria for initial allocation are mainly related to UNDAF/cCPAP relevance, Delivering as One, resource gaps and agency's comparative advantage. Additional criteria for subsequent allocation are related to absorption capacity. The Joint Theme Groups are responsible for ensuring that their proposed activities meet the fund allocation criteria. The requests should preferably not be below \$10,000 in order to encourage programmatic approaches and ensure operational efficiency.

The UN Bhutan Country Fund is open to all agencies that have signed the UNDAF/cCPAP and have become Participating Organizations by concluding a MoU with the MPTF Office. Organizations can access the funds upon signing the MoU and upon submission of their annual funding gaps based on the UNDAF/cCPAP Results Matrix.

Criteria for initial allocation are:

- UNDAF/cCPAP relevance;
- unfunded gap at outcome level;
- joint annual work plan, i.e. two or more implementing Participating Organizations;
- implementation capacity;²
- comparative advantage in implementing the activities;
- priorities that would otherwise not be funded;

² This includes available human resources and financial contributions of the organizations to the result, in addition to the UN Bhutan Country Fund contributions.

- activities that support core UN development priorities³ on the MDGs, such as gender, human rights and capacity development, supplemented by priorities identified by the Steering Committee and Country Programme Board at the start of the annual programme cycle;
- a realistic outcome budget

In addition to the above, subsequent allocations will include the following:

- Implementing partners and Participating Organizations' absorption capacity;
- Previous track record: (i) results; (ii) expenditure rate and financial management; and (iii) reporting – timeliness and quality of reporting.

2.6 Administrative Agent

The MPTF Office serves as the Administrative Agent for the UN Bhutan Country Fund. Its responsibilities as AA include: the receipt, administration and management of contributions from donors; disbursement of funds to the Participating Organizations in accordance with instructions from the Steering Committee, through the RC; consolidation of narrative and financial reports produced by each of the Participating Organizations; and delivery these reports to the Steering Committee and donors. The MPTF Office performs the full range of Administrative Agent functions in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi-Donor Trust Funds and Joint Programmes, and One UN Funds".

In line with the Memorandum of Understanding (MoU) concluded between Participating Organizations and the MPTF Office, a clear delineation, including distinct reporting lines and an accountability framework, has been established and will be maintained within UNDP between its functions as an Administrative Agent and its functions as a Participating Organization.

³ The UNDG has identified five core mandate areas for United Nations development interventions include human rights, gender, MDGs and capacity development.

3. Approval and Implementation Updates

3.1 Programme Allocation Overview and Status

In January 2012, a total of \$197,610 was allocated and approved for funding in support of four programme areas to four Participating Organizations. This was followed by a second allocation in October 2012 of \$372,503 in three programme areas to three Participating Organizations. As of the end of the current reporting period, 31 December 2012, net transfers amounting to a cumulative total of \$2,334,215 across five programmes were made, and funds transferred to 9 Participating Organizations.

Table 3.1 provides a brief overview of transfer of funds as of the end of the reporting period.

Table 3.1 Transfers of Funds as of 31 December 2012				
UNDAF Outcomes	Participating Organizations	Priors Years Net Transfers (US\$)	2012 Net Transfers (US\$)	Total Net Transfers (US\$)
1. Poverty Reduction	FAO, UNCTAD, UNDP, UNICEF	246,734	64,800	311,534
2. Health	UNFPA, UNICEF	303,866	92,503	396,369
3. Education	UNFPA, UNICEF, WFP	512,176	163,210	675,386
4. Governance	UNCDF, UNDP	304,199	(-10,434)	293,765
5. Environment and Disaster Management	UNEP, UNESCO, UNICEF, UNDP	407,560	249,600	657,160
Total		1,774,536	559,676	2,334,215

3.2 Programme Implementation Status

Well targeted priorities and diligent follow-up by Participating Organizations contributed to the financial implementation rate of 83.5 per cent as of the end of 2012. Table 3.2 provides a brief summary of the status of each programme, with further details provided in section 3.3, Implementation Achievements and Challenges.

Table 3.2 provides a brief overview of the programme implementation status as of the end of the reporting period.

