

# Community-led Micro-Planning: Building Capacity of Local Leaders for Participatory Planning in Bhutan



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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 Himalaya (HKH) – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan – based in Kathmandu, Nepal. Globalization 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 and downstream issues. ICIMOD supports regional transboundary programmes through partnerships with regional partner institutions, facilitates the exchange of experiences, and serves as a regional knowledge hub. We strengthen networking among regional and global centres of excellence. Overall, we are working to develop economically and environmentally-sound mountain ecosystems to improve the living standards of mountain populations and to sustain vital ecosystem services for the billions of people living downstream – now and in the future.



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Workshop Report

# Community-led Micro-Planning: Building Capacity of Local Leaders for Participatory Planning in Bhutan

8 –10 February 2017, Tsirang Dzongkhag, Bhutan

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# Acknowledgements

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## Acronyms and Abbreviations

EU	European Union
GAO	Gewog Administrative Officers
GNHC	Gross National Happiness Commission
Himalica	Rural Livelihoods and Climate Change Adaptation Programme
ICIMOD	International Centre for Integrated Mountain Development
KIs	Key Interventions
KPIs	Key Performance Indicators
MoAF	Ministry of Agriculture and Forests
NKRAs	National Key Results Areas
RGoB	Royal Government of Bhutan

# Executive Summary

Bottom-up participatory planning is an ongoing practice within and outside government planning processes in the Hindu Kush Himalaya. Community-led micro-planning begins at the grassroots level. Ideally it influences higher level planning and represents grassroots population in the decision-making process. Many communities have become more vulnerable and face greater risks due to climate and other changes including development interventions driven by outsiders. Community people have few options and limited capacity to cope with and adapt to current and future threats. Most countries in the developing world including Bhutan have recognized this challenge and the need to devise local strategies and solutions through bottom-up participatory planning processes. Community-led micro-planning is part of the strategy of the Support to Rural Livelihoods and Climate Change Adaptation Programme (Himalica) of ICIMOD to ensure the sustainability of pilot interventions by fostering local leadership and people's participation.

The three-day workshop on community-led micro-planning was organized from 8–10 February 2017 in Dhamphu, Tsirang. The workshop was inaugurated by Dasho Dzungda, Ms Ngawang Pem (district governor of Tsirang). A total of 32 participants including 12 Gups, 12 administration officers and senior planning officer, environment officer, sector heads of agriculture, livestock and forestry and senior forest rangers participated in the workshop.

The first day of the workshop had an introductory session where the participants shared their expectations and discussed the nature and purpose of the workshop, followed by an introduction of the concept of planning, need for micro-planning and the main steps in the micro-planning processes. Participants were oriented on sector specific result areas, vision and strategies of agriculture, livestock and forestry services by respective district sector heads. The district environment officer shed light on the national scenario of environment, natural resources and climate change. The senior planning officer oriented the participants on national key results areas, key performance indicators, and key interventions and strategies for the 12th Five Year Plan. He explained how the bottom-up planning outcomes are linked to different sectors and contribute in fulfilling national goals, objectives and vision. Impacts of climate change on local livelihoods and the environment as well as the concept of resilience were also discussed.

The second day focused on introducing several Participatory Rural Appraisal (PRA) tools, namely village resource mapping, institutional analysis (VENN diagram), hazard mapping (spider web) and seasonal livelihoods dependency matrix to understand the community's situation from different perspectives including gender and social inclusion. Depending on the village context, specific tools on gender analysis can be used; however, participants suggested forming separate groups for men and women for each group work to assess the perspectives from gender lens.

On the third day, sessions on problem identification, prioritization and analysis of problems were facilitated to bring the community people into the centre of decision making and address the identified problems through participatory planning. In addition, a community visioning exercise was conducted to help community people come together and discuss how they would like to see their village develop in the future. To achieve a community vision by planning possible solutions to those problems, participants engaged in the process of narrowing down the problems into a set of realistic and achievable activities. Participants were also asked to incorporate the implementation and monitoring mechanism into the community plans by outlining strategies to implement and monitor the activities. As Bhutan gets ready to prepare the 12th FYP (2018–2022) at Gewog, Dzongkhag and national levels, the workshop on community-led micro-planning can help institutionalize the bottom-up participatory planning process and make it people-centered and participatory.



# Introduction

A key component of the Support to Rural Livelihoods and Climate Change Adaptation (Himalica) Programme is to scale up successful practices and technologies to achieve wider acceptance. In order to achieve community resilience and livelihood improvements, Himalica programme is working in collaboration with several partners in Bhutan, Bangladesh, Myanmar, Nepal and Pakistan. As a strategy for sustainable pilot interventions, one key area is to develop community led micro-plans in Himalica pilot villages. Community-led micro-planning plays a vital role in enhancing the capacity of communities to adapt to a changing climate and environmental conditions at the local level.

ICIMOD's Himalica team and the implementing partner organization – the district agricultural office of Tsirang, Bhutan under the Ministry of Agriculture and Forests (MoAF) – developed community-led micro-plans in Himalica pilot villages in Barshong Gewog in Tsirang. Barshong Gewog has 5 Chiwogs comprising 249 households. Besides the community people, Chief DAO, Gewog leaders (both Gup and Mangmi), Gewog Administrative Officer, and Livestock, Forestry and Agriculture Supervisors from Barshong were involved in the micro-planning process. ICIMOD's Himalica team facilitated the preparation of the first micro-planning workshop in Chunyikhang Chiwog. The exercise for each of the Chiwogs was successfully completed with the involvement of community people in Barshong. People now understand participatory bottom-up planning process and the importance of building a resilient community and improving livelihood.

