

Proceedings of Technical Consultative Meeting on
Regional Programme
Implementation Plan
(2016 – 2020) for KLCDI

3–5 December 2015, Kathmandu, Nepal



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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.



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Internal Report

Kangchenjunga Landscape Conservation and Development Initiative (KLCDI)

Proceedings of Technical Consultative Meeting on Regional Programme Implementation Plan (2016 – 2020) for KLCDI

3-5 December 2015, Kathmandu, Nepal

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Acronyms and Abbreviations

GoN	Government of Nepal
RGOB	Royal Government of Bhutan
GOI	Government of India
ICIMOD	International Centre for Integrated Mountain Development (ICIMOD)
KLCDI	Kangchenjunga Landscape Conservation and Development Initiative (KLCDI)
CDS	Conservation and Development Strategy
RCF	Regional Cooperation Framework
FAR	Feasibility Assessment Report
MFSC	Ministry of Forests and Soil Conservation
ToC	Theory of Change
LFA	Logical Framework Approach
MoU	Memorandum of Understanding
LoA	Letter of Agreement
NBCC	National Biodiversity Coordination Committee

Background

The Kangchenjunga Landscape Conservation and Development Initiative (KLCDI) is one of ICIMOD's four transboundary landscapes initiatives currently being implemented in the Hindu Kush Himalayas. The initiative was formally initiated in August 2012 in the First KLCDI Regional Meeting in Gangtok, Sikkim, India, by representatives from the three participating countries - Bhutan, India and Nepal. Over the last three years, this initiative has progressed through rigorous national and regional consultations and prepared and finalized both national and regional Feasibility Assessment Reports (FARs) and Conservation and Development Strategies (CDS), national Implementation Plans, and a Regional Cooperation Framework (RCF). All these documents were discussed and approved during the 3rd Regional Meeting hosted jointly by the Government of Nepal's Ministry of Forests and Soil Conservation (MFSC) and ICIMOD in February 2015. Considering the significance and need for a regional initiative, the KL countries - Bhutan, India and Nepal - with support from ICIMOD, are preparing for programme implementation envisaged for 20 years with focus on the first phase of implementation for five years (2016-2020).

Objective of the Technical Regional Meeting

The objective of the Technical Regional Meeting was to discuss and finalize the KLCDI Regional Programme Implementation Plan (2016 – 2020). Recognizing the important role of partnership and communication among stakeholders for effective programme execution and desired achievements, the meeting also included partnership and communication strategies as key elements for the Implementation Plan preparation process.

Expected outputs

The expected outputs of the Regional Meeting were:

1. Regional Programme Implementation Plan (2016 – 2020) including partnership strategy.
2. Draft communication strategy.



Day One

Inaugural Session

Chair: Dr David Molden, Director General, ICIMOD

Welcome Address

Dr David Molden accorded a warm welcome to the participants on behalf of ICIMOD. He highlighted that KLCDI partners had worked together for several years on the Kangchenjunga Landscape (KL) to review documents and to agree on the way forward for programme implementation. Dr Molden communicated that KLCDI has evolved over time, gaining impetus while treating ecosystems and communities in a holistic manner. He reiterated that the unique characteristic of the 'landscape approach' was to bring together different countries to better conserve biodiversity as well as to enhance sustainable livelihoods of the people residing in the landscape. Dr Molden praised the successful preparation of the twenty year CDS of KLCDI, and endorsement of the RCF by Royal Government of Bhutan (RGOB) and Government of Nepal (GON). He mentioned that this meeting was important to consolidate the preparatory phase and to provide a

platform to strengthen partnership in order to move forward. He thanked the Government of India (GoI), GoN, and the RGOB for partnering to work in the landscape. He informed participants on ICIMOD's commitment to work in the landscape in the long term. Furthermore, Dr Molden mentioned that the success of the programme would be measured when it was imbedded in the plan of respective governments with allocated resources. He concluded by thanking all participants from regional partner countries for providing their valuable time to attend the meeting and wishing for its success.



Lessons learnt from Implementing Transboundary Concepts

Dr Rajan Kotru, Regional Programme Manager – Transboundary Landscapes Programme, addressed participants of the meeting. Dr Kotru stated that the aim of KLCDI was to ensure ecosystem sustainability and enhanced livelihoods while considering local aspirations. He further emphasized that with the changing environment, resilience related to climate and culture should materialize through KLCDI's interventions. He emphasized the need to ensure transboundary cooperation between the regional countries, while ensuring that KLCDI's conservation and development efforts are inclusive and lead to equitable livelihoods that address the needs particularly of the poor and of women.

Dr Kotru highlighted the three main issues that must be dealt with critically. First, KLCDI must deliver innovations that can be upscaled by the respective authorities. Second, the database of the Landscape must be enhanced as there is very limited database available in the Himalayan region. Third, capacity of stakeholders and institutions on the ground must be built accordingly. Furthermore, data that is generated through KLCDI must be able to influence policy and practices such that they can be recognized at the global level. He further emphasized that the

partnership approach, monitoring tools and techniques must be developed well in advance. Finally, he urged for regular dialogues, meetings and developing institutional structures to maintain transparency and integrity in order to ensure the desired outcome of KLCDI.

Workshop Background, Objective and Programme

Dr Nakul Chettri, Programme Coordinator, KLCDI, recapitulated the process and stages that KLCDI partners had undergone since 2012. He noted that two critical documents, i.e. FAR and CDS, were prepared by partners. With inputs from these two documents, the RCF was developed. The RCF has been endorsed by the GoN and RGoB already. Now, the programme documents have been prepared for input in the present meeting.

Dr Chettri presented the strategic priorities for KLCDI with livelihood diversification and poverty alleviation as the focus in the initial stage of the five year's intervention, followed by interventions on ecosystem management, resource governance and benefit sharing, long term environmental and socio-ecological monitoring, regional cooperation and knowledge management. In terms of the strategic process, the first portion of the five-year implementation period would focus on pilot areas, while the latter period would focus on upscaling interventions at the landscape level. With this strategy, he emphasized that during this workshop we would be focusing on priority actions to be implemented in the pilot sites, and the regional programme document would be prepared with indicative five years operational plan with emphasis on 2016. In addition, the partnership strategy and communication strategy would be drafted based on the outputs of this meeting. Finally, Dr Chettri presented the draft programme of the meeting.



Opening Remarks-Bhutan

Ms Dechen Lham, Sr. Biodiversity Officer, Ministry of Agriculture and Forests, highlighted that KLCDI has progressed significantly since 2012, clearly showing enthusiasm and dedication among all partner countries for landscape level conservation. She thanked ICIMOD for the technical and financial support in order to achieve this. She also thanked the KLCDI team for organizing this meeting at the right time when it was important to discuss the implementation plan. Ms Lham stressed on the need for ownership by all member countries to ensure that such programmes and activities are mainstreamed in their national plans and strategies because the sustainability of such programmes depends on the ability of individual countries to take them forward and mainstream them. Finally, she hoped for the success of the meeting.



