

Report of the Help Desk Training Workshop at Paro

27-29 April 2011

This is the third series of training workshop on *“Environment Mainstreaming into policies and plans in Bhutan”* organized for the Help Desk members as part of the capacity building program under the AusAid and Joint Support Programme initiative. The workshop was organized in Paro from 27-29 April and was facilitated by Prof. Lex brown from Griffith University of Australia. The additional workshop participants included one official from UNCDF and RED/GNHC. The report documents the process and the outcomes of the workshop.

The workshop covered the following topics:

1. Participants’ feedback on environment mainstreaming in Bhutan covering the following aspect:
 - On-going challenges of EM in Bhutan;
 - What advances have been made in Bhutan?
 - Things that we still need to work on in achieving EM in Bhutan.
2. Discussed the local government planning process and identify windows of opportunities
3. Revisited the Policy and Plan making at the central level and identified further clear interventions and opportunities
4. SWOT analysis of the Help Desk Concept Note
5. Deliberated on the Help Desk Concept Note and develop action plan for implementation.
6. Review of Policy Protocol from ECP perspective.

1. Feedback on Environment mainstreaming in Bhutan

The participants deliberated on the challenges and advances made in EM in Bhutan. The following suggestions and recommendations ensued from the discussion.

1.1 On-going challenges of EM in Bhutan.

- Environment, poverty reduction and development agendas have been addressed in an isolated manner – independent of each other. To a large extent it was perceived that environment initiatives are a responsibility of environmental agencies (such as NEC) and development agenda as a responsibility of development sector, and the challenge therefore lies in how we bridge the gap and try to connect policy and implementation.
- There is a limited understanding and awareness on ECP linkages and the competencies for appropriate analysis and subsequent inclusion of ECP issues in sector priorities is also lacking.
- Narrow sectoral focus of development planning and programmes, and weak frameworks of incentives for integration of ECP relationships across sectoral planning.
- Un-coordinated effort in dealing with ECP issues and most importantly in collecting data and information sharing (not well established environment-development links; inaccessibility of data etc.);
- ECP outcomes not adequately linked to the national M & E framework (as of now it is sector focused).
- Lack of awareness of available tools and the methodologies, and the capacity to use the tools appropriately;

1.2 What advances have been made in EM in Bhutan?

- Principles of environmental protection and sustainable development are embedded in the highest level development philosophy of the Country – the Constitution, GNH, Bhutan 2020, 10th Plan (2008-2013);
- Entry points and drivers of EM have been identified (through GNHC & Sectors) - now there is increased recognition & effort to mainstream ECP issues within the planning and budgeting process (Policy and Planning process).
- There is now increased recognition of the importance of addressing ECP linkages due to potential win-win opportunities as -
 - Poor are heavily dependent on environment; Natural capital accounts for significant share of GDP (64%).
- Joint effort to support CD initiative in EM is gradually gaining momentum – with increased recognition from the government and support from DPs. The government has developed the JSP as a “whole of government” approach to the mainstreaming of poverty, environment and climate issues - covering both central level ministries and local government.
- Public expenditure on environment (PEE) is an excellent step by the government in looking at its expenditure on the country’s resource base and gradually shifting towards ‘Green Accounting’.