Pilot activities have been implemented for almost two years in Barshong Gewog. During that time, the context of these pilot activities has changed significantly: The administration of each of the 12 Gewogs has newly elected Gups and Mangmis who are responsible for executing bottom-up participatory planning process and developing the Gewog's annual plan based on the needs and priorities of community people. Although the bottom-up planning approach has been instituted in Bhutan ever since the ninth five-year plan (FYP) 2003-2007, the planning exercises amounted to putting together a laundry list of activities than actual bottom-up planning (Pema Chofil, Personal communication). As the Royal Government of Bhutan gets ready for the preparation of the 12th FYP (2018-2022), this workshop can help local leaders to identify development and resources management activities based on available resources and practical field relevance using participatory planning tools to contribute to the long-term vision of the country. This workshop complemented the up-scaling strategy of the Himalica pilot programme. The event provided an opportunity to share the lessons learned during community-led micro-planning in Barshong Gewog with the newly elected Gups and administrative officers. These officials are in a better position to institutionalize and up-scale the climate change adaptation and environment focused community-led micro-planning in 12 Gewogs in Tsirang district of Bhutan in the short run and to other districts in the long run.

# Objectives

Himalica considers community-led micro-planning as a strategy for ensuring the sustainability of pilot interventions on livelihood improvement and climate change adaptation with emphasis on the following aspects:

- the priorities, knowledge, and capacities of local people by bringing them into the centre of decision making
- bottom-up and participatory planning
- inclusive growth and fair benefit sharing between women and men including disadvantaged groups
- mainstreaming into local development plans and priorities
- Long-term visioning and sustainability

The workshop is expected to contribute in up-scaling pilot interventions through a participatory planning approach, first at the district and then at the national level. The specific objectives of the workshop were to:

- Explain the micro-planning concept and approach in the context of local development planning process in Bhutan
- Share processes, tools, and responsibilities of community-led micro-planning;
- Share field experiences from Barshong Gewog
- Build the capacity of Gups, administrative officers and also district sector heads who could replicate similar plans in their respective Gewogs

# Expected Outcomes

The impacts of climate change are not limited to individual sectors and areas, as climate change affects all development sectors, natural resources, infrastructures and people's livelihoods. While uncertainties about the rate and magnitude of climate change remain, the capacity of community people and institutions to deal with the manifestations of such changes is limited in terms of bottom-up participatory planning tools and strategies. The workshop is therefore expected to build the capacity of local leaders and district level stakeholders including community people for more sustainable and efficient use of natural resources and the protection of the environment by linking the overall local development plans and adaptation strategies of the country.

# Workshop Modules and Sessions

The three-day workshop comprised a total of eight technical modules, each consisting of various sub-topics and sessions (Annex 1). In addition, the event included an introductory module, a closing module and daily review sessions. First day sessions were focused on understanding the rationale of micro-planning in the context of local development planning in Bhutan. This was followed by presentations on sector specific result areas, vision and strategies including climate change related policies and strategies of Bhutan. National key results areas, key performance indicators and key interventions and strategies for the 12th Five Year Plan preparation were also covered on the first day. Experiences on community-led micro-planning from Barshong Gewog were shared as well. There was an interactive session on impacts of climate change on local livelihoods and the environment. The session was geared towards building a common understanding on resilience building. The second day was entirely dedicated to understanding the situation of the community including their problems, opportunities and potentials. Both secondary and primary sources of data collection were discussed. Sessions on the third day focused on problem identification, prioritization and analysis. After analysing the situation, the participants undertook community visioning, which provides the basis for overall development planning for the community. Based on visioning and situation analysis, participants came up with solutions to identified problems; participants also incorporated an implementation and monitoring mechanism in the community plans.

# Workshop Methods and Tools

Presentations were made on specific sectors such as agriculture, livestock and forest-related policies, vision and strategies, national planning policies, national key results areas, key performance indicators, key interventions and strategies which are important for the preparation of the 12th Five Year Plan. An interactive question-answer session was held in the plenary to provide further clarification on issues raised during the presentations. An experience sharing session was held to discuss the process and strategies of community-led micro-planning in Barshong Gewog. The workshop followed various participatory methods including participatory rural appraisal (PRA) tools for situation analysis and planning. Context specific working groups were formed to perform group exercises and assessments for planning. Four working groups with each group representing three Gewogs were formed as follows: Group 1: Sergithang, Phuentenchu, and Tsirangtoed; Group 2: Sermjong, Dooglangang and Kilkhorhang; Group 3: Gasarling, Tsholingkhar and Rangthnagling; and Group 4: Mendrelgang, Barshong and Tasaling. These groups carried out situation analysis, problem identification, prioritization and planning purposes using various PRA tools including FDGs. Group work was synthesized to gain a better understanding of various thematic and socioeconomic aspects.

# Highlights of the Opening Session

The community-led micro-planning workshop was conducted for the Gups and Gewog Administrative Officers (GAOs) of 12 Gewogs and the relevant sector heads of Tsirang District from 8-10 February 2017. The main objective was to orient elected local leaders who are responsible for executing bottom-up participatory planning process and to develop the Gewog annual plan based on real needs and priorities of community people.

