

Bhutan Country Report

Mid Term Review of the UNDP-UNEP Poverty- Environment Initiative (PEI) Scale-Up

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LIST OF ACRONYMS

AusAID	Australian Development Assistance Agency
CC	Climate Change
CBS	Centre for Bhutan Studies
CSO	Civil Society Organisation
Danida	Danish Development Assistance Agency, Danish Ministry of Foreign Affairs
DKK	Danish Kroner
DCD	Development Cooperation Division (GNHC)
DLG	Department of Local Governance
DPA	Department of Public Accounts (MoF)
Dzongkhag	Districts
ECP	Environment, Climate and Poverty
EFRC	Environment-Friendly Road Construction
FYP	Five-Year Plan
IIED	International Institute for Environment and Development
JSP	Joint Support Programme (PEI Bhutan Phase 2)
Gewog	Block
Gup	Elected head of gewog
GNHC	Gross National Happiness Commission
HWC	Human-Wildlife Conflict
LDD	Local Development Division (GNHC)
LDPM	Local Development Planning Manual
LG	Local Government
LGSP	Local Governance Support Programme
LoCAL	Local Climate Adaptive Living Facility
M&E	Monitoring and Evaluation
MTR	Midterm Review
MoAF	Ministry of Agriculture and Forests
MoE	Ministry of Education
MoEA	Ministry of Economic Affairs
MoF	Ministry of Finance
MoHCA	Ministry of Home and Cultural Affairs
MoIC	Ministry of Information and Communication
MoWHS	Ministry of Works and Housing Services
NEC	National Environment Commission
NECS	National Environment Commission Secretariat
NFE	Non-Formal Education
NGO	Non-governmental Organisation
NMES	National, Monitoring & Evaluation System
NSB	National Statistical Bureau
PE	Poverty and Environment
PEE	Public Environmental Expenditure
PEER	Public Environmental Expenditure Review
PEF	Poverty and Environment Facility (Nairobi)
PEI	Poverty and Environment Initiative
PEMG	Poverty Environment Mainstreaming guidelines
PEMS	Public Expenditure Management System
PES	Payment for Environmental Services
PlaMS	Planning and Monitoring System

PMCD	Plan, Monitoring and Coordination Division (GNHC)
PMG	Programme Management Group
PPD	Policy and Planning Department
PRODOC	Programme Document
PSC	Programme Steering Committee
PTTF	Poverty Thematic Trust Fund
REAP	Rural Economic Advancement Programme
RSPN	Royal Society for Protection Nature
SDS	Sustainable Development Secretariat (Netherlands)
SEA	Strategic Environmental Assessment
SESP	Sustainable Environment Support Programme
UNCDF	United Nations Capital Development Fund
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USD	United States Dollars
VDP	Village Development Planning

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Summary

- Bhutan is economically dependent on its natural resources and has a highly conducive political environment for PE mainstreaming, so PEI Bhutan has the potential to serve as a demonstration at the global level of the relevance and potential socio-economic impact of PE mainstreaming
- PEI Bhutan contributes to the global PEI Scale-up outcome by building Government's capacity to ensure the PE concerns are included in sector policies and development plans
- PEI Bhutan is benefitting from being fully integrated in Government and using government financial management procedures, and implementation is largely efficient. The PEI/UNDP-Danida partnership is well established and supportive of Government implementation and adds value by enhancing Government's capacity to coordinate and implement its ECP aspirations
- PEI Bhutan has been very effective in involving sectors and creating ownership, mainstreaming PE considerations into policy and planning procedures, establishing a support function for sector ministries, and creating a process towards better mainstreaming of PE
- The focus on activities that strategically contribute to the intended outcomes and objectives could be stronger
- PE mainstreaming primarily takes place within sectors, whereas intersectoral collaboration has not been achieved
- The ability to influence budgeting is still uncertain
- Due to recent local elections, only limited progress has been made in relation to influencing the actual implementation of policies and plans at local Government level
- There is a good foundation for achieving sustainability and getting PE mainstreaming embedded in Government practices, but there is still much to be done to ensure Government can continue the process without external support, especially at the local level

Main recommendations

- Focus on achieving the intended outcomes, objectives and impact. Reduce the number of activities, and to enhance the focus on impact adjust/revise the approach of sector ministries submitting concept notes for support for activities
- Focus on sustainability and ensuring Government can continue the process without external support. Activities contributing to this should be prioritised
- Integrate the various activities into one programme with a joint vision shared by all stakeholders, e.g. by establishing fora to share experiences and coordinate activities – and possibly even to undertake joint interdepartmental activities address crosscutting issues
- Engage only in pilot projects if the experiences can and will be used strategically and contribute to achieving the intended outcomes, impact and sustainability. Map other relevant experiences to avoid duplication and bring out relevant learning
- Enhance programme monitoring and reporting to include reporting against outcome/impact indicators and targets

Main lessons learned

- It can be difficult to ensure interdepartmental and cross-sectoral collaboration. Considering the crosscutting nature of PE issues, specific measures to promote this should be considered in programme design
- Use of Government financial management and procurement systems can facilitate implementation of PEI programmes
- A focus on using national capacity and Government staff as much as possible can reduce costs and enhance the national human resource base, for the benefit of future interventions and national ability to lead PE integration

- National partners may push for pilot projects and hard investments to be able to show results. It is thus important to capture and communicate both the relevance and achieved results of PEI programmes
- Other programmes can be interested in using tools and concepts developed by PEI programmes, thereby enhancing the leverage and sustainability of PEI programmes
- Ensuring PE mainstreaming is ingrained in Government's way of working and that policies and plans with PE integrated are being implemented and leading to real change is a process that takes time. Five years may not be sufficient to fully achieve the intended change

Introduction

The overall purpose of this review is to “serve as a monitoring tool focusing on how the programme is operating and if any major changes are required (Terms of Reference p. 5)”. The specific objectives are to: i) assess the current value added of the PEI and whether changes in the wider policy environment, i.e. opportunities and challenges in view of the climate change agenda, green economy, and consideration of other-related initiatives or actors that have emerged since 2002 have implications for how PEI operates to 2012 (relevance); ii) assess the progress to date of the Initiative and its implementation against the results and resources framework of the Scale-up joint programme and identify its strengths and weaknesses. In this sense, emphasis should be put on the analysis of results obtained compared to the “targeted results” that were expected taking into account the actual inputs, outputs and outcomes (effectiveness and efficiency); iii) provide findings, conclusions and recommendations to improve implementation and delivery. These should focus on:

- a. The global joint PEI design and arrangements (including the PEF, PEI governance and operational and technical support from UNDP and UNEP)
- b. PEI regional teams
- c. PEI country programme design and implementation

This report is a country case study review of one of the six case studies chosen. The country level reviews are not intended to be fully comprehensive reviews of the country programmes (as such an exercise would need 2 to 3 weeks rather than just 1 week of inputs). Instead, the focus is on the key findings, recommendations and lessons learned that potentially are relevant for the wider study.

Fieldwork for a full external review of PEI Bhutan Phase 2/Joint Support Programme (JSP) (initiated by Danida) was embarked upon by IIED at the same time as the global PEI MTR team visited Bhutan.

Questions asked

The main questions the MTR team put to the stakeholders refer to:

Relevance: i) eliciting opinions from stakeholders about the PEI's relevance to national policies, in particular concerning the links between the overall PEI PRODOC result framework and the Bhutan PRODOC; and ii) the strategy's relevance and realism for meeting the implementation challenge on time.

Effectiveness: i) adequacy of advice and inputs by the PEF, the PEI Asia Regional Team and the Bhutan country team on PE mainstreaming, including internal and external communication management; and ii) institutional connectedness, and whether PEI is effective at linking ministries of finance with line ministries and e.g. ministries of environment, and agriculture, and at enhancing collaboration between ministries with environment and poverty related mandates.

Efficiency: i) assessment of completion of key activities and achieving programme outputs: assessment of progress towards achieving targets and expected outcomes vis-à-vis each result area (also asked at global levels); ii) review PEI execution modalities, i.e. the management and institutional set-up (membership and profiles, cost-effectiveness, lead agency, national ownership including the role of the national management).

Preparing for impact and sustainability: i) assessment of changes in the degree to which pro poor environmental sustainability is included and operationalised in national, sector and sub-national development plans and budgets; ii) the likelihood of the outputs and outcomes that PEI is producing bringing about durable change and ensuring that environment and poverty concerns are embedded in institutional development planning processes used by different sectors of the government.

