



Disabled Persons' Association of Bhutan

Mid-Term Evaluation Report on the Organizational Development Project

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1. EXECUTIVE SUMMARY

The Normisjon supported Organizational Development Project of the Disabled Persons' Association of Bhutan (DPAB) is largely on track to deliver the stated outputs in terms of physical inputs and deliverables. This is a considerable achievement for DPAB considering the number of obstacles which must be overcome on an almost daily basis.

With support from Normisjon, programs continue to grow effectively under the management of Board of Trustees and Executive committees in which all members play key roles. There has been a strong emphasis made on strengthening DPAB as a vibrant resource centre upholding and promoting disability inclusion, awareness and registration of PWDs. Key to DPAB's role is capacity building which has taken up disability inclusive education and trainings to improve service delivery for improving the quality of life and living conditions of PWDs, and enhancing education and facilitating communication for organizational growth and administrative efficiency. Partnerships, coordination and collaboration with relevant organizations both at the national and international levels have grown and consolidated over the period of time enabling DPAB's confidence and organizational strength to progress. Effective administration and management systems are put in place to improve planning and implementation of the programmes and activities of the organization and added benefit would further emerge from regular mentoring and support from similar DPOs and donors.

The mid-term evaluation team has revisited the annual work plans and reports, project documents and strategic plans, and all other relevant reports, and held interviews with stakeholders and project beneficiaries using verbal interviews and checklists which reached selected beneficiaries and caregivers across the country. The evaluation process gave opportunity for the team to learn and appreciate the role played by DPAB in supplementing and supporting the government in its pursuit of disability inclusion, empowerment and accessibility. As one of the PWDs remarked "*DPAB has opened our eye and provided a pair of hands to work.*"

Sustainability remains a major challenge from a number of perspectives. DPAB requires regular quality support and must decide how best to facilitate this process whether through other NGOs or donor funding support. There are also doubts about the ongoing capacity of the existing committees to manage programs with policy issues and decisions to make about the possible use of solutions. Visibility has remained a strategic move for DPAB throughout these years with

campaigns, posters, brochures and banners printed and distributed on disability issues. Creating a disability friendly culture and educating general public remains work in progress.

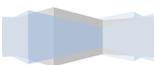
2. BACKGROUND OF DPAB

With a vision to support all disabled persons in Bhutan to attain their highest level of education, physical and psychological wellbeing, and enable them to participate meaningfully in the socio-economic development of the country, Disabled Persons' Association of Bhutan (**DPAB**) was founded by a group of disabled people and registered as a Civil Society Organization in Bhutan on the 26th November, 2010. Four years after the organizational inception, DPAB was granted support for a 5-year Organizational Development Project (2014-2018) by Normisjon through Digni.

DPAB operates under a Board of Trustees, an Executive Committee, an Advisory Board and an Administration led by the Executive Director to oversee the day-to-day functions. With its limited resources of only 5 full time employees, DPAB has put up number of events to raise awareness on the needs of the disabled and supported disabled to pursue school education. DPAB has also participated in international forums, workshop, meetings and annual observation of international days. In this project period, DPAB has initiated collaboration with government stakeholders and other relevant Civil Society Organizations like “Draktsho” and “Ability Bhutan Society”, and conducted a national registration of People Living with Disabilities (PWDs) in Bhutan.

The main focus of the DPAB is to:

- strengthen the DPAB as a sustainable organization for capacity building and resources;
- improve the quality of life and living conditions of the disabled persons;
- raise awareness and advocate for the rights of disabled persons in Bhutan;
- enhance education and capacity of disabled persons and
- facilitate communication, coordination and collaboration with relevant organizations within and outside the country.



3. PROJECT BACKGROUND

In January 2014, DPAB and the Normisjon signed a contribution agreement with the title ‘*Organizational Development of the NGO: Disabled Persons’ Association of Bhutan (DPAB)*’, with a maximum budget totalling BTN 18169000 .00. The project period started on 1st January 2014 and will continue until December 2018. It is basically aligned with Normisjon’s current five year action plan.

In accordance with the project proposal, a Mid Term Evaluation (MTE) has been arranged to assess what the project has achieved against agreed outputs and to guide the remainder of the project in terms of its focus, direction and staffing within the current policy.

