



SGP The GEF
Small Grants
Programme



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SGP COUNTRY PROGRAMME STRATEGY FOR OPERATIONAL PHASE-7 (2020 - 2023) BHUTAN

Photo: A part of lower Pema Gatshel Dzongkhag (target landscape for OP7)

March 2020

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Photo: Basochu Waterfall (Tshering Phuntsho)

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Acronyms and Abbreviations

AKRAs	Agency Key Result Areas
BFL	Bhutan for Life
BT FEC	Bhutan Trust Fund for Environmental Conservation
CPMT	Central Programme Management Team
CSO	Civil Society Organization
CBO	Community-based Organization
CPS	Country Programme Strategy
CF	Community Forest
DoL	Department of Livestock
FGD	Focus Group Discussion
FYP	Five Year Plan
GNHC	Gross National Happiness Commission
IWRM	Integrated Water Resource Management
GEF	Global Environment Facility
NKRAs	National Key Result Areas
NC	National Coordinator
LDCF	Least Developed Countries Fund
LKRAs	Local Key Result Areas
MoAF	Ministry of Agriculture and Forests
NAMA	Nationally Appropriate Mitigation Action
NBSAP	National Biodiversity Strategies and Action Plan
SC	Steering Committee
NWFPS	Non-Wood Forest Products
NGO	Non-Governmental Organization
OP	Operational Phase
RGoB	Royal Government of Bhutan
RNR	Renewable Natural Resources
RSPN	Royal Society for Protection of Nature
SALT	Sloping Agriculture Land Technology
SGP	Small Grants Programme
STAR	System for Transparent Allocation of Resources
TK	Traditional Knowledge
TC	Technical Committee
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
WMD	Watershed Management Division
WWF	World Wildlife Fund, Bhutan

1. Background

The Global Environment Facility (GEF) Small Grants Programme (SGP) was launched in 1992 to support activities of civil society organizations (CSOs) in developing countries to address conservation of biodiversity, reduction of climate change impacts, protection of international waters, chemicals management and prevention of land degradation, while generating sustainable livelihoods. Funded by GEF as a corporate programme, SGP is implemented by the United Nations Development Programme (UNDP) on behalf of the GEF partnership and is executed by the United Nations Office for Project Services (UNOPS). SGP in its 26 years has successful operations in over 133 countries.

The GEF Small Grants Programme is supported by Central Programme Management Team (CPMT) based in New York City. And the UNDP country office provides general programmatic synergy, partnership, and resource mobilization. Whereas, UNOPS, is the executing agency and supports in overall financial and administrative activities.

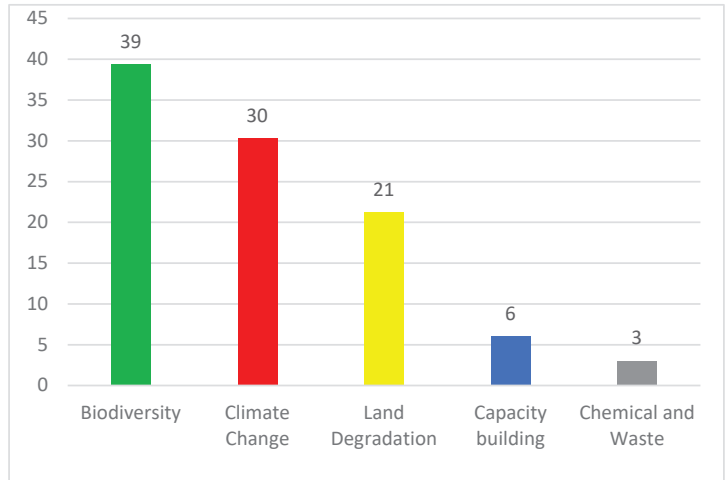
Action at the local level by civil society and community-based organizations, including women groups, indigenous peoples, youth, and persons with disabilities is recognized as essential to form multi-stakeholder alliances to deliver global environmental benefits and contribute to the GEF-7 Programming Directions, UNDP's Strategic Plan 2018-2021, and national priorities to achieve the UN Sustainable Development Goals and other international commitments. SGP follows GEF Operational Phases (OP) and the current CPS lays out strategic directions for the GEF-SGP OP7 (2020 to 2023). At the global level, the SGP OP7 programme goal is *"to promote and support innovative and scalable initiatives, and foster multi stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes."*

The SGP awards small grants, up to a maximum of USD50,000; where in most cases, grants range from USD25,000 to USD45,000 to community-based organizations (CBOs), civil society organizations (CSOs) and Non-governmental Organizations (NGOs) to implement projects that bring global environmental benefits, with project duration of one to three years depending on the size and nature of the projects. SGP was launched in Bhutan in October 1998. Since its inception, SGP has implemented a total of 171 projects (78 projects from OP 1 to OP 4 between 1998 to 2010; 60 projects in OP5, from 2011 to 2014 and 33 projects in OP6, from 2015 to 2019) in partnership with various CBOs, CSOs and NGOs in the GEF focal areas of biodiversity conservation, climate change, sustainable forest management, chemical and waste water and land degradation. The Royal Government of Bhutan (RGoB) has been a key partner in implementation of SGP programme in Bhutan providing financial support through STAR allocation and by providing technical support through central technical agencies and local offices. Recognizing SGP's impacts made particularly to the grassroot community based organization, RGoB had provided consistent support to the SGP programme. During OP-5 and OP-6, RGoB, through the GEF-STAR allocation, supported USD 800,000 & USD 500,000 respectively to SGP programme in Bhutan as co-finance. In this operational phase (OP7), RGoB has committed USD 600,000 from the GEF STAR allocation.

The OP-7 focal areas and strategic objectives has direct alignment with the 12th Five-Year Plan's National Key Result Areas (NKRS), Strategies of the four flagship programmes and several ongoing major projects supported by GCF, GEF, WWF-Bhutan, Bhutan Trust Fund for Environmental Conservation, Bhutan for Life and other funding agencies.

2. Summary: Key Results/Achievements

SGP on average support around 18 projects per year and these projects align with the national priorities of both 11th and 12th Five-Year plans, Flagship Programmes, GEF, GCF, UNDP, and other projects and programmes in the country. SGP programme during the Operational Phase 6 allocated 40% of the fund for cross-cutting grantmaking (landscape approach) and 60% of the resources for outside the landscape. Lower Manas basin, that covers five gewogs of Zhemgang were selected as the target landscape. Fund available for SGP OP 6 was USD 1.218 million



(including STAR allocation of USD500,000) and a total amount of **USD 0.487** was earmarked for the landscape and **USD 0.731** for outside the landscape. An additional resource of USD 0.2 million was allocated to support conservation of big cat. A total of 33 projects were funded during the OP 6 out of which, 39 % of the projects were on biodiversity, 30 % on climate change, 21 % on land degradation, 06 % on capacity building and 3 % on chemical and waste management. (Figure 1)

From the 33 projects, eight projects were executed under the landscape approach. The following figure shows that 44 % of the project support was for biodiversity, 22 % for climate change, and 22 % for land degradation.

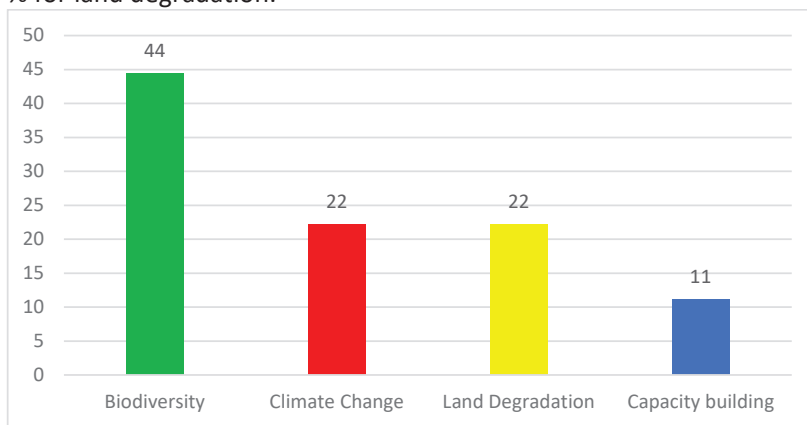


Figure 2: Theme-wise project supported in the target landscape in OP6 (2015-2019) in percentage

Similarly, from the total of 33 projects, 11 projects have been successfully completed and 22 of the projects are still ongoing. In the context of fund accessed and project support, 34 % for biodiversity (highest), followed by Land degradation (21 %), multi-focal (21 %), for climate change (15 %), for sustainable forest management (06 %) and chemical and waste (03 %) as reflected in Fig 3.