The reviewed intervention

Unlike other PEI Scale-up Programmes, PEI Bhutan is in now Phase 2, which is co-funded by Danida and named the Joint Support Programme: Capacity Development for Mainstreaming Environment, Climate Change and Poverty Concerns in Policies, Plans and Programmes (JSP)¹. In JSP, the traditional focus of PEI on PE is expanded to include climate change, and is referred to as Environment, Climate and Poverty (ECP). JSP runs from January 2010 to December 2013, and while current PEI funding is ending on Dec 2012, UNDP Bhutan is providing co-funding for the entire period. The Development Objective of JSP is that *“sustainable development planning and implementation are undertaken at national and local levels that contribute to: alleviation of climate change impacts; conservation and sustainable use and protection of natural resources; and poverty reduction”*. To contribute to the achievement of this goal, JSP works at both national and local (district) levels, and thus has two Immediate Objectives: 1) *“strengthened national level capacity that facilitates national and local level five-year planning and implementation by mainstreaming environment, climate change and poverty concerns in policies and programmes”*; and 2) *“strengthened local level capacity to formulate and implement five-year development plans and annual plans in which environment, climate change and poverty concerns are mainstreamed”*. Reflecting this dual nature, the results framework in PRODOC was structured in two Outcomes, one focusing on the national level and the other on the local level, each with a number of associated outputs:

Outcome 1: ECP mainstreamed in policies, plans and programmes:

- Output 1.1: ECP Mainstreaming Guidelines and Indicators available for use by sectors (USD 510,000)
- Output 1.2: Poverty – Environment Linkages demonstrated and benefit sharing policies and strategies, guidelines developed accordingly (USD 240,000)
- Output 1.3: Staff and Modules available for ECP Mainstreaming trainings at all levels in relevant educational and training institutes (USD 300,000)
- Output 1.4: Competent Staff available in all sectors including the proposed Help Desk (Environmental Mainstreaming Reference Group) to mainstream ECP (USD 350,000)
- Output 1.5: Competent staff available in other sectors to mainstream ECP (USD 350,000)

Outcome 2: ECP mainstreamed in all development plans and programmes at local level:

- Output 2.1: Revised Local Development Planning Manual is available for use by Local Governments (USD 230,000)
- Output 2.2: Benefit Sharing Mechanisms applied to selected conservation projects (USD 160,000)
- Output 2.3: Competent staff available at the local levels to mainstream ECP (USD 1,540,000)
- Output 2.4: Local plans monitored for integration of ECP concerns (USD 450,000)

A third Outcome is planned to accommodate for a 20% top-up grant to be provided to districts and municipalities by UNCDF under the Local Climate Adaptive Living Facility (LoCAL), which will be piloted in Bhutan and treated as the LoCAL Global Pilot.

However, in December 2010 PEI Asia suggested a revised Results Framework in order to refine the indicators for more effective monitoring and evaluation. The revised Results Framework reduced the

¹ In this report PEI Bhutan Phase 2 will be referred to as JSP.

number of outcomes to one and the number of outputs to four, but each with both a national and a local level set of activities (except Output 3, which only has local level activities):

Outcome: ECP integrated into planning and budgeting processes:

- Output 1: Strengthened information systems and communication
- Output 2: Benefit-sharing mechanisms including payment for ecosystem services and human wildlife conflict management
- Output 3: Climate change adaptation and disaster management integrated in local plans and budgets
- Output 4: Environment friendly infrastructure, technology and green jobs

A detailed overview of JSP's activities in accordance with the revised Results Framework is provided in Annex 1.

In this report, reference to Outputs will be made in accordance with the revised Results Framework unless otherwise specified as this is how progress is reported. However, reference to Outcomes will be made to those from the original results framework, as this is how the programme management team is structured.

Phase 1 was implemented from 22 July 2008 – to 31 Dec 2009, fully funded by PEI. Its overall objective was to “*mainstream PE linkages into national plans, sectoral strategies and implementation processes*”. The intended Outcome was “*capacity to integrate environment and livelihoods issues into national plans, sector strategies and local level plans and implement strategic PE interventions at local level enhanced*”. Phase 1 had three outputs:

- Output 1: Capacity to address poverty and environment in an integrated manner in planning and sectoral strategies improved (USD 190,000)
- Output 2: Capacity of stakeholders to influence national on rural livelihoods in an environmentally sustainable manner enhanced (USD 197,975)
- Output 3: Approved PEI Phase 2 programme to build capacity, mechanisms, and institutions to mainstream environment into development and sectoral plans and implementation (USD 50,000)

A detailed overview of the activities implemented under Phase 1 is provided in Annex 2.

Organisation and management

PEI Bhutan² is embedded in the overall UN Development Assistance Framework (UNDAF) and UNDP's Bhutan Country Programme. JSP is also component 2 of the Danida funded Sustainable Environment Support Programme (SESP)³. Like most UNDP programmes and projects in Bhutan, PEI Bhutan is being implemented by national partners, with the Gross National Happiness Commission being the overall coordinating/lead partner. The various activities are implemented by a range of different Government agencies, and for some activities sector ministries develop and submit concept notes to the JSP Programme Management Group (PMG) for support/approval.

JSP is overseen by a Programme Steering Committee (PSC), chaired by the Gross National Happiness Commission and comprising the National Environment Commission Secretariat (NECS), Ministry of Home and Cultural Affairs (MoHCA), Ministry of Agriculture and Forests (MoAF), Danida, UNDP Bhutan, and PEI Asia. To ensure coordination with the multi-donor supported (incl. UNDP and Danida) Local Governance Support Programme, memberships of the steering committees of both programmes overlap. The Programme Steering Committee meet half-yearly to decide on major strategic directions and resolve conflicting issues.

A Programme Management Group (PMG) meet at least quarterly to review progress, discuss the way

² In this report, the term PEI Bhutan refers to both Phase 1 and JSP, including the Danida support

³ Component 1 of SESP is budget support for local Governments

forward, and address important strategic issues. It comprises the JSP Programme Manager (secretary to the PMG) and Outcome Managers from the Gross National Happiness Commission, JSP focal points from Government Ministries and Agencies, Danida and UNDP Bhutan. Phase 1 was overseen by a Programme Board with a similar agency representation.

Within the UNDP Country Programme, PEI Bhutan falls under the Energy, Environment & Disaster Management Unit.

The PEI Asia-Pacific Regional Team (PEI Asia) provides both technical and managerial support to PEI Bhutan and stays up-to-date on the implementation status. The design of the PEI intervention in Bhutan was undertaken by the PEI Asia and UNDP Bhutan in collaboration. Furthermore, PEI Asia is also the interphase between PEI country programmes in Asia and PEF. PEI Asia is a joint UNDP-UNEP team comprising staff from both agencies.

Programme implementation Team

A senior officer of Development Cooperation Division (DCD) of the Gross National Happiness Commission Secretariat is appointed as programme manager for JSP. Day-to-day coordination and management is handled by two Outcome Managers from the Plan, Monitoring and Coordination Division (PMCD – Outcome 1) and Local Development Division (LDD – Outcome 2) of the Gross National Happiness Commission Secretariat. The Outcome Managers are supported by a Project Support Officer. The National Environment Commission Secretariat, Ministry of Home and Cultural Affairs and Ministry of Agriculture and Forests each have an appointed officer acting as JSP focal point coordinating JSP activities in their ministries. At the District level, the District Planning Officer (Gross National Happiness Commission) and District Environment Officer jointly act as JSP focal points. Phase 1 had a Project Management Team with the Gross National Happiness Commission Secretariat and an appointed full time Project Manager.

Budgeting and financial management

The total budget for JSP is approx. USD 4,494,000 over a four-year period. PEI provides USD 750,000, UNDP Bhutan provides USD 110,000, whereas Danida contributes approx. USD 3,640,000 (DKK 20 mill.). AusAID has provided capacity building support for the Environmental Mainstreaming Reference Group set up by JSP. Phase 1 had a total budget of USD 387,975 provided by PEI. All funds disbursed to the Government, and channelled through the Gross National Happiness Commission to other implementing partners. All implementing partners prepare annual work plans and budgets, and Government procedures for financial management and procurement apply. The Government Public Expenditure Management System (PEMS) is used. A unique feature of PEI Bhutan is that the rule applied by UNDP in other PEI countries that procurement above USD 5,000 has to be done by UNDP is not applied.

Monitoring and reporting

Progress reporting is done in accordance with Government procedures and all implementing partners input implementation progress information in the Governments online reporting system, PLaMS (Planning and Monitoring System). While the use of Governments own reporting system is preferable over donors using their own individual formats and reduces the workload imposed on implementing partners, in practice there are limitations to both the PLaMS system and the capacity of Government staff to use the system and provide quality reporting. Indeed, PLaMS is a fairly new system and still under further development. As a result, reports focus on activities rather than outputs and outcomes, and quantitative rather than qualitative and process oriented information, although it is possible to upload other documents in PLaMS. Hence, a lot of the results achieved by JSP, which to a large extent is a process-oriented programme, appear not to be captured in progress reports. It was beyond the scope of the MTR visit to examine individual Concept Notes submitted to/approved by JSP, but according to the Draft JSP Technical Review Report, baselines for a number of projects are weak. The reporting from Phase 1 had similar constraints, but after the end of completion, a workshop was held, where tangible outcomes were identified and discussed. For JSP, three outcomes and number of associated indicators have been reported on in brief notes, but while these are relevant to PEI Bhutan,

they appear different from those presented in both versions of the results framework.

Furthermore, while both the original and revised Results Framework of JSP have clearly defined indicators and targets for Outcome and Outputs, these are not reported against in the progress reports. The PRODOC does not provide baselines, but the revised Results framework does provide some.

There also appears to be some confusion on the Results Framework for JSP, reportedly the Programme Management Group has discussed and adopted the revised version, which is now also used in PLAMS, but the Programme Steering Committee has not yet accepted the revised Results Framework. Internal UNDP reporting on quarterly progress of JSP still appears to follow the old results framework.