Project Development Goal:

“Improved quality of life and a fully participatory and inclusive society for disabled males and females at all ages”

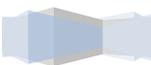
Project Objectives:

- i. To be a reliable and knowledgeable Disabled Persons’ Organization, representing and providing support to all people with disabilities in Bhutan.
- ii. To be a resource centre for the Government and NGOs on the issues related to disabilities.

4. PURPOSE OF THE EVALUATION

The purposes of the mid-term evaluation are to:

- i. create a learning process that will bring out valuable information for DPAB to improve effectiveness of future strategies and programs;
- ii. assess the status of performance and achievements of program implementation in relation to the selected project targets and stated development goals; and
- iii. develop the organizational capacities of DPAB by gaining an understanding of its current strengths and challenges.



5. FOCUS AREAS OF THE EVALUATION

The overall focus of this evaluation is to assess relevance of the project and the selected project strategy, in light of the achievements, constraints, progress and future scope of the planned five program components of this project period:

- i. *Registration of all disabled in Bhutan*
- ii. *General development of DPAB as an organization*
- iii. *Competence in financial control and fundraising*
- iv. *Support and Counselling for PWD*
- v. *Co-operation with Government and other stakeholders*

6. METHODOLOGY

The evaluation was carried out within a period of 30 days in September and October 2016. Evaluation was done using following methods:

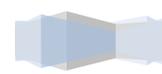
- Desk review of relevant documents such as reports, publications, project documents, annual work plans, progress reports, annual reports, minutes of the meetings, and website.
- Discussion with the Project Manager, DPAB Management, and Executive Committee.
- Interviews with selected project beneficiaries.

7. Situational Analysis of DPAB (SWOT analysis)

The evaluation team tried to conduct situational analysis to understand the current situation of DPAB. The strengths, weaknesses, opportunities, and threats of the organization were assessed using SWOT matrix given in the figure below.



	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	<p style="text-align: center;"><i>Strengths</i></p> <ul style="list-style-type: none"> • Registered and certified NGO • Updated Audit reports • Well defined organizational vision, mission and goals • Appointed Focal Persons in 20 districts • Database on people with different disabilities • Simple and user friendly web page and social media accounts 	<p style="text-align: center;"><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Lack of sustainable financial resources • High dependency on time bound donor’s support for administration • Lack of independent accessible office and centre. • Inadequate human resources (Finance and Counsellor) • Lack of locally available assistive devices and technology
External origin (attributes of the environment)	<p style="text-align: center;"><i>Opportunities</i></p> <ul style="list-style-type: none"> • Good relationship/cooperation with DPOs and other agencies(within and outside the country) • Potential to become the apex DPO in the country (currently UNESCAP focal point) • Good political and moral support from the Government 	<p style="text-align: center;"><i>Threats</i></p> <ul style="list-style-type: none"> • Lack of disability policy and act in the country • Sustainability of donor support is not guaranteed • Denial of PWD registration due to unmet expectations • Existence of too many NGOs in Bhutan, looking for donors and sponsors • Inaccessible and harsh geographical terrain of the country



8. EVALUATORS' OBSERVATIONS

Overall Project Design

i. To what extent are the objectives of the programme still valid?

The long term goal of the project is “*Improved quality of life and a fully participatory and inclusive society for disabled males and females at all ages*” which is very relevant and supplementary to Sustainable Development Goal.

The project has two short term objectives.

- Objective 1: *To make DPAB a reliable and knowledgeable Disabled Persons' Organization, representing and providing support to all people with disabilities in Bhutan* is relevant and will continue to remain significant as there is no formal DPO other than DPAB in the country that provides support to people living with all kinds of disability. DPAB has the potential to become an apex DPO in the country.
- Objective 2: *To make DPAB a resource centre for the Government and NGOs on the issues related to disabilities* is also relevant and will continue to remain valid as information on disability is very limited in the country. The disability registration will not only provide database on the people with disability but also guide decision makers and stakeholders during policy formulation and interventions.

ii. Are the outcomes, outputs and activities of the programme consistent with the project strategy and the intended impacts of the project?