In the opening session, Dasho Dzungda (district governor) Ngawang Pem thanked the ICIMOD, the European Union (EU), Royal Government of Bhutan (RGoB) and other relevant sector heads for hosting the workshop in Tsirang. She thanked the facilitators, resource persons and participants for attending such an important workshop. Dasho said the workshop would really add value to the ongoing sensitization of community leaders and people on the preparation of the 12th Five Year Plan. She therefore urged the local leaders, administrative officers and relevant sector heads to “take advantage of the opportunity”.

During the opening session Chief District Agricultural Officer and local Himalica coordinator Pema Chofil remarked that although the bottom-up planning approach has been instituted in Bhutan ever since the ninth Five Year Plan (2003-2007), the actual planning exercises merely involved putting together a laundry list rather than actual bottom-up planning. He added that as the RGoB gets ready to prepare the 12th FYP, the workshop would provide hands-on training to identify development and resource management activities based on available resources and practical field relevance using participatory planning tools and thus contribute to the long-term vision of the country.



Dasho Dzungda Ngawang Pem speaks in the opening session

Himalica programme coordinator Pema Chofil discusses bottom-up planning approach in Bhutan

# Highlights of the Technical Sessions

## DAY 1

### Self-introduction and programme briefing

After the self-introduction session, the core facilitators briefed the participants on the concept of planning and explained the rationale for community-led micro-planning, its importance and the steps involved in such planning. The micro-planning concept emphasizes meaningful participation of community people (both men and women), bringing them into the centre of decision making and at the same time mainstreaming local plans into district and national goal and plans. The participatory process enhances community ownership of issues, problems and identified solutions, leading to sustainability and more resilient communities. The steps of micro-planning include community meeting, formation of a micro-planning committee, participatory assessment, analysis and prioritization of collected data, participatory activity planning and finally presentation and approval of the micro-plan by the community as a whole for implementation. The broad goal is to achieve sustainable and inclusive development and promote the wellbeing of the community. The local government in Bhutan is therefore working towards four key functions i.e., (i) provide socio-economic services in a sustainable and equitable manner (ii) ensure that development occurs in a planned and harmonious manner (iii) undertake local development activities consistent with relevant laws and policies of the country and, (iv) encourage involvement of communities and community organizations.



Self-introduction session

### Presentations on sectoral planning, national goals and strategies

The participants were oriented on sectoral key result areas (SKRAs), vision and strategies of agriculture, livestock and forestry services by respective district sector heads. The district sector heads of agriculture, forestry and livestock explained the focus of the concerned ministry, departments and how the district level focus areas are ultimately linked to the national level result areas. They also talked about the basis of such linkages and identification of activities using facts and figures from the ground. Once the key focus of these three sectors was introduced, the District Environment Officer provided an overview of the national scenario of the environment,



Presentations on sectoral planning, national goals and strategies for local development planning in Bhutan

natural resources and climate change. The participants were introduced to climate change policies of Bhutan, institutional arrangements governing climate scenarios, Bhutan’s contribution to the cause of climate change and the adaptation or mitigation measures as well as mitigation options in energy, agriculture, land use and land use change and waste sectors. The representative also explained the gaps and constraints in delivering climate actions.

Finally, the Senior Planning Officer representing the Gross National Happiness Commission (GNHC) oriented the participants on the National Key Results Areas (NKRAs), Key Performance Indicators (KPIs) and Key Interventions (KIs) and strategies for the 12th Five Year Plan. The representative also explained how these NKRAs, SKRAs, KPIs and KIs are eventually linked to different sectors and contribute in fulfilling the national goals, objectives and vision.

### Experiences in community-led micro-planning in Barshong Gewog

The Gewog Administrative Officer, who had been involved in the entire process of micro-planning in Barshong Gewog, shared experiences from the Himalica pilot in Gewog-Barshong. He talked about how the community-led micro-plans were prepared, the process and strategies for involving community people and identifying resources, and the associated challenges. The Himalica team, Barshong Gewog Administration and sector representatives of agriculture, livestock and forestry had facilitated the micro-planning process. The process helped bring people into the centre of decision making and thus empower them for their own development. Sharing of field experiences was an eye opener for many participants prior to the actual workshop sessions.





Group work on impacts of climate change at the local level

## Climate change and building resilient communities

In the later part of the day, facilitators presented a scenario on climate change and its causes, and the ultimate impact on the livelihoods and people in the Hindu Kush Himalayan (HKH) region. The focus was on building resilient communities, e.g., livelihood options adopted by mountain communities to be more resilient in the changing context. To illustrate the different responses to the effects of a disturbance, facilitators used objects like egg, sponge and tennis ball. For example, egg has very low resistance and recovery capacity compared to tennis ball. The concept of resilience was again discussed thoroughly in the plenary. Participants discussed the impacts of climate change at the local livelihoods and environment. They talked about how local stakeholders and communities are trying to address these impacts and how current best practices could be mainstreamed into government plans and policies in the region.