Opening Remarks-India

Dr Hemant K. Badola, Scientist in-charge, G.B. Pant Institute of Himalayan Environment & Development, Sikkim Unit highlighted this phase of KLCDI that has reached a bridging period between the preparatory and implementation phases. He noted that the meeting was a junction point to rethink and review the progress done to date, document the lessons learnt, and plan the next phase. Dr Badola indicated that the preparatory phase and the bridging phase had been very successful from the Indian point of view, for which he appreciated the support from ICIMOD, Ministry of Environment, Forest and Climate Change, GoI, and the two state governments i.e. Government of Sikkim and West Bengal. He further informed that KLCDI-India had finalized pilot sites for baseline information and developing natural resource based management plans. Dr Badola further added that working in the landscape was challenging as it needed partnership between two state governments and among different cultural settings. Finally, he expressed that there was high hopes from grassroots people, and wished that the team, with its proactive role, could fulfill those hopes.



Opening Remarks-Nepal

Mr Krishna P. Acharya, Chief of Planning Division, MFSC, GoN, welcomed all participants to Nepal. He hoped that this consultative meeting on developing implementation strategy would be the final workshop of the preparatory phase and that the programme would move towards delivering results on the ground. Mr Acharya further emphasized that the KL team must keep people at the core while working to harmonize conservation and development. He highlighted that the landscape was incomparable from historical, biodiversity, cultural, and economic points of view. In addition, wildlife should not be viewed as threat to human, but there should be a balanced view of the relationship between humans and wildlife. Therefore, the focus should be on human-wildlife relationship rather than human-wildlife conflict. He highlighted that in KL-Nepal, interventions would be on NTFPs, tourism and human-wildlife relationship. REDD+ was a potential for regional level work where livelihoods of the rural people could be addressed. Lastly, he indicated that the Government of Nepal had owned the KLCDI programme and was contributing both technically and financially and looked forward to productive impacts on the ground.



Opening Remarks-GIZ

Mr Kai Windhorst, Chief Technical Advisor, GIZ, highlighted that there was tremendous technical know-how in the meeting as it brought together partners with various capacity to work on the same agenda. He thanked all participants for getting organized to work for more than seven million people in the landscape. Mr Windhorst mentioned that he was happy to see that the KLCDI progress was reviewed, revised and that the implementation plan is being developed and further implemented.

Closing Remarks

Dr David Molden thanked all participants for their remarks and commitment and looked forward to a promising workshop. He thanked the sponsors of the programme, Government of Germany, Government of Austria, and core donors including the Governments of Norway, UK, Australia, and Switzerland, and more importantly the regional member countries of the HKH. He concluded the session by wishing all for a successful meeting.



Technical Session I: Finalization of Theory of Change, Impact Pathways and Logical Framework for KLCDI,

Chair: Krishna Acharya, Chief – Planning Division, MFSC, Nepal

Presentation: Theory of Change, Impact Pathways and Logical Framework developed for KLCDI

Mr Ghulam Muhammad Shah presented the Theory of Change (ToC), Impact Pathways and Logical Framework (LFA) for KLCDI that were drafted from the February 2015 workshop in Kathmandu, Nepal. The objective of his presentation was to review the KLCDI ToC and LFA, to develop a shared understanding and to agree on the KLCDI ToC, to discuss and finalize the Logical Framework and results-based Implementation Plan for KLCDI.

Presentation: KLCDI Implementation Plan 2016-2020

Dr Janita Gurung, in her presentation of KLCDI Regional Implementation Plan, said that the KLCDI Programme Document was based on the documents that were prepared since 2012 including the FARs, CDSs, RCF, and the country Implementation Plans. She highlighted four key programme themes of the KLCDI Programme Document, vis-a-vis i) livelihood diversification and poverty alleviation, ii) ecosystem management and resource governance, iii) long-term environmental and socioecological monitoring, and iv) regional cooperation for transboundary landscape management. She also highlighted the important nexus of science—practice—policy for KLCDI. Meanwhile, capacity development of stakeholders was emphasized as being equally important.

The five year implementation process and mechanism were presented as in Figures 1 and 2 respectively. Programme interventions would be initiated in pilot sites with potential for subsequent upscaling in the later phase of implementation. Development of knowledge products, along with monitoring and adaptive management are important aspects of programme implementation of KLCDI.

In addition to the Implementation Plan, key aspects of the KLCDI Programme Document would include the Monitoring Plan, Partnership Strategy, and Communication Strategy. For programme implementation, the

Figure 1: KLCDI programme implementation process

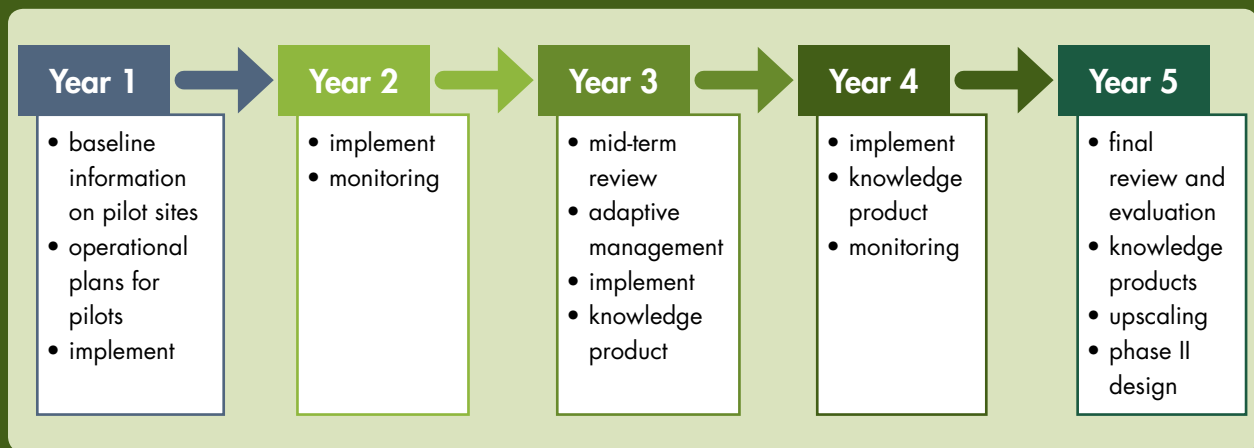
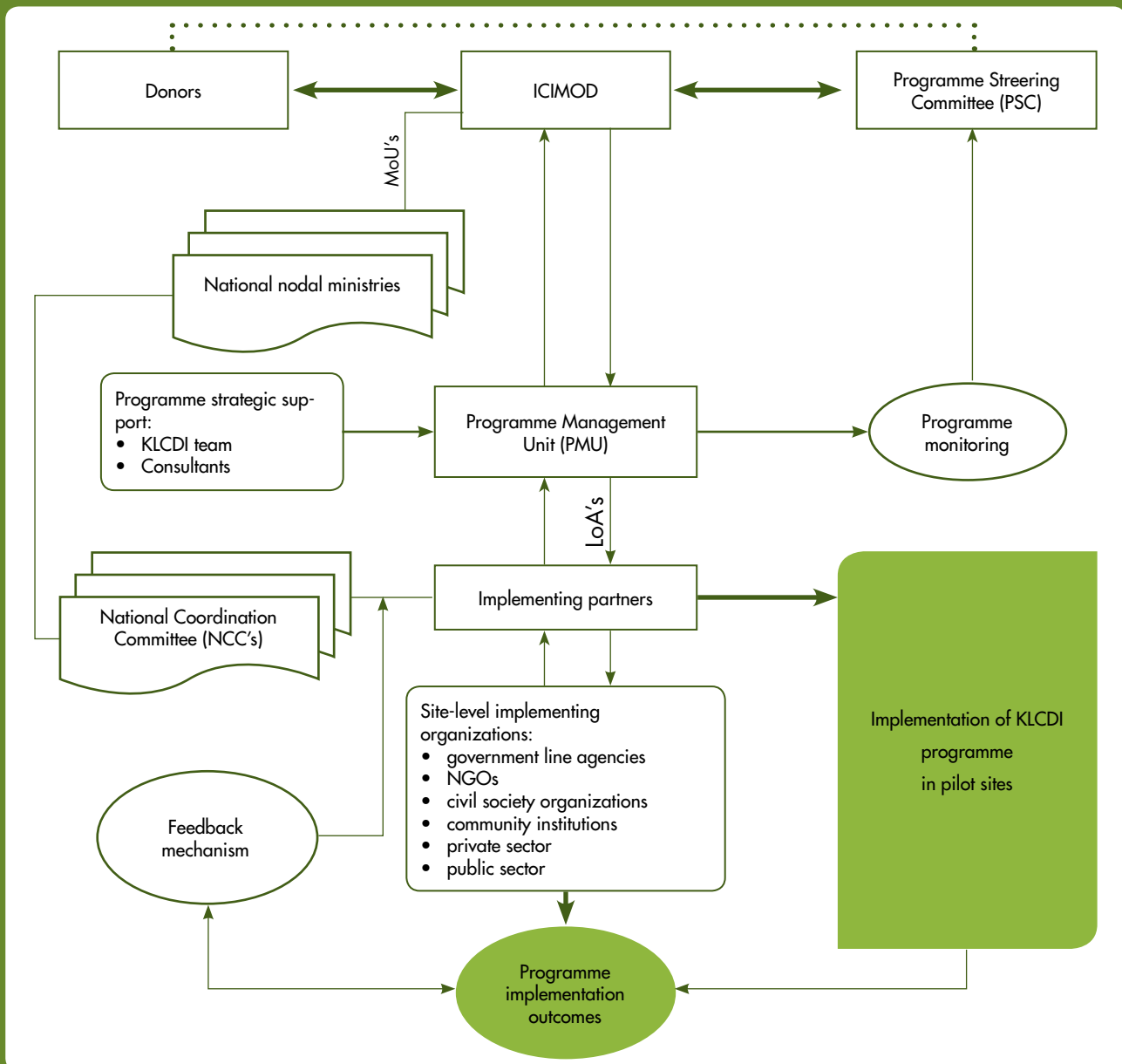


