

Workshop Proceedings for Developing 'Theory of Change' Kangchenjunga Landscape Conservation and Development Initiative

18–20 February 2015, Hotel View Bhrikuti, Kathmandu, Nepal

Organized by
International Centre for Integrated Mountain Development (ICIMOD)



Austrian
Development Agency



About ICIMOD

The International Centre for Integrated Mountain Development, ICIMOD, is a regional knowledge development and learning centre serving the eight regional member countries of the Hindu Kush Himalayas – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan – and based in Kathmandu, Nepal. Globalisation and climate change have an increasing influence on the stability of fragile mountain ecosystems and the livelihoods of mountain people. ICIMOD aims to assist mountain people to understand these changes, adapt to them, and make the most of new opportunities, while addressing upstream-downstream issues. We support regional transboundary programmes through partnership with regional partner institutions, facilitate the exchange of experience, and serve as a regional knowledge hub. We strengthen networking among regional and global centres of excellence. Overall, we are working to develop an economically and environmentally sound mountain ecosystem to improve the living standards of mountain populations and to sustain vital ecosystem services for the billions of people living downstream – now, and for the future.



ICIMOD gratefully acknowledges the support of its core donors:
the Governments of Afghanistan, Australia, Austria, Bangladesh, Bhutan,
China, India, Myanmar, Nepal, Norway, Pakistan, Switzerland, and
the United Kingdom.

Internal Report

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Published by

International Centre for Integrated Mountain Development
GPO Box 3226, Kathmandu, Nepal

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Citation: ICIMOD (2015) *Workshop Proceedings for Developing 'Theory of Change' Kangchenjunga Landscape Conservation and Development Initiative, 18-20 February, 2015*. Kathmandu, ICIMOD

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Acronyms and Abbreviations

DPO	Director Programme Operation
GBPIHED	G B Pant Institute of Himalayan Environment and Development
ICIMOD	International Centre for Integrated Mountain Development
KL	Kangchenjunga Landscape
KLCDI	Kangchenjunga Landscape Conservation and Development Initiative
MoFSC	Ministry of Forests and Soil Conservation
PC	Programme Coordinator
RECAST	Research Centre for Applied Science and Technology
RPM	Regional Programme Manager
SPM&E	Strategic Planning, Monitoring and Evaluation
WCD	Wildlife Conservation Division

Background

The Kangchenjunga Landscape Conservation and Development Initiative (KLCDI), a collaborative transboundary programme among the governments of Bhutan, India and Nepal, was launched in 2012. Under the Initiative, the collaborating partner institutions from the three countries with facilitation and support from the International Centre for Integrated Mountain Development (ICIMOD) seek to promote sustainable development and biodiversity conservation in the Kangchenjunga Landscape (KL).

Following the roadmap set in the first regional meeting of the Initiative - held in August 2012 in Gangtok, Sikkim, India - the countries prepared their Feasibility Assessment Reports (FARs) and Conservation and Development Strategies (CDSs) which were synthesized as landscape-level FAR and CDS. Based on these two documents, a Workshop for Developing 'Theory of Change' for KLCDI was organized with the objective presented below.

Workshop objective

The objective of the workshop was to orient relevant KLCDI stakeholders with the Theory of Change and Participatory Impact Pathway Analysis (PIPA) and

- Build capacity of key KLCDI actors on the PIPA process;
- Construct an impact pathway logic for KLCDI;
- Develop an M&E Plan for KLCDI.

The workshop programme and list of participants are annexed as Annexes A and F, respectively.

Day 1: Wednesday, 18 February 2015

Welcome address

After registration, the day began with an Opening Ceremony. Dr Eklabya Sharma, Director Programme Operations, accorded a warm welcome to the participants of the workshop. He started off by providing a synopsis of ICIMOD's Regional Programme on Transboundary Landscapes and explained the uniqueness of each of the seven landscapes. He said, "Transboundary landscape works denote cooperation among the governments of participating countries, donors and local communities."

He then referred to the country and regional FARs as good quality documents that were prepared by referring about 800 references on conservation and development. He congratulated the KLCDI's country and ICIMOD teams on their good work. His welcome address also noted the IPCC's claim of the Hindu Kush Himalaya as a data deficit region and underscored the need to improve the status.

In his address he also underlined the need to improve social and economic well being of local communities in the KL vis-à-vis improvement of ecosystem structure and functions. In light of this, he suggested that the workshop give due consideration to designing interventions that will capacitate the local communities in the landscape to achieve both conservation and development goals. In the same vein, he underscored the need to design interventions to generate new knowledge through piloting and long-term environmental and socio-ecological monitoring; sharing the knowledge thus produced among the different stakeholders across the landscape. He also viewed Regional Cooperation as very critical not only for sharing experiences and good practices among the countries, but also for solving transboundary development and conservation challenges as well. He noted that it is critical for the governments in the landscape to assume ownership of the KLCDI.

His address also underlined the need to recognize the approach of first piloting good practices and approaches to tackle conservation and development challenges and scaling out/up of the successful practices. He acknowledged the support of Austrian Development Agency and GIZ for the KLCDI. He viewed that the venue of the workshop

is so serene that participants will be able to focus on their tasks and ended his address wishing the workshop a success.

Transboundary Landscape Initiative of ICIMOD

Dr Rajan Kotru, Programme Manager, Transboundary Landscape Programme, briefed the participants about ICIMOD's Transboundary Landscape Programme and explained the significance of KLCDI. The rationale for the Transboundary Landscapes presented included (i) HKH is a data deficit area and representativeness and comparability of data need to be improved; (ii) management of ecosystem functions and processes require improvement; (iii) dealing with challenges related to climate, poverty, equity and natural resource governance call for transboundary approaches and cooperation; (iv) conservation of threatened species require management of contiguous transboundary habitats; (v) south-south cooperation required for translating both the Strategic Plan for 2011-2020 of the Convention on Biological Diversity and the Climate Action Plans; and (vi) upstream-downstream linkage is required to ensure flow of ecosystems services from producers to consumers/investors and mitigate natural disasters.

Implying more reason for transboundary landscape approach, he also quoted the following from the Voices from Global Landscapes Forum - *Climate Summit*:

- "The science for landscapes is clear, *the economics* compelling. How you integrate this into your countries' vision for the future is exactly what is at stake here and in Paris."
- "Human rights, food security, equity, health, and gender are the most important issues to be addressed when undertaking a landscape approach."
- "The time has come for the landscapes approach and for us all to work together. *Landscape approaches resonate well* with Indigenous Peoples; it is how they conserve land, water, and resources."

Then he presented experiences of the Kailash Sacred Landscape Conservation and Development Initiative (KSLCDI) being implemented by China, India and Nepal. He stated that the overall 20-year goal of the landscape is protection, sustainable use and development of its resources by the local communities for improving their livelihoods and ecosystems management. The entry points for implementation of the initiative were (i) innovative livelihoods covering value chain and heritage tourism; (ii) ecosystem management; (iii) access and benefit sharing; (iv) long-term conservation and monitoring; and (v) regional cooperation.

Some of the ground-level challenges faced by the Initiative were presented as (i) changing traditional natural resource management practices; (ii) mounting pressure on rangelands (e.g. resource extraction – *yarshagumbu/Cordyceps sinensis*); (iii) subsistence livelihood; (iv) out-migration; (v) pressure on rural economy (*markets*); (vi) lack of human resources and short annual working season; (vii) institutionalizing sustainability aspects; (viii) development outreach and others.

The presentation also highlighted the implementation mechanism; it was said that at the regional level donor, ICIMOD and Steering Committee support the implementation of the Initiative, while at the country level National Coordination Committee, Ministries, Advisory Committees render the support. Civil Society Organizations, State governments and Local community institutions were involved in the implementation.

