

COUNTRY PROGRAM STRATEGY FOR OPERATIONAL PHASE-8 (2025-2028) GEF-SGP BHUTAN



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ACRONYMS AND ABBEVIATIONS

CSO	Civil Society Organization
CBO	Community-based Organization
CPS	Country Programme Strategy
CF	Community Forest
FYP	Five Year Plan
IWRM	Integrated Water Resource Management
GEF	Global Environment Facility
GEWE	Gender equality and women empowerment
NC	National Coordinator
MoAF	Ministry of Agriculture and Forests
NCWC	National Commission for Women and Children
NGO	Non-Governmental Organization
NSC	National Steering Committee
NWFPs	Non-Wood Forest Products
OP	Operational Phase
PCC	Project Coordination Committee
PPD	Policy and Planning Division
PWD	People with disabilities
RGoB	Royal Government of Bhutan
RSPN	Royal Society for Protection of Nature
SALT	Sloping Agriculture Land Technology
SLM	Sustainable Land Management
SGP	Small Grants Programme
STAR	System for Transparent Allocation of Resource
TC	Technical Committee
UNDP	United Nations Development Programme
UNOP	United Nations Office for Project Service

OP8 Financial Resources- SGP Country Programme (Estimated US\$)¹

The level of SGP OP8 resources is an estimated total of : (a) the GEF8 core grant allocation; (b) approved STAR resources; as well as (c) other sources of cost sharing & co-financing (Country, regional and/or global levels). SGP countries with remaining OP7 balances that have not been pipelined will be expected to use these balances in line with the OP8 strategic approach in order to coherent in terms of SGP programming and results expected.

Total SGP Grants to date since country Programme start date (year)	USD
OP8 GEF Core Funds	\$ 456,818
OP8 GEF STAR Funds	USD
Other funds (secured) ICCA-GSI	USD TBC
Other funds (Expected/ to be mobilized)	USD

1.INTRODUCTION

The Global Environment Facility (GEF)-Small Grants Programme (SGP) implemented by the United Nations Development Programme (UNDP) provides civil society organizations and community-based organizations (CSOs/CBOs) in developing countries with grants to enable them to tackle global environmental challenges while addressing local sustainable development needs. The Eighth Operational Phase (OP8) of the Small Grants Programme builds on 30 years of successful experience in empowering local civil society organizations (CSOs) and community-based organizations (CBOs) in designing and leading community driven initiatives that have enhanced household well-being, increased awareness and resilience regarding environmental threats, and generated global environmental benefits. With economic development pressures intensifying in many parts of the developing world and the associated rising inequalities, local communities, particularly vulnerable and disadvantaged groups are becoming more and more marginalized, unable to cope with threats associated with ecosystem degradation, biodiversity loss and climate change. Lessons learned and experience gained in previous SGP operational phases have demonstrated that integrated, landscape-seascape approaches are effective in mobilizing multiple stakeholder collaboration, linking local CSOs/CBOs with enabling partners and achieving mutually supportive livelihood and environmental outcomes at scale.

Action at the local level by civil society organizations 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 OP8 (2024 to 2028). At the global level, the SGP OP8 programme can continue promoting and supporting innovative and scalable initiatives, and foster multi-stakeholder partnerships at the local level to tackle global environmental issues including climate change issues in priority landscapes and seascapes.

The SGP awards small grants, up to a maximum of USD 50,000; where in most cases, grants range from USD 25,000 to USD 45,000 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. SGP Bhutan started financing projects in 2005. Since then, it has succeeded in funding and providing technical support for more than 268 grant projects (SGP 2020). The Royal Government of Bhutan (RGoB) has been a key partner in implementation of the 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 communities, RGoB had provided consistent support to the SGP programme.

1.1 Relevancy of Country Priorities and Strategic Alignment for OP8

Bhutan's developmental approach has always advocated striking a balance between socio-economic growth and ecological resilience. Bhutan faces the critical challenge of managing co-benefits and trade-offs, and balancing conservation with development. According to

government reports (MoWHS,2019), Bhutan faces a high rate of rural-urban migration and that too from the eastern to the western part of the country. And such migrations have implications for both rural and urban areas, specifically in the context of shortage of farm labor, increasing agricultural fallow 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, where the drivers such as population increase, economic development, construction of farm roads, electricity distribution lines, extraction of timber, increased waste generation, industries and urbanization is exerting pressures on the environment (RGoB/UNDP, 2018). Some issues that the country is grappling with are food insecurity, human-wildlife conflict, drying up of water sources (limiting access to water for drinking and irrigation), increasing pressure on biodiversity through illegal harvesting and wildlife poaching, and the adverse impacts of climate change (MoAFs, 2019).

As elsewhere, the climate in Bhutan is changing and it remains highly susceptible to climate change impacts with far-reaching implications. It faces a range of natural and human-made hazards that threaten lives, livelihoods, infrastructure, and the economy. Climate change's impact on biodiversity and agriculture can become substantial (Choden & Norbu, 2013), as more than 58% of the population is dependent on agriculture for their livelihood (NSB, 2019). In practice, agriculture production must become 'Climate-smart' and contribute to building farmers' resilience to climate change and increasing crop and livestock productivity (RSPN 2021). Bhutan's 13th FYP (2024-2029) promulgates the integration of climate action into local plans (Gewogs) in order to build resilience to the impacts of climate change.

Bhutan Poverty Analysis Report 2022 reported that the poverty rate of Bhutan is 12.4% in 2022. Poverty is a rural phenomenon, with 17.5% of the rural population being poor in rural areas against only 0.4% of the poor in urban areas. Although no gender difference is known to exist in Bhutan, the differences are visible in Climate Change (CC) vulnerability, participation in CC decision- making and action, and diverse levels of benefit-sharing (RGoB, 2024). With changing weather patterns (including heat stress), overall production is decreasing, and more pests, as well as human-wildlife conflicts, have become evident. As male rural-urban migration increases, the responsibilities and roles of women become more difficult, and working conditions deteriorate in the villages. There is a need to empower and train women to take on leadership roles and act as change agents in climate change action from community to management levels, locally and nationally, building on the existing leadership training of CSOs and other agencies (NCWC 2020).

1.2 Alignment with the National and Local Government priorities

At the national level, GEF focal area strategies and SGP strategic objectives have a linkage with the country's priorities and strategies. In Bhutan's 13th Five-Year Plan, the formulated 8 Outcomes and 34 Outputs at the national level will contribute to the achievement of the four strategic objectives of the Plan-(1) Economic Development-A High-Income Country Driven by Innovation and Sustainability (2) Social Development-A Healthy and Productive Society Founded on Equitable and High-quality Health, Education and Social Protection (3) Strengthening Security-A Safe and Resilient Bhutan with Strengthened Sovereignty, Territorial Integrity, Unity, Well-being and Economic Prosperity (4) A transformed and trusted Governance-Driving Accelerated Economic Growth and Social Development.

The deliverables to be achieved in the 13th FPY (RGoB, 2024) are linked with SGP’s strategic objectives:

- i. By 2029, Bhutan has enhanced productivity and diversified products and markets driving sustainable economic growth;
- ii. By 2029, more Bhutanese enjoy improved health and well-being.
- iii. By 2029, more Bhutanese equitably access and benefit from quality and wholesome education and lifelong learning.
- iv. By 2029, Bhutan has an operational shock-responsive, inclusive, and comprehensive social protection system.

SGP strategic objectives also have links with PemaGatshel Dzongkhag development plans of the environment, forestry, agriculture, livestock and social sectors in Bhutan’s 13th FYP Plan (Table 1, RGoB, 2024).

Table 1: SGP OP8 Priorities alignment with Bhutan’s 13th FYP PLAN (2024-2029) and GEF, UNDP Country Office CPS & SDGs.

SGP Country Programme’s OP8 Priorities	Complementary to the 13 th Five Year Plan (2024-2029) and PemaGatshel Dzongkhag plan)	Complimentary with GEF, UNDP country office CPS and SDGs
1. Community and ecosystem-based conservation of threatened ecosystems -Integrating and improving community-led, biodiversity friendly and climate-smart approaches and practices.	13th FPY (2024-2029) -Bhutan faces the critical challenge of balancing conservation with development while reducing natural and human-made hazards that threaten lives, livelihoods, infrastructure, and the economy Bhutan is highly susceptible to climate change impacts with far-reaching implications. -Integration of climate action into local plans, especially for key urban centers, and building resilience to the impacts of climate change are critical. -National Priority: “Safety and security threats and disaster risks to the country, its economy, infrastructure, institutions and people are mitigated and managed”.	UNDP supports RGoB in sustainable forest management, innovative ecotourism strategies, watershed management, and integrating climate risk into biodiversity conservation. Climate-change adaptation of the economy, communities and landscape will be intensified by promoting knowledge, skills, and technological solutions (Programme priority 2 contributing to Sustainable Development Cooperation Framework outcome 3). UNDP outcome 2 (UNSDCF outcome 3) By 2028, Bhutan’s environment remains sustainably managed, and its people are more resilient to disaster risks and climate change. GEF 8 indicator 4.1: Area of Landscape under improvement to benefit biodiversity. GEF 8 indicator 3.2: Area of forest and forest land under restoration. Relevant to: • SDG 1-No poverty, • SDG 6-Clean water and Sanitation,



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		• SDG-Decent work and economic growth and, • SDG 15- Life on Land.
2.Sustainable agriculture and food security-Increasing agriculture productivity and livelihood opportunities through intensification and diversification of food production and value chain management practices.	National 13 FYP (2024-2029) The agricultural sector will undergo a transformation in the 13th FYP to enhance food and nutrition security, elevate farmers' income and increase the sector's contribution to GDP. "By 2029, Bhutan has enhanced productivity and diversified products and markets driving sustainable economic growth". -13 FYP Plan for PemaGatshel in: i. Agriculture Development in the 13th FYP -Essential cereal, vegetable, oil seed and green legumes production; Promotion of Protected Agriculture Systems (mega-greenhouse, poly-house); Promotion of crop protection technologies (Smart fencing and other innovative solutions); Nutri-cereal and Grain Legumes Commercialization (quinoa, buckwheat, adzuki beans). ii. Livestock Development in the 13th FYP Dairy Development and products diversification program; Climate resilience Apiculture farming and promotional Supports; Piggery Development and Marketing Aquaculture farming; Support climate Smart Fodder Development and Conservations.	UNDP Outcome 1. United Nations Sustainable Development Cooperation Framework (UNSDCF) outcome 1. By 2028, Bhutan has sustainable and diversified economic growth, decent employment and livelihoods and shared prosperity GEF 8 indicator 3.1: Area of degraded agricultural land under restoration. Relevant to: • SDG 1-No poverty. • SDG 6- Clean Water and Sanitation, • SDG 8-Decent work and economic growth, and • SDG 15-Life on Land.
3.Community-based Adaptation -Community engagement in emerging environmental issues such as waste management, human-wildlife conflict and climate-smart practices to enhance community-based climate change adaptation and mitigation. -Encouraging community engagement and demonstrating innovative socially inclusive rural solutions/approaches (including waste and watershed protection, ecosystem services & biodiversity).	13 FYP (2 024-2029): Bhutan has a transformed and trusted governance ecosystem that drives accelerated economic growth and improves people's lives. Integration of climate action into local plans is critical for building resilience to the impacts of climate change.	-Support Climate Resilience and Transformation Change in the Agriculture Sector (GCF/UNDP/RGoB). -National Adaptation Plan (NAP) GCFVRGoB. Relevant to: • SDG 1-No poverty. • SDG 6- Clean Water and Sanitation, • SDG 8-Decent work and economic growth, and • SDG 15-Life on Land.



