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INTERNATIONAL DEVELOPMENT ASSOCIATION

RESTRUCTURING PAPER

ON A

PROPOSED PROGRAM RESTRUCTURING
OF
BHUTAN HUMAN CAPITAL RECOVERY AND RESILIENCE PROJECT
APPROVED ON FEBRUARY 3, 2022

TO THE

KINGDOM OF BHUTAN

Social Protection & Jobs Global Practice
South Asia Region

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ABBREVIATIONS AND ACRONYMS

BER	Bhutan Education Roadmap
BPCL	Bhutan Power Corporation Limited
CDCL	Construction Development Corporation Limited
CST	Critical Skills Training Program
DLIs	Disbursement Linked Indicators
EACD	Environmental Assessment and Compliance Division
ECCD	Early Child Care and Development
EMIS	Education Management Information Systems
ESSA	Environmental and Social System Assessment
FSA	Fiduciary System Assessment
FYP	Five-Year Plan
GDP	Gross Development Product
GRS	Grievance Redress Service
ICT	Information and Communication Technologies
ISMs	Implementation Support Missions
IVA	Independent Verification Agency
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MOAF	Ministry of Agriculture and Forests
MOE	Ministry of Education
MOEA	Ministry of Economic Affairs
MOLHR	Ministry of Labor and Human Resources
NEC	National Environmental Commission
NKRAs	National Key Results Areas
PDO	Project Development Objective
PEFA	Public Expenditure and Financial Accountability Assessment
PforR	Program for Results
RGoB	Royal Government of Bhutan
SDP	Skills Development Plan
TTIs	Technical Training Institutes
TVET	Technical Vocational Education and Training
WASH	Water, Sanitation and Hygiene
YELP	Youth Employment and Livelihoods Program



DATA SHEET (Bhutan Human Capital Recovery and Resilience Project - P174399)

Project ID P174399	Financing Instrument Program-for-Results Financing	IPF Component No
Approval Date 03-Feb-2022	Current Closing Date 31-Jan-2025	

Organizations

Borrower KINGDOM OF BHUTAN	Responsible Agency
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Program Development Objective(s)

Support building, protecting, and utilizing human capital in Bhutan

Summary Status of Financing (US\$, Millions)

Ln/Cr/TF	Approval Date	Signing Date	Effectiveness Date	Closing Date	Net Commitment	Disbursed	Undisbursed
IDA-70290	03-Feb-2022	07-Mar-2022	30-Mar-2022	31-Jan-2025	20.00	10.07	8.99

Policy Waiver(s)

Does the Program require any waivers of Bank policies applicable to Program-for-Results operations?

No



I. PROGRAM STATUS AND RATIONALE FOR RESTRUCTURING

A. Program Status

1. The World Bank (WB) is supporting the Royal Government of Bhutan (RGoB)'s investment into resilient human capital accumulation and recovery post COVID-19 pandemic through the Human Capital Recovery and Resilience Program for Results (HCRRP) (US \$20 million from the International Development Association (IDA)). The Project Development Objective (PDO) is to support building, protecting, and utilizing human capital in Bhutan. HCRRP is linked to the RGoB's National Key Result Areas (NKRAs) 7 "Improving Quality of Education and Skills" and 11 "Productive and Gainful Employment" of the 12th Five-Year Plan (FYP) 2018-23 including associated COVID-19 recovery and resilience programs. As such Program implementation is overseen by both the Ministry of Education (MOE) and the Ministry of Labor and Human Resources (MOLHR), which are lead implementing agencies for the Program. It is also the first Program for Results (PforR) implemented in Bhutan.

2. The HCRRP was approved by WB's Board of Executive Directors on February 3, 2022. The Financing Agreement was signed on March 7, 2022. HCRRP became effective on March 30, 2022. The expected closing date of the program is January 31, 2025.

3. The Program in its original design allocated US \$4 million to three sets of Prior Results under the Disbursement Linked Indicator (DLI) 3 "ICT in education for learning recovery and improved access" (US \$2 million), DLI 5 "Enhance Inclusion under Skill Development Program" (US \$1 million) and DLI 8 "Strengthen systems and coordination to enhance employment support delivery under MOLHR" (US \$1 million). As per the Financing Agreement (FA) all three sets of Prior Results were expected to be achieved prior to the Program Signing.

4. Following its effectiveness, the Program has achieved significant progress, which was partially slowed down by the outbreak of the omicron variant of COVID-19. More specifically:

- (a) The program successfully disbursed US\$2 million on May 20, 2022, under the MOLHR against the achievement of the prior results under DLI 5 "Enhance Inclusion under Skill Development Program" and DLI 8 "Strengthen systems and coordination to enhance employment support delivery under MOLHR. Under these Prior Results MOLHR has successfully developed the foundational operations manual and the management information system (MIS) for the Skills Development Program (SDP), which will help with skilling and employment recovery post COVID-19 pandemic.
- (b) Both MOE and MOLHR have developed work plans to meet the first year DLIs and PAP actions on time. Both ministries have also successfully nominated the key focal points as per the PAP.
- (c) The program has complied with the pertinent legal covenants, except for the adoption of the implementation Guidance Note, the preparation of which is now underway after some delays caused by the outbreak of COVID-19 in Bhutan during the early months of 2022.
- (d) The Program relies on the GRM currently in place at the MOLHR and MOE respectively to address queries and complaints across their programs. The GRM under MOLHR has recently been improved to provide a clear online window for filing queries, feedback, and complaints regarding MOLHR programs, services, and website functioning. Once the queries are received, they are addressed by the respective departments and in complex cases are resolved through the GRM committee.
- (e) Nonetheless, the closure associated with the outbreak of the omicron variant of the COVID-19 did not allow MOE to implement the teacher training needed to achieve the Prior Result under DLI 3. Consequently, the first Program



Implementation Status and Results (ISR) report from June 3rd, 2022, rated progress toward the PDO and overall Implementation Program (IP) as moderately satisfactory.

B. Rationale for Restructuring

5. The Prior Result under DLI3 was linked to MOE having '4,000 teachers trained in ICT competency'. As per the FA this result, which aims to improve the digital pedagogy competency of the Bhutanese teachers, should be considered achieved through the verification of the teacher training completion by at least 4000 teachers prior the Program signing. The training under this result should be in line with the ICT competencies outlined in the ICT competency standard for teachers. The allocation for the prior result was US\$2 million. The training was planned for the winter break to minimize the disruption to the learning process. However, due to the outbreak of COVID-19 and associated closures and restrictions on public gatherings in December 2021 and January 2022, MOE was not able to deliver this training and rescheduled its delivery to summer 2022. Thus, the Prior Result associated with DLI3 was not achieved prior to the Program signing and is proposed to be changed to a regular DLR under Year 1.