He also presented that in order to produce outcomes the following are necessary: (i) setting up transboundary value chains (*Indian Butter Tree, Honey, Responsible Tourism Guidelines*) (ii) bringing communication technologies to remote and poor farmers (*Reuters Market Light*); (iii) operationalizing practical frameworks (*Linking value chains to sustained ecosystem management and logic of long term environment monitoring*); (iv) enhancing community resilience (*springshed conservation*); (v) enhancing cross-border community exchange and markets (*transboundary market festivals and good practice sharing*); (vi) establishing regional knowledge forums (*promoting CBD Agenda and Nagoya Protocol*); (vii) supporting policy framing with learning from the ground (*ABS Bill, Non Timber Forest Products Policy, Pilgrimage Tourism*); and (ix) global profiling at *UNFCCC-Global Landscapes Forum, World Mountain Forum, Intergovernmental Platform on Biodiversity and Ecosystem Services*.

The presentation underlined that (i) building rationale of transboundary landscape approach is an organic process (*Country Ownership*), but works; (ii) equitable level of information and understanding, transparent norms and processes, and two-way engagement for mutual benefits (*Communication Matters*); (iii) building on local community and ecosystem priorities linked to national conservation and development strategies is possible (*Community, Conservation and Culture*); (iv) leveraging of public and private resources for supporting interventions has good potential (*Transboundary Markets*); and (v) mentorship from micro to intermediate levels of governance of policymaking and practices has good scope (*Institutions*).

The presentation confirmed that more work needs to be done in terms of (i) manifestation of livelihoods and integrated ecosystem management interface across borders (*Practice*); (ii) common institutional interface at landscape level linking PNRMs/Long Term Monitoring methodologies with interventions and investments for conservation and development (*Governance*); (iii) long term regional knowledge/learning/sharing platforms and networks having transboundary ownership of policy-decision-making and global outreach (*Policies and Strategies*); and (iv) testing innovations (e.g. REDD+; Value Chains-Private sector; at transboundary scale).

Remarks from Bhutan

Namgay Bidha, Forestry Officer and KLCDI-Bhutan Coordinator, Wildlife Conservation Division, Department of Forest and Park Services, made a brief remark on behalf of Bhutanese participants. She informed the workshop that the team members attending the workshop are from the field level and the workshop is relevant to them since they will be implementing the field activities. She then mentioned that Bhutan carried out stakeholder consultations during the process of preparing their country FAR, CDS and implementation plan. She noted that the workshop being of a new kind will be beneficial to the Bhutan team who wishes to interact with other participants and learn from it. She concluded her remarks by wishing the workshop a success.

Remarks from India

Dr. HK Badola, Scientist 'F' & In-charge, Sikkim Unit, GB Pant Institute of Himalayan Environment and Development, made a remark on behalf of Indian participants. He first conveyed greetings from the Director of his organization. He said that the Theory of Change is relatively new terms and it sounds very important for KLCDI Indian team to know about the impact pathways. He mentioned that their team, comprising of members from the government and non-governmental organizations, worked together to prepare their country FAR and CDS and appreciated ICIMOD's support in this endeavour. He noted their capacity and limitation and hoped that the workshop will be helpful for them to prepare their implementation plan. He concluded his remark wishing the workshop a success.

Remarks from Nepal

In his remarks, KP Acharya, Joint Secretary, Ministry of Forests and Soil Conservation, recollected that KLCDI started almost 3 years ago with the first regional consultation in Sikkim. He said that then it was not sure how the initiative would advance and turn out. He expressed his delight over the Initiative having come to the concluding stage of preparatory phase. He mentioned that Nepal has conducted a National Coordination Committee meeting recently which mandated the KL Nepal team to complete an implementation plan. He hoped that the team will receive technical inputs from the workshop to bring all the documents of the preparatory phase to their final shapes. He did refer to the priority activities discussed in the Pokhara workshop which he said would be used by the Nepal team to design piloting activities and showcasing good practices in Nepal for scaling up and scaling out at national and international levels.

Remark from Manfred Seebauer, GIZ

Manfred Seebauer, Chief Technical Advisor, GIZ in his remark summarized the results that need to be achieved for GIZ's funding. He presented the core problem to be addressed, objective to be achieved, outputs to be produced

and indicators for measuring the results. He presented four indicators as (i) biodiversity corridors, based on an integrated ecosystem and livelihood approach have been established; (ii) 60% of the communities and relevant institutions have adopted approaches for ecosystem management and nature conservation; (iii) 25% of the households have added 10% to their income through local value chains; and (iv) the partner organisations have each met 70% of the indicators in terms of the objectives and the results with regard to livelihoods and the state of the ecosystems.

KLCDI: highlights of the process and outputs from preparatory phase

Dr Nakul Chettri, Initiative Coordinator, KLCDI presented highlights of the process and outputs from preparatory phase of KL. He recalled the decisions and the processes that led to successful completion of the preparatory phase of the Initiative. He said that Phase I of the Initiative led to conceptualization of the preparatory process, field consultations, preparation country and regional FARs and CDSs, RCF, and implementation plan. He mentioned that Phase II will focus on developing a sustainability and exit strategy.

Then the participants introduced themselves and the opening session closed for group photograph and refreshment.

Session: Linking to the bigger picture

Farid Ahmed, Head, Strategic Planning, Monitoring & Evaluation (SPME) Unit, ICIMOD presented overviews of ICIMOD's M&E approach, Theory of Change and Impact Pathways and Transboundary Landscape Results Framework. He mentioned that it is important to:

- Develop shared understanding of the programme vision and strategies;
- Agree on a pathway of change which is realistic and relevant given diverse situations across the region; and
- Develop a clear action plan to incorporate impact pathway analysis in the implementation process.

The presentation on ICIMOD's M&E System covered (i) results framework; (ii) strategic goals & Key Measurement Indicators (KMI)s; (iii) programme outcome indicators; (iv) defining baselines for indicators; (v) Impact Pathways developed for each regional programme; (vi) M&E plans & risk framework; (vii) review & reporting; (viii) evaluation & impact assessments; and (ix) learning, communication & dissemination.

He then explained the role of ICIMOD in linking science to policy and practice. He said that ICIMOD, working with science partners, disseminates scientific knowledge for informed policy formulation and improvement as well as improving the practice at the operational level.

He also presented an overview of partnership that ICIMOD maintains to achieve results in accordance with its logframe. He said that ICIMOD works with development partners from input and activity levels; science and research partners from activity to output levels; strategic partners from output to impact levels; operational partners from activities to impact; and knowledge and networking partners from output to impact level.

The differences between processes, outcomes and impact were explained: processes were to be understood as encompassing inputs, activities and outputs; outcomes are to be understood as manifesting change in behaviour, relationships, networks, capacities, and out-scaling of approaches; impact, usually result of upscaling, was explained as changes in conditions, well-being and others. The differences of sphere of control, sphere of influence and sphere of interest were explained.

The Theory of Change was explained as having a collective vision of where we are going and trying to be explicit about how we get to our collective goal and how an intervention contributes to a chain of results at different result's hierarchy. Participatory approach was said to be necessary for working together to achieve goals, and learn from both successes and failures.

Under Impact Pathway logic model – inputs, activities, outputs, outcomes, impact and partner network maps were explained. Then impact pathway steps – problem analysis, objective analysis, visioning, network maps, outcome

logic, M&E plan – were also explained. Regional programme framework, programme outputs, partner's outputs, goals and development were presented as well.

The presentation was followed by a brief discussion in which it was noted that the works of the KCLDI, if synergized and complimented with the works of other partners and agencies who are working in the same area with similar interventions, would give larger impacts. On the question raised as to how to deal with dynamic situations – for example transfer of field staff in the middle of implementation - it was explained that to deal with uncertainties there must be risk assessment and plan to manage them; there must also be assumptions that there are different actors and factors to influence the situation which have to be reviewed and adjusted.

Session: Partnership for sustainable impact – How partnership helps ICIMOD managing impact?

Naina Shakya, presenting ICIMOD's partnership programme, defined 'partnership' as an on-going working relationship between ICIMOD and its partners. She said that partnership is important for (i) aligning partners towards a shared vision and goal; (ii) delivering impacts through effective program operations; (iii) managing growth and minimizing implementation risks; and (iv) repositioning ICIMOD to better respond to regional needs & priorities.

