

2019

Project Implementation Review (PIR)

**LDCF- GEF BD-SFM Project**

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# Basic Data

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| **Project Information** | |
| UNDP PIMS ID | 5713 |
| GEF ID | 9199 |
| Title | Enhancing Sustainability and Resilience of Forest Landscape and Community Livelihoods |
| Country(ies) | Bhutan, Bhutan |
| UNDP-GEF Technical Team | Ecosystems and Biodiversity |
| Project Implementing Partner | Government |
| Joint Agencies | *(not set or not applicable)* |
| Project Type | Full Size |

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| **Project Description** |
| The development challenge that this project seeks to address concerns the adverse impacts of climate change on rural livelihood security (SDG 13) and poverty (SDG 1), and the effects of sector-led development practices on the ecological integrity of biodiversity-rich forested landscapes (SDG 15). Bhutan’s renewable natural resource (RNR) sector, which is made up of agriculture, livestock production and forestry forms a significant part of the national economy, as the largest employer with 58 percent of the working population, and with agriculture contributing 16.7 percent to the national economy in 2015. However, the RNR sector is very vulnerable to climate change impacts, which have been increasing as a result of heavy rainfall, drought, frost, hailstorms, windstorms and related land degradation. In addition to climate-related losses, damage to crops and livestock from wildlife causes major production losses. Bhutan’s biodiversity resources are of regional and global significance and the preservation of intact, forested landscapes through the protected areas network and associated biological corridors is needed to sustain these values. However, climate change impacts and other anthropogenic threats such as land conversion, forest fires, infrastructure development and unsustainable agriculture are placing increasing pressure on biodiversity and the integrity of ecosystems in the country.  The long-term solution envisaged by the project is to ensure the effective climate resilient management of forest areas including biological corridors and adjoining protected areas, securing ecosystem services that underpin livelihoods, local and national development and climate change adaptation (CCA). However, there are several barriers that need to be overcome: 1) Insufficient institutional capacity for integrated landscape management (ILM) and CCA; 2) Insufficient capacity to operationalize the biological corridor system; 3) Limited capacity, awareness and support for building livelihood resilience; and 4) Inadequate knowledge on natural resource status, ecosystem services and resilient livelihood options. These barriers will be removed through four project components that will lead to achievement of the Project Objective, which is to operationalize an integrated landscape approach through strengthening of biological corridors, sustainable forest and agricultural systems, and build climate resilience of community livelihoods. |

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| **Project Contacts** | |
| UNDP-GEF Regional Technical Adviser | Ms. Lisa Farroway (lisa.farroway@undp.org) |
| Programme Associate | Ms. Somaya Bunchorntavakul (somaya.bunchorntavakul@undp.org) |
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| Project Implementing Partner | Ms. Sonam Tshoki (stshoki@gnhc.gov.bt) |
| Other Partners | *(not set or not applicable)* |

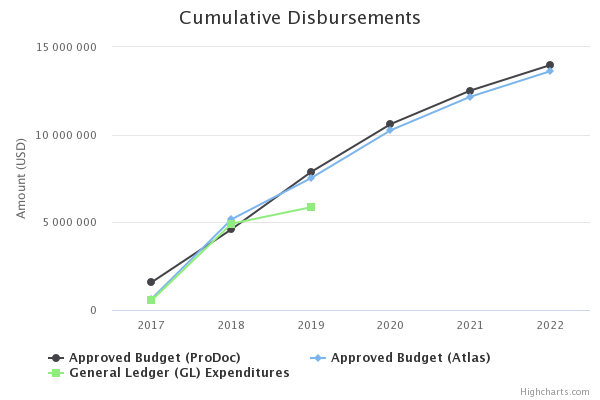
# Overall Ratings

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| Overall DO Rating | Satisfactory |
| Overall IP Rating | Satisfactory |
| Overall Risk Rating | Low |