The outcomes, outputs and activities of the programme are consistent with the project strategy and the intended impacts of the project. DPAB has established itself as a visible, vibrant and efficient organization not only to more than half the country's population, relevant government ministries and departments, private businesses and corporations, but also to similar DPO's and international agencies outside. All the activities and programmes executed so far are carried out in line with the five-year strategic plan developed and agreed with the donor. DPAB has grown from a small unit since its inception in 2010 to what it is today and this visible growth and progress states that the organization is developing in the right direction with the right vision, mission, objectives and strategy.



iii. Is the project implemented in the most efficient way compared to alternatives?

At this growing stage of six years of establishment, the core activity of the project is strengthening the organization as a vibrant DPO. In line with the above, DPAB has established itself as recognized and reliable organization to promote and support persons with disabilities. The project has been implemented in line with DIGNI's cross cutting themes of environment, conflict sensitivity and gender sensitivity emphasizing on justifiable basic education and independence living support to PWDs, medical support to underprivileged and low-income disabled and abled persons, promoting legal and moral rights of females living with disabilities by providing education and helping them find suitable employment. As such, the project has been implemented in the most efficient way.

iv. What has happened as concrete results of project implementation?

DPAB has achieved the following in the last two and half years:

- Carried out the nationwide registration on disabilities and recorded 4451 PWDs in the country.
- Become a recognized DPO in the country with a fulltime ED and office bearers although with some additional HR constraints.
- Conducted workshops at the regional levels on relevant themes related to disability, and actively participated in international workshops and conferences on disability.
- Appointed focal persons in all the twenty districts and signed 5 year MoU with the respective focal persons.
- Observed and seriously participated in the disability-day celebrations to advocate and sensitize people about disability, inclusion and empowerment.
- Attended in-country and ex-country trainings on disability and inclusive education and imparted the learning to individuals who are disabled or abled and to relevant DPOs.
- Provided educational support to 40 disabled children in various levels of schooling.
- Conducted health talks and sensitization programs to disabled persons and caregivers on personal health care, STI-HIV prevention, sanitation and hygiene, maternal health and mental health issues.



v. What are the major factors influencing the achievement or non-achievement of project objectives?

- Although the component for registration of PWDs was proposed to Normisjon, the budget proposal was left out in the strategic plan, which in a way thwarted the registration of persons with disabilities in the remaining 13 districts. The registration, however was carried out and completed in December 2015 by re-appropriating budget (BTN 8,50,000.00) from the output 2.2 Support/Rehabilitation Services (Build Accessible paths in the schools/public places).
- Lack of adequate human resources has impacted the efficient functioning of the DPAB office.
- The absence of technical expert for data analysis from within DPAB, and more so the late ethical approval from the government (Ministry of Health) has delayed the timely publication of the PWDs registration report.
- Frequent movement of the office (shifted 5 times in 5 years) owing to lack of accessible and independent office and centre has impacted the achievement of the project objectives.
- Low public awareness on disabilities and inadequate resources for the organization to sensitize/educate people on disability issues has impeded the achievement of the project objectives.

Project Activities

vi. To what extent has DPAB succeeded to develop cooperation, build alliances and coordinating efforts with likeminded organizations in Bhutan and abroad? Has DPAB's partnership strategy been appropriate and effective?

Networking is a matter of creating useful linkages, both within and among communities, organizations, and societies, in order to mobilize resources and achieve various goals. It is often described as the art of building alliances. Networking also helps to unite people at the local level with people at the global level to work for the shared goals. To this end, DPAB's current network is limited to a few organizations within and outside. Currently, DPAB has linkages with the following agencies:

Regional and International

- Disabled People's International (DPI), New Delhi, India



- Association for Learning Performing Arts and Normative Action (ALPANA), New Delhi, India
- South Asian Disability Forum, Dhaka, Bangladesh
- Asia-Pacific Development Centre on Disability (APCD), Bangkok, Thailand.
- Rehabilitation International, New York, USA.

Local

- Ability Bhutan Society (ABS)
- Draktsho Vocational Centre
- Non DPO CSOs
- Government Ministries: Ministry of Education, Ministry of Health, Ministry of Labour & Human Resources and Ministry of Foreign Affairs.