# Highlights of the Technical Sessions

## Day 2

### Reflections on Day 1

Each participant was asked to reflect on one lesson learned from the previous day's sessions. Most of the participants said they had learned how to link the community's problems with existing development interventions and plans, which are often driven by the outsiders with limited consultation with and participation of local people. Most participants said they had realized the importance of sharing the sectoral vision, strategies and policies with the community people to ensure that the community plans are demand driven and realistic.

### Community understanding

While having a community plan in place is important, it is even more crucial for those involved in preparing community plans to understand the community's situation properly.

A basic step, therefore, is to collect available secondary data on the community from various sources such as national statistical institutions, academic repositories and local government bodies. Similarly data can also be obtained from the community people prior to the preparation of plans. This answers two important questions:

- Who are more accountable and responsible for bottom-up planning/micro-planning process and building resilient communities in Bhutan?
- How can we make the planning process more participatory and community-led?

As a step toward understanding the community's situation, the facilitators introduced key principles of participatory assessment – a tool that would help them understand the community's situation as well as prepare community plans.

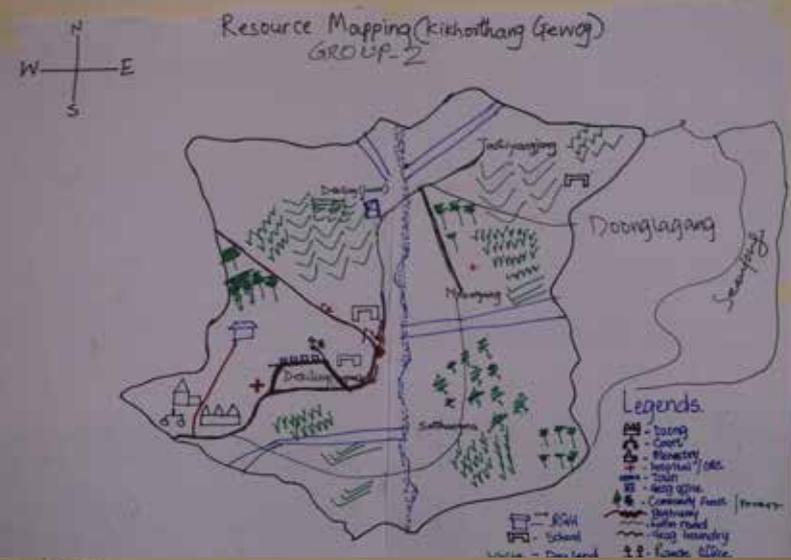
### Community resource mapping and analysis

The participants were then divided into four groups, each representing three adjoining Gewogs. Each group was asked to prepare a village resource map. The resource map is important for understanding climate change impact on village resources, resource management initiatives (whether project supported or government initiated) and the community's perceptions and suggestions. During the exercise participants were asked to map resources with a focus on the impact of climate change on village resources (forests, agriculture, animal husbandry, water resources) and the resultant impacts on local livelihoods. With the help of the resource map, participants were able to gain a deeper understanding of community access to resources, ownership and major problems associated with management of resources.

A **development map** was prepared to obtain information on development infrastructure and services available in the community, understand infrastructure development works like road, water supply, electricity, health services,



Participants trying to reflect the first day learning on micro-planning



Group work on resource mapping and analysis

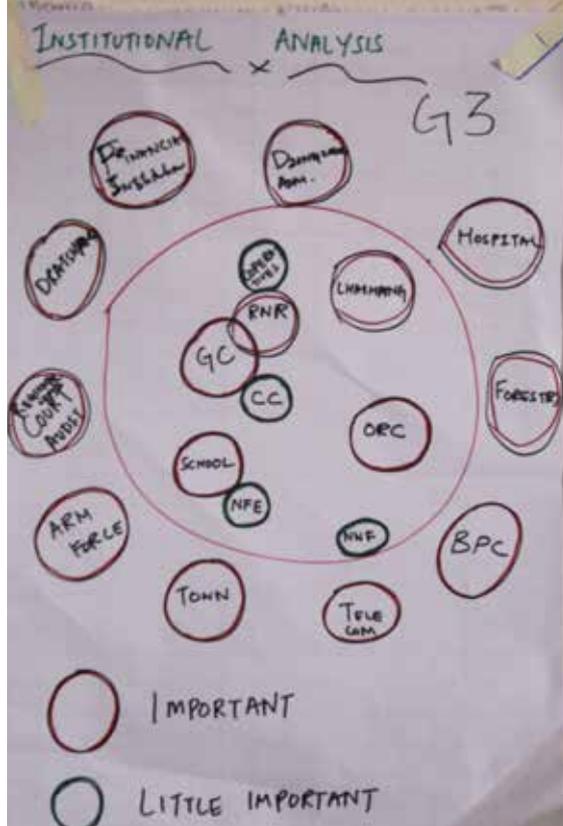
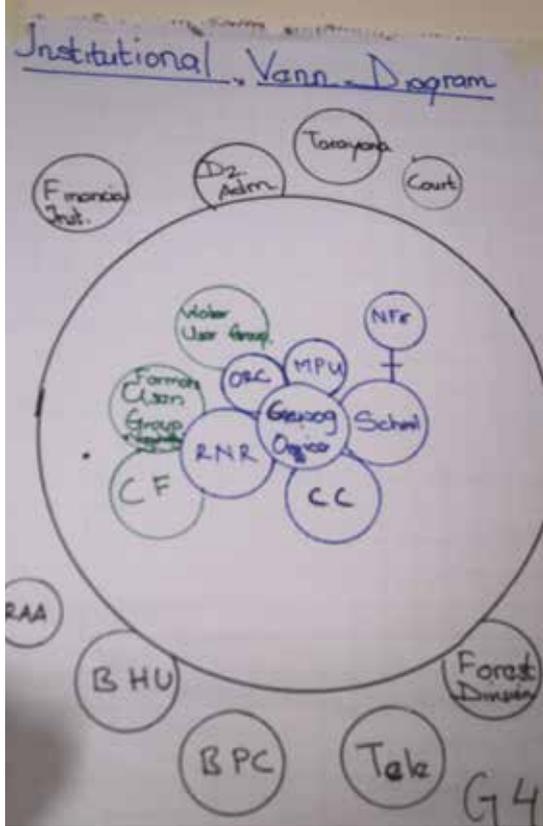
etc., the access to these development services, identify the development needs and concerns of the community, households without access to development services, the impact of climate change on development infrastructure and services and to assess previous initiatives, progress and problems. Both village resources and development maps are going to be helpful in identifying problems, planning activities for resource management, livelihood development and capacity building of community people and their organizations.