Figure 2: Programme implementation mechanism



Programme Steering Committee (a regional apex committee), would be developed to review and guide the overall programme for the next five years for effective programme implementation in the KL countries.

Remarks by the Chair

Mr Krishna Acharya stated that the session highlighted the key elements and the approach that the team would apply for implementation of KLCDI programme. He further expected that the team would have a fruitful discussion on how programme inputs would deliver impacts. Secondly, he mentioned the good discussion on implementation mechanism and process. He informed that for Nepal, MFSC would consider lessons learned from the Kailash Sacred Landscape initiative, implement its good practices while being aware of the challenges it had faced.

Technical Session II: KLCDI Programme Document and Implementation Plan 2016-2020

Group Work I: Revision of Theory of Change and Impact Pathway and the Logical Framework Approach: Highlight (see ahead)

Three heterogeneous groups – Groups 1, 2, 3 - with mixed representation from KLCDI institutions/ countries reviewed the Theory of Change and Impact Pathway and the Logical Framework to consider for relevancy and accuracy. Group 1 reviewed the ToC and Impact Pathway; Group 2 reviewed Outcomes 1 and 2 of the LFA; while Group 3 reviewed Outcomes 3 and 4 of the LFA. The time provided for the group work was 30 minutes. The revised Theory of Change Schema is presented in Figure 3 and LFA are presented in Table 1.

Group work II: Revisiting KLCDI implementation plan

Three country groups were formed to review and discuss the implementation plan of their respective countries. Each group reviewed their implementation plans and prioritized their planned activities particularly for 2016, with indicative activities for subsequent years also shown. Group work results are presented in Table 2.