In addition, during the OP6, SGP was able to raise co-financing of USD 256,966 in cash and USD 495,664 in kind contribution.

Key achievement of OP6 as of December 2019 according to its focus area are:

i. Innovative climate smart agro-ecology

- To minimize fuel-wood extraction and reduce emission, innovative technologies (hydraulic ram, Gudeul {traditional Korean heating system}, green kitchen, solar and bio-gas) have been successfully piloted.
- In some institution, reduction of fuel-wood consumption has been brought down by 30-40 % through installation of electric cook stoves.
- Produced local herbal tea and several non-wood forest products to enhance local livelihood.
- More than 20,925 tree saplings, fodder tree saplings and broom grass have been planted.
- Important activities such as SLM, waste management, sustainable forest management, bee keeping, product development, seed management, basket weaving, installation of electric cook stove, bio-gas plants, and watershed management has been carried out.
- Marketing outlets have been built for some of the communities.
- Community-based bamboo enterprise project was initiated to produced alternative bamboo plywoods as a substitution to wood plywoods.
- A project on floriculture is being implemented with women and girls under difficult circumstances.

ii. Energy Access Co-benefits

- To minimize fuel-wood extraction and reduce emission, innovative technologies (hydraulic ram, Gudeul {traditional Korean heating system}, green kitchen, solar and bio-gas) have been successfully piloted.
- In some institution, reduction of fuel-wood consumption has been brought down by 30-40 % through installation of electric cook stoves.
- Other outcome includes adoption of climate smart technologies for heating, cooking and water harvesting.
- Just from four projects about 1,053 households have benefitted through various interventions (water, electric fencing, training and income generation).
- Electric cook stove and bio-gas plants have been installed to reduce greenhouse gas emission and air pollution to benefit university students and women in remote villages.

iii. CSO-Governance Dialogue Platform

- For the first time a National Dialogue between mountain communities and the Royal Government of Bhutan was held (including dialogue at the sub-national level). Issues related to SGD 6, 7, 11, 12 and 15 were discussed.
- SGP presented finding (Recommendation) of the national dialogue at the High-Level Political Forum, New York in 2018.
- International Days were celebrated (Biodiversity Day, May 22 2018 and World Soil Day, 5 December 2019).

- SGP products were displayed in five national events such as Bhutan Entrepreneurship Festival, Bhutan-India Friendship Festival, CSO Fair, Royal Bhutan Flower Exhibition.

iv. Social Inclusion (gender, youth and person with disabilities)

- As of December 2019, capacity building of 4,533 farmers (both male and female), from CSOs and CBOs in eco-tourism related activities, SLM, waste management, product development, participation in international trade fair, south-south cooperation program, hydraulic pump installation/maintenance and bee keeping has been completed.
- Two community seed banks were established, two farmers group (on seeds) were started, one women group and two youth groups were strengthened.
- One nunnery and women and child-based CSO was supported for access to clean energy and innovative nature-based product (flower) respectively.

- Just from four projects about 1,053 households have benefitted through various interventions (water, electric fencing, training and income generation).
- 15 of 20 Districts were covered by SGP projects.

v. Contribution to Global Knowledge Management Platform

- SGP presented finding (Recommendation) of the national dialogue at the High-Level Political Forum in 2018.
- International Days were celebrated (Biodiversity Day, May 22 2018, World Soil Day, December 5 2019).
- National-level “I am a Tree Hugger” social media campaign was initiated with support from key biodiversity organizations in the country in 2018.
- For the first time a National Dialogue between mountain communities and the Royal Government of Bhutan was held (including dialogue at the sub-national level). Issues related to SGD 6, 7, 11, 12 and 15 were discussed.
- SGP products were displayed in 5 national events.
- Published one watershed management plan, three handbooks on agro-biodiversity and traditional knowledge, developed nine videos on climate-smart technologies, agro-biodiversity and SLM. Developed one big-cats coffee table book, and supported development of handbook on Guduel “Korean floor-heating system”.

vi. Create opportunities to meaningfully engage CBOs and CSOs

- In one community they have conducted biodiversity assessment and eco-trail has been established.
- Produced local herbal tea and several non-wood forest products to enhance local livelihood.
- Several homestays got national certification at My Gakid (Happiness) Village in Punakha.
- Two community seed banks were established, two farmer’s group (on seeds) were started, one women group and two youth groups were strengthened.
- Production of *Zhinor*, balm and liniment oil and generation of revenue for communities. (Traditional Knowledge based products)

vii. Chemical and Waste

- Compost sheds have been built for some of the communities.
- Important activities such as waste management were implemented.

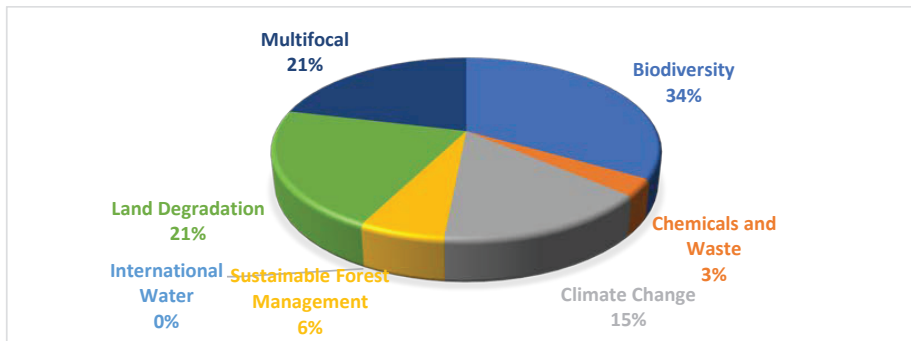


Figure 3: Focal area-wise fund allocation for OP 6

The resource commitment of SGP OP6 is well aligned to contributing to international environmental conventions, SDGs, GEF strategies, global environmental benefits and national priorities. Figure 3 shows the distribution of OP 6 resources allocation according to the focal areas.

3. Country Priorities and Strategic Alignment

Bhutan's developmental approach has always advocated balance between socio-economic growth and ecological resilience. However, according to a report from MoWHS 2019, Bhutan is facing high rate of rural-urban migration and that too from eastern to western part of the country. And such migration is having implication on both rural and urban areas, specifically in the context of shortage of farm labor, fallow agricultural land, socio-cultural disruption, unemployment and sprawl of urban areas.

Although, Bhutan has around 70.46% forest cover and 51.40% is under protected area management, there are drivers such as population increase, economic development, construction of farm roads, electricity distribution lines, extraction of timber, increased waste generation, industries and urbanization is putting pressure on the environment (RGoB/UNDP, 2018). Some of the issues that the country is grappling with are human-wildlife conflict, drying up of water sources (limiting access to water for drinking and irrigation), increase pressure on biodiversity through illegal harvesting and wildlife poaching, and the adverse impacts of climate change (MoAFs 2019).

In line with the above issues and challenges Bhutan is currently facing, the following are key national priorities and programmes.

3.1 Alignment with National Priorities

At the national level, GEF focal area strategies and SGP strategic objectives have clear alignment with country priorities and strategies. In the 12th Five-Year Plan, there are 17 National Key Result Areas (NKRAs) and the following are directly relevant to SGP OP 7: i) Poverty eradicated and inequality reduced, ii) Healthy Ecosystem maintained, iii) Carbon neutral, climate and disaster resilient development enhanced, iv) Gender equality promoted and women and girls empowered, v) Sustainable water ensured, and vi) Economic diversification and productive capacity enhanced.

Besides the above six NKRA, there are also four flagship program that SGP's strategic objectives directly align with and they are:

i. Organic Flagship Programme

- Enhance soil nutrient management and land use certificate programme sites through integrated approaches.
- Promote cooperative/group based organic production.
- Develop organic value chain and market system (includes processing/cold storages/warehouses).

ii. Water Flagship Programme

- Promotion of integrated watershed management.
- Development of adequate and climate resilient water infrastructure.

iii. Start-up & CSI flagship programme

- Provide targeted support through product standardization, packaging, certification and branding to enhance production and market 20 different products that have market potential.

iv. Tourism Flagship Programme

- Integrated Circuit development for all four regions.
- Increased contribution of tourism to national economy and rural livelihoods.
- Expected to create over 15,000 additional jobs.

Also, the Ministry of Agriculture and Forest (MoAFs) is the primary organization engaged with natural resource management, agricultural and livestock development. The mandate and objectives of the MoAFs has direct link with most of the GEF-SGP's focal areas. Therefore, it will be important to highlight the Agency Key Result Areas (AKRAs) that align with SGP strategic objectives. They are the following:

- Management of natural resources for sustainable utilization of ecosystem goods and services enhanced.
- Renewable Natural Resources (RNR) marketing and value chain development enhanced
- RNR Sector contribution to national economy increased.
- Climate smart and disaster resilient development enhanced.

