

United Nations D
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Selected Project: 3

694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Welcome

Welcome to the 2010 APR/PIR. This is the annual opportunity to check whether individual projects will meet their intended objective and outcomes. For projects that might not meet these results, this report also provides the opportunity to adjust strategies, so that the projects will achieve their objective. This is our collective opportunity to document and demonstrate that we are achieving results.

The APR/PIR is used by GEF and UNDP to:

- o Identify issues, track and benchmark progress;
- o Provide those involved with the project with the information needed to practice adaptive management to support the delivery of results;

Please note that completing this APR/PIR is a **mandatory requirement** of the donor the Global Environment Facility (GEF). The GEF Secretariat is **very closely tracking the timely submission** of the APP/PIRs and as such we strongly suggest that all efforts are made to meet the submission deadline. Please also note that UNDP is required to aggregate all the APR/PIR key data into one excel file and for this to be submitted on time we need all the APR/PIRs to be submitted on time. Please check with the RTA and/or the RCU for this project for these deadlines.

In addition, any **mid-term reviews** and **terminal evaluations** completed this reporting period, along with the relevant **GEF Tracking Tool**, are also required by GEF and should be transmitted to the appropriate RCU. Please upload the ATLAS risk tab to PIMS. Please ensure this material is also transmitted to the appropriate RCU.

We would like to thank you for taking the time to complete this APR/PIR.



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694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

General Guidance

Please note the following general guidance and take note that that some sections of this report have changed from last year.

- 1. Cumulative and annual results:** In general, the APR/PIR addresses cumulative progress toward results. However, and where indicated, annual progress is requested – notably under implementation progress (in tab “IP”).
- 2. Comments:** Please follow the word count indicated by the comment box to estimate the required text length because the size of the box as it initially appears on your screen does not relate to the required text length. The comment box will increase in size as you enter text until the word count is reached.
- 3. Additional guidance is available from your RTA or the appropriate RCU:**
 - a. Powerpoint presentation on how to use this excel template.
 - b. Guidance on completing the impact indicators for International Waters and Climate Change Mitigation.
- 4. Section-specific guidance:** Section-specific guidance appears on some sheets, either in pop-up boxes or in red text at the beginning of a given sheet. Clarification is also provided in footnotes.
- 5. Reports:** After entering data to this APR/PIR template is completed, you can click one of the following buttons to create reports in Microsoft Word format:
 - a. UNDP Success Stories
 - b. UNDP ROAR
 - c. APR/PIR Report



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Basic Project Data

Official Project Title: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Project Summary: Over the last decade, Bhutan has increasingly become an active player in the global environmental management arena. The country has become Party to all the three Rio Conventions – along with other international environment and sustainable development conventions and agreements. Together, the three Rio Conventions and their instruments collectively set the overall context for Bhutan's global environmental management. The Royal Government of Bhutan has steadily been trying to decentralize power away from the capital, moving parts of its administration to the 20 dzongkhags (districts) and 205 geogs (blocks of villages) with the objective to promote local socio-economic development strategies and initiatives by empowering the people to participate in and make decisions on their own plans and programmes. The Project supports central-level framework to enhance decentralized capacity for environmental management; enable decentralized institutional framework and personnel for local environmental management and improve on the existing environmental management system to backstop national policy and decision making in response to global environmental management needs as per the provisions set out in the Rio Conventions.

PIMS Number:	3694
Atlas Award Number:	49601
Atlas Project Number (s):	60594
Project Type:	MSP
Countries:	Bhutan

GEF Focal Area:	Multiple Focal Area
GEF-4 Focal Area Strategic Program:	
GEF-3 Focal Area Operational Program:	

Project milestones and timeframe:

Pipeline entry OR PIF approval :	23-Dec-2005
GEF CEO endorsement/approval date:	25-Feb-2008
Project Document Signature date:	12-Jun-2008
Date of First Disbursement[1]:	29-Jun-2008
Original Planned Closing Date:	11-Jun-2011
Revised Planned[2] Closing Date:	31-Dec-2011
Date project manager hired:	17-Apr-2009
Actual date of operational closure in ATLAS (if applicable)	
Planned date of operation closure in Atlas	30-Jun-2012
Actual date of financial closure in ATLAS (if applicable)	
Planned date of financial closure in Atlas	31-Dec-2012
Is this the Final/Terminal APR/PIR? Select one:	No

Project Supervision:

•• Date(s) of project steering committee/Board meetings during reporting period:	01-Dec-2009

Project Evaluation:

Actual date MTE carried out (if applicable):	
Has a management response been prepared and uploaded with the MTE to PIMS/UNDP ERC?	
Planned date of Mid Term Evaluation:	
Actual date FE carried out (if applicable):	
Has a management response been prepared and uploaded with the FE to PIMS/UNDP ERC?	
Planned date of Final Evaluation:	01-Dec-2011
Overall Rating of the project in the final evaluation by the project evaluator:	

Project documentation and information:

List documents/ reports/ brochures / articles that have been prepared about the project.

Project Inception Report
Project Steering Committee meeting report
Environment Management Training Report (Manila April2010)
Environment Management Training Manual for local level in Bhutan
Environment Education Awareness Materials (March 2010)

List the Website address (URL) of project.

n/a

Project contacts:

National Project Manager/Coordinator

Name: Thinley Dorji, Sr. Environment Officer, National Environment Commission
Email: thinleydorji@nec.gov.bt
Date: 01-Apr-2009

Government GEF OFP (encouraged)