# Development Progress

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| **Description** | | | | | | |
| **Objective**  **To operationalize an integrated landscape approach through strengthening of biological corridors, sustainable forest and agricultural systems, and build climate resilience of community livelihoods.** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| 1. Number of new partnership mechanisms with funding for sustainable management solutions of natural resources and ecosystem services at national and/or subnational level. | Limited partnership mechanism with funding for sustainable management solutions.  MRG system not yet operational – central level not functional, dzongkhag level still being established.  Bhutan for Life initiative aims to develop improved governance and sustainable financing for PA/BC system. Project will synergize and support this initiative. | Increased partnership mechanisms in form of functional MRG system at central and dzongkhag level (12 dzongkhags) including clear national and dzongkhag leadership. | Increased partnership mechanisms in form of functional MRG system that is strengthened and operating sustainably with increased funding at central and dzongkhag level (12 dzongkhags). | *(not set or not applicable)* | Rapid Assessment of Mainstreaming Reference Group (MRG) Mechanism in Bhutan was carried out through the UNDP-UNEP Poverty-Environment Initiative in 2017.    Key findings of the assessment indicate;  -The engagement of central MRG has improved the policy formulation process.  - Local MRG lack in-depth hands-on knowledge, skills and tools to mainstream Gender, Environment, Climate Change, Disaster and Poverty (GECDP).  -To ensure sustainability of the MRG at the central and local level, the report recommends reinvigorating the Central MRG to ensure guidelines, coordination and to backstop local MRG with Department of Local Governance (DLG) as the central MRG Coordinator with further recommendation to strengthen institutional mandate and organizational set-up.    Considering the importance, and of particular relevance of the 12 Five Year Plan’s program with 50% fiscal decentralization to the local government, the PMU conducted several rounds of coordination meetings with DLG, including one coordination meeting with 20 Dzongkhag Planning Officers from 6-7 April 2019 at Phuentsholing, Bhutan.    The composition of the local MRG and the ToR were formalized during the meeting, which is now institutionalized. The meeting also finalized a list of investment areas that will serve as a strategic guide to GECDP for plans and programs at all level.    Activities to reinvigorate the central MRG will begin in the third and fourth quarters of 2019 in collaboration with DLG.    The project is partnering with the ongoing Bhutan For Life (BFL) project in the areas of sustainable solutions to manage natural resources and ecosystem services at national and/or sub-national level based on agreed activities mapped between two projects. |
| 2. Number of direct project beneficiaries | Besides traditional uses of forest products and limited benefits from ecotourism and commercial NTFP collection, no other benefit from PAs/BCs. | 19,350 women and 20,650 men benefited (total beneficiaries =40,000) | 46,600 women and 49,800 men benefited (total beneficiaries =96,400) | *(not set or not applicable)* | The project has directly benefited 13,031 women and 14,600 men (total =27,861) till date from Sustainable Land Management interventions, climate resilient irrigation interventions, low emission livestock practices, organic programme, forest resources management interventions and marketing details of which are elaborated in outcome 3. |
| 3. Increased status of all indicators in the GEF Climate Change Adaptation Tracking Tool (Annex 4b) | See baselines in the GEF CCA TT (Annex 4b) | At least 40% progress towards targets set at CEO Endorsement in the updated GEF CCA TT For MTR (Annex 4b) | Achievement of Targets set at CEO Endorsement in the updated GEF CCA TT for TE (Annex 4b) | *(not set or not applicable)* | While certain aspects of the GEF Climate Change Adaptation Tracking Tool are captured through other indicators, rigorous assessment of the GEF CCA tracking tool as per the project M&E framework will be initiated prior to Mid-Term Review. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 1**  **Enhanced systemic and institutional capacity for integrated landscape management and climate change resilience.** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| 1.1. Status of Biological Corridor system delineation, including climate change resilience considerations, GIS mapping and inclusion in integrated landuse plans | BC system proclaimed in 1998 but neither operationalized nor reviewed in relation to climate change impacts, settlement patterns or optimization of benefits from ecosystem services and biodiversity | BC system delineation reviewed against criteria agreed by key stakeholders, incl. connectivity, climate change vulnerability assessment results, & HCVF distribution. | BC system mapped in detail based on results of delineation review and included in comprehensive integrated landuse plans | *(not set or not applicable)* | Drafted BC regulation of Bhutan 2018. Key stakeholders such as field offices, communities and relevant sectors were consulted before draft BC regulation was produced.    Stakeholder consultation is being initiated by the GNH Commission (central coordinating agency) and PMU whereby all relevant stakeholders are being consulted to clarify roles and responsibilities of different agencies involved. Once this is done, the lead agency will be designated to co-ordinate the zonation within Biological Corridors, Protected Areas and adjoining landscape. |
| 1.2. Area under sustainable and climate-resilient management practices including incorporation in Local Forest Management Plans and Forest Management Units indicated by the GEF Sustainable Forest Management Tracking Tool | National protocols for monitoring habitats and biodiversity in BC/PA systems lacking. No systematic consideration of climate resilience in management plans.  DoFPS and relevant agencies. See GEF SFMTT (Annex 4c) | Updated GE SFM TT  For MTR (Annex 4c)  50,000ha forest area brought under sustainable and climate-resilient management practices. | Updated GEF SFM TT (Annex 4c)  100,000ha forest area brought under sustainable and climate-resilient management practices | *(not set or not applicable)* | Project team visited Parks and Territorial Forest Divisions to review progress against the GEF BD1 Tracking tool. The review is currently under progress and the actual update will be carried out during the MTR which is due in the year 2020. On other indicators the progress is as under:  - Completed preparation of Local Forest Management Plan (LFMP) for six gewogs with coverage of 37,850 ha.  - Three Forest Management Unit (FMU) Plans are under review and one has been submitted for approval.  - 54 officials (5 female) from 3 Protected Areas and 14 Territorial Forestry Divisions were trained on new data inventory management system in FMUs in Phuentsholing  - Volume equation for 8 tree species have been developed to increase the precision in deducing the merchantable volume of trees.  Updated figures will be available subsequent to the GEF SFM tracking tool update in 2020. |
| 1.3 Financing gap for sustainable management of the protected area and biological corridor system closed as indicated by improvement in GEF BD-1 Financial Sustainability Scorecard | GEF BD1 Tracking Tool (Annex 4a)  Total Score 44%  Financing gap of US$4,447,000 to achieve basic management of targeted PAs/BCs.  Bhutan for Life (BFL) initiative by RGoB and WWF aims to provide a sustained flow of finance to maintain the country’s PAs and BCs, currently in development phase to secure financing | GEF BD1 Tracking Tool (Annex 4a)  Targeted Score:60%  Specific policy, planning, regulatory and fiscal barriers to sustainable PA/BC financing removed. | GEF BD1 Tracking Tool (Annex 4a)  Target Score:75%  Financing gap closed and management of PAs/BCs more self-reliant through use of at least two new financial sources. | *(not set or not applicable)* | The GEF BD1 Tracking tool update is scheduled to be carried out during MTR which is due in the year 2020.    The project is partnering with the Bhutan for Life initiative by contributing and implementing US$ 2.2 million through which the project is contributing to achieve BFL milestones. Under this initiative, the financing gap will be met from BFL. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 2**  **Biological corridor governance and management established, demonstrated, and linked to management of contiguous PAs.** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| 2.1 Percentage increase in METT Score for three protected areas (1,149,400ha) and four Biological Corridors (176,400ha): | Baseline METT score (Annex 4a)  JKSNR:62  JSWNP:66  PNP:73  BC1:35  BC2:26  BC3:32  BC8:20 | Mid-term METT targets:  JKSNR:68  JSWNP:70  PNP:77  BC1:45  BC2:40  BC3:45  BC8:35 | EoP METT targets:    JKSNR:75  JSWNP:75  PNP:80  BC1:65  BC2:65  BC3:65  BC8:65 | *(not set or not applicable)* | Actual update of METT will only be carried out during MTR which is due in the year 2020. Following activities were supported or are ongoing to improve METT:  - 40 staffs (25 men and 15 women) Chief Forestry Officers, Biological Corridor Focal Officers and Range Officers have been trained on its use and methods;  - All 8 Biological Corridors completed its internal assessment using the standard Bhutan METT+.  - 50 forestry officials (45 men and 5 women) from Territorial Divisions and Parks have been trained on METT assessment.  - METT assessment in all Biological Corridors (BC) is on-going and METT assessment for the parks is scheduled to be initiated after BC assessments are completed.  -The METT(+) assessment for 8 BCs will be completed by August 2019 and the METT+ assessment for the Protected Areas is expected to be completed by December 2019.  - Three Protected Areas were supported through with high speed internet connections.  -SMART patrolling is being introduced in all PAs and BCs.  -All three PAs and four Biological corridors (BCs) are supporting with patrolling equipment (70 camera traps and accessories, 180 SMART data logger, 2 rafts and accessories, 26 hypsometer, 26 Clinometer, 35 wedge prisms, 35 compass, 35 metric diameter tape, 30 four men tents, 35 measuring tape to territorial forest divisions and parks to enhance the capacity of monitoring). |
| 2.2 Population size of key species: tiger in lower elevation, Snow leopard and Musk deer in higher elevation of PAs and sightings of animal or evidence (indirect signs) of movement of animals in the BCs: | Tiger: JKSNR=0 but found in BC)  JSWNP= TBC\*  PNP= TBC\*  Musk deer: all PAs/BCs, data will be available once the analysis is completed by the Wildlife Conservation Division  Snow Leopard JKSNR=9;  JSWNP and PNP will be studied in baseline study\*.  Animal sign information in BCs will be added after baseline survey\* | Populations of key species stable or increased over the baseline in PAs. Sighting of animals or signs of animals (droppings, pug marks etc.) using BCs stable or increased compared to baseline level. | (4) Key species populations stable or increased over MTR level in PAs. Sightings of animals or indirect signs of animals (droppings, pug marks etc.) using BCs stable or increased compared to MTR level. | *(not set or not applicable)* | The project procured and provided patrolling equipment to three protected areas and five Territorial Divisions within the project landscape. Equipment includes;  -70 camera traps and accessories, 180 SMART data logger, 2 rafts and accessories, 26 hypsometer, 26 Clinometer, 35 wedge prisms, 35 compass, 35 metric diameter tape, 30 four men tents, 35 measuring tape to territorial forest divisions and parks to enhance the capacity of monitoring.  -The project also supported the drafting and field-testing national level wild bio-diversity monitoring protocol which is a guide or manual that outlines tools and methods to gather crucial information about plant and animal species, such as species diversity, habitat, threats and distribution patterns, among others.  -JSWNP recorded 12 tigers in 2015 survey but only 9 were recorded during camera trapping in 2018. This is because camera trapping was done in limited coverage and that does not mean the number has gone down.  -While there are no official information from PNP, they recorded 2 tigers (information gathered during interaction with park officials during field visits).  -PNP recorded 1 snow leopard (based on field visit information) and JKSNR recorded 10 (increased by one from project baseline). |
| 2.3 Reduction in threat cases reported over the project period in project landscapes:  - % decrease in annual number of human-wildlife conflict cases for sample areas totaling 2,000 ha;  - % decrease in the annual number of poaching and illegal wildlife trade cases;  - % decrease in the annual number and area of forest fires. | HWC: 100% of respondents affected by crop depredation and 61.8% by livestock depredation;  Poaching: 13 cases of mega-fauna poaching detected;  2015 baseline: 9 forest fire incidents covering 12,265.33 acres | HWC: proportion of HHs affected by crop and livestock depredation reduced by at least 25% of baseline in targeted areas;  Poaching: Poaching cases reduced by at least 25% of baseline  Forest Fires: number and area reduced by at least 25% of baseline. | HWC: proportion of HHs affected by crop and livestock depredation reduced by at least 50% of baseline in targeted areas;  Poaching: Poaching cases reduced by at least 50% of baseline  Forest Fires: number and area reduced by at least 50% of baseline. | *(not set or not applicable)* | Drafted Human Wildlife Conflict Management Strategy with following objectives;  -To understand the extent and distribution of human-felid conflicts;  -To reduce human-felid conflict;  -To maintain healthy felid-friendly ecosystem;  -To reduce poaching and illegal trade of wild felids    Awareness programme HWC, illegal poaching and forest fire prevention were conducted in JSWNP (covering 136 Households), 719 participants (students, community and armed forces) in JKSNR and 400 households by Territorial divisions.    Conducted 2 stakeholder consultation meetings involving relevant stakeholders including farmers. Following the meeting, core group was formed with members from Policy and Planning Division of the Ministry of Agriculture and Forests, Nature Conservation Division, Department of Agriculture, Department of Livestock and Representatives from Research institutions.    In order to take stock of all recommendations and findings from the stakeholder consultations, HWC symposium conducted with broader stakeholders. Write-shop was conducted to refine and validate the findings from various consultations.    The draft report will be presented to the technical committee in the Department of Forest and Park Services for approval and further directives.    Upon approval, the strategy will be implemented.    To prevent poaching incidences, reduce forest fires, and ensure conservation of species, community awareness educations were conducted in the communities, and regular anti-poaching patrolling are being conducted using the equipment provided and capacity developed. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 3**  **Livelihood options for communities are more climate-resilient through diversification, SLM and climate-smart agriculture and livestock management and supported by enhanced climate-resilient infrastructure.** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| 3.1 Gender-equitable livelihood options for at least 70% of population in project landscapes made more resilient to climate risks, indicated by:  • change in annual household income for selected sample communities attributable to project interventions  • % reduction in women’s unpaid domestic work with corresponding increase in productive work and socio-political engagement  • number of people adopting climate-resilient livelihood activities associated with conservation management and processing of renewable natural resources (gender disaggregated) as quantified by the impact assessment  • quantity of climate resilient infrastructure including irrigation systems (types by area covered), climate-proofed roads (length in km), post-harvest storage and agricultural extension facilities (numbers & capacity) | Baselines to be quantified in Year 1 through impact assessment (see Annex 21)  Roles of men and women vary in agricultural production: Vegetable production, kitchen garden and marketing of processed products and livestock are dominated by women. Ploughing, cardamom production and marketing are dominated by men. Women’s participation in HH decision making is 34%. See Annex 14. | Livelihood program reached 35% of the population of the project area  At least 10% increase in annual household incomes associated with project interventions over baseline;  Awareness generated regarding consequences of women’s unpaid domestic role; women’s role in HH decision making increased to 50%;  At least 10% increase over baseline number of people adopting sustainable livelihood activities  At least 20% increase over baseline quantity of climate resilient infrastructure. | Livelihood program reached at least 70% population of the project area  At least 25% increase in annual household incomes associated with project interventions over baseline;  All project area households aware of gender roles and women’s role in HH decision making or consultation; women’s contribution to productive work increased to 75% over baseline  At least 30% increase over baseline number of people adopting climate-resilient livelihood activities  At least 50% increase over baseline quantity of climate resilient infrastructure. | *(not set or not applicable)* | The baseline household income for the selected sample community is BTN 150,000 (This is as per the baseline assessment). Baseline assessment initiated in 2018 indicates that 44% of female respondents were engaged in unpaid domestic works.    Implementation progress in the current reporting period:  -The women's unpaid (domestic) work(load), viz., collection of firewood has been reduced through the project interventions (bio gas installation in 24 remote households in Mongar, Zhemgang, Paro and Thimphu). Moreover, the women don't have to fetch water from distant locations with the establishment of an integrated irrigation scheme which serves dual purpose (irrigation and other households use).  -Sustainable Land Management interventions being implemented in six districts benefiting 7,964 population (4,030 women and 3,934 men).  -Benefited 1,437 farmers (605 women, 832 men) from pasture development and improved cattle rearing.  -Supported 17 organic groups (727 farmers including 207 female) with packing equipment, market linkage and high yielding seed varieties.  -Constructed 36 km of climate resilient irrigation channel benefiting 9,837 people (4,679 women and 5,158 men) (Phendhey Yuewa 26 km benefited 3020 women and 3,364 men, Lingbay 2.5 km benefited 345 women and 398 men and Jathey 7.5 km benefited 1,314 women and 1,396 men).  -Climate proofed critical stretches of 19.5 km long Wangdigang-Zhalingbi Gewog Connectivity Road benefiting 345 women and 398 men, one park office, gewog center, one primary school, RNR extension center and one Basic Health Unit.    -Environment Friendly Road Construction (EFRC) guideline was revised and climate resilient components integrated.    -Upgradation and climate proofing of 31.96 Singkhar-Nyimshong Gewog (block) connectivity road is being initiated with tendering and procurement process on-going. It could not be fully executed as planned to due funding shortage and PMU sought government support to fill the funding gap.    -Conducted assessment for post-harvest storage facilities in the project landscape.  -Constructed four farm shops (two in Wangduephodrang and two in Mongar).  -Weekend market sheds (one in Mongar and one in Lhuntse) under construction with toilet facilities for men and women.  -Psylid proof citrus green house with capacity of 90,000 citrus saplings, under construction at Trashiyangtse. It will supply saplings to whole Bhutan. |
| 3.2 Sustainable land and water resource management instituted in targeted landscapes through community-based and gender-equitable SLM, SFM and climate-smart agriculture practices indicated by:  • Area of agricultural land under SLM  • Number of community SFM groups (CF/NWFP), with gender disaggregated membership data  • Number of water sources protected  • Soil erosion rates in one sample site for each of 3 landscapes  • Improved gender equity in land and natural resources decision-making and benefits between men and women  • increased women's participation and executive role in decision-making in commodity user groups and project committees | 112.5ha under SLM (to be confirmed)  5 SFM groups\*  No of water sources protected \*  Soil erosion plots to be established in Year 1 at each site  Access and control of men is higher in agriculture machinery and forest product collection  61% of political decisions are made by both genders. Men’s participation is higher in government organized trainings, meetings and other programs  See Annex 14. | 1000ha under SLM  25 SFM groups  Increased no. of water sources protected \*  Erosion rate values for reference plots (bare), traditional practices and SLM practices (t/ha/yr) at each site  Women’s access and control over agricultural machinery and forest product collection increased by 50% over baseline.  Gender parity of participation in commodity user groups, project-supported meetings, trainings and field activities. | 2000ha under SLM  vi. Total 38 SFM groups (100,000ha forest)  Increased no. of water sources protected  Erosion rate values for reference plots (bare), traditional practices and SLM practices (t/ha/yr) at each site  Women’s access and control of land and natural resources decision-making and benefits increased by 75% over baseline.  Women’s participation in commodity user groups, project meetings, training and development activities reaches 60% of total participants. | *(not set or not applicable)* | During the reporting period  -562 ha of agriculture land were brought under SLM.  -Six Local Forest Management Plan (LFMP) were developed covering 52952 ha.  -Water sources of four project supported irrigation schemes are fully protected.  -Two water sources in Zhemgang were protected through plantation and relocation of livestock activities and waste disposal site at the source.  -The water user and water service provider group have been formed in Tsirang for protection of Paukhola Khuchidara watershed areas. 564 service providers (227 women, 337 men) of Paukhola Khuchidara community will be paid Nu. 225,000 annually by the service users (6,000 water meter holders of Damphu Town).  -Four soil erosion plots were established [Tingtibi, Wengkhar, Samtenling and Tsirang Argiculture Research and Development Centre (ARDC)]. The erosion plot developed will enable the technical department (NSSC) in understanding the soil types across three project landscape and helps in identifying the best SLM technologies to be implemented in different project sites.  -Trained farmers in participatory planning in sustainable land management where women dominated the participation (164 women, 16 men).  -191 (65%) women and 109 (35%) men attended awareness workshop on watershed protection.  -Supported two women's groups (Dakphel Women's group and Takabi Women's Group that produced Organic Turmeric Power).  -Supported marketing of Green Tea Group of Dragten Gewog in Trongsa (24 female and 2 male members) that produced Camelia synses. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 4**  **M&E and Knowledge management system established to support sustainable management of forest and agricultural landscapes and climate-resilient communities.** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| 4.1 Effective sharing of knowledge, lessons learned and project results enable replication and up-scaling of the project approach including:  • Status of knowledge on information sources, best practices, lessons learned & mapping of knowledge gaps on existing ILM/CCR practices in Bhutan  • # of case studies presenting project-supported best practices and traditional knowledge of ILM /CCR  • Biodiversity portal with updated comprehensive information on the PAs and BCs, including detailed GIS maps of the BCs. | No baseline on this as project is at the development phase. | Information sources and initial best practices, lessons learned & knowledge gaps on existing ILM/CCR practices in Bhutan documented & made available online.  Initial documentation of project supported best practices and traditional knowledge of ILM/CCR  Biodiversity portal with updated information on the PAs and BCs. | Information sources, best practices, lessons learned & remaining knowledge gaps on ILM/CCR practices in Bhutan including all project results available online.  Series of case studies presenting project-supported best practices and traditional knowledge of ILM /CCR  Biodiversity portal with updated comprehensive information on the PAs and BCs, including GIS maps of BCs. | *(not set or not applicable)* | - Assessment of Existing Institutional Capacity of the RNR Sector and its related Agencies to Plan and Implement Climate Resilient Integrated Landscape Management and Community Development is completed and the document is made available online through project website. The assessment was conducted by a consultant fielded by PPD, MoAF in October 2018.    - Analytical Review of Gaps, Conflicts and Inconsistencies in Existing Sectoral Policy, Planning and Legal Frameworks for Developing Climate Resilient Integrated Landscape Management and Climate Resilient Communities developed and document is made available online through project website. This review was conducted by PPD, MoAF though a consultancy service in November 2018.    - Video-documentation of integrated irrigation intervention is made available through social media (Facebook).    -Documentation of best practices and traditional knowledge of ILM and CCR will be undertaken over the next two quarters and elaborated during the MTR. |
| **The progress of the objective can be described as:** | | **On track** | | | | |

