



DISABLED PERSONS' ASSOCIATION OF BHUTAN (DPAB)

**BASELINE OF ORGANIZATIONAL
DEVELOPMENT FOR SUSTANABILITY: 3
YEAR PHASE-OUT PERIOD**

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Table of Contents

<i>Abbreviations</i>	4
<i>EXECUTIVE SUMMARY</i>	5
1. <i>Introduction</i>	6
1.1 Background	6
1.2 Need for Baseline Information	7
1.3 Objective of the Baseline Study	7
2. <i>Methodology</i>	7
3. <i>Results and findings</i>	8
OBJECTIVE I: DPAB AS A SUSTAINED INSTITUTION	11
i. Human Resource Capacity	11
ii. PWDs engaged as representatives of DPAB in outreach and advocacy work	13
iii. Organizational Development Strategy	13
iv. Financial Capacity	13
v. Membership and its fee	14
vi. Resource Center for DPAB	14
OBJECTIVE II. EMPOWERING PERSONS WITH DISABILITIES	15
i. Employment	15
ii. Rehabilitation programs at the community level strengthened	17
iii. Medical support to persons with disabilities	18
iv. Education Support	19
v. Life skills training for PWDs for independent living	21
OBJECTIVE III: IMPROVING ATTITUDES AND VALUES OF THE SOCIETY TOWARDS PERSONS WITH DISABILITIES	22
i. Society and persons with disabilities informed on the rights/needs of persons with disabilities	22
ii. Observation of significant days	23
iii. Local Government leaders trained on inclusiveness and participation of PWDs in development process	23
iv. Social movement for disability	24
4. <i>Recommendation</i>	25
5. Bibliography	26
<i>ANNEXURE I: TERMS OF REFERENCE</i>	28
<i>ANNEXURE II: STRATEGY</i>	33
<i>ANNEXURE III: WORK PLAN</i>	36
<i>ANNEXURE IV: QUESTIONNAIRE GUIDE FOR FOCUS GROUP DISCUSSION WITH DPAB OFFICIALS</i>	37

ABBREVIATIONS

ABS:	Ability Bhutan Society
CSO:	Civil Society Organizations
DHI:	Druk Holding and Investment
DPAB:	Disabled Persons' Association of Bhutan
DPO:	Disabled People's Organization
DT:	DzongkhagTshogdue
GNH:	Gross National Happiness
Gewog:	Block administration
LG:	Local Government
MoE:	Ministry of Education
MoH:	Ministry of Health
NGO:	Non-Governmental Organization
PWDs:	Persons with Disabilities
RGoB:	Royal Government of Bhutan
SEN:	Special Educational Needs
UNCRPD:	United Nations Convention on the Rights of Persons with Disabilities
VHW:	Village Health Worker

EXECUTIVE SUMMARY

The Baseline Study was carried out from November to December 2018. It was conducted to develop a proper baseline for Organizational Development for Sustainability: 3 Year Phase-out Period of DPAB (2019-2021).

The study used both qualitative and quantitative method. The study reviewed existing literatures to comprehend the situation of disability in the national and international level. The study mostly depended on secondary data such as reports, administrative record, surveys conducted by DPAB and other agencies. To substantiate the secondary data, multiple round of focus group discussions were held with the officials of Disabled Persons' Association (DPAB).

The study was conducted focusing on three thematic areas: sustainability of DPAB as an institution, empowerment, and attitudes of society towards PWD. The study provides baseline information to stakeholders such as donor agency, project coordinators and implementers. The study expects to help these stakeholders in identifying strengths and weaknesses, and conducting monitoring and evaluation. The study provides recommendations.

1. INTRODUCTION

1.1 Background

Disability is defined as the “consequence of an impairment that may be physical, cognitive, mental, sensory, emotional, developmental, or some combination of these. A disability may be present from birth, or occur during a person's lifetime” (Disabled World, 2018). According to International Classification of Functioning, disability is defined as “an umbrella term for impairments, activity limitations and participation restrictions, denoting the negative aspects of the interaction between an individual (with a health condition) and that individual’s contextual (environmental and personal) factors.” WHO and World Bank (2011) estimates that more than one billion people in the world experience some form of disability and it has been identified as a global public health issue, human right issue and development priority.

Bhutan has a disability prevalence rate of 2.1% (National Statistical Bureau, 2017). The Royal Government of Bhutan has recognized the needs and requirements of the marginalized vulnerable section and has placed strong commitment. This is evident from section 20, Article 9 of Constitution of Bhutan that states, “The State shall endeavor to provide security in the event of sickness and disability or lack of adequate means of livelihood for reasons beyond one’s control.” Bhutan is also signatory to numerous international conventions. Bhutan signatory to UN Convention on the Rights of Persons with Disabilities (UNCRPD) and Proclamation of the Economic and Social Commission for Asia and Pacific (ESCAP) Commission on Disability on the Full Participation and Equality of People with Disabilities. Bhutan has already started drafting of National Disability Policy.

Disabled Persons’ Association of Bhutan (DPAB) is one of three DPOs in Bhutan. It is founded by group of Persons with Disabilities (PWD) and aims to promote long-term physical, psychological and social wellbeing of PWD. DPAB facilitates the provision of inclusive education and improve the living conditions of PWD in Bhutan so that they can meaningfully participate in social, economic and political front. DPAB, after three years of its inception, obtained a project titled ‘Organizational Development Project (2014-2018)’ from Normisjons, a donor agency in Norway. The project aimed to improve the quality of life of PWD and make an inclusive society for disabled males and females at all ages. Over the 5 years project period, a total of Nu.19615580.76 was released in

different installments. The project ended on 31 December 2018 creating huge impact on the lives of PWDs in Bhutan. The project has made significant impact in the areas of advocacy, empowerment and rehabilitation, networking, organizational capacity, and registration of PWDs.