6. MoE through the Ministry of Finance (MoF) has submitted a formal request on July 8, 2022, for restructuring to allow disbursement against teacher training under the regular Year 1 Disbursement Linked Results (DLR) process. They also informed the Bank that phase one of the training was completed in June 2022 which means more than 4000 teachers have been trained in ICT competency. Hence, the program will be able to start the DLI verification and disbursement process of US\$2 million once this restructuring gets approved.

7. Consequently, changes are proposed to the DLI Matrix and DLR verification protocol to allow disbursements against achieved of results under DLI3.

II. DESCRIPTION OF PROPOSED CHANGES

8. Consider the prior result (4,000 teachers trained in ICT competency) under DLI 3 (ICT in education for learning recovery and improved access) as a year 1 target.

9. Hence, adjustment to the 'DLI matrix' and 'Verification Protocol Table: Disbursement Linked Indicators' is needed to accommodate implementation realities.

- (a) Changes in the DLI matrix: Prior results will be removed from the DLI matrix under DLI 3. It will be placed under 'year after effectiveness (c)'. Allocated amount and Financing Formula will remain the same but will be adjusted to 'year after effectiveness'/year1 DLRs'.
- (b) Changes in the Verification Protocol Table and Disbursement Linked Indicators: Prior results description will be removed from DLI 3 description. It will be placed under Year 1 description (c) while 'Prior results' and 'before the program signing' words will be removed. A summary of changes made in revised verification protocol is described below:



Current DLI 3 Year 1 Verification Protocol	Proposed DLI 3 Year 1 Verification Protocol
<p><i>Prior Result will be considered achieved through improved digital pedagogy competency of teachers which will be verified through the achievement of the following outcome: (i) Teacher training is completed before the Program signing by at least 4000 teachers, in line with ICT competencies outlined in the ICT competency standard for teachers.</i></p> <p>Year 1 – DLR 1 will be considered achieved when MoE approves a detailed action plan on scale-up of newly approved competency-based curriculum, implementation arrangement, and scale-up of digital pedagogy training of teachers.</p> <p>Improved accessibility and integration of competency-based curriculum for learning recovery will be verified through completion of the following actions: (i) Digital contents on core subjects (English, Maths, Science, Dzongkha) are developed and hosted in an openly accessible platform such as LMS; and (ii) Contents are made accessible to schools - at least 80% of schools in urban areas and at least 40% of schools in rural areas. The definition of rural and urban areas will follow RGoB's formal definition of Urban and Rural areas.</p>	<p>Year 1 – (a) This DLR will be considered achieved when MoE approves a detailed action plan on scale-up of newly approved competency-based curriculum, implementation arrangement, and scale-up of digital pedagogy training of teachers;</p> <p>(b) Improved accessibility and integration of competency-based curriculum for learning recovery will be verified through completion of the following actions: (i) Digital contents on core subjects (English, Maths, Science, Dzongkha) are developed and hosted in an openly accessible platform such as LMS; and (ii) Contents are made accessible to schools - at least 80% of schools in urban areas and at least 40% of schools in rural areas. The definition of rural and urban areas will follow RGoB's formal definition of Urban and Rural areas;</p> <p>(c) This DLR will be considered achieved through improved digital pedagogy competency of teachers which will be verified through the achievement of the following outcome: Teacher training is completed by at least 4000 teachers, in line with ICT competencies outlined in the ICT competency standard for teachers.</p>

10. There are no changes to the Project Development Objective (PDO) or to the scope, activities, and funding of the DL13 and other DLRs/DLIs.

III. SUMMARY OF CHANGES

	Changed	Not Changed
Change in Results Framework	✓	
Reallocation between and/or Change in DLI	✓	
Change in Disbursements Arrangements	✓	
Change in Implementation Schedule	✓	



Change in Implementing Agency		✓
Change in Program's Development Objectives		✓
Change in Program Scope		✓
Change in Loan Closing Date(s)		✓
Change in Cancellations Proposed		✓
Change in Disbursement Estimates		✓
Change in Systematic Operations Risk-Rating Tool (SORT)		✓
Change in Safeguard Policies Triggered		✓
Change in Legal Covenants		✓
Change in Institutional Arrangements		✓
Other Change(s)		✓

IV. DETAILED CHANGE(S)



ANNEX 1: RESULTS FRAMEWORK

Results framework

Program Development Objectives(s)

Support building, protecting, and utilizing human capital in Bhutan

Program Development Objective Indicators by Objectives/ Outcomes

Indicator Name	DLI	Baseline	End Target
Expanded access and professionalization of ECCD			
Percentage of children (3-5 years old) enrolled in ECCD services led by a ECCD facilitator which complete the basic certificate (Percentage)		26.00	30.00
Digitization of education for improved student outcomes			
Percentage of schools accessing and teachers utilizing digital content in LMS (Percentage)		0.00	80.00
in Urban areas (Percentage)		0.00	80.00
in Rural areas (Percentage)		0.00	40.00
Improve employment and inclusion outcomes			



Indicator Name	DLI	Baseline	End Target
Percentage increase from baseline (TBE) in percent of trainees employed (including full and part-time, wage and self-employment) within 6 months of completing SDP (Percentage)		42.10	20.00
for women (Percentage)		38.70	35.00
Enhanced resilience of jobseekers			
MoCE established operational linkages with key relevant agencies (Text)		No linkages	Linkages established either through MOUs or data sharing protocols with Ministry of Education, Ministry of Agriculture and Forests (MoAF), and Tourism Council
Improve access to safe water and sanitation facilities at primary and secondary schools			
Number of public schools and Special Education Needs schools with proper WASH facilities (Number)		0.00	60.00

Intermediate Results Indicators by Result Areas

Indicator Name	DLI	Baseline	End Target
Expanded access and professionalization of ECCD			
Number of ECCD facilitators for government-supported provision trained or receiving training in the ECCD Diploma program (Number)		248.00	450.00
Number of ECCD facilitators for government-supported provision trained in the two-week basic ECCD certificate (Number)		600.00	810.00
Number of focal monitors trained (Number)		200.00	650.00