# Implementation Progress



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| Cumulative GL delivery against total approved amount (in prodoc): | 41.98% |
| Cumulative GL delivery against expected delivery as of this year: | 74.46% |
| Cumulative disbursement as of 30 June (note: amount to be updated in late August): | 5,863,692 |

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| **Key Financing Amounts** | |
| PPG Amount | 450,000 |
| GEF Grant Amount | 13,967,124 |
| Co-financing | 42,630,300 |

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| **Key Project Dates** | |
| PIF Approval Date | Oct 22, 2015 |
| CEO Endorsement Date | Jun 15, 2017 |
| Project Document Signature Date (project start date): | Oct 30, 2017 |
| Date of Inception Workshop | Nov 16, 2017 |
| Expected Date of Mid-term Review | Oct 30, 2020 |
| Actual Date of Mid-term Review | *(not set or not applicable)* |
| Expected Date of Terminal Evaluation | Jul 30, 2023 |
| Original Planned Closing Date | Oct 30, 2023 |
| Revised Planned Closing Date | *(not set or not applicable)* |

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| **Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2018 to 1 July 2019)** |
| 2018-07-12 |
| 2019-06-25 |

# Critical Risk Management

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| Current Types of Critical Risks | Critical risk management measures undertaken this reporting period |

# Adjustments

**Comments on delays in key project milestones**

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| **Project Manager: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| Inception workshop was held in November 2017 shortly after ProDoc signature. No other milestones were due for completion this reporting period. |

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| **Country Office: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| Inception workshop was held in November 2017 well within the scheduled three months since ProDoc signature. |

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| **UNDP-GEF Technical Adviser: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| The project had an incredibly quick inception, convening the inception workshop in November 2017 only a few weeks after ProDoc signature by government and UNDP. The inception report was finalized quickly after the workshop. This was not technically within this reporting period but is captured here since this is the first PIR. The MTR is scheduled to take place in 2020, in accordance with UNDP-GEF policy that MTRs are completed between the 2nd and 3rd PIRs. |