DPAB submitted a proposal to Normisjons requesting for project extension by another three years. Normisjon has graciously granted the extension with new project title ‘Organizational Development for Sustainability: 3 Year Phase-out Period’. The new project expects to strengthen the sustainability of DPAB, empower PWDs and improve the attitude of community and the society towards disability.

1.2 Need for Baseline Information

Baseline study is critical and urgent prior to execution of the project. The baseline study expects to help project coordinators and stakeholders plan and manage the project in efficient and effective manner.

1.3 Objective of the Baseline Study

The overall objective of the study is to develop a proper baseline for the Organizational Development for sustainability: 3-year phase-out period’. The specific objectives are to:

- i. Collect information on the areas relevant to the project implementation to inform project management decision-making, providing a reference point to determine progress and adjust project implementation to best serve people in need.
- ii. Assess measurability of the selected indicators and fine-tune the systems for future measurement.

2. METHODOLOGY

The study used both qualitative and quantitative method using both primary data and secondary data. Secondary data was based on literature review and administrative records. International documents were referred to understand global perspectives and practices on disability. Country’s existing documents on disability were reviewed to comprehend its situation. Administrative record and reports of DPAB were also thoroughly reviewed. Primary data was obtained through focus group discussion. Focus group discussions were held with the Executive Director and officials of DPAB. Data obtained through administrative records and focus group discussions were compiled and analyzed using Microsoft Excel.

3. RESULTS AND FINDINGS

3.1. Information Related to PWDs in Bhutan

Bhutan has a disability prevalence rate of 2.1% (15,567 persons) of which 47.90% (7456) persons are male and 52.10% (8111) are female, and 80% (12512) persons are in rural and 20% (3055) in urban (National Statistical Bureau, 2017). Disabled Person's Association of Bhutan (DPAB) in 2015 registration survey registered a total of 4,451 PWDs. The survey found that 48.1% suffer from a hearing disability and 44.7% from mobility disability, 39.7% from self-care disability, 37.1% from communication disability, 29.8% from seeing disability, and 25.7% from cognition-induced disability (Disabled Persons' Association of Bhutan, 2015). Information on disability based on the Registration Survey 2015 of DPAB are presented below.

Table 1: Prevalence of Disability by District

District	N	%
Bumthang	48	1.08
Chhukha	131	2.94

Dagana	320	7.19
Gasa	7	0.16
Haa	85	1.91
Lhuentse	203	4.56
Monggar	299	6.72
Paro	153	3.44
Pemagatshel	143	3.21
Punakha	253	5.68
Samdrupjongkhar	371	8.34
Samtse	487	10.94
Sarpang	136	3.06
Thimphu	60	1.35
Trashigang	244	5.48
TrashiYangtse	324	7.28
Trongsa	135	3.03
Tsirang	380	8.54
WangduePhodrang	354	7.95
Zhemgang	318	7.14
Total	4,451	100

Table 2: Status of schooling (DPAB, 2015)

Status of Schooling	Number	Percent%
Never attended	3,761	84.5
Currently attending	201	4.52
Attended in the past	489	10.99
	4,451	100

Table 3: Distribution of PWD by disability type

Disability types	n	Percentage
Hearing	2,142	48.10%
Mobility	1,990	44.70%
Communication	1,766	39.70%
Self-care	1,652	37.10%
Seeing	1,328	29.80%
Cognition	1,145	25.70%

Table 4: Distribution of PWD by Sex

Sex	N	%
Female	1,970	44.26
Male	2,481	55.74
Total	4,451	100

Table 5: Distribution of PWD by Marital Status

Marital status	N	%
Living Together	5	0.11
Married	1,650	37.07
Never Married	2,468	55.45
Separated/Divorced/Widowed	328	7.37
Total	4,451	100

Table 6: Disability by Age Group

Age Group	N	%
0-5	376	8.45
6-12	321	7.21
13-17	310	6.96
18-24	321	7.21
25-34	467	10.49
35-44	594	13.35

45-54	505	11.35
55-64	613	13.77
	Total	100

Table 7: PWD by Employment Status

Work Status	n	%
Own account worker	123	2.77
Regular worker	36	0.81
Casual paid worker	14	0.31
Unpaid worker	1,441	32.4
Student	406	9.13
Dependent	682	15.33
Farmer	1,004	22.57
Unemployed	66	1.48
Other	679	15.2
Total	4451	100

3.2. Baseline Report Related to Organizational Development Project

OBJECTIVE I: DPAB AS A SUSTAINED INSTITUTION

Sustainability of DPAB as an institution has been assessed based on six dimensions namely human resource capacity, representation, financial capacity, organizational development strategy, membership fees, and resource center which are discussed below:

i. Human Resource Capacity

DPAB is governed by Board of Trustees whose members are elected among member of the association for fixed term. Executive Director supported by its staff manages its day-to-day function. Currently, DPAB has only 6 employees as given in the table 8.

Table 8: DPAB's Staff Detail

Sl. No.	Staff	Designation	Qualification
1	Sonam	Executive Director	MBA, B.Ed

	Gyamtsho		
2	Sonam Deki	Administrative Finance Officer	and Diploma in Office Management, Certificate in Accounting
3	<i>Sonam Yangden</i>	Project Officer	Bachelor's Degree
4	<i>Tashi Yuden</i>	Accountant	Diploma in Accountancy
5	<i>Dorji Phuntsho</i>	IT Assistant	Diploma in IT
6	<i>Yonten Jamtsho</i>	ADM Assistant	Class XII, Certificate in Office Management

Human resources are the means of ensuring sustainable growth and it is the fundamental strength upon which people, processes, strategies, and interventions are established (Das, 2018). The table 9 presents professional trainings individual DPAB employees have undergone.