Table 3.2 Programme Implementation Status as of 31 December 2012			
UNDAF Outcomes	Participating Organizations	Net Transfers (US\$)	Programme Implementation Status
1. Poverty Reduction	FAO, UNCTAD, UNDP, UNICEF	311,534	One allocation was made in January 2012.
2. Health	UNFPA, UNICEF	396,369	Two allocations were made in January and October 2012.
3. Education	UNFPA, UNICEF, WFP	675,386	Two allocations were made in January and October 2012.
4. Governance	UNCDF, UNDP	293,765	Operationally closed
5. Environment and Disaster Management	UNEP, UNESCO, UNICEF, UNDP	657,160	Two allocations were made in January and October 2012.
Total		2,334,215	

3.3 Implementation Achievements and Challenges

The sections below provide an overview of the main implementation achievements and challenges encountered during the implementation of programmes, as reported by the respective Participating Organizations. It only reports on programmes that had operational activities during the reporting period. Additional information on the programmes, including future work plans, is available in individual programme reports posted on the MPTF Office GATEWAY (<http://mptf.undp.org>). Previous years' achievements and results are included in the 2010 and 2011 UN Bhutan Annual Report (<http://mptf.undp.org/document/download/6704>); <http://mptf.undp.org/document/download/9141>).

3.3.1 UNDAF Outcome 1: Poverty Reduction

Table 3.3.1 UNDAF Outcome/Programme 1: Poverty Reduction			
Participating Organizations	Priors Years Net Transfers (US\$)	2012 Net Transfers (US\$)	Total Net Transfers (US\$)
FAO	65,743		65,743
UNCTAD	17,343		17,343
UNICEF	34,000	-	34,000
UNDP	129,649	64,800-	194,449
Total	246,734	64,800	311,534

As of 31 December 2012, the Food and Agriculture Organization of the United Nations (FAO), the United Nations Conference on Trade and Development (UNCTAD), United Nations Children’s Fund (UNICEF), and UNDP were the four Participating Organizations that had received funding under the Poverty Outcome. During the 2012 reporting period, UNDP received an additional allocation of \$64,800.

The programme contributes to **UNDAF Outcome 1: By 2012, opportunities for generation of income and employment increased in targeted poor areas (MDGs 1, 8).**

Achievements and Results

The funds were used by **UNDP** to support the RGoB in the implementation of their Rural Economy Advancement Programme (REAP), which is one of its strategies in the 10th Five-Year Plan (2008-2013) to alleviate poverty through target interventions in the poorest villages in the country. UNDP’s intervention focused on the Philuma village in Samdrup Jongkhar District, whose average income earning per household is approximately \$105 and per capita income, \$16.

A strategic and mandatory requirement of the REAP project is to develop a Village Development Plan (VDP) of the targeted village, prior to intervention of activities and programmes. The formulation of the VDP involves a participatory approach, which listens to the views of the targeted villagers and follows the Village Participatory Planning Guidelines (VPPG). Consultation workshops were undertaken to maximize social inclusion by making efforts to hear the views of a broad cross-section of the village, particularly the landless, the food-insecure, women, the disabled, and other disadvantaged groups with special needs. The objective of the consultations was to identify common challenges and problems that contribute to endemic poverty, analyse the cause of the problems, and identify a set of potential interventions that can improve livelihood opportunities and alleviate poverty. Another equally important objective of the participatory planning process was to strengthen both high-level acceptance and bottom-up demand for more inclusive development planning and to build capacity at the local level to carry it out successfully.

The project promoted community participation in planning and implementation of their own development plans and provided access to income-generating activities for sustainable livelihoods. The project supported the capacity building of farmers' groups and cooperatives for improved agricultural practices and land management. The project interventions include: enhancing food security for targeted small farmers; increasing access of marginalized farmers to socio-economic services and markets; creating jobs through micro-, small- and medium-sized enterprise development; and strengthening institutional capacity. The project also supported the village to improve hygiene and sanitation. These interventions have been developed and implemented in consultation with the local government agencies of Agriculture, Livestock, Forestry, Health and Education.

FAO reported the following under the School Agriculture Programme (SAP): The SAP was initiated in the late 1980s by the Ministries of Agriculture and Education, one of the early cross-ministerial joint ventures in the country. The main purpose was to add agriculture as a club activity in schools to motivate youth to return to farming as "educated farmers", who would easily adopt new technologies for improving efficiency and production. Currently, the SAP is being implemented in 173 schools around the country, but has remained just another one of the club activities in schools, and has not involved the immediate communities. The SAP stagnated since none of the objectives were fully fulfilled.