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Global ICCA Support Initiative (ICCA GSI Phase 2) only applicable to ICCA GSI Phase 2 participating countries) (with BMUV IKI funding) 1. Workpage 1: provide national level ICCA small grants 2. Work Package 2: Provide legal and governance assistance to ICCAs. 3. Work Package 3: Network exchange and knowledge management for ICCAs.		
4. CSO-Government-Private Sector Policy and Planning Dialogue Platforms -Strengthening and capacity building CSO/CBOs in project formulation and implementation. -Promote/enhance local community participation and dzongkhag policy and strategy formulation.	National 13 FYP (2024-2029) - Private sector s and CSOs are given a greater role in providing certain services in the 13th FYP. The successful implementation of the 13th FYP depends on leveraging technology, creating an enabling environment (with appropriate policies, systems and adequate resources) and meaningful engagement with a range of non-government entities including the private sector, civil society organization, media and academia, among others.	-Private-sector engagement will be enhanced by advocating for inclusive and ecologically conscious business practices, promoting models of corporate social responsibility while creating an enabling environment for women, youth and other vulnerable groups. -Within the (UNSDCF) outcome 1; the indicator 1,2,3 states that “Number of innovative solutions mobilized in partnership with private sector and civil society organizations (CSOs) to foster inclusive, equitable and future-oriented skills and livelihood development”. Relevant to: • SDG 5-Gender equality, and • SDG 6- Partnership for the goals.
5. Enhancing social inclusion -Mainstream social inclusion in all projects.	National 13 FYP (2024-2029) Strategy 5: Mainstreaming cross-cutting issues and building on progress made over previous plan periods, The 13th FYP will ensure continued mainstreaming of the cross-cutting principles of GECCDP: gender, environment, climate change, disaster, and poverty. -Integration of these principles will help strengthen alignment with core principles of inclusion and sustainability as promoted by various international frameworks to which Bhutan is the party. -Bhutan’s full realization of gender equality and women’s empowerment continue to be hindered by structural and cultural norms. In the 13 FYP, the	Outcome 1: (UNSDPF Outcome 3): By 2023, Government institutions provide equal opportunities for all, and women and vulnerable groups hold leaders accountable. UNDP outcome 3 (UNSDCF outcome 4). By 2028, Bhutan will have more inclusive, transparent and accountable governance and rule of law. Related Strategic Plan outcome 2. No-one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development. GEF 8 indicator: Direct benefits - People benefitting from the project. Relevant to: • SDG 1: No Poverty, • SDG 5: Gender equality, and



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	areas needing attention include maternal and reproductive health, enrolment and completion in tertiary education, low participation in public decision-making and politics, and gender-based violence. -In the 13 FYP Plan PemaGatshel has a social protection scheme (vulnerable and elderly).	• SDG 17- Partnerships for the goals.
6. Knowledge Management - Capture knowledge and lessons from the projects. -Conduct South-south exchanges to promote technology transfer and replication of good practices.	National 13 FYP (2024-2029) -The 13th FYP shall strive to build national productive capacity and integrate the Bhutanese economy into regional and international markets through diversified products and markets. -Progress on this will be based on improvements in living standards, youth employment, the Gini coefficient, and ecological diversity and resilience.	Relevant to: • SDG 17- Partnerships for the goals.

The relevant Conventions and frameworks are listed in the Table 2:

Table 2: List of relevant Conventions and National Frameworks.

Sl No	Convention national planning frameworks	Date of ratification/ completion
1	GEF-8 National Dialogues	April 2022
2	Convention on Biological Diversity (CBD) Global Biodiversity Framework (GBF)	August 1995
3	CBD National Biodiversity Strategy and Action Plan (NBSAP)	September 2014
4	Nagoya Protocol on Access and Benefit-Sharing (ABS)	September 2013
5	UN Framework Convention on Climate Change (UNFCCC)	November 2011
6	UNFCCC National Communications (1st, 2nd)	November 2011
7	UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	September 2016
8	UNFCCC National Adaptation Plans of Action (NAPA)	October 2017
9	Nationally Determined Contributions (NDCs) for the Paris Accord	September 2015
10	UN Convention to Combat Desertification (UNCCD)	August 2003
11	UNCCD National Action Programmes (NAP)	October 2017
12	Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	May 2004
13	Minamata Convention (MC) on Mercury	August 2013
14	UN 2030 Sustainable Development Goals (SDGs)	October 2018



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15	Voluntary National Reviews (VNRs) for the UN SDGs	July 2018
16	The Cartagena Protocol on Biosafety to the UN convention on Biological Diversity	September 2002
17	Voluntary National Review (VNRs) for the UN SDGs	July 2018
18	Paris Agreement	September 2017
19	13 th Five-Year Plan (FYP) 2024-2029	July 2024
20	Economic Transformation Programme	2024
21	Twenty-first century Skilling Programme	2024
22	Ecological Diversity and Resilience Programme	2024

2. PEMAGATSHEL-AN OP8 PRIORITY LANDSCAPE DZONGKHAG

PemaGatshel Dzongkhag was selected as the target landscape during the OP7 and will continue to be the target landscape for the OP8 program as well, as per the decision of the Steering Committee meetings held on 1st August 2024. As one of the most remote Dzongkhags, the development process in PemaGatshel has been rather slow. Substantial project interventions are still required to bring up the Dzongkhag to the accelerated path of development in order to realize the full potential of the rural community development programme. This Dzongkhag continues to face several pressing problems, mainly in food insecurity and poverty (BOX 1), forest and agriculture land degradation, human-wildlife conflict, drinking and irrigation water scarcity, decreasing agriculture productively and low commercialization and marketing of NWFP and agricultural products. There are many evidences of increasing problems as here:

- Agriculture practices are mostly subsistence and the households face food security problems. 69% of the agricultural land holdings are dryland with steep slopes and crop productivity is low.
- Forest, agricultural land and watersheds/spring sheds are degrading and drinking and irrigation water is becoming scarce and the situation is expected to worsen in the light of climate change (RSPN, 2021).
- More than 60% of household crops are damaged by wild animals, and about 50 % of the cultivable lands are left fallow in a year (NSB, 2019).
- Most villages are far-flung at remote locations and access to market and income generation opportunities are limited.
- The opportunity to grow commercial horticulture crops is high, as 68% of the households grow mandarin oranges, which is the main cash earning item for local communities.



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BOX 1: PemaGatshel Dzongkhag profile

PemaGatshel has a total area of 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 and Samdrup Jongkhar in the east. There are eleven Gewogs namely, Chongshing, Chimung, Choekhorling, Dechenling, Dungmaed, Khar, Nanong, Norbugang, Shumar, Yurung and Zobel. All Gewogs are connected with roads and telecommunication facilities. It has 99% electrification and 99.8% health coverage and 96% of the household are covered by rural water supply scheme.

The Dzongkhag is located strategically 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. It has rich biodiversity and very good forest cover of 87.65% with hot and humid summer yet moderately cool during winter. However, as one of the most remote Dzongkhags, development in Pemagatshel has been rather slow.

2.1 Profile of the selected Gewogs in the landscape for OP8

The southern five Gewogs of PemaGatshel namely Khar, Dungmaen, Dechheling, Norbugang and Choekorling continue to be the target landscape for the implementation of the SGP OP8 Programme. This project landscape constitutes about 65% of the total land area and about 75% of the total population of PemaGatshel Dzongkhag. More than 92% of the land area is under forest and the biodiversity is diverse. Agriculture is the main means of livelihoods and about 3% of the land area is under cultivated agriculture (Figure 1).

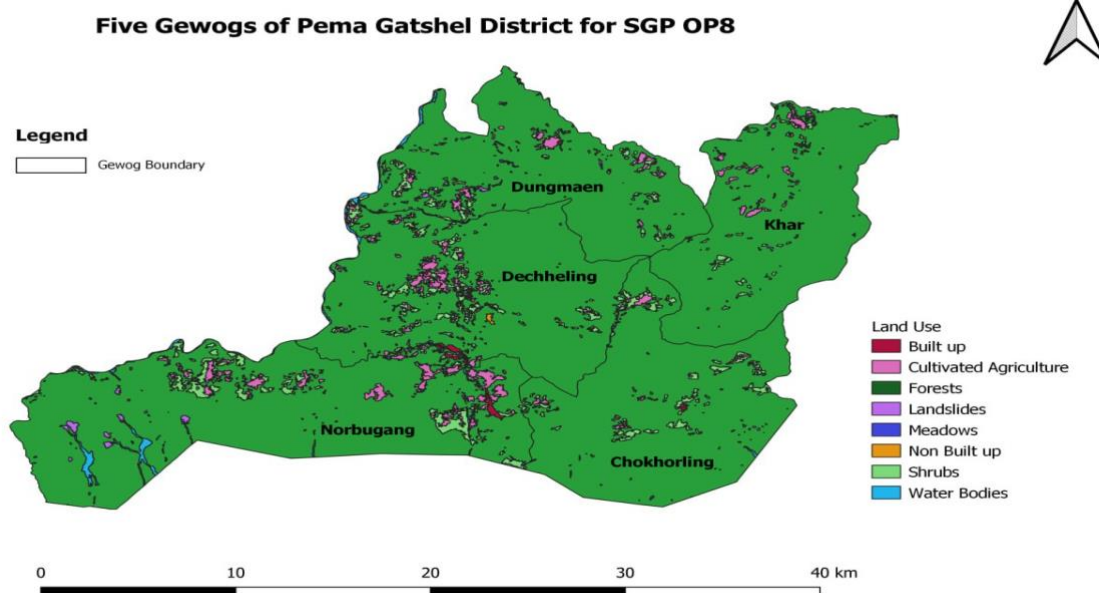


Figure 1: Five Gewogs of PemaGatshel District for SGP OP8

The lower part of the landscape area partly falls under the Royal Manas National Park and Biological Corridor number 5 (BC5) within Norbugang Gewog. In general, all 5 Gewogs have been facing similar development issues and constraints. Forests and biodiversity are rich but