# Ratings and Overall Assessments

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| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Manager/Coordinator** | Satisfactory | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | This is the first integrated project that is being implemented on a landscape approach in the country. When the project was signed for implementation, we were drawn to the drawing board to work on the basic definition of Integrated Landscape Management (ILM) and to subsequently work on realizing the intended objective of implementing the project in an integrated manner. It was important to have a consensus and common understanding of the project implementation modality so that the project results could be achieved through synergy and coordination among different project components.    The actual implementation of the project began in November, 2017. In one month, we could deliver a financial progress of 89% which was mostly on account of advances against irrigation works and setting up PMU office.  In 2018, we had a financial delivery target of USD 4.5 million and we could achieve 94% financial delivery. In the first two quarters of 2019, we delivered 96 % financial progress.    Given the progress achieved under different outcomes, the project is rated satisfactory.    Outcome 1- Strengthened policy and planning frameworks and institutional capacity for integrated landscape management and climate change resilience within key national agencies    In order to enhance and strengthen the BC governance system, through the project support, the Nature Conservation Division (NCD) under the Department of Forestry and Park Services (DoFPS) took the lead in drafting the BC Regulations 2018. The draft regulations will also provide an input to preparing the Management and Strategic Action Plans of the pilot corridors.    In order to include BCs into the integrated land-use plans and delineate the BC system, a comprehensive land-use planning through zonation will be initiated. This activity could not be implemented as planned due to the lack of clarity in the roles of different agencies involved in zonation such as the National Land Commission which has the mandate of overall zonation of the country and DoFPS who does the zonation within the Parks and BCs. In order to resolve this issue, the Gross National Happiness Commission (GNHC) as the central coordinating agency with the PMU will convene a stakeholder consultation meeting with key stakeholders to clarify roles and undertake this activity. The zonation is expected to be completed by July 2020.    Six Local Forestry Management Plans (LFMPs) for six Gewogs (county) has been completed. The LFMPs were all developed by the Territorial Forestry Divisions (TFDs) in the project landscape. An area of 37,850 ha will be brought under sustainable and climate-resilient management practices. Three more LFMPs are currently under review of which one has been submitted to the Technical Advisory Committee at DoFPS for approval.    54 officials (5 female) from 3 Protected Areas and 14 Territorial Forestry Divisions were trained on new data inventory management system in FMUs in Phuentsholing in order to equip the foresters in conducting inventory management for sustainable management of forest resources. Furthermore, volume equation for 8 tree species have been developed to increase the precision in deducing the merchantable volume of trees.    Although the LFMPs are prepared, implementing them is a challenge given human resource constrains and lack of mobility for patrolling. In order to address the issue of mobility, the project has provisions for procurement of 29 trail bikes. However, this activity is kept on halt pending administrative approval from Ministry of Finance to procure the bikes through the Ministry of Agriculture and Forests’ two-wheeler revolving funds. Once the administrative approval is accorded, the bikes will be procured and distributed to the range offices. In order to address human resource constraints, the Royal Civil Service Commission has conducted an Organizational Development (OD) exercise sometimes in 2018. It is hoped that adequate staff will be placed in the TFDs and Range offices following the recommendations of the OD exercise.    The project is working in close coordination with the Bhutan for Life Initiatives (BFL); the main objectives of which is ensuring financial sustainability of the PAs and BCs by the end of 14-year project period. The partnership began as early as October 2017, when the then Minister for Agriculture and Forests chaired a coordination meeting among UNDP, GNHC, WWF-Bhutan and MoAF to work on a coordination mechanism and alignment of GEF-LDCF project activities to BFL milestones. It was agreed that activities to the tune of USD 2.2 million will be given as leverage financing to BFL with no physical cash transfer. During the project implementation, the two projects are working in harmonizing the workplans in order to ensure there is no duplication of activities from the two projects.      Outcome 2: Biological corridor governance and management established, demonstrated, and linked to management of contiguous PAs.    The actual updating of METT Score will be done along with the MTR and results will be shared with the MTR report. In preparation for this exercise, capacity development activities were carried out and some work has already begun in some PAs and BCs to update METT scores. Technical capacity of foresters (25 men and 15 women) were developed to assess and roll-out METT+, which enabled all the 8 BCs to complete internal assessment of using standard Bhutan METT+. By December, 2019 all the PAs will complete internal assessment using METT+. In few protected areas, a National METT+ was rolled out on a pilot basis and later rolled out to remaining PAs. With the project support, METT was assessed in the project supported BCs (BC1,2 ,4 and 8) and contagious PAs (JKSNR, JSWNP and PNP). During the assessment, efforts were made to include the financial score card from GEF TT as METT does not have financial score card. In discussion with the forestry officials, it was agreed that during the MTR, METT and GEF TT will be updated simultaneously in order to harmonize and agree on common assumptions made under these tools.    In order to observe and document the population of key species, the PAs and BCs were supplied with key equipment and commensurate capacity building in using these equipment were also conducted. The project procured and supplied 70 camera traps and accessories, 180 SMART data logger, 2 rafts and accessories, 26 hypsometer, 26 Clinometer, 35 wedge prisms, 35 compass, 35 metric diameter tape, 30 four men tents, 35 measuring tape to three protected areas and five territorial forest division within the project landscape to effectively and efficiently monitoring biodiversity. Furthermore, with the project support, the first ever National Bio-Diversity Monitoring Protocol was developed and field-tested. The protocol contains tools and methods to gather crucial information about flora and fauna including their habitat information, migration and distribution patterns.    One of the key intervention to reduce the threat cases is the revision of Human Wildlife Conflict Management Strategy (2008) which is in the final stage. The strategy was revised by a pool of experts formed with representation from sectors such as forestry, agriculture and livestock. The strategy will be presented and discussed with the local governments for wider consultation and to involve the LGs in implementing the HWC strategies. While the strategy will cover the whole nation, interventions specific to HWC threat in the project landscapes will be implemented through project support. Furthermore, educational activities and awareness programs are being initiated by the PAs and TFDs on illegal wildlife trade, effects of poaching and reducing human induced forest fires.      Outcome 3: Livelihood options for communities are more climate-resilient through diversification, SLM and climate-smart agriculture and livestock management and supported by enhanced climate-resilient infrastructure.    A baseline study to establish the zero case scenario in the project landscape was carried out in 2018. Some of the key findings indicate a baseline household income of BTN 150,000/- in the selected sample communities and some 44% of the female respondents were engaged in unpaid domestic works such as fetching drinking water and collecting firewood. In order to address the risk posed by climate change to the livelihoods in the project landscape and to ensure climate resilient livelihood options, the project undertook some key interventions in an integrated manner.    In order to ensure sustainable water supply to the communities for both drinking and irrigation purposes, four water sources in the project built irrigation sites are protected and water user associations are also formed in these communities. In order to plan and protect the watershed in the country, field assessment in Paro (Tsento), Wangdi (Kazhi), Punakha (Toep) on identification of the causes of water source drying & exploration of PES is completed. A waste disposal site was located in one of the critical watershed and with the project intervention, the waste disposal site was relocated and the watershed was rehabilitated and restored. In order for the communities to derive some economic incentives from protecting the eco-system services, a PES (water) has been established in Paukhola Khuchidara community in Tsirang benefiting 564 service providers (227 women and 337 men) with an assured combined annual fee of BTN 225,000.    Four climate resilient irrigation schemes measuring 36 km has been constructed in the project landscape; three has been completed and one is nearing completion. These irrigation schemes are a few of its kind in the country that is constructed using pressurized HDPE piped system which has multiple benefits both from environment and social angle. One of the schemes (Langpa-Nobgang, Haa) is undertaken in an integrated manner catering to both irrigation and water supply. The designs incorporate both social and biodiversity needs with resultant benefits to the ecosystem and communities in terms of reduced man-hours needed for maintenance of irrigation schemes.    Approximately 562 hactres of land are brought under SLM practices (terracing, consolidation, stone bundling) in six districts benefiting 7,964 people (4,030 women and 3,934 men). This has a resultant impact in terms of increased agriculture productivity though improved soil fertility and reduced land degradation. Furthermore, in order to enhance the capacity of the farmers in SLM, training was imparted to 3333 farmers (1811 female). In order to understand the soil type for application of appropriate SLM technologies, four erosion plots covering different project landscapes are established. The erosion plots are established in the ARDCs (Samtenling, Wengkhar, Tsirang and Tintibi) as the communities where actual SLM interventions take place due to lack of technical capacity and human resources to monitor and collect data from erosion plots.    In order to reduce the pressure on forests and land from grazing and to enhance income of households dependent on livestock farming, 386 acres of pasture land has been developed benefiting 1,437 farmers (605 women and 832 men). The project also aims to reduce free range grazing by focusing on stall feeding. Furthermore, the project has supplied either pullets/sheep/biogas/improved cattle to 251 households to enhance their livelihood options. As an alternative source of fuel for cooking, 20 bio-gas plants were installed in Mongar, Zhemgang, Thimphu and Paro benefiting 157 farmers (71 female).    In order to enable farmers to bank on niche markets, 17 organic farmers groups and cooperatives (629 farmers of which 154 is female) were supported with supply of packaging equipment, trained on organic farming and linked with markets in Thimphu. In order to enhance the export potential for organic produce, organic standards and certification has been developed and accreditation of Bhutan Agriculture and Food Regulatory Authority (BAFRA) has been supported.    Linking farmers to market and marketing their produce is one of the key interventions from the project. Through the project support, four farm shops in Wangdue and Mongar has been constructed. Two market sheds in Mongar and Lhuentse is under construction and it is scheduled to be completed by December 2019. Farmers groups and cooperatives training in the area of marketing is also supported in the form of bookkeeping and management training. Till date 134 members (74 male and 58 female) were trained on bookkeeping and management.    One of the challenges that the project faced was the implementation of AWP for Marketing component due to frequent change in the project focal for the Department of Agriculture and Marketing Cooperatives (DAMC) and in the non-clarity of the sub activities under this outcome. In order to resolve this issue, the PMU convened a bilateral meeting with DAMC and reworked on their AWP and discussed at the TACC level and subsequently at the PBM. The issue is resolved with some activities being directly delineated to the Local Governments (LGs) and the AWP implementation will take place as planned.    Due to mountainous topography, difficult geographical terrain and fragile landscapes, our rural roads are susceptible to landslides and erosion which renders them unusable during the monsoon seasons. From the project support, the Department of Roads has developed a guideline for construction of climate resilient gewog connectivity road by incorporating climate resilient features to the existing Environmentally Friendly Road Construction Guidelines. The guidelines will be used and tested during the construction of climate resilient Nyimshong-Shingkhar GC road in Zhemgang through the project support. As a part of project support, critical stretches along Wangdigang-Zhalingbi GC road (19.5 km) were stabilized by constructing crib walls.    Piloting of Nyinshong-Shingkhar GC (31.96 km) road could not be undertaken as planned due to several reasons. First was due to fund shortage on account of cost escalation due to incorporation of climate resilient features that required higher investment compared to conventional GC road. The fund allocated from the project was USD 1.1 million which could only finance 18 km and the remaining funds of almost USD 1 million had to be secured as government co-financing. The project team through the GNHC secured the required co-financing. Second, after the funds were secured, the tendering for the works could not be undertaken due to some technical glitches in the recently launched e-gp (electronic government procurement) system. The problem is not particular to our project but to the whole government procurement system. Until such time the system is fixed, tendering work has been halted.    One of the major challenges that our farmers face is Human Wildlife Conflict (HWC) and loss of crops and livestock to wildlife depredation and natural calamities such as drought and extreme weather events. In order to address this issue, through the project there is an earmarked fund of USD 1 million to support viable insurance scheme such as GECC in the project landscape. This activity could not be implemented as outlined in the project document due to the change in government's priority in addressing compensation issues by establishing an endowment fund. The Ministry of Agriculture and Forests (MoAF) requested the PMU to invest the allocated funds in the endowment fund but due to standing GEF policy on investment in endowment fund and pending other administrative issues, the funds could not be invested in the endowment fund. This issue was discussed at the Project Board, which directed the PMU to do a comprehensive study and report to the Project Board for further directives.    Outcome 4. M&E and Knowledge management system established to support sustainable management of forest and agricultural landscapes and climate-resilient communities.    The PMU has initiated capacity building of the project team in the area of bio-diversity conservation, climate change adaptation, climate smart agriculture practices and participation in regional and international adaptation forum.  The project has also developed a project website as means of communication. The project has also developed a communication strategy to create awareness among the project implementing entities on the use of standard logos in keeping with the GEF requirements, mentioning the project in communication materials and communicating impacts among others.    Through the project support, Assessment of Existing Institutional Capacity of the RNR Sector and its related Agencies to Plan and Implement Climate Resilient Integrated Landscape Management and Community Development is completed and the document is made available online through project website. The document was completed in October 2018 through the initiative of PPD, MoAF. In addition, Analytical Review of Gaps, Conflicts and Inconsistencies in Existing Sectoral Policy, Planning and Legal Frameworks for Developing Climate Resilient Integrated Landscape Management and Climate Resilient Communities is developed and the document is made available online through project website. The document was completed in November 2018 by PPD, MoAF. The purpose of these documents is to enable the the agencies involved in implementing project and programs in an ILM approach to be fully aware of the capacity and gaps existing as well as inconsistencies in the sectoral policies that enable realizing the objectives of ILM. Following the findings of these assessment and reviews, capacities will be built and policy recommendations will be made to appropriate authorities to make considerations in the future policy formulations.    Since this project is a first of its kind being implemented on an ILM approach, there are very less experiences to be documented on ILM. However, best practices and lessons learnt in areas such as integrated irrigation were video documented and disseminated to a wider audience though social media. The PMU is often consulted by agencies working in the water sector to share our experiences and to contribute in the development of project of similar nature. One recent collaboration was with the government's water flagship program. The experiences of project intervention in ILM was called for during the formulation of an integrated project (water and SLM) to be submitted to Adaptation Fund by the Bhutan Trust Fund for Environmental Conservation (BTFEC).    While no major risk is foreseen, some minor challenges such as discontinuity of project focal at the agency level poses some risk on project implementation. The Project Team has made arrangements to address this issue by appointing alternate focal at the agency level.    Some of the grievances brought to the notice of the PMU were resolved through traditional practices such as mutual dialogue and verbal agreements. Other risks at the project level are being constantly monitored and mitigation measures are put in place in collaboration with UNDP-CO and other project implementing partners.    The only substantial risk foreseen which might continue during the entire project period and which is beyond the control of project team is the challenges posed by extreme weather which might hamper implementation of some project activities. We are advising our implementing partners to sequence their activities based on weather advisory both at local and international level.    Despite these challenges, given the progress, lessons learnt, this project is progressing as planned with a strong and committed team of project implementing agencies both at the central and local levels. The project is well on track with a dynamic set of officials steering the project through the project board. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP Country Office Programme Officer** | Satisfactory | Satisfactory |
| Overall Assessment | As rated Satisfactory by the project implementing partner (Gross National Happiness Commission), the project implementation is progressing well and intended objectives are being met with some project interventions already benefiting intended beneficiaries. Implementation of some activities are completed including the Strategic Environmental Assessment for Thimphu Structural Plan, Construction of three irrigation schemes, various assessments such as Assessment of Existing Institutional Capacity of RNR Sector and its related Agencies to Plan and Implement Climate Resilient Integrated Landscape Management and Community Development, Analytical Review of Gaps, Conflicts and Inconsistencies in the Existing Sectoral Policy including Project Baseline Assessment were all completed. The project accounted for highest delivery in 2018 delivering over US$ 4.3 million against its target of US$ 4.5 million contributing over 65% to CO’s delivery. The UNDP CO also specifically supported the procurement of forestry equipment worth US$ 300,000. Some key achievements, progress and challenges are presented under specific outcome and output.    Outcome 1- Enhanced systemic and institutional capacity for integrated landscape management and climate resilient.      Under this outcome key achievement includes drafting of the Biological Corridor regulation of Bhutan 2018 which was led by the Nature Conservation Division through consultative process involving key stakeholders that includes local governments and communities. The draft was presented to the Technical Advisory Committee of the Department of Forest and Park Services for their guidance and further directives.  Further, holistic and comprehensive integrated land-use planning through zonation will be initiated. Key challenges in implementing this activity includes lack of clarity in mandates of different relevant agencies thus there is no lead agency to spearhead this activity. For instance, zonation at national level is the mandate of the National Land Commission while the Department of Forest and Park Services are custodians of all Protected Areas (PAs) and Biological Corridors (BCs) who also carries out zonation within PAs and BCs. The GNH Commission (central coordinating agency) is initiating stakeholder consultation with key relevant agencies to clearly define their roles in zonation and lead agency will be identified to spearhead this activity.      The preparation of Local Forest Management Plan (LFMP) for six gewog (blocks) in the project landscape were completed covering total area of 37,850 ha. In additional, three Forest Management Unit (FMU) Plans are being reviewed and one has been submitted to the Technical Advisory Committee of the Department of Forest and Park Services for approval. Following project M&E framework, update for GEF SFM Tracking Tool will be initiated coinciding with the mid-term review.    While the Forest Management Plans are prepared, its implementation apparently is a challenge particularly in view of inadequate field staff and lack of mobility for monitoring. The Royal Civil Service Commission is carrying out Organizational Development (OD) exercise in all government agencies to determine actual human resources required following which HR capacity in field offices are expected to be strengthened. Further, while the project has provision to procure bikes for field staff to effectively implement management plans and conduct regular monitoring, the procurement of bikes could not be approved by the concern government agency due to lack of clear management module for bikes procured through the project. The issue was discussed in the project Technical Advisory and Coordination Committee and the Department of Forest and Park Services will initiate discussion with concern government agency on management modality.    The update of GEF BD-1 Financial Sustainability Scorecard will be initiated coinciding with Mid-Term Review following the project M&E Framework. Meanwhile, the project is partnering with the Bhutan for Life (BFL) initiatives to achieve this output. Following meeting with the Ministry of Agriculture and Forests (MoAF), Gross National Happiness Commission (GNHC), World Wildlife Fund (WWF) and UNDP chaired by the Minister, MoAF in October 2017, alignment of project activities with BFL milestone was agreed. The meeting agreed that aligned project activities will be considered as leverage financing to BFL. However, there is no physical transfer of project funds to BFL and project reports to BFL with the progress of aligned activities worth US$ 2.2 million. BFL is innovate financial approach to ensure that there is funding forever to properly manage Bhutan’s protected areas.  Outcome 2: Biological corridor governance and management established, demonstrated, and linked to management of contiguous PAs.    Outcome 2: Biological corridor governance and management established, demonstrated, and linked to management of contiguous PAs.    While the actual update for METT Score will be initiated together with mid-term review and results will be shared along with MRT report, the project developed technical capacity of forestry officers from both central and field offices (25 men and 15 women) on METT+ role out, its use and methods. Further, another 50-forestry staff (45 men and 5 women) were trained on METT+ assessment. Till date, all eight biological corridors completed its internal assessment using the standard Bhutan METT+. The Forestry Department planned to complete METT+ assessment for Biological Corridors by August 2019 and Protected Areas by December 2019.    A National METT+ was rolled out across all protected areas as a pilot in few protected areas and then covering others. In addition, project conducted METT in the three protected areas and four biological corridors (within project landscape) discussing with same officials wherever possible through this project by using GEF Tracking Tool which also includes a Financial Scorecard (which is not there in National METT+). While we observed some commonalities, there are also some inconsistencies and based on discussion with forestry officials, it was agreed that during mid-term review, METT update and review for both national METT+ and GEF Tracking tool will be undertaken together. The challenge however is staff turnover in targeted protected areas and territorial forest divisions. To overcome this issue, alternate focal staff were identified and common assumptions for METT scores were noted in consultation with forestry officials in the field.    Other key achievement also includes procurement of 70 camera traps and accessories, 180 SMART data logger, 2 rafts and accessories, 26 hypsometer, 26 Clinometer, 35 wedge prisms, 35 compass, 35 metric diameter tape, 30 four men tents, 35 measuring tape which were distributed to three protected areas and five territorial forest division within the project landscape to effectively and efficiently monitoring biodiversity. In additional, the first ever National Level Biodiversity monitoring protocol was drafted and field-tested guided by experts from the department of forest and park services. The protocol which is a guide or manual outlines tools and methods to gather crucial information about plant and animal species, such as species diversity, habitat, threats and distribution patterns among others. Outcome of those initiatives will be updated during mid-term review.    Human Wildlife Conflict Management Strategy was drafted by the core group formed with experts representing various sectors such as forestry, livestock, agriculture and local governments. Awareness program in schools and communities are regularly being carried out by forestry field offices to combat illegal wildlife trade, reduce incidence of forest fire and minimize human wildlife conflict.    Outcome 3: Livelihood options for communities are more climate-resilient through diversification, SLM and climate-smart agriculture and livestock management and supported by enhanced climate-resilient infrastructure.    