The FAO project focused on redefining the SAP and making it more realistic and relevant to the present and future needs. A survey to review the existing SAP and a way forward was conducted in 2012. Based on the findings of the survey and through a national stakeholders' workshop, a new SAP strategy was developed with two broad components, integrating agriculture into the school curriculum and the "Farm to School (F2S)" programme. A curriculum was developed for Classes 9 and 10, and has been piloted in one school in each district. In 2013, a curriculum will be developed for classes 11 and 12. Twenty focal agriculture teachers were trained on the new agriculture curriculum, and urban schools in Thimphu were trained on floriculture and herbal gardening.

3.3.2 UNDAF Outcome 2: Health

Table 3.3.2 UNDAF Outcome/Programme 2: Health			
Participating Organizations	Priors Years Net Transfers (US\$)	2012 Net Transfers (US\$)	Total Net Transfers (US\$)
UNFPA	191,453	92,503	283,956
UNICEF	112,413		112,413
Total	303,866	92,503	396,369

As of 31 December 2012, the United Nations Population Fund (UNFPA) and UNICEF were the two Participating Organizations that had received funding under the Health Outcome. During the 2012 reporting period, UNFPA received \$92,503 in allocations under the Outcome (\$20,000 in January and \$72,503 in October). UNICEF had completed its activities under this programme in 2011.

The programme contributes to **UNDAF Outcome 2: By 2012, increased access and utilization of quality health services, with emphasis on reproductive health, maternal and child health and nutrition, HIV/AIDS, tuberculosis, malaria and other non-communicable diseases (MDGs 4, 5 and 6).**

Achievements and Results

The funding received by UNFPA through the One Fund under the Health Programme was used to fill critical resource gaps in the provision of reproductive health services. In particular, funds were used to ensure the availability of at least three modern methods of contraceptive in all health facilities and to strengthen the national logistic and management system.

Securing universal access to reproductive health has contributed towards falling maternal mortality rates, which are on track towards meeting the MDG 5 target by 2015 of a 75 per cent reduction between 1990 and 2015 (Ministry of Health data). A complete National Health Survey in 2013 will provide a national statistic. The contraceptive prevalence rate increased from 35.4 per cent in 2007 to 56.6 per cent in 2010 according to the Bhutan Multi-Indicator Survey 2010. The contraceptive prevalence rate among married/couples in union is 65.6 per cent, which can be attributed to increased accessibility by the target population.

3.3.3 UNDAF Outcome 3: Education

Table 3.3.3 UNDAF Outcome/Programme 3: Education			
Participating Organizations	Priors Years Net Transfers (US\$)	2012 Net Transfers (US\$)	Total Net Transfers (US\$)
UNFPA	29,729	-	29,729
UNICEF	195,755		195,755
WFP	286,692	163,210	449,902
Total	512,176	163,210	675,386

As of 31 December 2011, UNFPA, UNICEF and World Food Programme (WFP) were the three Participating Organizations that had received funding under the Education Outcome. During the 2012 reporting period, WFP received \$163,210 in funding.

The programme contributed to **UNDAF Outcome 3: By 2012, access to quality education for all, with gender equality and special focus on the hard-to-reach population, improved (MDGs 2, 3).**

Achievements and Results

WFP reported the following achievements and results during the reporting period with regard to school feeding and infrastructures in selected primary/secondary schools:

Through the school meals project, World Food Programme (WFP) supported the Government in its policy of improving access to education by providing nutritious meals to school children, particularly those from rural and food- insecure families. The project addressed short-term hunger faced by children living far away from schools, and reduced the financial burden on poor rural parents. It also assisted in alleviating certain micronutrient deficiencies, while contributing to an overall improvement of school enrolment rates and attendance. Particular attention was given to reducing gender disparity in education.

Under the school feeding programme, students in primary, lower secondary, and middle secondary schools received breakfasts and lunches cooked at school. The food basket consisted of rice, chickpeas and fortified vegetable oil for breakfast, and rice, pulses and fortified vegetable oil for lunch.