### Institutional analysis (VENN diagram)

Similarly institutional analysis using a **Venn diagram** was carried out. The tool is used to identify all organizations/institutions located within or outside the village that provide important services or support to the village or communities. Once the diagram was ready, all groups were involved in discussing the following aspects: (a) nature of services provided by the local organizations and its relevance for village development (b) external organizations that are working in the village, the nature of services provided and its relevance for village development (c) importance of each institution in the village (d) role of community in decision making within each of these institutions (e) organizations that are providing support to the community for building resilient livelihoods and (f) suggestions for making these organizations more responsive to local communities. The discussion helped participants understand the role and contributions of organizations in building resilient livelihoods and also analyse how these organizations can be made more responsive to local communities.

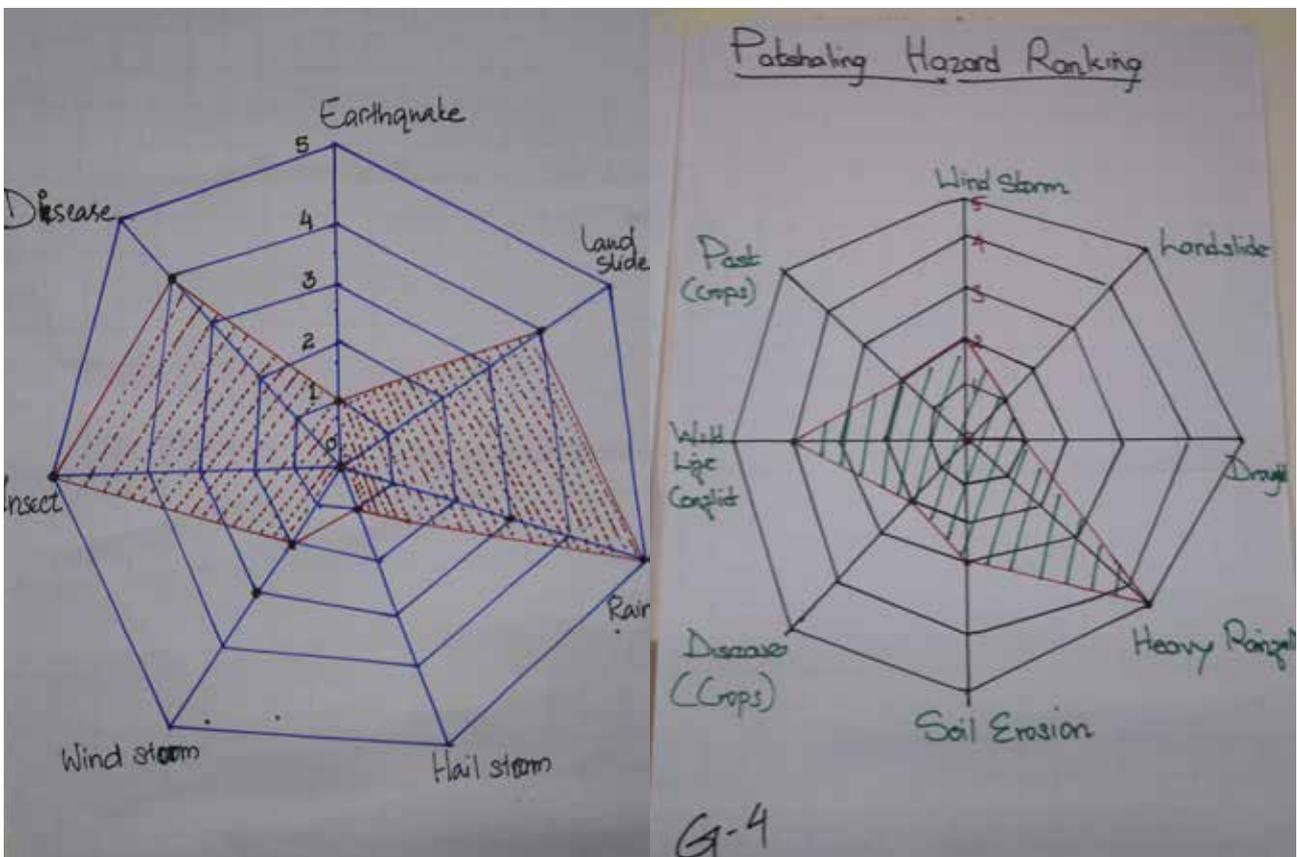
Participants discuss the role and importance of local organizations in community planning





### Hazard analysis (Spider web)

During the group exercise, participants prepared a hazard map for the community, with a focus on ranking weather hazards and identifying which hazard has impacted livelihood activities in the identified communities and what to degree. This included identifying all extreme weather events such as hailstorms, flood, landslides, etc. that occurred in the past and how they affected the livelihoods of people in the communities. Each hazard was then ranked according to its severity and intensity and accordingly connected using the 'spider web' method.