1.3 The way forward in achieving EM in Bhutan.

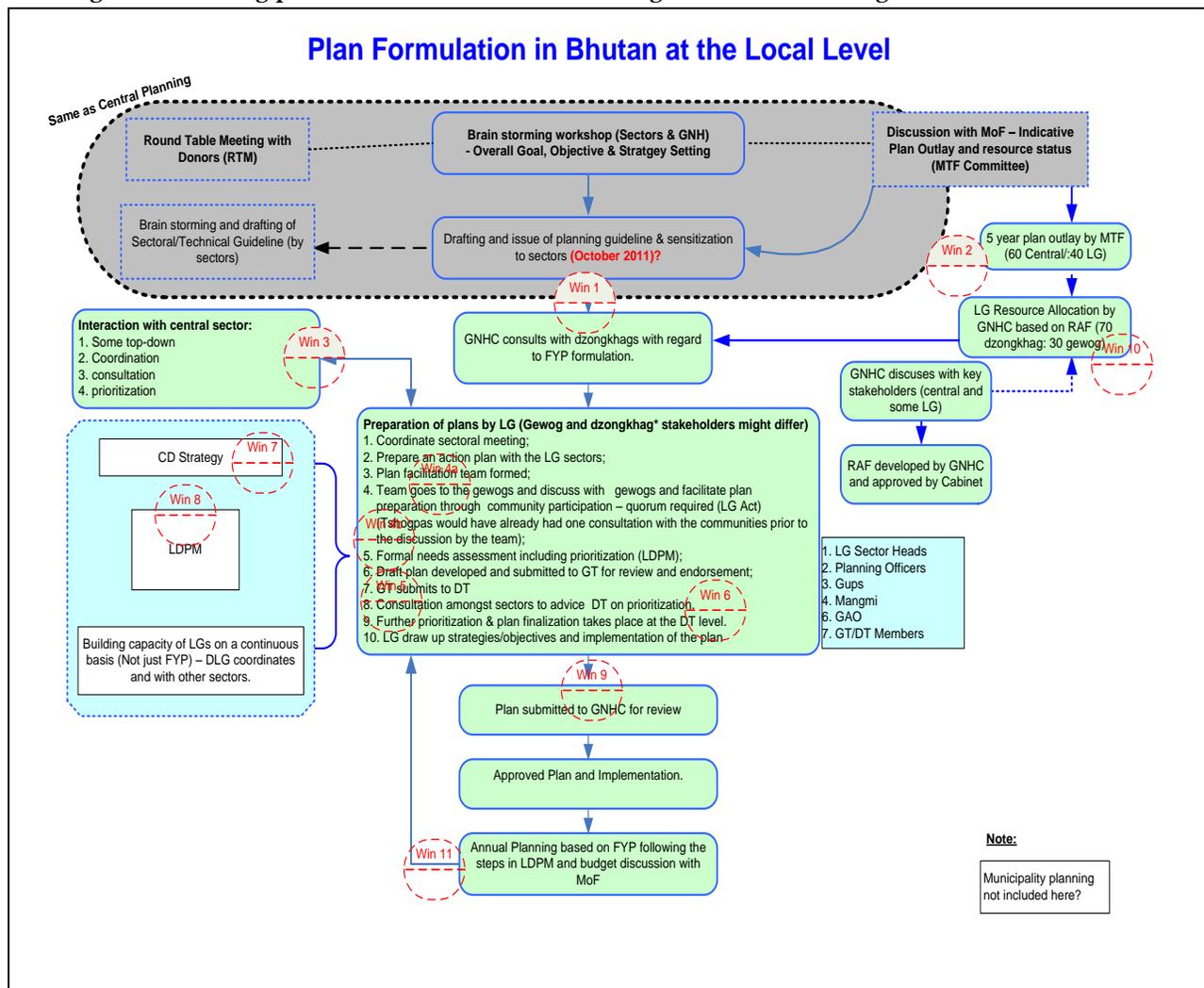
- The planning process is central to linking the poverty and environment agendas of sector agencies. Strengthening the planning process is critical in addressing mainstreaming issues. Identification of the process should take place at the design stage wherein there is certain level of control as opposed to post implementation.
- Policy protocol and the screening tool provides window of opportunity for mainstreaming of ECP issues at the policy formulation stage by the sectors. Therefore, the group felt that there is a need to review the policy protocol to integrate ECP issues.
- Increase awareness – while there is an inherent acceptance of the need to protect the natural environment, there is a need to improve awareness and understanding of the implications of the natural environment on poverty and pro-poor development.
- Targeted analytical studies and participatory assessments to document ECP linkages.
- While sector strategies include programmes that address the ECP linkages, there is a need to introduce specific tools and techniques to identify and prioritize pro p-e programmes (Such as the integrated assessment; PEM guidelines; linking ECP indicators as part of the NMES, EMIS, GNH; PEER, Green Accounting etc.).
- Successful environment mainstreaming will depend on existence of an effective monitoring and evaluation framework and therefore, the development of indicators will be necessary to facilitate identifying environment priorities for inclusion in the development planning process.
- ECP monitoring will be possible if - proper baselines are established and realistic targets set, reliable data is collected regularly and consistently, competent personnel are trained, and institutional facilities are developed to collect, analyse and report on indicators, and a framework for coordination and building synergies is put in place.
- Need to improve coordination amongst sectors by sharing good practices of community level projects, ecosystem level initiatives and sectoral programmes that address the ECP linkages.

- The group also felt that since the Help Desk will play an important role in facilitating ECP mainstreaming as part of the JSP implementation, there is a need to develop a clear ToR and work plan to support the mainstreaming efforts.

2. Assessment of the Local Government Planning Process (identification of windows, and interventions).

LG has a critical role in addressing ECP issues at the implementation level. As is evident, majority of the population in Bhutan are rural based (69%) and dependent on natural resources for their livelihood and sustenance. Therefore, LG has to play a key role in designing a holistic and inclusive plan for its communities to address environment and emerging climate change issues in the process of working towards alleviating poverty. LGs are expected to assume greater responsibility after the election in 2011. The workshop looked at the 5 year planning process, and examined the ECP mainstreaming opportunities at various stages of local level planning process.

Figure 1: Planning process at the local level indicating ECP mainstreaming decision windows.



The table below highlights the key players, opportunities for mainstreaming, the potential interventions and the applicable tools under each of the decision windows in the planning process.