In 2012, the highlighted achievement is the higher primary net enrollment rate for girls to the boys by 1 per cent; prior to this, the number of boys enrolled at the schools was always higher. This has been recognized as a significant achievement for the Ministry of Education.

Specifically, the funds allocated to WFP were used to procure 116 mt of rice and 78.38 mt of chickpeas. This made it possible for WFP to successfully provide 773,333 meals of rice and 3,919,000 meals of chickpeas, which resulted in approximately 37,000 children receiving rice for 21 days and chickpeas for 106 days. In 2012, WFP supported 227 schools across the country.

3.3.4 UNDAF Outcome 4: Governance

Table 3.3.4 provides a brief overview of UNDAF Outcome 4: Governance as of 31 December 2012.

Table 3.3.4 UNDAF Outcome/Programme 4: Governance			
Participating Organizations	Priors Years Net Transfers (US\$)	2012 Net Transfers (US\$)	Total Net Transfers (US\$)
UNCDF	20,000	-	20,000
UNDP	284,199	(-10,434)	273,765
Total	304.199		293,765

As of 31 December 2012, UNCDF and UNDP were the two Participating Organizations that had received funding under the Governance Outcome. This Programme is operationally closed. For more information on this programme/outcome, see the [2010 Annual Report for the UN Bhutan Country Fund](#).

3.3.5 UNDAF Outcome 5: Environment and Disaster Management

Table 3.3.5 UNDAF Outcome/Programme 5: Environment and Disaster Management			
Participating Organizations	Priors Years Net Transfers (US\$)	2012 Net Transfers (US\$)	Total Net Transfers (US\$)
UNEP	48,165	-	48,165
UNESCO	25,000	-	25,000
UNICEF	77,935	23,000	100,935
UNDP	256,460	226,000	483,060
Total	407,560	249,600	657,160

As of 31 December 2011, UNEP, UNESCO, UNICEF and UNDP were the four Participating Organizations that had received funding under the Environment and Disaster Management Outcome. During the 2012 reporting period, UNICEF and UNDP received \$23,000 and \$226,000 respectively, under this programme.

The Programme contributed to **UNDAF Outcome 5: By 2012, national capacity for environmental sustainability and disaster management strengthened (MDG 7).**

Achievements and Results

UNICEF supported the Department of Disaster Management (DDM) and the Ministry of Home and Cultural Affairs in the preparation and roll-out of the Bhutan Disaster Assessment (BDA) tool. As a result, preparedness and disaster response at the national and district levels is expected to be better coordinated. The BDAInfo, which is an application of the DevInfo, was customized to manage the BDA tool electronically. Disaster focal persons from all 20 districts can use the BDA tool for rapid assessment. The DDM is effective in conducting BDAInfo training. The finalization of the BDAInfo was lengthy since it involved extensive consultations and reviews at the national and district levels. Collaboration and coordination among the collaborating agencies, specifically UNDP, was possible because the programme was located within the common UNDAF outcome of the UN Environment and Disaster Management Theme Group. The tool and the mechanism now need to be rolled-out at the sub-district level, which requires additional financial support.

As planned, the programme contributed to the establishment of better preparedness and response mechanism and tools for conducting post-disaster needs assessment. Key achievements include:

- A Bhutan Disaster Assessment (BDA) tool has been drafted with the help of an international consultant was updated in accordance with the draft Disaster Management Bill. The roll out of the BDA tool and training has been postponed for implementation in 2012.

- For information management and analysis, the Emergency Info, which is a DevInfo application, was adapted in the form of BDA-Info within the Department of Disaster Management.
- Standard Operation Procedures (SOPs) have been drafted and revised in accordance with the draft Disaster Management Bill for implementation of the BDA tool.

UNDP partnered with the Ministry of Agriculture and Forests to address Human Wildlife Conflict (HWC) issues by developing and supporting the implementation of the National HWC Strategy. As an agrarian-based society, almost 70 per cent of Bhutan's population depend directly on crop and/or livestock production for their livelihood. One major challenge in Bhutan, with large populations of mega-fauna living in close proximity to rural communities, is the conflicts that arise between humans and wildlife. The loss of crops, livestock, and/or human lives to wildlife represents social and economic costs that jeopardize livelihoods and exacerbate poverty, and may often lead to retaliation against conservation programs.