In order to set baseline and to monitor and measure project impact, baseline assessment was carried out in 2018 to determine baseline. The baseline assessment indicates that 44% of female respondents were engaged in unpaid domestic works. Some of the project interventions such as integrated irrigation scheme will indirectly help reduce women’s time spent in unpaid domestic works. For example, it is mostly women who fetch drinking water and for some water scarce communities, women travel long distance to fetch water but not anymore for few communities where project supported building integrated irrigation scheme which can also serve as drinking water. Further, installation of bio gas in 24 remote households will also help reduce women’s unpaid domestic work since they no long have to collect firewood.    The project is also supporting Sustainable Land Management (SLM) to combat land degradation and enhance soil fertility so that farm productivity will be increased, and farmers income will be enhanced. SLM interventions are being implemented in six districts benefits over 7,964 population (4,030 women and 3,934 men). For communities whose livelihoods are mostly dependent on livestock, initiatives such as pasture development and improving cattle breads are being implemented which already benefited 1,437 farmers (605 women and 832 men). The project also supported 17 organic groups (727 farmers of which 207 are women) in areas of packaging equipment, market linkage and provision of high yielding seed varieties.    Other key achievement includes completion of 36 kms of climate resilient irrigation channel benefiting 9,837 people (4,679 women and 5,158 men) (Phendhey Yuewa 26 km benefited 3020 women and 3,364 men, Lingbay 2.5 km benefited 345 women and 398 men and Jathey 7.5 km benefited 1,314 women and 1,396 men).  The absence of post-harvest facility is apparently an issue with the farmers where they lose their farm produce without proper storage facilities. The project conducted assessment for post-harvest storage facilities in the project landscape and appropriate interventions will be implemented in coming years. The project also constructed four farm shops in two districts so that farmers can sell their farm produce which help them reduce loses due to lack of post-harvest facilities. Weekend market sheds (one in Mongar and one in Lhuntse districts) are under construction with toilet facilities for men and women which will service a permanent market place for two districts in eastern Bhutan.  While there is provision to implement crop and livestock compensation schemes in the project, it could not be initiated since viable insurance scheme could not be agreed. The government established endowment fund in May 2019 which will serve as seed money and compensate to crop and livestock losses paid from its interest. There is request from the Ministry of Agriculture and Forest (custodian of Endowment Fund) to contribute project allocated crop and livestock insurance fund into endowment fund. Based on the Project Board’s directives, PMU is exploring options and reviewing various assessment on insurance schemes which will be then taken up for discussion with the project board and Regional Technical Advisors for further directives.    For marketing activities there was some operational issue because of which marketing work plan could not be fully implemented. This was due to frequent change in lead project focal point from their department. Such staff turn-over hampered their delivery and could not fully implement their work plan. Secondly, their sub-activities had to be revisited to provide clear linkage to the intended project objectives because of which there was delay in executing their work plan. With support from PMU, this issue was resolved, and their activities were discussed in detail and refined to meet the intended objectives. Their revised activities were discussed in Project Technical Advisory and Coordination Committee meeting and the Department of Marketing was directed to execute their plan accordingly. The department will be engaging local governments to implement their marketing initiatives and as such the implementation from coming quarter will be on track since various local government will be implementing marking activities in their respective districts.    Other key challenges for farmers is market access particularly during monsoon due to road blocks. The project climate proofed critical stretches of 19.5 km long Wangdigang-Zhalingbi Gewog Connectivity Road benefiting 345 women and 398 men. The project also supported revision of Environment Friendly Road Construction (EFRC) guideline by incorporating climate resilient component in the guideline and and the first draft was produced by the Department of Roads. The project will also show-case about how climate resilient road should be by supporting upgradation of 31.96 km Singkhar-Nyimshong Gewog Connectivity roads.    The key challenges in upgradation of 31.96 km roads with climate resilient is that it is AWP for the reporting year could not be fully executed due to fund shortage. With the project allocated budget of US$ 1.1 million, only 18 kms would be climate proofed since technical specification for climate resilient roads requires higher investment than other roads that the Department of Roads estimated. Therefore, the issues had to be taken up with the government to support funding gap to climate proof entire stretch which government agreed to support. While there was some delay initially in securing government support to fill funding gap, paper work such as tendering process were initiated by the department of roads and in order to fast tract its implementation, the department also initiated procurement of materials.    Sustainable land and water resource management instituted in targeted landscapes through community-based and gender-equitable SLM, SFM and climate-smart agriculture practices.    Under this initiative 562 ha of agriculture land were brought under SLM and Six Local Forest Management Plan (LFMP) were developed through supporting formulation of management plans to ensure sustainable management of forest. Initiatives are also being taken to fully project water sources in the project landscape with special focus on water sources of four project supported irrigation schemes.    The water user and water service provider group have been formed in Tsirang district for protection of Paukhola Khuchidara watershed areas. Close to 564 service providers (227 women, 337 men) of Paukhola Khuchidara community will be paid Nu. 225,000 annually by the service users (6,000 water meter holders of Damphu Town). Four soil erosion plots were established [Tingtibi, Wengkhar, Samtenling and Tsirang Argiculture Research and Development Centre (ARDC)].    Outcome 4: M&E and Knowledge management system established to support sustainable management of forest and agricultural landscapes and climate-resilient communities.  Effective sharing of knowledge, lessons learned, and project results enable replication and up-scaling of the project approach.    PMU as lead for this output is working closely with implementing partners and responsible parties to document best practices and lesson learned. Integrated irrigation scheme as best practices were video-graphed and shared in social media. It is now being replicated in the World Bank supported project in other districts in Bhutan.    Overall, the project did not come across any major challenges that would jeopardize project implementation. In fact, no social and environmental grievances were lodged formally to the PMU till date and some minor grievances were settled at local level following traditional practices. Other risks associated with environment, political, operational, financial etc. are being regularly monitored and mitigation measures being put in place together with the PMU and implementing partner. The only substantial risk that the project might continue to encounter is environmental challenges caused due to extreme weather events during monsoon that might possibly hamper implementation of some project activities in some localities. PMU and implementing partners are closely following weather advisory and sequencing the implementation of their activities accordingly. The Implementing Partner (IP) and Responsible Parties (RP) were made aware of possible extreme weather events, thereafter advised to sequence and plan implementation of their project activities in accordance with weather advisory. The importance of building climate and disaster resilient infrastructure and maintaining quality of their activity were emphasized and being ensured through timely monitoring by district and site engineers. Further, mainstreaming of Gender, Environment, Climate Change, Disaster and Poverty (GECDP) at all planning level including local plans and project also helps in ensuring that any infrastructures being built are climate and disaster resilient and it is assured through signing of Performance Agreement between the implementing partners and their respective supervisors. The possible occurrence and impact of such extreme weather event is highly localized and does not hamper all project sites. Therefore, overall project implementation and its progress will not be severely impacted and the risk is not assessed as critical.    Lastly, despite some minor challenges the project implementation is progressing as planned and achieving intended targets. Project baseline corrections were carried out particularly for GEF BD tracking tools in one on one consultation with the protected areas authorities. Some of the project interventions such as building climate resilient integrated irrigation schemes are already being considered as best practices for mountainous landscape and some other partners such the World Bank and the Asian Development Banks are planning to replicate such practices in their projects. Operationally, with the full set of project team and dedicated implementing partner and responsible parties, the project has good plan to meet the indented goals and complete within the stipulated project timeline. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **GEF Operational Focal point** | Satisfactory | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | This is one of the projects that is on its journey to realizing the objectives of National Adaptation Program of Action (NAPA) for Bhutan; a third in the series, complementing and supplementing the results and achievements of the first two phases of NAPA. This project holds a special significance in terms of achieving the SDGs in sync with our national development priorities set out in a five-year cycle development plan through 17 National Key Results Areas (NKRAs); while it contributes to all the NKRAs it is directly linked to NKRA 3 (Poverty Eradicated and Inequality Reduced) ,5 (Healthy Ecosystem Services Maintained),6 (Carbon Neutral, Climate and Disaster Resilient Development Enhanced) 8 (Food and Nutrition Security Ensured) and 17 (Sustainable Water Ensured) and SDG 1 (No Poverty), 13 (Climate Action) and 15 (Life on Land). We are implementing the 12th Five Year Plan.  The project was launched by the GEF CEO, Ms. Naoko Ishii on 11th November, 2017 in Thimphu, Bhutan. The inception workshop was held on 16th November, 2017 within a span of 16 days after the project agreement was signed between the Royal Government of Bhutan and UNDP. We believe that it must be one of the few projects that achieved such a quick start milestone.  The project implementation began in the last week of November, 2017 delivering 89% financial progress despite a one-month implementation window. The project is the first of its kind which is being implemented in an integrated manner; integrating bio-diversity conservation and climate resilient livelihoods in a landscape approach. While the challenges in realizing this objective were very pronounced in the beginning, with a concerted effort and partnership among different stakeholder and the leadership reposed in the PMU and our development partner UNDP, we are beginning to see the results being delivered, changing the lives of our rural communities and enriching our rich bio-diversity.  The project is progressing well and complementing the efforts of the government in achieving the results outlined in our 12th five-year plan document in areas of climate resilient community livelihoods through interventions such as sustainable land management programs, irrigation programs, climate resilient agriculture programs, fodder development to reduce the pressure on forest and environment and water source protection. Through the project’s intervention, we have a stronger bio-diversity conservation effort in terms of effective biological corridor governance and better equipped protected areas and biological corridors management offices.  The results of the project, especially the lessons and experiences in implementing a project in an integrated manner, are worthy of replication through other projects supported by GEF. It is in fact a very good example of walking the SDG talk. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Implementing Partner** | Satisfactory | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | The project is well on track. The PMU with the UNDP-CO is managing the project and providing good technical support to the implementing agencies and the people at the field level. The PMU conducts timely coordination and review meeting to take stock of progress and review the AWP. They also submit the progress reports through the SPR and FACE form in a timely manner. The leadership and implementation capacity at the PMU is worthy of commendation since they have to deal with multiple implementing agencies from the ministries, local governments, civil societies and communities. They have to deal with a multitude of stakeholders and build a good working relationship by building incentives and partnership mechanisms to deliver results at the community level. They are seen on a frequent monitoring visit. They have a very strong rapport with the UNDP colleagues here, which I believe is paramount to the success of such a complex and important project. Since the start of the project, there has been no issue of under delivery and any major issues in implementation. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Other Partners** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP-GEF Technical Adviser** | Satisfactory | Satisfactory |
| Overall Assessment | This is the first PIR for this $13.9 million LDCF-GEF project seeking to enhance sustainability and resilience of forest landscapes and community livelihoods in Bhutan through integrated attention on biodiversity conservation, land degradation, sustainable forest management and climate change adaptation. As an integrated biodiversity and climate change adaptation project, it is supported jointly by EBD and CCA RTAs and this PIR has been prepared jointly.  Twenty months since ProDoc signature, implementation is proceeding well and there is clear progress towards project outcomes. The project is well-managed and on track for success. Both progress towards development objective (DO) and implementation progress (IP) are assessed as ‘satisfactory’. This mirrors the ratings given by other PIR assessors, showing the consistent assessment of project progress and management.    PROGRESS TOWARDS DEVELOPMENT OBJECTIVES (DO)  This is the first integrated, multi-focal area project addressing biodiversity conservation and climate change adaptation at landscape level – and the project objective is to succeed at operationalizing this integrated landscape approach that strengthens biodiversity conservation, forest and land management, and strengthens the climate resilience of community livelihoods. Project outcomes are centered on enhancing institutional capacity for landscape management and climate change resilience (Outcome 1), biological corridor governance and management as an integral part of the PA system (Outcome 2), climate-resilient livelihoods (Outcome 3), and supporting M&E and knowledge management (Outcome 4).  Achievement of the project Objective is measured through the establishment of new partnership mechanisms, beneficiaries and the GEF LDCF “AMAT” tracking tool. The project is strengthening the Mainstreaming Reference Group (MRG) based on the findings of a 2017 assessment. Initial steps to achieve this are already underway through agreement on TOR and membership for local MRGs; with efforts on the central MRG due to take place in the second half of 2019. The project’s ambitious target of 96,400 beneficiaries is already showing clear progress, with 27,881 beneficiaries recorded to date. Female beneficiaries are tracking below 50% at this stage. The GEF AMAT is being retained for GEF-7 but will not be updated until the mid-term. Nevertheless, progress towards targets is expected through the range of activities already delivered.  Outcome 1 is also proceeding well. A draft biological corridor regulation has been adopted, strengthening the status of the biological corridor system, and completion of zonation for integrated land use plans is expected to commence once agency responsibilities and lead agency are agreed – there have been some minor delays while institutional discussions take place to clarify responsibilities. The second and third indicators rely on GEF sustainable forest management and PA financial sustainability scorecard tracking tools which are no longer supported by GEF. The project will transition indicators towards the new GEF core indicators prior to the MTR. Nevertheless, targets are expected to remain similar. To support the achievement of 100,000 ha of forest under improved management, the project has completed Local Forest Management Plans covering 37,850 ha and is training PA and forestry officials on data inventory management. To help close the financing gap for PA and biological corridor system management, the project is partnering with the Bhutan For Life initiative and implementing $2.2 million towards BFL milestones. This indicator is closely aligned with the objective of BFL, which is established to close the PA financing gap through a transition fund approach.  Under Outcome 2, effort has been placed into confirming baseline METT scores and building understanding of METT assessment methodology and guidance among partners. A range of capacity development activities are underway at PAs and BCs to support the targeted increase in METT scores, along with the provision of equipment for SMART patrolling. METT scores will be measured at the MTR, as will population size of key indicator species such as tiger, snow leopard and musk deer. Some baselines have been updated in this PIR. To reduce threats from human-wildlife conflict and poaching, the project has drafted a revised HWC Conflict Management Strategy and conducted a HWC symposium. Awareness-raising on HWC, poaching and forest fires has been conducted with over 500 households. Progress in reducing key threats will become clearer at the MTR when baseline data on threats will be updated.  The largest and most complex outcome is Outcome 3 focussed on building climate-resilient livelihoods. The two indicators for this outcome are similarly complex, with multiple sub-targets for each indicator. Under the first, baselines for household income have been established and the project has completed activities that will support enhanced incomes and adoption of climate-resilient livelihoods and infrastructure through installation of biogas in remote households, the establishment of a pressured irrigation scheme with 36km of irrigation channel and the upgrading and climate-proofing of over 50km of roads (some efforts on roads are delayed). For the second indicator on implementation of sustainable land and water resource management there is clear reported progress in area of agricultural (562 ha) and forest (52,952 ha) brought under sustainable management. Erosion plots have been established to support monitoring of erosion rates. Seventeen organic farmers groups have been supported, including two turmeric-producing women’s groups and a green tea marketing group that is predominantly women. For both indicators a lot of activity is reported in the DO progress tab, but this could be better connected to the specific sub-targets in future PIRs to enable clearer assessment of progress. This may require further definition of the individual project baselines.  Some sharing of project knowledge is already recorded under Outcome 4, including assessments of institutional capacity and current legal and policy frameworks that are made available on the project website. No progress is reported on the establishment of a biodiversity portal but with many years of implementation remaining this can still be achieved by project close. Similarly, it is too soon in implementation for the project to develop and disseminate project best practices but these targets can all be achieved by project close. Other donors such as the Asian Development Bank have already visited the project’s climate-resilient irrigation schemes to see how these approaches could be replicated by other projects.  As outlined above there are some minor changes to indicators required to transition to the GEF-7 core indicators and to clarify baselines for complex multi-part targets. This should be finalized by the PMU in coming months so that the revised results framework is in place ahead of the MTR along with the required mid-term core indicator data.    IMPLEMENTATION PROGRESS (IP)  The project is well-managed as evidenced by the broad range of activities delivered in twenty months of implementation, the absence of critical risks, and the impressive delivery figures. The IP rating is ‘satisfactory’ with all elements of implementation considered on track.  The project inception workshop was held in November 2017, only weeks after ProDoc signature and inaugurated by the GEF CEO. The project inception report was completed shortly thereafter, representing an alarmingly quick inception by normal UNDP-GEF standards.  The Project Board, Chaired by the Secretary of the Gross National Happiness Commission (GNHC) has been established with 13 members. The Board met twice over the reporting period, discussing and approving the project annual work plan and key project outputs. The Board and supporting Technical Advisory and Coordination Committee (TACC) committee have incorporated virtual attendance within their TORs to allow for the active engagement of Dzongkhags – and active virtual participation in meetings has already been observed.  The PMU has been established in the Local Development Division of GNHC (a shift from the Development Cooperation Division proposed in the ProDoc), allowing close engagement with local development planning and programs. The PMU is effective and working well with stakeholders and UNDP CO. Project component managers are provided through government co-financing, supporting good engagement of different agencies in the project, along with maintaining project effectiveness through close attention on progress towards milestones and alignment to national priorities.  The project has established a strong partnership with Bhutan For Life to ensure close alignment on activities to strengthen PA management and close the financing gap for the PA and biological corridor system (the ultimate objective of BFL). As Bhutan is a participating country under the GEF-7 Global Wildlife Program, there is also now the potential for this project to engage in knowledge management under the GWP. This might be particularly helpful on efforts to combat HWC as a Community of Practice on HWC has been established under the GWP. Initial engagement has already commenced, with the project reaching out to the CoP for support to identify the required technical specialists to conduct HWC insurance work and identify appropriate solutions that can be supported in accordance with UNDP-GEF policies (e.g. endowment fund restrictions). Guidance can also be obtained from UNDP insurance specialists. The project may also wish to self-fund participants at future GWP knowledge exchange events if they have a focus on HWC management.  Work plan implementation is on track and closely following adopted budgets and schedules. The project has disbursed over 40% of the project budget 40% into the five-year implementation timeframe. This is an excellent result as projects usually experience a delivery lag during the inception phase. This shows accurate work plan budgeting (and revision of ProDoc budgets as needed) and effective attention on procurement and contracting to ensure funds are disbursed according to approved work plans, with emerging bottlenecks adaptively managed (e.g. as referenced in the detailed assessment of the PM and UNDP CO). Delivery for 2018 was an impressive 96% of approved budget, with over $4.3 million delivered. To mid-point of 2019, annual work plan delivery is at a very good 44% of approved budget and the project is on track to again fully meet its annual delivery target.  The project is being managed adaptively and regular course corrections are made to avoid potential implementation delays and procurement/administrative bottlenecks. Numerous examples are detailed in the PM and CO assessment in this PIR, e.g. purchase of motorbikes for PA/BC patrolling, technical glitches in the government e-procurement system, adaptive allocation of project contingency towards irrigation and securing of additional government co-financing for climate-proofing of roads following escalation of costs, completion of additional assessments on HWC mitigation options since UNDP cannot transfer GEF funds into an endowment fund. Risk management is effective and there are no critical risks. A substantial risk is the chance of extreme weather-related risks in project landscapes that could restrict access and implementation during monsoons, but as the impacts are localized this is not critical. A range of management measures are in place to prepare for and mitigate this risk including notification of extreme weather events, maintenance of quality climate-resilient infrastructure, and appropriate scheduling of activities.  Attention on gender and safeguards are appropriate. The project is collecting gender-disaggregated data and implementing activities in the gender mainstreaming plan. As detailed in the safeguards section of this PIR, there has been a grievance against the project by a local leader due to damage caused to the community road as a result of transporting construction materials for the intake reservoir and weir. The grievance was managed openly between the PMU and the local leader to assess the condition of the road prior to project interventions and jointly concluded that it was not a project-related impact. The situation is now reported as effectively resolved. Nevertheless, the project should review its SESP to confirm that all potential risks are captured and status accurately rated. The stakeholder engagement plan should also be reconfirmed on the back of this SESP revision.  Attention to communications is similarly adequate and a project website has been established, and project-produced reports already uploaded. The project has an active social media presence on Facebook and is distributing project stories through print and broadcast local media. This has included a photo story on the global UNDP climate change adaptation Exposure platform showcasing successes and interventions under the three NAPA projects.  The mid-term review is scheduled to take place in October 2020. The PMU and UNDP CP should start preparing for this in Q2 of 2020 so that the mission to project landscapes can be scheduled to take place following the monsoon when they can be reliably and safely accessed (e.g. October). This will allow for completion of the MTR between the 2nd and 3rd PIRs in accordance with UNDP-GEF policy.    RECOMMENDATIONS  The following recommendations are provided to continue the strong implementation progress of the project:  1) Assess the project results framework to identify the GEF Tracking Tools that need to transition to core indicators and confirm remaining baselines and sub-targets. This should all be completed prior to the next PIR so that clear reporting can be prepared for the MTR; 2) Revisit the project SESP following the local grievance to confirm that all potential risks are accurately identified and assessed, along with reconfirming the Stakeholder Engagement Plan following any SESP revision. The revised SESP (as required) should be cleared by the RTAs prior to signature by the UNDP CO; 3) Start preparation for the MTR in Q2 of 2020 aiming for scheduling of the field mission in September/October 2020 . | |