Table 9: Professional trainings availed by DPAB Staff

Sl. No.	Staff	Designation	Training Availed
1	Sonam Gyamtsho	Executive Director	
2	Sonam Deki	Administrative Officer	Fund Raising
3	Sonam Yangden		Community Initiative in Inclusion
4	Tashi Yuden		Accounting and Auditing Finance for non- finance
5	Dorji Phuntsho		ICT
6	Yonten Jamtsho		Management

ii. PWDs engaged as representatives of DPAB in outreach and advocacy work

DPAB supports representation of PWDs in important functions and forums. DPAB is the only DPO in the country that is well represented by PWDs. PWD constitutes 57.14% (4 out of 7 members) of DPAB's Board of Trustees and 66.67% (4 out of 6 employees) of its staff. A total of 65 PWDs were able to represent in 25 international functions and forums. PWDs were also involved in 9 in country advocacy and awareness programs.

iii. Organizational Development Strategy

A strategic plan as per the Balanced Scorecard Institute is a document used to communicate with the organization the organizations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise. DPAB has an Article of Association and Internal Service Rules, which were revised in February 2018. Functioning of the association is guided by these documents. DPAB also has a draft strategic plan to guide and direct them.

iv. Financial Capacity

DPAB is found to be a donor dependent and lacks financial capacity. It neither generates revenue nor receives financial support from the government. It relies on donors even for its operational cost. The table below shows the amount of fund raised by DPAB.

Table 10: Amount of fund raised by DPAB

Sl. No.	Particular	Amount Nu.
1.	Organizational Development Project of Normisjon	19615580.92
2.	Skill Development Spa and massage Therapy for Disabled Youth, Austrian Development Assistance	720000.00
3.	Empowering Women Through Skill-Training, Canadian Fund CFLI	1804478.50
4.	Donation Raised (Refer Table 11)	3185458.30
Total		25325517.72

Donation

The amount of donation raised is very low. DPAB over 8 years period has received Nu.3185458.30 that is only 12.58% of the total fund raised. In 2018, DPAB could obtain only Nu.221000.00 that is significantly low. The donation is not very consistent and reliable source of funding for DPAB. Detail of donation is presented in the table below.

Year	Donation Received (Nu.)
2011	639739.00
2012	252087.00
2013	663526.30
2014	193300.00
2015	448500.00
2016	111747.00
2017	655559.00
2018	221000.00
Total	3185458.30

Table 11: Donation

v. Membership and its fee

Membership base play imperative and critical role in developing and sustaining the organization. Many NGOs build membership base to garner support and commitments from members build. Some consider membership fee as a very important source of finance for the organization. Thus, in some NGOs, membership base receives special emphasis and maintain dedicated team for the management of membership.

DPAB through Registration Survey conducted in has registered 4451 PWDs. DPAB update the registration database annually through the support of local leaders and focal persons at local governments. DPAB dos not levy any fee to its members.

vi. Resource Center for DPAB

The office of DPAB is housed in the first floor of a private rented house. The office is not accessible to PWDs. The office building lacks ramp and other disability facilities. DPAB pays substantial amount of its fun on rent. For instance, DPAB over five years project period paid Nu.1200000 (6.13% of total project cost).

DPAB has a plan to construct a resource center. The association has already obtained 1.04 acre of land at Khasadrapchu in Thimphu District, which is 15 km away from the capital city. The drawing for the resource center is already developed. Currently, DPAB is in the process of exploring funding support from donor agencies. It has already

approached Druk Holding and Investment (DHI) and Indian Embassy in Bhutan. As of now, DPAB has not yet obtained funding support.

OBJECTIVE II. EMPOWERING PERSONS WITH DISABILITIES

The second objective empowering PWD has been studied based on five dimensions namely employment, rehabilitation, medical support, education support, and life skill training which are discussed below.

i. Employment

States have recognized the right of PWDs for equal opportunity of work in a labour market and work environment that is open, inclusive and accessible to persons with disabilities (WHO). Equal access and opportunity to employment is also granted to the citizens of Bhutan. It is evident from article 7 section 8 of constitution of Bhutan, which states, “a Bhutanese citizen shall have the right to equal access and opportunity to join the Public Service”. Less than 1% of PWD are regular workers and casual workers, and 32.4 % are unpaid workers (Disabled Persons' Association of Bhutan, 2015). The percentage of regular workers is relatively low among PWDs.

DPAB, in view of helping PWD lead decent lives, helped them in finding decent jobs through vocational trainings and skill development programs. DPAB over the years helped 9 PWDs in obtaining a decent job that are listed in the table below.

Table 12: PWD employed through DPAB support

Sl. No.	Name	Agency employed
1	Sonam Thugten Norbu	BDBL
2	Dorji Phuntsho	Zhemgang Central School
3	Dorji Phuntsho	DPAB
4	Tshering Dorji	Dungsel Spa
5	Tashi Yuden	DPAB
6	Kinzang Jamtsho	DPAB