The typology of partnerships she presented included (i) strategic and policy partners; (ii) implementation partners (operational partners and research partners); (iii) development partners; and (iv) knowledge partners and networks. The presentation showed KCLDI partnership map reflecting different types of partners. Implementation of ICIMOD's partnership programme, she said, involves scoping and building partnerships; strengthening Regional Member Countries engagement; partnership process management; partnership capacity building; and partnership innovation and scaling up.

Key challenges faced by partnership programme are (i) power imbalance (core principle: equity); (ii) lack of transparency/hidden agendas (transparency); and (iii) each partner aiming to win at any cost (mutual benefit).

Session: Problem analysis, objective analysis and visioning for KCLDI

Ghulam Shah, Impact, Monitoring and Evaluation Specialist, ICIMOD, presented the process of problem analysis, objective analysis, visioning, stakeholder analysis (actor mapping), outcome logic and impact logic.

Four groups were formed: three country groups and one regional group for regional issues. The groups were asked to identify (i) three core problems; (ii) causes & sub-causes for each of the core problems identified; and (iii) the effects of the problems identified. The results of group works were presented in plenary and the problems, objectives and visions produced by the groups are annexed as Annex B.

Day 2: Thursday, 19 February 2015

The day started with Farid Ahmed recapping the outputs and processes of day 1.

Session: Knowledge management and communication for outreach and policy influence

Anja Rasmussen, Senior Manager, Knowledge Management and Communication (KMC), ICIMOD, made a presentation on knowledge management and communication for outreach and policy influence. She said, "Knowledge management is creating, capturing, sharing and using the skills and experience we all possess to enhance performance and impact." Communication she said is to be understood as a two-way, dynamic, interactive process between knowledge providers and receivers facilitated by dedicated communication specialists. She said that communication is necessary for building relationship which in turn builds the trust necessary to bridge the gap between knowledge and action for sustainable development. She also emphasized that communication has

to be effective to convey as clearly and accurately the intentions and objectives. It has to be successful to ensure that both the sender and the receiver have the same meaning of the information shared.

The presentation also emphasized the need to have communication strategy with defined purpose and objectives. The implications of failed communication were said to result in ineffectiveness, misunderstanding and conflict among stakeholders, poor performance, delayed task, and ultimate failure in achieving the goals and objectives. The presentation also covered KLCDI KMC approach to knowledge management and communication. Examples of knowledge management tools that can be used at activity, output, outcome and impact levels for KLCDI were given.

Session: Actors mapping, outcome logic and risk management for KLCDI

Ghulam Shah presented the principles and processes of actor mapping, outcome logic and risk management. On actor analysis the gist of his presentation included:

- A number of actors will need to do things differently if the project is to achieve its results conditions/practices
- Institutional capabilities need to improve in terms of changes in their knowledge, attitudes and skills
- Need to describe how individuals and organizations (actors) should act differently to bring about this change
- Assess the perused risks involved for the outcome to happen.

Then four groups – one each on livelihood, ecosystem management, long-term monitoring, and regional cooperation - were formed. The groups were given an outcome each from the draft regional CDS and assigned to identify indicators for their respective outcome, carry out actor mapping, define expected changes, strategies to effect the changes and identify risks as per the format given below:

Actions	Expected output	For what purpose	Who will produce	Who will use it	Main beneficiaries	Engagement strategies	Communication strategies
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The results of the group works were presented in plenary, discussed and finalized, refer Annex C.

Session: Impact logic for KLCDI

Ghulam Shah presented the rationale about impact logic. Then, continuing with the four groups formed previously –livelihood, ecosystem management, long-term monitoring, and regional issues - the groups were assigned to carry out exercises as per the format given below:

Outputs	Actors (next users/ end users)	Expected changes in their conditions or practices	Expected changes in their knowledge, attitude and skills required to support in their practices	Project strategies to bring about these changes	Risk with high potential of occurrence and impacts	Propose risk mitigation strategies
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The group works were presented in plenary, discussed and finalized. The outputs of the group works, except for Group 1, are annexed as Annex D.

Day 3: 20 February 2015

Dr Nakul Chettri, Initiative Coordinator, KLCDI recapped the processes and the outputs of day 2.

Session: Result oriented monitoring and evaluation (ROME) and KLCDI M&E Plan

Lalu M Kandel, Monitoring and Evaluation Analyst, ICIMOD, presented the concept about the topic. She talked about indicators, M&E plan and M&E activity plan. Her presentation also covered the concept about result oriented monitoring and evaluation, indicators and result based M&E plan. The presentation also explained the difference between monitoring and evaluation. She explained the steps involved in the result oriented monitoring and evaluation along with the concept about result oriented monitoring and evaluation and hierarchy of needs; logical

links between activities, outputs and outcomes and pointed out the need to define indicators for measuring outputs and outcomes pointed out; it was said that the indicators need to be specific, measurable, achievable, relevant and time bound (SMART). The need to collect data for result oriented monitoring and evaluation was emphasized. The difference between qualitative and quantitative indicators was explained. The impact and outcomes defined in the draft regional CDS were presented.

Session: KLCDI indicators

The four groups formed previously were assigned the task of preparing outcome indicators as per the format given below:

Outputs	Actors (next users/ end users)	Expected changes in their conditions or practices	Expected changes in their knowledge, attitude and skills required to support in their practices	Project strategies to bring about these changes	Indicators
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The results of the group works were presented in plenary and discussed, which are annexed as Annex D.

Session: KLCDI M&E plan

Then the same groups were assigned the task of preparing M& E Plan following the format given below:

Result	Indicator	Definition
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The outputs of the groups were presented in plenary followed by a brief discussion on the need to identify thematic issues for the countries to work jointly across the landscape, as well as to consider constituting issue and demand based relevant task forces at national level. On the whole it was noted that while making plans, already existing plans of relevant line agencies must be complemented and the community and existing line agencies must be involved in the process of preparation of plans. The outcome of the group works are annexed as Annex E.

The session on KLCDI M&E activity plan could not be covered because of lack of time.

Concluding Session

Ghulam Shah conveyed that the outputs from the workshops will be compiled, refined and feedback will be sought from the participants. The KLCDI Theory of Change, Impact Pathway and M&E Plan will be finalized based on the feedback from the participants.

Dr Rajan Kotru, in his closing remark, thanked the participants and ICIMOD colleagues for their hard work as well as congratulated everyone on concluding the workshop successfully. He also thanked the SPM&E Team for their hard work and efforts put in organizing the workshop. He placed on record gratitude to the Director Programme Operations, ICIMOD, for the workshop opening address as well as for his contribution in making the workshop a success. He also conveyed gratitude to donors (GIZ) for sharing useful information which he said will be given due consideration while finalizing Theory of Change and Impact Pathway for KLCDI. He expressed special gratitude to the Ministry of Forests and Soil Conservation, Government of Nepal for its support to the workshop as well as for taking ownership of the landscape programme. On another note, he emphasized the need to have a common understanding among the partners involved in KLCDI of the programme and reminded the partners to reflect what happens if we don't do it – donors don't give money. He said that the themes the groups worked on during the workshop will form the areas of interventions in KLCDI within which activities will be planned and implemented and outcomes will be produced. He hoped that KLCDI country partners will find the intervention areas useful and declared the workshop closed.