The formal-informal collaborations and linkages that DPAB has established so far with relevant agencies within and abroad are found to be effective in promoting DPAB as an organization and in garnering some level of support.

vii. To what extent has DPAB's advocacy efforts and inclusion of duty bearers contributed to raise awareness and influence the situation of PWD in Bhutan?

The evaluation team has found out the following advocacy programs initiated by DPAB to raise awareness on the situation of PWDs in Bhutan.

National Level, by:

- Observing the International Disabled Day in Thimphu and Paro, and also providing articles to print and visual media
- Observing the White Caned Day through various programs at Khaling, Trashigang
- Observing Autism day through bulk SMS
- Participating in the CSO Fairs (Setting up stalls and cultural programs) in Thimphu
- Distributing CDs and DVDs containing advocacy programs and also distributing pamphlets of the organization and circulating Annual Reports to relevant Stakeholders
- Organizing consultative meetings and workshops to focal persons in 20 districts, whose main responsibility is to advocate DPAB programs to the local leaders during the district level conferences.
- Staging cultural programs to the public in different districts.



- Meeting with the members of the Parliament for briefing about the rectification of UNCRPD and also consultative meeting with GNHC on the drafting of the National Disability Policy.
- Organizing National Conference/First General Assembly at Samdrup Jongkhar in Eastern Bhutan to 79 participants from diverse background.

International Level by:

- Participating in international programs: cultural Exchange/ Art Exhibition at New Delhi and 3rd Asia Pacific CBR Congress as speaker in Tokyo, Japan.
- Attending Conferences: UNESCAP and APCD meetings at Bangkok, Thailand.
- Availing study visit/tour to Japan, Thailand, Malaysia, Bangladesh and Pakistan.
- Organizing workshop on Social Protection in South and South West Asia and disability inclusive business to international participants in Bhutan.
- Attending 3rd Digni Regional Network Meeting at Bangkok, Thailand.
- Collaborating with Physionet, UK, for the supply of assistive devices to Bhutan.
- Participating in workshop at Colombo, Sri Lanka, on the First South Asia Regional Disability Rights Dialogue on Political Participation (Disability Inclusive Election).

In view of all these aforementioned activities, DPAB has indeed been successful in creating and raising awareness of PWD situation of Bhutan both within and outside the country. However, the concentration of activities conducted at the national was more to the western part of the country.

viii. To what extent have DPAB managed to generate income and attract funding from other supporters and donors

DPAB has not been so successful in garnering required financial support. The evaluation team has found out that **in 2014:**

- DPAB had received BTN 1,93,300.00 only as donations from well-wishers within the country.

And in 2015:

- Through voluntary contributions and through the sale of second hand donated cycles, DPAB had collected BTN 360500.00

And in March 2016:

DPAB had received BTN 55000.00 as donation from Dr J. Megard.



Looking at these figures, the evaluation team feels that DPAB is not so successful in getting donations and attracting funding agencies.

ix. Assess the effect of the individual support program and other efforts for enhancing education and capacity of PWD. Is the individual support program effective and to what extent is this contributing towards the project goal?

In terms of individual support program, DPAB has on the roll some 40 students on scholarship programs pursuing their education from primary to college/university levels across the country. The scholarship program has been found very beneficial to many children with disabilities and their parents/guardians. The program has immensely relieved the parents/guardians and children with disabilities from the burden to look for school fees, uniform and other necessary stationery items. Above all, this program has provided an opportunity for the beneficiaries to access the basic education rights and has helped improve their quality of life.

Although the Royal Government provides free medical care and service to the people, yet DPAB has been consistently working towards supplementing the government's efforts and providing basic medical support programs to PWDs and their escorts during serious illnesses and referral cases to the national referral hospital in Thimphu and beyond. Through the Medical Support program, DPAB covers the transportation costs and DSA of the patient and his/her escort from their village to the hospital and back. This is done since PWDs are closely linked with poverty, and often when PWDs are sick they are left unattended at home in their villages without medical care and support.