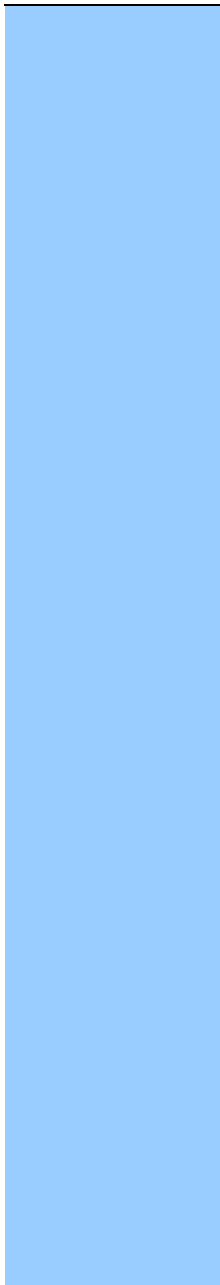
Name: Karma Tshiteem, Secretary, Gross National Happiness Commission
Email: ktshiteem@gnhc.gov.bt
Date: 01-Jan-2008

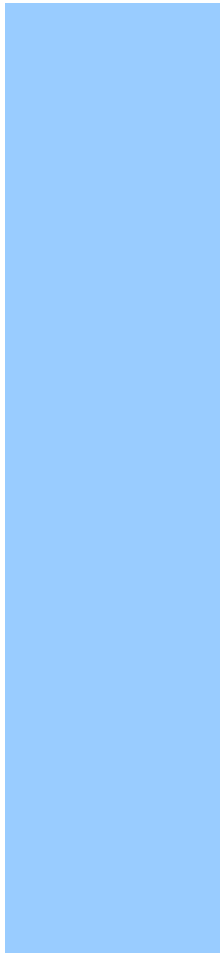
Executing Agency (encouraged)

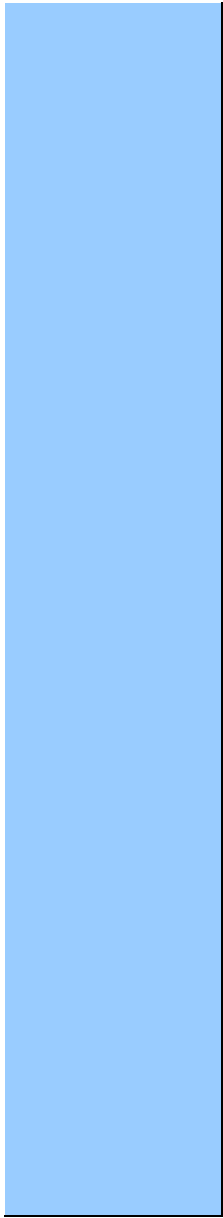
Name: Ugyen Tshewang
Email: secretary@nec.gov.bt
Date: 01-Aug-2010

[1] TRAC, GEF grant or co-financing

[2] Revised date of operational closure. Please explain entry here in tab Adjustments









Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

REGIONAL TECHNICAL ADVISOR ^[3]

Key Indicators

Revised Project Closing Date: 31-Dec-2011

Total GEF disbursement as of June 30, 2010: \$259,419

Number of critical risks: 3

Overall Rating of project progress toward meeting objectives: MS – Marginally Satisfactory

Overall Rating of project implementation: MS – Marginally Satisfactory

Overall risk rating: High

Has the project strategy been adjusted? Yes

Should we publish or otherwise profile this project using the text found in the summary of progress made in the PR tab? No

Has this project significantly changed national policy of any kind? No

If yes, please explain. (800 words)

n/a

General Comment (1200 words)

This project is a dedicated follow-up initiative to the National Capacity Self Assessment (NCSA), which was carried out in Bhutan from 2004-2006. It builds on key findings from the NCSA cross-cutting report, which spells out capacity development priorities and required actions to strengthen decentralized environmental management in Bhutan in line with national policies and international convention requirements.

In terms of cumulative progress, the project had started with a substantive delay of 10 months, which was associated with the replacement of the original project manager. This delay has promulgated into a delay across all Outcomes of the original Results Framework. Institutional arrangements, such as the establishment of DEC focal points and a functional Secretariat were conducted quickly and effectively at the outset of the project, but the project had failed to meet most of its planned training Outputs over the first year. In the present reporting period, the project has managed to make up for lost time, but the coordination challenges that are associated with the operationalization of 20 District Environment Officers (DEOs) in 20 districts across the country are still evident. The project has successfully managed to mobilize, train and equip DEOs, and incorporate focal persons from line ministries and agencies into the training regimen. In addition, the project has taken critical steps in the establishment of an Environmental Information Management System, which is expected to be a key contribution to the monitoring of national as well as global environmental policy compliance. That said, while the project has been instrumental in establishing an enabling environment for decentralized environmental management (which includes the establishment of DECs, the training of DEOs, and the development and dissemination of training, education and awareness materials), it seems fair to say that these new systems are not yet able to function decentrally and independently. With one more year of implementation, however, there is a reasonable chance that the project will be able to broker this important step from enabling environment to actual self-governance.

Overall, the key factors that have affected project progress since project inception to date are administrative delays in project staffing/re-staffing, as well as synchronicity and coordination with independent governance processes in 20 different districts. At this point, the project is hosted by the NEC

Name:	Gernot Laganda, Regional Technical Advisor/Climate Change Adaptation, UNDP Regional Center Bangkok
Email:	gernot.laganda@undp.org
Date:	20-Sep-2010

Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Rating of Progress To

2010 Ratings and Comments must be entered by the National Project Manager/Coordinator, the UNDP C
 pop up box next to comment box for guidance. For guidance in determ

	Overall 2008 Rating (from 08 PIR)	Overall 2009 Rating (from 09 PIR)	2010 Rating
National Project Manager/Coordinator:		S – Satisfactory	HS - Highly Satisfactory
Government GEF OFP[5] (encouraged):			
Executing Agency (encouraged):			
UNDP Country Office:		MS – Marginally Satisfactory	MS – Marginally Satisfactory

UNDP Regional Technical Advisor:

	MU - Marginally Unsatisfactory	MS – Marginally Satisfactory
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Rating Definitions

Highly Satisfactory (HS)
Satisfactory (S)
Marginally Satisfactory (MS)
Marginally Unsatisfactory (MU)
Unsatisfactory (U)
Highly Unsatisfactory (U)

[5] In the case of a project involving more than 1 country, it is suggested that for simplicity only the OFP (op add additional rows as necessary indicating the country name for each signature.



wards Meeting Development Objective (DO)

O and the UNDP RTA. Ratings from the GEF Operational Focal Point and the Executing Agency where appropriate are encouraged. See
nining the appropriate DO rating, please see the definitions listed in the table at the bottom of this sheet.