7	Yonten Jamtsho	DPAB	
8	Dawa Penjor	Simtokha College	Rigpajungney
9	Tshering Dorji	Dungsel Home Spa	

Table 13: PWD with regular job

Sl. No.	Name	Organization
1	Amrith Bdr. Subba	MoE
2	Pema Chogyel	MoE
3	Sanga Dorj	JDWNRH
4	Duptho Zangmo	RAPA
5	Tenzing Jamtsho	BDBL
6	Lhakpa Dorji	JDWNRH
7	Pema Tshering	Handi Craft
8	Lhakpa	Private legal firm
9	Santa Bir Rai: MoEA	MoEA
10	Jigme Namgyel	Music Centre
11	Sangay la	Dancer
12	Sangay Rinchen	Music Performer
13	Pema Dorji	Entrepreneur
14	Sangay Kinzang	Private
15	Kinzang Dorji	DPAB
16	Sangay Wangmo	Traditional medicine institute of Bhutan
17	Kezangchoden	Teacher
18	Kezang Dorji	Teacher
19	Rinchen Penjor	NCT
20	Tsenda: NCT	ABS
21	Sangay Rinchen	
22	Dorji Nidup	Draktsho
23	Ugyen Wangdi	Draktsho
24	Darjay Wangdi	Draktsho

ii.Rehabilitation programs at the community level strengthened

Rehabilitation is defined as “a set of measures that assist individuals who experience, or are likely to experience, disability to achieve and maintain optimal functioning in interaction with their environments” (WHO and World Bank, 2011). Rehabilitation programs are essential for PWD to achieve their highest attainable level of health. Rehabilitation includes assistive technologies, therapy, medicines, etc. Assistive devices include mobility assistive device, hearing and visual aids, communication boards and speech synthesizers are believed to be very powerful tools to increase independence and improve participation. Studies showed that unmet rehabilitation needs can delay discharge, limit activities, restrict participation, cause deterioration in health, increase dependency on others for assistance, and decrease quality of life and these adversely affect the individuals, families, and communities (WHO and World Bank, 2011).

Medical services are free in Bhutan and every citizen is accessible to all the facilities available in the country including referral to hospitals outside Bhutan. Most of the rehabilitations are included in the free medical services. The state provides rehabilitation activities such medical therapy, treatment and medicines. However, PWDs are not provided with assistive devices (walking stick, power glasses, talking watches).

DPAB recognizing the needs of PWDs has tried to provide support on their rehabilitation program. Through the support of Physionet, a charity organization in United Kingdom, DPAB has distributed assistive devices and other necessary items to Jigme Dorji Wangchuk National Referral Hospital, Ability Bhutan Society (ABS), Draktsho Vocational Training Institute, and PWDs as per the detail below:

Table 14: Distribution of Assistive Devices to PWD

Cat	Description	Description	ABS	Draktso Vocational Training Institute	JDWNRH	DPAB	Total Issued
1	SN Equipment	Seats/ corner seats	5		11	14	30
		Standing frame/prone standers	6		9	3	18
		Wedges/mats/bean bag				17	17
2	Seating	Standard stools		1	2		3

3	Toiletry/ Amenity	Commodes			6	5	11
		Wheeled Commodes				2	2
		Perching stools		6			
5	Miscellaneous	Books/toys				5	5
		Household utensils				8	8
6	Support	boots/splints/brace			3		3
		Crutches – pairs	5	7	54	7	73
		Walking sticks	5	12	70	40	127
		Hoist frame			10		10
		Hoist slings			2 boxes (17 nos)		2 boxes (17 nos)
		Zimmers (Walker)	8	15	20	11	54
		Turntable/transporter			4		4
7	Walkers	Walker/rollator	13	15	4	28	60
8	Wheelchairs	Self-propelled	5	10	28	21	64
		Push type	15	20		31	66
		Baby buggy				6	6
		Cushions/strap/pad/trays	2 boxes		3boxes		5boxes
		Wheelchair spares			3boxes		3boxes
9	Medical	Bed				3	3
		Incontinence pad				1	1
		Medical consumables			9		9
10	Exercise Equipment	Standard bikes	5	5		20	30
		Treadmill				1	1
		Cycle accessories				4cases	4cases

iii. Medical support to persons with disabilities

Royal Government of Bhutan places high priority on public health. This is evident from article 9 section 21 of the Constitution of Kingdom of Bhutan which states “The State shall provide free access to basic public health services in both modern and traditional medicines” (RGoB, 2008). Health services are catered through hospitals and Basic Health Units (BHU) that are spread across the country. Currently, Bhutan has 27 hospitals, 208 BHUs, 66 indigenous dispensaries, 345 doctors, 1264 nurses and sisters (National Statics Bureau, 2018). Royal Government of Bhutan has commitment to provide disable friendly health facilities and services (Ministry of Health, 2010). Community-based rehabilitation

is an important means of ensuring and improving coordination of and access to health services. Most of the hospitals and Basic Health Units have ramps for wheel chair users. Jigme Dorji Wangchuk National Referral Hospital in Thimphu has designated consultation chamber and a dispensary counter for senior citizens and PWDs.

DPAB provides financial supports to PWDs who cannot afford transportation and accommodation expenses while they are referred to any better hospitals within Bhutan. Financial support is also provided for providing assistive devices such as power glasses to PWDs with low vision. DPAB over the years has provided financial support to 32 PWDs of which 20 were females and 12 males.

iv. Education Support

The Royal Government of Bhutan (RGoB) has strong commitment on the education of all children without any forms of discrimination. It is evident from the provisions enshrined in the Constitution of Bhutan (RGoB 2008), which specifically states:

Article 9.15: The State shall endeavor to provide education for the purpose of improving and increasing knowledge, values and skills of the entire population with education being directed towards the full development of the human personality.

Article 9.16: The State shall provide free education to all children of school going age up to the tenth standard and ensure that technical and professional education shall be made generally available and that higher education shall be equally accessible to all on the basis of merit.

The Royal Government of Bhutan emphasizes on inclusive approach to strengthen educational access to quality education for children with disabilities and learning difficulties. The draft National Policy on Special Educational Needs (SEN) has adequate statement regarding access and opportunity to education without any form of discrimination and assures provision of specialized educational services and facilities to cater to the needs of children of special need including children with disabilities (Ministry of Education, 2012). Currently there are 18 schools with SEN program (Ministry of Education, 2018).

However, Dorji & Schuelka (2016) argues that although education has been granted as a fundamental right it is not made compulsory. Since, the education is not mandatory, parents especially those parents of children with disabilities may not enroll their children to school. There aren't any supports to incentivize economically vulnerable parents especially the parents of PWD to send their children to school. The launching of central schools in 2015 by the last Government, People's Democratic Party has greatly relieved parents from financial burden as the central school provides free uniforms, meals, boarding facilities and stationary.