Indicator Name	DLI	Baseline	End Target
Percentage of ECCD facilitators receive a supervision and coaching visit by a trained focal monitor aimed at improving their teaching practice (Percentage)		24.00	40.00
Number of new government supported integrated ECCD centers and smaller ECCD centers in the targeted areas (Number)		0.00	180.00
Percentage of government supported ECCD services that meet the basic quality standards (Number)		0.00	30.00
Percentage point increase from baseline in percent of mothers with improved economic empowerment outcomes in areas of ECCD expansion (Percentage)		0.00	4.00
Digitization of education for improved student outcomes			
Number of teachers trained on Digital Pedagogy (Number)		0.00	5,000.00
Number of female teachers trained on Digital Pedagogy for improved competency, mentorship and professional development (Number)		0.00	2,000.00
Percentage of schools having remote learning facilities in rural areas (Percentage)		0.00	20.00
Improve employment and inclusion outcomes			
Percentage increase from baseline in percentage of female SDP graduates (Percentage)		47.50	40.00
Percentage increase from baseline (TBE) in trainings delivered outside of Thimphu, Paro and Phuentsholling (Percentage)		78.60	40.00
Percentage of users requesting services through the single intake and profiling window under MoESD and MoICE (Percentage)		0.00	75.00
Of those who are women (Percentage)		0.00	50.00



Indicator Name	DLI	Baseline	End Target
of those who are not from of Thimphu, Paro and Phuentsholling (Percentage)		0.00	30.00
Percentage of job seekers registered with single intake window who perceive improvements in access to employment promotion services (Percentage)		0.00	75.00
of those who are women (Percentage)		0.00	50.00
SDP program design on outreach, enrollment, delivery and placement support is revised following the completion of the study under DLR 1 as evidenced by revisions to the POM (Yes/No)		No	Yes
Enhanced resilience of jobseekers			
Monitoring system for regular tracking of employment up to 6 months post SDP completion is established (Yes/No)		No	Yes
Percentage of graduates from acceleration and incubation programs are linked to financing opportunities (Percentage)		0.00	30.00
Development of a Strategy for increasing climate responsiveness of MoESD financed trainings (Yes/No)		No	Yes
Development of data sharing and referral system between MoESD and MoICE to enable referrals for mothers benefiting from ECCD to programs provided by MoICE (Yes/No)		No	Yes



Disbursement Linked Indicators Matrix

Disbursement Linked Indicators Matrix				
DLI 1	Strengthening the quality of ECCD services for improved child outcomes			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	3,000,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	1.1 National ECCD action plan prepared and approved by MoE based on the Education Reform Action Plan, and 1.2 ECCD Trainers trained using the revised training programs		2,000,000.00	US\$1,000,000 for (1.1), for (1.2) US\$800,000 for 80% of target and US\$100,000 for each additional 10% of target.
2 Years after effectiveness	1.3 Service delivery skills of ECCD facilitators, focal monitors and MOE program managers streamlined and strengthened by ensuring diploma training and revised training for 50% of ECCD facilitators, Focal Monitors and Program Managers		1,000,000.00	US\$800,000 for 80% of the target and US\$100,000 for additional 10% of target.
3 Years after effectiveness	N/A		0.00	N/A
DLI 2	Expansion of ECCD in targeted population			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	1,500,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula



Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	N/A		0.00	N/A
2 Years after effectiveness	N/A		0.00	N/A
3 Years after effectiveness	ECCD program expanded in rural areas, deprived and poor communities as measured by a 9% increase over the baseline.		1,500,000.00	\$800,000 on reaching 4.8% of target and \$100,000 for each additional 0.6% of target.
DLI 3	ICT in education for learning recovery and improved access			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	5,500,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	4,000 teachers trained in ICT competency		2,000,000.00	US\$2,000,000 for achievement of target
Year after effectiveness	(a) Approval of Action plan by MoE, based on Education Reform Action Plan, on curriculum digitization and teacher training(b) Improved accessibility and integration of competency-based curriculum for learning recovery by making contents accessible to at least 80% of schools in urban areas and at least 40% of schools in rural areas		1,500,000.00	US\$500,000 for (a), US\$500,000 for develop/host content (2 platforms); and US\$500,000 for 80% Urban & 40% Rural coverage.
2 Years after effectiveness	Improved digital pedagogy competency of teachers by (a) training of 1000 teachers in ICT competency		1,000,000.00	a)\$500,000 for 1,000 teachers, b)\$500,000 for a 20% improvement over baseline digital pedagogy



	and (b) a 20% improvement over baseline in competency assessment of teachers.		
3 Years after effectiveness	Reduction in the digital divide in rural areas (i) by ensuring an increase by 20% over baseline in schools having access to remote learning facilities through improved access for schools to digital learning (to be financed by HCRRP), (ii) by ensuring an increase by 40 rural schools which will be equipped with local connectivity (to be financed by HCRRP AF)		1,000,000.00 US\$500,000 for achievement of target of (i), and another \$500,000 for achievement of target (ii)
DLI 4	Building Climate Change resilience through education system		
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)
Outcome	Yes	Text	1,000,000.00
Period	Value	Allocated Amount (USD)	Formula
Baseline	N/A		
Prior Results	N/A	0.00	N/A
Year after effectiveness	N/A	0.00	N/A
2 Years after effectiveness	Improved systems for combating climate change in 50% of all schools through dedicated climate resilience programs and implementation of a policy directive		1,000,000.00 US\$500,000 for issuing policy directive by ministry and US\$500,000 on implementing it in 50% of schools. Rollover 12 months
3 Years after effectiveness	N/A	0.00	N/A



DLI 5				
Enhanced inclusion under SDP				
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	2,500,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	Current % of women and beneficiaries from areas outside of Thimphu, Paro and Phuentsholling			
Prior Results	Foundational Operational Manual for SDP is approved		1,000,000.00	N/A
Year after effectiveness	Strategy for enhancing inclusion of women in TVET and improving their employment outcomes is approved		500,000.00	Not scalable
2 Years after effectiveness	(a) at least 20% increase in the percentage of female trainees completing SDP from the baseline established in Y1(b) at least 20% increase from the baseline established in Y1 in trainings delivered outside of Thimphu, Paro, and Phuentsholling		500,000.00	(a) US\$250,000 (b) US\$250,000
3 Years after effectiveness	(a) at least 40% increase in the percentage of female trainees completing SDP from the baseline established in Y1(b) at least 40% increase from baseline established in Y1 in trainings delivered outside of Thimphu, Paro, and Phuentsholling		500,000.00	(a) US\$250,000 (b) US\$250,000 - Scalability US\$190,000 if 30% is achieved, and US\$30,000 for each additional 5%
DLI 6				
Increased employment post SDP				
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	3,000,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula



Baseline	Established through tracer study conducted in Year 1			
Prior Results	N/A		0.00	N/A
Year after effectiveness	System for regular tracking of employment up to 6 months post SDP completion is established under MOLHR		1,500,000.00	Not scalable
2 Years after effectiveness	15% increase from baseline in percentage of trainees employed (including full and part-time, wage and self-employment) within 6 months of completing SDP		1,000,000.00	US\$750,000 for 10% increase; additional US\$250,000 for full 15%
3 Years after effectiveness	20% increase from baseline in percentage of trainees employed (including full and part-time, wage and self-employment) within 6 months of completing SDP		500,000.00	US\$375,000 for 15%, and additional of US\$125,000 for reaching full 20%
DLI 7	Improved quality of entrepreneurship support			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	1,000,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	Incubation centers at 5 select colleges under Royal University of Bhutan have dedicated managers and business plans developed and approved by MOLHR		300,000.00	Not scalable
2 Years after effectiveness	At least 30% of graduates from acceleration and incubation programs are given access to financing		700,000.00	Not scalable



	opportunities arising from business plan/annual pitch competitions as per the verification protocol			
3 Years after effectiveness	N/A		0.00	N/A
DLI 8	Strengthen systems and coordination to enhance employment support delivery under MOLHR			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	2,500,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	Core modules of SDP MIS operational		1,000,000.00	N/A
Year after effectiveness	Develop a single intake and profiling window for MOLHR employment support programs		750,000.00	Not scalable
2 Years after effectiveness	(a) Coordination mechanism with selected ministries is operationalized through a) Signing of MOUs following the template agreed with the World Bank with the following entities: Ministry of Agriculture and Forests (MoAF), Tourism Council (TC), Ministry of Education (MoE), Ministry of Economic Affairs (MOEA), Construction Development Corporation Limited (CDCL), Bhutan Power Corporation Limited (BPCL), National Housing Development Corporation Limited (NHDCL);(b) interoperability and data sharing protocols will be established with MoAF, TC and MOE to streamline beneficiary information cross-checking and referrals.		500,000.00	(a) US\$0.15M for signed MOU with MoAF, TC and MOE; US\$0.25M for full list, (b)US\$0.1M for each individual agreement (MoAF, TC,MOE)



3 Years after effectiveness	30% increase from baseline in the number of SDP beneficiaries supported through YELP; certificate-based skilling or entrepreneurship support		250,000.00	N/A
DLI 9	Training in climate-responsive initiatives offered to jobseekers			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	1,000,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	N/A		0.00	N/A
2 Years after effectiveness	12% of training delivered under SDP are in climate-responsive occupations/sectors (as defined in verification protocol and Implementation Guidance Note)		500,000.00	Not scalable
3 Years after effectiveness	The operational strategy for increasing climate responsiveness of MOLHR provided skill training is approved by MOLHR		500,000.00	N/A
DLI 10	Improving safe water and sanitation facilities for Special Education Needs school as well as public primary and secondary school children			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	No	Text	1,500,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula



Baseline	No proper WASH facilities are constructed under the project		
Prior Results			0.00
Year after effectiveness			0.00
2 Years after effectiveness			0.00
3 Years after effectiveness	Equip (i) 20 public Special Education Needs schools with inclusive WASH facilities (US\$750,000) and (ii) 40 public primary and secondary schools with proper WASH facilities (US\$750,000)		1,500,000.00
			US\$750,000 for completion of (i), US\$750,000 for completion of (ii)

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Annex 2

Revised Disbursement Linked Indicators Matrix

DLI 1	Strengthening the quality of ECCD services for improved child outcomes			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	3,000,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula



Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	1.1 National ECCD action plan prepared and approved by MoE based on the Education Reform Action Plan, and 1.2 ECCD Trainers trained using the revised training programs		2,000,000.00	US\$1,000,000 for (1.1), for (1.2) US\$800,000 for 80% of target and US\$100,000 for each additional 10% of target.
2 Years after effectiveness	1.3 Service delivery skills of ECCD facilitators, focal monitors and MOE program managers streamlined and strengthened by ensuring diploma training and revised training for 50% of ECCD facilitators, Focal Monitors and Program Managers		1,000,000.00	US\$800,000 for 80% of the target and US\$100,000 for additional 10% of target.
3 Years after effectiveness	N/A		0.00	N/A
DLI 2	Expansion of ECCD in targeted population			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	1,000,000.00	
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	N/A		0.00	N/A
2 Years after effectiveness	N/A		0.00	N/A



3 Years after effectiveness	ECCD program expanded in rural areas, deprived and poor communities as measured by a 6% increase over the baseline.		1,000,000.00	\$800,000 on reaching 4.8% of target and \$100,000 for each additional 0.6% of target.
DLI 3	ICT in education for learning recovery and improved access			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	5,000,000.00	
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	(a) Approval of Action plan by MoE, based on Education Reform Action Plan, on curriculum digitization and teacher training(b) Improved accessibility and integration of competency-based curriculum for learning recovery by making contents accessible to at least 80% of schools in urban areas and at least 40% of schools in rural areas; (c) 4,000 teachers trained in ICT competency		3,500,000.00	US\$500,000 for (a), US\$500,000 for develop/host content (2 platforms); and US\$500,000 for 80% Urban & 40% Rural coverage; US\$2,000,000 for achievement of target of (c)
2 Years after effectiveness	Improved digital pedagogy competency of teachers by (a) training of 1000 teachers in ICT competency and (b) a 20% improvement over baseline in competency assessment of teachers.		1,000,000.00	a)\$500,000 for 1,000 teachers, b)\$500,000 for a 20% improvement over baseline digital pedagogy
3 Years after effectiveness	Reduction in the digital divide in rural areas by ensuring an increase by 20% over baseline in		500,000.00	US\$500,000 for achievement of target



	schools having access to remote learning facilities through improved access for schools to digital learning			
DLI 4	Building Climate Change resilience through education system			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	1,000,000.00	
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	N/A		0.00	N/A
2 Years after effectiveness	Improved systems for combating climate change in 50% of all schools through dedicated climate resilience programs and implementation of a policy directive		1,000,000.00	US\$500,000 for issuing policy directive by ministry and US\$500,000 on implementing it in 50% of schools. Rollover 12 months
3 Years after effectiveness	N/A		0.00	N/A
DLI 5	Enhanced inclusion under SDP			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	2,500,000.00	
Period	Value		Allocated Amount (USD)	Formula
Baseline	Current % of women and beneficiaries from areas outside of Thimphu, Paro and Phuentsholling			