Comments

Since project inception in 2008, all the activities towards achieving the project goal were comprehensively executed till date. The project started with the setting up of PMO and appointment of focal person for DECs within the NEC Secretariat. In order for smooth functioning of the DEOs the project provided them with basic office equipments such as UPS for computer, digital cameras, field outfits and gears/gadgets. The project also supported two project staff for ex-country travel to set up institutional linkages on environmental management training related issues. The project also co-financed several training workshop/seminars with the DEOs and relevant stakeholders from line ministries/agencies. A total of 35 officials from across relevant line ministries/agencies including district environment officers were trained to carry out environmental management training programs for local government officials. The web-based EIMS portal

The progress with respect to meeting the objectives of the project is rated marginally satisfactory. The cumulative progress against each outcome is as follows:

Outcome 1:

1. Environment Management Training Manual for local level in Bhutan prepared through a multi-stakeholder consultative process
2. Lead Training of Trainers on Environment Management conducted for 35 participants including District Environment Officers and core group members from various line ministries
3. Printing & distribution of calendars bearing environmental awareness and education messages.

The project has drawn last year's substantive initial delay of 10 months, which was related to the re-staffing of the Project Manager position, into its second year. Cumulatively, most progress to date has happened in the setup, training and equipment of 20 District Environment Officers (DEOs). Clearest lack of progress to date is related to the creation of a truly decentralized environmental management system, which is driven independently by these new structures. Although the project has done a lot of important groundwork to create an enabling environment for the work of DEOs, decentralized environmental management in the 20 target districts is not yet a reality; This is partly due to the 'training of trainers' strategy of the project (assuming that training activities will result in behavioral change), and partly connected to the fact that local government functionaries are shifting and switching in line with electoral results. It is expected that in order to truly

Project is expected to achieve or exceed **all** its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice".

Project is expected to achieve **most** of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.

Project is expected to achieve **most** of its major relevant objectives **but** with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.

Project is expected to achieve its major global environmental objectives with **major shortcomings** or is expected to achieve only some of its major global environmental objectives.

Project is expected **not** to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.

The project has **failed** to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

tional) and Country Office Programme Manager from the lead country sign-off. If representatives from more than 1 country sign off, please

Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Country Office

Please use following comment box to highlight any other significant results that are not addressed in the DO and IP tabs. (200 words)

The project primarily focuses on capacity building of District Environment Officers, stakeholder and officials at the district and local levels for sustainable environment and natural resources management. Through the development of training, learning materials and guidelines the project will support the District Environment Officers in clarifying their roles and responsibilities and assisting local stakeholders at district and local levels in the enforcement and implementation of national environmental laws and regulations. Through support to the establishment of the Environment Information Management Systems, the project will help improve data collection by various agencies and district authorities and enhance overall government efforts to establish environmental indicators. The support provided by the project will also bring together the 3 Rio Convention focal points and explore synergies in reporting and the implementation of the obligations under the Conventions. The project will also impart environment management training to a fresh set of local government leaders (to be elected in the next few months) and functionaries to take on responsibilities of local environmental governance under the current government.

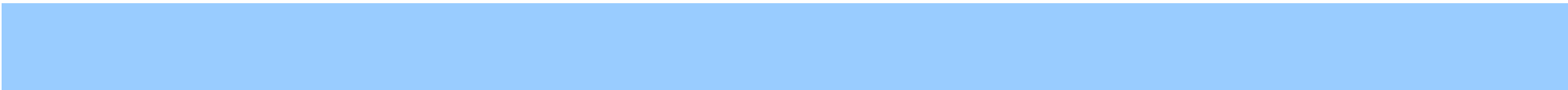
List the dates of site visits by CO staff to the project in this reporting period. (200 words)

No site visits conducted

Add other comments here that have not entered elsewhere in the APR/PIR. Please do not repeat statements made elsewhere. (200 words)

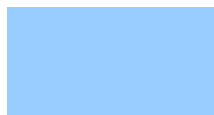
All relevant comments in DO/IP tabs.

Name: Sonam Y. Rabgye
Email: sonam.rabgye@undp.org
Date: 10-Sep-2010









		3. Training of trainers learning materials for environmental management awareness and training workshops for DEC members developed.	No learning materials produced
		4. NECS and line Ministries conducting/leading training of trainers	No training of trainers currently taking place
Outcome 2	Enabled decentralized institutional framework and personnel to enhance local environmental management, which include implementation of the Rio Conventions' provisions	1. Institutional structure for DECs established in all Districts.	DECs established, but without proper executive support
		2. Technical environmental management capacity established in each Dzongkhag	Four officers sent for Master's degree training under EUSPS funding in early 2006. Minimal technical capacity exists in some DEC members
		3. Increased capacity amongst DEC members to carry out decentralized environmental management	Initial environmental awareness training carried out by NECS with all DECs in 2005. However, environmental capacity is still rudimentary
		4. DECs funding decentralized environmental management activities	No funding currently taking place
Outcome 3	Existing Environmental Information Management System enhanced to backstop national policy and decision making in response to global environmental management needs as per the provisions of the Rio Conventions	1. Existence of working set of environmental indicators to measure the contribution of decentralized environmental management towards meeting global environmental objectives	Rudimentary set of indicators has been developed by a stakeholder group

		2. Rio Convention Focal Points are reporting according to Convention commitments	Reporting in place, but tends to be qualitative
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Outcome 39			
Outcome 40			

[4] This should be a quantitative numerical value

Target Level at end of project	Level at 30 June 2009	Level at 30 June 2010
N/A	N/A	N/A
Focal point to be established an operating by early 2008	Focal Point appointed	DEC focal point fully operational at the National Environment Commission (NEC) Secretariat
Training curriculum and Action Plan to be established by early 2008	No training curriculum or Action Plan (still to be established)	* Training plan as part of the overall HR plan developed under the new Organizational Development System; * Preparation of a synthesized guideline for the implementation of the Rio Conventions underway