# Gender

**Progress in Advancing Gender Equality and Women's Empowerment**

This information is used in the UNDP-GEF Annual Performance Report, UNDP-GEF Annual Gender Report, reporting to the UNDP Gender Steering and Implementation Committee and for other internal and external communications and learning.  The Project Manager and/or Project Gender Officer should complete this section with support from the UNDP Country Office.

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| **Gender Analysis and Action Plan:** [Annex 14 - Gender Analysis Report.pdf](https://undpgefpims.org/attachments/5713/214293/1697594/1697875/Annex%2014%20-%20Gender%20Analysis%20Report.pdf) |
| **Please review the project's Gender Analysis and Action Plan. If the document is not attached or an updated Gender Analysis and/or Gender Action Plan is available please upload the document below or send to the Regional Programme Associate to upload in PIMS+. Please note that all projects approved since 1 July 2014 are required to carry out a gender analysis and all projects approved since 1 July 2018 are required to have a gender analysis and action plan.** |
| *(not set or not applicable)* |

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| **Please indicate in which results areas the project is contributing to gender equality (you may select more than one results area, or select not applicable):** |
| Contributing to closing gender gaps in access to and control over resources: Yes |
| Improving the participation and decision-making of women in natural resource governance: Yes |
| Targeting socio-economic benefits and services for women: Yes |
| Not applicable: No |

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| **Atlas Gender Marker Rating** |
| **GEN2:** gender equality as significant objective **GEN2:** gender equality as significant objective |

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| **Please describe any experiences or linkages (direct or indirect) between project activities and gender-based violence (GBV). This information is for UNDP use only and will not be shared with GEF Secretariat.** |
| UNDP-CO and the Austrian Development Cooperation (ADC) supported the National Commission for Women and Children in conducting National Study on Women’s Health and Life Experiences 2017-A study on Violence against Women and Girls (VAW/G) in Bhutan. The key objectives of the study were to measure the prevalence of different forms of VAW/G, assessment of associations between intimate partner violence and a range of health and other outcomes, identification of factors that may either protect or put women and girls at risk of partner violence and assessment of strategies and services that women and girls use to deal with partner violence.    The report shows drinking alcohol, jealousy, financial problem, food shortages and no particular reasons as being the common triggers for physical partner violence. The study also points that women and girls are not being able to leave abusive relationships due to lack of financial independence and love for their partner and children. Good education is seen as an important factor to leave abusive relationship.    The report recommends the need to build the capacity of Civil Society Organizations and relevant agencies to provide counselling, empowerment, reintegration, income-generating activities and other services. It also recommends providing economic support and free legal aid to give women and girls options and the capacity to leave a violent partner. One pertinent recommendation is to strengthen interventions to reduce the harmful use of alcohol since it is reported as the main trigger for Intimate Partner Violence.    The project in keeping with key findings of this report is supporting income generating activities and empowerment of women and girls through various initiatives. The project supported Dhakphel Women’s Group and Takabi Women's Group in production and promotion of organic turmeric powder. Unlike other groups, these woman groups not only have women members but also women in executive role thus empowering them to make decision in the interest of women and girls.    Food shortage is also one cause of GBV. Food shortage occurs for many reasons. Despite having limited arable land in Bhutan, most are infertile land located in steep slopes. In order to enhance climate resilience aimed at reducing land degradation, enhancing soil fertility, productivity and vegetative cover through agronomic, vegetative and structural measures, the project is supporting Sustainable Land Management together with the provision of gender friendly farm machineries. Through such interventions, farmers’ land productivity will increase, and women will be less burdened to take agriculture activities and help achieve household food security.    The project has also supported pressurized piped irrigation schemes which are climate resilient, reliable, and easy to operate and maintain. This new technology is expected to reduce overall farm labor drudgery and demand on both men and women. It will particularly relieve men from staying away late into nights guarding irrigation water source and hence promoting more family time at home. Long stay away from family, particularly at nights to do such jobs often led to suspected extramarital affairs of both men and women which was at times the cause of GVB. The technology also assures all times access to water, and hence it is expected that the productivity and crop diversity will increase leading to increased case of food security as well as income.    The project is also supporting various marketing initiatives including construction of cold storage, sales facilities, value addition, packaging and market linkage so that farmers need not necessarily travel long distance to reach the market. This intervention will also drastically reduce vulnerability of women against externalities including GBV, as women are mostly the ones who does marketing.    The value chain intervention in the form of storage facilities and product diversification is also expected to reduce alcohol production and consumption and hence alcohol related GBV. Apparently, lack of marketing facilities coupled with lack of post-harvest storage facilities forces farmers to convert their crops (particularly maize) to local alcohol in order to prevent its losses (prevent losses by birds and rats) thus making alcohol freely available and accessible. The marketing interventions and value addition to crops will help reduce conversion of crops to alcohol thus reducing alcohol consumption. |