However, there are only 63 central schools in the country (Tshering, 2018) and it cannot be catered to all. Students with disability do not enjoy any special preference for enrollment in the central school. Moreover, central school does not provide financial support for transportation and other cost to student when they move to and from school and home while on joining and vacation. PWDs are usually economic disadvantaged and they may not be able to provide even the transportation cost. Securing a seat in central school is not enough for PWD with economic disadvantage. Additional financial support is necessary to promote accessibility and inclusiveness.

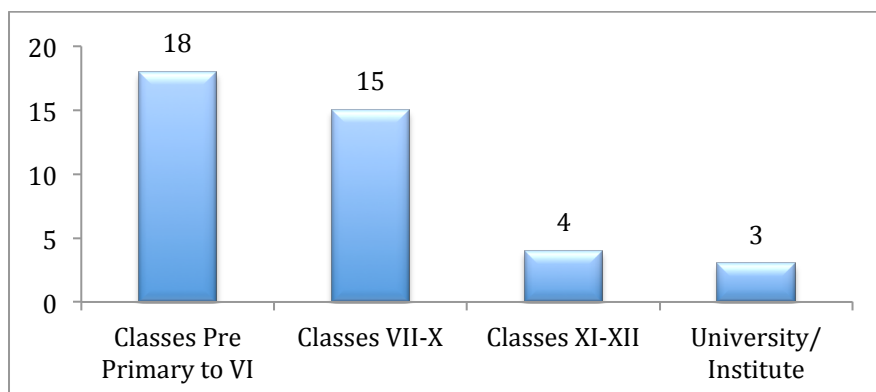
DPAB provides education support program to PWDs with economic disadvantage based on the level of education. Students with disability from economically vulnerable family annually receive Nu. 3000 (PP-VI) or Nu.5000 (VII-X) or Nu.10000 (XI-XII); or Nu.15000 (University) based on their level of education. In 2018, DPAB provided education support to 40 PWDs. Over the five years, education support program benefited 195 PWDs as per the detail given in the table below.

Table 15: Education support provided by DPAB for five years

Year	PP-VI	VII - X	XI – XII	University/
				Institute
2014	25	3	6	0
2015	28	7	4	1
2016	25	11	2	3
2017	21	12	2	5

2018	18	15	4	3
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Figure 1: Education support in 2018 by category of student



v. Life skills training for PWDs for independent living

Vulnerable sections such as women, older people, and poor people are more likely to be affected by disability. Women and girls with disability are likely to experience gender-based violence, abuse and marginalization (WHO and World Bank, 2011). Skill development program is one of the ways to reduce their vulnerability. Skill development enhances competencies and skills of PWDs and makes them more employable in the labour market. It empowers PWDs in leading a decent and independent life.

DPAB has played important role in providing vocational and skill development training to PWDs. Over the years it has trained around 61 PWDs in different areas as detailed below.

Table 16: Skill Development Trainings provided by DPAB

Year	Training	Number of participants		
		Male	Female	Total
2013	Musical Training	5	3	8
2014	Spa training	4	4	8
2017	Spa training	3	6	9
2018	Spa training	2	23	25
2018	Office Management	1		1
2018	Tailoring	5	5	10

OBJECTIVE III: IMPROVING ATTITUDES AND VALUES OF THE SOCIETY TOWARDS PERSONS WITH DISABILITIES

PWDs continue to face challenges in many areas of their lives and many of these challenges involve people's attitudes. Negative attitudes and discrimination undermine the possibility for PWDs to make friends, express their sexuality, and achieve the family life that non-disabled people take for granted (WHO and World Bank, 2011). Awareness can help convince and draw attention of politicians, bureaucrats, and general public on the needs and requirement of PWDs so as to eliminate negative attitudes.

i. Society and persons with disabilities informed on the rights/needs of persons with disabilities

DPAB, through the project, conducted awareness workshops awareness and advocacy workshops on disability and inclusion to local leaders in four districts namely Wangdue, Chukha, Punakha, Paro and Dagana. 661 participants comprised of Gup, Mangmi, Tshogpa and Village Health Workers attended the advocacy program. Similar advocacy program was also conducted for Nuns and DPO staff in Paro and Thimphu. 34 participants attended the program. The association trained Dzongkhag Tshogdu Secretaries, Focal Person of DPAB, of all districts in two batches in Phuntsholing and Monggar.

DPAB to further its reach has maintains a website i.e. www.dpab.org.bt and a Facebook page. DPAB has advocacy materials given in the table below:

Table 17: Advocacy Materials of DPAB

Sl. No.	Advocacy Material	Topic
1.	Brochure	-About DPAB
2.	Banner	-Vision, Mission and Values
3.	Reports	-Annual Report

		-Annual Audit Report
		-Midterm Review Report for Organizational Development
4.	Policy, Guidelines, and rules	-Article of Association -Internal Service Rules
5.	Calendar	DPAB Year Calendar for advocacy

ii. Observation of significant days

Annually, 3rd December is usually observed as International Day of Persons with Disabilities. Observation of such international day not only recognizes the importance of PWD but also promotes awareness. DPAB, in collaboration with relevant agencies, has consecutively observed the day since 2014. The first international day was observed in Thimphu, 2015: Paro in collaboration with Wangsel Institute (Hearing Impaired), 2016: Tendu Central School, Samtse (SEN school), 2017: Taj Tashi, Thimphu in collaboration with Physiotherapy Division, JDWNRH, Ability Bhutan Society (ABS), Blind Music Training Centre. 2018: Gelephu Lower Secondary School (SEN school). DPAB, on this day, tries to sensitize the politicians, bureaucrats, international organization, general public on the need and requirements of PWDs.

iii. Local Government leaders trained on inclusiveness and participation of PWDs in development process

Local Government (LG) has huge planning and financial authority. The Gups, Mangmis, Gedrungs, Tshogpas are very powerful and influential public servants who live very close with the community. Local leaders best understand the situation of community and have great potential in transforming the lives of PWDs in the community. Recognizing these potentials, DPAB has trained 651 participants including Gups, Mangmis, Tshogpas, VHWs, Dzongkhag Tshogdu Secretaries across the country. The advocacy program for local leaders covered 61 Gewogs of 5 Districts (21.76% of total Gewogs).

