

# PROGRAM OPERATION MANUAL 2025



**Royal Society For Protection of Nature  
Thimphu**



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## Preface

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The Royal Society for Protection of Nature (RSPN) stands as one of the country's leading Civil Society Organizations, pioneering efforts in environmental conservation, community development and increasing climate resilience. RSPN continues to play a pivotal role especially in conserving two flagship bird species of the critically endangered White-bellied Heron and near-threatened Black-necked Crane while also making significant strides to community livelihood enhancement and environmental education.

This **Program Operation Manual** (POM) is testament to RSPN's commitment in promoting impactful, community-based initiatives that align with its vision of fostering harmonious coexistence between people and nature. Serving as a guiding document, the manual is designed to standardize and streamline project management processes, ensuring that our initiatives align with international best practices and uphold the highest standards of quality. Overall, the manual is expected to provide project management clarity, effective coordination and transparency in our shared journey toward a resilient and sustainable future

We trust that this document will empower and facilitate our team and stakeholders to deliver innovative, impactful, inclusive and accountable solutions while staying true to the core values of environmental stewardship that are at the heart of RSPN's mission. Together, we can continue to make significant strides toward a future where both nature and communities thrive in harmony.

**(Chairperson)**

**Royal Society for Protection of Nature**

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## ACRONYMS

<b>DPCCC</b>	<b>Department of Program Coordination and Climate Change</b>
<b>ESS</b>	<b>Environment and Social Safeguard</b>
<b>IP</b>	<b>Indigenous People</b>
<b>KPI</b>	<b>Key performance indicators</b>
<b>POM</b>	<b>Program Operation Manual</b>
<b>PSC</b>	<b>Project Steering Committee</b>
<b>RSPN</b>	<b>Royal Society for Protection of Nature</b>
<b>RAA</b>	<b>Royal Audit Authority</b>
<b>SDG</b>	<b>Sustainable Development Goal</b>
<b>TRC</b>	<b>Technical Review Committee</b>

## 1. Background

The Royal Society for Protection of Nature (RSPN), a citizen-based Non-Governmental Organization established in 1987, is dedicated to conserving Bhutan's pristine natural heritage and rich biodiversity. Guided by the country's constitutional mandate of maintaining at least 60% forest cover and its environmental conservation vision of striking a balance between nature conservation and socio-economic development, RSPN has made significant strides in nature conservation, improving community livelihoods and enhancing resilience to climate change, among others. These remarkable accomplishments of the RSPN are attributable to its collaboration and partnerships with Government Agencies, partners, donors and local communities. Overall, RSPN continues to contribute toward Bhutan's commitment to environmental sustainability and well-being of its people by focusing its interventions on six broad thematic areas: 1) Species and Habitat Conservation, 2) Wetlands and Freshwater Ecosystems, 3) Climate Change Adaptation and Mitigation, 4) Waste Management, 5) Sustainable Livelihoods and 6) Environmental Education.

## 2. Purpose

This manual shall be referred to as '**Program Operation Manual**' (POM) 2025. It aims to provide efficient and seamless procedural and practical guidance for project operations and management throughout the project cycle: Project identification and formulation, Project appraisal and approval, Project implementation; and Project Monitoring and Evaluation.

## 3. Scope

The POM document applies to all the employees of RSPN as well as its grantees and it is their responsibility to adhere with the provisions and standards of the POM. It is a living document and shall be revised and updated when required with the approval of the Board.

## 4. Interpretation

The final interpretation of any provisions under this manual shall be determined by the Management Team or the Board, depending on the significance of issue at hand.

## 5. Dispute Resolution

In the event of any dispute arising from the application of this manual, it shall be resolved to the extent possible through amicable mediation and negotiations. However, if such resolution cannot be reached after exhausting all possible means and efforts, the matter shall be referred to the court of law.

## Chapter 1: Institutional Arrangements for Programs and Projects

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### 1.1 The Board

The Board, consisting of the Board of Directors, serves as the organization's highest decision-making body and ensures that the organization functions and operates in compliance with its "Articles of Association" and internal control frameworks and the regulations governing Civil Society Organizations. The Board also plays a pivotal role in guiding the governance of RSPN and providing strategic direction to programs and projects.

### 1.2 Management Team

The Management Team consists of the Executive Director, the Director of the Department of Program Coordination and Climate Change and Operations Department. Among others, this team is responsible for providing strategic vision and direction to programs and projects and serves as a platform to strengthen coordination, collaborations and strategic alignments.

### 1.3 Department of Program Coordination and Climate Change

The Department of Program Coordination and Climate Change (DPCCC) is the key organization that is tasked with any matters relating to programs and projects. It designs, develops, coordinates and manages all programs and projects. It also mobilizes resources and fosters partnership with relevant Government, donors and other international partners. It is led by a Director and supported by Department staff and three Divisions: Sustainable Livelihood, Species Conservation and Climate Change.

### 1.4 Operations Department

The Operations Department oversees the finance and investment, administration and human resource management and ensures that the internal processes and control framework function efficiently, effectively and in alignment with the organizational goals. The Department shall be headed by a Director and supported by respective staff.

## Chapter 2: Project Conceptualization

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Developing a project concept is important to transform ideas into structured results frameworks, ensuring clarity in terms of project goal, outputs, activities, location and stakeholder engagement. It is critical to ensure project quality right at the project entry-level.