Table 1: Windows of opportunities for Five-Year Plan formulation in Bhutan at the local level (Local Government)

Window (Name & No.)	Time	Players & their skills	Nature of opportunity for mainstreaming	Potential interventions to utilize opportunities.	Applicable tool?	Help Desk Interventions
Win1: Consultation with LG on Plan Formulation.		LDD/Dzongkhag Sector Heads <ul style="list-style-type: none"> - Planning; - Policy making; - Professional expertise and experience in respective areas; - Communication 	<ul style="list-style-type: none"> - Understanding of plan objectives and priorities; - Knowledge on Key cross-cutting issues; - Multi-sectoral representation; - Analysis of capacity gaps in mainstreaming. 	<ul style="list-style-type: none"> - Consultation and awareness; - Facilitate and integration of sectoral knowledge with national objectives & mainstreaming. - Build capacity on mainstreaming. 	<ul style="list-style-type: none"> - Workshops - Coordinate training through CD initiatives (CD Strategy); - LDPM; - Documentation and awareness through media (Success stories, lessons learnt, case studies). 	
Win 2: Projection of Resources		MTF Taskforce – DNB/DPA/DRC/GNH C/RMA: <ul style="list-style-type: none"> - Fiscal and macro-economic skills; - Planning; - Policy making; - Professional expertise and experience in respective areas; - Communication 	<ul style="list-style-type: none"> - Multi-sectoral representation; - Understanding of the overall fiscal framework/ plan objectives and priorities; - Knowledge on Key cross-cutting issues; 	<ul style="list-style-type: none"> - PEER - Awareness and consultation; 		
Win 3: Interaction at Central level -top down -coordination Central interaction for mainstreaming		<ul style="list-style-type: none"> - Knowledge on national sectoral policies and plans - Technical expertise in respective sector (RNR/Education/ Health etc.) - Basic knowledge on local plans - Coordination skills 	<ul style="list-style-type: none"> - Potential to build capacity/awareness in mainstreaming; - Ability to identify sustainability issues and long term trends. - Ability for identification of pro-active opportunities and alternatives to 	<ul style="list-style-type: none"> - Workshop - Media - 	Training	<ul style="list-style-type: none"> - To negotiate with RP through the CD action plan for LG professional staff - to build awareness and competencies in mainstreaming. - To facilitate with RP through the CD action plan for LG professional staff - to build awareness and competencies in

Window (Name & No.)	Time	Players & their skills	Nature of opportunity for mainstreaming	Potential interventions to utilize opportunities.	Applicable tool?	Help Desk Interventions
			<ul style="list-style-type: none"> communicate to district levels; - Prioritisation and incorporation of mainstreaming cross cutting issues; - Localization of national objectives 			mainstreaming.
Win 4a: Building awareness and competencies of mainstreaming in the FT.		Facilitation Team: <ul style="list-style-type: none"> - Planning Skills - Professionals in respective sector (RNR/Education/Health etc.) - Practical experience - Communication skills (Oral) - Strong linkages with the community 	<ul style="list-style-type: none"> - Potential to build capacity/awareness in mainstreaming; - Ability to identify sustainability issues and long term trends. - Ability for identification of pro-active opportunities and alternatives to communicate to the communities; - Localization of national objectives 	<ul style="list-style-type: none"> - Workshop (focusing on CC affects to communities' livelihoods; soil productivity; access to information; - Try and put the information with other CD initiatives (CD Strategy); 	Training	<ul style="list-style-type: none"> - To negotiate with RP through the CD action plan for LG professional staff - to build awareness and competencies in mainstreaming. - To facilitate with RP through the CD action plan for LG professional staff - to build awareness and competencies in mainstreaming.
Win 4b:			- Follows from 4a	-		
Win 5 (and 6):		GT Members: <ul style="list-style-type: none"> - Basic planning prioritization skills; - Knowledge on government policies and regulations. - Literate - Farmers/businessmen/ Rtd. 	<ul style="list-style-type: none"> - Tap into Indigenous Traditional Knowledge (on sustainability issues, changing crop patterns etc.); - Translate national mainstreaming objectives into local context (eg. 	<ul style="list-style-type: none"> - Biennial DT/GT chairpersons' conference (High level statement on the need for mainstreaming – PM/GNHC) - Regular capacity building program organized by 		- Identification of ECP related demonstration project?????

Window (Name & No.)	Time	Players & their skills	Nature of opportunity for mainstreaming	Potential interventions to utilize opportunities.	Applicable tool?	Help Desk Interventions
		Civil servants/ex-monks. - Ability to formulate by-laws for the gewog; - Large local social capital. - Local leadership to resolve conflict; - Communication skill; - Governance role	adaptation measures through improved technology);	DLG and other central agencies. - CD action plan (LG to access CD grant) at the local level (Help Desk as part of the inter-agency taskforce to facilitate including ECP related capacity activities).		
Win 7 and 8 CD strategy and LDPM Strengthening capacities across all levels		Partners- Sector agencies, LDD, DLG, LG's, training institutes and firms and Development Partners; Skills- -technical -planning -facilitation and coordination -financial resources -practical -training skills -implementation -monitoring and evaluation skills	- Build awareness and capacity; - Contextualization of CD needs ; - Need based CD identification; - Diversification of CD interventions to address mainstreaming.	- Piggy back on workshops and trainings; - Influencing the CD action plan; - CD curriculum and course development.	- Negotiations and coordination	- Negotiate with CD RP for implementation to provide inputs for mainstreaming - CD action plan (LG to access CD grant) at the local level (Help Desk as part of the inter-agency taskforce to facilitate including ECP related capacity activities).
Win 9: Review and endorse draft plan.		LDD/DLG/DPO/Central Sectors/ GNH Commission - Planning; - Policy making; - Professional expertise and experience in respective areas;	- Review of Draft Plan (Programme); - Multi-sectoral representation; - Knowledge on Key cross-cutting issues;	- Awareness and capacity building on mainstreaming (Sector focal officials in central and dzongkhag);	- Consultation & meetings; - Planning Guidelines; - LDPM - Training & awareness	See Win 4a

