

# CEPF FINAL PROJECT COMPLETION REPORT

## I. BASIC DATA

**Organization Legal Name:** Royal Institute of Management

**Project Title (as stated in the grant agreement):** Management of Social Forestry in Bhutan

**Implementation Partners for this Project:** Social Forestry Division, Ministry of Agriculture

**Project Dates (as stated in the grant agreement):** July 1, 2007- Sept 30, 2010

**Date of Report (month/year):** November 30, 2010

## II. OPENING REMARKS

*Provide any opening remarks that may assist in the review of this report.*

The project, “**Management of Social Forestry in Bhutan**” was successfully implemented by the Royal Institute of Management (RIM). As an outcome of the studies undertaken in this project, a number of recommendations on the policy gaps and capacity development are made based on the analysis of the existing laws, rules and regulations and capacity need of the community groups. The Institute is optimistic that capacity development plan of the community forestry groups will be supported on a bigger scale in the immediate future both by the donors and the government.

## III. ACHIEVEMENT OF PROJECT PURPOSE

**Project Purpose:**

### Planned vs. Actual Performance

Indicator	Actual at Completion
<b>Purpose-level: To identify inconsistencies of laws, regulations and practices of social forestry in Bhutan, recommend appropriate (pro-community and conservation) systems and processes for effective management of social forestry, and develop the management capacity to sustainably manage social forestry.</b>	Inconsistencies of laws, regulations and practices of community forestry in Bhutan highlighted in the policy report, discussions held with key stakeholders on such inconsistencies and recommendations provided. Capacity plan developed and pilot training conducted to continue and sustain the capacity in the long-run
<i>1. A policy review process initiated by the Ministry of Agriculture of relevant Forest laws, rules and regulations by the end of the project period</i>	Ministry of Agriculture is already encouraging and expanding community forestry management groups through the process of capacity development and development of community friendly systems and rules
<i>2. 5 social forestry groups are made aware and agree to adopt appropriate systems and processes for effective management of social forests by year 2 of the project</i>	5 social forestry groups were actively involved through their participation in meetings/consultations especially during the analysis of policy gaps and capacity assessment at the local level. They provided valuable inputs and feedback on enhancing the capacity of the community groups and expressed keen interest in adopting better systems and processes to enhance their capacity

3. 1 social forestry group made capable to initiate effective management (institutional and technical) of social forests by year 3 of the project	1 community forestry group (in Punakha District) is made capable to initiate effective management of their community group by imparting training both in general management, marketing and technical areas
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**Describe the success of the project in terms of achieving its intended impact objective and performance indicators.**

All the intended objectives and performance indicators of the project are achieved.

**Were there any unexpected impacts (positive or negative)?**

No

#### IV. PROJECT OUTPUTS

**Project Outputs:**

**Planned vs. Actual Performance**

Indicator	Actual at Completion
<b>Output 1: Policy gaps, inconsistencies of laws and regulations that impede complete community ownership (decision making, tenure) and access (benefits) of social forests in project sites identified in the effective management of social forestry and conservation of biodiversity.</b>	Policy gaps and inconsistencies of laws and regulations that impede community forestry management identified in the effective management of community forestry and conservation of biodiversity
1.1 A review /analysis report of existing Forest laws, rules and regulations completed by Yr 1 of the project	A review/analysis report of existing forest laws, rules and regulations completed by Year 2 of the project
1.2 1 policy interactions with policy makers and relevant stakeholders held regarding policy gaps and current practices of social forestry by the end of the project.	Policy interaction with policy makers and relevant stakeholders held regarding policy gaps and current practices of community forestry during the Year 3 of the project
<b>Output 2: Best practices of systems and processes of community forestry in other parts of the region that may be relevant for Bhutan identified.</b>	Best regional practices of community forestry management identified
2.1 A review /analysis report of best practices of systems and processes of community forestry (social forestry) in other parts of the region completed by Yr 1 of the project	A review/analysis of best regional practices of community forestry management developed during the Year 2 of the project
2.2 1 interaction to share the best practices of social forestry among key stakeholders organized by year 2	Interactions to share the best regional practices of community forestry held among the key stakeholders during the Year 3 of the project
<b>Output 3 Capacity needs of social forestry groups identified, framework/model agreed among key stakeholders, and appropriate capacity development plan developed/pilot tested towards empowerment of the local communities in the management of social forestry and promotion of biodiversity under B2C2.</b>	Capacity needs of the community forestry groups identified, framework agreed among the key stakeholders, and pilot training developed & conducted for one community group
3.1 A report on key capacity gaps existing in social forestry groups produced by year 2	A report on key capacity gaps of community forestry groups developed during Year 2 of the project
3.2 A capacity building framework/model and plan developed in consultation with key	Capacity building framework developed in consultation with key stakeholders