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| **Please specify results achieved this reporting period that focus on increasing gender equality and the empowerment of women.**    **Please explain how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.** |
| Communities appoint water caretaker to monitor the functionality of irrigation schemes and is also responsible to regulate and distribute water as per the agreed terms and condition. Traditionally, this role was given to men, as it required frequent monitoring along the channel length right up to source. The new pressurized pipe irrigation system being easy to maintain and manage, it provides an opportunity for women to be engaged to take up such roles, and this would be a big change in the norms and power structure.    The project is also supporting various groups and cooperatives with women in executive role. Such initiative will help develop women's leadership role, with a possibility in the long run to participate in local government elections.    The project interventions in areas of climate resilient irrigation, installation of bio-gas, and marketing initiatives will help in reducing women’s time in unpaid domestic works, thus enabling women to partake in more productive activities. Women’s health and hygiene is also expected to improve with the establishment of smokeless bio-gas and access to water for household purposes.    The status of economic empowerment of women is expected to improve due to easy access to market. This will change the economic dynamics of women being dependent on income providers. In the long run, it is also expected to improve social condition of the women as they will become economically independent, leading to reduced discrimination and violence arising from the lack of income.    The reduced burden of managing irrigation and human wildlife conflict through project intervention is expected to promote more quality family time, thereby reducing suspected extra marital affairs. Through these interventions and along with other support such as sustainable land management, resilient crop technologies are expected to improve productivity and overall production, leading to enhanced food self-sufficiency. The project also supported and provided gender friendly farm machineries to alleviate problem of women labor which is highly physical. |

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| **Please describe how work to advance gender equality and women's empowerment enhanced the project's environmental and/or resilience outcomes.** |
| The reduced use of inorganic fertilizers through women’s participation in organic agriculture, active participation of women in implementing sustainable land management (146 women participated against 2 male) activities and their active engagement in climate resilient irrigation and economic activities all contribute positively to environmental and resilience outcome as under:  - Improvement of on farm environmental resilience in the form of enhanced ecosystem services;  - Reduced risk of on farm soil and land degradation, thereby increasing productivity and production;  - Economic resilience and increased adaptive capacity due to increased and diversified income source. As per the Standard Progress report submitted by the implementing partner, women groups have started micro-savings as well as giving micro–finance assistance to the communities from their group savings. |

# Social and Environmental Standards

**Social and Environmental Standards (Safeguards)**

The Project Manager and/or the project’s Safeguards Officer should complete this section of the PIR with support from the UNDP Country Office. The UNDP-GEF RTA should review to ensure it is complete and accurate.

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| **1) Have any new social and/or environmental risks been identified during project implementation?** |
| Yes |

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| **If any new social and/or environmental risks have been identified during project implementation please describe the new risk(s) and the response to it.** |
| The construction of one irrigation scheme in central project landscape passed through a steep slope of privately owned land (field), and the land owner expressed concerns regarding the risk of land degradation. Few cases of falling boulders affecting farm land were also raised to the contractor.    In order to mitigate, the project supported building retention wall in one stretch to protect land degradation, and the affected land owner was happy with the intervention. The project also ensured that contractor cleared all the boulders that affected farmland. The issue was mutually resolved at the field level involving local leaders, affected farmers and the contractor. Since all parties were happy with the mutual settlement of their grievances, no formal grievances were lodged.    In another project intervention sites (Landscape I), there was a potential conflict of conservation over consumption; conservation of water source versus consumption of timber through logging along and above the water source. The state-owned logging company had expanded their plans to operate logging along and over the water source by constructing access road for logging. The community and the local government foreseeing problems that would arise, conducted an assessment and recommended the logging company to stop logging from their new planned areas. The recommendation was enforced through the Local Forest Management Plan supported through the project. The logging company adhered to the recommendation and stopped logging from the area. The issue arose due to lack of communication and coordination among different partners supported through the project.    For sustainable land management (SLM) interventions, it requires terracing using excavators. There were some incidences where movement of excavator from some farmlands were resisted by the particular landowner if they are not direct beneficiary of SLM intervention because their land did not required terracing. While the movement of excavator would not cause any damage to their field since it was initiated during off season (when the field was not cultivated), certain land owners resisted the movement. Local leaders, government agriculture extension staff and beneficiaries negotiated at their level to trespass through non-beneficiaries land. Hence, there wasn't any major grievances lodged at PMU level as most such grievances are being negotiated and resolved at community level following traditional practices. |

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| **2) Have any existing social and/or environmental risks been escalated during the reporting period? For example, when a low risk increased to moderate, or a moderate risk increased to high.** |
| No |

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| **If any existing social and/or environmental risks have been escalated during implementation please describe the change(s) and the response to it.** |
| Not applicable |

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| **SESP:** [Annex 6 - SESP.pdf](https://undpgefpims.org/attachments/5713/214293/1697570/1697867/Annex%206%20-%20SESP.pdf)  **Environmental and Social Management Plan/Framework:** *not available* |
| **For reference, please find below the project's safeguards screening (Social and Environmental Screening Procedure (SESP) or the old ESSP tool); management plans (if any); and its SESP categorization above. Please note that the SESP categorization might have been corrected during a centralized review.** |
| [Social and Environmental Managemnt Framework.pdf](https://undpgefpims.org/attachments/5713/214293/1727751/1743484/Social%20and%20Environmental%20Managemnt%20Framework.pdf) |

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| **3) Have any required social and environmental assessments and/or management plans been prepared in the reporting period? For example, an updated Stakeholder Engagement Plan, Environmental and Social Impact Assessment (ESIA) or Indigenous Peoples Plan.** |
| Yes |

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| **If yes, please upload the document(s) above. If no, please explain when the required documents will be prepared.** |
| See document (ESMF) uploaded above. |

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| **4) Has the project received complaints related to social and/or environmental impacts (actual or potential )?** |
| Yes |

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| **If yes, please describe the complaint(s) or grievance(s) in detail including the status, significance, who was involved and what action was taken.** |
| In one of the irrigation sites, a local leader submitted a grievance regarding the damage caused to the community road as a result of transporting construction materials to the water source to construct the intake reservoir and weir. Furthermore, since the trucks ferrying construction material had to pass through a log bridge over a small stream, the community cautioned of the potential risk of bridge collapse.    The appeal made to the PMU was to repair the road and to construct a permanent concrete or bailey bridge over the stream. The PMU intervened by ascertaining the potential damage that could have been caused as a result of project intervention to the road and bridge. The assessment was done in collaboration with the local leader. Based on the assessment of traffic on the road and the condition of the road that was prevalent before the project intervention, it was ascertained that the community road was already in dire need of repair before the project intervention and the bridge was strong enough to withstand future traffic as the project would not be transporting any materials. The local leader was convinced of the results and agreed to use the funds allocated to the Local Government (LG) to repair the road and to construct a new bridge in case if there is a need. |

# Communicating Impact

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| **Tell us the story of the project focusing on how the project has helped to improve people’s lives.**  **(This text will be used for UNDP corporate communications, the UNDP-GEF website, and/or other internal and external knowledge and learning efforts.)** |
| Story 1: Water to the rescue of a community  A water scarce community of Langpa-Nobgang in western Bhutan was exploring options of relocation as its 58 households were facing acute drinking water shortage as the water sources dried up. To add fuel to the fire, fault from one of the most recent earthquakes displaced their only source from nearby stream after which community had to depend on rainwater alone not just for irrigation but also for drinking and feeding their cattle.    As the community is located uphill on mountain slope, most rivers and streams flow from gorges which hardly benefited any settlements and same is the case with Langpa-Nobgang community. People had to travel for hours during dry season to fetch water which was added to drudgery of women.    With timely intervention of the GEF-LDCF financed project, initiated and implemented by RGoB, and supported by UNDP, now the community will neither have to depend on rainwater nor travel long distance to fetch water. The project is supporting in building 11.5 kilometer and the first ever integrated irrigation scheme for the community. Since water is directly sourced from clean stream and channeled through pressurized pipe, this irrigation water also serves as drinking water.    People, particularly women, can now focus more on productive activities as they no longer have to fetch water or depend on rainwater. Furthermore, this community never had any paddy fields before due to lack of water supply, and for the first time in the history of this community, they will have paddy field as people started reclaiming their fallow land and converting it to paddy field which is possible because of project intervention in Sustainable Land Management (SLM) being implemented in the community. Reclaiming fallow land and practicing multiple cropping including winter crops will enhance achieving food security.    Story 2- No more lull in Lull village: This story is from National Newspaper, Kuensel.    In 2013, Tashi Bidha, 51, was the lone farmer living in Lull – a village located about 40 km from Bajo, Wangdue in Kazhi gewog. With only eight households, the village was identified as one of the most remote in Wangdue. Today, Lull is Wangdue’s first successful organic village. This began with one man’s initiative to bring road connectivity in 2013. Thirty-nine-year-old Phub Dorji was elected as the tshogpa in 2013. Phub Dorji who is from Lull said the village then didn’t have electricity and road connectivity.    Except for Tashi Bidha, the villagers had moved to Lengkhipji chiwog, about 15 km from Lull, as sharecroppers.  Although people of Lull had been sharecropping for about 25 years in Lengkhipji, it was in 2010 when the villagers completely abandoned Lull.    Tashi Bidha said that before people started to leave, two people in the village had died. She said they couldn’t reach the hospital or visit an astrologer due to lack of road. By then the nearest road had reached Sill village, which is about 8.8 km from Lull. “Someone’s grandmother and a young woman also passed away. After these incidences, people started to leave. I would bring around my cows and there would be no one around. I also started having thoughts of leaving.”  By 2013, the village’s request for road connectivity was denied because it did not meet the requirement of 20 households.    When Phub Dorji proposed bringing their own road on a loan, many were reluctant. Bidha said it was almost impossible to think of getting a loan. “We barely made what we needed on our small land and repaying the loan seemed impossible. However, after some discussions, six households agreed.” With a collection of over Nu 500,000, six households brought the 8.8 km of road to Lull. Phub Dorji said that while five households contributed Nu 100,000 each through loan, two had denied, as they didn’t live in the village. “One household contributed Nu 50,000 although she doesn’t live in Lull.”    Today, the village has about 10 working persons and about 15 students in school. Months after the village got its road, electricity arrived. In 2017, the village agreed to become organic. Phub Dorji said that during his tenure as tshogpa, he had witnessed the villagers importing huge amount of pesticides. “Today, youth go to urban areas looking for jobs. When our children return one day, we should be able to provide them good land. We cannot make it unusable.”    The village received funding support from GEF LDCF through National Organic Programme. Wangdue’s agriculture extension officer Jigme Lhamo said the village received potato seeds, asparagus seedlings, bio-fertiliser, bio-pesticide and vermicomposting among others. “The village has five poly houses, and they have firsthand training on bio-pesticides preparation. They are now technically equipped.”    The dzongkhag agriculture office is also working on certification of Lull as an organic village. “But the National Organic Programme requires one-year cooling period. By January next year they would be certified,” Jigme Lhamo said.  Earlier Lull harvested wheat, barley, and chilli. Today with production of over 11 varieties of crops, the village also sells their produce in Thimphu, Punakha, Wangdue and Phuentsholing. Chili, garlic and potatoes are some of the major cash crops of Lull.    Since it turned organic, income generation has increased up to Nu 770,000 today.  “I think we are too dependent on the government. With the initiative of just five households, I hope it can be an example for other villages,” Phub Dorji said.    Story 3. Irrigation intervention brings peace to water scarce community    A small community called Launakha under Punakha District is the last village to receive irrigation water supply from 26 km long irrigation scheme. Since the same irrigation scheme is used by many upstream communities, each community get to irrigate their paddy field for only 24 hours in a year hence, all households must irrigate their field overnight and start preparing their field for transplantation the very next day on their own. Unlike other communities, the practice of labour exchange is uncommon as every household must complete land preparation for transplantation overnight (within 24 hours).    Such short duration and having to share scarce water with the whole community often resulted in conflict within the community as every household attempts to get maximum out of short duration water supply.    Time has come for the community to live in peace and start labour exchange between households as the project intervention enabled the community to receive enough irrigation water supply through building climate resilient pressurized piped irrigation scheme. Farmers are now planning to even practice winter cropping with irrigation intervention.    Story 4: Biodiversity Monitoring Protocol (Story from Bhutan Broadcasting Services)    Bhutan now has a draft National Biodiversity Monitoring Protocol in place to monitor its wild biodiversity. The Biodiversity Monitoring Protocol basically is a guide or manual that outlines tools and methods to gather crucial information about plant and animal species, such as species diversity, habitat, threats and distribution patterns, among others. The development of the protocol is a first attempt to put in place a proper national-level biodiversity monitoring system.    Initiated by the Nature Conservation Division, biodiversity experts came together over the past few months to develop protocols for monitoring plant, mammal, fish, reptile and amphibian, bird and insect species. The protocols for different species were field tested and consolidated at a workshop in Gelephu recently. Some 45 forestry officials from across the country took part.    “We have very rich biodiversity and we do a lot of monitoring works in protected areas. For instance, we do a lot of biodiversity surveys during the management plan. But those are all surveys done in small pockets. We really don’t have a national-level data. With the help of the protocol, we will be able to get a systematic, coordinated and consolidated biodiversity data from across the country,” Tandin, the Senior Forestry Officer of Nature Conservation Division under DoFPS, said.    The week-long workshop included rigorous field exercise, which involved visiting forests and rivers to record and identify plant and animal species. Jigme Tshelthrim Wangyal, the Deputy Chief Forestry Officer of Jigme Khesar Strict Nature Reserve (JKSNR) in Haa, led the herpetofauna or reptile and amphibian group.    “For us, the herpetofauna group, we don’t even have a baseline data. With this protocol now, we are expecting a baseline data. Once we have baseline data, we can work on it and see changes over the years like whether the species are disappearing or becoming more,” he said.    Besides determining status and tracking changes, biodiversity monitoring also helps to understand threats to species and their responses. Jigme TshelthrimWangyal says reptiles and amphibians, in fact, are used to study climate change.    “Frogs and toads are very sensitive to temperature and humidity because they depend on water bodies to live. They can indicate whether the climate is changing, or temperature is changing. So, we can use them to study climate change.”    The draft protocol will be handed to the Department of Forests and Park Services (DoFPS) for review and approval.    “After approval, the protocol needs to be institutionalised so that Bhutan has an annual biodiversity monitoring program. In order to effectively implement the biodiversity monitoring protocol, we will incorporate it into the Individual Work Plan,” Letro, the Senior Forestry Officer of Nature Conservation Division, said.    While Bhutan is well known for its rich biodiversity, there is no standard monitoring protocol in place. The Nature Conservation Division’s effort to come up with a protocol, therefore, is critical to ensuring the country’s wild biodiversity thrives.    However, the protocol alone is not enough. Regular wild biodiversity monitoring at the national level would entail a lot of costs. Capacity building of field staff, equipping forest divisions and park offices with necessary equipment and infrastructure, such as repository to store species specimen, is crucial to ensure successful biodiversity monitoring.    The protocol was developed through the National Adaptation Programme of Action (NAPA) phase III project, initiated and implemented by the government. It is supported by UNDP and funded by the Global Environment Facility. |