Prior Results	Foundational Operational Manual for SDP is approved		1,000,000.00	N/A
Year after effectiveness	Strategy for enhancing inclusion of women in TVET and improving their employment outcomes is approved		500,000.00	Not scalable
2 Years after effectiveness	(a) at least 20% increase in the percentage of female trainees completing SDP from the baseline established in Y1(b) at least 20% increase from the baseline established in Y1 in trainings delivered outside of Thimphu, Paro, and Phuentsholling		500,000.00	(a) US\$250,000 (b) US\$250,000
3 Years after effectiveness	(a) at least 40% increase in the percentage of female trainees completing SDP from the baseline established in Y1(b) at least 40% increase from baseline established in Y1 in trainings delivered outside of Thimphu, Paro, and Phuentsholling		500,000.00	(a) US\$250,000 (b) US\$250,000 - Scalability US\$190,000 if 30% is achieved, and US\$30,000 for each additional 5%
DLI 6	Increased employment post SDP			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	3,000,000.00	15.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	Established through tracer study conducted in Year 1			
Prior Results	N/A		0.00	N/A



Year after effectiveness	System for regular tracking of employment up to 6 months post SDP completion is established under MOLHR		1,500,000.00	Not scalable
2 Years after effectiveness	15% increase from baseline in percentage of trainees employed (including full and part-time, wage and self-employment) within 6 months of completing SDP		1,000,000.00	US\$750,000 for 10% increase; additional US\$250,000 for full 15%
3 Years after effectiveness	20% increase from baseline in percentage of trainees employed (including full and part-time, wage and self-employment) within 6 months of completing SDP		500,000.00	US\$375,000 for 15%, and additional of US\$125,000 for reaching full 20%
DLI 7	Improved quality of entrepreneurship support			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	1,000,000.00	5.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	Incubation centers at 5 select colleges under Royal University of Bhutan have dedicated managers and business plans developed and approved by MOLHR		300,000.00	Not scalable
2 Years after effectiveness	At least 30% of graduates from acceleration and incubation programs are given access to financing opportunities arising from business		700,000.00	Not scalable



	plan/annual pitch competitions as per the verification protocol			
3 Years after effectiveness	N/A		0.00	N/A
DLI 8	Strengthen systems and coordination to enhance employment support delivery under MOLHR			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	2,500,000.00	12.50
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	Core modules of SDP MIS operational		1,000,000.00	N/A
Year after effectiveness	Develop a single intake and profiling window for MOLHR employment support programs		750,000.00	Not scalable
2 Years after effectiveness	(a) Coordination mechanism with selected ministries is operationalized through a) Signing of MOUs following the template agreed with the World Bank with the following entities: Ministry of Agriculture and Forests (MoAF), Tourism Council (TC), Ministry of Education (MoE), Ministry of Economic Affairs (MOEA), Construction Development Corporation Limited (CDCL), Bhutan Power Corporation Limited (BPCL), National Housing Development Corporation Limited (NHDCL);(b) interoperability and data sharing protocols will be established with MoAF, TC and MOE to streamline beneficiary information cross-checking and		500,000.00	(a) US\$0.15M for signed MOU with MoAF, TC and MOE; US\$0.25M for full list, (b)US\$0.1M for each individual agreement (MoAF, TC,MOE)



	referrals.			
3 Years after effectiveness	30% increase from baseline in the number of SDP beneficiaries supported through YELP; certificate-based skilling or entrepreneurship support		250,000.00	N/A
DLI 9	Training in climate-responsive initiatives offered to jobseekers			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Outcome	Yes	Text	1,000,000.00	
Period	Value		Allocated Amount (USD)	Formula
Baseline	N/A			
Prior Results	N/A		0.00	N/A
Year after effectiveness	N/A		0.00	N/A
2 Years after effectiveness	12% of training delivered under SDP are in climate-responsive occupations/sectors (as defined in verification protocol and Implementation Guidance Note)		500,000.00	Not scalable
3 Years after effectiveness	The operational strategy for increasing climate responsiveness of MOLHR provided skill training is approved by MOLHR		500,000.00	N/A



Annex 3

Revised Verification Protocol Table: Disbursement Linked Indicators

DLI 1	Strengthening the quality of ECCD services for improved child outcomes
Description	Year 1 DLI 1.1. National ECCD action plan approved by MOE with clear, time-based objectives for the scaling-up of ECCD for next 5 years: (i) Identification, and a plan for achieving, the human resources needed, (ii) Financial projections and budget allocations required, (iii) A description of each ECCD model and projections on services needed to meet targets, (iv) A communications outreach strategy for parents of ECCD-aged children and local government and community stakeholders on the benefits of ECCD and how to access services, (v) Quality standards (including minimum quality standards), which should be revised for center-based ECCD services and developed for creches (vi) Description of the monitoring system which includes (a) the roles and responsibilities of focal monitors, program managers and other education officials at local and national levels, (b) the monitoring and reporting system to track the quality of ECCD services (based on the revised quality standards). DLI 1.2. ECCD trainers (at least 2 per district per component) have completed the revised training of trainers for two components (i) ECCD facilitator training in the basic certificate and diploma (revised to align with the approved Early Learning Development Standards and include quality preschool pedagogy, inclusive education teaching practices, and strategies for teaching climate education) and (ii) training for focal monitors and MOE program managers (revised to include understanding, planning and coordinating, and monitoring of ECCD services (including the revised quality standards and tool(s) to measure quality)). Year 2 -DLI 1.3 (i) 50% of all ECCD facilitators for government-supported provision are have