Stakeholders

The main PEI stakeholders in Bhutan are:

Stakeholder	PEI relevance
Gross National Happiness Commission (GNHS)	Responsible for coordinating all policy formulation and planning, including Five-Year Plans (FYP) and 20 year Gross National Happiness (GNH) Strategies. Ensures GNH is mainstreamed into all sectors. Endorses sector plans and budgets. Key partner with overall implementation and coordination responsibility for PEI Bhutan, development of ECP mainstreaming guidelines, and inclusion of ECP indicators in GNH
National Environment Commission (NEC)	Monitors the impact of development on the environment, responsible for environmental policy implementation and environmental regulation, including water resource management. Hosts the Environmental Mainstreaming Reference Group and involved in Public Expenditure Review (PEER), guidelines and other PEI activities
National Statistical Bureau (NSB)	Responsible for establishing indicators monitoring implementation of national strategies and plans, including Five-Year Plans. Identification of environmental data and establishment of ECP indicators
Ministry of Finance (MoF)	Responsible for public accounting, financial management and disbursements to ministries. Undertaking Public Environmental Expenditure Review (PEER)
Ministry of Economic Affairs (MoEA)	Responsible for regulating extractive industries and energy sector. Reviewing mining royalties and pro-poor benefit sharing, drafting policy for development. Study on energy-efficient stoves, plans to train villages in energy efficient stove construction
Ministry of Home and Cultural Affairs (MoHCA)	Responsible for disaster management, and responsible for provision of guidance and support to local governments to ensure effective local government administration. Leads the implementation of the Local Government Support Programme (LGSP). Works with GNHC on coordination of Outcome 2
Ministry of Agriculture and Forests (MoAF)	Responsible for management of human-wildlife conflicts (HWC) and watershed management. Implements activities on payment for environmental services (PES)/benefit sharing, HWC management and insurance
Ministry of Works and Human Settlement (MoWHS)	Responsible for public works, incl. road construction. Promotion of environment-friendly road construction (EFRC). Capacity building on urban environmental management
Ministry of Education (MoE)	Responsible for non-formal adult education. Inclusion of ECP issues in literacy programme curriculum, e.g. rural energy access
Centre for Bhutan Studies (CBS)	Works on the revision of the GNHC policy screening tool, and development and refinement of GNH indicators. Involved in the inclusion of ECP indicators
Other line ministries and committees	Other line agencies with a poverty and/or environment related mandate
Districts (dzongkhags) and municipalities (gewogs)	Outcome 2 focuses on enhancing local government capacity to address ECP issues and mainstream ECP into their work
UNDP Bhutan	Represents UNDP-UNEP PEI. Supports overall implementation of PEI Bhutan, represented in Programme Management Group, Programme Steering Committee and on Environmental Mainstreaming Reference Group
Danida	Co-finances JSP. Supports overall implementation of PEI Bhutan, represented in Programme Management Group, Programme Steering Committee
Tarayana Foundation	NGO involved in community capacity building activities under PEI

Royal Society for Protection Nature (RSPN)	Environment NGO involved in undertaking sustainable financing mechanisms for HWC, climate change vulnerability assessment at the community level
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Findings

Progress on results

The PRODOC for Phase 1 was signed in July 2008 and the programme formally started in September 2008, and implementation was completed by end 2010. Many of the planned activities were implemented, but some were not completed and rolled over to JSP. Other activities/products are being further refined under JSP. Annex 2 provides a detailed overview of the activities implemented under Phase 1. However, no completion report has been produced, but reportedly a consultant report was prepared on the results and a stakeholder review workshop was held at the end of Phase 1. The major outputs of Phase 1 include: The formulation of a guideline on PE mainstreaming in development plans, a public environmental expenditure review of the 9th Five-Year Plan, and support for the Government's Rural Economic Advancement Programme (REAP), based on which a Village Development Planning Framework was developed. Furthermore, the foundations were laid for the integration of ECP into the Local Development Planning Manual (LDPM) under JSP.

The PRODOC for JSP was signed in December 2009 and the programme started in January 2010. A far larger and more complex programme than Phase 1, JSP has implemented a broad range of activities. These are presented in Annex 1, which provides an overview of activities implemented vis-à-vis the activities and targets outlined in the PRODOC and annual work plans. Activities are implemented by several ministries and agencies, which submit concept note to the Programme Management Group for approval. The main results achieved under JSP till date include:

- PE mainstreaming guidelines developed under Phase 1 (still to be reviewed) have been applied to the 10th Five-Year Plan programme of 12 central government agencies, 1 district, and 2 NGO/CSOs
- A second Public Environmental Expenditure Review has almost been completed
- ECP indicators have been defined for national and local levels, and responsible agencies to collect or maintain identified data have been agreed upon
- Environmental Mainstreaming Reference Group where ministries and agencies can get technical advise on PE mainstreaming into policies and plans has been established at the National Environment Commission, with senior representatives from a range of agencies, including members of the Programme Management Group. Till now, the group has reviewed four policies: Renewable Energy Policy, National Irrigation Policy, Subsidize Rural House Building Timber Allotment Policy, and Mineral development Policy
- ECP capacity has been assessed with training institutions and central and local government
- Training has been provided in a number of areas, including on eco-friendly road construction (EFRC). The upscaling of EFRC training has lifted EFRC into a formal policy for road construction
- ECP has been integrated into the Local Development Planning Manual (LDPM)
- The policy screening tool and protocol has been reviewed and ECP issues to be considered during policy formulation have been included
- Ecosystem and rural energy have been included in the non-formal education curriculum

Progress appears generally to be on schedule for most activities vis-à-vis the PRODOC and annual work plans. However, progress is more advanced at the national level (Outcome 1) than at the local level (Outcome 2), and local level training activities have been delayed. The main reason given for this is that local government elections have stalled progress on local level capacity building. In particular, only limited progress has been made against Output 3: "*Climate change adaptation and disaster management integrated in local plans and budgets*". In the PRODOC five economic studies were envisaged to demonstrate PE linkages, but these appear not to have taken place. Furthermore, it is noted that the JSP Technical Review found that of 31 July 2011, JSP had only spent 24% of the

funds disbursed to JSP. It is also noted that no communication strategy has been developed by PEI Bhutan, although one video, one press release, and seven articles have been produced.

Relevance

The estimated poverty incidence in Bhutan was 23% in 2007. With a total population of around 600,000 and an approximate 70% forest cover, the pressure on natural resources in Bhutan is less than in most developing countries. Nonetheless, with population growth and economic development the pressure on natural resources and other environmental issues is increasing. Rural livelihoods depend on natural resources for their livelihoods (e.g. agriculture, livestock, forest products), and natural resources are also major contributors to the national economy with hydropower and extractive industries being the two main sources of foreign revenue. With Bhutan's mountainous landscape, where glaciers and snowmelt are main elements of the hydrological cycle, Bhutan's rural population is particularly vulnerable to the impacts of climate change, where accelerated melting of glaciers and snow in the short term can increase the incidence of floods and in the medium-long term reduce water availability.

Bhutan has a strong commitment towards preserving its environment, for example, Bhutan's constitution requires that at least 60% of Bhutan remains covered by forest and environment is mainstreamed in Bhutan's Five-Year Plans. The "*Gross National Happiness*" development paradigm of Bhutan emphasises not only economic development, but also environmental sustainability and cultural values. Previously, the environment agenda in Bhutan focused more on environmental protection than on pro-poor sustainable natural resource management, but this is now changing, e.g. with the introduction of community forestry. As evidenced by a meeting held with the Minister of Agriculture and Forestry, the environment mainstreaming agenda and PE linkages are already understood and embraced by high-level government and in Thimphu, but at the lower levels of government and at local level the PE awareness appears to be less developed. Furthermore, while the need to advocate for PE issues is far less than in other PEI countries, the *how to*, i.e. practical mainstreaming of ECP into sector policies, planning, budgeting and implementation remains a challenge where tools, support, and capacity building are needed. Seen in the light of the decentralisation process with devolution of responsibility to the local level in relation to development planning and implementation, significant effort is needed to build local level capacity. PEI Bhutan adds value by building Government's capacity to coordinate and implement the ECP aspirations outlined in the Gross National Happiness paradigm at both national and sub-national level.

The intended global outcome of the PEI Scale-up Programme is: *Improved capacity of programme country governments and other stakeholders to integrate the environmental concerns of poor and vulnerable groups into policy, planning and implementation processes for poverty reduction, pro-poor growth and achievement of the MDGs*. PEI Bhutan contributes to this outcome by building Government's capacity to ensure the PE concerns are included in sector policies and development plans.

PEI Bhutan contributes to the UNDAF outcome: "*By 2012, national capacity for environmental sustainability and disaster management strengthened*". With one of two Outcomes focusing on building the capacity of local government in the five poorest districts of Bhutan, it is also in line with the UNDP and Danida supported Local Government Support Programme, and important for Danida as a capacity building mechanism supporting the budget support provided under the other component of the Sustainable Environment Support Programme (SESP).

The rationale behind the Outputs and how they link to the Outcomes in the original Results Framework in the PRODOC of JSP appears logical by combining the mainstreaming of ECP into guidelines and provision ECP tools with capacity building and demonstrating ECP relevance by producing tangible examples across sectors. While the revised Results Framework is structured differently and is simplified, it still largely reflects this rationale. But it also appears as an attempt to focus the implementation of JSP, although in reality it appears to comprise the same types and range of activities as the original results framework. However, the new phrasing of Output 1 seems not to

capture the intended results; it is named “*strengthened information systems and communication*”, but mainly comprises screening tools, guidelines, criteria and ECP indicator development, and capacity building. With the approach of line ministries submitting concept note on ECP interventions within their mandate, JSP ensures that the mainstreaming effort is relevant for the various sectors. This approach is also in line with Government’s principle that funds should be allocated in an equitable manner among ministries. However, there is a strong push from the various Government partners for PEI Bhutan to engage in community level projects and to include “hard” components in JSP to produce tangible results, and a number of the current activities implemented by sector ministries are of a pilot project nature. In Phase 1, the main implementing partner insisted on doing pilot activities as they found it inappropriate to work with the local level (e.g. to gather evidence) without providing tangible benefits for the communities involved. At present, no systematic effort to map/identify existing or past programmes, which have generated relevant evidence, or with which JSP can collaborate to bring out ECP evidence take place. Thus there is a risk of JSP activities overlapping or duplicating existing experiences.