there is a lot of pressure on natural resources (forest, land and water) due to growing population and increasing demand for food, wood, water, NWFP and other ecosystem services. Forest, agricultural land and water resources are shrinking and local communities experience water shortages for drinking and irrigation. The household survey done for 263 households in PemaGatshel Dzongkhag in 2018 revealed that there was a drinking water shortage, and major respondents in Dechheling and Dungmaen have already abandoned their previous dried-up water sources (NEC, 2018). The farming system is mostly subsistence in nature, and crop production is low (RSPN, 2021). Food shortage is prevalent during the lean period. The incidence of human-wild conflict is high, and crop damage by wild animals is increasing, often resulting in leaving the agricultural fallow land across the villages. The traditional self-help groups are declining, and a few groups like community forestry, vegetable and dairy groups are being formed with the help of government extension agents. However, there is still a low capacity for the commercialization of agriculture, NWFP post-harvesting and agriculture product development. During the OP7 project assessment, 61 community-based organizations (dairy, poultry, vegetable, and Community forests) were recorded, but the presence of CSOs was minimal (SGP, 2020). However, the opportunity to grow commercial horticulture crops such as mandarin is high in all 5 Gewogs and also growing other commercial crops such as ginger, cardamom, tapioca and Areca nut and improving post-harvest and marketing these crops and other crops would greatly benefit local communities in income generation.

2.1 Gaps and Opportunities

For any intervention to be sustainable and active, community engagement is very critical. There is evidence 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) and other agriculture and product marketing groups (SGP, 2020). 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 organizations and academic institutions directly 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 project implementing capacity of these implementers. More than 800 community forests have been established in the country and several non-wood forest product management groups, vegetable groups, milk cooperatives, youth groups and mushroom groups are in operation (SGP, 2020). Most groups have acquired capacity and have shown interest in shouldering bigger responsibilities in the future SGP-supported interventions.

However, during stakeholder consultation and assessment for the SGP OP8 programme, many CBOs and a few CSOs, including the key informants (elders, local foresters and agriculture extension staff) and communities, have expressed the concerns and existing challenges relating to the project planning, implementation and reporting. The important ones are:

- **Lack of capacity to formulate the project proposals**

The project proposals within the project landscape are prepared and submitted by CBO and local communities residing at the remote Chiwog levels. Local CBOs and local communities lacked adequate knowledge and capacity to write and submit the proposal. The participating CBO from Dungmein Gewog expressed the need for an able CBO leader who can formulate

project proposals and lead activity implementation to ensure the success of the project operation. The lack of proper project proposal and report writing is seen to have been attributed to limited project proposal submission by the CBOs and communities during the OP 7 project planning and implementation.

- **Need simplification of the current SGP Project Proposal Template**

The projects are based in rural areas, planned and implemented by local CBOs and local communities. During stakeholder consultation, one of the members from TC expressed that the current SGP Project Proposal Template is complex and needs revision and simplification to make it usable and friendly to the local communities and CBOs.

- **Need regular monitoring by the SGP country office and Gewog administration**

Besides requiring technical expertise on biodiversity conservation, forest, agriculture land and water management and climate change issues, the successful project implementation demands knowledge on project management and financial management. Hence, the participating CSOs, CBOs and communities need training and capacity building on project and financial management, followed by periodical monitoring of project activity implementation by the SGP office. Rightly, Khar Gewog stakeholders during stakeholder consultation suggested for regular monitoring of project progress by SGP country office and the Gewog administration (c.f. **Table 3**).

The key challenges still exist with SGP management during the 8th operational phase, how to continue supporting and building capacity of these CBOs and CSOs to better plan, implement and manage the projects in the targeted project landscapes. The concerns and challenges will be included in the project risk management plan (**Table 4**) and will also be reflected in the activity plan of an individual project.

3. ACHIEVEMENT DURING OP7 PROJECT IMPLEMENTATION IN THE PROJECT LANDSCAPE

Eight projects have been implemented across 5 Gewogs during OP7, and project assessment and progress were done through administration of the questionnaire surveys). The responses were solicited on the achievements made, the lessons learned and likely project types required for OP8 from the key stakeholders (communities, CBO chairman, Gewog foresters and agriculture extension staff). The information was triangulated with the information with the individual project progress reports submitted to the SGP project office by participating CBOs. Important achievements made across the five Gewogs (c.f **Table 3**):

Dungmaen Gewog

Promoted agroforestry in degrading Tseri farming land; planted commercial horticulture trees and increased community awareness on forest, land and water conservation in Bangyul Chiwog.

Khar Gewog

Established terraces on steep agriculture land under sustainable land management, initiating climate smart agriculture practices and stall feeding of animals have increased agricultural production and enhanced community self-help group's management.



Dechheling Gewog

Formed the Peling Tso Conservation Group, followed by community training on forest, wetland and agriculture land management have helped establish forest land and water conservation measures (SALT, Agroforestry) promoting spring shed protection and agricultural land management (Figure 3).

Norbugang Gewog

NWFP Management Group has been established and operationalized to work on sustainable bamboo utilization and bamboo product development & sale. Women's Group working on areca nut leaf cup making and sale has contributed to an increase in the community income generation in Menchu village. Training was also provided on bamboo resource assessment and bamboo product development to the NWFP Group, and some group members participated in a study tour to Bjoka Dzongkhag to learn about bamboo/cane weaving and product development.

Choeorling Gewog

Reviving the agricultural fallow land and improving water availability, followed by growing commercial crops like ginger, vegetables and areca nuts, have increased income generation from the fallow lands while promoting community engagement and group farming.

3.1 Lessons learned

During OP7 project implementation, a number of lessons were learned across 5 Gewogs in the project landscape are related to community participation and engagement; training and capacity building of stakeholders, local communities and CBOs; knowledge management in an integrated approach to nature conservation and livelihood enhancement and climate change, diversification NWFP and agriculture products. The specific lessons learned are documented (c.f. **Table 3**):

- Inclusive approach is useful in rural community development.
- Local communities need able CBO leaders and constant monitoring for the success of the projects.
- CBOs were exposed to the project and financial management yet still needed capacity building on project proposal preparation and implementation.
- Integrating income generation with conservation was crucial to garner local people's support for conservation.
- Community engagement is important to leverage forest, agriculture land and water resource protection.
- Training is important to inform and enhance the local community's knowledge on integrated approaches to natural resource conservation, livelihood, commercial farming and climate change.
- Diversifying forest and agriculture product development can earn additional income.
- Training and integrating income generation with conservation (while incentivizing the local communities) are crucial to garner local people's support in conservation.
- Protecting and using natural resources judiciously is essential for the sustainability of natural resources and people's income.



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Figure 1: Women Group mushroom cultivation in PemaGatshel Gewog under SGP project



Figure 2: Community Agriculture Land Management (SLM)



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Table 3: Overview result of the questionnaire surveys -achievement made, lessons learned during OP7 implementation and important issues for OP8 projects:

Gewogs	What issues/problems the SGP project OP7 had attempted to solve?	What main achievements the SGP project OP7 had made?	What important lessons have been learned on implementation of the SGP project OP7?	Which of the areas (activities) should OP8 give more importance to?
1.Dungmaen	-Remote, subsistence farming (Tseri cultivation) and low income. -Steep slope and erosion prone. -Land degradation.	-Promoted agroforestry and planted commercial horticulture trees. -Increased awareness of forest, land and water management with communities and schools. -Undertaken SLM activities by 20 HH and planted 22 acres with teak and avocado.	-Community-based organization needs capacity building on project proposal preparation and constant monitoring for progress. -The Gewog is remote and experiences extreme monsoon rain, where transportation of project materials such as seedlings, and fencing items) needs proper planning and coordination to avoid delay in project implementation.	-Protecting and restoring forest and water resources. -Rehabilitation of fallow farmland (Tseri Land). -Creating awareness on SLM and increasing productivity of agricultural products.
2.Khar	-Subsistence farming and low income. -Unsustainable agriculture cultivation on steep slopes in practice. -Free livestock grazing in the forest.	-Increased rural agriculture production through smart agricultural practices. -Terracing of steep sloped agricultural land initiated under land management.	-Inclusive approach was useful in rural community development. -The community needs able CBO leaders for the success of the project.	-Reducing Human-wildlife conflict. -Forest (NWFP) and agriculture product development. -Commercial crop production.



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		-Increased the strength of self-help groups and stall feeding of livestock.	-Community-based organizations need constant monitoring of their progress.	
3.Dechheling	-Degradation of forest, agriculture and wetland resources. -Scarcity of water. -No community training on forest, land and water conservation measures. -Lack of local community capacity to undertake commercial farming for livelihood enhancement.	-Established community conservation works for forest, wetland (e.g Peling Tso conservation group) and agricultural land (SALT). -Protection of spring sheds, harvesting of rainwater promoted in Gongpawoong Chiwog. -Provided training to all GT members on forest, land and water conservation and local communities engaged in hands-on training on land and water conservation measures (SALT, Agroforestry). -Provided training to the public on group (commercial) farming and distributed improved cereal seeds and fruit trees (e.g. avocado).	-Community engagement was important to leverage forest, land and water resources. -Training was important to inform and enhance the local community's knowledge on an integrated approach to natural resource conservation and livelihoods and commercial farming.	-Protecting and restoring forest and water resources. -Water shortage and conserving spring-shed (recharge) areas. -Forest (NWFP) and agriculture product development.
4.Norbugang	-Inadequate capacity on NWFP resource assessment and harvesting.	-Established bamboo weaving center and sale	-Diversifying product development can earn additional income.	-Reducing Human-wildlife conflict.