Figure 3: KLCDI Theory of Change and Impact Pathways Schema

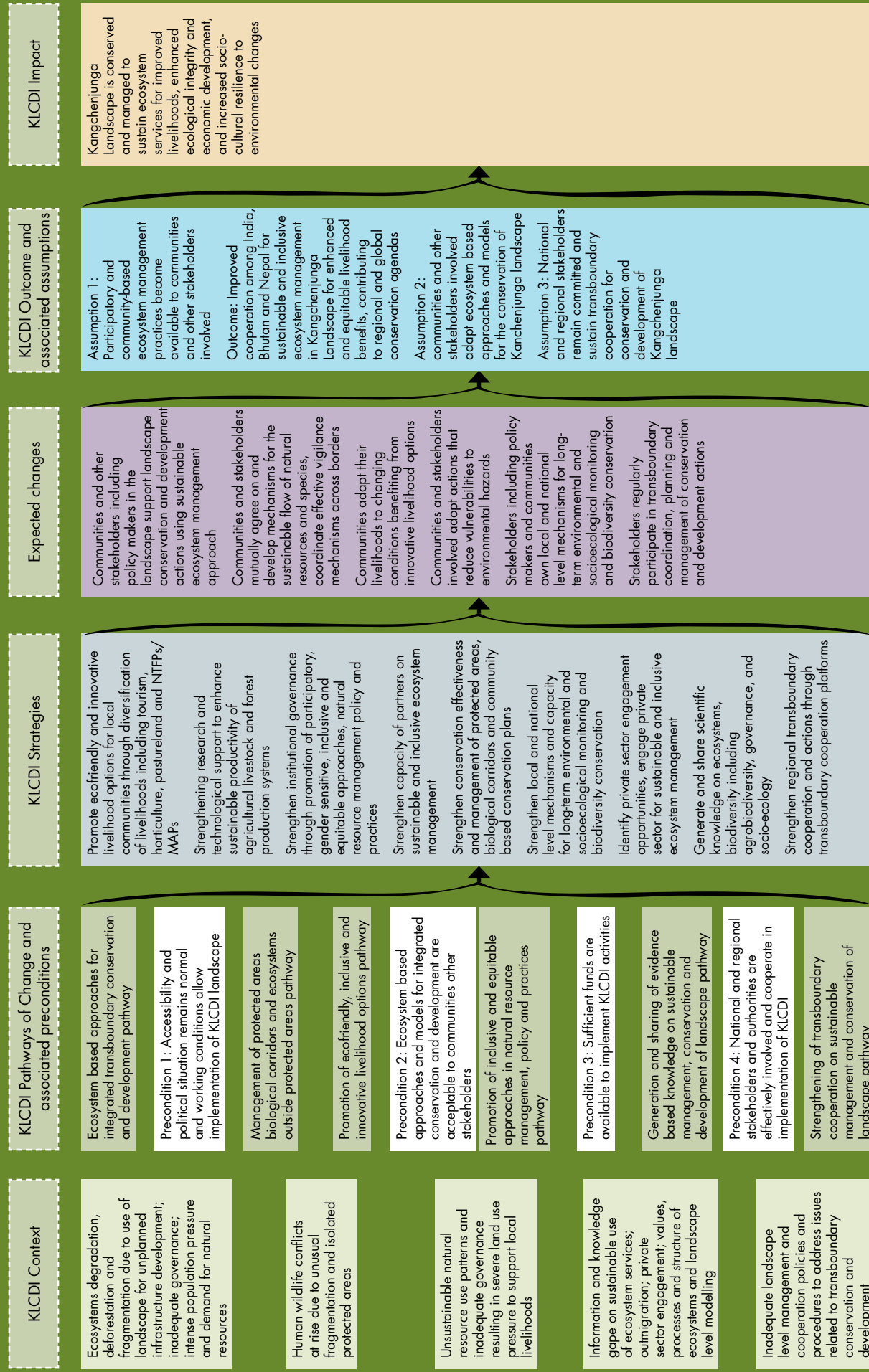


Table 1: Logical Framework Approach

Goal (Impact)		Indicators	
The Kangchenjunga Landscape is better conserved and managed for sustaining ecosystem goods and services to improve livelihoods and enhance ecological integrity, economic development, and socio-cultural resilience to environmental changes		<p>Percentage of women, men, and children benefited from integrated ecosystem management approaches in Kangchenjunga Landscape</p> <p>Percentage of women and men with improved livelihoods through ecosystem-based economic development</p> <p>Strengthened regional platform for resolving transboundary issues</p> <p>Number of policies influenced taking learnings from the implementation of KLCDI</p>	
Outcome level results		Objectively Verifiable Indicators	Means of Verifications
Overall Outcome Improved sustainable and inclusive ecosystem management in Kangchenjunga Landscape for enhanced and equitable livelihood benefits, contributing to regional and global conservation agendas through regional cooperation.	Outcome 1 Economic wellbeing of women and men in the Kangchenjunga Landscape enhanced	<p>At least 6 value chains (including tourism) and relevant enterprises up-scaled in Kangchenjunga Landscape</p> <p>Percent increase in income from diversified livelihood options in pilot sites</p> <p>Percent increase in number of women and men involved and equitably benefited from diversified livelihood options in pilot areas</p>	<p>Situational Analysis Report(s)</p> <p>Baseline report</p> <p>Partner reports</p> <p>KLCDI evaluation reports</p> <p>Documents; instruments; frameworks; and, guidelines developed on regional cooperation</p> <p>Risks and Assumptions</p> <p>Assumption 1 Participatory and community-based ecosystem management practices become available to communities and other stakeholders involved</p> <p>Assumption 2: Communities and other stakeholders involved adapt ecosystem based approaches and models for the conservation of Kangchenjunga landscape</p> <p>Assumption 3: National and regional stakeholders remain committed and sustain transboundary cooperation for conservation and development of Kangchenjunga landscape</p>
	Outcome 2 Ecosystem management and conservation of the KL improved through inclusive and equitable benefit sharing of natural resources, community-based approaches, and economic valuation and incentive mechanisms	<p>Improved ecosystem management of at least 9 pilot areas including protected areas/biological corridors/sites of international significance in the landscape</p> <p>Percent reduction in incidence of human wildlife conflict</p> <p>Percentage of women and men equitably benefited through ecosystem-based incentive mechanisms</p>	
	Outcome 3 Local and national level mechanisms and capacity strengthened for long-term environmental and socioecological monitoring and biodiversity conservation in the KL	<p>Number of functional sites for long-term environmental and socioecological monitoring and biodiversity conservation</p> <p>Number of institutions with strengthened capacity of organizations in using long-term environmental and socioecological data for ecosystem management and biodiversity conservation \</p> <p>Percent reduction in the incidences of human-wildlife conflict</p>	
	Outcome 4 Regional cooperation on conservation and development strengthened among participating countries – Bhutan, India, Nepal	<p>Number of regional platforms, mechanisms and instruments – frameworks, guidelines, operationalized for engaging stakeholders to shape policies and practices on landscape approaches and mechanisms</p> <p>Number of contributions made to regional and global agenda-setting processes, including Nagoya Protocol, Program of Work on Mountain Biodiversity, IPBES, WCPA and GIF</p>	

Output Level Result	Objectively Verifiable Indicators	Means of Verifications	Risks and Assumptions
Output 1.1 Integrated strategies for local livelihoods are developed/further strengthened and promoted	Integrated strategies for at least 6 value chains and relevant micro-enterprises are identified, developed/further strengthened or implemented by local institutions (government and private) together with local communities) in three participating countries Number of women, men and marginalized groups involved and equitably benefiting from value chains and relevant micro-enterprises	Situational Analysis Report(s) Baseline report Partner reports Reports on capacity building events Documents related to sustainable tourism plans and strategies KLCDI evaluation reports	Assumptions 1: Sufficient funds are available to implement KLCDI activities Assumption 2: Accessibility and political situation remains normal and working conditions allow implementation of KLCDI in the landscape Assumption 3: National and regional stakeholders and authorities cooperate in the implementation of KLCDI
Output 1.2 Integrated community-based tourism schemes further strengthened and implemented	Three sustainable tourism plans/strategies are developed and implemented by local communities through local partners, and private sector in at least 3 sites in Bhutan, India and Nepal Sustainable tourism strategy at landscape level is developed and piloted in the transboundary context Number of women and men involved benefiting from sustainable tourism	Situational Analysis Report(s)/ Baseline report Partner reports Reports on biodiversity inventory Documents related to integrated action plans on ecosystems management KLCDI evaluation reports	
Output 2.1 Action plans for ecosystem management are developed/further strengthened	Existing ecosystem management practices of at least 9 pilot areas including protected areas/biological corridors/sites of international significance analyzed, gaps identified, action plans prepared and implemented in the landscape Inventory of biodiversity and associated knowledge systems conducted in a participatory manner with local communities in selected pilot sites (takes into consideration existing data) Integrated action plans that consider equitable benefits from natural resources developed and implemented for ecosystem management with local communities in pilot areas	Situational Analysis Report(s)/ Baseline report Partner reports Reports on biodiversity inventory Documents related to integrated action plans on ecosystems management KLCDI evaluation reports	
Output 2.2 Integrated schemes for coping with human-wildlife conflicts (HWC) are implemented and further strengthened	Human-wildlife conflicts (HWC) related to large and small mammals issue addressed/minimize in at least 3 pilot sites in the landscape for Number of integrated schemes developed and implemented with local communities for pilot sites related HWCs Number of female/male trained in coping mechanisms to HWC through number of capacity building programs	Situational Analysis Report(s)/ Baseline report Partner reports KLCDI evaluation reports	
Output Level Result	Objectively Verifiable Indicators	Means of Verifications	Risks and Assumptions
Output 2.3 Ecosystem-based incentive mechanisms developed and implemented	Ecosystem valuation conducted; valued; and, incentive mechanism scheme developed and implemented in at least 3 identified pilot sites Number on women and men involved in developing ecosystem-based incentive mechanisms	Ecosystem valuation report(s) Baseline report Partner reports KLCDI evaluation reports	
Output 3.1 Mechanisms for long-term environmental and socioecological monitoring strengthened	Number of thematic areas, for example, forest, wetland, rangeland and sites for long-term monitoring and socioecological monitoring in the landscape identified Number of trained human resource (female/male) in number of partner institutions developed for long-term monitoring and socioecological monitoring Number of trained human resource (female/male) in number of partner institutions developed to integrate long-term monitoring and socioecological monitoring data for developing conservation and management plans	Situational Analysis Report(s)/ Baseline report developed for identified sites Partner reports KLCDI evaluation reports	