<i>stakeholders by Year 2</i>	
<i>3.3 Pilot testing of the capacity building plan in one project site conducted by Year 3</i>	Pilot testing of the capacity development plan conducted in one community group (Punakha district)
<i>3.4 Training manual for the community forestry members developed based on the feedback of the pilot training and presented to the key stakeholders.</i>	Training manual for the community forestry members developed based on the feedback of the pilot training, discussions held with stakeholders in the preparation of the manual and copies of the report shared with the key stakeholders

***Describe the success of the project in terms of delivering the intended outputs.***

All the intended outputs of the project are achieved and delivered.

***Were any outputs unrealized? If so, how has this affected the overall impact of the project?***

No

**V. SAFEGUARD POLICY ASSESSMENTS**

***Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.***

No environmental and social safeguard policies are required in implementation of this project

**VI. LESSONS LEARNED FROM THE PROJECT**

***Describe any lessons learned during the various phases of the project. Consider lessons both for future projects, as well as for CEPF's future performance.***

***Project Design Process: (aspects of the project design that contributed to its success/failure)***

Active support and guidance of the CEPF officials including the officials from the local/regional office was highly appreciated. Their constant guidance helped us in the design of this project. The Institute would not be able to design this project alone without their technical support and guidance.

***Project Execution: (aspects of the project execution that contributed to its success/failure)***

The active involvement of the stakeholders and their commitment to this project facilitated achievement of the intended outputs. Periodic monitoring of the project by the local/regional CEPF officials and timely flow of budget from the CEPF also contributed greatly in the achievement of the outputs.

**VII. ADDITIONAL FUNDING**

***Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project***

**Not applicable**

Donor	Type of Funding*	Amount	Date Received	Notes
		\$		
		\$		
		\$		
		\$		
		\$		
		\$		
		\$		
		\$		

**\*Additional funding should be reported using the following categories:**

- A** *Project co-financing (Other donors contribute to the direct costs of this CEPF project)*
- B** *Complementary funding (Other donors contribute to partner organizations that are working on a project linked with this CEPF project)*
- C** *Grantee and Partner leveraging (Other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF project.)*
- D** *Regional/Portfolio leveraging (Other donors make large investments in a region because of CEPF investment or successes related to this project.)*

**Provide details of whether this project will continue in the future and if so, how any additional funding already secured or fundraising plans will help ensure its sustainability.**

Community forestry groups are being expanded and encouraged by the Ministry of Agriculture through various incentives schemes and policy interventions of the Government. However, capacity development of the community groups have been identified the biggest challenge to effectively implement the community forestry plans at the local level. It has been realized that basic training covering general management, technical skills and marketing has to be made mandatory for all the community groups. This project could cover only one community group given the available time and budget. However, basic training must be provided to all the community groups to sustain the capacity and empower the communities at the local level. Further, sharing of best practices must be encouraged within the country to learn from each other for which an annual forum of community forestry representatives would be ideal besides instituting national award system to the exemplary community forestry groups.

## VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

It is recommended that CEPF invests additional resources in building the capacity of the community forestry groups so that capacity is sustained at the local level. However, such capacity development should not be seen as supply driven alone. The demand for such capacity development must also encouraged by making appropriate policy intervention by the government mainly through making basic training mandatory for all community groups and creating competition among the community groups so that every community will make efforts to excel.

## VIII. INFORMATION SHARING

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned and results. One way we do this is by making programmatic project documents available on our Web site, [www.cepf.net](http://www.cepf.net), and by marketing these in our newsletter and other communications.

These documents are accessed frequently by other CEPF grantees, potential partners, and the wider conservation community.

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