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	-No capacity for Forest (NWFP) and agriculture product development.	outlet by Norbugang NWFP Management Group. -Trained local communities in the assessment of bamboo resources and making of bamboo handicrafts (Norbugang NWFP member. -Trained and established plate and cup (eco-friendly products) made from areca nut palm leaf at Menchu (Women Group).	-Training and integrating the income generation with conservation (while incentivizing the local communities) were crucial to garner local people's support in conservation. -CBOs exposed to: -Project management -Financial management -Market networking and linking	-Water shortage and conserving spring-shed (recharge) areas. -Forest (NWFP) and agriculture product development. -Rural enterprising and Marketing.
5.Choekhorling	-Water scarcity and unsafe drinking water supply. -Human wildlife conflict. -Underutilization and low productivity of fallow land.	-Revived fallow land. -Increased income generation from fallow land. -Promoted community participation.	-Community training is important to enhance knowledge on conservation and livelihood. -Diversification of forest and agriculture products can earn additional income. -Protecting and using the natural resources judiciously is essential for sustainability.	- Rehabilitation of fallow farmland. -Forest and agriculture product development. -Rural enterprising and Marketing.

Source: ** Since there was no response for questionnaire survey from Dangme, the assessment of project was the information from the Terminal Project Report "Promotion of Agro-forestry to reduce slash and burn practices for livelihood diversification, Banyul village, Dungmei Gewog

4.POTENTIAL FOCUS AREAS FOROP8 CPS

The stakeholders and communities were asked on which activities should SGP OP8 give more importance in future. In all 5 Gewogs of the target landscape, the respondents have prioritized the eight (8) issues/problems for the SGP OP8 to consider and they are in arranged in priority-wise descending ranking:

4.1. Reducing Human Wildlife Conflict (HWC)

More than 92% of the land area in the project landscape is under forest and only 3 % of the land area is under cultivation. Hence, the incidence of human -wildlife conflict is expected to be high. Human-wildlife conflict is a national problem. Electric and chain-link fencing have been tried across the country as measures to reduce crop damage, but with mixed results. In the project area, OP 8 plans to test the existing HWC measures (physical fencing-traditional, live-fencing, electric and chain-link fencing) along with compensation/insurance schemes and recommend the best practices for replication.

4.2. Rehabilitation of Agriculture fallow farmland

Most farmers in the project landscape used to practice Tseri farming in the past, growing fox-tailed millet and maize. These Tseri lands have been recently converted to dryland. About 69% of the agricultural land holdings are now dryland with steep slopes and crop productivity is low. Many lands have been left uncultivated and abandoned due to shortage of labour and crop damage by wild animals. During OP 8 operation, these fallow farmlands need to be utilized and rehabilitated using agroforestry systems and growing commercial crops to establish youth and group enterprises to boost agricultural production.

4.3. Capacity building, Community Engagement and Advocacy

Most implementing CBOs lack capacities to formulate the project proposal and implement the project successfully. They need to be trained in project proposal writing, project management and financial management. Local people in the project area are aware of climate change, but its impact on natural resources and livelihoods is little known. The emerging concept of a landscape approach to integrated conservation and development and community engagement in conservation in the light of climate change is relatively new. The SGP OP 8 aims to operationalize the climate smart village concept at the field (village) level and document the success stories for replication. Awareness creation and training of the general public, local communities and students on project activities i.e. climate-smart conservation and agriculture technology application, community participation and climate change impact are planned to promote community-based climate resilience.

4.4. Forest (NWFP) and Agriculture product development

The project landscape has rich forest and Agri-Resources where non-wood forest products like bamboo, cane and medicinal plants are collected and used for food and income generation.

More than 800 community forests have been established in the country, and several non-wood forest product management groups, vegetable groups, milk cooperatives, youth groups and mushroom groups are in operation (SGP, 2020). A few communities from Norbugang and Chhoekorling are started working on development of bamboo, areca nut cup (Table 2) and tapioca flour products. In the OP8, there is a potential to facilitate communities in waste management and NWFP product development and promoting Youth Group and CBOs in vegetable and fruit (citrus) production, poultry and milk processing.

4.5. Protecting and restoring forest, agricultural land and water resources

More than 91.8 % of the land area in the project landscape is under sub-tropical forests (**Figure 1**), and the biodiversity in the area is very rich. However, there is increasing pressure on forest, land and water resources due to growing population and increasing demand for food, wood, water, non-wood forest products (NWFP) and other ecosystem services. While forests and agricultural land are degrading and water sources are shrinking, local people reported experiencing soil erosion, landslides, roadblocks and water scarcity affecting their everyday life. This phenomenon is likely to increase in future with the changing climate and its impact. Protecting and restoring forest and water resources to reduce the natural hazards through forest tree planting and establishing sustainable land Management (SLM) techniques such as terracing, hedge row plantation, soil fertility management are seen as potential technologies to protect and restore forest, agriculture land and water resources.

4.6. Water shortage and conserving spring shed (recharge) area

Local communities in the project landscape depend mainly on spring and stream water for drinking and irrigation purposes. There is a report of water shortage experienced by local people, and the main reason is attributed to the drying up of water sources. The household survey done in 2018 showed that many respondents in Dechheling and Dungmaen Gewogs face drinking water shortages and have already abandoned their previous dried-up water sources (NEC, 2018). Conserving spring sheds (recharge area) to address watershed degradation and water shortage problems is one important area to look into.

4.7. Commercial Crop Production

In the project landscape, agriculture is the main means of livelihood, and about 3% of the land area is under cultivated agriculture. Farming system is mostly subsistence in nature, and crop production is low (RSPN, 2021). Food is scarce, and people face food shortages during lean season (March-May). RGoB's plans to intensify agriculture and commercialize farming and farmers' participation processes are slowly picking up in the project area. The project area has a congenial sub-tropical climate, and comparatively large land holding per household to go commercial growing of vegetables, mushrooms, cardamom, ginger, tapioca and citrus. Further, the adoption of new technologies and enhancing farmers' capacity and skills in commercial production of the commercial crops will increase food production and reduce food shortage.

4.8. Rural enterprising and marketing

Promising prospects exist in the area of rural enterprising and marketing in the project area. All five gewogs are connected to Nganglam and Assam borders and PemaGatshel HQ. In OP8,



there are plans to

commercialize crops like ginger, tapioca and cardamom and improve their marketing access and promote youth group enterprise establishment for marketing of vegetables and fruits (citrus), poultry and milk products. Also, a big potential exists to start nature tourism at the lower part of the project area (Nature-based and Community-based ecotourism and product development) being located adjacent to the Royal Manas National Park.

5. STRATEGIC PRIORITIES FOR SGP OPERATIONAL PHASE 8

The OP8 Strategic Objectives have been prioritized through stakeholders' analysis (questionnaires and individual project reports). For OP8 grantmaking, SGP will follow the approach taken by OP7 programme-cross-cutting grantmaking (Outside landscape) and target landscape grantmaking. The grantmaking will be guided by strategic priorities with identified typologies of projects/interventions. The Steering Committee (SC) has approved 40% of the fund for Target Landscape and 60% for Cross-cutting (outside the landscape) grantmaking. Table below shows the grantmaking strategic priorities for both Cross-cutting outside and Target Landscape grantmaking approaches.

Table 4: The Grant making strategies priorities outside and target landscape.

Outside Landscape strategic Priorities	Landscape Strategic Priorities
• Community-based conservation of Threatened ecosystem and species. • Sustainable Agriculture, fishery and Food Security. • Community-based Adaptation. • CSO-Government-Private Sector Policy and Planning Dialogue Platforms. • Promotion of small-medium Enterprises and other economic opportunities. • Enhancing Social Inclusion. • Knowledge Management. • Result Management, Monitoring and Evaluation.	• Integrating and improving community-led, biodiversity friendly and climate-smart approaches and practices. • Increasing agriculture productivity and livelihood opportunities through intensification and diversification of food production and value chain management practices. • Encouraging community engagement • and demonstrating innovative socially inclusive rural solutions/ approaches (including waste management and watershed protection, ecosystem services and biodiversity). • Strengthening and capacity building of local • communities including CSO/CBOs in project • formulation implementation and participation.

5.1 Strategic goal and outcome in the OP8

Situation analysis of the project area and project implementation (e.g. issues, achievements, lessons learned, future project prospects) was carried out through questionnaire surveys involving the key stakeholders including Groups, Chairpersons of the project implementing CBOs, and Dzongkhag and Gewog Planning, forest and agriculture staff. The cross checking and verification of the information were made by referring to the individual project progress reports (interim reports) and other available government and research reports. The collated information (problems/issues and potential projects) was analyzed to give expected results-outcome (Goal) and Outputs (objectives) and potential projects. The Country Programme Strategy Framework for SGP OP8 was prepared that will be used as a basis for monitoring and evaluating the expected results of the programme and projects (c.f. **Table 7**).

5.2 Project Objectives and Expected Results

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

Expected Outcome: Ecological, social and economic resilience to climate change sustained.

5.2.1 Strategic Priority 1: Community-based conservation of threatened Ecosystem and species

Outside the project landscape: Conservation of threatened ecosystems and species led by the Community, CSOs and CBOs.

Within the project landscape: Improving community-led, biodiversity-friendly approaches in forest and agriculture management, watershed protection, and ecosystem services.

OBJECTIVE 1: Integrate and improve community-based, biodiversity- friendly approaches and practices in forest and agriculture management, watershed protection and ecosystem services

Output 1: Community-led biodiversity- friendly approaches and practices integrated and improved

Strategic Action/Project types:

- Forest, agriculture land and soil protection and restoration (Forest, agriculture, watershed and spring shed restoration).
- Wetland and water source management through application of Integrated Water Resource Management principles.
- Establishment of innovative water harvesting and conservation technologies (hydraulic-ram, Immersion water pumps and rain water harvesting).
- Strengthening and promotion of tourism (Nature-based and Community-based ecotourism and product development).
- Facilitate community entrepreneurship in waste management and NWFP products.



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5.2.1 Strategic Priority 2: Sustainable Agriculture, fishery and food security Community-based conservation of threatened Ecosystem and species

Outside the project landscape: Promotion of food security through sustainable agriculture.

Within the project landscape: Increasing agriculture productivity, marketing and livelihood opportunities through diversification of food production and value chain management practices.