In order to address the concerns of Bhutanese farmers, the capacities of 249 farmers in the affected areas across the country have been strengthened to cope with the issue. Community-based insurance schemes were initiated by establishing Gewog (sub-districts) Conservation Committees (GCC) as pilots in some of the affected areas. Through the project, four GCCs were established under Dangchu Gewog of Wangduephodrang District, Nubi Gewog of Trongsa District, Tsamang Gewog in Mongar Dzongkhag District and Chimung Gewog in Pemagatshel District. Through South-South collaboration, the Wildlife Conservation Division established partnerships with park authorities in Thailand to resolve human-elephant conflict issues. In 2012, capacities of seven forest officials were enhanced through an institutional visit to Thailand to learn and replicate best practices from Thailand on human-elephant conflict.

Mitigation measures through technological innovation were piloted by installing solar-powered electric and trip alarm fencing in the affected areas of Singe Gewog in Sarpang, Phipsoo in Samtse, Jomotsangkha in Samdrup Jongkhar Districts benefitting around 723 households. The impact assessment carried out in 2012/13 revealed that electric fencing was a hugely successful intervention, with 73 per cent of the beneficiaries reporting increased crop yield. Overall, farmers reported that they harvested 9,770 kg more in the last one year, a mean increase of 976 kg. One of the major benefits of electric fencing is reduced time spent in guarding crops and property, especially at night, which bears high social and economic costs. Overall, respondents reported a 110 mean nights reduction, corresponding to a savings of BTN11,000 (approximately US\$208) per household.

3.3.6. Direct Costs

In addition in 2012, \$39,000 were allocated as direct costs to **UNCDF** for the completion of a capacity development evaluation. Since capacity development is a core area of support provided by all United Nations agencies, and yet, it does not have a specific outcome within the common country plan, the Country Programme Board endorsed the completion of a capacity development evaluation through direct costs by UNCDF. The aim of the evaluation was to determine the extent to which the United Nations' support to capacity development has produced results in terms of stronger institutions that have contributed to development results, as well as the quality of the United Nations' support to developing national capacities.

The five key findings and recommendations from the evaluation are summarized below:

1. **Relevance and strategic positioning:** Current capacity development support is in line with Bhutan national priorities and the United Nations is well-positioned to collaborate with RGoB and to support national priorities that are strategic and relevant. However, capacity development support is fragmented and not fully comprehensive. Now that important capacity development and human resource development documents are in place with the Government, the evaluation recommends that future capacity development efforts be more closely aligned with these key documents to ensure that the right capacities at the right levels are being strengthened.
2. **Capacity development process and results:** A large part of the current UNDAF capacity development support was allocated for strengthening capacities of national institutions and systems, and putting in place laws and policies that support the transition to Parliamentary democracy. Another large part of capacity development support went into acquiring (sector) specific knowledge and skills. Less attention was paid to leadership initiatives. Since the democratic infrastructure is now more or less in place, the focus of capacity development in the next UNDAF cycle is likely to shift from law-making and policy design to law enforcement, effective implementation and monitoring of policies and plans, and consolidation of established structures.
3. **Coherent and long term capacity development support:** To date, capacity development support has lacked a clear strategic focus. The evaluation recommends that UNDAF capacity development support increases its focus on those emerging issues or National Key Result Areas, defined in the Guidelines for Preparation of the 11th Five-Year Plan, where it has maximum impact in terms of the combined competencies and mandates of the different United Nations agencies
4. **Coordination and partnerships:** The current UNDAF support, together with other initiatives, has strengthened joint planning and joint collaboration across ministries, agencies and sectors. More efforts need to be made to strengthen collaboration within the RGoB and with other national actors to optimally use limited resources and effectively address the national priorities.
5. **Sustainable capacity development:** The evaluation states that capacity development support will become more sustainable when local capacity providers such as training institutes, consultancy firms, research and knowledge centres become involved in capacity development initiatives as equal partners. They local capacity providers should participate in the prioritization of issues and capacities needs assessments and eventually facilitate these capacity development processes at the planning stage and the implementation.