Regarding capacity building programs, the evaluation team has found the following:

- DPAB has successfully appointed a focal person each in all 20 districts of the country, whose main responsibilities are to identify disabled persons in their districts and register with DPAB for appropriate interventions and support.
- DPAB, on the basis of need, has provided relevant skill development training for independent living. Dungsels Home Spa owned and operated by three visually impaired persons, Blind Music School run by five visually impaired and low vision persons and Bhutanese Handicraft Shop at Simply Bhutan owned and operated by physically

challenged person are some evident examples of capacity building programs initiated by DPAB.

x. Assess the preparatory process and execution of the national registration? To what extent has the conducted national registration provided reliable, statistical information on PWD's, usable to DPAB?

DPAB in collaboration with other DPOs and non DPO CSOs had carried out a nationwide registration in October, November and December 2015 to collect data on disabled people in Bhutan within the age groups below two years to elderly population. The main objective of the registration was to explore and identify the nature and scope of disability in Bhutan, providing basic details of disabled persons in specific dimensions of education, economic, social and gender. The registration had comprehensively recorded over 4451 people living with certain form of disability - physical (hearing, sight and body) or mental/psychological. The disability registration report of 2015 had the following main findings:

- The highest proportion of disability was recorded in Samtse (10.9%) and the lowest in Gasa (0.16%).
- Of the total disabled people, 55.7% were male and 44.3% as female.
- 84.6% have never attended schools while 17.3% are literate in Dzongkha, 13.9 % in English and 4.4% in Nepali languages.
- 35.14% of people are unpaid workers and 23.8% farmers indicating severe economic vulnerability of disabled people.
- 67.8% of disabled persons were partially dependent on others while 22.5 % were fully dependent on others for survival and living.

However, the total registration figure is not consistent with the statistical information of 2005 Population and Housing Census, which recorded the total population of Bhutan as 672425 of which 3.4percent (22,862) were persons with disabilities (all forms of PWDs including minor disabilities taken into account). The recent registration had captured 4451 persons with severely disabled persons who required immediate intervention and support.



xi. Assess the purpose, mandate and function of the recruited Focal Persons in the districts related to the conducted registration and future aspirations of DPAB.

DPAB has requested and appointed the Dzongkhag Tshogdu Secretaries in all districts as the focal persons for identifying PWDs in their respective districts, register and report to DPAB as reflected in the agreed Terms of Reference. As a way forward, in order to have a realistic data on PWDs, DPAB plans to further conduct trainings for the Focal Persons and also train and involve Village Health Workers (VHWs) to identify, register and include PWDs of their respective village.

xii. Assess the mutual contact and flow of information between the Focal Persons / PWDs and the administration.

The timely collection and dissemination of information is very important for any organization to achieve its goals and objectives. However, it is difficult for DPAB due to limited number of staff. DPAB at the moment resorts to the service of volunteers in bridging the gap between DPAB and PWD. Currently, DPAB has identified Dzongkhag Tshogdu Secretaries as a focal point in District Level. DPAB also plans to make link with village health workers. These village health workers are already a volunteer health worker and DPAB plans to train them on recognising and reporting of PWD. This would not only strengthen the link with the community but also have exhaustive coverage.

However, the DPAB must not forget to draw a legal agreement with these volunteers to make it more legitimate and clear about rights and responsibilities. The DPAB must also maintain list of volunteers along with their of contact address so that they can be contacted at the time of need

xiii. Assess DPAB's efforts and results in creating an accessible and functional organizational web page. To what extent has DPAB succeeded in creating attention and awareness on PWDs in Bhutan through, social media, newspaper, TV, etc.?

DPAB has consciously asserted efforts in creating an accessible and functional organizational web page titled *Disabled Persons' Association of Bhutan* (www.dpab.org.bt) and a functional Facebook account. Both the official web page and the Facebook account are simple and user friendly forabled as well as disabled persons. The web page has incorporated the required features of a smart-web and is updated from time to time posting the programs, news, initiatives, achievements, memberships and registration for disabled and non-disabled.