Output 4.1 Regional Cooperation Framework (RCF) for Kangchenjunga Landscape developed and endorsed by KL member countries	Three member countries endorse RCF for its implementation	RCF document(s)	
Output 4.2 Regional platform established and made functional for Kangchenjunga Landscape	<p>1 Regional Steering Committee (RSC) formed</p> <p>Number of transboundary issues discussed in RSC meetings and resolved</p> <p>At least 5 transboundary exchange visits organized with minimum participation of 2 members (female/male) per participating country</p> <p>Two regional knowledge sharing workshop conducted</p> <p>One regional planning and review workshop conducted annually</p> <p>KLCDI communication strategy developed and shared among partners</p> <p>KLCDI web portal developed</p> <p>Updated data and information available on KL portal used by number of partner organizations in three countries</p>	<p>Documents; instruments; frameworks; and, guidelines developed on regional cooperation</p> <p>Exposure visits reports</p> <p>Workshop reports</p> <p>KLCDI evaluation reports</p>	
Output Level Result	Objectively Verifiable Indicators	Means of Verifications	Risks and Assumptions
Output 4.3 Contribution made to relevant national, regional and global agenda setting processes	<p>Present learnings from Kangchenjunga landscape in at least 3 global forums, for example, CBD, WCPA & GLF advocating mountain issues</p> <p>At least one position paper on the relevant issues developed and presented on regional and global forums</p> <p>Number of citations in at least ## relevant international forums and their documents</p>	<p>Knowledge products developed</p> <p>Peer review articles published</p> <p>Back to office reports after participating in the regional and global forums</p> <p>KLCDI evaluation reports</p>	
Output 4.4 Knowledge products on Kangchenjunga Landscape developed and communicated	<p>At least 3 regional/landscape level multidisciplinary knowledge products developed and shared</p> <p>At least 3 peer-reviewed research papers of transboundary nature published jointly with regional partners and effectively communicated</p> <p>At least 6 country specific knowledge products on KL developed and disseminated</p>		

Table 2: **Group Work: KLCDI Implementation Plan**

Output No.	Output Name	India	Funding/ Responsibility	Nepal	Funding/ Responsibility	Bhutan	Funding/ Responsibility
1.1	Integrated strategies for local livelihoods are developed/ further strengthened and promoted	Assessment, prioritization and intervention initiation in agro products/ value chains		Exposure visits - India and Nepal Initiation of insurance Assessment, mapping, value addition and marketing Construction of warehouse, collection center Development of cooperatives	KLCDI GoN/NTNC, KCAMC		
1.2	Integrated community-based tourism schemes further strengthened and implemented	Assess and strengthen tourism potential		Preparation of local eco-tourism plan and support for implementation in Mai-Pokhari Support for tourism promotion Implementation (landscape level tourism management plan and trail improvement and community lodge in KCA)			
2.1	Action plans for ecosystem management are developed/ implemented/ further strengthened	Assessment of ecosystems (forest and agroecosystem)		Support to CF and religious forest (in coordination with DFO) Support to watershed conservation Support for conservation of endangered species Mapping/assessment of resources in Sidin and adjoining			
2.2	Integrated schemes for coping with human-wildlife conflicts (HWC) are implemented and further strengthened	Assess human wildlife conflicts Prioritize and initiate interventions to reduce human wildlife conflict		Promotion of lemon/ lime, tejpat, thorny bamboo, cultivation in prone areas Awareness programs at schools	KLCDI KLCDI/DDC		
2.3	Ecosystem-based incentive mechanisms developed and implemented	Baseline assessment		Strengthen DFSCC for implementing management plan of Mai Pokhari Support for CF and religious forests Piloting for REDD+ Initiation of biodiversity registration and protocol			

[illegible]

Day Two

Technical Session III: Partnership Strategy for KLCDI

Introduction to Partnership Approach at ICIMOD

On behalf of Director Strategic Cooperation, Mr Basanta Shrestha, Ms Naina Shakya presented how partnership management can be strengthened and what are the roles played by ICIMOD for this. Ms Shakya shared how ICIMOD is working with its growing partnership. She also highlighted on the due diligence process adopted by ICIMOD to select partners, how RMC engagement can be strengthened, types of ICIMOD partners and also about the partnership landscape.

Partnership: Introduction, Rationale, Principles, and Partnership Cycle

Ms Bulbul Baksi, an authorized lead trainer and mentor of Partnership Brokers Association, mentioned that partnership management is an emerging discipline that is based on practice. Partnerships are based on embracing diversities, which also lead to differences. Partnership process is distinct from its outputs – the projects that it delivers. Partnerships face challenges such as power imbalance, hidden agenda and lack of transparency, and partners trying to win at any cost. To address these challenges, there are three key principles: equity among partners and respect for their contributions, transparency leading to trust, and mutual benefit. She said that as the partners of KLCDI have already worked together to plan the program, they are, therefore, partners in the process. She described the partnership approach, providing opportunity to visualize the landscape specially focusing on pilot





sites, helped to reflect on individual drivers, contributions and concerns in the KLCDI partnership especially with reference to the regional forum. Partnership is generally built to achieve a mutual goal; however, individual interests help to sustain engagement. Therefore, rather than denying them, the individual drivers of each partner should be acknowledged and addressed. Through these explorations, a robust mutual goal will emerge. Since partnerships embrace diversities, differences and disagreements are an integral part of partnerships, and these must be brought out to maintain transparency. Working through differences, to maximize the value of the partnership and enrich the projects, is a critical part of partnership management. Conflict, therefore, is an integral part of partnership, and these are important to bring about innovation and change. Partnerships are built on shared leadership where everybody is accountable. She emphasized that KLCDI is a partnership that is aiming to transform the landscape where each partner countries national goals are met.

Group Work: Partnership Drivers and Contributions

Country specific groups were formed to work on Outcomes 1, 2, and 3. Groups were instructed to identify themes according to their priority areas, identify potential partners to work on the particular theme, resources needed from the partners, and why they would partner. Each country group worked on Outcomes 1, 2, 3, while the ICIMOD group focused on the partnership that was required beyond the current partnership, say for example, with donor agencies, other global forums to share knowledge. Results of the group work are presented in Tables 3 and 4.

Recommendations

Kanchenjunga Landscape programme provides a unique opportunity to the three countries and ICIMOD to think out of the box. The partners have a commitment to collaboration, the programme itself strives to address the underlying challenges and therefore begins with innovating on livelihood options based on mountain eco systems. It also has a scarcity of funds – a limitation that can be turned into an opportunity. First, all partners have access to independent funds, which they could tap for the programme. However, it has to be a planned effort, so that different funds complement each other. Second, there is a real opportunity to develop transboundary proposals, probably starting with non-government organizations in two or more countries, and approach donors. A transboundary project will be a game changer in the scenario. ICIMOD can probably play a facilitative role in this, help develop SMART proposals and help partners approach donors. Judging from the enthusiasm of partners, it seems possible.