Training curriculum and Action Plan to be established by early 2008	<ul style="list-style-type: none"> Local consultant identified to develop a training manual on environment management. Draft manual shared with DEC for their comments and feedback. The training manual will be printed and distributed to all stakeholders during the 3rd quarter 2009 	<ul style="list-style-type: none"> Environmental management training manual printed and distributed to all 20 districts; Environmental education and awareness materials (calendars) produced and distributed to 20 districts
Training initiatives taking place by early 2008	One national level stakeholder consultation workshop on local environmental management conducted.	<ul style="list-style-type: none"> Lead Training of Trainers programme for 35 officials conducted, including district environment officers and environmental focal persons from line ministries/agencies in Manila, Philippines. Training of DEOs and focal persons from line ministires/agencies on environmental management and environment assessment process conducted
Executive support for all 20 DECs in place by the end of 2008.	20 DEOs provided with basic office equipment and tool kits to support their daily functioning	<ul style="list-style-type: none"> Institutional support provided to 20 DEOs; Terms of Reference for DEOs discussed and revised; 20 DEOs provided with basic office and monitoring equipment for day-to-day functions.
Fully trained Environmental Officers to be in place by the end of 2008	<ul style="list-style-type: none"> 20 DEOs underwent short-term training programs on EIA and Environmental Clearance procedures. The NEC started conducting an annual DEO conference. 	<ul style="list-style-type: none"> 20 DEOS underwent training program on environmental management and environmental assessment processes; Proceedings of the annual DEO conference streamlined
DECs to be functioning as self-contained regulatory agencies by 2009	Basic training on environmental assessment including internship at NEC carried out for 10 DEOs	
Actual disbursement of District-level funds by end of 2008	Training for DEOs and relevant stakeholders on preparation of funding proposals is in the planning stage	
Full set of environmental indicators to be agreed and in place by mid-2007	Activities under this outcome are being planned for the second year of the project. Data collection and validation of the existing EIMS are underway	<ul style="list-style-type: none"> EIMS formally launched following upgradation and validation; National level consultation workshop for EIMS carried out involving all relevant stakeholders; GPS handsets procured and 20 DEOs and relevant stekholder agency staff trained on the use of GIS and its integration with EIMS.



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Action Plan to Address Overall Marginally Unsatisfactory, Unsatisfactory or Highly Unsatisfactory Rating for DO

This table should only be completed by those projects with an overall MU, U or HU rating for DO.

Action to be Taken	By Whom?	By When?



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Implementation Progress (IP)

List maximum of four key outputs delivered this reporting period for each project outcome. The outputs listed here should not be cumulative; only report impacts achieved in this reporting period.

Project Outcomes	Key Outputs this reporting period
Outcome 1	Enabled central-level framework to enhance decentralized capacity for environmental management and implementation of the provisions of the 3 Rio Conventions.
	35 officials trained to carry out lead ToT programme on local environmental management
	Printing and distribution of environmental management training manual
	Printing and distribution of environmental education and awareness materials (Calanders bearing environmental awareness messages)
	Training plan as part of the overall HR plan developed under the new Organizational development system
Outcome 2	Enabled decentralized institutional framework and personnel to enhance local environmental management, which include implementation of the Rio Conventions' provisions
	Institutional support provided to DEOs and ToR for DEOs discussed and revised
	Validation workshop conducted on environmental information management system and assessment processess
	Basic office and monitoring equipment provided to all 20 DEOs to enable them to effectively carry out their day-to-day functions
Outcome 3	Existing Environmental Information Management System enhanced to backstop national policy and decision making in response to global environmental management needs as per the provisions of the Rio Conventions
	EIMS formally launched
	Consultation and validation workshop on EIMS carried out
	20 GPS hand sets purchased and all DEOs trained on use of GIS and its integration with EIMS
	Preparation of a synthesized guidelines for the implementation of Rio Conventions underway
Outcome 4	0

Outcome 5

0

Outcome 6

Outcome 7

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Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Rating of

2010 Ratings and Comments must be entered by the National Project Manager/Coordinator, the UNDP Country Representative, or the UNDP Resident Representative. A pop up box next to comment box for guidance. For guidance in determining the appropriate IP rating, please refer to the IP Rating Guide.

	Overall 2008 Rating (from 08 PIR)	Overall 2009 Rating (from 09 PIR)	2010 Rating
National Project Manager/Coordinator:		S – Satisfactory	HS - Highly Satisfactory
Government GEF OFP[6] (encouraged):			
Executing Agency (encouraged):			

UNDP Country Office:		MS – Marginally Satisfactory	MS – Marginally Satisfactory
UNDP Regional Technical Advisor:		MS – Marginally Satisfactory	MS – Marginally Satisfactory

Rating Definitions

Highly Satisfactory (HS)
Satisfactory (S)
Marginally Satisfactory (MS)
Marginally Unsatisfactory (MU)
Unsatisfactory (U)
Highly Unsatisfactory (HU)

[6] In the case of a project involving more than 1 country, it is suggested that for simplicity only the OFP (or

add additional rows as necessary indicating the country name for each signature.



Implementation Progress (IP)

and the UNDP RTA. Ratings from the GEF Operational Focal Point and the Executing Agency where appropriate are encouraged. See please see the definitions listed in the table at the bottom of this sheet. Please note that these definitions differ from those for DO ratings.