Other relevant national plans and international conventions are reflected below in table 1.

Table 1: List of Relevant National Plans and International Conventions

Conventions + national planning frameworks	Date of ratification / completion
12 th Five Year Plan	July 2018
Sustainable Socio-Economic Development through Commercialization of Organic Farming	March 2019
Water Flagship Program (Access to 24x7 Drinking water with irrigation)	July 2019
Start Up and Cottage and Small Industries Development Flagship Program	July 2019
Tourism Flagship Program.	October 2019

Conventions + national planning frameworks	Date of ratification / completion
Convention on Biological Diversity (CBD)	August 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	September 2014
Nagoya Protocol on Access and Benefit-Sharing (ABS)	September 2013
Montreal Protocol on Substances that Deplete Ozone Layer	April 2004
RAMSAR Convention on Wetlands	January 2012
UN Framework Convention on Climate Change (UNFCCC)	November 2011
UNFCCC National Communications (1 st , 2 nd)	November 2011
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	September 2016
UNFCCC National Adaptation Plans of Action III (NAPA)	October 2017
Nationally Determined Contributions (NDCs) for Paris Accord	September 2015
UN Convention to Combat Désertification (UNCCD)	August 2003
UNCCD National Action Programmes (NAP)	January 2014
UN 2030 Sustainable Development Goals (SDGs)	September 2015
Vienna Convention for the Protection of the Ozone Layer	April 2004
The Cartagena Protocol on Biosafety to the UN Convention on Biological Diversity	September 2002
Voluntary National Reviews (VNRs) for the UN SDGs	July 2018
Paris Agreement	September 2017

3.2 Gaps and Opportunities

For any intervention to be sustainable and successful community engagement is very critical. There are evidences that community-based conservation and natural resource management have had positive impacts provided that there are components that support income generation and livelihood aspects. The success of such interventions can be seen in the establishment of community forests and community forest management groups (CFMG) (SFED 2018,). Thus, the strength of SGP is its model of working and partnering with community-based organizations (CBOs), academic institutions and civil society organizations (CSOs). SGP has the opportunity to work with community-based organizations, civil society organization and academic institutions directly in contributing to achieving the national strategic priorities and GEF-SGP strategic priorities.

However, there are also challenges in working with CBOs and CSOs, specifically from the capacity of these formal and informal entities. There are more than 800 community forest established in the country and several Non-wood forest product management groups, vegetable groups, milk cooperatives, youth groups and mushroom groups. Therefore, most of these groups to some degree have the basic capacity and interest in taking up SGP supported interventions and giving them a holding hand would go a long way. During the assessment of the SGP OP 6, almost all of the CBOs and some CSOs have voiced out their lack of capacity to implement projects but with the help of SGP country office, Local Government and RNR- staff, CBOs and CSOs have been able to successfully implement their projects. Therefore, the challenges would be, how to continue with support and building capacity of these CBOs and CSOs to better implement and manage SGP projects.

There is a huge potential for collaboration and co-financing of other programs with that of SGP, however, how effectively CBOs or CSOs can tap into these opportunities remains highly questionable, mostly due to limited capacity. Thus, it may be important to conduct formal needs

assessments to determine what type of assistance to provide to grantees to enhance co-financing and resource mobilization.

During the stakeholder consultation as well as assessment of OP 6, concerns were also raised as to limited monitoring and evaluation of project implementation by SGP country office. It was suggested that there should be at least one monitoring and evaluation mission from the SGP country office, as that way, issues related to project implementation could be addressed. Several of the stakeholders also suggested that institution of the Technical Committee (TC) did not really add any value but rather created an additional layer. The role of the TC could be easily taken up by the SC. Similarly, some of the grantees voiced out the delay in fund disbursement as it must be routed through various RGoB agencies.

Also, youth innovation and start-up companies can be (based on ongoing programs in the country), an opportunity for SGP OP 7 to collaborate and synergize. Similarly, most of the SGP support projects are multi-focal in nature that cut across more than one thematic/focal area.

3.3 OP7 Strategic Priorities

In the 7th Operational Phase the SGP aims is: *“to promote and support innovative, inclusive and scalable initiatives, and foster multi stakeholder partnerships at the local level to tackle global environmental issues in priority landscape(s)”*. The following OP 7 Strategic Objectives (fig 4) have been prioritized by the stakeholders for Bhutan.

For OP7 grantmaking, SGP will take the following approach, cross-cutting grantmaking (Outside landscape) and target landscape grantmaking. The grantmaking will be guided by strategic priorities with identified typologies of projects/intervention. The Steering Committee has approved 40% of the fund for Target Landscape and 60% for Cross-cutting (outside the landscape) grantmaking.

The figure below shows the grantmaking strategic priorities for both Cross-cutting and Target Landscape grantmaking approach. The OP7 strategies were prioritized by the stakeholder.



Figure 4: Conceptual framework for OP 7 grantmaking modality

4. OP7 Priority Landscape and Strategic Initiatives

Pema Gatshel dzongkhag has been selected as the target landscape for the OP 7. This dzongkhag is located in a strategic position in the eastern region that have high potential to grow into a commercial hub for the eastern region. Nganglam satellite town has all the necessary facilities such as access to India, entry point for central eastern region connecting to Mongar, Lhuntse, Tashigang and Tashi Yangtse. Very good forest cover of 87.65% with hot and humid summer and moderate cold during winter. All 11 gewogs are connected with roads and telecommunication facilities. The dzongkhag has 99% electrification coverage, 99.8% health and 96% Rural Water Supply Scheme coverage. However, as one of the most remote Dzongkhag, development in Pema Gatshel has been rather slow. The total area of Pema Gatshel is about 1030 sq. km with elevation ranging from 1,000 to 3,500 meters and has an average annual rainfall of 1,500 mm to 3,000 mm. This Dzongkhag shares its borders with the Trashigang in the north and north-east, Mongar in the north and north-west, Zhemgang in the west, Samdrup Jongkhar in the south and south-east. There are eleven Gewogs namely, Chongshing, Chimung, Choekhorling, Dechenling, Dungmaed, Khar, Nanong, Norboogang, Shumar, Yurung and Zobel and is administratively supported by Nganglam Dungkhag.

4.1 Landscape Based OP7 Grantmaking Strategy

As per the decision of the Steering Committee, Pema Gatshel district and the five gewogs have been selected as the target landscape. For the target landscape, 40% of the total fund of SGP OP 7 has been allocated for strategic grant making based on the identified issues and challenges. The decision to allocate 40% of the OP7 resources to the identified landscape is based on the OP6 experience where (i). The allocated resources of 40% could not be utilized, (ii). No or limited CSOs operating in the landscape. (iii). Lack of capacity of the CBOs to implement micro-grants in the landscape and (iv). Remoteness of the area.

To make the grant making effective, a focal person from the Pema Gatshel dzongkhag has been identified. The dzongkhag focal person will in turn identify a gender-balanced focal person each from the five Gewogs and most probably institute a committee. The overall coordinator of the SGP landscape grantmaking will be the Dasho Dzongdha. Capacity building for CBOs, youth and women groups, and communities on proposal development and project implementation will be initiated through capacity development grants.

4.1.1 Process for Selecting Landscape

Decision on landscape selection was based on 16 parameters drawn mostly from 12th Five Year Plan documents, national reports and reports from national agencies. A scoring, using the following parameters were administered. The parameters include poverty rate, Gross National Happiness Index, unemployment, population, population density, area, number of households, forest cover, number of Gewogs, number of Chiwogs, number of cooperatives, number of villages, number of CFs, number of SGP projects in OP6, drying water sources, livestock population and number of days and night spent on guarding crops (human-wildlife conflict).

The Districts which received the highest scoring are Tashi Yangtse (3.81), Monger (3.63) and Pema Gatshel (3.56) with minimal variation. The SC members deliberated that the three Dzongkhags doesn't fall under many national projects and have less area under protected area system.