### 2.1 Project Concept Development

- a. Any RSPN staff can initiate project concept development that is aligned to RSPN's six thematic areas, Government's five-year plan and SDGs.
- b. A project concept or idea shall be deliberated with DPCCC and seek concurrence to proceed further.
- c. Upon receiving go-ahead from the Department, the concerned Division/individual shall draft a project concept using the prescribed template annexed. **(Annexure I)**

### 2.2 Ensuring Project Concept Quality

**2.2.1** To ensure project quality-at-entry, the project concept shall include the following, among others:

- a) Addresses relevant and emerging environmental and livelihood challenges
- b) Aligns with the six thematic areas of RSPN, Government five-plan and SDGs where applicable.
- c) Brings in transformational change and multiplier impacts to the relevant communities or beneficiaries.
- d) Mainstreams Environmental and Social Safeguards (ESS), including gender, Indigenous People (IP) and People with Disability (PWD) issues
- e) Ensures project sustainability

### 2.3 Review and Approval of Project Concepts

**2.3.1** Submit the project concept to the DPCCC for review and concurrence to proceed further.

**2.3.2** Spearheaded by the Department, an in-house Technical Review Committee (TRC) shall review the project concept and recommend it to the Management Team for approval.

**2.3.3** The TRC shall comprise of the Director of DPCCC, Program Specialist and Chiefs of Divisions.

**2.3.4** With approval from the Management Team, the DPCCC provides go-ahead to escalate the project concept into a fully developed project proposal.

## Chapter 3: Project Proposal Development

### 3.1 Development of Project Proposal (Fully Developed Proposal)

Developing a project proposal entails translating the project concept into detailed project proposal, flagging project results framework, institutional arrangements and implementation plan, budget estimates and project sustainability, among others.

**3.1.1** The concerned Division, with support from the Management Team, DPCCC and other Divisions, shall develop the project proposal as per the prescribed template. **(Annexure II)**

**3.1.2** A project proposal shall avail project preparatory grant, where applicable.

**3.1.3** Discourage preparation of project proposals that do not provide project management fees, overhead costs or both, except in the case of projects that are exclusively designed to support the two flagship species of RSPN: White bellied Heron and Black necked Crane.

### 3.2 Ensuring Project Quality-at-entry

**3.2.1** RSPN's project proposal shall uphold high standards of quality with transformational impacts. It must therefore be inclusive, consultative, participatory and considers all required safeguard measures. Among others, the project proposal shall incorporate the following:

1. Aligned with the six thematic areas of RSPN, Government five-plan, SDGs where applicable and donor requirements.
2. Addresses relevant and emerging environmental and economic challenges and issues.
3. Brings in transformational change and larger impacts to the relevant communities or beneficiaries.
4. Economic and livelihood projects of RSPN contribute or achieve environmental conservation objectives.
5. Mainstreams Environmental and Social Safeguards, including gender and IP issues.
6. Conduct preliminary assessments to evaluate the potential impact of the project on gender and recommend appropriate mitigation and management measures for any identified negative effects.
7. Identify and prepare mitigation and management plans for potential high impact project risks and monitor and address them throughout the project period.
8. Ensure that accountability, responsibility and results framework/Theory of Change are clearly defined and reflected in the proposal.
9. Obtain necessary approvals from the Government and other relevant stakeholders where applicable.
10. Seek approval in the case of co-financing requirements from RSPN.
11. Ensure project sustainability.

### 3.3 Project Proposal Review

**3.3.1** The project proposal shall be reviewed and screened by an in-house Technical Review Committee (TRC) using the attached review template. **(Annexure III)**

**3.3.2** TRC shall appraise projects in accordance with the procedure and criteria established in the project appraisal protocol which among others shall include reviewing and examining the likely impacts of the project on social, economic, financial, environmental, gender, legal and technical aspects.

**3.3.3** The TRC recommends the project proposal to the Management Team for endorsement.

**3.3.4** Ensure that the DPCCC and Divisions submit the final project proposal to the TRC at least one week ahead of the submission deadline to provide sufficient time for review and ensure quality assurance.

### 3.4 Project Proposal Submission

**3.4.1** Upon the approval of the Management Team, the DPCCC shall submit the project proposal to the respective donors.

**3.4.2** The DPCCC along with the relevant Divisions shall conduct follow-up on the submitted project proposal and update the Management Team on its status on a regular basis.

## Chapter 4: Project Execution and Management

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Project execution and management refers to translating project plans into action and managing it. It involves overseeing efficient and timely implementation and optimal resource use, ensuring that the project is completed according to the defined scope, schedule, budget, and quality standards.

### 4.1 Signing of Grant Agreements

**4.1.1** Once the project proposal is approved, DPCCC shall coordinate the signing of grant agreements with donors or grantees. If the donor does not provide a specific Grant Agreement template, the attached RSPN template shall be used. **(Annexure IV)**

**4.1.2** The Grant Agreements on-behalf of RSPN shall be signed by the Executive Director or by the Director, DPCCC in the absence of the Executive Director.

**4.1.3** The hard copy of original signed Grant Agreements shall be maintained by the DPCCC, with copies provided to Operations Department and the respective Divisions.