Comments

Since project inception in 2008, all the activities towards achieving the project goal were comprehensively executed till date. The project started with the setting up of PMO and appointment of focal person for DECs within the NEC Secretariat. In order for smooth functioning of the DEOs the project provided them with basic office equipments such as UPS for computer, digital cameras, field outfits and gears/gadgets. The project also supported two project staff for ex-country travel to set up institutional linkages on environmental management training related issues. The project also co-financed several training workshop/seminars with the DEOs and relevant stakeholders from line ministries/agencies. A total of 35 officials from across relevant line ministries/agencies including district environment officers were trained to carry out environmental management training programs for local government officials. The web-based EIMS portal was formally launched and in conjunction a stakeholder consultation and data validation workshop for the system was also carried out. Produced and distributed environmental education and awareness materials. Work on the development of environmental management learning materials and implementation guidelines for the Rio Conventions started. The project also co-financed in procuring GPS hand-sets and in providing a hands-on training for the use of GIS and its integration with EIMS and EIA.

The project suffered a major setback for at least 9-10 months after inception due to certain problem with the AWP budget re-appropriation and the project management team. However, after the 2nd Project Board Meeting and revision of the AWP, the project started

The project implementation progress over the past one year has been rated marginally satisfactory. The project was signed in June 2008, however the implementation of activities was delayed by 8-10 months since the implementing agency - National Environment Commission was understaffed, as a result of which the project manager could not be appointed. Another reason for delay in implementation was due to request for re-appropriation of budget which was put up the the 2nd project board meeting and this was approved and agreed in principle subject to prior planning in the annual review meeting and awp formulation. The actual project implementation started with the appointment of a new project manager in 2009.

With a new project manager in place, several activities have been completed. These include preparing and distribution of the environment management manual; training of trainers program on environment management for 35 participants including DEO 's and core group memebtrs from various line ministries. The TOT on environment management at the district level has been delayed due to the upcoming local government elections. It was felt that with the change in the local government structure it would be more effective to train the new elected leaders and the local government functionaries.

The instutional set up for decentralized environmental governance has been strengthened through provision of office and monitoring

As indicated in other segments of this PIR, the initial delay of the project is affecting the timeliness of delivery throughout all Outcomes. It is in favor of the project that the Project Management Unit in NEC has successfully made up for some of this lost time, and systematically integrated the project with other work the NEC is currently undertaking. That said, the coordination of the project with 20 different districts remains a substantive implementation challenge, which requires constant engagement to maintain momentum. At present, the project is resting on the shoulders of its Project Manager, who - due to excellent technical qualifications and project management abilities - is responsible for a number of other projects as well (e.g. the SNC). In addition, the Project Manager is involved in UNFCCC negotiations. If the Project Manager is absent, the project lacks progress as nobody else within NEC is following up on his behalf. This means that the project, rather than delivering in a smooth, continuous manner, develops in a 'stop & go' style with short periods of activity interspersed with longer periods in which the situation of DEOs at the local level is not actively monitored.

With regards to financial delivery, the project has maintained a delivery rate of about 80% throughout its first 2 years. It is recommended that this delivery rate is increased to at least 90%, based on proper AWP discussions with the UNDP CO. It also seems important to note that in the current reporting period, the project has only conducted 1 Project Board meeting (compared to 3 Project Board meetings in the year before); Given the challenging involvement of 20 different districts, it is recommended that PB meetings are conducted at least twice per year to ensure a minimum level of project monitoring and support to the Project Manager.

The project was managed in **very** effective and efficient manner in accordance with the workplan, schedule and budget. The project can be presented as "good practice".

The project was managed in a **reasonably** effective and efficient manner, largely in accordance with the workplan, schedule and budget.

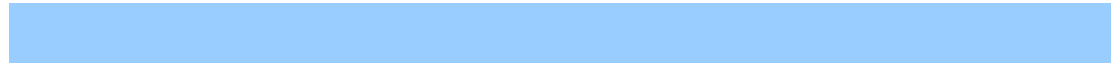
The project was managed in an **acceptable** manner but not fully in accordance with the workplan, schedule and budget.

The project was managed in a **marginally** effective and responsive manner but not fully in accordance with the workplan, schedule and budget.

The project was managed in a **less than** effective manner due to internal or external factors and not in accordance with the workplan, schedule and budget.

The project was managed in an **ineffective** manner particularly due to internal factors and clearly not in accordance with the workplan, schedule and budget.

ditional) and Country Office Programme Manager from the lead country sign-off. If representatives from more than 1 country sign off, please





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Action Plan to Address Overall Marginally Unsatisfactory, Unsatisfactory or Highly Unsatisfactory Rating for IP

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Action to be Taken	By Whom?	By When?



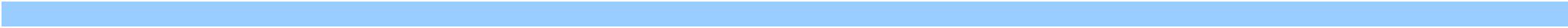


Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Critical Risks

Only critical risks should be entered here. **Do not enter non-critical risks.** All other risks will appear in the Atlas risk tab that must be uploaded to PIMS separately. Critical risks are those assessed to have medium or high impact and a probability of occurrence above 50%. All financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalizations of energy service companies (ESCOs) are automatically classified as critical on the basis of their innovative nature.

Critical Risk Type	Date Identified	Risk Description	Risk Management Response
Financial	01-May-2009	Some outcomes are over-budgeted and some are severely under-budgeted	Budget re-appropriation in December 2009 Project Board meeting
Financial	01-Feb-2010	Problem with budget spill-over due to lengthy procedure prescribed in the RGoB financial rules	Prior planning and constant follow with Government on planned activities and on fund release
Political	01-Jun-2010	During the Q2/2010, the project planned to carry out a Training of Trainers (ToT) on decentralized Environment management at the district level, involving sector staff and local government leaders. Due to upcoming local government elections, in which current government leaders resign and new leaders are appointed, this ToT needs to be delayed by at least 6 months.	This activity has been postponed to Q3-4/2010, following local government elections and appointment of new local government leaders/functionaries.



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Adjustments to Project Strategy

Please report any adjustments made to the project strategy, as reflected in the logical framework matrix, s

Please list the most recent year in which the project reported changes in its APR/PIR.

Does the project have additional changes to report in the current reporting period?