After thorough discussion among SC member, Pema Gatshel was selected as the target landscape for OP 7 because of the following reasons:

- Two lower Gewogs of Pema Gatshel namely Decehenling and Norboogang were also shortlisted as landscape in OP6 but missed the opportunity due to administrative and logistical challenges.
- The Dzongkhag has rich natural biodiversity, high incidence of poverty (average of five gewogs 24.2%) and one of the least developed Districts in the country.
- Incidence of human wildlife conflict is high in the District with Gewogs bordering India experiencing high incidences of tiger and other key species poaching.
- The Dzongkhag is rich in biodiversity; mammals and birds and also agro-biodiversity. Key mammals found in the Dzongkhag include tiger *Panthera tigris* (endangered species), , Capped langur *Trachypithecus pileatus* Asian elephant, and other important species with Norboogang Gewog falling within the Royal Manas National Park (RMNP). RMNP is also a global hotspot for wild felids with record of six wild felids (16% of wild felids). It includes tiger, leopard *Panthera pardus*, leopard cat *Prionailurus bengalensis*, clouded leopard *Neofelis nebulosa*. Asiatic golden cat *Pardofelis temminckii* marbled cat *Pardofelis marmorata*. *Five out of these six wild felids are listed in the IUCN red List.*
- The Dzongkhag is home to about 195 bird species including the critically endangered white-bellied heron *Ardea insignis*. Other key birds species includes pallas's fish eagle *Haliaeetus leucoryphus*, great hornbill *Buceros bicornis*, rufous-necked hornbill *Aceros nipalensis*, wreathed hornbill *Rhyticeros undulates* and river lapwing *Vanellus duvaucelii*.
- The landscape is also rich in agrobiodiversity with maize, paddy, buckwheat, ginger, cardamom. Livestock such as jersey, mithun, local cattle, local horses, goat and poultry can be found.
- Norboogang and Choekhorling Gewog also falls under Biological Corridor 5 connecting RMNP and Jomotsangkha Wildlife Sanctuary, which is a biodiversity rich area.
- The Dzongkhag also adjoin SGP's OP6 landscape and falls within the same Manas River basin.

- Very less overlap in terms of national projects/programs in the landscape area (for example projects such as GCF, GEF Ecotourism, BFL, IKI Germany etc.) and presence of CSOs are minimal.

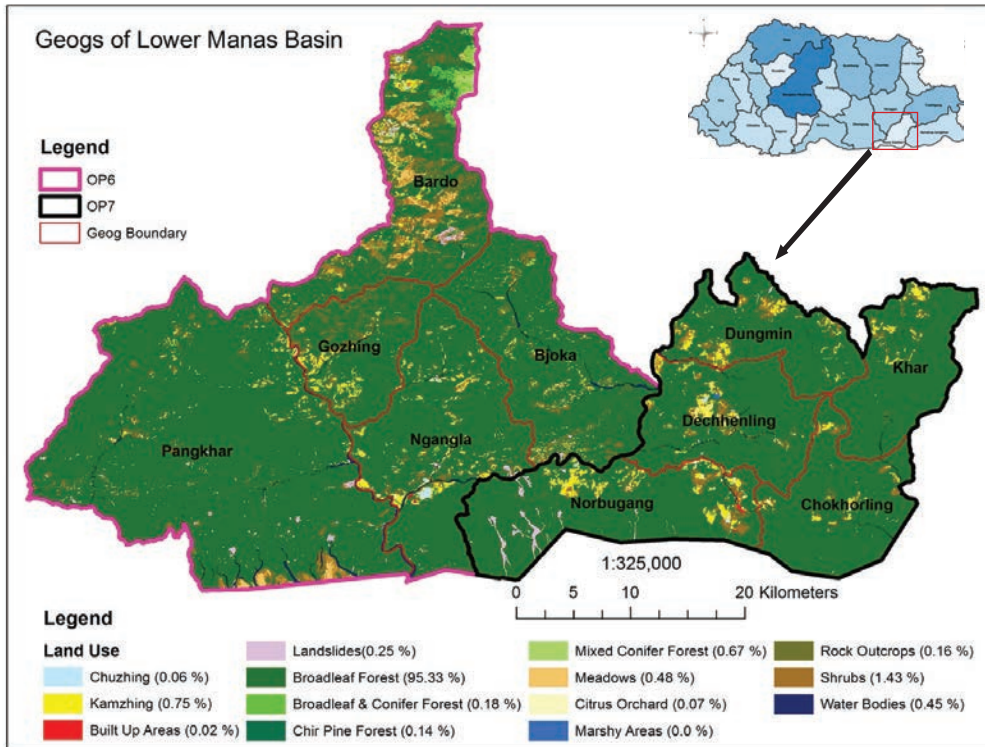


Figure 5: Land cover map showing target landscape of OP 6 and OP 7

4.1.2 Selected Landscapes

The following Gewogs from Pema Gatshel dzongkhag has been selected as the target landscape and the map below shows the land use and physical parameters. They are:

1. Khar Gewog,
2. Chokhorling Gewog,
3. Dechenling Gewog,
4. Dungmaed Gewog
- And 5. Norboogang Gewog.

These five Gewogs of the OP7 landscape constitute around 65 % of the total land area of Pema Gatshel Dzongkhag. The lower part of the landscape area partially falls under Royal Manas National Park (RMNP) and Biological Corridor number 5 (BC5) connecting RMNP and Jomotsangkha Wildlife Sanctuary (see figure 5). The southern border of the landscape area borders with Indian Manas National Park. Forested area totals up to 896.66 sq. km (87.65 %).

At the Landscape level, one day consultation with the Pema Gatshel Dzongkhag officials was conducted. The consultation was chaired by the Dasho Dzungdha and 24 sector heads and officials. Whereas at the Gewog level, five consultation meetings were convened and met with the Gups (village head), community leaders and community members. In total more than

234 people from five Gewogs were consulted and interviewed. From more than 234 people that was consulted, 103 were female and 131 were male. It was observed that during the stakeholder consultation, women were very vocal and participated equally with men. Within the five gewogs, there are in total 61 community-based organization (dairy, poultry, piggery, vegetable and community forestry groups).

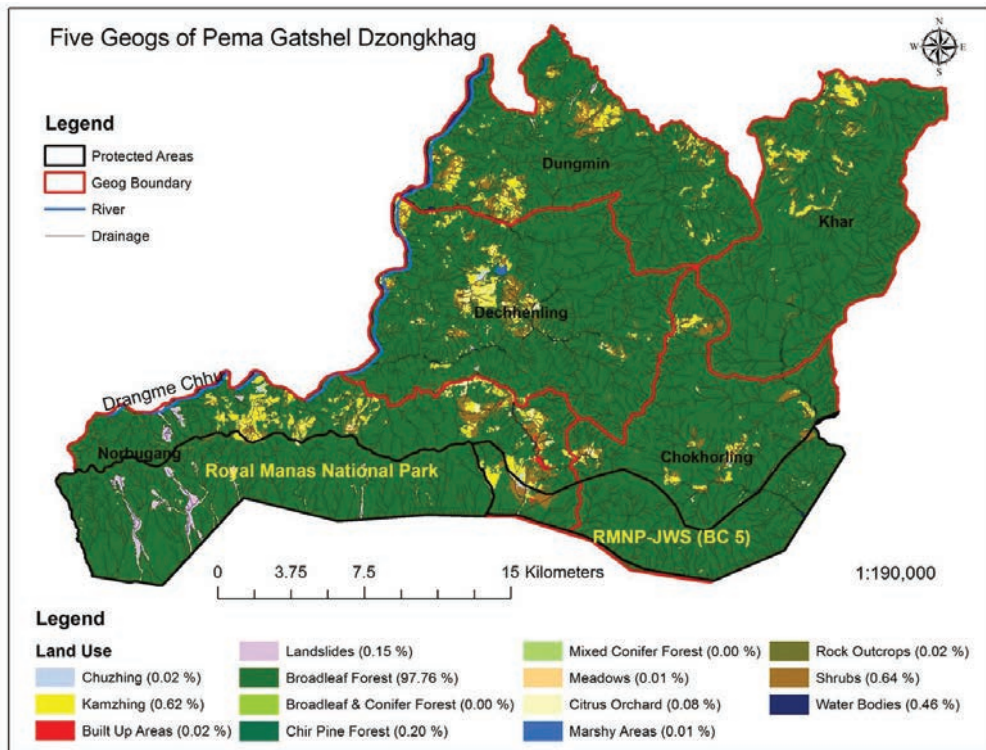


Figure 6: Selected target landscape in Lower Manas Basin showing the five Gewogs, Royal Manasa National Park and Biological Corridor number 5.

4.1.3 Strategic Initiatives in the Landscapes

4.1.3.1 Strategic Goal

Sustaining ecological, social and economic resilience to climate change through community and stakeholder engagement and partnership.

4.1.3.2 Objective

To Improve community-led biodiversity friendly practices and approaches.