### 4.2 Project Steering Committee (PSC)

**4.2.1** Depending on the financial size and scope of the project, a Project Steering Committee (PSC) shall be constituted with approval from the Management Team to provide strategic directions, effective coordination, address project problems and issues and ensure that the project meets its intended milestones.

**4.2.2** However, if a PSC is not required for a project, the functions of the PSC shall be assumed by DPCCC.

**4.2.3** PSC shall roll-out a project execution by convening an Inception Meeting with the relevant stakeholders/beneficiaries to validate project information and present project objective and execution plans.

**4.2.4** Prepare the annual work plan and budget of the project with key performance indicators (KPI) in a logical manner and incorporate them into the Annual Target of the Department and respective Divisions.

### 4.3 Project Fund Transfer and Utilization

**4.3.1** Books of Accounts of a project shall be maintained in accordance with the existing Financial Rules and Regulations of RSPN.

**4.3.2** The Operations Department shall facilitate the transfer of the project fund to a project account and no project fund shall be transferred to an un-authorized account.

**4.3.3** The project fund shall be utilized for the purpose specified in the project agreement as per RSPN system.

### 4.4 Project Implementation Updates and Reporting

**4.4.1** DPCCC in consultation with the Operations Department shall present a consolidated progress report, showing both physical and financial achievement (fund utilization) of all projects, to the monthly meetings. **(Annexure V: Template for consolidated reporting)**

**4.4.2** The DPCCC and the respective Divisions update the progress of each project, work plan for the ensuing month and any foreseeable delays and issues that may deter the progress of the project.

**4.4.3** DPCCC shall share all reports (including interim and final project reports) pertaining to projects with the donors and relevant entities. To enable DPCCC to share reports within a timeline with the donors and relevant entities, Divisions shall submit reports to DPCCC at least one week ahead of the submission deadline to allow review and provide quality assurance.

#### **4.5 Project Publicity and Visibility**

**4.5.1** Communications and Education Services shall ensure that the RSPN/donor receive required project visibility through various modes such as social media and mainstream media post, publications and audio-visual productions.

#### **4.6 Mission and Delegation Visits**

- a. Should a project require an international consultant or mission, the respective Division shall request the Operations Department to facilitate the issuance of visa and arrangements of logistics.

## Chapter 5: Project Monitoring and Reporting

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Project monitoring and reporting are crucial for keeping project activities on track, within budget, on schedule and ensuring that the project outcomes are converging towards project goal. It also provides an opportunity to identify any deviations from the project plan, resolve project issues and problems, if any and make informed decisions and corrective actions.

### 5.1 Monitoring of Project

**5.1.1** Monitoring of a project shall be conducted at such times as may be specified in the Project Agreement or when deemed necessary.

**5.1.2** Conduct project monitoring at two levels:

- Respective Divisions including field offices shall carry out output level monitoring against the key performance indicators on need basis.
- Management Team shall carry out output/outcome level monitoring semi-annually against the outcome level key performance indicators.

**5.1.3** Monitor and keep track of project issues and problems that may arise and resolve them promptly and ensure that they do not escalate.

### 5.2 Risk-based Monitoring

**5.2.1** Conduct risk monitoring regularly by assessing the project for new risks that may arise and effectiveness of the risk identified, whether they are being managed, reduced or if they have escalated in severity and accordingly prepare risk mitigation and management plan.

**5.2.2** If a project risk is identified during the project implementation phase, assess the risk in-terms of its severity impact and probability of occurrence and accordingly prepare a response plan and implement it.

### 5.3 Monitoring Reports and Follow-up

**5.3.1** The monitoring report shall include, among others, field issues and findings, corresponding feedback and recommendations to address the observations, and follow-up actions to be taken.

**5.3.2** Monitor the implementation of follow-up actions of monitoring reports on a regular basis.

**5.3.3** Monitoring reports shall be prepared and presented to the Management Team within 7 days from the completion of the monitoring visit.

## Chapter 6: Auditing of Projects

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Project auditing provides an opportunity for an objective assessment of the organization's financial records, operations, processes, or systems against established standards and policies that uphold the principles of accountability, transparency and financial integrity, among others.

### 6.1 Audit Committee

**6.1.1** Constitute an Audit Committee to review and oversee the works of external and internal audit and internal controls of the organization.

### 6.2 Annual Audit Plan and Approval

**6.2.1** DPCCC together with the Operations Department, shall ensure that the annual audit work plan is prepared and seek endorsement from the Audit Committee.

**6.2.2** The audit plan shall also include a risk-based audit plan, where applicable to audit the projects with high risk and greater likelihood of occurrence.

### 6.3 Annual Project Auditing

**6.3.1** All projects shall be audited by the Royal Audit Authority (RAA) as a part of RSPN's annual audit. However, based on the specific requirements of the donors and relevant entities, RSPN shall consider commissioning a separate project-based auditing.

### 6.4 Internal Auditing

**6.4.1** Outsource Internal Auditing to an auditing firm empanelled by the Royal Audit Authority until such time that RSPN recruits its own functionally independent internal audit capable of functioning in accordance with internationally recognized standards.