4. Financial Performance

This financial performance section includes key financial data on the UN Bhutan Country Fund. Financial information is also available on the UN Bhutan Country Fund website on the MPTF Office GATEWAY (<http://mptf.undp.org/factsheet/fund/BT100>). Due to rounding, totals in the tables may not add up.

4.1 Financial Overview

The Table 4.1.1 provides a financial overview of the UN Bhutan Country Fund as of 31 December 2012, highlighting the key figures as well as the balance available, both with the Administrative Agent (MPTF Office) and with Participating Organizations.

Table 4.1.1 - Financial Overview

	Annual 2011 (US\$)	Annual 2012 (US\$)	Cumulative (US\$)
Sources of Funds			
Gross Donor Contributions	508,000	373,000	2,419,000
Fund Earned Interest Income	960	527	3,720
Interest Income Received from Participating Organizations	2,514	292	5,064
Refunds by Administrative Agent (Interest/Others)	-	-	-
Other Revenue	-	-	-
Total - Sources of Funds	511,474	373,819	2,427,784
Uses of Funds			
Transfers to Participating Organizations	254,573	570,113	2,392,051
Refunds Received from Participating Organizations	(2,657)	(10,434)	(57,836)
Net Funded Amount to Participating Organizations	251,916	559,679	2,334,215
Administrative Agent Fees	5,080	3,730	24,190
Direct Costs (Steering Committees etc.)	19,120	39,000	58,120
Bank Charges	7	3	10
Other Expenditures	-	-	-
Total - Uses of Funds	276,122	602,412	2,416,534
Change in Fund cash balance with Administrative Agent	235,352	(228,593)	11,249
Opening fund balance (1 January)	4,491	239,843	-
Closing fund balance (31 December)	239,843	11,249	11,249
Net Funded Amount to Participating Organizations	251,916	559,679	2,334,215
Participating Organizations' Expenditure	18,051	290,425	1,948,484
Balance of Funds with Participating Organizations			385,731

With the exception of donor contributions, the UN Bhutan Country Fund also receives funds from the interest earned income. The two sources of interest income are: (1) interest earned by the MPTF Office on the balance of funds with the Administrative Agent's (Fund) account; and (2) interest income from the

Participating Organizations, which is the amount earned by the Participating Organizations on the undisbursed balance of the UN Bhutan Country Fund. By the end of 2012, the fund-earned interest amounted to \$3,720. The Administrative Agent fee is charged at an approved rate of 1 per cent on deposits to the UN Bhutan Country Fund, amounting to a cumulative total of \$24,190 as of 31 December 2012.

As of 31 December 2012, Participating Organizations had refunded \$57,836.

The available balance of funds as at 31 December 2012 with the Administrative Agent and Participating Organizations was \$11,249 and \$385,731, respectively.

4.2 Contributions

Table 4.2.1 shows the breakdown of the contributions received. The total contribution received in 2012 was \$373,000 (from the Expanded Delivering as One Funding Window), bringing the total cumulative contribution to \$2,419,000, as of 31 December 2012. Given that the UN Bhutan Country Fund relies on a single donor (EFW), all allocations are made on the basis of this donor's release of funds.

Table 4.2.1 Contributions

Contributor	Prior Years as of 31 Dec. 2011 (US\$)	Current Year (2012) (US\$)	Total (US\$)
Expanded DaO Funding Window	2,046,000	373,000	2,419,000
Total	2,046,000	373,000	2,419,000

4.3 Interest Earned

Fund-Earned Interest: Fund-earned interest (i.e. interest earned by the UN Bhutan Country Fund Administrative Agent - the MPTF Office) amounted to \$527 in 2012, bringing the cumulative total earned to \$3,720 as of 31 December 2012. This amount is an additional source of income for the UN Bhutan Country Fund and increases the amount of funds available for project funding.

Agency-Interest Earned by Participating Organizations: All interest earned by the Participating Organizations is expected to be credited to the UN Bhutan Country Fund unless the governing bodies of the said Organization has approved decisions that govern the specific use of interest earned on donor contributions. The refunded interest will be used to augment the availability of funds for project funding. In 2012, the interest generated by Participating Organizations was \$292, bringing the cumulative total earned by Participating Organizations to \$5,064 as of 31 December 2012.

Total interest earned for the UN Bhutan Country Fund is \$8,784 as at 31 December 2012.