Hazard mapping using spider web

## Livelihoods analysis (seasonal dependency matrix)

And finally the participants prepared a seasonal dependency matrix of the community. The tool is useful for identifying the community's dependency on various resources for food and income at various times of the year. One important aspect of the exercise was to discuss and find out the exact time/season of the year during which people rely most on certain resources for food and income. After preparing the seasonal dependency matrix, the following aspects were discussed.

- Which are the months of extreme food scarcity?
- Which are the months when the income is scarce?
- What coping/adaptation measures are being taken by the community to deal with the depletion of resources?



Seasonal Dependency Matrix

## Triangulation of information from PRA tools and other sources

A plenary interaction session was held to synthesize information and understand the community's situation better using various participatory methods and tools. Several PRA tools and techniques can be used for understanding the community's situation including their values, beliefs and norms. Only four key tools were selected for collecting information on community resources including physical infrastructures and services; institutional analysis for community development; hazard mapping for disaster management; and seasonal dependency matrix to understand community dependency on various resources and the period of scarcity related to food and income. These tools are very useful in analysing the various aspects of the community's situation and understanding how they are interlinked to make the community more resilient for dealing with climate change impacts. Triangulation of information coming from different tools and methods was also highlighted to better understand the complex realities of the community. For example, some communities are rich in resources and but very poor in managing those resources due to lack of institutions and related policies.

# Highlights of the Technical Sessions

## Day 3

### Reflections on Day 2

Lessons from Day 2 were shared by each group that worked to generate information on the community using different PRA tools and techniques. Many believe that these tools are going to be helpful in generating community data with the help of community people who can't read and write. However, we need to be very smart about using a combination of different tools to triangulate the information generated from multiple sources using multiple tools and techniques. It was also realized that the data collection process should be continued; it should not be an ad hoc or a one-time event.

### Problem identification, analysis and prioritization

On the third day participants focused on identifying problems, lining up the numerous activities, prioritizing activities that the community wants to undertake, outlining the vision of the community, and discussing the actual implementation of the activities and how those activities are to be monitored. Participants held a focus group discussion to identify real problems facing the community.



Participants reflect on lessons from Day 2



Focus group discussion for problem identification



S. No.	Problem	Score	Rank
1	Decline in productivity of agriculture	IIIIII	
2	Frequent pest attacks	III	
3	Decline in opportunities for farm labour	IIII	
4	Shortage of drinking water	I	
5	Decline in fishery	I	
6	Degradation of forests	II	
7	Increase in drudgery of women	IIII	

Facilitating pair-wise ranking exercise

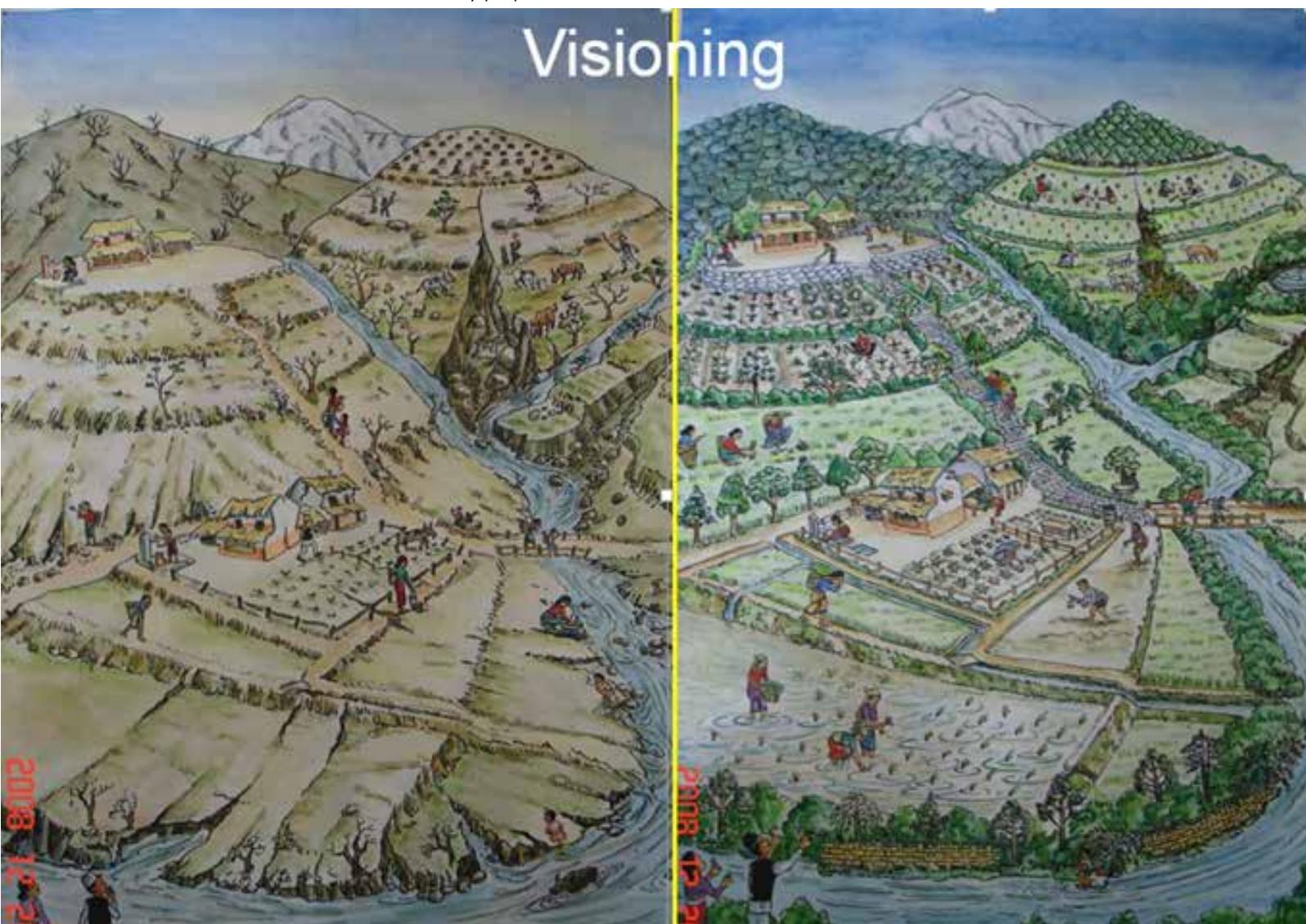
## Prioritization of activities (Pair-wise ranking)