Conclusion on relevance

Considering the central role natural resources play in rural livelihoods and the national economy, the wide coverage of healthy ecosystems and high biodiversity, and the Government’s commitment to sustainable development, Bhutan is a very relevant country for PEI interventions, and PEI Bhutan supports Government’s own aspirations and add value by enhancing the capacity to coordinate and implement these. Furthermore, with an intended emphasis on local level capacity building, PEI supports the Government’s decentralisation process. The issue in Bhutan in relation to PE is not so much the “why” to do it, but rather the “how” to do it. The highly conducive political environment in Bhutan for PEI interventions, not only enhances the likelihood of success, but also has the potential to serve as a demonstration at the international/global level of the relevance and potential socio-economic impact of PE mainstreaming. However, with the strong interest in on-the-ground interventions care should be taken to avoid duplication and to ensure the experiences from pilot projects are well documented and be used strategically and systematically to influence policy and planning processes.

Efficiency

Implementation of both Phase 1 and JSP has largely been efficient, although some delays and quality issues have affected efficiency, such as the necessity to finalise some Phase 1 activities under JSP, the remaining need to further revise and operationalise the PE mainstreaming guidelines developed in Phase 1, and delayed full engagement in the five targeted districts. Under JSP spending has been low, but considering the level of activity this may not be a major efficiency concern; it is beyond the scope of the MTR to assess the reasons behind and implications of this. In most activities, JSP funds are generally used for “soft” components (e.g. capacity building, consultancies, process facilitation) rather than “hard” components (e.g. laboratory equipment, vehicles), which have enabled JSP to engage in a broad range of activities within the budget available. However, the high number of activities also makes it difficult for the two Outcome Managers and Programme Management Group to monitor and follow-up on all of them. Furthermore, some implementing partners would like to use JSP funds for “hard” investments, to create visible results and fill specific capacity gaps they face. The use of Government staff and systems for programme coordination, implementation and management, also contributes to cost-efficiency of JSP.

The use of Government reporting systems (PLaMS, PEMS) and financial management and procurement procedures appears to work well and not causing significant inefficiencies. While some people interviewed have indicated they felt disbursement came late, the maximum waiting time appears to be limited to 1-2 months, which seems fast compared to other countries and something that can be managed through planning in advance.

UNDP/PEI-Danida harmonisation is overall well functioning, and donors do not impose overly time-consuming and complicated requirements on Government. However, there are some differences in bureaucratic requirements (e.g. reporting against different financial years and currencies) and priorities.

Conclusion on efficiency

PEI Bhutan implementation has largely been efficient till now, although there have been some delays and spending has been quite low. The programme is significantly benefiting from being fully embedded in the Government and government procedures generally work well and are not causing major constraints for PEI implementation. The PEI/UNDP-Danida partnership is well established and supportive of Government implementation.

Effectiveness

Over the three years PEI Bhutan has been under implementation has effectively involved a range of government ministries and agencies, especially at central level, built their capacity, and enhanced the understanding of PE linkages and their socio-economic importance in sectors not traditionally involved in environment programmes. Certain outputs, such as the public environmental expenditure reviews and PE mainstreaming guidelines have also contributed to awareness raising and informing planning processes. Furthermore, the latter has been adopted by the Gross National Happiness Commission as a reference document on PE, although it was found by sector ministries to be difficult to use as a practical guideline. PEI Bhutan has successfully engaged in policy formulation through the inclusion of ECP issues in the policy screening tool and protocol and comments by the Environmental Mainstreaming Reference Group on sector policies. With the development of a Village Development Planning Framework and the inclusion of ECP in the Local Development Planning Manual (LDPM), PEI Bhutan has also effectively engaged to mainstream PE concerns into local level planning processes.

By using a concept note approach, JSP has ensured that ECP activities take departure in the priorities of implementing partners and created a strong sense of ownership. For the first round of concept notes, JSP did not have a defined set of criteria against which proposals were assessed and prioritised. Nonetheless, a number of activities implemented by sector ministries have clear linkages to planning and even sector policy formulation, but reportedly there is often a disconnect between pilot projects and policy/planning. The concept note approach has led to a high number of stand-alone projects (although the programme management group reportedly ensured the number of concept notes was reduced) covering a broad range of themes with no clear strategy of how they contribute/lead to the intended outcomes and objectives of JSP in synergy with other activities. Another issue is that some activities supported by JSP would probably have been implemented even without JSP support, such as the activities on energy efficient stoves and human-wildlife conflict where the ministries already had activities; in such case, while these activities are relevant for PEI Bhutan, the incremental benefits of JSP support may be limited. For future concept notes, a set of assessment criteria has now been established.

While PEI Bhutan has been very successful in promoting PE concerns across a broad range of relevant sectors, activities generally happens within a single sector, and interdepartmental collaboration and joint activities in relation to themes cutting across several sectors, such as water resource management, appears not to take place under JSP. While ownership is strong among sector ministries, there is limited sharing of experiences with mainstreaming, and sector ministry staff only have limited knowledge about JSP activities going on in other sectors. Furthermore, JSP has not yet been able to influence budgeting processes, but it is hoped that the ongoing public environmental expenditure review will provide an entry point to influencing Government budgets.

Conclusion on effectiveness

PEI Bhutan has been very effective in creating awareness, involving a range of sectors, and creating ownership. Likewise, PEI Bhutan has also been able to influence policy processes and the planning agenda, and created a process towards better mainstreaming of PE. However, while the wide array of activities under JSP are of PE relevance and often also of relevance to policy and planning processes, the focus on activities that strategically contribute to the intended outcomes and objectives could be stronger. Furthermore, ECP mainstreaming primarily takes place within sectors, whereas intersectoral collaboration has not been achieved, and PEI Bhutan has not yet influenced budgeting.

Impact

While PEI Bhutan has been running for approx. three years, it is still too early to attribute an overall impact on poverty, livelihoods and environmental sustainability in Bhutan to PEI Bhutan beyond any small-scale impacts on communities targeted by pilot projects. Nonetheless, some results have already been achieved, which could contribute to tangible outcomes:

- While revision is still needed to make the PE mainstreaming guidelines more operational, their adoption by the Gross National Happiness Commission as a reference document on PE is bringing PE issues into future sector planning. The guidelines were applied to the 10th Five-Year Plan programme of several agencies
- With ECP indicators being defined for national and local levels and included in the policy screening tool and protocol ECP is unlikely to “fall between the cracks” in the future, and ECP indicators are also likely to be included in the 11th Five-Year Plan
- The Environmental Mainstreaming Reference Group has so far provided recommendations of the included of ECP issues in four sector policies, which all have a significant importance for natural resource management and rural livelihoods. As the Environmental Mainstreaming Reference Group is further consolidated, it can become an important contributor to future Bhutanese policy formulation
- The range of activities implemented directly by line ministries provides tangible experiences with the “how” to mainstreaming ECP in their mandates, e.g. in relation to environment-friendly road construction, which has been lifted EFRC into the formal policy for road construction
- With the Village Development Planning Framework and the inclusion of ECP in the Local Development Planning Manual (LDPM), ECP issues are mainstreamed into local planning approaches
- PEI methodologies have been adopted by the Rural Economic Advancement Programme (REAP), socio-economic and biophysical surveys have been conducted in 114 villages under REAP, and REAP is now supporting the elaboration of Village Development Plans
- Ecosystem and rural energy have been included in the non-formal education curriculum, which will potentially enhance awareness and change practices in rural households across Bhutan

However, the ability of PEI Bhutan to enhance interdepartmental coordination and collaboration and actual budgeting is more uncertain at this stage, although for the latter, the public environmental expenditure reviews can provide an important starting point for budgeting discussions. Furthermore, PEI Bhutan has so far only to a limited extent engaged in supporting the actual implementation of new PE friendly policies, although work on energy-efficient stoves is intended as support to rolling out the policy related to this. The appropriateness of policies and the extent to which they are realistic to implement may be another concern; for example while environment-friendly road construction is now policy, in practice the technical requirements reportedly makes it unfeasible to apply on roads along steep mountain sides. Moreover, with the delays in implementation at sub-national level, the ability to enhance local level capacity sufficiently to achieve changed practices and tangible PE outcomes at the local level remains to be seen.

The first outcome indicator in the results framework for the global PEI Scale-up Programme is the *number of countries in which pro-poor environmental concerns are incorporated into: 1) the national development/poverty reduction and growth strategy; 2) budget processes/Medium-Term Expenditure Framework (MTEF); 3) key sectoral policies and plans; and 4) the poverty monitoring system.* PEI Bhutan has achieved the following against this indicator: 1) With the Gross National Happiness paradigm, PE concerns were already included in Bhutan’s development strategies before PEI Bhutan; 2) PEI Bhutan has not yet influenced budget processes; 3) PEI Bhutan has provided PE inputs to four number of sector policies; and 4) ECP indicators have been defined for national and local levels.

Conclusion on impact

PEI Bhutan has already resulted in some changed and improved practices in relation to integrating ECP considerations into policy formulation and national and local planning processes. However, the ability for JSP to influence budgeting and actual implementation of policies and plans, especially at

local level, is still uncertain. Furthermore, the likelihood of enhancing interdepartmental collaboration on addressing PE issues that cut across sectors is uncertain.

Sustainability

PEI country programmes aim at changing perceptions, capacities and “the way of doing business” in governments. Sustainability would for PEI Bhutan thus entail “*sustained changes in national and local Government practices and approaches, which integrate climate change resilience and environmental concerns into sustainable pro-poor policies, development planning and budgeting*”. Such changes take time and while there with the Gross National Happiness approach in Bhutan is already commitment and ownership of the ECP mainstreaming agenda reaching beyond JSP, it will take time to build into sufficient knowledge and capacity to translate this commitment into practice, especially at the local level where most implementation has started recently and capacity is limited. PEI Bhutan is halfway through its second phase, and has already made important moves towards achieving this in terms of providing guidelines, tools and support mechanisms, building capacity, demonstrating ECP application, and influencing policy formulation and planning procedures. Also the capacity assessment of national training institutions and the intention to include ECP in the training curricula for future civil servants can prove an important contribution to ensuring sustainability.