Window (Name & No.)	Time	Players & their skills	Nature of opportunity for mainstreaming	Potential interventions to utilize opportunities.	Applicable tool?	Help Desk Interventions
		- Communication	- Understanding of plan objectives and priorities.			
Win 10: Resource Allocation		GNHC/DLG/MoF/ NSB/ Cabinet: - Planning; - Policy making; - Decentralization; - LG structures and functional responsibilities. - Knowledge on LG financial resources and capacity.	- Resource Allocation Formula. - ECP data gaps and needs (Env & CC not currently included in RAF criteria).	- Revisiting RAF criteria and weightage to consider Environment. - Coordination and awareness amongst key Stakeholders on ECP data.	- PEER; - ECP data/statistics (NSB, NEC, MoAF; - NMES	- Identifying studies necessary to demonstrate relationship between budget allocation and mainstreaming of ECP issues. - Facilitating and coordinating discussion about mainstreaming amongst the key players.
Win 11: Annual planning and budgeting on FYP Annual planning		Partners- MOF and GNHC, Dzongkhag admin and Gewog Admin, GT and DT, Regional offices of ministries and agencies Skills- - Policy - Planning and prioritization - Budgeting - Technical knowledge - National and local knowledge -	- able to improve plans; - alignment with mainstreaming objectives; - Translate national mainstreaming objectives into local context; - Encouraging mainstreaming through additional budget provision; - Annual budget discussion	- Regular capacity building program coordinated by DLG and other central agencies. - PEER - National Monitoring and Evaluation Systems (PLaMS) -	Training PEER workshops	- Create awareness among sectoral officials at national and local levels through workshop, training - To facilitate dialogue among relevant partners on mainstreaming and allocating additional budgeting

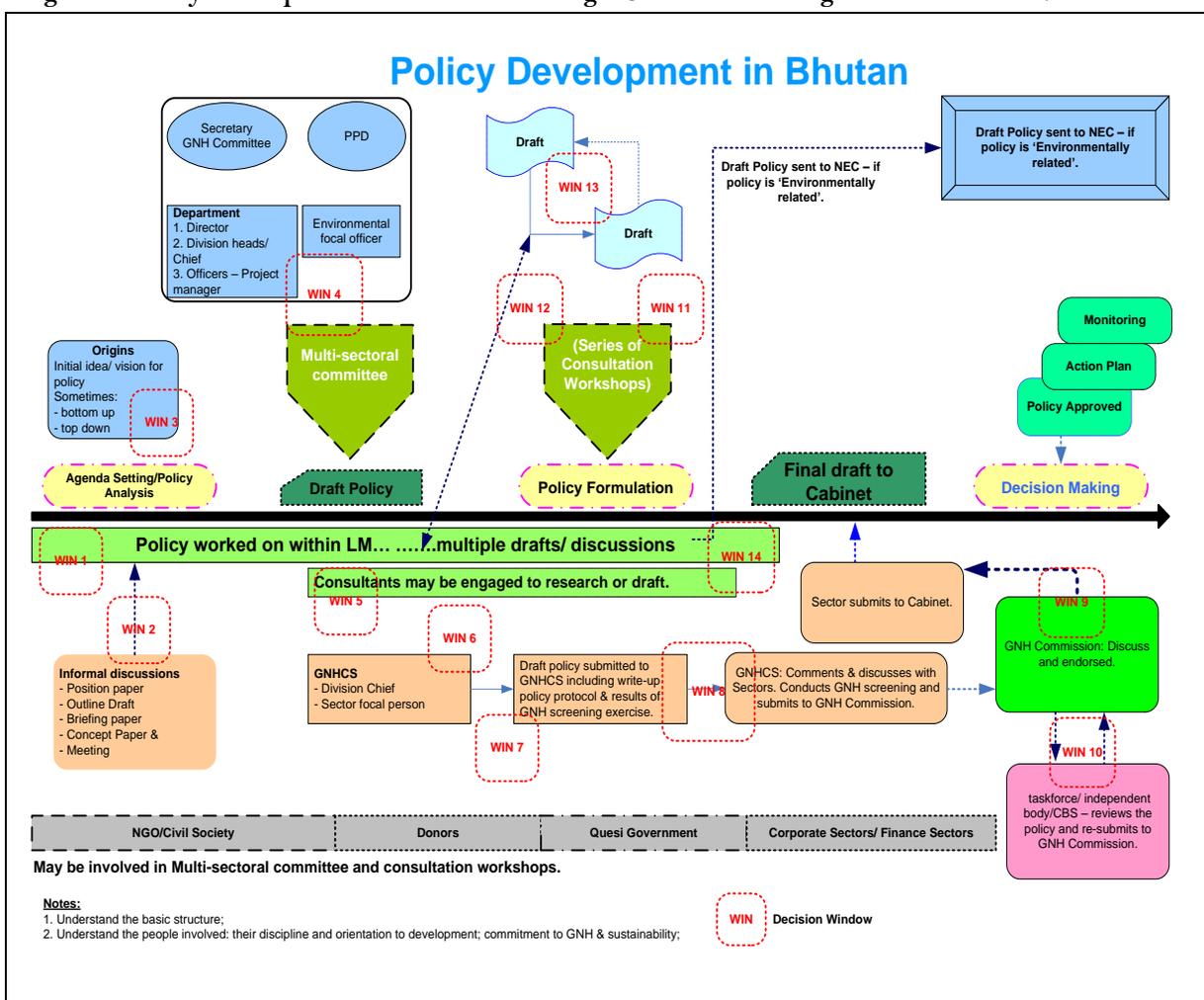
3. Revisit the Policy & Plan development at the central level and identify further clear interventions and opportunities.