Annex A: Programme Outline

Day 1: Wednesday, 18 February 2015		
08:30–09:00	Registration	ICIMOD
09:00–10:00	Opening session:	
	Welcome remarks	Dr Eklabya Sharma, DPO, ICIMOD
	Transboundary Landscape initiative of ICIMOD and its significance to KL	Dr Rajan Kotru, RPM, ICIMOD
	Remarks from Bhutan	Namgay Bidha, WCD, Bhutan
	Remarks from India	Dr HK Badola, GBPIHED, India
	Remarks from Nepal	KP Acharya, MoFSC, Nepal
	KLCDI: highlights of the process and outputs from preparatory phase of KL	Dr Nakul Chettri, PC, ICIMOD
	Participant introductions	
10:00–10:30	Photo session and refreshments	
10:30–11:00	Linking to the bigger picture Overview of ICIMOD's M&E approach Overview of Transboundary Landscape Results Framework (Plenary presentation and discussion)	Farid Ahmad, Head, SPM&E, ICIMOD
11:00–11:30	Theory of Change and Impact Pathways (Plenary presentation and discussion)	GM Shah, SPM&E, ICIMOD
11:30–13:00	Problem analysis for KLCDI Group work	Facilitated by GM Shah
13:00–14:00	Lunch	
14:00–14:45	Problem analysis for KLCDI Group work continues	Facilitated by GM Shah
14:45–15:45	Objective analysis for KLCDI	Facilitated by GM Shah
15:45–16:15	Visioning exercise Group exercise	Facilitated by GM Shah
16:15–16:45	Presentation of Problem analysis, Objective analysis and visioning for KLCDI Plenary presentation and discussion	Facilitated by GM Shah
16:45–17:00	Wrap up and way forward	Farid Ahmad

Day 2: Thursday, 19 February 2015

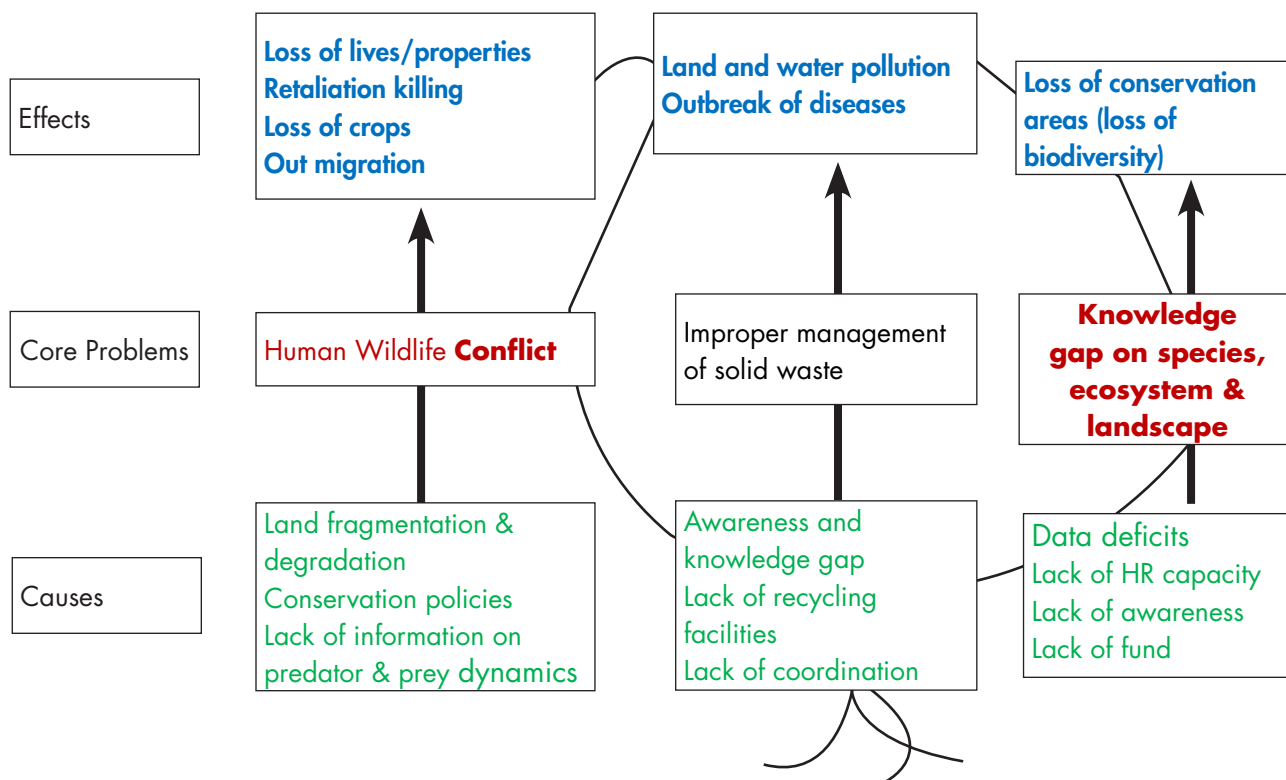
09:00–09:15	Recap of Day 1	Farid Ahmad
09:15–10:45	Actors mapping for KLCDI Plenary presentation followed by group work	Facilitated by GM Shah
10:45–11:00	Tea break	
11:00–11:45	Actors mapping for KLCDI Plenary presentation and discussion	Facilitated by GM Shah
11:45–12:15	Outcome logic and risks assessment	GM Shah
12:15–13:00	Outcome logic and risks assessment Group exercise	Facilitated by GM Shah
13:00–14:00	Lunch	
14:00–15:00	Continue with group exercise	
15:00–15:45	KLCDI outcome logic and risks assessment Plenary presentation and discussion	Facilitated by GM Shah
15:45–16:00	Tea break	
16:00–16:15	Impact logic for KLCDI Plenary presentation	GM Shah
16:15–16:45	Impact logic for KLCDI Plenary group exercise and discussion	GM Shah
16:45–17:00	Wrap up and way forward	Farid Ahmad

Day 3: Friday, 20 February 2015

09:00–09:15	Recap of Day 2	Dr Nakul Chettri
09:15–10:00	Results Oriented Monitoring and Evaluation (ROME) and steps to develop this	Lalu M Kandel SPM&E, ICIMOD
10:00–12:00	KLCDI Indicators Group exercise (1 hour 45 minutes) (working tea between 11:00–11:15)	Group nominee to facilitate
12:00–12:30	Presentation of group work	Group nominee
12:30–13:00	KLCDI M&E Plan: presentation and discussion of M&E Plan elements and working format	Lalu Kadel
13:00–13:45	Lunch	
13:45–16:00	KLCDI Results oriented M&E Plan Group exercise (2 hours 15 minutes) (working tea 14:45–15:00)	Group nominee to facilitate
16:00–16:30	Presentation of group work findings and discussion	Group nominee
16:30–17:00	KLCDI M&E activity plan and its importance in KLCDI	Lalu Kadel
17:00–17:30	Concluding Session Way forward Wrap-up and workshop conclusion	GM Shah Dr Rajan Kotru