Change Made to:	Yes/No	Briefly Describe the Change and the Reason for that Change
	Yes	During Q2/2010, the project planned to carry out a Training of Trainers course on decentralized Environment management at the district level, covering sector staff and local government leaders in 20 districts. However, this activity has been delayed due to the upcoming local government elections, in which existing government functionaries are resigning and new government leaders are appointed. As a result, the activity needs to be postponed to Q3 & Q4/2010.
	No	
	No	

Adjustments to Project Duration

If the duration of the project, the project work schedule, or the timing of any key events such as project start up, evaluations or closing date, have been adjusted
All adjustments/delays should be listed here.

**Scope of delay
(in months)**

Change

Scope of delay (in months)	Change
6	The overall project timeline needs to be adjusted in order to accommodate the initial implementation delay that was related to the re-staffing of the project management team. Depending on how much time the project is able to make up until its formal end date (June 2011), it is expected that the project can be completed before December 2011. At this point, a 6 months delay seems realistic.

[7] Any changes to Objective or Outcomes must be cleared by the RTA and sent to GEFSEC for GEF CEO approval. Do not include objective/outcome changes that are pending

w (APR)
port (PIR)



since the Project Document signature

since project approval please explain the changes and the reasons for these changes.

Briefly Describe the Change and the Reason for that Change

Replacement of the Project Manager, which could not be buffered by existing NEC capacities.

ing RTA approval.



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Financial information: cumulative from project start to June 30 2010

Please present all financial values in US\$ million. Note that certain sections below must match the project document. Please do not leave any blank entries. If a particular field is not applicable, please indicate so by marking it as N/A.

Totals will be automatically calculated by the template. Values for row "Total for Project 2009" will be automatically taken from the project's PIR from last year; enter "N/A" if this is the project's first PIR.

Name of Partner or Contributor (including the Private Sector)	Nature of Contributor[8]	Amount used in Project Preparation (PDF A, B, PPG)	Amount committed in Project Document[9]	Additional amounts committed after Project Document finalization	Estimated Total Disbursement to 30 Jun 2010	Expected Total Disbursement by end of project
GEF Contribution		\$25,000	\$475,000		\$258,110	\$475,000
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
Cash Cofinancing – UNDP managed						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
UNDP (TRAC)				\$3,000	\$1,309	\$3,000
						\$0
						\$0
						\$0
						\$0
						\$0
Cash Cofinancing – Partner Managed						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
In-Kind Cofinancing	Govt-inkind		\$168,846			\$168,846



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Financial information: cumulative from project start to June 30 2010

Please present all financial values in US\$ million. Note that certain sections below must match the project document. Please do not leave any blank entries. If a particular field is not applicable, please indicate so by marking it as N/A.

Totals will be automatically calculated by the template. Values for row "Total for Project 2009" will be automatically taken from the project's PIR from last year; enter "N/A" if this is the project's first PIR.

Name of Partner or Contributor (including the Private Sector)	Nature of Contributor[8]	Amount used in Project Preparation (PDF A, B, PPG)	Amount committed in Project Document[9]	Additional amounts committed after Project Document finalization	Estimated Total Disbursement to 30 Jun 2010	Expected Total Disbursement by end of project
	Bilateral		\$53,846			\$53,846
	DANIDA(EUSPS)		\$317,690			\$317,690
						\$0
						\$0
						\$0
Total Cofinancing		\$0	\$540,382	\$3,000	\$1,309	\$543,382
Total for Project 2009		\$0	\$1,015,382	\$0	\$508,804	\$1,044,882
Total for Project 2010		\$25,000	\$1,015,382	\$3,000	\$259,419	\$1,018,382

Comments

[8] Specify if: UN Agency, other Multilateral, Bilateral Donor, Regional Development Bank (RDB), National Government, Local Government, NGO, Private Sector, Other

[9] Committed amounts are those shown in the approved Project Document. These may be zero in the case of new leveraged project partners



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Procurement Data

DO NOT complete this section for projects or project components executed by UNOPs. Only report values when they are US\$2,000 or more. Please enter project expenditures accumulated from project start up to 30 June 2010. Please do not leave any blank entries. If a particular field is not applicable, please indicate so by marking it as N/A.

All figures must be cumulative from project start.
Totals will be automatically calculated by the template.

	Personnel contracted that come from these countries (US\$)	Sub-contracts that are with groups based in these countries (US\$)	Equipment purchased outside of the project country from these countries (US\$)	Training ^[10] with groups or individuals from these countries (US\$)	Total
Australia					\$0
Austria					\$0
Belgium					\$0
Canada					\$0
China					\$0
Czech Republic					\$0
Denmark					\$0
Finland					\$0
France					\$0
Germany					\$0
Greece					\$0
India					\$0
Ireland					\$0
Italy					\$0
Japan					\$0
Korea					\$0
Luxembourg					\$0
Mexico					\$0
Netherlands					\$0
New Zealand					\$0



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Procurement Data

DO NOT complete this section for projects or project components executed by UNOPs. Only report values when they are US\$2,000 or more. Please enter project expenditures accumulated from project start up to 30 June 2010. Please do not leave any blank entries. If a particular field is not applicable, please indicate so by marking it as N/A.

All figures must be cumulative from project start.
Totals will be automatically calculated by the template.

	Personnel contracted that come from these countries (US\$)	Sub-contracts that are with groups based in these countries (US\$)	Equipment purchased outside of the project country from these countries (US\$)	Training ^[10] with groups or individuals from these countries (US\$)	Total
Nigeria					\$0
Norway					\$0
Pakistan					\$0
Portugual					\$0
Slovenia					\$0
South Africa					\$0
Spain					\$0
Sweden					\$0
Switzerland					\$0
Turkey					\$0
United Kingdom					\$0
United States					\$0
Total	\$0	\$0	\$0	\$0	\$0

[10] Those not included under personnel and sub-contracts



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Additional Financial Instruments used in the Project

This section only needs to be completed if the project provides funds to any Financial Instruments such as: Trust Funds, Sinking Funds, Revolving Funds, Partial Credit Risk Guarantees, Microfinance services, Leasing or Insurance mechanisms. If this project does not use any Additional Financial Instruments you do not need to complete this section

Financial Instrument	Financial Institution Responsible for Management	Basis for Selection of Financial Institution	Name of Financial Instrument	Source of Funds	Funds Committed in Project Document	Amount Disbursed to Date	Issues or Comments

Rating of Financial Instrument Performance

	2009 Rating (from 09 PIR)	2010 Rating	Comments
National Project Manager/Coordinator:			
Government GEF OFP (optional):			
Executing Agency (optional):			
UNDP Country Office:			
UNDP Regional Technical Advisor:			

Action Plan to Address Overall Marginally Unsatisfactory, Unsatisfactory or Highly Unsatisfactory Rating

Action to be Taken	By Whom?	By When?