OBJECTIVE 2: Increase agriculture productivity and livelihood opportunities through intensification and diversification of food production and value chain management practices.

Output 2: Community livelihood opportunities enhanced through the adoption of sustainable food production and value chain practices.

Strategic Action/Project types:

- Intensify and expand land and soil management practices (Sloping Agriculture Land Technology (SALT) and organic agriculture).
- Introduce and promote important crop commercialization and NWFP Post harvest technology and market access.
- Mobilize youth in the utilization of agriculture fallow land for agro-forestry and livelihood enterprises.
- Facilitate youth (Group) entrepreneurship and CBOs in commercial farming and marketing of vegetables and fruits, poultry and milk processing.
- Explore modification and testing of existing HWC measures (physical fencing-traditional, electric and chain-link fencing) along with compensation/insurance schemes and recommend the best practices for replication.

5.2.1 Strategic Priority 3: Community-based Adaptation

Outside the project landscape: Community engagement in emerging environmental issues such as waste management, human-wildlife conflict and climate-smart practices to enhance community-based climate change adaptation and mitigation.

Within the project landscape: Community engagement and demonstrating innovative socially inclusive rural solutions/approaches in waste & water management and climate-smart agriculture

OBJECTIVE 3: Engage and enhance the capacity of local communities, including economically disadvantaged, to deal with climate change stress and hazard

Output 3: Community livelihood opportunities enhanced through the adoption of sustainable food production and value chain practices

Strategic Action/Project types:

- Community training and awareness of climate change and its adverse impact on environment, agriculture, water and livelihood activities.



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- Community engagement in use of innovative water harvesting technology such as restoration of drying water sources, integrated wetland management and watershed protection and introduction of hydraulic ram and rainwater harvesting.
- Community participation in testing and adoption of climate-smart agriculture practices and use of efficient technology in forest, agriculture land and water resource management.
- Strengthening and creating local self-help groups/institutions to institute a sustainable mechanism at the local level to deal with and adapt to climate stress.

5.2.4 Strategic Priority 4: CSO-Government-Private sector policy and planning dialogue platforms

Outside /Within the project Landscape: Strengthening and capacity building of local communities including CSOs/CBOs in project formulation and implementation.

OBJECTIVE 4: To strengthen and build capacities of local communities and CSO/CBOs in project formulation/implementation and community participation in public decision making enhanced.

Output 4: Knowledge, good practices and experiences of the project sensitized and community voices enhanced.

Strategic Action/Project types:

- Training of community and CBOs (e.g., youth groups) in project formulation, project management, monitoring, financial management and project result reporting.
- Provide a platform and build capacity of communities and youths to participate in national and sub-national dialogue relating to global environment and sustainable development issues.

5.2.5 Strategic Priority 5: Promotion of small-medium Enterprises and other economic opportunities

Outside the Project Landscape: Promoting of Small-Medium-Enterprises (SMEs) and other economic opportunities that creates gainful employment.

OBJECTIVE 5: Promote establishment of potential Small-Medium-Enterprises (SMEs) and other economic opportunities.

Output 5: Potential Small-Medium-Enterprises (SMEs) established in selected villages.

Strategic Action/Project types:

- Establishment of small community entrepreneurship in waste recycling and NWFP (bamboo, medicinal plants) utilization and post-harvest technology.
- Establishment of medium-sized entrepreneurship in commercial farming and marketing of vegetable and fruits, poultry and milk processing.
- Promotion of potential crops such as tapioca, ginger, cardamom for commercialization and product development and marketing (establish value chain).



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5.2.6 Strategic Priority 6: Enhancing social inclusion

Outside/ Inside Project Landscape: Mainstreaming social inclusion in all project planning and implementation.

OBJECTIVE 6: To promote social inclusion in all projects.

Output 6: Social inclusion in the project proposals enhanced.

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 markers 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. Also, ensure gender economic and social empowerment which will enable women leadership in environment conservation stewardship. In OP8, all projects shall include criteria to screen projects to mainstream gender, including vulnerable groups such as youth, elderly, low-income groups, local communities and people with disabilities (PWDs) ensuring inclusive approach “leaving no one behind”. The NC, SC, TC and gender and youth focal persons in the SC review project proposals to ensure gender mainstreaming, environmental and social safeguards are incorporated.

Strategic Action/Project types:

- Involvement of youth and women groups including disadvantaged groups in community-based entrepreneurship to enhance rural economy.
- Support gender empowerment and mainstreaming in the projects planning and implementation including resource allocations must consider gender equality and women empowerment (GEWE).

5.2.7 Strategic Priority 7: Knowledge Management

Outside/inside the project Landscape: Documenting and sharing the project experiences including innovative eco-friendly technology and Traditional Knowledge (TK).

OBJECTIVE 7: Document and promote the project lessons including innovative eco-friendly technology and TK

Output 7: Knowledge management and lessons sharing enhanced.

Strategic Action/Project types:

- Document and share eco-friendly technology innovations and TK on biodiversity/ agroecology conservation and climate smart agriculture practices.
- Conduct South-South Exchanges to promote technology transfer and replication of good practices
- Organize/participate in knowledge fairs, expos and national events.

6. COMMUNICATION PLAN

Although SGP only supports CBOs and CSOs, it is important to ensure that dissemination of important elements of the SGP OP 8 Strategy to the RGoB, INGOs, local donor agencies, and individuals. In the context of the SGP OP78 grantmaking the following are proposed for more focused and effective outcome:

- i. Identification of key strategic partners at every dzongkhag that will be able to support community-based organizations in formulating proposals and also technical backstopping during the implementation of the 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).
- ii. Depending on the resource and time available, some level of consultation with the concerned strategic partners should be conducted before the projects are implemented.
- iii. SGP OP 8 strategic interventions directly align with most of the 13th FYP programme, Multilateral funded projects/programmes – Bhutan for Life, Bhutan Trust Fund for Environmental Conservation and FAO UN-agencies. SGP should conduct a half day workshop with relevant focal persons from these partners to share the OP8 strategic plan and identify areas of collaboration, co-funding and synergies.
- iv. Where possible, SGP should also look for opportunities to share the OP 8 Strategic plan in important national level workshops. (Annual conferences of Dzongdas, District Environment officers, Gups, Chief Forest Officers etc., and workshops organized by relevant ministries).
- v. SGP should develop information brochures and distribute to all the stakeholders and communicate through press releases, call for proposals, posters, documentary, photo stories, website, internet, radio, television and print media.
- vi. As currently practiced, SGP can share and disseminate information related to OP 8 strategic objectives during the semi-annual grantees and stakeholder's workshops. The opportunities for synergies, collaboration and co-funding should be assessed and documented.
- vii. All communication and knowledge products, among others, will target all sections of society including women, youth, elderly, low-income groups, local communities and PWDs.

7. RESOURCE MOBILIZATION PLAN

Resource available for OP8 from GEF-SGP core fund is USD 456,818.

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

i. 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 OP8, 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 the private sector, including financial institutions. For SGP funded projects, the co-financing requirement is 1:1, i.e. for every dollar approved, applicants should be able to raise an additional dollar (either in-kind or in-cash).

ii. Country and at Landscape Level

At the country and landscape level, there are established mechanisms to attract potential cash and in-kind co-financing opportunities with resources from the 13th FYP, 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.

iii. 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 organizations 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.

7.2 Co-financing Opportunities

There are several RGoB institutions, donors, and development partners working in similar fields 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 8 implementing agencies, GCF supported projects. Efforts should be made to foster focused, long-term partnership with these agencies to mainly mobilize additional resources, though 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.

7.3 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 represent key conservation organizations in the government and outside the government (CSOs, foundations and donors) can play significant roles 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.

8. PROJECT RISK, MONITORING AND EVALUATION

8.1 Project Risks Management

Since, the projects will be community and conservation-based that follow integrated approaches across the landscapes (5 Gewogs within project landscape and other Gewogs outside the project landscape areas), with introduction of new and emerging technologies by the projects, a few low risk factors are expected (**Table 5**). These risks will be addressed through incorporation of the measures/activities in the individual project's implementation plan.

8.2 Monitoring and Evaluation

SGP Bhutan will be responsible for overall monitoring and evaluation (M&E) of the SGP OP8 programme, with policy and technical guidance from National Steering Committee (NSC) and Technical Committee (TC). Monitoring and Evaluation (M&E) process will follow the Monitoring and Evaluation Plan (**Table 6**). At the project outcome/outcome levels, Semi-annual Monitoring, Annual Reporting and Annual Program Portfolio Review will be conducted to update the progress, gaps and issues of the projects. If any mid-course correction and adjustment is required, it will be done based on the feedback received during these meetings and reviews. At the field level (activities), regular monthly meetings, field activity reporting and periodic monitoring visits by concerned project focal officers to the project area will keep track of the progress in the activity implementation as set in the individual project Activity Implementation Plan.





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marketing are new ventures to local communities and stakeholders (Dzongkhags, Gewogs). Needs training and incentives).		agencies (forest, agriculture, tourism, marketing, CSOs-Tarayana, RSPN).
Environmental risk: Further degradation of forest, agriculture land and water ecosystem due to project interventions (e.g. forest, agriculture land and water conservation, commercial agriculture and NWFP product development).	Low	Cares will be taken that all project activities planned and implemented are eco-friendly and community-sensitive.
Economic risk: Initiating eco-tourism, commercial farming, NWFP and agriculture products development may compromise the economic return of local communities which was obtained through the conventional practices of farming.	Low	Ensure that commercial farming, NWFP and agriculture products development and community-based ecotourism are viable alternative income generating activities for local communities (provide training and incentives).

The SGP OP8 Result Matrix Framework (**Table 7**) will guide in the selection of the individual projects in both target and outside project landscape while keeping track of progress of all projects' outcomes and outputs using the set objectives, targets and indicators. At the individual project level, CSOs or CBOs formed by communities in the gewogs will lead the overall coordination, management and implementation of the individual projects. The project planning and implementation methodology will be consulted and discussed with the concerned Districts, Sub Districts, Gewog Administrations and the Department of Forest and Park Services, Department of Agriculture and Livestock, Department of Water to ensure the successful implementation. The individual project activities will be carried out engaging the local communities and concerned local sectors and the services of the technical experts from the concerned sectors, departments and agencies will be used to backstop the project implementation to reduce project risks (c.f **Table 5**). The basis for individual project level M&E will be the project implementation timetable, specific indicators and targets at outcome /output level, field data/information and reports.