4.1.3.2.1 Outcome

Enhanced community-based biodiversity friendly practices that contribute to ecological and social resilience

4.1.3.2.2 Typology of Project

1. Water source restoration and protection (through application of Integrated Water Resource Management principles).
2. Soil and Land Management (bio-engineering, Sloping Agriculture Land Technology {SALT}).

3. Introduction of innovative water harvesting technologies (hydraulic ram and rain water harvesting).
4. Integrated wetland management (Peling-Tsho).

4.1.3.3 Objective

To improve livelihood through diversification of food production and value chain management practices.

4.1.3.3.1 Outcome

Improved community livelihood through sustainable food production and value chain practices.

4.1.3.3.2 Typology of Project

- i. Introduce and promote Post-Harvest Technology and access to market.
- ii. Facilitate community entrepreneurship in waste management (support capital investment for CBOs)
- iii. Soil and Land Management (bio-engineering, Sloping Agriculture Land Technology {SALT}).
- iv. Facilitate youth entrepreneurship and CBOs in agro-forestry and livestock (community forest, NWFP, vegetable production, poultry, milk processing).
- v. Engaging youth in the utilization of fallow land with agro-forestry/livestock related enterprise.
- vi. Replicate best practices of HWC control measures
- vii. Explore modification of existing HWC mitigation options for more innovative and adaptive measures (E.g. Use of combination of barbed wire and electric fencing)

4.1.3.4 Objective

To demonstrate innovative socially-inclusive rural solutions/approaches (including waste and watershed protection, ecosystem services and biodiversity)

4.1.3.4.1 Outcome

Reduced water stress through use of innovative water harvesting technologies.

4.1.3.4.2 Typology of Project

- i. Introduction of innovative water harvesting technologies (hydraulic ram and rain water harvesting).
- ii. Restoration of drying waters sources.
- iii. Integrated wetland management and watershed protection.

4.1.3.4.3 Outcome

Enhanced rural economy through community-based entrepreneurship involving youth and women groups.

4.1.3.4.4 Typology of Project

- i. Introduce and promote Post-Harvest Technology and access to market.
- ii. Facilitate community entrepreneurship in waste management (support capital investment for CBOs).
- iii. Engaging youth in the utilization of fallow land with agro-forestry/livestock related enterprise.

4.1.3.5 Objective

To build community capacity to formulate and implement projects.

4.1.3.5.1 Outcome

Capacity of the communities to formulate and implement projects enhanced.

4.1.3.5.2 Typology of Project

- i. Training in proposal formulation, project management and financial management.
- ii. Encourage youth group formation for development of various RNR products.
- iii. Train communities in Post-Harvest Technology and exploring market access for their products.

4.1.3.5.3 Outcome

Good practices and experience of past and ongoing projects sensitized.

4.1.3.5.4 Typology of Project

- i. South-south cooperation program.
- ii. Successful project implementation site visits within Bhutan (farmer to farmer visits).

Table 2 provides SGP niche areas and its contribution/alignment/synergy to GEF-7 corporate Strategic Initiatives, UNDP-CO, country office programmes, GEF, SDGs and other projects and programme.

Table 2. SGP Country Programme's alignment with SGP OP7 Strategic Initiatives and Country Priorities, Projects and Programmes and synergy with UNDP Bhutan Country Programme Document (CPD).

SGP OP7 Strategic Initiatives - Global	SGP Country Programme's OP7 Priorities	SGP Country Programme's complementarity with GEF, UNDP-Country Office CPD, SDGs and other projects and programmes
<p>1. Community-based conservation of threatened ecosystems and species</p> <p>Key objectives/focus:</p> <ol style="list-style-type: none"> 1) Improve management effectiveness of protected areas through Indigenous Community Conservation Areas (ICCAs) and shared governance with private sector and government. 2) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.) 3) Enhance community led actions for protection of threatened species 	<p>Community-based conservation of threatened ecosystem services:</p> <p>Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)</p>	<p>Supporting Climate Resilience and Transformational Change in the Agriculture Sector in Bhutan (GCF/UNDP/RGoB).</p> <p>Enhancing Sustainability and Climate Resilience of Forest and Agriculture landscape and Community Livelihoods (GEF/LDCF/SCCF Trust Fund).</p> <p>UNDP STRATEGIC PLAN OUTCOMES: (1) Advance poverty eradication in all its forms and dimensions; and (2) Accelerate structural transformations for sustainable development.</p> <p>Outcome 2: (UNSDPF Outcome 4): By 2023, Bhutan's vulnerable communities and its economy are more resilient to climate-induced and other disasters and biodiversity loss. Conservation Milestones of Bhutan For Life Conservation Plan, Bhutan Trust Fund for Environment Strategic Plan (III).</p> <p>SDS 1, 6, 8, and 15.</p>

<p>2. Sustainable agriculture and fisheries, and food security</p> <ol style="list-style-type: none"> 1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc). 2) Increase diversification and livelihood improvement 3) Remove deforestation from supply chain and expanded restoration of degraded lands. 	<p>Sustainable agriculture and fisheries, and food security</p> <p>Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc.).</p>	<p>OUTPUT 4.2. National policies foster innovative financing, inclusive business, and improved livelihoods through climate resilient/nature-based solutions.</p> <ul style="list-style-type: none"> - Organic Flagship Programme, - Water Flagship Programme - National Integrated Water Resource Management Plan - National Irrigation Master Plan <p>SDGs 1, 6, 8, and 15</p>
<p>3. Community-based Adaptation (with AusAID or other funding – not eligible with GEF funding)</p> <ol style="list-style-type: none"> 1) Reduce vulnerability and improve the adaptive capacity of communities 2) Provide countries with concrete ground-level experience on CCA 3) Provide clear policy lessons and mainstream CBA within national processes. 	<p>Community-based Adaptation</p> <p>Reduce vulnerability and improve the adaptive capacity of communities</p>	<p>OUTPUT 4.2. National policies foster innovative financing, inclusive business, and improved livelihoods through climate resilient/nature-based solutions.</p> <p>Supporting Climate Resilience and Transformational Change in the Agriculture Sector in Bhutan (GCF/UNDP/RGoB).</p> <p>National Adaptation Plan (NAP) (GCF/RGoB)</p> <p>SDGs, 1, 5, 6, 7, 8, 13 and 15</p>
<p>4. CSO-Government-Private Sector Policy and Planning Dialogue Platforms</p> <ol style="list-style-type: none"> 1) Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and 	<p>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</p> <p>Promote/enhance community voices and participation in global and national policy, strategy</p>	<p>Outcome 1: (UNSDPF Outcome 3): By 2023, Government institutions provide equal opportunities for all, and women and vulnerable groups hold leaders accountable.</p> <p>OUTPUT 3.2. The enabling environment for civil</p>

<p>sustainable development issues</p>	<p>development related to global environment and sustainable development issues.</p>	<p>society to advance opportunities for, and increase resilience of, targeted vulnerable groups is improved.</p> <p>OUTPUT 4.4. Data-driven, evidence-based, gender-responsive tools, mechanisms and solutions applied for multi-hazard preparedness and risk reduction. SDGs 5 and 17</p>
<p>5. Enhancing social inclusion (mandatory)</p> <ol style="list-style-type: none"> 1) Promote targeted initiatives 2) Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities) 	<p>Enhancing social inclusion</p> <p>Promote targeted initiatives.</p> <p>Mainstream social inclusion in all projects.</p>	<p>Outcome 1: (UNSDPF Outcome 3): By 2023, Government institutions provide equal opportunities for all, and women and vulnerable groups hold leaders accountable.</p> <p>OUTPUT 4.4. Data-driven, evidence-based, gender-responsive tools, mechanisms and solutions applied for multi-hazard preparedness and risk reduction. SDGs 1, 5, and 17</p>
<p>6. Knowledge Management (mandatory)</p> <ol style="list-style-type: none"> 1) <i>Capture knowledge and lessons from projects and activities</i> 2) <i>Improve capacities of CSOs/CBOs</i> 3) <i>Conduct South-South Exchanges to promote technology transfer and replication of good practices</i> 	<p>Knowledge Management</p> <p><i>Capture knowledge and lessons from projects and activities.</i></p> <p><i>Improve capacities of CSOs/CBOs.</i></p> <p><i>Conduct South-South Exchanges to promote technology transfer and replication of good practices.</i></p>	<p>OUTPUT 4.4. Data-driven, evidence-based, gender-responsive tools, mechanisms and solutions applied for multi-hazard preparedness and risk reduction.</p> <p>OUTPUT 4.1. Inclusive, multi-hazard and risk-informed systems and capacities in place to tackle poverty through the sustainable management of natural resources.</p> <p>SDG 17</p>

<p>7. Results Management, Monitoring & Evaluation (mandatory)</p> <p>1) <i>Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</i></p>	<p>Results Management, Monitoring & Evaluation</p> <p><i>Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</i></p>	<p>OUTPUT 4.4. Data-driven, evidence-based, gender-responsive tools, mechanisms and solutions applied for multi-hazard preparedness and risk reduction.</p>
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4.2 Cross-cutting Grantmaking (Grantmaking Outside the Landscape)

For cross-cutting grantmaking (outside the landscape) the steering committee members have approved allocation of 60 % of the total OP 7 fund. The SGP OP 7 will take the following grantmaking approach. The cross-cutting grantmaking approach will consider seven Strategic objectives, where under each strategic objective, outcome along with typology of projects have been described.