End of Project Situation

What is to happen to any funds remaining in the Financial Instrument at the end of the project?



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Public Relations

Please summarize in 200 words the overall progress made by the project highlighting issues relevant and of interest to an external audience

Since the start of the Project in 2008, the project management team has been able to mobilize support of both central and local level government agencies to implement activities under the project. At the central level, the project engages key government departments within and outside of the environment field that are relevant to its work. At the local level, the project operates through newly formed District Environment Committees and newly established District Environment Officer positions. These local government officials play a pivotal role in the effective management of environmental resources, which will form the broad basis for compliance with global environmental requirements. Towards this end, the project has trained a core group of 20 District Environment Officers, who will act as the conduits for decentralized environmental management and training. The project has developed an Environment Management Training Manual, covering all significant aspects of natural resources management at the local level, and developed awareness and education materials for use at the district level.

The project has also supported the establishment of an Environment Information Management System for Bhutan, which will play an important role in monitoring trends in environmental change and in establishing solid environmental indicators for the future. In addition, the project is attempting to bring together the 3 Rio Convention focal points in its effort to synergize implementation of activities in meeting the obligations under these Conventions.

Good Practice in this reporting period

Were any problems encountered? If so, how were they addressed?

Problem (100 words)	Solution (100 words)
n/a	n/a

Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance Sys

All projects must complete this section. F

Is this project implemented by an NGO rather than a government agency?

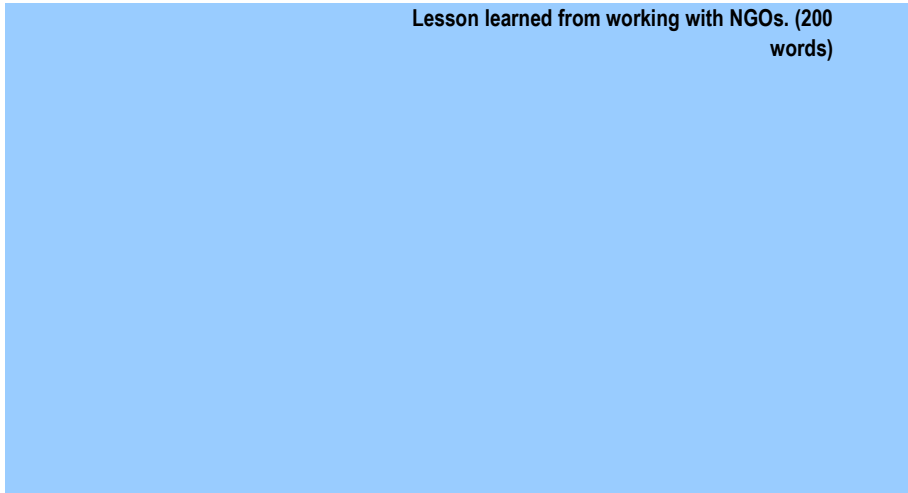
What is the name of the NGO?

Is the NGO affiliated with an international NGO:

If yes, what is the name of the international NGO?

**For all projects, whether implemented by the
NGO or not, outline the value added
contribution NGO have made to achieving the
results of the project. (200 words only)**

Lesson learned from working with NGOs. (200 words)





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Partnerships

Please enter "N/A" in cells that are not applicable to your project.

CSO/NGO

N/A

N/A

The project has effectively engaged two national NGOs, namely the Royal Society for Protection of Nature and Bhutan Trust Fund for Environmental Conservation. These NGOs are working in the field of environmental conservation, and they have been actively engaged in the core team as well as in the design of the environment management training manuals. Through their own work in the field, the NGO representatives have brought in relevant lessons and experience and provided meaningful contributions to the whole process.

It is quite straightforward working with national NGOs. They have specific goals and objectives, which makes their engagement with the project very transparent. Their contributions to date have been solid and meaningful.



Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance System

Mid-term and Final Evaluations

All projects that underwent mid-term or terminal evaluations during this reporting period must complete this section.