Table 4.3.1 - Received Interest at the Fund and Agency Levels

	Prior Years as of 31 Dec. 2011 (US\$)	Current Year (2012) (US\$)	Total (US\$)
Fund Earned Interest (Administrative Agent)	3,192	527	3,720
Total – Fund-Earned Interest	3,192	527	3,720
UNCTAD	235	-	235
UNDP	4,488	292	4,780
UNFPA	50	-	50
Total – Interest Income Received from Participating Organizations	4,773	292	5,064
Total Interest Earned	7,965	819	8,784

4.4 Transfer of Approved Funding to Participating Organizations

As of 31 December 2012, the UN Bhutan Country Fund had funded approved projects/programmes for a net total of \$2,334,215. In 2012, UNDP received the largest share of funding, followed by WFP and UNICEF. The distribution of approved funding by Participating Organizations is summarized in the tables below.

Table 4.4.1 - Transfer of Net Funded Amount by Participating Organizations

Participating Organization	Net Funded Amount		
	Prior Years as of 31 Dec. 2011 (US\$)	Current Year (2012) (US\$)	Total (US\$)
FAO	65,743	-	65,743
UNCDF	20,000	-	20,000
UNCTAD	17,343	-	17,343
UNDP	670,308	280,966	951,274
UNEP	48,165	-	48,165
UNESCO	25,000	-	25,000
UNFPA	221,182	92,503	313,685
UNICEF	420,103	23,000	443,103
WFP	286,692	163,210	449,902
Total	1,774,536	559,679	2,334,215

4.5 Expenditure

As of 31 December 2012, a total of \$1,948,484 was reported by Participating Organizations as expenditure, which is the equivalent to a delivery rate of 83.5 per cent.

All expenditure reports were submitted by the headquarters of the Participating Organizations to the MPTF Office, and consolidated by the MPTF Office. The tables below provide different cuts on this expenditure

data. Additional tables on expenditure, including expenditure tables by Participating Organization with breakdowns by budget category, are available on the MPTF Office GATEWAY (<http://mptf.undp.org>).

Table 4.5.1 displays transfers and expenditures of the UN Bhutan Country Fund in 2012 and presents the financial delivery rates by UNDAF Outcome area. Financial delivery rates are measured in terms of expenditure as a proportion of the amount transferred. The highest proportion of funds was net transferred to the Education Outcome, which showed an overall delivery rate of 88 per cent. The Governance Outcome showed the highest delivery, at 99.7 per cent.

Table 4.5.2 shows net transfers, expenditures and delivery rates by Participating Organization. UNDP received the highest in terms of net transfers and reported a delivery rate of 76.3 per cent. All agencies show delivery of over 70 per cent.

Project expenditures are incurred and monitored by each Participating Organization and are reported as per the agreed upon categories for harmonized inter-agency reporting. In 2006, the United Nations Development Group (UNDG) set six categories against which United Nations entities must report project expenditures. Effective 1 January 2012, the United Nations Chief Executive Board modified these categories as a result of International Public Sector Accounting Standards (IPSAS) adoption to comprise eight categories. All expenditures reported up to 31 December 2011 are presented in the previous six categories, and all expenditures reported from 1 January 2012 are presented in the new eight categories. The old and new categories are noted in Table 4.5.3. In 2012, the highest percentage of expenditure was on supplies, commodities, equipment and transport (33.8 per cent). Indirect support costs were slightly above 7 per cent since some agencies charge indirect costs upfront.

Table 4.5.1 - Expenditure by UNDAF Outcome/Programme

UNDAF Outcome / Programme	Total Net Funded Amount (US\$)	Expenditure			Delivery Rate (%)
		Prior Years as of 31 Dec. 2011 (US\$)	Current Year (2012) (US\$)	Total (US\$)	
Education	675,386	463,091	131,292	594,383	88.01
Environment and Disaster Management	657,160	398,427	52,667	451,094	68.64
Governance	293,765	292,426	460	292,886	99.70
Health	396,369	298,905	15,678	314,583	79.37
Poverty Reduction	311,534	205,210	90,329	295,539	94.87
Total	2,334,215	1,658,059	290,425	1,948,484	83.47