Table 3: **Partnerships required to achieve Programme Outcomes**

Theme	Partners	Resource you need from them	Why will they partner with you?
Nepal			
1.1 Income generation	MOFSC, MOAD, MOFALD, MOI	Human Resources Financial Resource Technology	Policy+ Coordination
	PAF, DOF, DNPWC, DPR, DoA, Academic institutions		Implementation
Innovative livelihoods	DFO, DDC, DADO, DISCO, DLSD, KCAMC		M&E
	VDC, CFUGs, CBOs, NGOz, Private sector		Research and Knowledge Management
Output 1.2	MOFSC, MoTSA, MoFALD		Capacity strengthening
	DOT, NTB, DNPWC, DDC, DFO, KCAMC, KCA		
	NGOs, CBOs, FUGs		
	Partner countries, Regional Countries		
Bhutan			
Livelihood	TCB Tourism council	Tourism policy	Fulfill national objectives
	ABTO-Association of Bhutan Tour operators	Marketing	Business (LOCAL, regional and international)
	NRED, DoFPS-Nature recreation and ecotourism division	Technical expertise (guidelines, management plans, etc)	Sustainable resource management CD objective Livelihood enhancement
	BISHI/IMS-Bhutan international school of Hospitality and tourism/Institute of MGT studies	HRD capacity building	Business & employment
	LG (DT and GT) Local government	Culture, tradition, Participation	Alternative income Improved livelihoods Employment opportunities
	HAB (Hotel association of Bhutan	Facilitation	business
	NGO (Taryana, Sabah Bhutan, BTO, BNEW, Baowe, BF)	Expertise and finance	Fulfill NGO objective
	GNHC	Policy partners	national goals/objectives Resource mobilization
Ecosystem	DOFPS (UWICE, RUB and CNR	Policy partners, Resource Expertise	National objective Conservation Goals
	NEC (National Environment commission)	Policy	Conservation objective
	MoEA, GNHC, MoWHS	Policy, Finance	Balance conservation and development
	NGOs, BTF, RSPN, WWF-Bhutan, SNV, SDC	Expertise and finance	Support National goals
India			
Assessment, prioritization, and intervention initiation in agroproducts/ value chain	Community based organizations (CBOs/Samaj)		
	Rand D organization NGOs Foreign Departments MOEF&CC	M&E Local knowledge Technical Know-how Facilitation (FD-GOI Convergence	Societal and environmental benefit/ Economic benefit Capacity building Financial Resources Infrastructure development-Manpower
	Private enterprise Line government departments Regulating agencies organizations with value chain experiences		Leveraging government efforts and schemes Policy implementation Organization outreach expanded Govt. mandates strengthened
	R&D organizations Forest/Tourism Department sed organization, association Expertise (resource persons & consultants)	Technical expertise Facilitation Human Resource	Capacity building Financial resources Infrastructure development man power development

ICIMOD			
Resource mobilization (financial)	Donor Agencies, government resource	Financial/Co-Financing	Regional Outreach
	Private sector, other projects		
Operationalization mechanism	Focal ministries, Nodal agencies	Technical and management (HR)	Financial/Technical/Regional platform for cross learning
	Important Partner, Core competency & Relevant mandate, Private Sector	Infrastructure and Institutional set up	
	Specialized support group	Local networks	
Influencing	Policy group, Science community	Policy/Local expertise	
	practitioner group	Knowledge products	
		Influencing	
Knowledge sharing	Academic institutions, Implementing Partners	Technical support	Financial
	Media	Dissemination/Outreach	Profiling
	Extension group		Outreach

Table 4: Carousal Exercise on Individual Drivers, Contributions and Concerns

Bhutan			
Drivers	Benefit for Us	Contribution/Offer	Challenges/Concerns
GNHC-Gross national happiness commission MoFA- Ministry of Foreign Affairs Existing MoUs and bilateral relations Common issues, concerns, priorities	Regional cooperation Transboundary collaboration Scope for future financing Sharing lessons and experiences	Regional cooperation goals and objectives fulfilment Experience sharing Strengthening regional collaboration and cooperation Government (co-financing) support	Level of information sharing Agreements in field for regional discussion Participation of relevant stakeholders Sustainability of the platform after project termination Effectiveness questionable (if virtual) Govt. Approval (in view of existing similar platform)
	Capacity building (Technical expertise HR)		
India why do you think MOFA, MOUS, and GNNHC are drivers? Experience and expertise of the mentioned organization GNHG objective goals	India Organizational strengthening	India Knowledge sharing	
ICIMOD Get access and learn about the innovative approaches (e.g. transboundary landscape)		ICIMOD B2C2 PAs and Corridors	
Experience and expertise of the mentioned organization- not a driver			
Nepal Human-elephant conflict (Bhutan-India-Nepal) Socio cultural linkages		Nepal Contribution to forest and corridors management Quality tourism Socio-cultural networking Hydropower energy	

Nepal			
Drivers	Benefit for Us	Contribution/Offer	Challenges/Concerns
Weak economy	Socio economic wellbeing	Human and financial resources	Environmental challenges (CC, wildlife, GLOF etc. Human, finance technology Socio-cultural set up (Elephant, cow-local cow number, monkey-bajrangabali) Social challenges-inclusiveness, transparency, equity Institutional strengthening at different levels
Inadequate technology	Technology sharing and transfer	Research and knowledge generation and sharing	
Underdeveloped infrastructure		Traditional knowledge and technology	
Transboundary issues- Porous border, illegal trade, wildlife movement, etc.	Conservation	Model conservation practices (e.g. KCA, CF,	
Sociocultural linkages (needs clarification)		Ecosystem services-grazing land, carbon sequestration, water resources)	
Policy formulation		MEA and Bas	
	Bhutan Capacity built/enhanced	Bhutan Weak economy Contribute financing Need clarification	
India Experience and expertise of institutions in the regional Nepal's experience with TAL, Zero poaching, PA management , success etc.	India Reducing transboundary issues	India Strengthening regional collaboration Knowledge sharing share successful best practice like community forestry of Nepal	
ICIMOD General comment- communication gaps in terms of what we understand as drivers What does policy means			
India			
Organizational Perspective	Enhance our capacities and outreach partnership with regional partners Knowledge sharing partnership-better coordination among programme implementation partners advocating common issues at regional level Benefit to organization-upscaling our work GBPIHED-out vast/wide Himalayan expertise and experience in Transboundary landscape programme, facilitate coordination among partners and government organization in the region, worldwide agenda beyond boundaries Strengthening social networking	Local knowledge to the regional level Expertise/experience	Two government systems within KL- India Getting institutions together
Experience expertise-TMI		Our experience and knowledge baseline data generated	

Resource- Knowledge-TMI		Nepal policy harmonization-legal regulation (wildlife crime) Financial and tech contribution	
Regional Group-DLR Common issues Benefit from knowledge and sharing			
Organizational perspective Long years of experience and contribution and engagement in the regional Have in-depth knowledge of issues, challenges and opportunity Local level partnership has not worked Ecosystem services, livelihood:tourism, value chain			
Our long term commitments and involvements in transboundary programme Our expertise to address TB issues Enhance our outreach and further capacity building (GBPIHED)			
Nepal Socio-cultural linkages			
	ICIMOD Would the platform benefit KL-India issues?	ICIMOD Expertise and core competency not clarified	
Bhutan		Bhutan Contribution in terms of policy harmonization is not feasible unless bilateral	
ICIMOD			
Ecosystem shares by different countries; Need common principles for management	To achieve ICIMOD strategic goals/vision/mission	Regional plat form	Inadequate resource mobilization
Intergovernmental mandates	Addressing transboundary issues		national process that may limit/lower participation
			Complexity in stakeholder
			policy differences in countries
		Nepal Regional and global networking Policies harmonization Innovative ideas and best practices Bilateral facilitation Fund generation	Nepal Conflicting national priorities
		India Leverage capacity of other partners	

Day Three

Technical Session IV: Knowledge Management and Communication Strategy

Presentation: Introduction to ICIMOD's Knowledge Management and Communication Strategy

Mr Gopilal Acharya, Communication Specialist, ICIMOD, presented a brief introduction of knowledge management and communication, the rationale for managing knowledge and communication for effective implementation of the KLCDI programme. He also presented the KMC approach that needs to be followed for KLCDI. In addition, Mr Acharya also presented the key elements to be considered for effective KMC: objectives, audiences, messages, tools, activities, resources, timescales, evaluation.