Annex B

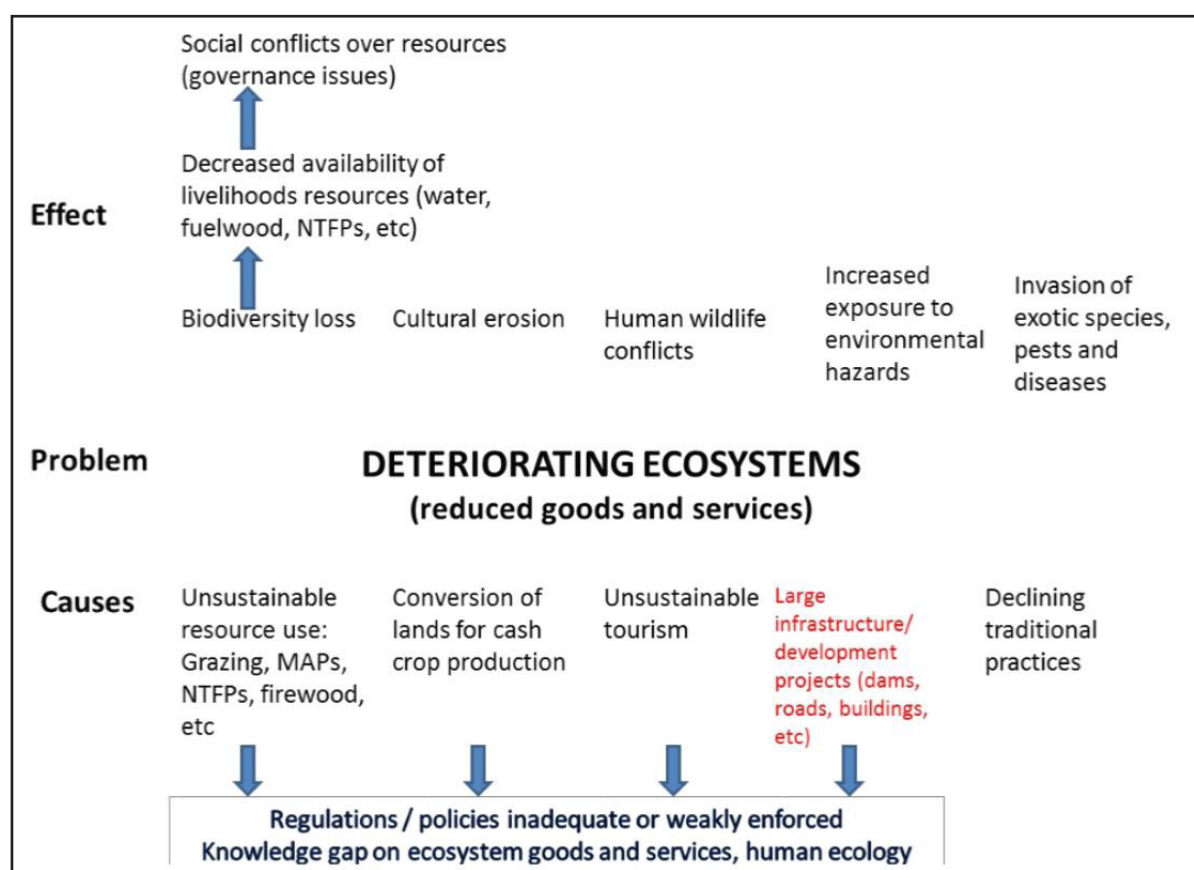
Problem Analysis – BHUTAN

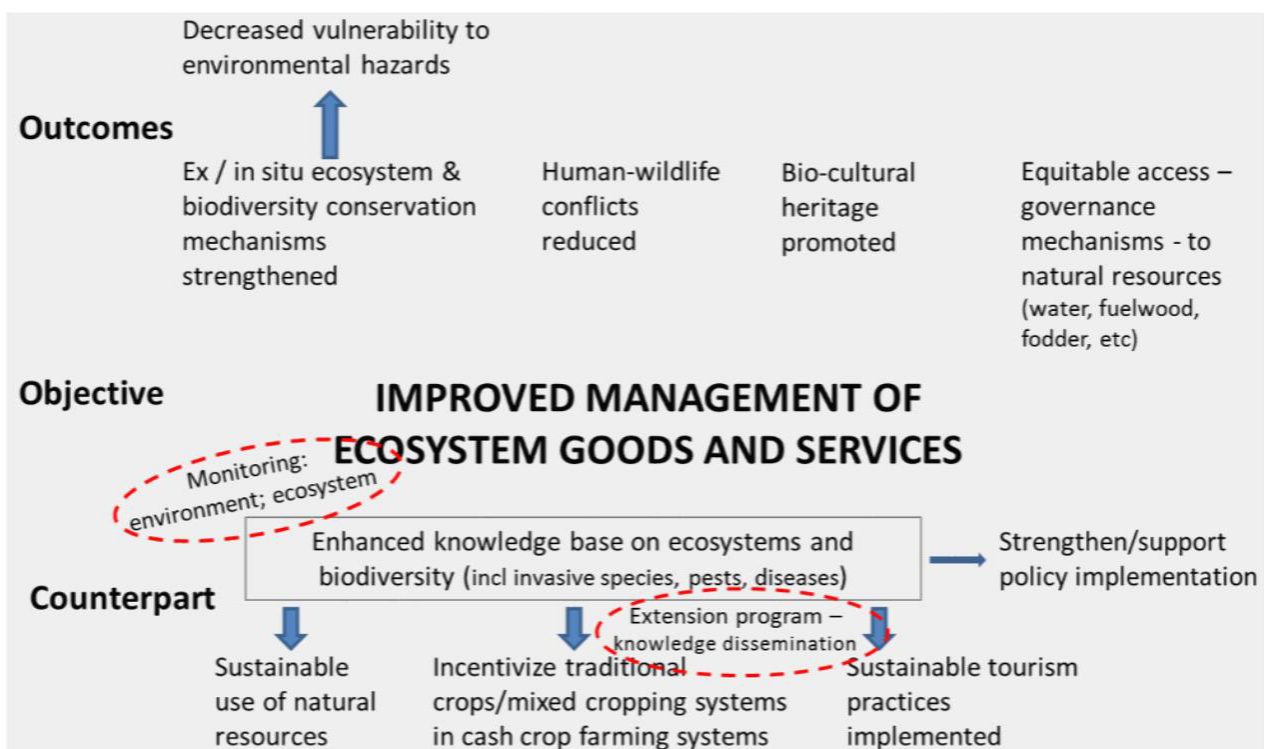
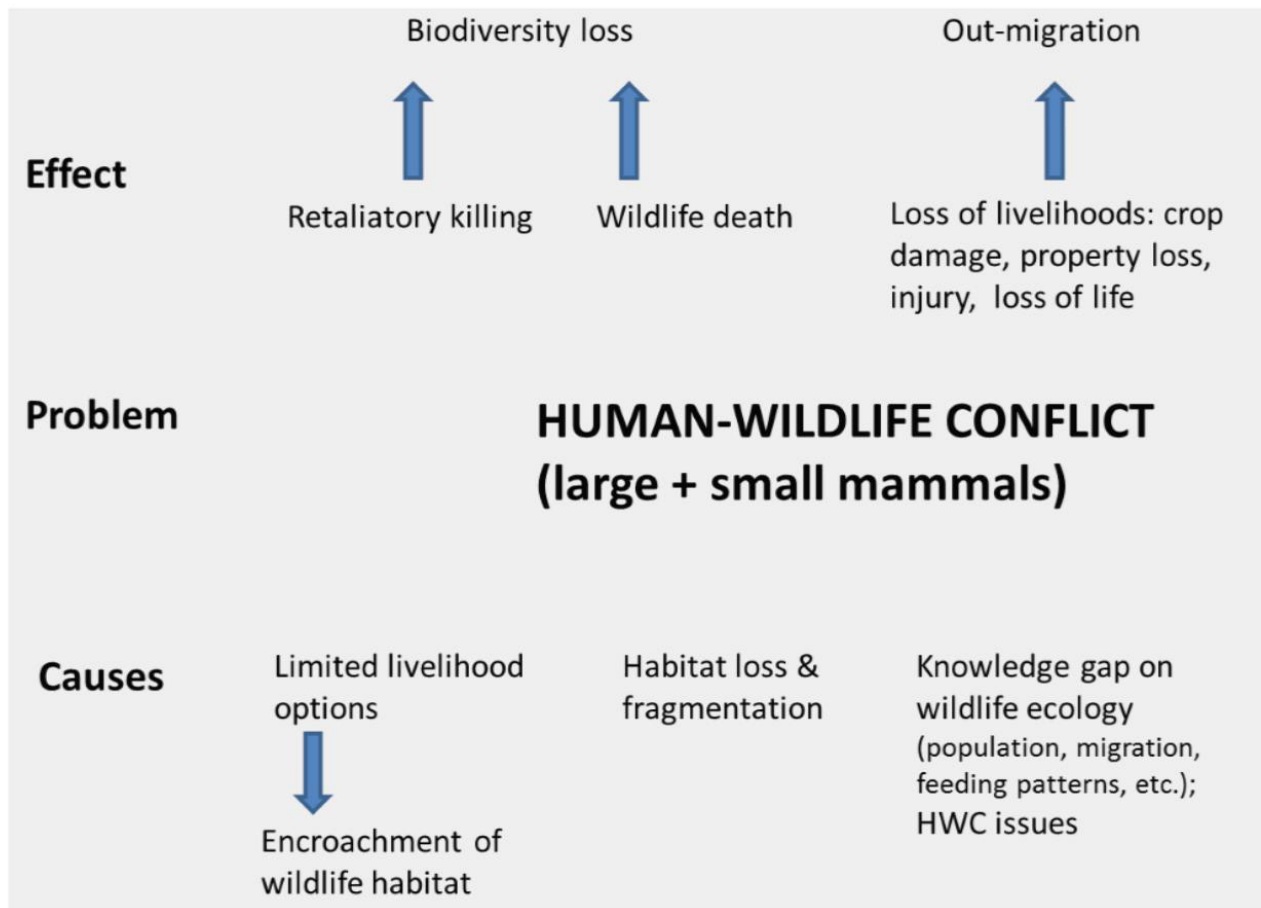