### 6.5 Audit Report and Follow-up

**6.5.1** Strictly comply and follow-up the audit observations/memos, if any within the stipulated time frame.

**6.5.2** Operations Department shall monitor and ensure that the audit observations are addressed on time.

## Chapter 7: Project Closure

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Project closure is essential to conclude the project formally and ensuring that all project activities are completed, deliverables handed-over to the grantees, project objectives realized, lesson learnt documented for improved future planning and programming.

### 7.1 Project Closure

**7.1.1** The work of the project is deemed to be complete on the date specified in the project Agreement.

**7.1.2** Should RSPN foresee a failure to complete a project on specified timeline, it shall process No-Cost time Extension for a maximum of three months.

**7.1.3** Compile final project report that includes, but not limited to the following: If project objectives, milestones and KPIs are achieved as planned and lessons learned on what went well, what didn't and what could be included in the future projects, and share it across the organization and stakeholders for future project programming and planning.

**7.1.4** Handover all project deliverables, including reports, project documents, immovable assets if any, data and operations and maintenance responsibilities if applicable to the relevant parties or project beneficiaries.

**7.1.5** Obtain handing/taking over note duly signed by both the parties.

### 7.2 Project Fund Savings

**7.2.1** To utilize savings of a project, if any by the grantees or by any project proponent, seek approval of the Management Team or PSC, if applicable.

**7.2.2** The Management Team or PSC shall make a decision to utilize the savings in consultation with the donors and relevant entities.

### 7.3 Knowledge Management

**7.3.1** The Communication and Education Services shall:

a. maintains a data repository of all important documents, publications and audio-visuals related to the program and projects, in both print and electronic copies.

b. uploads all program and project related reports, publications and audio-visual productions on the RSPN website on timely basis with consent from DPCCC.

c. ensures that all project documentations, including plans, reports, contract agreements, evaluation reports are stored, archived and not damaged for a minimum of three years from the date of project audit completion.

**7.3.2** DPCCC shall prepare, update and maintain a database for the past and on-going projects, showing project title, project duration, financing source and budget.

### 7.4 Intellectual Property and Copy Rights

**7.4.1** RSPN reserves the copyright over its original works of authorship, such as, publications, books, reports, documentary films, music, art works and other creative works. However, if such copyrights are to be shared with other parties, especially for non-commercial use such as educational and charitable purposes, a specific legal contract agreement shall be signed between RSPN and the concerned parties.

## Chapter 8: Project Evaluation

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Project evaluation is essential for assessing a project's impact and effectiveness, providing insights and lessons for improvement and guiding decision making for the on-going and future programs and projects.

### 8.1 Evaluation Objective

**8.1.1** To gauge the project's relevance, effectiveness, efficiency, sustainability, and impacts, RSPN shall commission a project mid-term and terminal evaluation on a need basis. The evaluation of a project shall be conducted at such times as may be specified in a Project Agreement or when deemed necessary.

**8.1.2** Evaluation shall be either commissioned in-house or outsourced for a project of larger scope and financing size.

**8.1.3** Ensure to communicate the evaluation findings and results to the donor and relevant stakeholders.

**8.1.4** Document and monitor the implementation of the evaluation finding, action plans, best practices and challenges and deploy them to refine project designs, processes, and strategies in future programming and planning.

**8.1.5** For a mid-term project evaluation, use the findings to make real-time adjustments and mid-course correction to improve current project outcomes.

**8.1.6** Prepare policy briefs and handouts from the evaluation findings and disseminate them to a larger audience, including to policy makers and key stakeholders.

## ANNEXURE

### Annexure I: Template for Project Concept

<p><b>1. Project Background and Context</b></p> <ul style="list-style-type: none"> <li>• Provide brief information on the problem and opportunities, why this project is necessary and what transformational change or improvement the project can bring</li> </ul>
<p><b>2. Problem Statement</b></p> <ul style="list-style-type: none"> <li>• Provide a brief description/justifications of the proposed project, articulating the environmental and other emerging issues, its causes and impacts on the environment and livelihoods, including on gender and vulnerable groups.</li> </ul>
<p><b>3. Project goal</b></p> <ul style="list-style-type: none"> <li>• Explain what the project aims to achieve in the broader context</li> <li>• Describe a 'Theory of Change' on how and why the given intervention or program is expected to bring change.</li> <li>• A set of project outcomes shall contribute to realization of the project goal</li> </ul>
<p><b>4. Project outcomes</b></p> <ul style="list-style-type: none"> <li>• Explain what are the short or long term positive impacts of the project.</li> <li>• A set of project outputs shall contribute to realization of the project outcome</li> </ul>
<p><b>5. Project outputs</b></p> <ul style="list-style-type: none"> <li>• Explain what are the immediate results of project activities.</li> <li>• A set of project activities shall contribute to realization of the project outputs</li> </ul>
<p><b>6. Proposed activities</b></p> <ul style="list-style-type: none"> <li>• List of activities to be carried out to achieve outputs.</li> </ul>
<p><b>7. Project risks and mitigation plan</b></p> <ul style="list-style-type: none"> <li>• Identify potential project risks (financial, operational, environmental and political) to project success.</li> <li>• Propose mitigation measures.</li> </ul>
<p><b>8. Project duration</b></p> <ul style="list-style-type: none"> <li>• Mention indicative project timeframe</li> </ul>
<p><b>9. Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• Describe who would benefit from the project and how. The beneficiaries may also include describing gender and vulnerable groups where applicable.</li> <li>• Identify key stakeholders and describe the consultations</li> </ul>
<p><b>10. Sustainability Plan</b></p> <ul style="list-style-type: none"> <li>• Explain how the project would be continued after the project closure or how the lessons learnt and best practices of the project would be utilized in the future.</li> </ul>
<p><b>11. Budget estimate</b></p> <ul style="list-style-type: none"> <li>• Provide a preliminary budget estimate</li> </ul>