	successfully completed, or are receiving ongoing, training for the ECCD diploma, and (ii) 50% of focal monitors and MOE program managers have successfully completed revised training.
Data source/ Agency	MOE, National Council For Women and Children (NCWC)
Verification Entity	IVA
Procedure	Action approved by the appropriate authority of MoE through an office order/government order. IVA will verify the completion of this DLR mainly through a desk review. The completion of training will be assessed based on a progress report submitted by MOE to IVA which will be verified through random sample checks by IVA.
DLI 2	Expansion of ECCD in targeted population
Description	Year 3 - 6 percentage point increase over the current baseline of 28% gross enrollment rate through reaching rural, remote, poor and deprived communities (criteria for these communities to be developed as part of targeting methodology outlined in the program action plan). The definition of rural areas will follow RGoB's formal definition of rural area
Data source/ Agency	MOE, National Council For Women and Children (NCWC), NSB
Verification Entity	IVA
Procedure	Based on the expansion of the program, MOE will submit progress report to IVA along with data from EMIS. The verification agency will analyze the increase of enrollment rate through desk review. In the case of reaching rural, remote, poor and deprived communities, criteria will be developed (as outlined in the PAP) which will be followed by MOE when submitting the evidence for DLR achievement
DLI 3	ICT in education for learning recovery and improved access
Description	Year 1 – (a) This DLR will be considered achieved when MoE approves a detailed action plan on scale-up of newly approved competency-based curriculum, implementation arrangement, and scale-up of digital pedagogy training of teachers; (b) Improved accessibility and integration of competency-based curriculum for learning recovery will be verified through completion of the following actions: (i) Digital contents on core subjects (English, Maths, Science, Dzongkha) are developed



	and hosted in an openly accessible platform such as LMS; and (ii) Contents are made accessible to schools - at least 80% of schools in urban areas and at least 40% of schools in rural areas. The definition of rural and urban areas will follow RGoB's formal definition of Urban and Rural areas; (c) This DLR will be considered achieved through improved digital pedagogy competency of teachers which will be verified through the achievement of the following outcome: Teacher training is completed by at least 4000 teachers, in line with ICT competencies outlined in the ICT competency standard for teachers. Year 2 - Improved digital pedagogy competency of teachers will be verified through the achievement of the following outcomes: (i) Teacher training is completed by at least 1000 teachers, in line with ICT competencies outlined in the ICT competency standard for teachers; and (ii) Digital pedagogy competency of targeted teachers improves by at least 20%. This will be measured through a baseline test followed by another test after completion of training (over baseline). Year 3 - Reduction in Digital Divide in rural areas through improved access to digital learning will be verified through At least 20% more schools (over baseline) have access to remote learning facilities in rural areas (equipment and trained teachers). The definition of rural areas will follow RGoB's formal definition of Rural areas
Data source/ Agency	Teacher Professional Supporting Division under Department of Curriculum and Professional development / Department of school education: MOE; Department of Curriculum and Professional Development / Department of School Education: MOE
Verification Entity	IVA
Procedure	Action approved by appropriate authority of MOE through an office order/government order. The digital contents prepared based on the newly approved curriculum. Teachers trained based on contents that reflect the ICT competency standards for teachers. IVA will verify these based on desk review. Improvement in digital competency of teachers will be determined through a baseline test followed by another test after completion of training. IVA will verify the DLR based on test results generated from the system. In the case of access to remote learning facilities, IVA will do a sample check of schools through field visits, preferably 5% of schools which will be selected randomly.
DLI 4	Building Climate Change resilience through education system
Description	Year 2 – DLR will be considered achieved when: (i) MOE issues policy directive to schools to observe social forestry day, adopt nearby water/river systems and protect its source, and create awareness on reduction of plastic waste: and (ii) 50% of schools implement the policy directive.
Data source/ Agency	Teacher Professional Supporting Division under Department of Curriculum and Professional development / Department of school education: MOE; Department of Curriculum and Professional Development / Department of School Education: MOE



Verification Entity	IVA
Procedure	Policy directive to schools will be issued by MOE through a government order/office order and signed by appropriate authority. IVA will verify this directive through desk reviews according to evidence submitted by MOE. The implementation of the policy directive will need to be verified through field visits on a sample of schools preferably 5% of schools which will be randomly selected.
DLI 5	Enhanced inclusion under SDP
Description	Prior Result is achieved if the basic program operations manual (POM) for SDP is approved by MOLHR before the Program signing. The basic POM includes sections on outreach, enrollment, attendance monitoring, monitoring and evaluation, and grievance redress. Year 1 (after effectiveness) DLR is considered achieved when MOLHR approves and publishes the Strategy for enhancing inclusion of women in TVET and improving their employment outcomes. The baseline for Y2 is established based on SDP MIS data by December 15th, 2022. Year 2 DLRs are achieved if % increase in female trainees under SDP (cumulative) and % increase from baseline in training delivered outside of Thimphu, Paro, and Phuentsholling (cumulative) are at or above agreed-upon thresholds. Year 3 DLR is achieved if both percentages increase by at least 40% from the year 1 baseline. (Year 1,2, 3 refer to calendar years after Program effectiveness date). Year 2: No scalability year 3: For both (a) and (b) US\$0.19m for 30% increase achieved and a total of US\$0.25m for 40%
Data source/ Agency	Administrative Data collected in the SDP Management Information System/MOLHR.
Verification Entity	IVA
Procedure	SDP team under MOLHR develops the core Project Operational Manual (POM), which includes sections on outreach, enrollment, attendance, M&E, and GRM, and submits it to ministerial approval. After the approval, MOLHR submits both the minutes of the meeting and POM to the IVA. IVA verifies achievement of Year 1 DLR through desk review as well as minutes or the meeting where the report produced under DLR1 was approved. IVA uses SDP MIS data and rapid assessment to establish the baseline percentage of female trainees under SDP (including % completed) and % of training delivered outside of Thimphu, Paro, and Phuentsholling by February 15th, 2023. IVA verifies achievement of DLRs in Year 2 and 3 through Monitoring and Evaluation reports prepared by MOLHR.