During the exercise, it was made clear that people themselves have to carry out the actual preparation of the plans. Once the problems are identified, problems are compared and each problem is given a score based on its level of importance. Once the scores are available, the problems are ranked using a tool known as pair-wise ranking. Pair-wise ranking provides a glimpse of how the identified problems have been prioritized.

## Community visioning

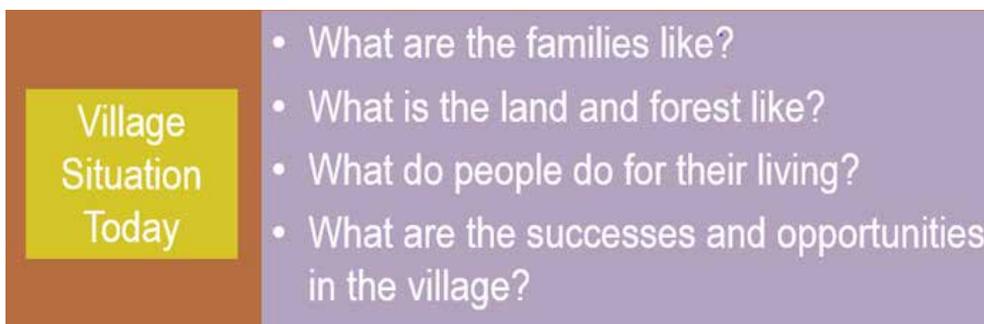
Visioning exercise is a cornerstone of any plan document. It allows the planners to visualize what the communities would look like or how they would develop in the future. Participants can share their hopes and expectations in the group and reach consensus to take command of the future together. Community people can come together to discuss and visualise how they would like to see their village develop in the future.

Community people can draw their vision as shown in the box below



While conducting the visioning exercise, the community could discuss the current village situation and try to answer some questions as depicted in the box below:

Visioning exercise basically entails envisioning the community's future from a holistic and collective perspective, keeping in mind all the available resources and opportunities. Community members are asked what they would like to see in ten or twenty years; what they can leave behind for their children and grandchildren; what their community would look like or what would be the main source of livelihood during that time.



- What are the families like?
- What is the land and forest like?
- What do people do for their living?
- What are the successes and opportunities in the village?

Points for discussion on the village situation

## Activity planning

To achieve a community vision, activities must be carefully planned. The groups of participants were asked to prepare activity plans. It is a way to come up with lasting potential solutions to problems identified. In a nutshell, it is a process of narrowing down the problems into a realistic but achievable set of activities. While identifying activities, the following points help pin down relevant activities: name of the activity; location of the activity to be implemented; approximate time required for the activity; resources (including funds); expected benefits of the activity; responsibility for implementation and possible source(s) of funding. The box below gives an idea of how to do activity planning.



How to do activity planning?

- Organize FGDs.
- FGDs may focus on specific themes.

- Resource Development
- Livelihood Development
- Community Infrastructure Development
- Capacity Building

Overview of activity planning process

## Implementation and monitoring mechanisms

It is important to incorporate implementation and monitoring strategies/framework into the community plans to come up with realistic solutions to problems, have a solid community vision in place, and resolve community problems. The workshop participants were asked to include strategies for implementing and monitoring the activities in the plan document, incorporate a feedback mechanism and think about how to document and disseminate success stories and lessons learnt.