Table 6: Monitoring and Evaluation (M & E) Plan for SGP OP8 CPS

M & E activity	Purpose	Implementer	Period
Mapping of strategic partners and stakeholders' mapping.	Identification of key strategic partners and stakeholders to support operationalization of OP8 CPS.	NC & NSC	Once every year
Identifying strategic partners and stakeholders at the National and Dzongkhag level.	Soliciting support in project planning, reporting and implementation.	SGP	Once in the beginning of every year
Semi-annual monitoring	Documentation and reporting of all projects' half yearly progress.	SGP	July of every year



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Annual monitoring	Documentation and reporting of all projects' yearly progress.	SGP	December of every year
Project Technical and Financial Report submission.	Documentation of projects' progress, issues and gaps.	Grantees/CBO/CSO Project Manager, NC	Semi-annually
OP8 Program Portfolio Review	Assessment of effective CPS implementation and propose improvement / changes.	SGP, Bhutan	Annually
Reporting to NSC and CPMT/GEF	Progress update and seek approval for proposed improvement, if needed.	SGP, Bhutan	Annually
Audit	Ensure compliance with project management standards and norms.	SGP, Bhutan	Annually

8.3. Institutional Arrangement

During the stakeholder consultation meeting, the landscape stakeholders recommended the need of a Project Coordination Committee (PCC) represented by local leaders of the landscape Gewogs and Dzongkhag Administration, and supported by a full time Project Coordinator. This will address the existing challenges of not receiving proposals and poor project implementation capacity including poor maintenance of books of accounts, timely reporting. The PCC supported by Project Coordinator will ensure to initiate and submit good quality proposals, provide support and guidance for timely implementation of project activities, proper financial management, monitoring and reporting. Since 40% of the total fund of GEF-SGP is allocated to the landscape area, it merits having a PCC.



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Table 7: Country Programme Strategy Framework for SGP OP8

SDGs Relevant to CPS OP8



UNDP Country Programme Document (CPD) relevant to CPS OP8

UNDP Outcome 2 (UNSDPF outcome 3). By 2028, Bhutan's environment remains sustainably managed, and its people are more resilient to disaster risks and climate change.

Related Strategic Plan outcome 3. Resilience built to respond to systemic uncertainty and risk.

UNDP outcome 3 (UNSDCF outcome 4). By 2028, Bhutan will have more inclusive, transparent and accountable governance and rule of law.

Related Strategic Plan outcome 2. No-one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development.

OP8 SGP Programme Goal: Engage local CSOs/CBOs in landscape-seascape approaches across the world, providing them access to knowledge and information, capacitating them through learning-by-doing, skills development, and delivering technical and grant assistance for interventions that enhance wellbeing and socioeconomic conditions and generate global environmental benefits.

OP8 CPS Strategic Objectives	CPS Outcome/Output	Target	OP8 indicators	Means of Verification
OP8 CPS Strategic Goal: Sustain ecological, social and economic resilience to climate change through community and stakeholder engagement and partnership.	Expected impact: Ecological, social and economic resilience to climate change sustained.	-Increase in communities' income and well-being., increase in community's resilience to climate change.	-5 Gewogs within the project landscape and 5 Gewogs outside the project landscapes by 2028.	-Terminal reports of all projects.



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			-At least 50 communities (M: F ratio 60 %: 40 %) benefited (GEF8 indicator 1 :11).	-Country Programme Strategy Review Reports.
1.Community -based conservation of the threatened ecosystem and species- Conservation of threatened ecosystem and species lead by Community, CSOs and CBOs. OBJECTIVE 1 : Integrate and improve community-led, biodiversity- friendly approaches in forest and land management, watershed protection, and ecosystem.	Outcome:1 Community-led, biodiversity friendly approaches and practices integrated and improved.	Improvement of community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.) that contribute to ecological and social resilience - Implement projects that support innovative technology for sustainable harvesting, processing and marketing of natural resources.	-600 ha of landscapes (Forest and watershed/ spring shed areas) restored /brought under improved management (GEF 8 indicator .3.2 and 4.1). -At least 6 projects /interventions that support community based natural resource management and sustainable use implemented.	-Annual Project Monitoring report (AMR).
		Project types -Conservation of forest, land and water through forest, watershed and spring shed restoration.	-2 degraded watershed/ spring shed and one degraded forest area restored in the project area.	-Project Progress reporting from the grantees.
		-Wetland and water source management through application of Integrated Water management principle.	-2 drying water sources revived.	-Field visit and community consultation reports.
		-Establishment of innovative water harvesting and conservation technologies (hydraulic ram, immersion water pumps and rain water harvesting).	-2 water harvesting technologies are established.	-Periodic Monitoring Reports.
		-Strengthening and promoting of tourism (Nature-based and Community-based ecotourism and agriculture product development) outside the project landscape.	-4 community-based ecotourism (3) and agriculture product development (1).	



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		-Facilitating establishment of community entrepreneurship in waste management and NWFP utilization.	-3 (2 in NWFP and 1 in waste management) of entrepreneurship established.	
2.Sustainable agriculture and fishery and food security OBJECTIVE 2: Increase agriculture productivity and livelihood opportunities through intensification and diversification of food production and value chain management practices.	Outcome 2: Community livelihood opportunities enhanced through the adoption of sustainable food production and value chain practices.	-Sustainable Land management (SLM) scale up; Support organic farmers and group formation; Marketing development and establishing value chain for agriculture products; Addressing WWC issues; Capacity building of farmers in crop commercialization and product development.	- 101 ha degraded agriculture restored. -At least 2% increase in household agricultural productivity in the project area,	-Annual Project Monitoring report (AMR).
		Project Types -Intensify and expand land and soil management practices (Sloping Agriculture Land Technology (SALT) and Organic agriculture.	-300 households in the project landscape.	-Progress Reporting from the Grantees.
		-Introduce and promote important crop commercialization and NWFP Post harvest technology and market access.	-3 numbers of agriculture (household) groups in crop commercialization (ginger, cardamom and tapioca) and 2 Nos NWFP groups.	-Periodic Monitoring Reports.
		-Mobilize youth in the utilization of agriculture fallow land for agro-forestry and livelihood enterprises.	-20 ha fallow agriculture land under crop production and agro-forestry across 5 project landscape Gewogs.	-Field visit Reports and Community Consultation Reports.
		-Facilitate youth (Group) entrepreneurship and CBOs in commercial farming and marketing of vegetables and fruits, poultry and milk processing.	-2 number of Communities/Groups in 2 Gewogs outside the project landscape.	-Survey/ study Reports.
		-Strengthening and promotion of Nature Tourism (Nature-based and	-3 Nos of youth groups /CBOs in Project landscape Gewogs.	



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		Community-based ecotourism and product development).		
		-Explore modification and testing of existing HWC measures (physical fencing-traditional, electric and chain-link fencing) along with compensation/ insurance schemes and recommend the best practices for replication.	-2 studies /surveys covering 5 Gewogs within project landscapes and 3 Gewogs outside Project landscape.	
3.Community-based Adaptation OBJECTIVE 3: Engage and build capacity of local community to deal with climate change stress and hazards	Output 3: Community awareness, education and engagement on climate change and capacity building of communities to cope with adverse climate change impact enhanced.	-Promote ecosystem-based adaptation and nature-based solution. -Reduce climate vulnerability of poor communities and strengthen community-based adaptation. -Awareness and education campaign on impact of climate change. -Establish climate smart villages to improve community resilience.	-Communities of 5 project landscape Gewogs and participating communities from other participating Gewogs outside the landscape sensitized on impact of climate change. - 5 villages / communities within the project landscape adopted 'Climate-smart village' and worked on nature-based solution concepts.	-Annual Project Monitoring report (AMR)
		Project types -Community training and awareness of climate change and its adverse impact on environment, agriculture, water and livelihood activities.	-7 Groups/ 170 households from 5 Gewogs (within project land scape 2 Gewogs (outside Project landscape).	-Project Progress Reporting from the Grantees.
		-Community engagement in use of innovative water harvesting technology such as restoration of drying water sources, integrated wetland management and watershed protection and introduction of hydraulic ram and rainwater harvesting.	-At least 50 households from water shortage villages trained.	-Periodic Monitoring Reports. -Community Consultation and Community Training Reports.



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		-Community participation in testing and adoption of climate-smart agriculture practices and use of efficient technology in forest, agriculture land and water resource management.	-At least 200 households from 5 Gewogs participated.	
		-Strengthening and creating local self-help groups/institutions to institute a sustainable mechanism at the local level to deal with and adapt to climate stress.	-7 Gewogs (5 within the project landscape and 2 outside the project landscape) engaged.	
4.CSO-Government -Private Sectors Policy and Planning Dialogue Platforms. OBJECTIVE 4: Strengthen and build capacities of local communities and CSO/CBOs in project formulation/implementation and participation in public decision making.	Output 4: Knowledge, good practices and experiences of the project planning and implementation sensitized and community participation in decision making enhanced.	-Participating CBOs capacity building in project planning and implementation. -Provide platform and capacity building opportunities for national and sub-national level dialogue; Support capacity building of CSOs and CBOs.	-At least 50 households and 10 CBOs from 5 Gewogs participated.	-Annual Project Monitoring report (AMR).
		Project Types -Training of CSO and CBOs (e.g, youth groups) in project formulation, project management, monitoring, financial management and project result reporting.	-35 households and 5 CBOs trained.	-Progress Reporting from the Grantees.
		-Provide platforms and build capacity of communities and youths to participate in national and sub-national dialogue relating to global environment and sustainable development issues.	-10 households and 5 CBO participated.	-Periodic Monitoring Reports. -Capacity building /training reports.