At the National level, more than 50 stakeholders were consulted from various sectors. 16 were from Civil Society organization, nine were from international NGOs/donors and six were from the Royal Government of Bhutan. A national stakeholder workshop was convened where 31 participants attended, of which, 10 were female participants.

4.2.1. Community-based conservation of threatened ecosystems and species.

Key focus on:

- Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)

Outcome: Though Community-based conservation and sustainable management of natural resources, utilization of ecosystem goods and services are enhanced

Typology of Projects:

1. Projects that support the exploration of PES scheme, community-based tourism, eco-tourism, agro-tourism, improvement of CF and NWFP related initiatives.
2. Project that promote the use of innovative technologies for sustainably harvesting, processing and marketing natural resources.
3. That promotes community, youth and women participation in natural resource management and resource utilization.
4. Local and traditional knowledge, innovation and climate smart practices with natural resource management application and documentation.
5. Projects that support alternative livelihoods that have negative impacts on environment.

4.2.2 Sustainable agriculture and fisheries, and food security

Key focus on:

- Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains).
- Increase diversification and livelihood improvement.

Outcome: Food production, marketing and value chain enhanced.

Typology of Projects:

1. Sustainable land management technology scaled up for increasing crop production.
2. That promotes sustainable plant nutrient management.
3. That support organic farmer groups and cooperatives in crop production.
4. Market development and marketing initiatives.
5. Establish formal value chains of at least three key agricultural products.
6. Conservation of agro-biodiversity and capacity building of farmers.
7. Addressing the issues of human wildlife conflict.

4.2.3 Community-based Adaptation

Key focus on:

- Reduce vulnerability and improve the adaptive capacity of communities.

Outcome: Capacity of the communities enhanced to cope and respond to impacts of climate change.

Typology of Projects:

1. That reduces climate vulnerability of poor communities in Bhutan through awareness and strengthening the capacity of local communities and CSO in community-based adaptation interventions.
2. Adopts management of water resources by using IWRM approach.
3. Community based ecosystem-based adaptation and nature-based solutions.
4. Awareness and education related to climate change and its impacts.

4.2.4 CSO-Government-Private Sector Policy and Planning Dialogue Platforms

During OP7, SGP will strengthen its role as a CBO and CSO-led multi-stakeholder platform by working closely with the key stakeholders and strategic partners in order to leverage its potential to invest and support sustainability at the all levels. SGP will also support and coordinate with CBOs and CSOs to participate meaningfully in important forum. SGP will be guided by the CPS 2020-2023 in order to identify areas where grantees can be and should be integrated and included in local, national, regional and global dialogue. The SGP will further contribute to this partnership as well as possible future CBO/CSO-Government-Private Sector dialogue through the following activities: (i) promoting the inclusion of data/research findings in local/national/regional policy; (ii) promoting the role of SC members in disseminating information to relevant policy makers and promoting the inclusion of CSOs/CBOs/NGOs when updating national policy, such as but not limited to National Sector Plans / National Adaptation Plans of Action.

Key focus on:

- Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues.

Outcome: Community voices and participation in decision making enhanced.

Typology of Projects:

1. National, sub-national level dialogue to discuss issues pertaining to environment, economy, gender, youth and water.
2. Support the capacity building and formation of CSO/CBO consortium.

4.2.5 Enhancing social inclusion

SGP will continue to encourage and facilitate social inclusion to empower those vulnerable sections of society by building capacity and empowering their participation in decision making. Gender analysis tools and gender marker will be used for all project formulation. Gender and youth focal persons at the SC will ensure that all SGP approved projects have gender and youth mainstreamed in the projects. OP7 will tap into existing formal and informal CBOs and build upon the mechanisms already in place to replicate, strengthen and upscale successful structures. To ensure both stand-alone and multi-focal projects promote social inclusion, the following approaches and strategies will be adopted: (i) strategic and inclusive partnerships and spaces to foster women/youth/people with disabilities (PWD) engagement will be made accessible in order to assist dialogue with relevant CSOs/CBOs/NGOs and stakeholders; (ii) Strategic partners for SGP implementation, the SC and TC will continue to have a representative specialized in gender/youth/PWD mainstreaming; (iii) all SGP projects shall include criteria to screen projects to mainstream gender, including vulnerable groups such as youth, elderly, low-income group, local communities and PWDs in the design, approval, implementing and monitoring phases of the project. This will ensure inclusive approach “leaving no one behind”.

Key focus on:

- Promote targeted initiatives.
- Mainstream social inclusion in all projects (e.g. women/girls, local communities, youth, elderly and persons with disabilities).

Outcome: Social inclusion enhanced.

Typology of Projects:

1. All project formulation demonstrate and document social inclusion.
2. The NC, SC, TC and gender and youth focal persons in the SC review projects proposals ensure gender mainstreaming, environmental and social safeguards are incorporated.
3. Support gender empowerment and mainstreaming in all projects and programmes.
4. Ensure gender economic and social empowerment which will enable women leadership in environment conservation stewardship
5. In OP7 resource allocation to projects must consider gender equality and women empowerment (GEWE).

4.2.6. Knowledge Management

As in OP 6, for OP 7 too, the main intent of knowledge management for SGP-Bhutan will be to ensure that information is appropriately captured, interpreted, shared and disseminated. SGP will aim to carry out the following approaches to capture, share, and disseminate the lessons learned, best practices and success/failures identified by all stakeholders involved: (i) Knowledge Fairs – bringing together CSOs/CBOs/NGOs related to their project focal area or strategic initiative to assist knowledge exchanges with the necessary stakeholders, generating a strengthened capacity to address environmental issues at the community level; (ii) Semi-annual grantee and stakeholder workshops, (iii) Demonstration Sites – selecting completed projects to showcase their achievements and to provide information, and the transfer of knowledge/experience to new CSOs/CBOs/NGOs; (iii) Digital Library of Community Innovations for the Global Environment – updating the digital library with publications, fact sheets, reports and how-to-manuals, capturing and distilling useful solutions to environmental and sustainable development initiatives, and disseminating relevant information to all stakeholders; (iv) Communities Connect / South-South cooperation and Community Innovation Exchange Platform – promoting knowledge exchange between SGP-Bhutan, the sub-region and globally, to encourage replication of good practices.

Key focus on:

- Capture knowledge and lessons from projects and activities.
- Improve capacities of CSOs/CBOs.
- Conduct South-South Exchanges to promote technology transfer and replication of good practices.

Outcome: Knowledge management and lesson sharing enhanced.

Typology of Projects:

1. Through regular monitoring and evaluation, document SGP OP 7 implementations including gender-disaggregated information and data.
2. Show-case success stories of projects undertaken by women and vulnerable group including project with significant benefits to them.
3. Support farmer to farmer and south-south exchange programs which are inclusive and balanced.
4. Organize/participate in knowledge fairs, expos and national events.
5. Observe and celebrate national and international environmental events.
6. Document best practices and lessons from the project implementation and produce. Information, education and communication materials for distribution.