Table 18: Advocacy and awareness programs conducted

Sl. No.	Venue	Target	No. of Participants
01	Wangdue	Local leaders of 15 Gewogs	159
02	Chukha	Local leaders of 11 Gewogs	121
03	Punakha	Local leaders of 11 Gewogs	103
04	Paro	Local leaders of 10 Gewogs	77
05	Dagana	Local leaders of 14 Gewogs	137
06	Paro	Nuns	18
07	Thimphu	Officials of DPOs in Thimphu	16
08	Monggar	DT Secretaries	10
09	Phuntsholing	DT Secretaries	10
Total			651

iv. Social movement for disability

DPAB tries to maximize its reach through advocacy and awareness programs, lobbying, and rehabilitation programs. Yet, there are pockets of people who are still not aware about the needs and requirements of PWDs. Policy makers not convinced yet, bureaucrats are not mandated to mainstream disability in plans and programs, and there are people who still have negative attitude towards disability. This shows that there is a need to strategize a sensitization to reach all levels of people and garner their support.

DPAB must avoid rudimentary model of advocacy program and consider using a different methods. For instance, use of public figures and celebrities in hosting programs, talk shows and role-play would have greater coverage and impact rather than the conventional approach. DPAB can also think of establishing a social movement group for propagating the rights of PWDs. District level disability clubs or groups may be formed who will not only advocate on the rights and needs of PWDs but also provide necessary rehabilitation support in the respective areas. DPAB should try to develop a model for this movement and rollout throughout the country at the earliest.

v. National Disability Policy

Bhutan is signatory to UN Convention on the Rights of Persons with Disabilities. The convention requires member states to have a National Disability Policy. Bhutan, although signed UNCRPD in 2010, has not ratified the convention yet. Drafting of National Disability Policy has just begun and it is in the draft stage. In absence of a policy, the government's commitment is uncertain; disability empowerment, inclusion, and rehabilitation and inclusion support programs are haphazard and not mainstreamed; roles of different agencies and DPO are not clearly spelt out.

DPAB being a DPO was included in consultative meeting. Two members from DPAB are included in the drafting committee of National Disability Policy. This has given DPAB an opportunity to represent PWDs and lobby on the rights and needs of PWDs.

4. RECOMMENDATION

- i. The National Disability Policy is in the draft stage and it is recommended to lobby with the government for faster endorsement.
- ii. Capacity and competency of the employees is critical for independence and sustainability of DPAB as an institution. Therefore, it is recommended to provide skill development training to its staff in the areas of project development, fund raising and specialized services related to PWD.
- iii. Formulation of an Organizational Development Strategy is very important and vital for DPAB's sustainability and advancement. DPAB will be able to synergize its effort and judiciously use the available recourses towards its ultimate goals.
- iv. Finance is lifeblood for any organization and DPAB must come up with clear strategies to raise fund. DPAB, in order to uphold its sustainability, must try to generate its own revenue and support at least its operational cost. For instance, DPAB may institute a membership system and raise membership fees. This will not only ease its human resource constraints but also generate some revenue.
- v. In view of generating internal revenue and propagating on the construction of disability friendly public infrastructures and facilities, DPAB is recommended to prepare a proposal for Resource Center and apprise potential donors for funding.
- vi. In the interest of benefiting more PWDs, it is important to mainstream vocational and skill development programs in to developmental plans and program.

- vii. Rehabilitation program of DPAB has been beneficial PWDs in achieving their highest attainable level of health and livelihood. Therefore, DPAB must continue with the program and approach other international disability right organizations for similar support. DPAB should also consider providing hearing aid and visual aids.
- viii. DPAB must continue provision of financial support to those economically vulnerable PWDS until such support is mainstreamed in the public health system.
- ix. DPAB in the interest of its financial sustainability must consider discontinuing education support program in the long run. Instead, DPAB should lobby with Ministry of Education and provide quota for students with disability in Central School.
- x. DPAB must continue its advocacy program to improve the attitudes of decision makers, bureaucrats and general public towards disability.

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ANNEXURE I: TERMS OF REFERENCE

1. BACKGROUND

Disabled Persons' Association of Bhutan (DPAB) is one of the first public-benefit organizations established to supplement the efforts of the Royal Government of Bhutan in promoting the rights and welfare of the disabled population of Bhutan. Founded under the patronage of His Royal Highness Prince Namgyal Wangchuck, who established the first national school for the blind in 1973, DPAB endeavors to look into addressing the needs and concerns of persons with all types of disabilities in Bhutan, mainly through awareness programmes and the provision of appropriate facilities and services that can enable them to live a productive life.

DPAB currently has in principle received an extension of three-year project on 'Organizational Development Project-DPAB' from the Normisjon, Oslo, Norway, for the duration of three years (2019-2021).

The project will focus on delivering the following outcomes:

OUTCOME 1: Sustained DPAB as an institution

OUTCOME 2: Empowered PWDs.