Nonetheless, much still needs to be done in the remaining two years to fully embed ECP mainstreaming (e.g. to ensure that the guidelines and tools are actually being used as intended), to ensure that policies and plans are being implemented in practice at central and especially at local level, and to ensure the Government can continue the process without external support. Financial constraints are an issue, and the public environmental expenditure reviews have revealed that the proportion of government resources spend on environment showed a declining trend during the 9th Five-Year Plan period. One question is therefore whether line ministries/agencies in the future will allocate their own financial resources to ensure ECP mainstreaming.

It is important for JSP to adequately address the above-mentioned sustainability issues over the coming two years. Considering the following factors, it seems unlikely that further support will be provided by the current JSP donors: Is the second phase of PEI Bhutan, the funding situation of PEI post 2012 is uncertain, and Danida is phasing out its partnership with Bhutan.

Conclusion on sustainability

PEI Bhutan is a more mature programme than other Scale-up country programmes, ECP has already been mainstreamed into policy formulation and planning procedures, and a support mechanism for ministries has been established. Furthermore, funding is secured for JSP up till end 2013. This, combined with Government’s commitment towards sustainable development provides a good foundation for achieving sustainability and getting PE mainstreaming embedded in Government practices. However, there is still much to be done over the remaining two years of implementation to ensure that Government can continue the process without external support, especially at the local level. This is a particularly important point seen in the light of the limited likelihood that further support will be provided for PEI Bhutan from Danida and possibly also from PEI.

Conclusion

With Government’s strong commitment towards sustainable and equitable development and the central role natural resources play in rural livelihoods and the national economy, Bhutan is a very relevant country for PEI interventions. PEI Bhutan is also contributing to the intended global outcome of the PEI Scale-up Programme, and the highly conducive political environment in Bhutan has the potential to serve as a demonstration at the international/global level of the relevance and potential socio-economic impact of PE mainstreaming. PEI Bhutan is benefitting from being fully integrated in Government and using government financial management procedures, and implementation is largely efficient till now, although there have been some delays and spending has been low and impact/outcome monitoring is weak. The PEI/UNDP-Danida partnership is well established and supportive of Government implementation and adds value by enhancing Governments capacity to

coordinate and implement its ECP aspirations. PEI Bhutan has been very effective in involving a range of sectors and creating ownership, mainstreamed ECP consideration into policy and planning procedures, established a support function/Environmental Mainstreaming Reference Group for sector ministries, and created a process towards better mainstreaming of PE. However, while the wide array of activities under JSP is of PE relevance, the focus on activities that strategically contribute to the intended outcomes and objectives could be stronger. With a strong emphasis on one-the-ground interventions care should be taken to avoid duplication and ensure the experiences are used strategically and systematically to influence policy and planning processes. Currently, ECP mainstreaming primarily takes place within sectors, whereas intersectoral collaboration has not been achieved, and the ability to influence budgeting and actual implementation of policies and plans is still uncertain, especially at local Government level where less progress has been made. PEI Bhutan is already halfway through Phase 2 and PE results are more consolidated than in other Scale-up countries, funding is secured up till the end of 2013, and Government is committed towards sustainable and equitable development. There is thus a good foundation for achieving sustainability and getting PE mainstreaming embedded in Government practices. However, there is still much to be done over the remaining two years of implementation to ensure that Government can continue the process without external support, especially at the local level. This is a particularly important point seen in the light of the limited likelihood that further support will be provided for PEI Bhutan from Danida and possibly also from PEI.

Recommendations

A detailed set of technical and programmatic recommendations will be provided by the PEI Bhutan Phase 2 evaluation. The following recommendations focus on a few key issues of a more broad PEI nature and a few supplementary recommendations:

- Focus on achieving the intended outcomes, objectives and impact and prioritise/design activities with this in mind. It is recommended to reduce the number of activities and adjust/revise the concept note approach to enhance the focus on impact
- Focus on sustainability and ensuring Government can continue the process without external support. Activities contributing to this should be prioritised, such as activities targeting national training institutions to include ECP mainstreaming in the curricula for education/training for future civil servants, further embedding the Environmental Mainstreaming Reference Group in Government structures (e.g. by formalising it), completing the revision of the PE mainstreaming guidelines, and influencing budgeting
- Efforts should be made to promote inter-ministerial/departmental collaboration and a joint vision shared by all stakeholders. This could entail the establishment of fora and activities bringing staff from different implementing partners together to share experiences and coordinate activities – possibly even to undertake joint interdepartmental activities that address crosscutting PE issues
- Make sure only to engage in pilot projects if the experiences can and will be used strategically and contribute to achieving the intended outcomes, impact and sustainability. Map whether other agencies/programmes have relevant experiences to avoid duplication and investigate whether JSP can collaborate with such initiatives to bring out relevant learning for ECP mainstreaming
- Enhance programme monitoring and reporting to include reporting against outcome/impact indicators and targets. Report against baselines and results oriented indicators and targets (qualitative and quantitative) (e.g. uptake and actual use of skills provided through training). A format to capture results and outcomes could be developed and attached to PLAMS reports. Capturing and communicating results of the programme may reduce the sector ministry demand for community level pilot projects and hard investments. Furthermore, a strengthened monitoring and evaluation system can inform programme management and guide implementation towards achieving the intended results

Lessons learned

The experience from Bhutan has provided some lessons, which could be relevant for other PEI country programmes and for the PEI methodology:

- It can be difficult to ensure interdepartmental and cross-sectoral collaboration. Considering the crosscutting nature of PE issues, specific measures to promote this should be considered in programme design and management setup
- In some cases UNDP procedures allow financial management and procurement to be fully handled by government. When Government systems work well, use of Government systems can facilitate implementation of PEI programmes
- A focus on using national capacity and Government staff as much as possible can reduce costs and enhance the national human resource base, for the benefit of future interventions and national ability to lead PE integration
- National partners may push for community level pilot implementation and hard investments to be able to show results. This seems also to be driven by a tendency of thinking in projects rather than processes. It is thus important to capture and communicate both the relevance and achieved results of PEI programmes. Unless clear and SMART impact and outcome oriented targets (qualitative and quantitative) are established and reported against, it can be difficult to demonstrate the results of PEI programmes
- Other programmes can be interested in supporting, adopting and rolling out tools and concepts developed by PEI programmes, thereby enhancing the leverage and long term sustainability of PEI programmes. Communication and collaboration with other donors and programmes is thus important
- It is important to acknowledge that to ensure PE mainstreaming is fully and sustainably ingrained in Government's way of working at that policies and plans with PE integrated are actually being implemented and leading to real change is a process that takes time. Even with a highly conducive political environment and a large budget, five years may not be sufficient to fully achieve the intended change and ensure that Government can continue the process without external support

Annexes

Annex 1 Progress on implementation of activities, JSP (PEI Bhutan Phase 2)

The table below compares the indicated activities for each result as indicated in the JSP (PEI Bhutan Phase 2) PRODOC with implemented and ongoing activities from 1 Jan 2010 to 31 Dec 2011.⁴⁵

JSP PRODOC Outcomes, indicative activities, and targets	2010 work plan activities/targets	2011 work plan activities/targets	Implemented Jan 2010 – June 2011	Ongoing/under preparation June 2011
OUTCOME 1: ECP mainstreamed in all national policies, plans and programmes				
Output 1: Strengthened information systems and communication (Revised in Dec 2010)/ ECP Mainstreaming Guidelines and Indicators available for use by sectors (PRODOC)				
Review the Poverty-Environment Mainstreaming guideline	Application of guidelines to the 10 th Plan programs of the sectors		<ul style="list-style-type: none"> - Guidelines applied to the 10th FYP programme of 12 central government agencies, 1 district, 2 NGO/CSOs. Workshop attended by 198 participants (from central agencies and 1 district) and 19 district planning officers - The PEM application exercise identified numbers of CD activities for various sectors including LG and CSOs in ECP mainstreaming process - Capacity development activities for the sectors were prioritized based on the four criteria (i.e. contribution to JSP outcomes, linkage between poverty and environment, impacts on sectoral planning and budgeting and operational effectiveness). This further translated into a 4 year work plan (2010-2013) 	
Review of Public Expenditure on Environment		PEE review for the first two years of 11 th Plan Period (two fiscal years - 2008/09 and 2009/10)	<ul style="list-style-type: none"> - Joint Technical Task Force (comprising members from DPA, GNHC, NEC and NSB) formed to support the exercise - PEE database developed for the 8 environment classification - PEE analysis completed and final draft report completed - Case study on farm roads examining the effectiveness of PEE on the ground undertaken as part of the exercise - Stakeholder consultation conducted to receive feedback to the PEE analysis 	Report will be finalized and launched in November 2011 during the Regional Climate Summit in Bhutan.
National and sub-national data related to environment and poverty identified and data generation capacity enhanced.		<ul style="list-style-type: none"> - Workshop on environmental related data needs conducted by National Statistical Bureau. - Training of 3 NSB staff on Small Area Estimation of Poverty. 	<ul style="list-style-type: none"> - In-country workshop conducted in April 2011. The workshop identified data related to environment, defined environmental indicators; and responsible agencies to collect or maintain the identified data. - 3 staff from NSB trained in Philippines (in June 2011) and capable of handling analysis related to Small Area Estimation of Poverty using STATA program. 	
Capacity on statistical tools to develop ECP indicators strengthened.	- Develop ecological indicators as part of the GNH Survey, and	Conduct short-term training on organising and structuring data sets for researchers (for 2	<ul style="list-style-type: none"> - CBS completed the analysis of GNH survey initiated in 2010. The result was presented during the Happiness and Economics Conference in August 2011. - Ex-country training on statistical analysis for 2 officials of CBS conducted. 	Further analysis needed to link the overall GNH survey results to establish ECP linkages with other GNH domain.