3.1 Policy formulation process

During the workshop, the group revisited the policy development process that was prepared during the 2nd stage of training at Griffith University, Australia. Policy development in Bhutan presents an immense opportunity for ECP mainstreaming to occur in various sectors as the process is controlled through a policy protocol and a screening tool which will be discussed separately at a later stage of this report.

The figure below presents the decision windows for ECP mainstreaming in the process of policy formulation.

Figure 2: Policy development in Bhutan indicating ECP mainstreaming decision windows.



The table below highlights the key players, opportunities for mainstreaming, the potential interventions and the applicable tools under each of the decision windows in the policy formulation process.

Table 2: Windows of opportunities in the various stages of policy formulation in Bhutan.

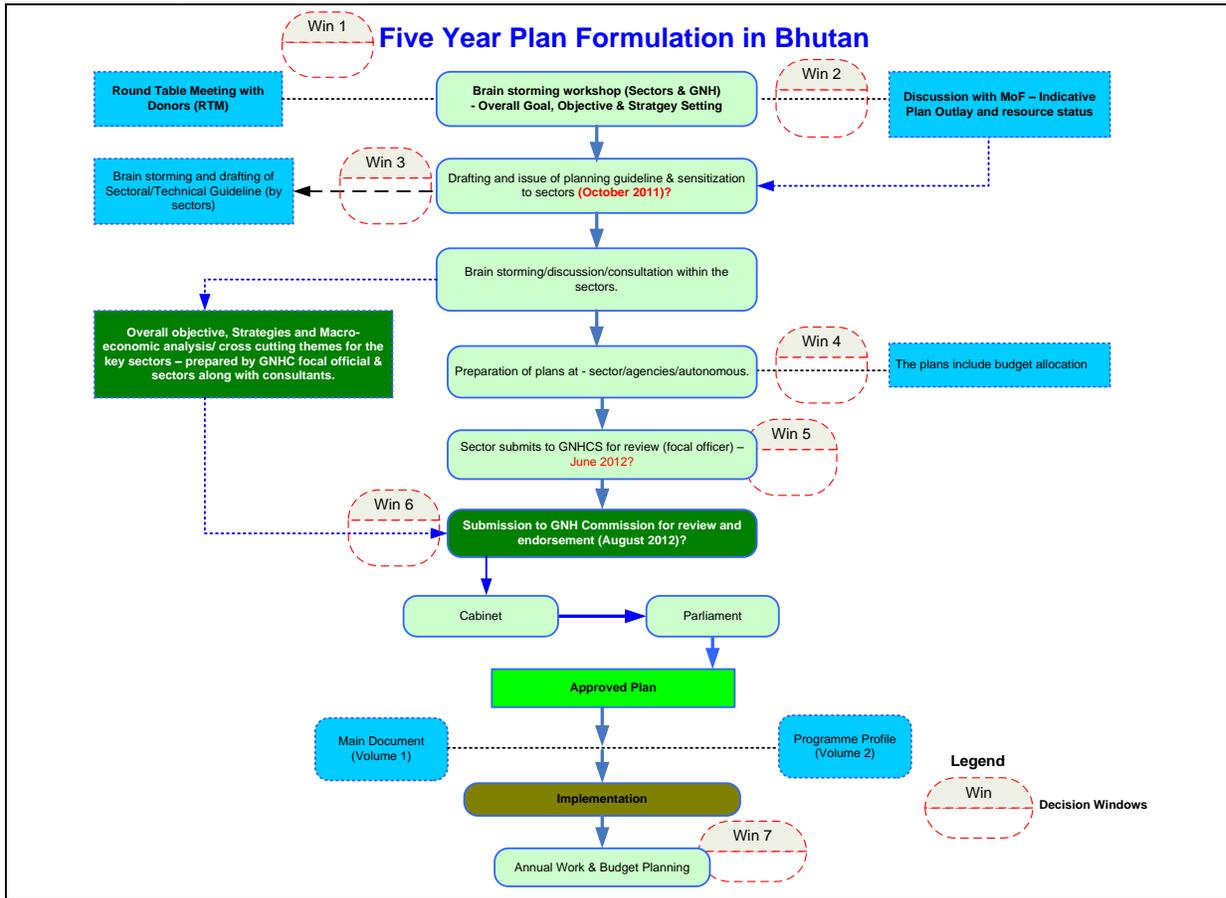
Window (Name & No.)	Time	Players & their skills	Nature of opportunity for mainstreaming	Potential interventions to utilize opportunities.	Applicable tool?	Help Desk Interventions
Win 1-3: New policy formulation and agenda setting.		Sectors, GNHC, Cabinet, Parliament - Policy analysis; - Planning; - Legal - Professional expertise and experience - Leadership	- Incorporate mainstreaming consideration; - Changing the mindset (E for D); - Identifying ECP linkages to sectoral policy.	- Awareness creation at various levels (From cabinet to sectors) – in identifying sectoral-ECP linkages; - Making business/ economic case demonstrating environmental opportunities as opposed to constraints;	- Policy protocol; - Consultative process	1. Review of the policy concept paper. 2. Review, refine and elaborate policy protocol with specific reference to mainstreaming strategies [Section 5(C)]
Win 4-5: Drafting of Policy Win 11, 12, 13		Multi-sectoral committee & Consultant - Policy analysis; - Planning; - Legal - Professional expertise and experience - Communication & Facilitation skills	- Ensuring integration of Mainstreaming concerns into the draft policy (Through multi-sectoral committee; and discussion with the consultant). - Representation of pro-environment professionals in the multi-sectoral committee.	- Consultation meetings (as part of the committee and with consultant); - Awareness on EM benefits, (tools and methodologies); - Competencies of the sector staff required to address mainstreaming issues (understand trends, assessment of impacts & benefits, identification of opportunities and alternatives of policy options)	- Negotiation & Facilitation; - Environmental Overview; - CBA/MCA - SEA	1. Assist review of ToR for the consultant (Will be required of the sector during discussion of the concept paper – Win 1). 2. Recommend use of appropriate tools. 3. Sensitization of multi-sectoral committee. 4. Assist sectors in developing sector specific information/ training with respect to ECP (key sustainability issues, alternatives and opportunities).
Win 6, 7, 8, 9 & 10: Draft policy submitted to GNHCS		GNHCS/RUB & Sector concern - Policy analysis; - Planning; - Professional expertise and experience - Research skills - Leadership	- Ensuring mainstreaming opportunities & concerns. - Identifying alternatives – options/ mitigation measures (GNH Gaps)	- Review through consultative meetings. - Competencies of the staff required to address mainstreaming issues	- GNH Screening tool & policy protocol.	5. Review and finetune GNH screening tool in collaboration with key SH (CBS, NSB, NEC). 6. Awareness to commission members (Status of EM initiatives).