5. Communication Plan

Although, SGP only supports CBOs and CSOs, it is important to ensure that dissemination of important elements of the SGP OP 7 Strategy to the RGoB, INGOs, local donor agencies, and individuals. SGP should have clear direction as to what needs to be communicated, to whom and how? In the context of the SGP OP7 grantmaking the following are proposed for more focused and effective outcomes:

1. Identification of key strategic partners at every dzongkhag that will be able to support community-based organizations in formulating proposals and also hand holding during the implementation of projects (e.g of strategic partners would be District Environment Officers, Dzongkhag Planning Officers, RNR extension officers, CSOs, officials from the local government and Community Forest Management Groups).
2. Depending on the resource and time available 20 districts could be divided in to four regions and some level of consultation with the strategic partners should be conducted. If resources and time do not permit for regional consultation, directly contacting the identified strategic partners should be the last option.
3. SGP OP 7 strategic interventions directly aligns with most of the 12th FYP NKRA, Flagship programs, Multi-lateral funded projects/programmes – Bhutan for Life, Bhutan Trust Fund for Environmental Conservation, UN-agencies and EU. SGP should conduct a half day workshop with relevant focal persons from these partners to share the OP7 strategic plan and identify areas of collaboration, co-funding and synergies.
4. Where possible, SGP should also look for opportunities to share OP 7 Strategic plan in important national level workshops. (Annual conferences of Dzongda, District Environment officers, Gups, Chief Forest Officers etc., and workshops organized by relevant ministries).
5. As usual, SGP should develop information brochure and distribute to all the stakeholders and communicate through press release, call for proposal, posters, documentary, photo stories, website, internet, radio, television and print media.
6. As currently practiced, SGP can share and disseminate information related to OP 7 strategic objectives during the semi-annual grantees and stakeholder's workshops. Opportunities for synergies, collaboration and co-funding should be assessed and documented.
7. All communication and knowledge products, among other, will target all sections of society including women, youth, elderly, low-income group, local communities and PWDs. Call for proposals and pertinent information on SGP will be also developed in other format such as braille and sign languages and disseminated through relevant outlets.

6. Resource Mobilization Plan

Resource available for OP 7 is only USD 600,000 from the RGoB GEF-STAR allocation and GEF-SGP core fund of USD 500,000², total amounting to USD 1.1 million. From this allocation 60% is for outside the landscape grantmaking and 40% for the target landscape. Therefore, SGP OP 7 resource mobilization should set a target of at least 10% above OP 6 in-cash co-financing and for in-kind contribution. Therefore, for the OP 7 resource mobilization, the in-cash co-financing requirement would be USD 170,000 (OP 6 co-financing 154,668) and in-kind resource mobilization target would be USD 370,000 (OP 6 in kind co-financing 336,635).

6.1 Secured and planned cash and in-kind co-financing

1) Project Level,

As an existing norm, all project implementation will require the in-kind and/or in-cash support from the CSOs/CBOs/NGOs and the wider community. During OP7, grantees will be expected to continue providing in-kind co-financing to enhance project implementing capacities, inclusion and impact, and where possible, in-cash co-financing through donations and grants from relevant sources to further mobilize financial resources. Grantees will be encouraged to garner co-financing support from private sector, including financial institutions. For SGP funded projects, the co-financing requirement is 1:1, i.e. for every dollar approved, applicant should be able to raise an additional dollar (either in-kind or in-cash).

2) Country and at Landscape Level,

At country and landscape level, there are established mechanisms to attract potential cash and in-kind co-financing opportunities with resources from 12th FYP, Flagship Programs, local donor organization and multilateral and bilateral donors. SGP will seek to build a more substantial partnership with Districts, Local Government (Dzongkhag, Gewog and Thromde), INGOs, Community and key Partners to provide further in-kind and in-cash support through existing arrangements.

3) CSO and knowledge fairs

Using capacity development grants, SGP can leverage on CSO and knowledge fairs to showcase successful and innovative projects to partners, potential donors and the government to replicate and upscale SGP projects. Targeted fairs can be organized for smaller groups consisting of specific thematic donors and organization to garner support for replication and upscaling. SGP's knowledge products and specific nature-based products can be strategically reached out to potential partners. SGP's SC and NC can proactively reach out to key government agencies, policy makers and potential donors to advocate replication and upscaling of successful and innovative projects.

² To be confirmed.

6.2 Co-financing Opportunities

There are several RGoB institutions, donors, and development partners working in similar field as SGP-Bhutan. Most of the projects that have been identified for SGP support are based on the programme niche, thus, the probability of sourcing co-funding is very high. However, SGP Bhutan will need to build strong partnership with agencies such as, Watershed Management Division, Nature Conservation Division, Bhutan Trust Fund for Environmental Conservation, WWF Bhutan, Bhutan Foundation, Bhutan for Life Fund Secretariat, , Helvetas – Swiss Inter-cooperation Bhutan, Loden Foundation and GEF 7 implementing agencies, GCF supported projects. Efforts should be made to foster focused, long-term partnership with these agencies to mainly mobilize additional resources, through co-funding and collaboration. Nonetheless, there are also other stakeholders that could provide in-kind contribution and they should not be left out in terms of building collaboration and cooperation.

6.3 Grantmaker Plus and Partnership Opportunities

The SGP team including the SC and Technical Committee (TCs) can be leveraged to assist communities and CSOs to develop proposals to access other donors and funding facilities. While the funds may not go directly to SGP, this activity can be considered part of resource mobilization as there is increased flow of resources to SGP stakeholders through its support. The NC can also convene meeting with agencies such as Bhutan Trust Fund for Environmental Conservation, WWF-Bhutan, Bhutan Foundation, Helvetas Inter-cooperation Bhutan, Loden Foundation, Bhutan for Life Fund Secretariat, commercial banks and others to forge co-funding, collaboration, cooperation and explore the possibility of up-scaling some of the SGP supported projects.

The SC and TC members which represents key conservation organizations in the government and outside the government (CSOs, foundations and donors) can play significant role garnering support from their respective organization and associated organizations.

SGP grantees can garner project level co-financing (cash) from the local government and other national and international donors, and private sectors. SGP will encourage grantees (CSOs and CBOs) to explore co-financing from grantees, other sources and private sector support at proposal phase.

7. Risk Management Plan

The overall risk is rated as low as the OP 7 grantmaking design is focused on providing support to CBOs and CSOs and based on past Operational Phases. SGP has been providing grants for almost two decades. There are one or two high and moderate risk that is associated overall operational environment in the country and can be easily mitigated. These risks would be minimized throughout project implementation by SGP-NC and facilitated through continuous follow-up by the SC.

Table 3: Work Package and Risk Management Plan

SL. No	Outputs/Work package/activities/Role and Responsibility	Implementor	Risks Level (High, Moderate or Low)	Risk Management Plan
1	Support from RGoB. Local Government and other partners.	NC-SGP	Low	Clear communication on OP 7 CPS to be shared with RGoB and other partners.
2	National Coordinator's Role in Operationalization of CPS.	CPMT/SC	Low	Ensure timely support from key decision-making bodies.
3	Role of SC.	NC-SGP	Moderate	The NC shall ensure SC engagement plan is put in place. Also, SC's participation in all SGP related activities will need to be strengthened through development of an annual engagement plan.
4	Dissemination of CPS OP7.	SGP-Bhutan	Moderate	Use the communication plan.
5	Proposals from CSOs.	CSO	Low	Support capacity building where possible.
6	Proposals from CBOs.	CBO	High	NC and SC will need to provide proposal writing training and support proposal writing.
7	Mis-use of grant funds.		Low	Ensure proper reporting and transparency.
8	Project Implementation.	CSOs/CBOs	Low	Provide support and capacity building where possible.
9	Fund Release.	SGP/GNHC/MOF	Moderate	Proper planning for project implementation.
10	Reporting (Technical).	Grantees	Moderate	Provide support and capacity building where possible.

11	Reporting (Financial).	Grantees	Moderate	Provide support and capacity building where possible.
12	Monitoring and Evaluation.	SGP	High	As there is shortage of staff will need to engage SC and TC for M&E.
14	Gender inclusiveness.	SGP/Grantees/SC	Moderate	Ensure that proposal formulation and review have clear framework to guide gender mainstreaming.
15	Innovation.	Grantees/Nc/SC	Moderate	The role of NC/SC will have to be pro-active to encourage innovative project proposals.
16	Poor Coordination affecting project implementation.	NC/SC/grantees	Low	Have clear project management arrangement in place.
17	Social & Environmental Assessment and Management system	NC/SC/grantees	Low	GEF/SGP is small in size and there are processes that require the need to assess and manage environmental and social performance throughout the project cycle.

8. Monitoring and Evaluation Plan

Key focus on:

- Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms

Outcome: A systematic M&E plan in place.

Typology of Projects:

1. Develop a systematic M&E plan in consultation with SC and TC.

The overall responsibility of monitoring and evaluation (M&E) will be with SGP Country Office, and supported by the members of the Steering Committee. Information will be gathered in a consistent way and collected and reported at agreed intervals. A monitoring matrix (table 4 and 5) to track targets, outcomes and activities has been developed to help track project implementation. Once grants are funded, the SGP officials, Steering Committee and Technical Committee could play a proactive role by participating in the systematic and results-based monitoring to provide continuous support to help build their capacity and confidence in the implementation of activities. SGP could assign projects to Steering and Technical Committee members who would facilitate to oversee the successful implementation of the assigned projects.