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5.Establishment of potential Small-Medium-Enterprises (SMEs) and other economic opportunities. OBJECTIVE 5 : Promote potential Small-Medium-Enterprises (SMEs) and other economic opportunities.	Output 5: Potential Small-Medium-Enterprises (SMEs) established in selected villages.	-RGoB has plans to intensify agriculture production and commercialize farming. Commercial growing of vegetables, mushrooms, cardamom, ginger, tapioca and citrus has a big potential in the project areas. The adoption of new technologies and establishing Small-Medium-Enterprises (SMEs) will enhance farmers' capacity and skills in commercial production of crops, fruit and NWFP.	-At least establish 6 potential Small-Medium-Enterprises (SMEs) in the Gewogs within and outside project landscape areas.	-Annual Project Monitoring report (AMR).
		Project types -Establishment of small community entrepreneurship in waste recycling and NWFP (bamboo, medicinal plants) utilization and post-harvest technology.	-2 community entrepreneurship established outside the project landscape.	-Project Progress Reporting from the Grantees. -Periodic Monitoring Reports. -Field visit Reports and Community Consultation Reports.
		-Establishment of medium-sized entrepreneurship in commercial farming and marketing of vegetable and fruits, poultry and milk processing.	-2 community entrepreneurship established outside the project landscape.	
		-Promotion of potential crops such as tapioca, ginger, cardamom for commercialization and product development and marketing (establish value chain analysis).	-2 community entrepreneurship established within the project landscape.	



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6.Enhancing social inclusion OBJECTIVE 6: Promote social inclusion including economically disadvantaged in targeted areas in all projects	Output 6: Social inclusion in all projects enhanced.	-All project formulations support gender empowerment and mainstreaming in the projects planning and implementation including resource allocations must consider gender equality and women empowerment (GEWE). -All decision-making bodies ensure gender mainstreaming, environment and social safeguards are incorporated in the project proposals.	-All approved community-based projects have focused on gender equality, youth issues and supporting PWD.	Annual Project Monitoring report (AMR).
		Project types -Training/ Involvement of youth and women groups including disadvantaged groups in community-based entrepreneurship to enhance rural economy.	-3 interventions implemented.	-Progress Reporting from the Grantees.
		-Training vulnerable communities and youths on post-harvest technology and Agriculture product development.	-2- Training/ consultations conducted.	-Periodic Monitoring Reports. -Field visit Reports and Training Reports.
		-Knowledge sharing events for women and vulnerable groups.	-2 events conducted.	
7.Knowledge Management OBJECTIVE 7: Document and sensitize the project lessons including the innovative eco-friendly technology and Traditional Knowledge (TK).	Output 7: Knowledge management and lessons sharing from project implementation enhanced.	-Capture the knowledge and lessons from the project implementation and share them through farmer-to-farmer and south-south exchange programmes. -Participation in expos, knowledge fairs and national events.	-At least 4 good practices (forest and water conservation, climate smart agriculture, youth/women group management) established and applied.	-Annual Project Monitoring report (AMR).



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		Project types -Document and share eco-friendly technology innovations and TK on biodiversity/ agroecology conservation and climate smart agriculture practices.	-2 videos on technology innovation and TK.	-Progress Reporting from the Grantees. -Release and screening of videos. -Field visit Reports and Community Consultation Reports. -Study tour reports
		-Conduct South-South Exchanges to promote technology transfer and replication of good practices.	-2 study tours conducted.	
		-Organize/participate in knowledge fairs, expos and national events.	-2 Knowledge fairs (expos and national events) organized.	
8 Result Management, Monitoring and Evaluation (M&E). OBJECTIVE 8: Administer Country Programme Strategy Framework and Monitoring & Evaluation (M&E) system in SGP country programme and project management.	Outcome 8: Country Programme Strategy Framework for Monitoring and Evaluation Plan in place.	-Country Programme Strategy Framework and M & E Plan to strengthen the country's SGP programme and project implementation.	-1 Country Programme Strategy Framework. -1 M & E Plan.	-Country program Strategy Report. -Monitoring and Evaluation Report.

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APPENDIX 1: QUESTIONNAIRE SURVEY - ASSESSMENT FOR THE PROJECTS WITHIN THE LANDSCAPE

Information Collection Template

Goal: To gather information to develop GEF-Small Grants Program Strategy for Operational Phase 8.

I. General Information

1	What 3 big issues/problems the SGP project had attempted to solve? 1 2 3
2	What are 3 main achievements the SGP project had made 1. 2. 3.
3	What 3 great lessons learned on implementation of the SGP project? 1. 2. 3.
4	Was the project useful and had the project made any (immerging) change on Environment Conservation, Income Generation and People Behaviors (knowledge)?
5	If yes, what substantial changes are seen (Please give examples)
6	Should the SGP project come in future, which of the areas (activities) should you give more importance? Please tick 3 top priorities: ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Reducing Human-wildlife conflict Protecting and restoring forest and water resources Capacity building and Advocacy Water shortage and conserving spring-shed (recharge) areas Community engagement Forest and agriculture product development Knowledge management Commercial crop production Rehabilitation of fallow farmland Rural enterprising and Marketing Other (s)



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II. Project Specific Information

Please Fill it

Name of the project:.....

Group/Beneficiary Name:.....

Focus Areas (activities) of the project:.....

Number of Beneficiaries:.....

What 3 big issues/problems the SGP project had attempted to solve? (Please Tick)

1. Limited income sources for local communities
2. Unsustainable harvest of NWFP resources
3. Lack of expertise on (Bamboo) Product development and marketing
4. Others (specify).....

What are 3 main achievements the SGP project has made? (Please Tick)

1. NWFP (bamboo) harvest area delineated and resources mapped out
2. Capacity building in (Bamboo) Product development and marketing
3. Increase community engagement in project implementation
4. Others (specify).....

What 3 great lessons learned on implementation of the SGP project? (Please Tick)

1. Community training is important to enhance knowledge on conservation and livelihood
2. Diversifying product development can earn additional income
3. Protecting and using the natural resource judiciously is essential for sustainability
4. Others (specify)-----

Was the project useful and had the project made any (immerging) change on environment conservation, income generation and people behaviors (knowledge)?

Yes, (Specify).....

No, (Specify).....

If yes, what substantial changes are seen on completion of the project (Please give examples)

(Specify).....

Should the SGP project come in future, which areas (activities) should you give more importance? Please tick 3 top priorities:

- | | |
|--------------------------|--|
| ☐ | Reducing Human-wildlife conflict |
| ☐ | Protecting and restoring forest and water resources |
| ☐ | Capacity building and Advocacy |
| ☐ | Water shortage and conserving spring-shed (recharge) areas |
| ☐ | Community engagement |
| ☐ | Forest and agriculture product development |
| ☐ | Knowledge management |
| ☐ | Commercial crop production |
| ☐ | Rehabilitation of fallow farmland |
| ☐ | Rural enterprising and Marketing |
| ☐ | Other (s) |

Thank you for sharing truthful information



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APPENDIX 2: PRESENT AND FUTURE SITUATION ANALYSIS OF THE PROJECT LANDSCAPE

Question 1 : What are the main achievements made under SGP OP7 projects?

Gewogs	
Dungmae	-Promoted agroforestry and planted commercial horticulture trees
	-Increased awareness of forest, land and water management with communities and school
	Undertaken SLM activities by 20 H/H and planted 22 acres with teak and avocado
Khar	Increase rural agriculture production through smart agricultural practices and created fruit trees, fodder and cardamom plantation
	-Terracing of steep sloped agriculture land initiated under land management
	-Increased the strength of self-help group and stall feeding of livestock
Dechheling	-Established community conservation works for forest, wetland (e.g Peling Tso conservation group) and agricultural land (SALT)
	-Protection of spring sheds, harvesting of rainwater promoted in Gongpawoong Chiwog
	-Provided training to all GT members on forest, land and water conservation and local communities engaged in hands-on training on land and water conservation measures (SALT, Agroforestry)
	-Provided training to the public on group (commercial) farming and distributed improved cereal seeds and fruit trees (e.g. avocado)
Norbugang	-Established bamboo weaving center and sale outlet by Norbugang NWFP Management Group.
	-Trained local communities in the assessment of bamboo resources and making of bamboo handicrafts (Norbugang NWFP member)
	-Trained and established plate and cup (eco-friendly products) making from areca nut palm leaf at Menchu (Women Group)
Choekhorling	-Increased income generation from fallow land
	-Promoted Community Participation
	-Increased Community Income



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Question 2 : What important lessons have been learned on implementation of the SGP project OP7 ?

SL	Lessons/experiences	Dungmaen	Khar	Dechheling	Norbugang	Choekhorling	Score
1	CBOs were exposed to project and financial management yet still needs capacity building on project proposal preparation and implementation	✓	✓				2
2	Inclusive approach was useful in community development projects		✓	✓	✓		3
3	Local communities need able CBO leaders and constant monitoring for the success of the projects	✓	✓				2
4	Community engagement is important to leverage forest, agriculture land and water resources protection	✓		✓	✓		3
6	Diversifying forest (NWFP) and agriculture production can earn additional income		✓	✓	✓	✓	4
8	Protecting and using natural resources judiciously is essential for sustainability for natural resources and people's income	✓	✓	✓	✓	✓	5
9	integrating income generation with conservation was crucial to garner local people support for conservation		✓	✓	✓	✓	4
10	Community trainings are crucial to inform and enhance local community knowledge on emerging integrated approach to natural resource management , livelihood , commercial farming and climate change			✓	✓	✓	3



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Question 3 : Should the SGP project come in future , which activities should you give more importance in SDG OP 8 ?

Activities	Dungmaen	Khar	Dechheling	Norbugang	Chokoerling	Score
Reduce -Human -Wildlife conflict	✓	✓	✓	✓	✓	5
Protecting and restoring forest and water resources	✓		✓			2
Capacity building, Community engagement and Advocacy	✓	✓	✓			3
Water shortage and conserving spring-shed (Recharge) areas	✓			✓	✓	3
Forest and Agriculture Product Development		✓	✓			2
Commercial Crop Production		✓			✓	2
Rehabilitation agricultural fallow land	✓		✓	✓	✓	4
Rural Enterprising and Marketing					✓	1

Appendix 3 : Sample Copy (1) of the duly filled in questionnaire from Khar Gewog, P/Gatshel

Goal: To gather in-depth information to develop GEF-Small Grants Program Strategy for Operational Phase 8.