However, more timely updates are done through the Facebook account for immediate information sharing although the web is also updated later. The delay in the web update is owing to poor technical expertise within the organization. Besides the official web account and the Facebook account, DPAB also uses other social media sites such as Twitter, YouTube, LinkedIn and Google Plus to share and post information for awareness and visibility. The evaluation team recommend that DPAB should train the existing IT personnel to meet this demand/challenge at the earliest.

Project Management and Administration

xiv. Overall management of the project including finance control, operating routines, transparency and planning, and reporting.

Financial Planning and Reporting

The project has five year strategic plan along with the allocated budget which gives clear overview of the project. The project requires DPAB to submit annual plan and annual report. This ensures effective use of the project fund. Requirement of board's approval for annual plan and report further prevents corruption and enhances accountability and transparency.

Auditing

In line with the project agreement, books of accounts of the project 10764 "Organizational Development Project in Bhutan" for the year ended 30th December 2015 was audited and a copy is submitted to the donor. The audit report showed that the books of accounts and financial statements were maintained and operated in agreement to the Public Finance Act of Bhutan 2007 and Financial Rules and Regulation 2001. Similarly, no transactions were found that would give rise to suspicion of corruption.

Planned Budget and Expenditure

Year	Allocated Budget	Actual Grant Received	Actual Expenditure	Remark
2014	Nu.3578000	Nu.30718469.60	Nu. 2990369.60	
2015	Nu.4202000	Nu. 4082483.84	Nu. 4077519.75	
2016	Nu.3709000	Nu.3680250.00	Nu. 1577025.00*	<i>*as of June 2016</i>

- DPAB does not have any accounting system. The financial transactions and records are made in MS Excel sheet which is very crude and not reliable. A fully customized Accounting system would enhance the efficiency.
- In addition, DPAB does not have a dedicated accounts professional to look after the books of accounts. Currently, the books of accounts are maintained by Administrative officer who is neither accounts trained nor professional.

Monitoring and Evaluation

Monitoring and evaluation of the project is done through periodic submission of structured reports to the Normisjon. Both physical and financial status is submitted to Normisjon. Frequent reporting and periodic release of budget has helped efficient and effective use of budgets.

xv. Assess the working capacity of DPAB. To what extent does DPAB's capacity match the selected project objectives and strategy? To what extent have DPAB recruited and engaged volunteer workers in the organization?

As one of the first registered Disabled Persons' Organizations (DPOs) in Bhutan, DPAB has successfully initiated a number of activities to cater to the needs of persons living with disabilities in Bhutan and supplementing the efforts of the Royal Government of Bhutan in promoting the rights and wellbeing of persons with disabilities. The organization is governed by its Article of Association and HR and Financial Guidelines.

The evaluation team observed that DPAB has been functioning without a full time Executive Director (ED) from July 2015 to June 2016 since the earlier ED had resigned and the newly selected ED could not join the office on medical grounds. The office was thus managed by the Administrative cum Finance Officer who was officiating as the ED with continued moral and advisory support from the Chairperson, Board, Executive Committee, the office staff and interns. DPAB has a Board of Trustees invested with the power to make major decisions regarding the policy, projects and programs, and a lower board of Executive Members, all on voluntary basis. They provide voluntary support to the organization in formulating its policies and plans, and during the implementation of its programs and activities.

DPAB also currently lacks a trained finance personnel and counselor.



xvi. Assess the effects and results of staff development training

Trainings and staff development programs should result in enhanced employee performance. DPAB is a small organization and was functioning with four full time staff from Jan to June 2015, and three full time staff and interns from July 2015 to June 2016 (*earlier ED resigned and new ED count not join*). The staff, on personal interactions and inquiry, shared to the evaluation team that the trainings and programs they attended had:

- *developed their understanding of the subjects addressed in the trainings or programs;*
- *made them feel more confident in dealing with matters related to the subjects addressed in the trainings or programs;*
- *enabled them to deal more effectively with matters related to the subjects addressed in the trainings or programs and*
- *helped them to prevent problems that relate to the subjects addressed in the trainings or programs.*

Over all, the trainings and staff development programs have positive outcomes and must continue.

xvii. Assess the monitoring and evaluation system. Is the project achieving results effectively? Is data collected on the selected indicators for the project outcomes and outputs? Do these indicators provide adequate evidence to verify performance? Is it necessary to collect additional data?