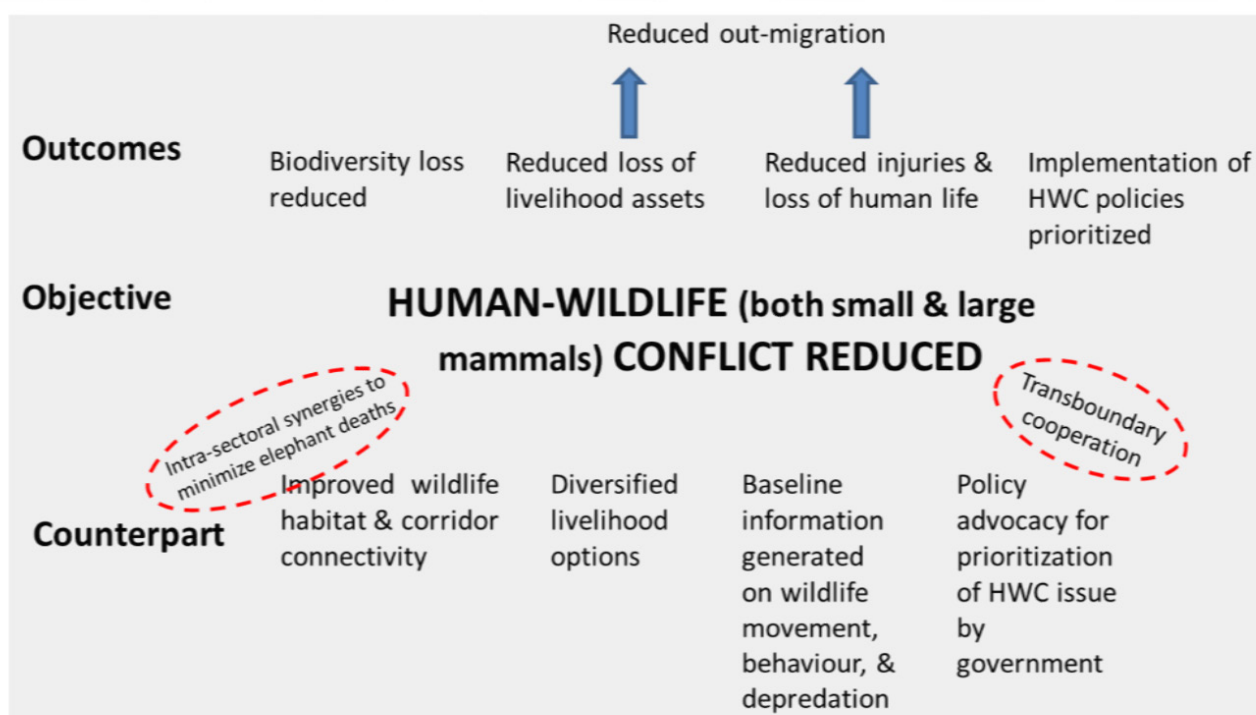
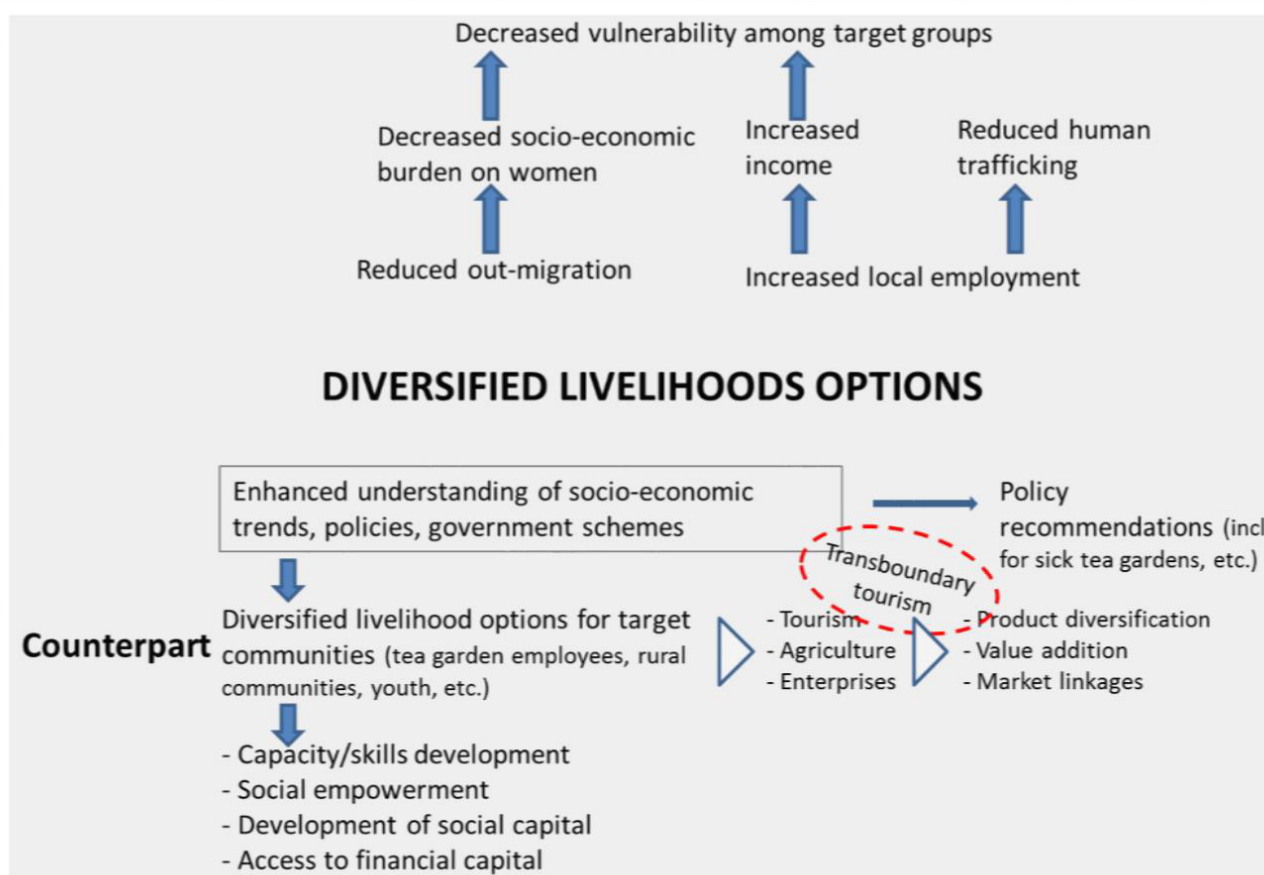
Bhutan: Objectives analysis

Core problems	Objectives	Outputs	Outcomes	Impacts
Knowledge gap on species, ecosystem and landscape	To produce KL baseline data and information for any strategic intervention within KL, Bhutan	Documented social, environmental and economic aspects of KL, Bhutan	Improved scientific database of KL, Bhutan for information sharing among KLCDI member countries	Reliable, comparable and realistic data available on KL, Bhutan
Human Wildlife Conflict	To minimize number of incidence of human wildlife conflict in KL, area, Bhutan	Reduced human wildlife conflict as per the 11th FYP targets	Harmonious co-existence between human and wildlife enhanced	Improve livelihoods of local communities, Improved ecosystem goods and services.
Improper management of solid waste	To improve better management of solid waste in KL, Bhutan	Reduced solid waste in land and river in KL, Bhutan, Strengthened cooperation between solid waste management agencies	Enhanced coordination and management of solid waste in KL, Bhutan	Quality of natural flowing river improved/restored, Minimized land pollution from solid waste in KL, Bhutan, Enhanced better coordination among relevant stakeholders

KL-India







Nepal: Priority problems, causes and effects

1. Inability to exploit tourism potential

Causes

Insufficient infrastructure
Insufficient marketing and promotion (Value Chain Analysis)
Insufficient resources and inadequate management

Effects

Alternative source of livelihoods
Less contribution in conservation (biodiversity cultural heritage)
Increasing out migration