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General Information

1	What 3 big issues/problems the SGP project had attempted to solve? Reduce poverty: through enhancement of Agricultural Self-sufficiency. Terracing of steep sloped Land to promote sustainable cultivation practices. Reduction of free grazing by promoting stall feeding of livestock.
2	What are 3 main achievements the SGP project had made 1. Increased income generation of rural people through smart agricultural practices 2. Increased land productivity through land management. 3. Increased the strength of self-help group through mobilization and advocacy
3	What 3 great lessons learned on implementation of the SGP project? 1. Inclusive approach useful in development of the community. 2. The community needs good CBO leaders for success of the project 3. Community based organizations need constant monitoring for their progress.
4	Was the project useful and had the project made any (immerging) change on Environment Conservation, Income Generation and People Behaviors (knowledge)? Ans: The project has been very useful in income generation & environment Conservation.
5	If yes, what substantial changes are seen (Please give examples) Ans: The GEF project such as in Labar and Bongman Villages under Khar-Gewog has enhanced fruit trees plantation, fodder plantation and cardamom plantation which has increased the income generation of the rural farmers. Through the exchange program (South to South Communication) people's mindset towards agriculture and its benefits to rural communities has changed over the course of time (source project completion report 2023). The mass fodder plantation has reduced free grazing of livestock thereby reducing pressure in forest resources.



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6	Should the SGP project come in future, which of the areas (activities) should you give more importance? Please tick 3 top priorities: ☐ Reducing Human-wildlife conflict ☐ Protecting and restoring forest and water resources ☐ Capacity building and Advocacy ☐ Water shortage and conserving spring-shed (recharge) areas ☒ Community engagement ☐ Forest and agriculture product development ☒ Knowledge management ☐ Commercial crop production ☐ Rehabilitation of fallow farmland ☐ Rural enterprising and Marketing ☐ Other (s)
---	--

Project Specific Information

Please Fill it

Name of the project: Climate Smart Sustainable Livestock and Agricultural Development for improved rural livelihood in Khar

Group/Beneficiary Name: Phadi-Sezor Community Group

Focus Areas (activities) of the project: Agriculture and Livestock Development

Number of Beneficiaries: 15 HH

What 3 big issues/problems the SGP project had attempted to solve? (Please Tick)

Limited income sources for local communities

2. Unsustainable harvest of NWFP resources

3. Lack of expertise on (Bamboo) Product development and marketing

Others (specify)

Human-Wildlife conflict.

Sloped and difficult Agricultural Land (address through Land Terracing)

.....

What are 3 main achievements the SGP project had made? (Please Tick)

1. NWFP (bamboo) harvest area delineated and resources mapped out

2. Capacity building in (Bamboo) Product development and marketing

Increase community engagement in project implementation



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Others (specify)

Address Human Wild-life Conflict through Chain-link fencing
Increase cultivable land through land terracing and management.

What 3 great lessons learned on implementation of the SGP project? (Please Tick)

Community training is important to enhance knowledge on conservation and livelihood

2. Diversifying product development can earn additional income

Protecting and using the natural resource judiciously is essential for sustainability

Others (specify: Employment can be generated through Community based development projects. -----

Was the project useful and had the project made any (immerging) change on environment conservation, income generation and people behaviors (knowledge)?

Yes, (Specify) yes

No, (Specify).....

If yes, what substantial changes are seen on completion of the project (Please give examples)

(Specify): before the inception of the project around 90% of the land in Phadi and Sezor were left fallow, with project's support people have started cultivating these fallow land changing mindset as well as the behaviors of the people. With increased input support and increased cultivation, income generation of the people has increased as well.

Should the SGP project come in future, which areas (activities) should you give more importance? Please tick 3 top priorities:

- | | |
|-------------------------------------|--|
| ☐ | Reducing Human-wildlife conflict |
| ☐ | Protecting and restoring forest and water resources |
| ☐ | Capacity building and Advocacy |
| ☐ | Water shortage and conserving spring-shed (recharge) areas |
| ☐ | Community engagement |
| ☐ | Forest and agriculture product development |
| ☒ | Knowledge management |
| ☐ | Commercial crop production |
| ☐ | Rehabilitation of fallow farmland |
| ☐ | Rural enterprising and Marketing |
| ☐ | Other (s) |

Thank you for sharing truthful information



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APPENDIX 3.....COPY (2) OF DULY FILLED IN QUESTIONNAIRE FROM NORBUGANG GEWOG

Goal: To gather in-depth information to develop GEF-Small Grants Program Strategy for Operational Phase 8.

General Information

1	What 3 big issues/problems the SGP project had attempted to solve? Use of forest resources sustainably through innovative solutions. Capacity development of local communities for improved livelihoods. Engagement of community members directly in the work of social change.
2	What are 3 main achievements the SGP project has made? 1. Having a reliable weaving center and sales outlet for Norbugang NWFP Management Group. 2. Trained more than 28 Norbugang NWFP members in weaving of various bamboo handicrafts. 3. Provided alternative solutions to imported products such as plastics bags, utensils and hazardous products.
3	What 3 great lessons learned on implementation of the SGP project? Community Engagement and Ownership are Crucial The success of the projects is closely tied to the active involvement and ownership by the local community. Engaging the community in the project ensures that the initiatives are relevant to their needs to maintain the project outcome. Projects that emphasize community participation tend to be more sustainable, as they build local capacity and ensure that the community feels responsible for the success of the project. Integration of Income Generation with Conservation Efforts Combining environmental conservation with income-generating activities for local communities is a powerful strategy. This approach not only incentivizes conservation efforts but also improves the livelihoods of the community members, making the project more sustainable.
4	Was the project useful and had the project made any (immerging) change on Environment Conservation, Income Generation and People Behaviors (knowledge)? The project was useful in several ways. It provided valuable lessons for future initiatives, contributed to sustainable use of forest resources while ensuring improved socio-economic status of the community. The usefulness of the project is often reflected in the tangible benefits to both the environment and the community.
5	If yes, what substantial changes are seen (Please give examples) ☐ Environment Conservation through sustainable practices: By implementing sustainable practices, the project has benefited the local communities in having prescribed management plans for use of natural resources in a desired way to reduce environmental degradation and exploitation.



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	☐ Income Generation: Through the introduction of eco-friendly income-generating activities such as capacity development of the group members, enhancement of skills in bamboo handicrafts, the project has enhanced the financial stability of local communities. Without financial support or such projects, the community people would lack skills and ideas for such innovative solutions for their livelihood. ☐ People Behaviors (Knowledge): The project resulted in increased awareness and knowledge about environmental issues among the community members. Particularly, in terms of managing the resources in a sustainable manner for benefits of all generations.
6	Show the SGP project come in future, which of the areas (activities) should you give more importance? Please tick 3 top priorities: Reducing Human-wildlife conflict Protecting and restoring forest and water resources Capacity building and Advocacy Water shortage and conserving spring-shed (recharge) areas Community engagement Forest and agriculture product development Knowledge management Commercial crop production Rehabilitation of fallow farmland Rural enterprising and Marketing Other (s)

Project Specific Information

Please Fill it Name of the project: Promoting nature-based solutions and alternative livelihood through introduction of Bamboo Handicraft for Norbugang NWFP Group. Group/Beneficiary Name: Norbugang Shingman Deytshen/NWFP Group Focus Areas (activities) of the project: Biodiversity conservation and alternative solutions to rural livelihood. Number of Beneficiaries: 28 Households
What 3 big issues/problems the SGP project had attempted to solve? (Please Tick) 1. Limited income sources for local communities 2. Unsustainable harvest of NWFP resources Lack of expertise on (Bamboo) Product development and marketing 4. Others (specify):



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What are 3 main achievements the SGP project has made? (Please Tick)

1. NWFP (bamboo) harvest area delineated and resources mapped out
2. Capacity building in (Bamboo) Product development and marketing
3. Increase community engagement in project implementation
4. Others (specify).....

What 3 great lessons learned on implementation of the SGP project? (Please Tick)

Community training is important to enhance knowledge on conservation and livelihood

Diversifying product development can earn additional income

Protecting and using the natural resource judiciously is essential for sustainability.

4. Others (specify)-----

Was the project useful and had the project made any (improving) change on environment conservation, income generation and people behaviors (knowledge)?

Yes, (Specify). By implementing sustainable practices, the project has benefited the local communities in having prescribed management plans for use of natural resources in a desired way to reduce environmental degradation and exploitation.

Through the introduction of eco-friendly income-generating activities such as capacity development of the group members, enhancement of skills in bamboo handicrafts, the project has enhanced the financial stability of local communities. Without financial support or such projects, the community people would lack skills and ideas for such innovative solutions for their livelihood.

The project resulted in increased awareness and knowledge about environmental issues among the community members. Particularly, in terms of managing the resources in a sustainable manner for benefits of all generations.

No, (Specify).....

If yes, what substantial changes are seen on completion of the project (Please give examples)

(Specify)

Skills and capacity of group members on weaving bamboo handicrafts, management of resources for sustainable use of resources enhanced.

Reliable weaving center and sale outlet for NWFP members established.

Developed alternate source of income for livelihood enhancement (Sale of handicrafts products, sale of NWFP products and establishment of nursery and sale of saplings).



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Should the SGP project come in future, which areas (activities) should you give more importance? Please tick 3 top priorities:

- | | |
|--------------------------|--|
| ☐ | Reducing Human-wildlife conflict |
| ☐ | Protecting and restoring forest and water resources |
| ☐ | Capacity building and Advocacy |
| ☐ | Water shortage and conserving spring-shed (recharge) areas |
| ☐ | Community engagement |
| ☐ | Forest and agriculture product development |
| ☐ | Knowledge management |
| ☐ | Commercial crop production |
| ☐ | Rehabilitation of fallow farmland |
| ☐ | Rural enterprising and Marketing |
| ☐ | Other (s) |

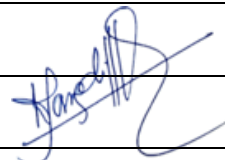
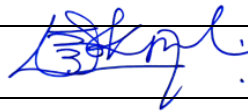
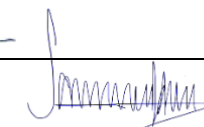
Thank you for sharing truthful information



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APPENDIX 4: NATIONAL STEERING COMMITTEE ENDORSEMENT

NSC members involved in OP8 CPS development, review and endorsement	Signatures
1. Kinley Tshering. CPO, BTFEC (Chairperson)	
2. Namgyel Dorjee. Chief, DMDF, MoF (Vice Chairperson)	
3. Kinga Wangdi. Program Manager, BFLFS	
4. Lhap Dorji. Portfolio Manager, E&L, UNDP	
5. Tandin. Program Coordinator, WWF Bhutan Office	
6. Jigme Tshering, Coordinator, RSPN	
7. Jamyang Tashi Wangdi. CLO, DoL, MoAL	
8. Ugyen Lhendup. National Coordinator, SGP Bhutan	