The Organization Development Project of DPAB has been monitored and evaluated by the donor partner Normisjon on an annual basis. In terms of the implementation and achievement of the internal programs and activities, DPAB has ensured to appraise and seek approval and direction from the Board. Regarding the books of accounts and finance, and the project's programme implementation, annual auditing has been carried out based on the standard procedures and Financial Rules of the Kingdom of Bhutan, and the assessment of the activities carried out have been submitted to Normisjon in the form of Annual Reports every year.

DPAB has consistently put in concerted efforts to registering as many PWDs in the country as possible, and has thus far successfully conducted a nation-wide registration capturing 4451 PWDs in the country by December 2015. Further, the organization has provided educational support to 40 students from primary to university levels, empowered visually impaired and low

vision groups by supporting independent living skills training, and supported the institution of Dungsol Home Spa and Blind Music Schools respectively. DPAB has also identified and referred relevant abled persons to Draktsho Vocational Training Centre as interns to help impart trainings and guidance. Finally, the organization has referred serious cases of Cerebral Palsy and other forms of disability for intervention and support to the Ability Bhutan Society.

To some extent, the project has achieved the results effectively and the data collected on the selected indicators are closely in line with the project outcomes and outputs. As such, the indicators and evidences prove to verify the progressing organizational performance of DPAB. However, owing to constraints of budget, HR and other resources, DPAB's total achievement of the project goal and objectives by the end of the project period (2018) is questionable, and the organization must secure continued collaboration and donor support.

9. RECOMMENDATIONS AND LESSONS LEARNED

Overall Project Design

- The office of DPAB is currently housed in a rented apartment and significant portion of project budget is spent on office rent ($20000 \times 12 \times 5 = 1000000$) escalating the project cost. Construction of safe and accessible office would not only benefit the beneficiaries, but also set an example to agencies and general public in building disabled friendly offices and workplaces. Revenues from office and conference hall rentals would at least supplement DPAB in meeting the operational cost.

However, the DPAB being donor dependent organization does not have reserve fund. In view of limited reserve fund and modest amount of donation raised in the past, internal funding for construction of office building is not possible. The office might have to either seek extension of this project or explore other source of funding.

- DPAB deals with PWDs who actually require constant emotional and psychological guidance and counselling. As such the organization must have a full time counsellor to meet this need, and full time finance personnel to cater to the finance and budgetary issues related to disability. The counsellor may be recruited on deputation in consultation with the relevant government agencies.



- DPAB must target and identify relevant community entities such as schools, monastic schools and colleges to disseminate information and education on disability and PWDs.

Project Activities

- Although DPAB works closely with the partner agencies based on mutual understanding, no evidence of written MoU is found. There is, therefore, the need to emphasize on MoU with the relevant agencies for mutual benefit and to coherently demarcate the boundaries of working collaboratively.
- The evaluation team found that the parents/guardians of PWDs are very grateful for the support. DPAB must continue the scholarship and medical support programs.

Project Management and Administration

- Although DPAB follows the Financial Rules of the Kingdom of Bhutan, it does not have proper accounts personnel and accounting system or software in place. The financial transactions and records are made in MS Excel Sheet which is very crude and not reliable. As such, DPAB must preferably secure the TALLY System for an efficient accounting and reporting system.
- DPAB also lacks a designated office vehicle which affects the daily administrative works and registration of PWDs. Thus, DPAB must propose for an independent office vehicle to achieve the objectives of its Strategic Plans.

10. Evaluators General Feedback:

In view of the above findings from the mid-term evaluation, the team has observed that the sustainability of DPAB as a vibrant, independent and accessible organization in future is at stake. DPAB, as means to sustainability, plans to construct office and hire it out for rent. However, the idea cannot be materialised without the support of donors as it would require huge amount of fund and time. Therefore, DPAB at the same time should also explore the possibility of obtaining seed money and depositing it in one of the financial institutions so that the interest generated could at least meet the operating expenses of the organization.



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8. Disabled Persons’ Association of Bhutan’s Progress Report 2011-2014
9. Terms of Reference for Mid Term Evaluation
10. DBAP Website