# Recommendations

The comprehensive three-day workshop on community-led micro-planning organized for Gups (head of Gewog administration) and Gewog administrative officers was well received by the participants. It added value to Gewog and Dzongkhag administration officials of Tsirang district who are going to prepare the 12th Five Year Plan this year. The knowledge and participatory tools shared during the workshop enhanced the capacity of local leaders and administrative officers along with district sector officers to facilitate bottom-up planning processes and make the community plans people-centered and need-based. The local planners and decision makers who are directly involved in local development planning should explore and use context-specific participatory tools and techniques to improve the understanding of adaptation planning and support in designing community-led adaptation activities and mainstream those into the district and national planning framework. Inputs from the Dzongkhag planning officer, Tsirang, along with facilitation of the Himalica team at Tsirang and Gewog administration of Bashong, will play a vital role in out-scaling the approach within the district and up-scaling it beyond Tsirang district.

# Annex 1: Workshop Modules and Sessions

<b>Day 1: Wednesday, 8 February 2017</b>	
Understanding community-led micro-planning; understanding climate change and its impacts on livelihoods and resilient community; understanding national goals, strategies and policies on local development planning and climate change.	
<b>Modules</b>	<b>Sub-topics / Sessions</b>
1. Understanding micro-planning	What is planning?
	Why micro-planning?
	Need for micro-planning
	Steps in micro-planning
2. Understanding national & sectoral goals, strategies and policies	Agricultural sector and local development planning
	Livestock sector and local development planning
	Forestry sector and local development planning
	Climate change policies and practices in Bhutan
	National goals and strategies on local development planning
3. Understanding climate change and its impacts	Micro-planning process and lessons learnt from the Himalica pilot sites in Barshong
	Climate change, causes and impacts on livelihoods and people – in the context of the HKH region
	Building resilient communities
<b>Day 2: Thursday, 9 February 2017</b>	
Understanding community situation	
4. Understanding community situation	Collection of secondary data
	Key principles of participatory assessment
	Participatory assessment tool 1: Village resource and development map
	Participatory assessment tool 2: VENN diagram
	Participatory assessment tool 3: Hazard map
	Participatory assessment tool 4: Seasonal Livelihood Dependency Matrix
<b>Day 3: Friday, 10 February 2017</b>	
Problem identification, prioritization, analysis, community visioning and activity planning	
5. Identification of problems, analysis and prioritization	FGD on problem identification
	Pairwise ranking for prioritization
6. Community visioning	Group work on framing community visions
7. Understanding activity planning	Activity planning
	Group work on activity planning
8. Implementation and monitoring plans	Group work on preparing implementation and monitoring plans

## Annex 2: List of Participants and Resource Persons

SN	Name	Sex	Agency	Designation
1	Ugyen Lhaden	F	Local Government	Gewog Admin. Officer
2	Langa Dorji	M	National Environment Commission	Environment Officer
3	Beda Moni Chamlagai	M	Local Government	Gup
4	Ram Bdr Karki	M	Local Government	Gup
5	Passang Thingh Tamang	M	Local Government	Gup
6	Dimple Thapa	F	Dept. of Forests & Park Services	Chief Forestry Officer
7	Sonam Rabten	M	Local Government	Gewog Admin. Officer
8	Sangay Lhamo	F	Local Government	Gewog Admin. Officer
9	Sherab Chogyel	M	Local Government	Gewog Admin. Officer
10	Dupten Tshering	M	Local Government	Gewog Admin. Officer
11	Norbu Choegay	M	Local Government	Gewog Admin. Officer
12	Sonam Dendup	M	Local Government	Gewog Admin. Officer
13	Top Nath Acharya	M	Local Government	Gup
14	Santa Lal Powdel	M	Local Government	Gup
15	Man Bir Rai	M	Local Government	Gup
16	D. B Ghalley	M	Dept of Agriculture	Gewog Admin. Officer
17	Tsheltrim Dorji	M	GNHC	Senior Planning Officer
18	Tandin Gyeltshen	M	Dept. of Livestock	Asst. Livestock Officer
19	Tsheten Dorji	M	Dept. of Forests & Park Services	Senior Forest Ranger
20	Gem Tshering	M	Dept. of Forests & Park Services	Senior Forest Ranger
21	Cheten Gyeltshen	M	Local Government	Gewog Admin. Officer
22	Jinba Dorji	M	Local Government	Gewog Admin. Officer
23	Sonam	M	Dept. of Agriculture	Asst. Agriculture Officer
24	Damchu	F	Local Government	Gewog Admin. Officer
25	Tashi Dema	F	Local Government	Gewog Admin. Officer
26	Kharka Bdr Pradhan	M	Local Government	Gup
27	Chabi Kumar Rai	M	Local Government	Gup
28	Bal Bahadur Tamang	M	Local Government	Gup
29	Nar Bahadur Rai	M	Local Government	Gup
30	Yeshey	M	Local Government	Gup
31	Shiva Lal Kararai	M	Local Government	Gup
32	Pema Chofil	M	Dept. of Agriculture	Chief Agriculture Officer
33	Dorji Wangchuk	M	Dept. of Livestock	Livestock Officer
34	Dr Sanjev Bucher	M	ICIMOD	Water Mgmt Specialist
35	Min Bdr Gurung	M	ICIMOD	Institution & Development Specialist
36	Bhawana Syangden	F	ICIMOD	Program Officer
37	Tshering Samdrup	M	ICIMOD	Consultant



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