**Summary of Results/Logical Framework (It is essential to prepare a logical framework prior to writing a project proposal)**

Project Goal	Outcome	Outputs	Activities	Budget		

## ANNEXURE

### *Annexure II: Template for Project Proposal*

SECTION I: General information	
1. Title of the project: 2. Name of the proponent: 3. Project duration: 4. Contact information: Name of contact person: Contact number: Email address:	
SECTION II: Relevance to RSPN's Thematic Areas (Tick where appropriate)	
a. Species and habitat conservation	
b. Wetlands and freshwater ecosystem	
c. Climate change Adaptation and Mitigation	
d. Waste and Pollution	
e. Sustainable livelihoods	
f. Environmental Education	
SECTION III: Project information	
<b>1. Project Rationale</b> <ul style="list-style-type: none"> <li>• Provide a brief description/justifications of the proposed project, articulating the environmental and other emerging issues, its causes and impacts on the environment and livelihoods and transformational change or improvement the project is expected to bring.</li> <li>• Explain how the project aligns with the RSPN's six thematic areas, Five Year Plans and SDGs, where applicable.</li> </ul>	

**2. Project goal , Outcomes, Outputs****2.1 Goal**

- Explain what the project aims to achieve in the broader context
- Describe a 'Theory of Change' on how and why the given intervention or program is expected to bring change.
- A set of project outcomes shall contribute to realization of the project goal

**2.2 Project outcomes**

- Explain what are the short or long term positive impacts of the project.
- A set of project outputs shall contribute to realization of the project outcome

**2.3 Project outputs**

- Explain what are the immediate results of project activities.
- A set of project activities shall contribute to realization of the project output

**3. Project Risks and Mitigation plan**

- Identify potential project risks (financial, operational, environmental and political) to project success.
- Propose mitigation measures.

**4. Project Beneficiaries**

- Describe who would benefit from the project and how. The beneficiaries may also include describing gender and vulnerable groups where applicable.
- Identify key stakeholders and describe the consultations

**5. Implementation and Institutional arrangements**

- Describe institutional and implementation arrangements including financial and project management capacities
- Describe cross-sectoral coordination and engagement with relevant stakeholders
- Describe participatory, inclusive and decision-making arrangements such as Project Steering Committee

**6. Monitoring, Reporting and Evaluation****6.1 Monitoring**

- Describe how to track the progress of the project through KPIs.
- Describe who will conduct monitoring, reporting and frequency of monitoring.
- Describe institutional arrangements and authorities for project problem solving

**6.2 Reporting**

- Specify the reporting process of the project progress to RSPN

**6.3 Evaluation**

- Describe who will conduct evaluation and how evaluation findings will be applied to improve project performance, ensure accountability, and future planning

<p><b>7.Environmental and Social Safeguards</b></p> <ul style="list-style-type: none"> <li>• Describe how the project will identify, address or minimize the negative environmental and social effects.</li> <li>• Explain how the project will promote gender equality and mainstream cross cutting issues such as vulnerable and marginalized groups, where applicable.</li> </ul>
<p><b>8.Sustainability and Exit plan</b></p> <p><b>8.1 Sustainability</b></p> <ul style="list-style-type: none"> <li>• Explain how the project would be continued after the project closure or how the lessons learnt, best practices and capacity building of the project would be utilized in the future.</li> </ul> <p><b>8.2 Exit plan</b></p> <ul style="list-style-type: none"> <li>• Describe plan for phasing out or handing over the project management to stakeholders or institutions</li> </ul>
<p><b>9.Budget estimate</b></p> <ul style="list-style-type: none"> <li>• Details of budget requirements against each activity justifying how and why the amount is required.</li> <li>• Indicate Co-Financing: Contributions from other sources (e.g., governments, private sector, other donors) if any</li> </ul>

### Section IV: Logical Framework

Project goal:										
Activity	Output description	Output KPI				Outcome description	Outcome KPI			
		Indicator	Baseline	Target	MoV		Indicator	Baseline	Target	MoV

## Section V: Project Work Plan and Budget Estimate

Output	Activity	Timeline			Budget Estimate
		Year 1	Year 2	Year 3	
Output 1	Activity 1.1				
	Activity 1.2				
	Activity 1.3				
Output 2	Activity 2.1				
	Activity 2.2				
Output 3	Activity 3.1				
	Activity 3.2				
	Activity 3.3				

## Section VI: Risks Assessment and Mitigation Plan

Risk category	Risk description	Impact level			Risk mitigation measures	Implementation Arrangements and agency responsible
		LS	MS	HS		
Environment and climate change						
Social including gender and IP, where applicable						
Political						
Financial						
Operational						

**LS: Low severity**  
**MS: Medium severity**  
**HS: High severity**

**Annexure III: Template for Proposal Review**

The Technical Review Committee shall screen the project proposal based on the following criteria.