2. Degradation of Mai Pokhari and Surrounding area (only one Ramsar Site in KL)

Causes

Disturbance in watershed area
Change in land use practices
Inadequate resources
Inadequate partnership

Effects

Threat to status of Ramsar Sites
Decrease in water level
Loss of endemic species

3. Human wildlife conflict

Causes

Disturbance in traditional route of wildlife movement (elephant)
Increasing haphazard settlement
Unsustainable herding and farming system

Effects

Retaliatory killing of wildlife
Loss of life and property
Increase in social tension

4. Illegal trade of flora and fauna

Causes

Insufficient check points
Complex regulatory mechanism
Insufficient trans-boundary information exchange
Remoteness of area and poverty

Effects

Loss of endangered species
Loss of revenue
Loss of benefit to the community

Annex C

Group 1: Livelihood group

Actions	Expected output? What we will produce?	For what purpose?	Who will produce? Implementation partners?	Who will use it?	Who are the ultimate beneficiaries? End users?	What will be the engagement strategy to engage the partners?	Communication strategies for engagement with partners?
<ul style="list-style-type: none"> Improve the existing system of cash crops (production, processing and marketing) 	<ul style="list-style-type: none"> Higher yield and quality of cardamom and ginger Increase the value addition and marketing of products on local level 	<ul style="list-style-type: none"> Higher productivity Improved market linkages and better prices for products to local farmers. 	<ul style="list-style-type: none"> Spices board (India) for cardamom, CDC (Nepal), DoA & DAMC (Bhutan), NCDC (Nepal), NGOs, ATMA (Sikkim India), FNCCI (Nepal), SINFED (Sikkim India), PRI (Sikkim), 	<ul style="list-style-type: none"> Farmers Groups & Cooperatives. 	<ul style="list-style-type: none"> Farmers and households Traders, farmers 	<ul style="list-style-type: none"> create platform for exchange between researchers, Department of Agriculture, cooperatives and farmers LoA with DoA + spices board (cardamom) 	
<ul style="list-style-type: none"> Promote community-based eco tourism 	<ul style="list-style-type: none"> development of innovative tourism products for high altitude communities 	<ul style="list-style-type: none"> Remote villages will benefit from tourisms, additional income, More tourists in remote areas 	<ul style="list-style-type: none"> TCB (Bhutan), NGOs (Nepal and India) Tourism departments (gov), travel agencies 	<ul style="list-style-type: none"> Tour operators, tourism associations, NGOs protected areas authorities, local administration 	<ul style="list-style-type: none"> Local communities, tour operators 	<ul style="list-style-type: none"> TCB, NGOs (Nepal and India) will be LoA, travel agencies engaged through provision of platforms, awareness of communities through workshops on community level 	<ul style="list-style-type: none"> Awareness of communities,

Group 2: Ecosystem Management

Strategy 2: Strengthen management of PAs, biological corridors and ecosystems within and outside PAs

Actions	Expected Output (What we will produce)	For what purpose?	Who will produce (implementing partners)	Who will use it (next users)	Who are the ultimate beneficiaries? End users	What will be the engagement strategy?	Communication strategies for engagement with partners
<ul style="list-style-type: none"> Strengthen conservation effectiveness of PAs by linking them through biological corridors and implementing community-based conservation plans in them 	<ul style="list-style-type: none"> Identify potential corridors Participatory management plan 	<ul style="list-style-type: none"> For effective conservation of biodiversity Ensure sustainable and equitable use of resource 	<ul style="list-style-type: none"> Min of Forest & Soil Cons Dept Forest Dept of For & Park Services Communities, CBOs/NGOs/ Trad Insts R&D Institutions 	<ul style="list-style-type: none"> Communities Govt agencies PA managers 	<ul style="list-style-type: none"> Local Communities Govt line agencies 	<ul style="list-style-type: none"> Create engagement platform and communicate with stakeholders at different levels Exchange visits Regional consultative meetings 	<ul style="list-style-type: none"> Development of communication materials
<ul style="list-style-type: none"> Enhance scientific knowledge on ecological communities, species, genetic diversity, flora and fauna, ecosystem functions and services, and agro-biodiversity 	<ul style="list-style-type: none"> Assessment/ research reports 	<ul style="list-style-type: none"> Dev of action plans Conservation strategies Knowledge generation 	<ul style="list-style-type: none"> R&D institutions Local community experts 	<ul style="list-style-type: none"> Communities Govt agencies Academic institutions 	<ul style="list-style-type: none"> Policy makers Planners/ managers Academic institutions Communities 	<ul style="list-style-type: none"> Agreements with research partners Capacity building of research partners Development of common agenda 	<ul style="list-style-type: none"> Policy briefs, conferences

Strategy 3: Promote participatory, inclusive and equitable natural resource governance systems

Actions	Expected Output (What we will produce)	For what purpose?	Who will produce (implementing partners)	Who will use it (next users)	Who are the ultimate beneficiaries? End users	What will be the engagement strategy?	Communication strategies for engagement with partners
Promote policies and institutions for community-based adaptive management for NRs (socially and gender inclusive, multi-stakeholder, equity)	<ul style="list-style-type: none"> Appropriate govt. policies/legislations Guidelines for implementation (including identification of political/economic/ technical/social policy implementation challenges/barriers and approaches to overcome/manage) 	<ul style="list-style-type: none"> Socially and gender inclusive, Multi-stakeholder participation Equitable NRM 	<ul style="list-style-type: none"> Govt agencies NGOs/ CBOs/Trad institutions 	<ul style="list-style-type: none"> Local communities NGOs/ CBOs Govt agencies 	<ul style="list-style-type: none"> People on the ground Local organizations/ traditional instructions 	<ul style="list-style-type: none"> Consultation/ orientation meeting/ workshop etc. Lobbying Policy dialogue 	<ul style="list-style-type: none"> Dissemination of information of best practices Media communication

Group 3: Long term environmental monitoring and socio-economic changes

Action 1: Strengthen Collection, Analysis, Management and Sharing Meteorological, Hydrological and Cryospheric Data

Purposes:

- To monitor long-term changes (e.g. climate change)
- To plan program interventions – agriculture, forestry, water management, climate change adaptation

Implementing Partners: Bhutan: MoEA DoE NEC, Nepal: MoSTE DHM, India: MES IMD, *Communities/private sector*

Next users: Ministries, Government line agencies, Academia, I/NGOs

Beneficiaries (End Users): Communities, Researchers/students

Engagement & Communication Strategies: Engagement: LoA, capacity building, workshops, agreements, infrastructure/instruments; Communication: Annual weather reports, Websites, media (print + av); *Landscape level: publications, websites, media, workshops*

Action 2: Operationalize a system of measurement, analysis and documentation of demographic, economic and social changes

Expected output: Realistic, Reliable and Comparable Data:

- Country level
- Landscape level

Purposes:

- To monitor long-term changes in human well-being, gender and social relations, and resource use and management
- To plan program interventions – agriculture, forestry, water management, climate change adaptation

Implementing Partners: Bhutan: NSB, DSO, MoAF, DA DLG BTFEC; Nepal: NPC CBS MoAD MoHP MoCoopPA; India: MSPI, *Research institutes; NGOs*

Next users: Ministries, Government line agencies, academia, I/NGOs

Beneficiaries (End Users): Communities, Researchers/students

Engagement & Communication Strategies: **Engagement:** LoA, capacity building, census/surveys, Communication: publications, websites, media (print + av)

Landscape level: publications, websites, media, workshops

Action 3: Set up a system to measure, analyze and document changes in the structure of different terrestrial and aquatic ecosystems

Expected output:

Realistic, Reliable and Comparable Data:

- Country level
- Landscape level

Regional information system (data storage & dissemination)

Purposes:

- To monitor long-term changes in ecosystems as a result of human interactions, climate change, natural disasters,
- To plan program interventions – agriculture, forestry, water management, climate change adaptation

Implementing Partners: Bhutan: MoEA DoE MoAF NBC DoL DoFPS NEC BTFEC; Nepal: MoFSC MoSTE NBC DoF DPR DNPWC DFRS DSCWM; India: MoEFCC DoF-WB DoF-Sk SMST

Community groups: CFUGs CFUGs JFMCs EDCs BMCs etc

Research institutes UWIEC TU GBPIHED

INGOs: WWF TMI

NGOs: RSPN NTNC ATREE

Next users: Ministries, Government line agencies, Academia, I/NGOs, Global biodiversity platforms (CBD, UNFCCC, IPBES, etc).