3.2 Plan development process

The current planning process and framework in Bhutan offers a lot of opportunities for integrating environmental concerns into the development planning right from the formulation to the implementation. Therefore, the plan formulation stage has been identified as one of the most critical stages for the entire mainstreaming process.

The figure below presents the critical decision windows for ECP mainstreaming in the planning process.

Figure 3: Five-year plan formulation in Bhutan (focusing at central level) indicating ECP mainstreaming decision windows.



The table below highlights the key players, opportunities for mainstreaming, the potential interventions and the applicable tools under each of the decision windows in the plan formulation process.

Table 3: Decision Windows for the various stages of plan formulation in Bhutan

Window (Name & No.)	Time	Players & their skills	Nature of opportunity for mainstreaming	Potential interventions to utilize opportunities.	Applicable tool?	Help Desk Interventions
Win 1: Awareness		PPDs, GNHC Focal Points If possible and applicable include local government	- Create awareness	a. two/three workshops presentations on environment as a resource for development b. example cases or practices in Bhutan c. train the PPD officials on ECP	Training Workshop National Planning Guidelines RBM framework	1. To do ‘a’ and ‘c’ 2. Suggest sector to do case studies during workshops
Win 2: Brain storming		Sectoral focal points including PPDs (Chief & Mid level officers),GNHC focal official, Finance	- Dialogue - Briefings -	a. include presentation on environment as a resource for development (sector wise) and integration of cross cutting issues by Environmental Units within sectors b. GNHC to write to sectors to prepare a position paper on block C.	Planning guidelines (indicators, targets, outputs and results)	Educate and present to the PPDs , consultation and facilitation
Win 3: Drafting Planning Guidelines		GNHC (Lead),All sectors	- Inclusion of ECP concerns into planning guidelines	a. Develop a rough sketch/format which can include IA building block C and discuss internally within GNHC.	ECP guidelines Past planning guidelines Planning tools	Share expertise and knowledge
Win 4: Integration of ESD Outcomes into Plans/ Programs/ activities		Sectoral Focal Officers, PPDs,Division Chiefs***	Cross-check Integration	Workshops Awareness Sectoral consultation	ESD RBM Planning guidelines Mainstreaming guidelines.	Support to consultations Expertise and knowledge