<b>Sl. No</b>	<b>Area of Review</b>	<b>Discussion</b>	<b>Recommendation</b>
1	Alignment with organizational priorities of RSPN's six thematic areas, Government Five Year Plan and SDG, if applicable		
2	Rationale of the project, whether the project addresses major emerging environmental and social issues		
3	Innovation in the project, whether the project deploy new technologies and ideas		
4	Consultation with relevant stakeholders and the level of their engagement		
5	Implementation capacity of RSPN and Grantees		
6	Sustainability of the project, how sustainable the project is in terms of scaling up and replication		
7	Transformational change the project would bring on the environment and livelihoods		
8	Identification of potential risks in terms of environmental, social (gender and IP, where applicable), political, financial and operational and its mitigation measures		

**Annexure IV: RSPN's Grant Agreement Template**

The Technical Review Committee shall screen the project proposal based on the following criteria.

**MEMORANDUM OF AGREEMENT**

**This Agreement** is formulated and executed on the ..... (*date of signing*), at Thimphu, Kingdom of Bhutan

**Between**

**Royal Society for Protection of Nature (RSPN)**, hereafter referred to as the **Grantor**, which expression shall, unless it is repugnant to the context or meaning thereof be deemed to include its executors, administrators, successors and assignees;

**And**

..... (*Name of the grantee*), hereafter referred to as the **Grantee**, which expression shall, unless it is repugnant to the context or meaning thereof be deemed to include its executors, administrators, successors and assignees;

**Whereas**, the Grantor hereby is desirous to provide a grant of **Nu.** ..... (*Write the approved figure amount*) (**Nu. In words**) only for the purpose of ..... (*Write the title of the project*) which is specified in detail in the project proposal given under (**Attachment-A**) and this Annexure shall form an integral part of the Agreement....., which is detailed out in the project proposal under **annexure A**. This project proposal document shall be part an

**Whereas**, the Grantee is authorized, ready and freely willing to implement the grant for the purposes specified in the Agreement.

**And whereas**, the Grantor and the Grantee have mutually consented and decided to enter into this Agreement stipulating the specific terms and conditions broadly in consonant with the 'Contract Act of the Kingdom of Bhutan 2013' and the 'Alternative Dispute Resolution Act of Bhutan 2013'.

**NOW, THEREFORE, THIS DOCUMENT WITNESSES AND THE PARTIES HERETO AGREE AND DECLARE AS UNDER:**

**Purpose and Use of the Grant**

1. That the grant considered by the Grantor to the Grantee shall solely be for the purpose of ..... (*title of the project*).
2. That for the purpose of administering the fund a grant number ..... (*Assign a grant number if any*) is hereby assigned, which shall be used for all project correspondences and reports of the Grantee, wherever applicable.

### **Annexure IV: RSPN's Grant Agreement Template**

The Technical Review Committee shall screen the project proposal based on the following criteria.

3. That the Grantee shall use RSPN's 'Financial Grant' and any proceeds thereof for the purpose of carrying out the activities outlined in the approved grant proposal.

#### **Grant Amount**

4. That the Grantor has consented to grant a total amounting to **Nu.** ..... (*Approved figure*) (**Nu.** ..... (*Amount in words*)) only to the Grantee for the purpose outlined as above.

#### **Restriction of Delegation**

5. That the Grantee may delegate or assign any of its responsibility or obligation related to carrying out the grant-funded project or activity to a third party. However, the Grantee shall be fully and totally responsible and accountable for proper implementation and completion of the project as outlined in the Agreement.

#### **Transfer of Responsibility**

6. That in the event that the Grantee is not able to implement and complete the project as per the terms and conditions of the Agreement due to the reasons beyond his/her control (due to the government transfer, superannuation, natural calamities, etc.), the responsibility of further implementing and completing the project shall be properly handed over to the second-in-command in the organization or to the incoming incumbent which shall assume the responsibility of the Grantee.
7. That during the interim period that the focal person and the project finance officer shall be the direct contact persons for official communication and functions, until a new Grantee is formally designated and appointed.

#### **Obligations of the Grantee**

8. That the Grantee is under a sacred duty for complete performance of all obligations required under the grant, as specified under the Agreement and as per the periodic instructions issued by the Grantor.

#### **Disbursement of Grant**

9. That the Grantor shall disburse the grant to the Grantee as per the grant release modus operandi adopted by the Grantor. However, it shall be subjected to the following:
  - a. Disbursements of grant will be made by the Grantor based on the satisfactory progress report;
  - b. Grantor reserves the right to adjust a scheduled disbursement based on under or over-spending in the previous reporting period; and
  - c. Failure to submit a report or submission of an incomplete or poorly prepared report could lead to suspension of disbursements until such time as missing information pointed out by the Grantor is properly furnished.

**Intellectual Property Right of the Grantee**

10. That the Grantee will maintain intellectual property right related to research activity funded by this grant. Notwithstanding this, if the Grantee wishes to use any material funded by the grant for some other purpose in the larger public interest, it shall obtain the Grantor's prior written consent and the Grantor shall give its consent if it is deemed appropriately only.

**Property Right of the Grantor**

11. That the Grantor, where necessary, may use a description, product or result from the grant or the grant-funded project for activities consistent with its purposes, including commercial activities.