The SGP focal person of the dzongkhag and gewogs should conduct timely monitoring of the activities and update the SGP office. In the event of any technical shortfalls, the dzongkhag monitoring team notifies the SGP office with specific issue or challenge. The SGP office in consultation with the Steering and Technical Committee members provide timely support either through field visit or through communication. SGP office could come up with the monitoring plan. The following table provides a detail activity-wise M&E approach.

Table 4: Monitoring and Evaluation for OP 7 CPS

M&E Activity	Purpose	Implementor	Budget	Period
CPS awareness and sensitization	Share information and garner co-financing and collaboration.	NC, SC and TC	SGP	March 2020 September 2020 As and when opportunities are there for sharing at larger forum.
Stakeholder Mapping and identification of Strategic Partners	Identification of key stakeholders and strategic partners (at focal person level) to support operationalization of CPS OP7	NC and SC	NC	Once every year
Identification of Strategic Partners at	For ensuring support to the CBOs in project formulation,	NC, SC	SGP	Throughout the OP 7

M&E Activity	Purpose	Implementor	Budget	Period
national level and district level	implementation and reporting.			
Semi-Annual Monitoring	Enable efficient documentation of project implementation progress	NC and supported by SC, TC and strategic partners	SGP	July of every year.
Annual Monitoring	Enable efficient documentation of project implementation progress.	NC and supported by SC, TC and strategic partners	SGP	Dec – Jan of every year
Project Technical and Financial Report submission	Documentation of project progress, issues and gaps	Grantees/CBO/C SO project manager. NC	Project Budget and SGP	Semi-annually
OP 7 Program Portfolio Review	Assessment of effective implementation of CPS and propose for adaptive management.	NC and supported by SC, TC and strategic partners	SGP	Annually
Reporting to the SC and CPMT/GEF	Progress update and seek approval for adaptive management, if needed.	SGP – NC	SGP	Annually
Audit	Ensure compliance with project implementation/ management standards and norms.	RRA for grantees and external for SGP		Annually

8.1 CPS Results Framework

Table 5: Country Programme Strategy - OP7 Results Framework








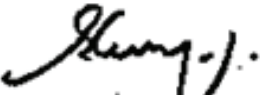
SDGs Relevant to CPS OP7						
1 NO POVERTY	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	13 CLIMATE ACTION	15 LIFE ON LAND
17 PARTNERSHIPS FOR THE GOALS						
<p>UNDP Country Programme Document (CPD) relevant to CPS OP7:</p> <p>Outcome: (1) Advance poverty eradication in all its forms and dimensions; and (2) Accelerate structural transformations for sustainable development.</p> <p>Outcome 1: (UNSDPF Outcome 3): By 2023, Government institutions provide equal opportunities for all, and women and vulnerable groups hold leaders accountable.</p> <p>Outcome 2: (UNSDPF Outcome 4): By 2023, Bhutan’s vulnerable communities and its economy are more resilient to climate-induced and other disasters and biodiversity loss.</p>						
OP7 CPS Strategic Objectives	CPS Outcome	Target	OP7 Indicators	Means of Verification		
<p>I. Community-based conservation of threatened ecosystem and species:</p> <p>Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)</p>	<p>i. Community- based conservation and sustainable management of natural resources, utilization of ecosystem goods and services Enhanced.</p> <p>ii. Enhanced community-based biodiversity practices that contribute to ecological and social</p>	<p>Implement projects on anyone of the following:</p> <ul style="list-style-type: none"> • PES Scheme, • community-based tourism, • eco-tourism • Agro-tourism • CF and NWFP <p>Project that support innovative technologies for sustainably harvesting, processing and marketing natural resources.</p>	<p>At least 2 interventions that support community drive natural resource management and sustainable utilization.</p> <p>Minimum of 2 projects that adopts innovative technology for sustainable harvesting, process and marketing natural resources.</p> <p>No. of youths, women and PWD employed or engaged in Nature based activities.</p>	<p>Individual project reporting by SGP country Team.</p> <p>Baseline assessment comparison variables (used or published partner data as appropriate).</p> <p>Annual Monitoring Report (AMR).</p>		

	resilience (Target Landscape (TL))	Ensure meaningful participation of youth, women and people with disabilities in project formulation and implementation.	No. of species conserved	Country Programme Strategy Review. SC and TC inputs.
II. Sustainable agriculture and fisheries, and food security				
Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc).	<p>i. Food production, Marketing and Value Chain enhanced.</p> <p>ii. Improved community livelihood through sustainable food production and value chain practices. (TL)</p> <p>iii. Enhanced rural economy through community-based entrepreneurship involving Youth and Women groups. (TL)</p>	<p>SLM technology scaled up to increase crop yield and production.</p> <p>Support Organic farmers group and cooperatives in crop production.</p> <p>Market development and marketing initiatives and establish formal value chains for agricultural products.</p> <p>Addressing the HWC issues</p> <p>Conservation of agro-biodiversity and capacity building of farmers.</p>	<p>No. of individuals, farmers, CBOs engaged in food production at commercial scale.</p> <p>No. of Organic farmers group supported.</p> <p>Establish formal value chains of at least three key agricultural products.</p> <p>Incidence of crop loss as reported by farmers compared to the baseline study;</p> <p>No. of community seed banks in place and operational;</p>	<p>Progress reporting from the grantees.</p> <p>Field visit and grantee consultation workshops.</p> <p>Periodic M&E reports.</p>

<p>III. Community-based Adaptation</p> <p>Reduce vulnerability and improve the adaptive capacity of communities</p>	<p>Capacity of the communities enhanced to cope and respond to impacts of climate change</p>	<p>Reduce climate vulnerability of poor communities and strengthen community-based adaptation.</p> <p>Promote ecosystem-based adaptation and nature-based solutions.</p> <p>Awareness and education related to impacts of climate change.</p>	<p>No. of awareness, education and sensitization created in relation to impacts of climate change.</p> <p>No. of ecosystem-based adaptation and nature-based interventions taken up by communities.</p>	<p>Progress reporting from the grantees.</p> <p>Field visit and grantee consultation workshops.</p> <p>Periodic M&E reports.</p>
<p>IV. CSO-Government-Private Sector Policy and Planning Dialogue Platforms</p> <p>Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues.</p>	<p>i. Community voices and participation in decision making enhanced.</p> <p>ii. Good practices and experience of past and ongoing projects sensitized.</p>	<p>Provide platform for national and sub-national level dialogue.</p> <p>Support capacity building of CSO and CBO consortium.</p>	<p>No. of National level dialogue convened.</p> <p>No. of sub-national level dialogue convened.</p> <p>No. of capacity building (events, training etc.) supported.</p>	<p>Progress reporting from the grantees.</p> <p>Field visit and grantee consultation workshops.</p> <p>Periodic M&E reports.</p>
<p>V. Enhancing social inclusion</p> <p>i. Promote targeted initiatives.</p> <p>ii. Mainstream social inclusion in all projects</p>	<p>i. Social inclusion enhanced through promotion of targeted initiatives, gender, youth and PWD mainstreaming.</p>	<p>All SGP supported project ensures and demonstrate social inclusion.</p> <p>All decision-making body of SGP, ensures gender mainstreaming, environmental and social</p>	<p>No. of approved project proposals focusing on gender equality/youth issue and supporting PWD.</p> <p>No. of projects supporting gender equality and women empowerment (GEWE).</p>	<p>Progress reporting from the grantees.</p> <p>Field visit and grantee consultation workshops.</p>

			<p>No. of success stories depicting women's participation and leadership in environment conservation.</p>	
<p>VII. Results Management, Monitoring & Evaluation</p> <p><i>i. Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</i></p>	<p>i. A systematic M&E plan in place.</p>	<p>To put in place a systematic M&E plan and key individuals are identified to strengthen project design, implementation and decision-making.</p>	<p>Gender balanced Monitoring and Evaluation plan in place.</p> <p>No. of field monitoring visits conducted, and No. of project sited visited.</p> <p>No. of Annual Review and Planning Workshop conducted.</p> <p>No. of report and knowledge products with gender-disaggregated information and data.</p>	<p>M&E plan.</p>

9. Steering Committee Endorsement

SL.No.	SC members involved in OP7 CPS development, review and endorsement	Signature
1	Wangchuk Namgay (Chairperson)	
2	Kuenga Namgay (PhD) (Deputy Chairperson)	
3	Mr. Kinga Wangdi	
4	Ms. Sonam Choden	
5	Mr. Ugyen Lhendup	
6	Kuenzang Choden (PhD) (Gender Focal Person)	
7	Mr. Jigme Tshering (Youth Focal Person)	
8	Mr. Chimi Rinzin	
9	Mr. Passang	

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