Window (Name & No.)	Time	Players & their skills	Nature of opportunity for mainstreaming	Potential interventions to utilize opportunities.	Applicable tool?	Help Desk Interventions
Win 5: Review of Sectoral Plans		PMCD Focal officer Sectoral focal Officer***	Cross check Integrate Identify areas of concern (SEA)	Awareness Consultation /negotiation SEA	RBM SEA Guidelines	Identify where SEA needs to be done Consultations and awareness
Win 6: Submission to GNH Commission		GNH commission Members	Presentation of 30 min to GNHC Members – - Env for. development - definition/ Mandates	Awareness Consultations Mandates	Presentation (study, data etc.) Mandates	Support to present NEC and GNHC
Win 7: Annual Work Plan and Budget Preparation		Sector PPD and Finance officers, DNB focal points, and GNHC Officer	Discuss and write to DNB, Sectoral Finance Officers on this matter.	Awareness Capacity Building	Consultation Meeting PEER	Same as in the local planning

4. SWOT analysis of the Help Desk Concept Note and development of action plan for implementation.

The idea for the formation of a ECP Mainstreaming Help Desk was conceived during the formulation stage of the Joint Support programme. The rationale behind this was while the principle of ECP mainstreaming is straightforward; its implementation is multi-faceted and complex, involving awareness-raising, new tools, and modification to existing procedures—across all sectors and levels of government. While centrally defined procedures can mandate mainstreaming requirements in plan and policy making, it is recognized that the successful implementation of mainstreaming in Bhutan requires that there be expert assistance and advice available to all agencies until they have developed their own capacities for ECP Mainstreaming.

The JSP Steering recognized that a Help-Desk facility is appropriate to strengthen ECP mainstreaming tasks and therefore, endorsed its formation in the 1st steering committee meeting in January 2010, with the understanding that the TA support for capacity building of its members will be provided through AusAid in conjunction with JSP. The formation of the Help Desk was initiated towards 3rd qtr. of 2010 with members representing from the current JSP PMG, with additional members from Research & Evaluation Division of GNHC. The capacity building of the members commenced in January 2011 in Bhutan, with a 2nd series in Australia from February & March 2011.

The 3rd steering committee meeting in April 2011 mandated a clear ToR for the operation and additional resource requirement of Help Desk facility from JSP. The group therefore, deliberated on the roles and responsibilities, and the mandate of the help desk facility using the SWOT analysis. The result of the analysis is presented in the table 4 below. Based on the analysis and the ECP mainstreaming opportunities presented through the policy and five-year plan formulation, a detailed implementation plan was prepared as part of this workshop. The plan is presented in Table 5. The detailed concept note for the help desk operation and facilitation has been also prepared and will be submitted separately for JSP PSC's endorsement.

Table 4: SWOT Analysis of operation of a Help Desk for ECP Mainstreaming.

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Committed group 2. Members from relevant agencies (NEC/GNHC) 3. Well trained 4. Good awareness of Mainstreaming 5. If successful, it will do itself out of business; 6. Recognition of the need for mainstreaming because of clear linkages. 7. Enabling policy/planning process; 8. Strong coordination 	<ol style="list-style-type: none"> 1. Lack of experience of help desk function; 2. Over burdened with additional responsibilities 3. Outside of core business 4. No administrative support 5. No direct chain of command above 6. Not embedded within the proper structure of JSP 7. Continuity of members (because of transfer/). 8. No support staff & Budget. 9. Needs to be backed up by guideline.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Political will 2. High level institutional support. 3. To embed in the national ECP programme (JSP); 4. To adopt the model of ECB – in training members outside of Help Desk 5. Budget 6. New potential donors 7. Tap into professional personal commitment to GNH. 	<ol style="list-style-type: none"> 1. High level resistance from central sectors because of turf protection 2. Overload of mainstreaming & Fatigue 3. LG will indicate no time or capacity 4. Existing process highly demanding 5. No professional support staff & Budget. 6. Donor concurrence 7. Disinterest

Table 5: Detailed action plan for the operation of ECP Help Desk facility

Outcome	Output	Activity	Indicator	Baseline	Target
Outcome 1: ECP issues mainstreamed in central government plan-making making.	Key officials have a clearer understanding of ECP mainstreaming concepts and tools. Indicators: No. of officers aware of ECP issues. Baseline: 0 Target: PPD/GNHCS/JSP Focal officials/Commission Members.	<ol style="list-style-type: none"> 1. Assessment of the central planning process to identify opportunities and interventions required for mainstreaming. 2. Conduct workshops on ECPM for PPD officials and others. 3. Awareness creation at various levels (From cabinet to sectors) – in identifying sectoral-ECP linkages; 4. Conduct training on ECP for PPD officials and others. 5. Make presentation on ECP related topics/mandates to GNHC and NEC meetings, and other important forum (COS, Dzongdag conference). 6. Training workshops for the Help Desk Members. 	<ol style="list-style-type: none"> 1. No. of workshops conducted; 2. No. of officials trained; 3. No. of presentations made. 	1. 0	<ol style="list-style-type: none"> 1. 3 workshops conducted. 2. 100 officers trained.
	Sector plans/programs and ToR revised to include ECP issues. Indicators: No. of plans/programmes/ToR reviewed to integrate ECP issues. Baseline: 0 Target: 20	<ol style="list-style-type: none"> 1. Review ToRs from ECP perspective wherever possible. 2. Identify and recommend studies to demonstrate positive development and ECP linkages; 3. Engage, discuss and consult with sectors on integration of ECP issues into sectoral plans and program (during plan formulation, review and budget discussion). 	<ol style="list-style-type: none"> 1. No. of studies identified and recommended; 2. No. of ToR reviewed. 	0	<ol style="list-style-type: none"> 1. 10 2. 20
	ECP related courses/modules introduced into In-country training institutions.	<ol style="list-style-type: none"> 1. Assist in integrating ECP mainstreaming into the curriculum of In-country training institutions as identified in the JSP. 	<ol style="list-style-type: none"> 1. No. of consultations/discussions held with training institutions. 2. No. of participants attending ECP awareness 	1.	