**Knowledge Management, Project Links and Social Media**

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| **Please describe knowledge activities / products as outlined in knowledge management approved at CEO Endorsement /Approval.**    **Please also include: project's website, project page on the UNDP website, blogs, photos stories (e.g. Exposure), Facebook, Twitter, Flickr, YouTube, as well as hyperlinks to any media coverage of the project, for example, stories written by an outside source. Please upload any supporting files, including photos, videos, stories, and other documents using the 'file lirbary' button in the top right of the PIR.** |
| The project completed the baseline study in 2018 for the project to ascertain zero case scenario and to design methodology for impact evaluation. The report is constantly used to refine the Annual Work Plan of the project and serves as a guide to incorporate new elements into the adaptive management strategies at the PMU level.    The project conducts a Quarterly Coordination and Review Meeting (QCRM) at the start of the first quarter of every year to review the progress of the last quarter and formulate the AWP for one year. QCRM is held every quarter to review the progress and amend the work plan during the mid-year. Case studies and lessons learnt are presented and discussed during the QCRM.    The progress and case studies are validated and presented during the Technical Advisory and Coordination Committee (TACC) meetings and Project Board (PB) Meetings.    The project has developed a website www.napa3.bt, and it has a link on the UNDP-Co website http://www.bt.undp.org/content/bhutan/en/home/projects/napa-iii.html.    It operates a social network page on Facebook https://www.facebook.com/NAPAIII/ and https://bit.ly/30pysaS    We impart stories and project engagement through mainstream media, both print and broadcast media, http://www.kuenselonline.com/no-more-lull-in-lull-village/  http://www.bbs.bt/news/?p=115894  https://dailybhutan.com/article/national-biodiversity-monitoring-protocol-drafted-to-ensure-that-bhutan-s-rich-biodiversity-thrives.    We also use exposure to tell exciting and innovative stories, https://undpbhutan.exposure.co/monitoring-bhutans-wild-biodiversity?source=share-undpbhutan&fbclid=IwAR1fOfFzjI8xp4lbjqe\_qVBN\_Qo5hUv\_IKA2kOpP0WeLSLdfKEXraCSqLtE |

# Partnerships

**Partnerships & Stakeholder Engagment**

Please select yes or no whether the project is working with any of the following partners. Please also provide an update on stakeholder engagement. This information is used by the GEF and UNDP for reporting and is therefore very important!  All sections must be completed by the Project Manager and reviewed by the CO and RTA.

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| **Does the project work with any Civil Society Organisations and/or NGOs?** |
| Yes |

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| --- |
| **Does the project work with any Indigenous Peoples?** |
| Yes |

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| --- |
| **Does the project work with the Private Sector?** |
| Yes |
| Yes |

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| **Does the project work with the GEF Small Grants Programme?** |
| Yes |
| Yes |

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| --- |
| **Does the project work with UN Volunteers?** |
| No |
| No |

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| --- |
| **Did the project support South-South Cooperation and/or Triangular Cooperation efforts in the reporting year?** |
| No |
| No |

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| **CEO Endorsement Request:** [PIMS 5713 Bhutan CEO Endorsement Request 14March2017.doc](https://undpgefpims.org/attachments/5713/214293/1697614/1697895/PIMS%205713%20Bhutan%20CEO%20Endorsement%20Request%2014March2017.doc) |
| **Provide an update on progress, challenges and outcomes related to stakeholder engagement based on the description of the Stakeholder Engagement Plan as documented at CEO endorsement/approval (see document below). If any surveys have been conducted please upload all survey documents to the PIR file library.** |
| All key stakeholders mapped and engaged right from project formulation are actively playing critical role in project implementation in various capacities. All technical departments under the Ministry of Agriculture and Forests (Department of Forest and Park Services, Department of Agriculture, Department of Agriculture and Marketing and Cooperatives, Department of Livestock) are projects' key responsible parties implementing some of the major project activities such as climate resilient irrigation schemes, sustainable land management, operationalization of biological corridors, sustainable forest management, promotion of low emission livestock practices and development of market infrastructures.    The Ministry of Works and Human Settlement is another important responsible party implementing the piloting of climate resilient farm roads. The ministry has so far reviewed and revised Environment Friendly Road Construction Guideline (EFRC) and incorporated climate resilient features into the guideline. Currently, the ministry is leading the implementation of one major project activity to upgrade Singkhar-Nyimshong Gewog Connectivity Road with all climate resilient features. The Department of Road under the Ministry is implementing the activity. The ministry also completed Strategic Environmental Assessment (SEA) for Thimphu Structural Plan.    The Department of Local Governance under the Ministry of Home and Cultural Affairs is providing effective coordination and support for implementation of the project, since most livelihood interventions are implemented at grass-root level in various districts. Local Governments (districts) are themselves responsible parties to the project implementing activities such as sustainable land management, promotion of organic program, building marketing infrastructures, awareness programmes and value addition to agriculture and livestock products.    Rural communities and indigenous people are also actively involved in the project implementation. Farmers groups, cooperatives and women's groups are some of the active project partners. Besides being direct project beneficiaries, communities come together to support project implementation by providing labour contribution to project implementer within their communities. For instance, communities contributed wooden planks to support the movement of excavator to minimize the damage on paved farm roads which helped prevent any damage to roads due to project intervention. In another community where irrigation was being built by through contractor, the excavator driver was given homely treatment by the community to expedite progress.    Community people also actively participated in building irrigation schemes together with the contractor so that farmers are fully aware of the process of building climate resilient irrigation schemes, thereby imparting basic technical knowledge and enabling them totake on the responsibility to some extent during maintenance. Similarly, the implementation of Sustainable Land Management (SLM) also actively involves farmers and hands on training are provided. This will enable farmers to upscale SLM in their respective fields.    The project is also collaborating with the WWF Bhutan in implementation of the Bhutan for Life (BFL) milestones where project is implementing US$ 2.2 million worth BFL milestones. The project is also in continuous dialogue with other development partners such as the World Bank, Asian Development Bank, Bhutan Trust Fund for Environmental Conservation, SAARC Development Fund etc to complement each other's initiatives to leverage development results and impact in the areas of biodiversity conservation and community livelihoods.    While all major stakeholders specified in the project document are actively involved in project implementation in various capacities, some stakeholders could not be engaged directly since their role did not require direct involvement in the project implementation. However, the project continues to engage them professionally including their representation in the project board and technical advisory and coordination committees. The Project Board (PB) and Technical Advisory and Coordination Committee (TACC) not only have members from key implementing technical departments, but both PB and TACC have members representing local governments and Civil Society Organizations. The National Environment Commission is also represented in the PB as well as TACC.    The only stakeholder who could neither directly nor indirectly be (or professionally as phrased above) engaged in project implementation is the Department of Public Health under the Ministry of Health. However, their field staff are playing critical role in the project landscape in terms of creating awareness on health and hygiene. Further, their active engagement will be required in the distribution of water for drinking from integrated irrigation schemes in coming years.    The project is also exploring various opportunities to engage more CSOs in project implementation and CSO representative to the project Board also made a presentation on the strength of CSOs. The PMU has initiated dialogue with relevant CSOs for their engagement in the project implementation.    Some challenges regarding the mandates on comprehensive land-use planning through zonation arose between the Department of Forest and Park Services (DoFPS) and the National Land Commission (NLCS). While the NLCS is mandated for zonation outside protected areas, the DoFPS are mandated to carry out internal zonation within the Biological Corridors (BC) and Protected Areas (PAs). This confusion delayed the implementation of zonation which is now being resolved through consultation by the PMU. Tripartite meetings are being undertaken to define a clear role for each stakeholder after which comprehensive land-use planning through zonation will be undertaken based on agreed roles between two agencies.    Similarly, rural community access to market and weather/climate information implementation was delayed due to conflicting roles between three agencies. The National Center for Hydrology and Metrology (NCHM) is mandated to provide weather/climate information while the Department of Agriculture provides advisory on AgroMet and the Department of Agriculture Marketing and Cooperatives provides update on market price and information. Through PMU-led coordination meetings, the issue was resolved and way forward to implement the activity was agreed among all key partners.    While there is value in working with many stakeholders as each stakeholder have different strengths, the key challenge for the project lies in ensuring effective coordination due to the diversity of stakeholders. However, project implementation has not been affected, and adaptive management is practiced to overcome such challenges. For example, meeting quorum for the project board is a challenge given that project board is represented not just by central technical agencies but also has representation from remote districts. Hence, technology is being used to enable some board members to attend the meeting virtually. |

# Annex - Ratings Definitions

**Development Objective Progress Ratings Definitions**

(HS) Highly Satisfactory: Project is on track to exceed its end-of-project targets, and is likely to achieve transformational change by project closure. The project can be presented as 'outstanding practice'.

(S) Satisfactory: Project is on track to fully achieve its end-of-project targets by project closure. The project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Project is on track to achieve its end-of-project targets by project closure with minor shortcomings only.

(MU) Moderately Unsatisfactory: Project is off track and is expected to partially achieve its end-of-project targets by project closure with significant shortcomings. Project results might be fully achieved by project closure if adaptive management is undertaken immediately.

(U) Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets by project closure. Project results might be partially achieved by project closure if major adaptive management is undertaken immediately.

(HU) Highly Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets without major restructuring.

**Implementation Progress Ratings Definitions**

(HS) Highly Satisfactory: Implementation is exceeding expectations. Cumulative financial delivery, timing of key implementation milestones, and risk management are fully on track. The project is managed extremely efficiently and effectively. The implementation of the project can be presented as 'outstanding practice'.

(S) Satisfactory: Implementation is proceeding as planned. Cumulative financial delivery, timing of key implementation milestones, and risk management are on track. The project is managed efficiently and effectively. The implementation of the project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Implementation is proceeding as planned with minor deviations. Cumulative financial delivery and management of risks are mostly on track, with minor delays. The project is managed well.

(MU) Moderately Unsatisfactory: Implementation is not proceeding as planned and faces significant implementation issues. Implementation progress could be improved if adaptive management is undertaken immediately. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are significantly off track. The project is not fully or well supported.

(U) Unsatisfactory: Implementation is not proceeding as planned and faces major implementation issues and restructuring may be necessary. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are off track with major issues and/or concerns. The project is not fully or well supported.

(HU) Highly Unsatisfactory: Implementation is seriously under performing and major restructuring is required. Cumulative financial delivery, timing of key implementation milestones (e.g. start of activities), and management of critical risks are severely off track with severe issues and/or concerns. The project is not effectively or efficiently supported.