OUTCOME 3: Improved attitude and values of the society towards PWDs

2. AGREED OUTCOME INDICATORS

OUTCOME 1: Sustained DPAB as an institution

Indicators:

- i. Number of DPAB staff trained
- ii. Strategy plan for Goal and Sustainability of DPAB developed
- iii. PWDs engaged as representatives of DPAB in outreach and advocacy work
- iv. Number of permanent contributing members registered
- v. Number of donors for Resource Centre found
- vi. Business Plan for Resource Centre developed

OUTCOME 2: Empowered Persons with disabilities **Indicators:**

- i. Number of PWDs employed in various organizations
-

- ii. National Disability Policy on PWDs negotiated and approved
- iii. Number of PWDs availed medical support through National Disability Policy
- iv. Number of PWDs availed education support through Central School System
- v. Number of PWDs trained on life skills-based training

OUTCOME 3: Improved attitude and values of the society towards PWDs Indicators:

- i. Number of Awareness workshops and trainings conducted
- ii. Plan for advocacy program prepared
- iii. Number of local government leaders trained on inclusiveness and participation of PWDs in development process.
- iv. Model for inclusion of PWDs made and implemented in strategic areas.
- v. Ratification of National Disability Policy proposed

3. OBJECTIVE OF THE BASELINE STUDY

The overall objective of the study is to develop a proper baseline report for the Organizational Development Project-DPAB’ for the period 2019-2021. The specific objectives are to:

- iii. Collect information on the areas relevant to the project implementation
- iv. Develop, out of the above, a framework for baseline data presentation after the completion of the baseline assessment, the data will be consolidated, analyzed and validated. The report will be officially launched with key stakeholders.

4. Scope of Work

The scope of the Baseline Study will cover the following:

- i. Review and analyze policies and traditional practices affecting persons with disabilities;
- ii. Work with the Executive Director and Program team to conduct the baseline study in the project locations
- iii. Review and analyze the capacity DPAB’s secretariat team; and
- iv. Document the challenges and barriers faced by DPAB and members.

The survey will need to make a strong justification for the sustainability component embedded in the project and the changes it will bring in helping PWDs. The Baseline survey should be evidenced with recent and relevant consultations, as this is vital in

ensuring the effectiveness of the project implementation.

4.1. Responsibilities/ Key Deliverables

Specific responsibilities of the consultant will include the following:

- i. Work closely with DPAB staff to design and produce baseline study tools that will effectively address the survey objectives. All tools must be designed and used in line with stringent ethical research principles. DPAB team must approve baseline study design and tool before beginning the data collection. Methods may include questionnaires, interviews, focus group discussions and meetings with local community organizations and local leaders.
- ii. Design project database for data entry and perform data analysis, identifying specific gaps, challenges and opportunities for the project.
- iii. Design proposed work plan.
- iv. Prepare and present draft report of findings to the DPAB Team.
- v. Revise draft report and submit final report of baseline study.

4.2. Expected Outcomes

The findings of the study will help in the effective implementation and delivery of the project's overall aim and activities in a systematic way.

The baseline report will include as a minimum:

- i. An executive summary presenting key findings.
- ii. A methodology section detailing how the data was collected and analyzed, sampling strategy, and any limitations to the validity of the findings.
- iii. The main body of the baseline report will include data for all indicators that will enable changes to be tracked over time.
- iv. All data, qualitative and quantitative, collected through the assessment must be disaggregated by sex and age
- v. Any other issues such as disability status, employment status etc. must also be taken into account as far as possible and captured.
- vi. The consultant will hand over to DPAB team all raw data collected in digital format, along with copies of all data collection tools used for future reference

5. PROPOSED APPROACH AND METHODOLOGY

The consultant must adopt the following evaluation methods to achieve its objectives:

- i. Develop an evaluation framework/plan that will be discussed and agreed upon by the Evaluation team
- ii. Analysis of secondary data: Desk study and review of all relevant documents, including action plan, project documents, annual work plans, progress reports, annual reports and reports of the Board (if any).
- iii. Inception Report detailing the evaluation methodology to be agreed by the Evaluation Team.
- iv. Focus Group Discussions: Meeting with project implementers, beneficiaries and other stakeholders must be held,
- v. Visit projects if necessary.
- vi. Conduct survey to collect real time information.
- vii. Data analysis.
- viii. Desk review on prevailing policies, plans, reports and documents pertaining to DPAB and disability.
- ix. Facilitate DPAB in conducting consultative meeting with the stakeholders.
- x. Incorporate comments of key stakeholders, complete and submit the final Evaluation report.
- xi. Consulting with Evaluation team to ensure the progress and the key evaluation questions are covered.
- xii. Present to the DPAB team on the main findings and recommendations.
- xiii. Incorporate management responses and annex the same to the final report.

6. DURATION OF THE STUDY

The consultant is expected to complete the study within 5 weeks.

7. LINES OF COMMUNICATION

The consultant will report to the DPAB Team who in turn will report progress to the Donor and Board of Trustees.

8. OWNERSHIP OF OUTPUTS

The outputs of this contract as stipulated in the Terms of Reference will be become the property of DPAB.

9. CONSULTANCY FEE

The total consultancy fee will be negotiated with the consultant in congruent with the available budget. The payment will be made in accordance to Government financial procedures and guidelines and the consultancy firm is liable to pay government tax as per the law of the country.

10. MODE OF PAYMENT

All payments will be made through bank account in the name of the Consultant/Consultancy Firm.