Outcome	Output	Activity	Indicator	Baseline	Target
			programs/ trainings.		
	List of programs/projects identified. Indicator: No. of assessments conducted.	1. Identify and recommend programs/policies where SEA or other tools may be applied.	1. No. of programs/projects identified and recommended for assessment.	1. 2 SEAs conducted.	
Outcome 2: ECP issues mainstreamed in central government policy	Opportunities and interventions/alternatives identified within the policy protocol and process. Indicator: No. of interventions identified.	1. Assessment of the policy process and protocol to identify opportunities and interventions required for ECP mainstreaming. 2. Encourage sectors to prepare a paper to identify ECP issues related to their sector. 3. Review ToRs from ECP perspective wherever possible. 4. Review of the policy concept paper. 5. Review of the draft policy.	1. No. of assessment conducted; 2. No. of consultations held with the sectors; 3. No. of ToR, concept paper and polices reviewed.	1. 0	
	Key officials have a clearer understanding of ECP mainstreaming concepts and tools. Indicator: No. of officials aware of ECP issues.	1. Conduct workshops on ECPM for PPD officials and others. 2. Awareness creation at various levels (From cabinet to sectors) – in identifying sectoral-ECP linkages; 3. Conduct training on ECP for PPD officials and others.	1. No. of workshops and trainings conducted; 2. No. of officials trained and sensitized;	0	
	Screening tool reviewed from ECP perspective. Indicator: Baseline: Target	1. Review and fine-tune GNH screening tool in collaboration with key SH (CBS, NSB, NEC).(activity reflected under JSP as CBS activity)	1. Review workshop conducted.		
Outcome 3: ECP issues mainstreamed in local government plans/programs	Key LG officials have a clearer understanding of ECP mainstreaming concepts and tools.	4. Conduct workshops on ECPM for LG officials and others. 5. Awareness creation at all levels – in identifying sectoral-ECP linkages;	1. No. of workshops and trainings conducted; 2. No. of officials trained and		

Outcome	Output	Activity	Indicator	Baseline	Target
	<p>Indicator: No. of Officials aware of ECP issues at the local level.</p>	<ol style="list-style-type: none"> 6. Conduct training on ECP for LG officials and others. 7. To negotiate/facilitate with Responsible Party to include ECP Mainstreaming requirements into the CD action plan (to access CD grants). 8. Training workshop for the Help Desk members to facilitate local level capacity building. 	<p>sensitized;</p>		
	<p>Studies and demonstration projects identified and recommended for implementation.</p> <p>Indicator: recommended studies and demonstration projects accepted and implemented by the sectors.</p>	<ol style="list-style-type: none"> 1. Identify and recommend pilot projects which demonstrate positive links between development and ECP. 2. Assist in conducting a study on the possibility/relevance for the inclusion of Environment as one of the parameter in the RAF. 	<ol style="list-style-type: none"> 1. No. of pilot projects identified. 2. No. of studies identified and recommended. 		

5. Review of Policy Protocol from ECP perspective.

As highlighted in the earlier sections of this report, all public policies in Bhutan will have to follow the policy protocol prior to formulation and approval. The policy protocol is designed to orient any policy decisions towards GNH values.

The group reviewed the existing policy protocol and recommended the inclusion of the following ECP issues:

- Contribution to national goals, principles and international commitment: the policy proponent will have to demonstrate how their proposed policy contributes to the key national goals, such as maintenance of 60% of land under forest cover in perpetuity. Further the policy proponent will also have to demonstrate that their proposed policy does not contradict, but contributes to the realization of international commitment that Bhutan has made (such as commitment made to remain carbon neutral);
- Identification of key sustainability issues within the policy and possible remedial and mainstreaming measures to address these sustainability issues and key environmental pressures;
- Opportunities for sustainable use of natural resources.

6. In conclusion

As a way forward, the following recommendations were adopted from this training workshop:

- 6.1 The Help Desk will record the policy and plan making process – both at the national and local level, and present/circulate to PMG and to the JSP PSC.
- 6.2 The group will refine the help desk concept note before submission to JSP PCS for endorsement and budget approval (with a clear work plan and Budget).
- 6.3 The group will further review the Policy Protocol for final comments prior to submission to GNH Commission.
- 6.4 The 4th series of help desk workshop is **proposed in August 2011**. This workshop will involve training of other sector officials by the help desk members (participants will include PPD officials of Ministries, selected GAO, DPO & GNH staff). The help desk members will prepare the workshop agenda and divide the task amongst themselves. There will still be support of TA as part of the AusAid program.