DLI 6	Increased employment post SDP
Description	Year 1 DLR is considered achieved when SDP MIS has a mechanism in place for regular tracking of employment outcomes of trainees up to six months after completion of SDP and SDP POM M&E section is revised accordingly with clear roles and responsibilities assigned for implementation of tracking. Achievement of results in Years 2 and 3 will be measured annually. The results are cumulative based on the outcomes of trainees 6 months after program completion. The DLRs are considered achieved once the % increase from baseline (established through the tracer study) is at or above the agreed-upon threshold. (Year 1,2, 3 refer to calendar years after Program effectiveness date).
Data source/ Agency	Administrative Data collected in the SDP Management Information System/MOLHR.
Verification Entity	IVA
Procedure	IVA verifies achievement of Year 1 DLR through a desk review of SDP POM and SDP Management Information System architecture with detailed information on core system functions around regular tracking of employment up to 6 months post-SDP and through a spot check of SDP MIS functionality. The baseline for DLRs in Y2 and Y3 is established through a tracer study of alumni to be completed by February 15th, 2023. Results of the study along with the description of methodology are shared with IVA. Achievement of DLRs in Year 2 and Year 3 are verified through a desk review of SDP M&E reports being furnished by MOLHR.
DLI 7	Improved quality of entrepreneurship support
Description	DLR in Year 1 is achieved based on incubation centers present in the following five colleges: College of Science and Technology (CST), Gedu College of Business Studies (GCBS), Sherubtse College, Gyelpozhing College of Information Technology (GCIT) and College of Natural Resources (CNR); and (ii) incubation centers having dedicated management staff (at least one manager) and business plan that was approved by MOLHR and outlines operational plans for each incubator for next three years. DLR in Year 2 is achieved when (i) there is at least one MOLHR staff dedicated to fostering and maintaining relationships with private and public financial institutions (as per their annual performance agreement), and (ii) annual pitching or business plan competition events are in place reaching 30% of acceleration and incubation center trainees. Rollover of up to 6 months is allowed for both years.
Data source/ Agency	Administrative Data collected in the MOLHR Management Information System/MOLHR.
Verification Entity	IVA



Procedure	IVA will verify the achievement of DLR in Year 1 through a desk review of approved business plans for the selected incubators (including minutes from the approval meeting or written electronic or hardcopy confirmation of approval), payroll verification (to ensure at least one manager per incubator center is in place), and spot checks to ensure that incubator is functioning and has dedicated staff. Spot checks will consist of at least two visits during working hours on working days that the incubator should be operational on. If the incubator is closed during both visits with exception of the emergency situations it will be considered non-operational. The list of emergencies will be established in agreement with the World Bank by March 30th, 2022, and reflected in the Implementation Guidance Note To verify achievement of DLR in Year 2 IVA will perform a desk review of monitoring and evaluation report for Start-Up and CSI flagship and relevant performance agreement.
DLI 8	Strengthen systems and coordination to enhance employment support delivery under MOLHR
Description	Prior result will be considered achieved if by the date of PforR effectiveness MOLHR has SDP MIS that has functionalities around enrollment, selection notification, attendance verification, and profile creation (to simplify the application process). Year 1 DLR will be considered achieved when job seekers and students have one point of entry (in person and online) for all programs provided by MOLHR with information on each program, including eligibility criteria, and ability to apply for the program through this window. Year 2 DLR will be considered achieved when MOLHR has developed the Memorandum of Understanding template (approved by the World Bank) and protocols for harmonization and interoperability of systems are in place. The MOU signing and operational linkage are tracked separately. (a) The signing of MOUs with the following entities: Ministry of Agriculture and Forests (MoAF), Tourism Council, Ministry of Education (MoE), Ministry of Economic Affairs (MOEA), Construction Development Corporation Limited (CDCL), Bhutan Power Corporation Limited (BPCL), National Housing Development Corporation Limited (NHDCL); (b) MIS interoperability and data sharing protocols will be established with MoAF, TC and MOE to streamline beneficiary information cross-checking and referrals. Year 3 DLR is considered achieved when SDP MIS is able to track SDP trainees 6 months post-graduation and capture not only employment but also employment support availed, and when such system indicates that in comparison to the baseline established through tracer study in Year 1 the % of trainees that are supported through Youth Employment and Livelihood Program (YELP), Critical Skills Training (CST) and entrepreneurship support has increased by at least 30% from the baseline.
Data source/ Agency	Administrative Data collected in MOLHR Management Information System/MOLHR.
Verification Entity	IVA



Procedure	<p>IVA verifies achievement of Prior Result through desk review of SDP MIS architecture, live demo, and spot check. IVA verifies Year 1 DLR through: (i) desk review of the MIS architecture for single-intake window (with minimum functionality of ability to use one profile across multiple programs for jobseeker, and ability to track beneficiary applications and enrollments) and relevant guidelines or operational manual that outline MOLHR staff functions regarding single-intake window; and (ii) spot check to verify the fidelity of implementation. IVA verifies DLR for Year 2 through a desk review of signed MOUs, data sharing agreements (where relevant), and revision to MIS architecture and operational guidelines for data sharing and interoperability (that at a minimum allow creating referral lists and tracking referrals between ministries). By the end of year 3, MOLHR submits the Monitoring and Evaluation report that presents core outputs of year 3 with regards to participation of SDP trainees in YELP, CST, or entrepreneurship support.</p>
DLI 9	<p>Training in climate-responsive initiatives offered to jobseekers</p>
Description	<p>DLR in Year 2 is achieved if SDP MIS indicates that at least 12% of training delivered by end of Year 2 (cumulative) meets the criteria of training for climate-responsive occupations or climate-responsive initiatives. These include but are not limited to training in renewable energy, low-carbon, and climate-resilient construction, water conservation measures and better river basin management in response to floods, irregular/extreme rainfalls, and droughts. The list will be established in agreement with the World Bank by March 30th, 2022, and reflected in the Implementation Guidance Note. DLR in Year 3 is achieved when MOLHR approves internally and publishes an operational strategy for increasing climate responsiveness of MOLHR training that contains: (i) actionable adjustments to design of relevant MOLHR programs and (ii) timelines for implementation of these adjustments.</p>
Data source/ Agency	<p>Administrative Data collected in the SDP Management Information System/MOLHR.</p>
Verification Entity	<p>IVA</p>
Procedure	<p>IVA will verify the achievement of DLR in Year 2 through desk review of the most current Monitoring and Evaluation report of SDP and review of SDP MIS data. IVA will verify achievement of DLR in Year 3 through desk review of the published strategy.</p>



ANNEX 4: PROGRAM ACTION PLAN

Note to Task Teams: The following sections are system generated and can only be edited online in the Portal. Please delete this note when finalizing the document.