11. QUALIFICATION & EXPERIENCE OF CONSULTANT(S)

The consultant engaged to undertake the assignment must fulfill the following requirements:

- i. The consultant should have experience and technical capacity in the core area of assignment.
- ii. The Consultant must submit duly signed original CV.
- iii. The consultant should have **knowledge of persons with disability.**

ANNEXURE II: STRATEGY

Outcome	Indicator	What (Data and scope)	How (Method)	Who (Stakeholders)
OUTCOME 1: Sustained DPAB as an institution	Number of DPAB staff trained	-Number of trainings availed by DPAB staff	-Review training nominations and office orders	-HR/Admn. DPAB
	Strategy Plan for Goal and Sustainability of DPAB developed	-Current strategies or plans DPAB have towards its sustainability	-Review plan, policies and documents	-Focal persons from DPAB
	PWDs engaged as representatives of DPAB in outreach and advocacy work	-Review involvement of PWDs in advocacy	-Refer appointment orders, official correspondences and any other documents authenticating their representations	-Interview PWDs -Focus group discussion
	Number of permanent contributing members registered	-Number of permanent registered members	-Refer list maintained by DPAB -Current systems	-Soft copy of registered members
	Number of donors for Resource Centre found	-How many donors DPAB has approached -How many has consented -Amount applied and approved		HR/Admn. DPAB
	vi. Business Plan for Resource Centre developed	-Current status of business plan for Resource Center	-Review proposals and drawings	HR/Admn. DPAB
	OUTCOME	Number of PWDs employed	Current statistic on PWDs	-Refer registration of

2: Empowered Persons with disabilities	in various organizations	employed How many PWDs trained How many PWDs employed	DPAB -Refer PHCB2017 -Project reports -Labour Force Survey	
	National Disability Policy on PWDs negotiated and approved	-Ascertain current status of National Disability policy on PWDs -Role of DPAB in negotiation -No. of meetings attended for drafting the policy	-Refer current policies with GNHC -Refer administrative records	-GNHC -DPAB
	Number of PWDs availed medical support through National Disability Policy	-No. of PWDs availing the medical support -Total budget allocated and used -No. of beneficiaries categorized with sex, amount released, type of diseases	-Refer administrative record -Financial record -Refer Hospitals	DPAB officials Hospitals
	Number of PWDs availed education support through Central School System	-No. of PWDs who have availed the education support categorized with sex and age	-Refer administrative records -Contact schools if necessary	DPAB officials Schools
	Number of PWDs trained on life skills-based training	Number of PWDs trained on life skills-based training. -	-refer administrative records -contact training institutes	DPAB and Vocational institutes
OUTCOME 3: Improved attitude and values of the society	Number of Awareness workshops and trainings conducted	-No. of training and workshops conducted for members of Central	-refer administrative records	DPAB CG, LG, DT, VHW

towards PWDs		Government, LGs, VHWs, DT		
	Plan for advocacy program prepared	-No. of plans for advocacy programs conducted	Refer administrative records	DPAB
	Number of local government leaders trained on inclusiveness and participation of PWDs in development process.	-No. of training conducted for members of Central Government, LGs, VHWs, DT	-Refer administrative records	DPAB CG, LG, DT, VHW
	Model for inclusion of PWDs made and implemented in strategic areas.			HR/Admn. DPAB

ANNEXURE III: WORK PLAN

Sl. No	Major Activity	Expected outcome	Timeline
1	Designing baseline study	Identified: -Scope of the study -Methodology -work plan	6 November –13 November 2018
2	Discussion with DPAB officials and seeking consent	Agreed on: - Scope of the study -Methodology -Timeframe	14 th November 2018
3	Data collection and compilation	-Data collected based on the indicators and objectives from relevant stakeholder	15 th -20 th November 2018
4	Drafting of the study report	-Data analyzed and draft report produced	21 st to 29 th November 2018
5	Presenting the draft to the DPAB	-Draft presented to the officials of DPAB and comments received	30 th November 2018
6	Making necessary amendments as per the comment	-Baseline study report amended and improved	1 st – 3 rd December 2018
7	Submission of report	-Report finalized and submitted to DPAB	4 th December 2018

ANNEXURE IV: QUESTIONNAIRE GUIDE FOR FOCUS GROUP DISCUSSION WITH DPAB OFFICIALS

Welcome

Welcome and thank you for taking part in this focus group discussion.

Introduction

This focus group discussion is designed to assess the baseline information on sustainability of DPAB as a DPO. Your thoughts and feelings are important to validate and supplement the information obtained from secondary sources such as administrative records, survey and annual reports. The focus group discussion will take no more than two hours.

Guiding questions

a. *Sustained DPAB as an institution*

- What do you know about the situation of PWDs in Bhutan?
- What are your sources of funding?
- What are technical skills or abilities of association?
- Number of DPAB staff trained
- Do you have strategies to guide and direct operation of association?
- How does DPAB encourage and support inclusion of PWDs in important functions and forums.
- What are the major challenges of your organization?
- What relationships does your association have with Government, DPOs and the society with regard to disability issues?
- How can government help DPOs become stronger and sustainable?
- Number of permanent contributing members registered
- How are you going to finance operational cost of the association once the project is completed?
- What is the status of Resource Centre construction plan?
- How are you going to finance the construction of Resource Centre?

b. *Empowered Persons with disabilities*

- Are PWDs provided equal employment opportunities?
 - Do you maintain the database on the number of PWDs employed?
 - What are the interventions of DPAB for making PWDs more employable in the labour market?
 - What kind of life skills-based trainings provided to PWDs?
 - What is the status of National Disability Policy and what are your efforts in expediting the faster endorsement of the policy?
 - What medical supports are provided to PWDs in terms of rehabilitation of their health?
 - What kind of education support the association is provided?
-

- How many PWDs have availed the education support and how has the program benefited them?

c. Improved attitude and values of the society towards PWDs

- What is the attitude of society towards disability?
- What are the efforts and interventions of DPAB?
- How many awareness workshops and trainings have you conducted to change people's attitude?
- What other activities targeting PWDs are taking place in your operating areas and how they are implemented?

- How can community leaders help your organization to be stronger?

- What assistance has your organization received from local leaders?

- Do you have additional information to share?

Thanks

Thank you so much for your invaluable information and time.