The objective of KMC is necessary, particularly to develop the KMC strategy based on key programme objectives so that it is clear what is expected from the strategy. An important aspect is the audience for whom the strategy is being developed – whether they are active partners or are passive receivers of information. Equally important is the type of message that is being conveyed and the language being used for communication. Additionally important issues are the appropriate and effective tools and activities in a given resource context that are being used for communication. Mr Acharya further presented that setting a time-scale for the communication strategy, whether it falls within the programme period or beyond is important. Finally, evaluation of the effectiveness and efficiency of the strategy is most important to address inadequacies.



Group Work: Communication Strategy: Why do we need it?

Country level groups were formed to identify communication strategies for effective implementation of KLCDI. These are presented in Table 5.

Table 5: Communication tools, activities, timescale and evaluation

Audiences	Messages	Tools	Activities	Timescale	Evaluation
Community	Protection of human life/crops/properties	Leaflets, posters, radio, Newspaper	Community meetings	Paddy growing season	Meeting minutes
	Protection of elephant	Community meetings	Fencing/Trenching		Reports
	Reduction of HEC	Documentary	Awareness	Maize growing season	Audience survey
			Publication		Feedback
			Cultivation of unpalatable crops		
Management and policy level stakeholders	Importance of wildlife	Reports	Follow up meeting	Maize growing season	Meeting minutes
	High impact	Meeting/Interactions	Briefing	Rice growing season	Reports
	National policy and programmes	Posters	Case studies		Feedbacks
	Role and responsibilities of stakeholders				
	Electric or offset fencing				
Local communities/herders. RNR	Inputs/objectives	FGD	Consultation	1st quarter 2016	Endorsed MP
Policy makers	Deliberate draft management plan	PPT/Leaflets	Meeting	2nd quarter 2016	Feedbacks
	Review/Approval	PPT/Draft MP	Meeting/Workshop	3rd quarter 2016	
Baseline data on ecosystem from 3 identified sites					
Community	status	Fliers, brochures, pamphlets, report, radio/FM/mobile/local TV	Community level meetings/workshop	Short duration (1-6m)	Community/Institutions/Organization/NGOs/CBOs feedback
Line government departments	vulnerability	Electric communication	Preparation/publication/information/dissemination	Long duration (1-3 years)	Change in perception
Policy makers	CC impacts/adaptation	Krishi Mela/ Gram Sabha	Organizing exhibition/mela		Acceptance
Scientific community	New	Workshops meetings	general awareness at different levels		Self-evaluation
Donors	Conservation management	Informal discussions	Advocacy		
CBOs/NGOs/Traditional institutions	socio economic information		influence		
	Water reservoir/Ecosystem services etc		Lobbying		
	Threat/opportunities/challenges				

Closing Session

Way forward for KLCDI

Dr Rajan Kotru presented a pathway for KLCDI. He suggested that KLCDI partners self-reflect in order to set the right process in the ground to achieve efficacy in the work. People's expectations on the ground are unlimited, therefore, the following right process is critical in order to create value for KLCDI. Dr Kotru further emphasized that there are many other stakeholders in the landscape, thus it is very important to coordinate with these stakeholders to build synergy for work and to avoid repetition of interventions. He said that it is also an important responsibility of national partners to identify the top reliable stakeholders that would help bring our knowledge, experience and innovation on the ground. Dr Rajan mentioned that the first year would be setting the anchor, where it is very important to analyze human-institutional capacities, and develop capacity building plan for five years. Dr Rajan also mentioned that current policy deficit should be analyzed, improve the knowledge base in first and second year on policy deficit by working with communities on the ground, and bring those scientific evidence to policy partners to bridge those deficits. In addition, baseline information should be the top priority for initial months of 2016. Equally important are entry point activities which need to be chosen in agreement with local people and should be started immediately, that will ensure buy-in with participation of local people. Dr Kotru also emphasized on the development of awareness packages and its execution in the initial year of implementation, this will insure right understanding and positive motivation regarding the programme. Dr Kotru also requested participants to ensure efficacy in the use of budget.

Remarks: GIZ

Mr Kai Windhorst highlighted his interactions with the workshop participants. He further emphasized on the positive pathway moving away from conflict to relationships and participation. In relation to partnerships, conflicts are interactions between concerned people and they can be managed for good partnerships and communication. He concluded by saying that with the good relationships built at regional and national levels, along with good communication, stakeholders will be able to see something progressive in the field.

Remarks: Bhutan

Ms Dechen Lham emphasized the priority with which the Director General of ICIMOD had placed on transboundary conservation right from the very beginning of the KLCDI process. She noted that this consultative workshop had been very engaging and fruitful, as well as being a good learning experience. In particular, the partnership and communication sessions were highly effective in showing that each and every individual or institution were equally important. She mentioned that Bhutan had already drafted an implementation plan encompassing all of its pilot sites; however, it was necessary to know the allocated budget for 2016 in order to prioritize the activities for KL-Bhutan – a process that would involve consultation in Bhutan with other related agencies. She also emphasized that it was necessary for ICIMOD to convey the mechanism for implementation of KLCDI beyond 2016 so that plans are designed and implemented in an effective manner.

Remarks: India

Dr Hemant Badola mentioned that the meeting was very motivational because of the time and interest provided by ICIMOD's Director General himself. He emphasized that the KLCDI programme was a long-term programme. Moreover, acquiring baseline information in a period of 5 to 6 month is not possible as sometimes it may take 2-3 years to generate good information. He further informed that partners should be made very clear on information related to interventions - both programme as well as budgetary - because these questions are often raised by other local partners at policy level, implementation level or by the beneficiaries. He mentioned that the next six months period was important as they would have to work on formalities to start smooth implementation of the KL-India programme. Finally, he thanked Gol, and the two State Governments of West Bengal and Sikkim for their support to KLCDI.

Remarks-Nepal

Professor Ram Prasad Chaudhary briefly touched upon five aspects. He mentioned that KL is a globally significant landscape, including part of a global biodiversity hotspot; here, KL-Nepal comprises 1/5th of the total area but has great diversity, resources and opportunities. KLCDI-Nepal started in 2012 and was guided by national policies and plans with support from MFSC and its different government departments including NBCC, Regional Forest Directorate Office, district forest offices and ICIMOD. He also thanked Bhutan and India in this context indicating that partner countries have many knowledge and experiences to share with other partner countries, thereby bringing complementarity and synergy to this initiative. Prof. Chaudhary indicated that this consultative meeting was instrumental in providing a platform for sharing and learning. Now that the programme activities, along with the instruments for partnership and communication were revisited, he assured that the Nepal team would maintain its partnership and communication during the implementation phase. He assured that the KLCDI Nepal team would put their full effort in bringing the desired outcomes in a timely manner. He also indicated that the planned activities would be mainstreamed into the government's district level activities with a focus on establishing multistakeholder partnerships and strengthening the ownership among stakeholders. Regional collaboration would also be given importance while local level partnerships would be mainstreamed. Finally, he urged all partners to make natural resources as the measure of social and environmental prosperity of the landscape.