Group 4: Regional Transboundary Cooperation

Actions	Expected outputs	For what purpose?	Who will produce?	Who will use it?	Main beneficiaries (End users)	Engagement strategies	Communication strategies
1.Establish transboundary cooperation platform among partner countries	<ul style="list-style-type: none"> Regional networking committee (highly strategic committee that identifies transboundary issues and recommends measures for policy interventions) 	<ul style="list-style-type: none"> Identify/prioritized issues, recommend solutions 	<ul style="list-style-type: none"> Government of respective countries 	<ul style="list-style-type: none"> Ministries (MoFSC Nepal, MoAF, Bhutan; MoEFCC (GBPI, FEWMD, GoS, DoF, GoWB) 	<ul style="list-style-type: none"> Concerned countries and relevant stakeholders 	<ul style="list-style-type: none"> TOR/ Mandate 	<ul style="list-style-type: none"> Progress review of identified issues, periodic meeting, minuting, consultation with partners and recommendation
2.Operationalize regional platform to resolve cross-border issues of trade of natural resources, illegal wildlife poaching, illegal wildlife products, transboundary migration of wildlife etc.	<ul style="list-style-type: none"> Technical task force 	<ul style="list-style-type: none"> Resolve cross-border issues and tap potential opportunities 	<ul style="list-style-type: none"> Technical task force (issue specific) 	<ul style="list-style-type: none"> Executing line agencies on specific issues 	<ul style="list-style-type: none"> Concerned countries and relevant stakeholders 	<ul style="list-style-type: none"> Action plan (issue based) 	<ul style="list-style-type: none"> Review and discuss issues, share progress report, appraise to higher level
3.Design and apply common methodologies and frameworks for regional assessment of climate and non-climatic changes, management of ecosystems, connectivity corridors and others;	<ul style="list-style-type: none"> Framework (ready), agreed methodologies and manuals, standardize quality data collections, knowledge products 	<ul style="list-style-type: none"> Frame work, agreed 	<ul style="list-style-type: none"> Relevant institutions e.g. for 	<ul style="list-style-type: none"> Decision/ policy makers, 	<ul style="list-style-type: none"> Concerned countries and relevant institutions 	<ul style="list-style-type: none"> Programme document, LoA, 5 yrs operational plan, 1 yr review plan 	<ul style="list-style-type: none"> Annual review and planning, sharing progress report, regional meetings
4.Develop a regional database and share research findings and good practices regionally	<ul style="list-style-type: none"> Functional and accessible clearing house mechanism 	<ul style="list-style-type: none"> Outreach, knowledge product, informed decision making, accessible data 	<ul style="list-style-type: none"> Thematic expert teams (DHM for climate related data) 	<ul style="list-style-type: none"> Decision/ policy makers, 	<ul style="list-style-type: none"> Researchers, academicians, development partners 	<ul style="list-style-type: none"> Advanced research, identification of institutions/ individuals with subject expertise 	<ul style="list-style-type: none"> Peer reviewed journals, database, clearing house

Annex D

Group 1: Livelihood

Not included

Group 2: Ecosystem management

Outputs	Actors (next users/end users)	Expected changes in their conditions or practices	Expected changes in their knowledge, attitude and skills required to support in their practices	Project strategies to bring about these changes	Indicators
<ul style="list-style-type: none"> Identify potential corridors, to make them functional 	<ul style="list-style-type: none"> Communities Govt agencies PA managers Wildlife 	<ul style="list-style-type: none"> Govt will set aside more resources (corridors become functional) Community become supportive to govt actions (H-WL conflict reduction) Sustainable & equitable use of resources 	<ul style="list-style-type: none"> Knowledge generation Awareness, co-existence Enhanced participation Corridor management skill 	<ul style="list-style-type: none"> Enhance capacity (human/ institutional) Appropriate plans/ policies Guidelines for implementation Communication and flow information Engaging communities during the process 	<ul style="list-style-type: none"> Three corridors identified Management plan of three corridors prepared and implemented Sightings of the wildlife increased by 25% Retaliatory killing reduced by 25% in the next 5 years against baseline (In case of Bhutan, there is a baseline of 162 Human-wildlife conflict cases as of 2012 data, which they plan to reduce by 50 number of instances per year by 2018). Depredation of domestic animals reduced by 15% against baseline Crop damage reduced by 50% against baseline Species diversity increased Awareness level increased

Group 3: Long-term monitoring

Outcome	Indicators
Programs plans/ policies developed using data	Program plans of 15 government and 5 non-government organisations are responsive to environmental and socio-economic conditions in the landscape from year 3 onwards
Additional knowledge generated by research/ academic institutions	At least 4 peer-reviewed research papers published covering data gaps on environmental and socioeconomic issues in the KL by year 5.
Change in livelihood strategies (especially those reducing vulnerabilities)	

Group 4: Transboundary regional cooperation

Action – Establish transboundary cooperation platform among partner countries

Output/ Expected change	Indicators (years)
Output - Regional transboundary committee formed	1. A regional transboundary platform created/ in place. (1-5 years) 2. At least 5 transboundary issues discussed and resolved
Expected/Key change -Committee to discuss and resolve transboundary issues, thereby strengthening the transboundary cooperation	1. Joint operations carried out is increased by 15% (4-5th year) 2. Transboundary issues decreased (5th year)

Annex E

Group 1: Livelihood

Result	Indicator	Definition
Output: Improved Value chains developed for the cash crops of Large Cardamom and Ginger	At least 5 prioritised hindrances of each value chain (two) identified in assessment are addressed through developed strategies by relevant stakeholders in pilot sites of each country.	Bhutan: Dept. of Agriculture (DAMC) Nepal: Department of Agriculture, Cardamom Development Centre(CDC). NCDC (NGO). India Research Stations- Spices Board, ICAR, Dept of Agriculture, KVK, ATMA, NGOs CBOs.

Group 2: Ecosystem management

Result	Indicator	Definition
Outcome: • Identify potential corridors, to make them functional	Three corridors identified	
	• Management plan of three corridors prepared and implemented	15-20% proposed action are initiated
	• Sightings of the wildlife increased by 15%	
	• Retaliatory killing reduced by 25% in the next 5 years against baseline (In case of Bhutan, there is a baseline of 162 Human-wildlife conflict cases as of 2012 data, which they plan to reduce by 50 number of instances per year by 2018).	
Output 1:	• Depredation of domestic animals reduced by 15% against baseline	
	• Crop damage reduced by 50% against baseline	
	• Species diversity increased	
	Awareness level increased	

Group 3: Long-term monitoring

Result	Indicator	Definition
Outcome 1: Program plans/ policies are responsive to environmental and socio-economic conditions in the landscape	15 government and 5 non-government organisations develop KL program plans based on environmental and socio-economic conditions in the landscape from year 3 onwards	<p>> Program plans are five-year plans for Bhutan and India and 3-year plans for Nepal; however, implementation plans are refined on annual basis</p> <p>> Govt and non govt organizations are the following: Bhutan: 5 District Offices India: NB & Sikkim 1 wildlife + 1 territorial; GBPIHED + 3 NGOs Nepal: 4 District Forest Offices & 1 CA + 2 NGOs</p> <p>> environmental and socio-economic conditions are analyzed from field data generated as Outputs and are not necessarily long-term data as yet</p>

Group 4: Transboundary regional cooperation

Result	Indicator	Definition
Outcome: Strengthened regional cooperation among participating regional member countries on transboundary landscape management in Kangchenjunga Landscape	<p>Annual regional meetings held and issues addressed</p> <p>Increase in number of joint operations</p>	Addressed - partner countries takes ownership, minimize gaps/resolve issues

Annex F: List of Participants

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