12. That the Grantor shall exercise its discretionary powers either to give the durable items acquired using grant funds to the Grantee or take possession by the Grantor.

**Requirement of the Final Statement**

13. That the Grantee shall be required to submit its detailed final expenditure statement without any fail.

**Requirement of Acknowledgement**

14. That the Grantee agreed to acknowledge the financial support of the Grantor for all activities supported by the Grantor, including any publication produced or disseminated wholly or in part with the Grantor's grant.

15. That the Grantee at all times shall properly acknowledge the fixed assets procured and acquired under the grant by prominently reflecting the Grantor's name with high visibility by the public.

**Implementation Period**

16. That the grant activities shall be implemented during the period as specified in the Agreement, without any omission/negligence or wrongful intentional act.

17. That the Grantee shall not incur any expenses after the expiry of the project implementation period.

**Commitment of Co-finance**

18. That the Grantee has committed to produce evidences of any co-financing or in-kind co-financing that is required to achieve the intended project goal.

**Ineligibility of Financing by Grantor**

19. That any expenditure incurred by the Grantee is found ineligible for financing by the grant will be financed by the Grantee and an ineligible expenditure incurred by the Grantee will result in an adjustment either to an already disbursed amount or to the next grant disbursement. Ineligible expenses shall be comprised, but not limiting to the following:

- a) Expense incurred after the expiry of the project implementation period;
- b) Expenses not related to the project; and
- c) Expenses related to miss-procurement.

**Requirement of Technical and Financial Progress Report**

20. That the Grantee has agreed to submit the required technical and financial progress reports in the prescribed formats (Technical as **Attachment-B**, Financial as **Attachment-C**)

**Notification for Breach of Agreement**

21. That the Grantee shall promptly notify the Grantor on the occurrence of:

- a) any default or breach of this Agreement; or
- b) any event, development or circumstance which impedes the achievement of a project.

**Books of Accounts**

22. That the Grantee shall maintain the proper books of accounts of the grant received from the Grantor and spent on the project.

23. That the Grantee shall take all necessary actions to permit the Grantor's representative/s and auditor/s to have reasonable access to the Grantee's books of accounts. The Grantor will provide a 5 business days notice period in advance of any visit to review books and records.

**Permission for Periodic Inspection**

24. That the Grantor shall conduct periodic monitoring of the Grant and the Grantee shall permit the representative/s of the Grantor to visit the sites and facilities, and inspect the documents and other records of the Grantee.

**Submission of Annual Audited Reports**

25. That the Grantee shall submit an audited annual financial statement to the Grantor within six months of the conclusion of the fiscal year.

**Refund of Unused Fund**

26. That any unused fund/balance under the grant shall be returned to the Grantor within 45 days of the end date of the implementation period.

**Submission of Project Completion Report**

27. That within 45 days of the end date of the completion period, the Grantee shall submit a Project Completion Report (PCR) to the Grantor based on the prescribed format (**Attachment-D**). The Grantor may request the grantee to make detail visual presentation as deemed necessary.

**Evaluation of Project Completion Report**

28. That the Grantor will evaluate the PCR, and if necessary, either field (a) a site-visit, or (b) an independent grant completion mission, which will prepare an evaluation report for presentation to the Management Team.

**Grounds for Suspension of Disbursement**

29. That the Grantor shall suspend one or more disbursements but not limited to the following reasons:

- a) progress report is not submitted by the Grantee within the specified time, is incomplete or so poorly prepared that progress cannot be determined;
- b) field visits indicate that the physical progress is not consistent with the report;
- c) grant fund is not used for intended purposes or as per the terms and conditions of the Agreement;
- d) the Grantee fails to provide required information to the Grantor representatives and auditors appointed by the Grantor.

**Contract Termination Notice Period**

30. That the Grantee will be given a ten (10) day notice period intimating the intention to suspend the Agreement, during which the Grantee may take corrective actions to rectify deficiency, if any.

**Grounds for Termination of the Agreement**

31. That the Grantor reserves the sole right to terminate the grant if:

- a) there is a major deviation from the approved proposal as determined by the Grantor;
- b) project implementation has not commenced within six (6) months from the date of signing this Agreement;
- c) there is a continuing default on the part of the Grantee to rectify a mistake and the Grantee has failed to take a reasonable remedial measure within the time allowed by the Grantor; or
- d) it has reason to conclude that the grant will not achieve the intended purpose.

**Grounds for Request for Re-appropriation of Funds**

32. That if the Grantee finds genuinely necessary to meet the objectives of the project shall submit a written request to the Grantor for re-appropriation grant funds based on the following grounds:

- a) Adjustments in the project scope, such as the addition of new deliverables or unforeseen challenges,
- b) Unexpected cost increases in certain areas (e.g., materials, labor, or logistics) or savings in others can necessitate shifting funds to ensure the project remains on track without exceeding the total budget,
- c) Evolving priorities, external factors (e.g., regulatory changes, environmental conditions), or stakeholder feedback may demand budget adjustments to focus resources on the most critical or impactful components of the project.

33. That the Grantor shall consider the request if it finds absolutely necessary to achieve the purpose and objectives of the project.

**Indemnification of Grantor and its Representatives**

34. That the Grantor shall not be liable for loss of life or property, damage, claim, or other liability arising out of the Grantee's activities.