Table 4.5.2 - Expenditure by Participating Organization

Participating Organization	Total Net Funded Amount (US\$)	Expenditure (US\$)			Delivery Rate (%)
		Prior Years as of 31 Dec. 2011	Current Year (2012)	Total	
FAO	65,743	25,617	39,874	65,491	99.62
UNCDF	20,000	18,653	460	19,113	95.56
UNCTAD	17,343	17,343	-	17,343	100.0
UNDP	951,274	649,783	75,901	725,683	76.29
UNEP	48,165	47,994	-	47,994	99.64
UNESCO	25,000	24,738	122	24,859	99.44
UNFPA	313,685	216,220	19,686	235,906	75.20
UNICEF	443,103	420,105	23,094	443,199	100.02
WFP	449,902	237,606	131,290	368,896	81.99
Total	2,334,215	1,658,059	290,425	1,948,484	83.47

Table 4.5.3 - Expenditure by Budget Category

Budget Category	Expenditure (US\$)			Delivery Rate (%)
	Prior Years as of 31 Dec. 2011	Current Year (2012)	Total (US\$)	
Supplies, Commodities, Equipment, Transport (Old)	615,187	-	615,187	33.81
Personnel (Old)	358,282	-	358,282	19.69
Training of Counterparts (Old)	355,513	-	355,513	19.54
Contracts (Old)	207,920	-	207,920	11.43
Other Direct Costs (Old)	13,325	-	13,325	0.73
Staff and Personnel Cost (New)		141	141	0.01
Suppl, Comm, Materials (New)		115,669	115,669	6.36
Equip, Veh, Furn, Depn (New)		-	-	-
Contractual Services (New)		4,560	4,560	.25
Travel (New)		39,874	39,874	2.19
Transfer and Grants (New)		77,125	77,125	4.24
General Operating (New)		32,124	32,124	1.77
Total - Programme Costs	1,550,226	269,494	1,819,720	100.00
Indirect Support Costs	107,832	20,932	128,764	7.08
Total	1,658,059	290,425	1,948,484	

4.6 Cost Recovery

The cost recovery for the UN Bhutan Country Fund is guided by the applicable provisions of the TOR, the MoU concluded between the Administrative Agent and Participating Organizations, and the SAAs concluded between the Administrative Agent and Donors.

Cost recovery, as of 31 December 2012, was as follows:

- **The Administrative Agent fee:** One per cent charged at the time of donor deposits and cover the entire duration of the UN Bhutan Country Fund. In the reporting period, this amounted to \$3,730. The cumulative Administrative Agent fee charged by the MPTF Office on the total EFW contributions amounted to \$24,190. Similar to a few other MDTFs that are exclusively funded by limited contributions from the EFW, the Administrative Agent fee does not cover the cost of the MPTF Office's Administrative Agent services which poses a challenge for continued provision of the standard services.
- **Indirect Costs of Participating Organizations:** As per the UN Bhutan Country Fund TOR, Participating Organizations may charge 7 per cent indirect costs. As of the end of the reporting period, indirect costs across all programmes and projects amounted to 7.08 per cent of reported programme costs. Indirect costs are slightly higher than 7 per cent since some agencies charge indirect costs upfront.
- **Direct Costs:** These may be charged to the UN Bhutan Country Fund to cover costs associated with the Steering Committee, etc. In 2012, \$39,000 was charged to the UN Bhutan Country Fund as direct costs.

5. Transparency and Accountability of the UN Bhutan Country Fund

The major vehicle for public transparency of operations under the UN Bhutan Country Fund during the reporting period was the MPTF Office GATEWAY (<http://mptf.undp.org>), with its dedicated website for the UN Bhutan Country Fund (<http://mptf.undp.org/factsheet/fund/BT100>).

The MPTF Office continued to provide information on its GATEWAY, a knowledge platform providing real-time data, with a maximum two-hour delay, on financial information from the MPTF Office accounting system on donor contributions, programme budgets and transfers to Participating Organizations. All narrative reports are published on the MPTF Office GATEWAY, which provides easy access to nearly 9,600 relevant reports and documents, with tools and tables displaying financial and programme data. By providing easy access to the growing number of progress reports and related documents uploaded by users in the field, it facilitates knowledge sharing and management among United Nations organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency. The MPTF Office GATEWAY has been recognized as a standard setter by peers and partners.