⁴ Table prepared by UNDP Bhutan Programme Analyst

⁵ The table follows the revised results framework structure introduced by PEI Asia in Dec 2010

JSP PRODOC Outcomes, indicative activities, and targets	2010 work plan activities/targets	2011 work plan activities/targets	Implemented Jan 2010 – June 2011	Ongoing/under preparation June 2011
	linking these to other indicators of GNH domains. - Fine tuning policy protocol's ecology indicators.	researchers).		
Capacity assessment of in-country training institutions on ECP mainstreaming initiated.		Undertake CA of government & private training institutions focusing on ECP.	Capacity needs assessment of 9 in-country training institutes conducted and their CD requirements to address ECP issues have been identified.	JSP to support some critical CD activities for the institutes – which will contribute to JSP objectives. This will have to be incorporated into the 2012 work plan (FY 2011/12 of RGoB).
Policy protocol and policy screening tools reviewed from ECP perspective.		Review the Policy screening tool and integrate ECP aspects.	Policy screening tool and policy protocol reviewed and integrated ECP components for the policy proponent to consider & integrate ECP issues during the concept stage and in the formulation process.	
Formation of Help Desk	Help desk on EM to be established with members represented from different sectors responsible for EM.	<ul style="list-style-type: none"> - Capacity building of help desk members. - Sensitization of sectors on EP mainstreaming by help desk group. - Review of draft policy(ies) 	<ul style="list-style-type: none"> - Help-desk formed in April/May 2010 with members from GNHC/NEC/MoAF/DLG & DPs. - Capacity building of help desk members supported through AusAid EM program. Three rounds of trainings have been conducted (with one ex-country) from January until April 2011 with technical support of Griffith University. Help desk members have been provided with required skills to address ECP mainstreaming in the policies and plans; - Concept note for the help desk initiative was developed building on the key aspects of plan making and policy formulation both at the national and local level. - Reviewed and provided feedback to the following policies: <ul style="list-style-type: none"> o Renewable Energy Policy. o National Irrigation Policy. o Subsidize Rural House Building Timber Allotment Policy. o Mineral development Policy - Developed an ECP checklist (which is adapted from the UNEP Integrated Assessment Tool) to be integrated as part of the 11th Plan guideline. This will be further deliberated in the process of preparation of the guideline. - Initiated a sensitization on ECP mainstreaming to all the 20 dzongkhag planning officers and sector PPD staff during the brainstorming session for the preparation of 11th Plan (during the week of 8 to 12 August 2011). 	
Develop Advocacy & Communication materials.	Lessons learning on EM for pro-poor development in Bhutan.		<ul style="list-style-type: none"> - Lessons learning workshop on “Mainstreaming Environment to Address Pro-Poor Development in Bhutan: Lessons, Opportunities and Challenges” was conducted in March 2010 with a small group of people who represent key organizations in the government, civil society, and academia to discuss on what is meant by environment mainstreaming, and document lessons with respect to integrating environment into the national development planning process. - Lessons learning workshop covered as news clip in the national television BBS; - 5 PE related articles featured in the local News Paper (The Journalist) – PE nexus; PEER report of 9th FYP; PEMG application. - PEI brochure developed and disseminated. 	

JSP PRODOC Outcomes, indicative activities, and targets	2010 work plan activities/targets	2011 work plan activities/targets	Implemented Jan 2010 – June 2011	Ongoing/under preparation June 2011
Monitoring & Evaluation	Monitoring of progress through quarterly reporting, Mid-year and annual review and PEI missions.	Monitoring of progress through quarterly reporting, Mid-year and annual review and PEI missions.	<ul style="list-style-type: none"> - JSP integrated in the Planning & Monitoring System (PLaMS); - Quarterly progress reports are generated through PLaMS; - Fund utilization monitored through Funding Authorization & Certificate of Expenditures (FACE); - Monitoring and implementation issues are discussed during the Mid-Year and Annual Review (requirement of UNDP), Programme Management Meetings (9th PMG as of September 2011) and Programme Steering Committee (4th PSC scheduled towards end of September 2011). - Project Cycle Management (PCM) training was imparted to sector officials in may 2011 - to improve results reporting of JSP activities by the sector. - Regular PEI missions from the regional PEI team – to monitor the progress and provide technical support to the various initiatives. In 2010, the 1st AWP was prepared with technical inputs of the PEI team; the development of CD criteria was supported; lessons learning workshop was conducted with support of the regional team; and provided technical inputs and feedback to the various outputs of the JSP initiatives. 	The priority activity for 2012/13 would be to link the various ECP indicators (developed through GNH survey, Bhutan Environment Outlook, LoCAL & performance based CD grants, PEM Guidelines, 11 th Plan Guidelines etc.) to the National, Monitoring & Evaluation System (NMES – PLaMS, PEMS & MYRB) for long term monitoring of ECP outcomes.
Output 2: Benefit sharing mechanisms including payment for ecosystem services and human-wildlife conflict management.				
Study to explore pro-poor benefit sharing mechanism initiated.		<ul style="list-style-type: none"> - Field study, including data collection and field survey in the critical watersheds - Dzongkhag and Geog consultative workshops - Awareness & Education on PES and REDD in the watersheds and explore the potentials - Inventorying of ecosystem services including development of database for ecosystem service providers and potential buyers; - Study the provision of water for drinking and irrigation under traditional arrangements; - Formation of community groups; - Promotion of Eco-Tourism in the high altitude areas 		Activities are planned from the 3 rd Qtr. of 2011.
Mining royalties and the potential mechanism for pro-poor benefit sharing of		<ul style="list-style-type: none"> - Review mining royalties; - Organize training for the mining engineers. 	Ex country study conducted in May 2011. Three mining engineers trained on Environment Management, Mining Royalties and Social Responsibility (Community Development).	Review of mining royalties under implementation and the analysis to be ready by May 2012.

JSP PRODOC Outcomes, indicative activities, and targets	2010 work plan activities/targets	2011 work plan activities/targets	Implemented Jan 2010 – June 2011	Ongoing/under preparation June 2011
sustainable mining revenues reviewed and assessed.				
Pilot initiative to reduce HWC in Kangpara gewog under Trashigang dzongkhag initiated.		<ul style="list-style-type: none"> - Consultative meetings (planning, informing, identify conflict zone); - Develop conflict management mechanism; - Community trainings on identified mechanisms (damage assessments, Participatory monitoring of livestock & crop damage, participatory law enforcement etc); - Community institutional set up (for coping with wildlife damage). 	<ul style="list-style-type: none"> - Community-based HWC compensation framework developed through a consultative process; - Communities have been made aware of PE linkages and the mitigation measures adopted in other places. - Community based HWC compensation mechanism implemented in the two pilot sites. 	
Mechanisms for self-sustained compensation of crop and livestock loss through insurance schemes and PES developed.		<ul style="list-style-type: none"> - Awareness on the HWC and animal behaviour and participatory planning by the communities for addressing the HWC issues. - Awareness programme with the gewog representatives to feature HWC management in gewog plans and budget. - Training of farmers and extension staff on HWC mitigation measures in the region. 	<ul style="list-style-type: none"> - Series of awareness programs on HWC mitigation measures have been conducted in most of the affected areas across the country. 249 farmers have been sensitized and trained. - Study tour for the farmers (40 farmers) in the elephant conflict areas have been organized to exchange & replicate ideas. - HWC endowment fund established by MoAF – and is managed by Bhutan Trust Fund for Environmental Conservation (BT FEC). The endowment fund will be used to establish Gewog Conservation Committee in all the affected areas across the country. 	
Output 4: Environment friendly infrastructure technology and green jobs.				
Training & sensitization of Engineers, Contractors, Parliamentarians, Policy Makers and Local leaders on EFRC conducted.		<ul style="list-style-type: none"> - Training of Trainers on EFRC. - Trainers to conduct training of district engineers, road engineers and contractors. - EFRC Training module developed in the College of Science and Technology (CST). 	<ul style="list-style-type: none"> - Training Workshops conducted in 6 regions across the country viz. Lobesa, Phuentsholing, Lingmethang, Trashigang, Sarpang and Trongsa. - The focal official from PPD/MoWHS has initiated dialogue with CST to develop the curriculum. CST in principle has agreed to have EFRC embedded in the current module or work out separately if feasible. 	Development of curriculum to be initiated within the fiscal year 2011/2012 (July 2011 – June 2012).
Study and mainstream ECP concerns into Non Formal		Develop skills-based curriculum on green job with	<ul style="list-style-type: none"> - Stakeholder consultation workshop on the development of curriculum on green job for NFE conducted from 27-28 April 2011. 	<ul style="list-style-type: none"> - Pre-testing and dissemination of the curriculum in pre-selected NFE