**Environmental and Social Obligation**

35. That the Grantee shall take adequate and appropriate measures to prevent causing any negative impacts as a result of implementing the project on the forest, air, water and society within the vicinity of the project. If there is any report of negative impact on the environment and society, the Grantee shall assume the full responsibility and accountability

**Addendum**

36. That addendum, including the time extension for implementation and completion of the project shall be made through a written amendment based on the mutual consent of each Party.

**Authority for Interpretation**

37. That the authority for final interpretation of any of terms and conditions under the Agreement shall be carried out by the Management Team or the Board, depending on the magnitude of the issues involved.

**Dispute Resolution**

38. That in the event if any dispute arises out of this Agreement shall be resolved to the extent possible through amicable negotiations and amicable solutions.

**Adjudication of Dispute by the Court**

39. That if the Grantor and the Grantee fail to reach an amicable resolution of the dispute despite making all efforts to resolve the dispute in question, either Party may refer the matter to the court of law.

40. That the Grantor and the Grantee shall have an original copy of each of this Agreement.

**IN WITNESS WHEREOF**, the parties have put their signatures hereunder on the date, month, year and place specified above.

**a)Executive Director**  
**RSPN**

**b)Representative**  
**Grantee (*Name of the Grantee*)**

**c)Name**  
**Witness of Grantor**

**d)Name**  
**Witness of Grantee**

**Attachment B: Template Technical Report****Technical Progress Report**

<b>Project title</b>	
<b>Project number</b>	
<b>Reporting Period</b>	

*(This report will be submitted by a grantee within 30 days of the end of each reporting period)*

**i. Physical Progress against Outputs**

<b>Outcome</b>	<b>Outputs</b>	<b>Output Indicators</b>	<b>Achievement against output Indicator</b>
Outcome 1	Output 1.1		
	Output 1.2		
	Output 1.3		
Outcome 2	Output 2.1		
	Output 2.2		
	Output 3.1		

**Note:**

1. *Grant Number: Please insert the Grant number given to the Grant*
2. *Grant title: Please write the title of the grant as in the approved proposal*
3. *Reporting Period: Specify the start and finish dates of the semester*
4. *Outcome: State the outcome as they appear in the Results Framework*
5. *Outputs: State the outputs as they appear in the Results Framework*
6. *Output Indicators: As listed in the Results Framework*
7. *Achievement against Output Indicator: Provide details of achievements against each indicator.*

**ii. Explanatory Text**

Explain on the following points:

1. Provide detailed explanations of the achievements under each output and how they have contributed to the realization of the project outcome. Attach pictorial evidence wherever necessary.
2. Challenges encountered during implementation and the strategies used to address them.
3. Lessons learnt and knowledge management.

**Attachment C: Template for Financial Report**

<b>Project title</b>	
<b>Project number</b>	
<b>Reporting Period</b>	

(This report will be submitted by a grantee within 30 days of the end of each reporting period)

<b>Project output and activities</b>	<b>Approved budget</b>	<b>Expenditure</b>	<b>Balance Amount</b>	<b>Remarks</b>
<b>Output 1</b>				
<b>Activity 1.1</b>				
Activity 1.2				
Activity 1.3				
<b>Output 2</b>				
Activity 2.1				
Activity 2.2				

**Attachment D: Template for Project Completion Report****PROJECT COMPLETION REPORT**

<b>Project title</b>	
<b>Project number</b>	
<b>Project duration</b>	

<p><b>1. Executive Summary</b></p> <ul style="list-style-type: none"> <li>Brief overview of the project, objectives, key achievements, and expected impact of the project</li> </ul>
<p><b>2. Explanation of the outcomes and outputs achieved</b></p> <ul style="list-style-type: none"> <li>Outcome 1:</li> <li>Output 1.1:</li> <li>Output 1.2:</li> <li>Outcome 2:</li> <li>Output 1.1:</li> <li>Output 1.2:</li> </ul>
<p><b>3. Challenges encountered and strategies to address them</b></p> <ul style="list-style-type: none"> <li>Issues faced and methods to address the issues</li> </ul>
<p><b>4. Lessons learned</b></p> <ul style="list-style-type: none"> <li>Key take aways and recommendations for future projects</li> </ul>
<p><b>5. Sustainability</b></p> <ul style="list-style-type: none"> <li>Describe the measures that will be implemented to ensure the project's sustainability</li> </ul>
<p><b>6. Impact assessment</b></p> <ul style="list-style-type: none"> <li>Overview of the project's impact on the community, organization, or stakeholders.</li> </ul>
<p><b>7. Budget summary</b></p> <ul style="list-style-type: none"> <li>Approved budget:</li> <li>Actual Expenditure:</li> <li>Budget variance:Remarks:</li> <li>Explain how the balance budget can be utilized</li> </ul>

**Annexure V: Template for project consolidated report****Project Consolidated Report**

<b>Project title</b>	
<b>Reporting month</b>	
<b>Reporting date</b>	

<b>Outputs</b>	<b>Output Indicators</b>	<b>Achievement against output Indicator</b>	<b>Challenges and its interventions</b>	<b>Financial progress against the output</b>



# RSPN

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*Inspiring personal responsibility for  
environmental conservation since 1987*

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## **Royal Society for Protection of Nature**

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