Closing Remarks-ICIMOD

Dr David Molden, in his reflection of the three days meeting, mentioned that the programmatic approach is important. This approach would be instrumental in developing a vision for change and working for a longer period in the landscape by building partnerships, and enhancing smooth communication. Dr Molden further emphasized the need to switch from 'project' mode where most actions were based on the available budget, to the 'programme' mode where plans are more important than budget. This can only be achieved if we all work together for the long term. Partners must work together to jointly sell the vision, thus it was hoped that the partners would talk to their respective governments and see if they could garner support accordingly. He hoped that together the KLCDI programme partners would figure out how to move forward with limited available resources, and widen our partnerships to diversify and synergize our efforts. He concluded by requesting all KLCDI partners to keep the vision in mind and move forward with effective communication.

Vote of Thanks

Dr Nakul Chettri expressed his satisfaction for being the coordinator of KLCDI as there was a very high level of ownership of the programme in each country. He mentioned that KLCDI had witnessed at all times very high profile representation and ownership from the respective governments, and also witnessed endorsements coming from Ministers themselves. He further mentioned that till 2012 KLCDI was in the project mode of operation, but from 2013 onwards ICIMOD's transboundary landscape approach had brought KLCDI into the programme mode. In terms of funding, Dr Chettri mentioned that despite the present uncertainties, funds to partners, though not substantially increased, would not be decreased in 2016 either. He further mentioned that there was some indication to have additional resources for KLCDI, and that the programme would also leverage internal funds from other programmes such as REDD+, Himalica and Hi-AWARE. Dr Chettri indicated that the three objectives of the meeting were met: first, endorsement of the ToC for the KLCDI regional programme document, second, working on the partnership strategy for KLCDI, and third, discussing on the communication strategy for the programme.

Dr Chettri thanked Dr Molden for his commitment to the programme, as well as the government representatives from Bhutan, India and Nepal for their presence and support. He finally thanked the ICIMOD team for their back-up support to this programme.



Annex 1: Programme Schedule

Day 1: Thursday, 3 December 2015

09:00-9.30	Registration	ICIMOD
Inaugural Session		
Chair: Dr David Molden, DG, ICIMOD		
Session facilitator: Dr Janita Gurung, ICIMOD		
09:00 – 09:40	Welcome address	Dr David Molden, DG, ICIMOD
09:40 – 09:55	Lessons learned from implementing transboundary concepts in the HKH	Dr Rajan Kotru, TBL-PM, ICIMOD
9.55 – 10.05	Workshop background, objectives and programme	Dr Nakul Chettri, ICIMOD
10:05 – 10:10	Opening remarks – Bhutan	Ms Dechen Lham, Sr. Biodiversity Officer, Ministry of Agriculture and Forests, RGoB
10:10 – 10:15	Opening remarks – India	Dr Hemant K. Badola, Scientist in-charge, G.B. Pant Institute of Himalayan Environment & Development, Sikkim Unit
10:15 – 10:20	Opening remarks – Nepal	Mr Krishna Prasad Acharya, Chief – Planning Division, MFSC, GoN
10:20 – 10:25	Opening remarks – GIZ	Mr Kai Windhorst, Chief Technical Advisor (CTA), GIZ
10:25 – 10:30	Closing Remarks	Dr David Molden, DG, ICIMOD
10:30–11:00	<i>Photo session and refreshments</i>	

Technical Session I: Finalization of Theory of Change, Impact Pathways and Logical Framework Developed for KLCDI

Chair: Krishna Acharya, Chief – Planning Division, MFSC, Nepal

11:00–11:15	Introduction of participants	Dr Janita Gurung, ICIMOD
11:15–11:45	Presentation: Theory of Change, Impact Pathways and Logical Framework developed for KLCDI	Mr G.M. Shah, ICIMOD
11:45 – 12:00	Presentation: KLCDI Implementation Plan 2016-2020	Dr Janita Gurung, ICIMOD
12:00 – 12:15	Remarks by Chair	Mr Krishna Prasad Acharya, Chief – Planning Division, MFSC, GoN

Technical Session II: KLCDI Programme Document and Implementation Plan 2016-2020

12:15 – 12:30	Group formation and guidelines for group work on finalization of ToC/LFA	Mr G.M. Shah, ICIMOD
12:30 – 13:00	Group work: Theory of Change/ Impact Pathway and Logical Framework Analysis: Regional Groups	Mr G.M. Shah and Dr Janita Gurung, ICIMOD
13:00 – 14:00	<i>Lunch</i>	
14:00 – 14:30	Group presentations on ToC/LFA	Group Leads
14:30 – 14:45	Group formation and guidelines for group work on KLCDI implementation plan	Dr Janita Gurung, ICIMOD
14:45 – 16:30	Group work: KLCDI implementation plan (Working Tea)	Dr Janita Gurung/ Dr Nakul Chettri, ICIMOD
16:30 – 17:00	Group presentations and discussion	Group Leads

Day 2: Friday, 4 December 2015

Technical Session III: Partnership Strategy for KLCDI

09:00–09:30	Introduction to Partnership Approach at ICIMOD Objectives and expectations	Ms Naina Shakya, ICIMOD
09:30–10:30	Introduction to Partnerships: What are partnerships? Rationale for partnerships Principles governing partnerships The partnering Cycle	Ms Bulbul Baksi, Partnership Brokers Association (PBA)
10:30–11:00	<i>Tea break</i>	
11:00–12:00	Partnership Drivers and Contributions: Group work Discussion	Ms Bulbul Baksi, PBA
12:00–12:30	Partnership Success Factors	Ms Bulbul Baksi, PBA
12:30–13:30	<i>Lunch</i>	
13:30–15:00	KLCDI Partnership: Group work	Ms Bulbul Baksi, PBA
15:00–15:30	<i>Tea break</i>	
15:30–17:00	KLCDI Partnership: Plenary discussions Session closure	Ms Bulbul Baksi, PBA Ms Naina Shakya, ICIMOD
18:00–20:30	<i>Reception dinner hosted by ICIMOD</i>	

Day 3: Saturday, 5 December 2015

Technical Session IV: Knowledge Management and Communication Strategy

09:00–09:30	Presentation: Introduction to ICIMOD's Knowledge Management and Communication Strategy	Ms Anja Rasmussen, ICIMOD
09:30–10:30	Presentation and Group Work: Communication strategy: Why do we need it? Communication approaches	Mr Gopil Acharya, ICIMOD
10:30–11:00	<i>Tea break</i>	

Concluding Session

Chair: Dr David Molden, DG, ICIMOD

11:00–11:15	Way forward for KLCDI	Dr Rajan Kotru, ICIMOD
11:15–12:30	Remarks: GIZ	Mr Kai Windhorst, CTA, GIZ
	Remarks: Bhutan	Ms Dechen Lham, Sr. Biodiversity Officer, Ministry of Agriculture and Forests, RGoB
	Remarks: India	Dr Hemant K. Badola, Scientist in-charge, G.B. Pant Institute of Himalayan Environment & Development, Skkim Unit
	Remarks: Nepal	Professor Ram Prasad Chaudhary, Executive Director, RECAST, TU
	Closing remarks by Session Chair	Dr David Molden, ICIMOD
	Vote of thanks	Dr Nakul Chettri, ICIMOD
12:30–13:30	<i>Lunch</i>	

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