Table with 6 columns: Action Description, Source, DLI#, Responsibility, Timing, Completion Measurement. It contains 6 rows of program action items related to ECCD and curriculum development.



prepared and disseminated						
Tracer study of outcomes from the first 7 months of SDP implementation is conducted to establish baselines for DLIS on inclusion and employment outcomes	Technical	DLI 6	MoESD	Other	February 15, 2023	Data collection instrument is prepared with no objection from the World Bank; Data is collected; key findings approved by MoESD and shared with the World Bank
Approval of revisions on SDP budget, operational design and implementation plan based on process evaluation, tracking system (tracer surveys), study under DLIS and GRM assessments by MoESD	Technical	DLI 8	MoESD and MoF	Other	yearly	Approved Minutes of the MoESD and MoF meeting, Revised SDP Operational Manual and Implementation plan , and documents shared with the Bank.
Enhance SDP linkages with entrepreneurship support provided under MoICE led portion of Start-Up and Cottage and Small Industries (CSI) flagship.	Technical	DLI 7	MoICE	Other	One year after effectiveness	Approved report with linkage strategy developed by MoICE and shared with the Bank
Approved MoESD plan for green jobs and mainstream climate resilience in employment support programs.	Technical	DLI 9	MoESD	Other	3rd year after effectiveness	Approved operational plan for green jobs and mainstreaming of climate resilience developed by MoESD based on the operational strategy and shared with the Bank for no objection prior to distribution
Designate Environmental and Social Focal Points/Consultants (with ES experience and background) for	Environmental and Social Systems		MoESD and MoICE	Recurrent	Yearly	There is at least one staff/consultant per ministry whose performance agreement includes duties of an environmental focal point and one/consultant per ministry whose performance agreement



the Program						includes duties of a social focal point
Use and strengthen existing Grievance Redress Mechanism (GRM) including addressing GBV issues if or development of a new GRM in absence of existing GRM, if necessary	Environmental and Social Systems		MoESD and MoICE	Recurrent	Semi-Annually	Each ministry produces annual GRM reports that include coverage of GBV issues
Citizen Engagement and Stakeholder Engagement (One Communication Consultant/Focal Point for each ministry)	Environmental and Social Systems		MoESD and MoICE	Recurrent	Yearly	There is at least one staff/consultant per ministries whose annual performance agreement includes duties around citizen and stakeholder engagement
Strengthening of institutional capacity for safeguards management of both Ministries through training for ES personnel provided by the Bank	Environmental and Social Systems		MoESD and MoICE	Due Date	27-May-2022	World Bank has provided training to relevant personnel in both ministries (with mandatory inclusion of social, environmental and stakeholder engagement focal points)
Actions taken at the TTIs to offset the adverse effects of COVID-19	Environmental and Social Systems		MoESD	Due Date	27-May-2022	World Bank receives a detailed list of actions taken to offset the adverse effects of COVID-19 in TTIs along with the action plan in case of new outbreaks from MoESD
Actions taken at ECCD centers to offset the adverse effects of COVID-19	Environmental and Social Systems		MoESD	Due Date	27-May-2022	World Bank receives a list of actions taken at ECCD centers to offset the impacts of COVID-19 along with the action plan for safe operation in case of new outbreaks prepared by MOE
Nominate focal points for implementation	Fiduciary Systems		MOF, MoESD, MoICE	Other	Within three months from the date of effectiveness	Each ministry is represented by a focal point responsible for coordination on implementation and reporting
Implementing agencies agree not	Fiduciary Systems		MoESD, MoICE	Recurrent	Semi-Annually	MoICE and MoESD prepare and submit for the World Bank review



to award contracts under the Program to any of the Bank debarred or suspended persons or entities						semi-annual reports on procurement under the Program to ensure that contracts are not awarded to any of the Bank debarred or suspended persons or entities.
MOF receives reports of complaints from the Anti-Corruption Commission and shares them with the World Bank	Fiduciary Systems		MOF	Recurrent	Semi-Annually	MOF prepares semi-annual reports on complains from Anti-Corruption Commission and submits them to the World Bank for review
Awareness and communication materials on ICT in education are distributed to parents	Technical	DLI 3	MoESD	Other	End of Year 1	MOE prepares awareness and communication materials on ICT in education to reduce the digital divide and improve education equity and build system resilience.
The MoICE and MoESD to identify focal point officials responsible for ensuring that Program activities are implemented in accordance with the provisions of WB ACGs and agreed protocols.	Environmental and Social Systems		MoESD, MoICE	Other	Six months after effectiveness	Focal points nominations are communicated to the WB team. Roles, responsibilities, and ACG protocols are outlined in the Implementation Guidance Note.
Budget for improve ECCD access under DLI 2 will be released by MoF in the first quarter of every year as per plan submitted by MoESD to achieve DLR and program targets	Fiduciary Systems	DLI 2	Ministry of Finance	Recurrent	Yearly	Relevant budget released based on the request by MoESD on time
Budget for improved local connectivity under DLI 3 will be released by MoF in the first quarter of every year as per plan submitted by	Fiduciary Systems	DLI 3	Ministry of Finance	Recurrent	Yearly	Relevant budget released based on the request by MoESD on time



MoESD to achieve DLR and program targets						
Budget for WASH activities under DLI 10 will be released by MoF in the first quarter of every year as per plan submitted by MoESD to achieve DLR and program targets	Fiduciary Systems	DLI 10	Ministry of Finance	Recurrent	Yearly	Relevant budget released based on the request by MoESD on time
List of ECCD centers which will undergo renovation, upgradation and new establishment will be shared with World Bank for review and finalization	Technical	DLI 2	DoSE (MoE)	Due Date	15-Aug-2023	By a report including selection criteria and a list of final target schools
List of schools receiving ICT equipment and connectivity support will be shared with World Bank for review and finalization	Technical	DLI 3	DoSE (MoE)	Due Date	15-Aug-2023	By a report including selection criteria and a list of final target schools
Selection criteria and list of schools for the WASH program will be shared with World Bank for review and finalization	Technical	DLI 10	DEP (MoE)	Due Date	15-Aug-2023	By a report including selection criteria and a list of final target schools
Tender bid document for procurement pertaining to ECCD centers will be shared with World Bank for review and comments	Fiduciary Systems	DLI 2	DoSE (MoE)	Due Date	15-Aug-2023	A report including a proof of tendering bid document for procurement pertaining to ECCD centers



The World Bank

Bhutan Human Capital Recovery and Resilience Project (P174399)