JSP PRODOC Outcomes, indicative activities, and targets	2010 work plan activities/targets	2011 work plan activities/targets	Implemented Jan 2010 – June 2011	Ongoing/under preparation June 2011
Education (NFE) and educating for GNH guideline initiated.		initial focus on rural energy access.	<ul style="list-style-type: none"> - The curriculum was developed focusing on Ecosystem, Renewable Energy (Improved cook stoves, solar dryer, and bio gas, rain water harvest and waste management). The NFE divisions along with sector resource persons have tried to link this to Green Job, poverty alleviation, climate change and environment mainstreaming as far as possible taking into account the target audience. - Curriculum finalized and published for the NFE students. 	<ul style="list-style-type: none"> centers to be completed by the end of the year. - Development of manual for the NFE instructors will be completed by June 2012.
Outcome 2: ECP mainstreamed in all development plans and programmes at the local level.				
Output 1: Strengthened information systems and communication				
CA on ECP initiated in 5 pilot districts.		<ul style="list-style-type: none"> - Undertake capacity needs assessments in the 5 pilot districts; - Develop CD plans for each of the pilot dzongkhags including the gewogs based on the results of CA. - Develop criteria/guidelines/manuals & performance indicators and assessment for the pilot districts to access CD Grant. 	<ul style="list-style-type: none"> - Interagency task team to support this initiative was identified and held its first meeting in August 2011. - The assessment was jointly initiated by JSP and LoCAL project – Local Climate Change Adaptive Living Facility – from the 2nd week of August 2011. 	<ul style="list-style-type: none"> - A common CD mechanism will be developed for LGSP/JSP and LoCAL. This will first be piloted in the 6 districts (one additional from LoCAL). - Develop ECP interventions based on the analysis of the assessment – September/October 2011 - Roll-out of CD grants to five pilot districts and selected gewogs following the LG grant mechanisms developed through Local Governance Support Programme (LGSP). This is planned to take place from October 2011.
Capacity of DLG/LG, GNHC & LG ECP focal persons on ECP based RBM and M&E strengthened.		2-3 week ex-county (S/SE Asia) training on ECP mainstreaming policies, mechanisms and strategies for planning officers; GAOs (from the 5 districts), and DLG officials.	12 local government officials from the pilot districts trained in ECP mainstreaming concepts and approaches in the Philippines in June/July 2011.	
LG resource allocation formula from environment/vulnerability perspective reviewed.		Review resource allocation formula of local government.		<ul style="list-style-type: none"> - The current RAF includes 3 criteria which include – Population, poverty incidence and geographical area. The review is intended to present a strong case to include ‘Environment/Climate Change’ as well. - The review is expected to take place in the current FY (2011/12).
Output 3: Climate Change adaptation and disaster management integrated in local plans and budgets.				
Climate change vulnerabilities in targeted communities across Bhutan assessed.		<ul style="list-style-type: none"> - Consultative meetings (planning, identification of the pilot area, information dissemination). 		Assessment framework developed and is currently being reviewed in-house. Stakeholder consultation is expected by the end of the year. However the actual assessment is planned for 2012.

JSP PRODOC Outcomes, indicative activities, and targets	2010 work plan activities/targets	2011 work plan activities/targets	Implemented Jan 2010 – June 2011	Ongoing/under preparation June 2011
		<ul style="list-style-type: none"> - Identify the immediate issues through Climate change (hire of an expert) - Identification of the indigenous knowledge used for the mitigation purpose. - Identify & develop strategies (for coping up with the immediate issues through CC). - Consultative meetings with the relevant stakeholders. 		
Capacity building of LG on VA of CC to integrate adaptation measures in local development planning initiated.		<ul style="list-style-type: none"> - ToTs on Community based disaster risk management (CBDRM) in one dzongkhag. - Training of LG officials (focal official) on Disaster Management Information Systems. 		<ul style="list-style-type: none"> - Targeted for Lhuentse and Samdrupdzongkhar Dzongkhags. - The trainings are planned in June/July and expected to be completed by the end of the year
Output 4: Environment friendly infrastructure technology and green jobs.				
Skills based training on renewable energy and environmentally friendly construction conducted.		<ul style="list-style-type: none"> - Eco- friendly & disaster resilient construction training for field officials of Tarayana. - Transfer of skills FO's to villagers. 	<ul style="list-style-type: none"> - Community consultative meeting was initiated in Dak village to develop skills on rural house construction using locally available materials. The community has been mobilized and facilitation of groups' formation initiated. The community members have expressed interest in developing their capacity in building disaster resilient houses. - The Field Officer of Tarayana Foundation along with selected community members attended a month long training on eco friendly and disaster resistant construction in August 2011. 	Training materials have been purchased and supplied for the community members. People will be provided with hands on training on eco friendly construction and they will construct few houses as a demonstration for other houses to be built in the future.

Annex 2 Implemented activities, PEI Bhutan Phase 1

The table below compares the indicated activities for each result as indicated in Phase 1 (22 Sept 2008 – 31 Dec 2009) PRODOC with activities implemented or rolled over to Phase 2.⁶

Phase I PRODOC outcomes, indicative activities, targets	Outcomes/activities/targets completed/achieved by completion of Phase I	Outcomes/activities/targets rolled over to Phase II/JSP ⁷
Outcome: Long term capacity of the government to integrate the contribution of environmental management to national plan and sectoral strategies improved/strengthened		
Output 1: Capacity of government officials to mainstream PE linkages in planning and sectoral strategies improved		
<p>A brief review on the gaps of PE linkages in planning, budgeting and monitoring produced</p> <ul style="list-style-type: none"> - Gaps in PE linkages in Planning and Monitoring documented - Status and Trend of Public Expenditure on Environment Sector Produced 	<ul style="list-style-type: none"> - Public expenditure review on environment completed for the 9th FYP period (2003/04 – 2007/08). - Department of Public Accounts (DPA), MoF trained on PEE data compilation and analysis - PE linkages identified in selected sector programmes (Economic Affairs, Agriculture & Forests, Works & Human Settlement) - Initial list of PE indicators identified for these sectors 	<ul style="list-style-type: none"> - Linking PE indicators to the National, Monitoring & Evaluation System (NMES) – for long term monitoring of PE outcomes deferred to JSP
<p>Documentation of awareness raising activities produced</p> <ul style="list-style-type: none"> - National level workshop to review and identify linkages organized - Dzongkhag level workshop to provide understanding of PE linkages organized - National level workshop to use SEA to mainstream PE linkages organized 	<ul style="list-style-type: none"> - Stakeholder workshop at national level conducted on the development of PE Mainstreaming guidelines. MoEA, MoAF, MoIC, MoWHS, NEC and GNHC participated in stakeholder consultation - Local government and community members made aware of PE linkages through the REAP intervention process in two gewogs in Mongar and Zhemgang district 	<ul style="list-style-type: none"> - National level awareness created on SEA findings of Damdum Industrial estate and Puna-Tsangchu basin by NEC - SEA planned for two hydro-power projects through the JSP in 2012
<p>Tool Kit to Assess PE linkages developed and Tested</p> <ul style="list-style-type: none"> - Task force to develop country tailored tool to address PE linkages in planning formed - Tool kit to use PE linkages in planning (e.g. use of SEA or other tool from poverty reduction perspective) developed - Assess institutional and technical capacity and establishing a mechanism for integrating PE in the planning processes 	<ul style="list-style-type: none"> - GNHC Secretariat (PMCD) agreed to coordinate the implementation of PEI Bhutan Phase I - PEI focal officials nominated in the key sectors responsible for PE Mainstreaming - Prepared PE mainstreaming guidelines based on the existing environmental mainstreaming guidelines and through consultations - Training workshops on how to use such guidelines for relevant stakeholders in the line ministries and agencies - Initiated dialogue with Local Development Division (LDD) of GNHC to integrate PE considerations into Local Development Planning Manual (LDPM), through consultations at sub-district and national levels and enhanced local capacities to use manual - Guidelines for participatory village planning for food security and poverty reduction developed. Helps analysing priorities, identifying project ideas, preparing investment plans and undertaking activities - Village Development Planning (VDP) Framework developed as part of the Rural Economic Advancement Programme (REAP) 	<ul style="list-style-type: none"> - Integration of ECP into the LDPM took place in 2010
Output 2: Poverty Reduction through sustainable use of natural resources and development of livelihoods		
<p>Creation of income generating opportunities to offset environmental degradation in conservation areas</p> <ul style="list-style-type: none"> - Livelihood opportunities for short and medium term assessed and identified - Income generating programme introduced 	<ul style="list-style-type: none"> - GNHC launched the Rural Economy Advancement Programme (REAP) as a targeted poverty intervention programme under the 10th FYP. REAP is a new initiative in the 10th FYP which intends to identify sections of population who have not benefited much from the broad based poverty reduction interventions and for whom special programmes needs to be implemented to accelerate poverty reduction during the plan period - PEI supported GNHC to undertake participatory assessment of socio-economic and bio-physical conditions of 10 villages as a pilot exercise. A key finding was the lack of a proper planning process at the village level, which could support a systematic and integrated development programme. This led the GNHC to develop a framework for integrated 	<ul style="list-style-type: none"> - As a spin-off from PEI's support to the REAP assessment phase I, the Research and Evaluation Division of GNHC has completed socio-economic assessment of another 20 villages as part of REAP Phase II - For implementing interventions in the 8 villages of REAP phase I, GNHC has secured funding support of USD 545,000 from Sustainable Development Secretariat (SDS Netherlands) and the interventions are currently under implementation at various stages. Resource mobilization is underway for REAP Phase II programme implementation from government and development partners