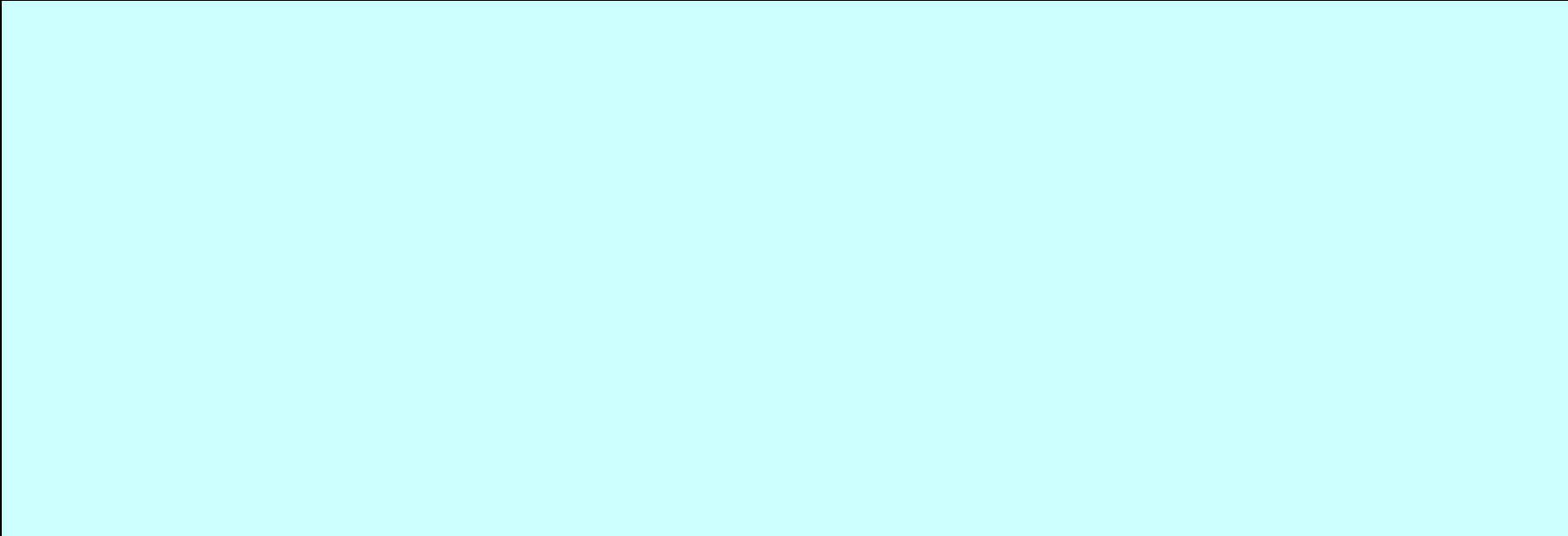
Has the project completed a mid-term evaluation in this reporting period?

If yes, please summarize the actions taken to address the recommendations provided in the MTE? (1000 words)

N/A

Has the project completed a final evaluation in this reporting period?

If yes, please summarize the actions taken to address the recommendations provided in the FE? (1000 words)



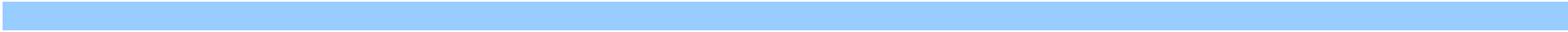
Co-financing

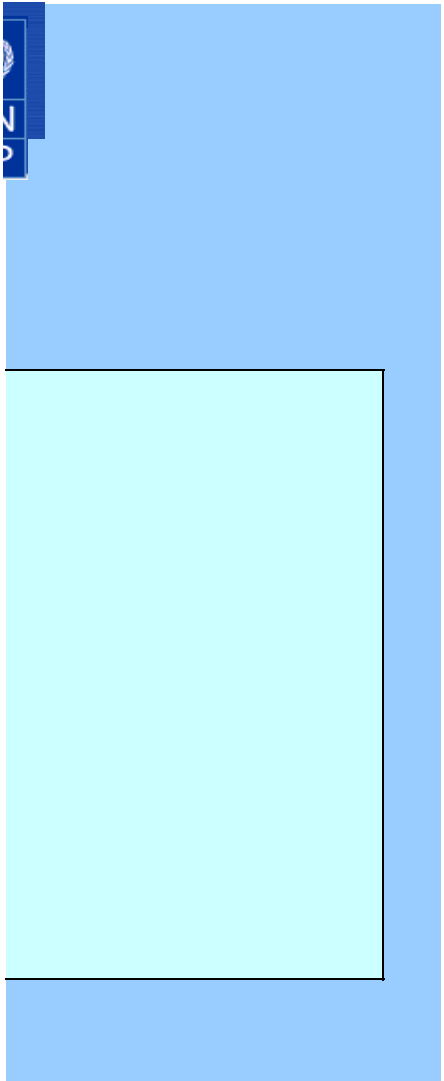
All projects that completed an MTE of FE in the reporting period must submit this table either here or by uploading a completed table to PIMS.

Has a completed co-financing table been uploaded to PIMS?

If no, then the table below must be completed.

Co financing Type/Source	IA own Financing Mill US\$		Government Mill US\$		Other Sources Mill US\$		Total Financing Mill US\$	
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual
Grant								
Credits								
Loans								
Equity								
In-kind								
Non-grant Instruments								
Other Types								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0







Selected Project: 3694 - Enhancing Global Environmental Management in Bhutan's Local Governance Sys

Gender

The mandatory UNDP gender marker requires that each output project in ATLAS be rated for gender relevance. What rating was entered for this project?

1

Add comments related to the gender marker here if necessary. (200 words)

Please explain how this project has been better able to achieve its environmental objective by addressing the differences in the roles and needs of women and men. If the project has had other impacts related to gender, please include these as well. (200 words)

Do you recommend this project as best practice in addressing gender equality and empowerment in environment or energy projects?

No

If yes, why? (200 words)

Please indicate total number of full-time project staff that are women

0

Please indicate total number of full-time project staff that are men

0

Please indicate total number of Project Board members that are women

3

Please indicate total number of project Board members that are men

6

If applicable, please indicate the number jobs^[11] created by the project that are held by women

0 - 10

If applicable, please indicate the number jobs^[11] created by the project that are held by men

0 - 10

If you have any comments to clarify these quantifiable indicators, please note them here: (200 words)

[11] This does not include project staff.



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der Relevance

The objective of this project is to addresses capacity building of government officials to manage the environment at both national and local level,s ensuring participation of both men and women

The first 2 years of the project do not iclude any major contribution to gender mainstreaming, however the environment management training manual addresses gender linkages within the 3 Rio conventions. The environment management training conducted in the Philippines included a session on gender to sensitize the participants on gender and its roles in environment management. During the Environment management TOT at the district level, the project will ensure equal participation of men and women and address their roles and concerns in decentralized environment and natural resource management.

n/a

Given the modality of UNDP project execution in Bhutan (NEX), the project has not created any jobs. However, there is a strong focus on capacity development at the decentralized level. Since there is now a need to provide such trainings at the local level, this has led to the establishment of several private institutions focusing on the provision of training. This provides entry points for the involvement of women and men beyond the immediate focus of the project