⁶ Table prepared by UNDP Bhutan Programme Analyst

⁷ No planned activities were cancelled

Phase I PRODOC outcomes, indicative activities, targets	Outcomes/activities/targets completed/achieved by completion of Phase I	Outcomes/activities/targets rolled over to Phase II/JSP ⁷
	<p>village development planning and prepare guidelines for participatory village-level planning. Comprehensive Village Development Plans were prepared for the REAP villages using these guidelines. The VDP framework helped the district and sub-district planner to examine and screen the various interventions undertaken through regular government support and development partners, and harmonize the interventions to bring tangible impacts to the livelihoods of the poor communities</p> <ul style="list-style-type: none"> - GNHC sought funding to undertake several key interventions identified in these plans. PEI helped to link the Poverty Thematic Trust Fund (PTTF), an existing UNDP-supported funding mechanism, thereby facilitating increased funding for sustainable livelihood development activities in two of these REAP villages. PEI together with PTTF mobilized USD 257,050 to implement identified interventions benefiting a total of 784 people in 65 households - Livelihood interventions to address food security and enhance capacity of farmers implemented in 2 pilot sites. Implementations were undertaken by Tarayana Foundation and MoAF, focusing on: <ul style="list-style-type: none"> o Increased agricultural productivity and diversification for food security o Capacity development of small farmers through group formation and enterprise development - Tarayana mobilized five self-help groups on handicraft development (sustainable harvesting of cane and bamboo resources), skills development (carpentry and masonry), women's weaver group, and a group to sustainably harvest and add value to gooseberry. The group has been mobilized to create employment opportunities and enable members of the community to generate income through sale of their products and services. - Tarayana provided marketing facilities through the "Tarayana's Rural Crafts' Shop and Festival". The groups were then exposed to Tarayana initiated microfinance schemes to gradually encourage community members to initiate rural enterprises. The microcredit scheme promotes lending to individual member and community self help groups from a minimum of US\$220 to a maximum of US\$ 2,220 at a repayment interest of 7% per annum for a maximum of 2 year period - Through MOAF's initiative, farmers' livelihoods were enhanced through introduction of high yielding varieties of seeds; capacity building of farmers – by providing training on vegetable production, composting, and handling of silo bins for grain storage during surplus production. In total, 240 farmers were trained and provided with agricultural inputs 	<ul style="list-style-type: none"> - GNHC with a mandate to coordinate the overall 10th FYP programme implementation has realized the effectiveness of PEI/PTTF model of implementation and will persuade development partners and government agencies for harmonized and sustainable approach to targeted rural community development

Annex 3 The PEI methodology in theory – and in practice in Bhutan

PEI Bhutan has not strictly followed the sequencing outlined in the PEI methodology. Considering the national context and entry points, e.g. the timing of planning and policy processes, the example shows that some flexibility may be needed when applying the PEI methodology in practice. The different types of interventions specified for each phase have in some cases taken place in another phase (mainly shifted from Phase 1 to Phase 2/JSP), or not really taken place (yet):

Methodology, Phase 1:

- Collecting country-specific evidence: Integrated ecosystem assessment & economic analysis
– In Bhutan:
Phase 1: Public environmental expenditure review, PE linkages identified in selected sector programmes (Economic Affairs, Agriculture & Forests, Works & Human Settlement)
Phase 2: Second public environmental expenditure review, country study on mining royalties and benefit sharing, participatory socio-economic and bio-physical assessment were carried out in ten villages
- Influencing policy processes: National (PRSP/MDG), sector and subnational levels
– In Bhutan:
Phase 1: Integration of PE considerations into Local Development Planning Manual (completed in Phase 2)
Phase 2: ECP mainstreaming guidelines applied to 10th Five-Year Plan programme of 12 central government agencies and one district, ECP components integrated in policy screening tool and protocol, Environmental Mainstreaming Reference Group provided feedback on four sector policies, ECP checklist to be integrated in guideline for 11th Five-Year Plan
- Developing and costing policy measures: National, sector and subnational levels
– In Bhutan:
Phase 2: Community-based human-wildlife conflict compensation framework developed through a consultative process
- Strengthening institutions and capacities: Learning by doing
– In Bhutan:
Phase 1: Training workshops on use of PE mainstreaming guidelines
Phase 2: A range of training, capacity building, and pilot/testing activities

Methodology, Phase 2:

- Including PE issues in the monitoring system: Indicators and data collection
– In Bhutan:
Phase 1: Initial list of PE indicators identified for four sectors
Phase 2: Defined environmental indicators and responsible agencies to collect data
- Budgeting and financing: Financial support for policy measures
– In Bhutan: Not done
- Supporting policy measures: National, sector and sub-national levels
– In Bhutan:
Phase 2: Establishment of Environmental Mainstreaming Reference Group to support ECP integration in policies, testing of energy efficient stoves intended to assist in implementing existing policy
- Strengthening institutions and capacities: Mainstreaming as standard practice
– In Bhutan: Capacity needs assessment on ECP mainstreaming initiated for nine in-country training institutions. Dialogue initiated with two colleges to integrate ECP in curricula

Annex 4 Methodology for data collection and analysis

The methodology used by the MTR in Bhutan comprises the following elements:

- Interview key stakeholders, individually or in small thematic groups: Ask key questions that are not leading, listen with respect and engage in a mutual learning process in reviewing project progress. This attitude is important for reviewing the PEI because PEI is a programme with great emphasis on lobbying, advocacy, and mentoring.
- Visit to province and districts where PEI works
- Desk review of key documents
- Key questions to key stakeholders that emerge from reading key documentation
- Discussions and mutual sharing of findings with PEI Bhutan Phase 2/JSP evaluation team
- Coordination with the Bhutan PEI programme team, the PEF team, and PEI Asia regional team
- Testing findings and recommendations with staff from PEI Asia, PEI Bhutan, UNDP Bhutan
- The meetings held on Monday 19 September – Wednesday 21 September were held jointly with the Technical Review (Danida funded) of the Joint Support Programme

Annex 5 Persons met⁸

Date	Person	Position/Institution
15 Sep	Paul Steele	Environment Adviser, PEI/UNDP Asia
	Koen Toonen	Regional Coordinator, PEF/UNDP
	David Smith	Officer-in-Charge, PEF/UNEP
	Dechen Tsering	Director, PEI/UNEP Asia
	George Bouma	Officer-in-Charge, PEF/UNDP New York
	Tashi Dorji	Programme Analyst, UNDP Bhutan
	Karma Jamtsho	JSP Outcome 2 Manager/Senior Planning Officer, LDD, GNHC
	Wangchuk Namgay	JSP Outcome 1 Manager, PMCD, GNHC
	Sonam Wangdi	Deputy Chief Accounting Officer, DPA, MoF
16 Sep	Phuntsho Wangyel	Senior Planning Officer, Research and Evaluation Division, GNHC
18 Sep	Steve Bass	Team Leader, Technical Review of JSP, IIED
	Alastair Bradstock	Technical Review of JSP, IIED
	Saroj K. Nepal	Technical Review of JSP
19 Sep	H.E. Pema Gyamtsho	Minister of Agriculture and Forests
19 Sep	Thinley Dorji	Environmental Services Division, NEC
	Peldon Tshering	Chief, PPD, NEC
	G. Karma Chopel	Coordinator, Water Resources Coordination Division, NEC
	Tenzin	NEC
	Jigme Nidup	Water Resources Coordination Division, NEC
	Thinley Namgyel	Head/CC Focal Point, Environmental Monitoring Division, NEC
	Sonam Lhaden	Environment Monitoring Division, NEC
	Karma Tshering	Planning Officer, PPD, NEC
20 Sep	Wangchuk Loday	Policy & Planning Officer, PPD, MoEA
	Karma Chopel	Mining Engineer, Department of Geology & Mines, MoEA
20 Sep	Claire Van der Vaeren	Resident Representative, UNDP Bhutan
	Karma L. Rapten	Head of Unit, Energy, Environment & Disaster Cluster, UNDP Bhutan
20 Sep	Dawa Zam	Head, Environmental Unit, MoWHS
	C.M. Pradhan	Engineer, EFRC, Department of Roads, MoWHS
20 Sep	Henrik A. Nielsen	Head, Representation Office of Denmark/Danida
	Tek Bahadur Chhetri	Senior Programme Officer, Representation Office of Denmark/Danida
20 Sep	Sonam Tshering	Chief Programme Officer, Non-Formal Education Division, MoE
	Karma Jurme	Senior Programme Officer, Non-Formal Education Division, MoE
	Vinod Sunwar	Planning Officer, PPD, Non-Formal Education Division, MoE
20 Sep	Kunzang Om	Programme Officer, Watershed Management Division, MoAF
	Rinzin Dorji	PPD, MOAF
	Sonam Wangchuk	Head, Wildlife Conservation Division, MoAF
	Sonam Wangdi	Programme Officer, Wildlife Conservation Division, MoAF
	Thinley Choden	Programme Officer, Wildlife Conservation Division, MoAF

⁸ Most meetings on 19-21 Sept were held jointly with JSP Technical Review Team

Date	Person	Position/Institution
	Karma Dorji	Programme Officer, Wildlife Conservation Division, MoAF
	Sangay Dorji	Programme Officer, Wildlife Conservation Division, MoAF
21 Sep	Thinley Namgyel	Chief Planning Officer, Perspective Planning Division, GNHD
21 Sep	Sonam Wangdi	Deputy Chief Accounting Officer, DPA, MoF
21 Sep	Tashi Dorji	Programme Analyst, UNDP Bhutan
	Karma Jamtsho	JSP Outcome 2 Manager/Senior Planning Officer, LDD, GNHC
21 Sep	Wangchuk Namgay	JSP Outcome 1 Manager, PMCD, GNHC
	Tashi Dorji	Programme Analyst, UNDP Bhutan
21 Sep	Karma Jamtsho	JSP Outcome 2 Manager/Senior Planning Officer, LDD, GNHC
	Tshering Chopel	Sr. Programme Officer, DLG, MoHCA
22 Sep	Sahadev Thapa	District Planning Officer, GNHC, Wangdue District
22 Sep	Jamtsho	Gup/Chairperson of gewog development committee, Phobjikha Gewog
	Nim Dorji	Mang Mi (Deputy Gup), Phobjikha Gewog
	Sahadev Thapa	District Planning Officer, GNHC, Wangdue District
22 Sep	Pema	Deputy District Administrator
	Sahadev Thapa	District Planning Officer, GNHC, Wangdue District

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