

# Final Project Evaluation

## Practical Innovation

For Inclusive Conservation and Sustainable Livelihood



Submitted to:  
**International Union for Conservation of Nature, Nepal**

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**December 2009**

## EXECUTIVE SUMMARY

In December 2009, the IUCN's project "Practical Innovation for Inclusive Conservation and Sustainable Livelihood", funded by Swiss Development Corporation and implemented in the Far-Western Region and Eastern Region of Nepal, concluded. For the purpose of final evaluation, a team of external evaluators were called upon.

The evaluation team reviewed the project documents, reports and publications, conducted field visits, and conducted series of consultation meetings with local, regional and national stakeholders. The following report presents the evaluation findings within the framework of DAC/OECD.

The evaluation team found that the project is not only highly relevant in the local, national, and international context but also in line with national government's priority as well as international commitments. The project design reflects learning from the international discourse on conservation, equitable access, and benefit sharing. The project gave high priority and has positively discriminated in favour of poor, socially and economically marginalized, and women headed households. It presents a success case for combining conservation with sustainable livelihood, with inclusion and equitable benefit sharing as a cross cutting agenda.

The project effectively and efficiently delivered outputs. The project successfully carried out in-situ, and ex-situ conservation in the Far Western region and has increased the level of conservation awareness amongst all stakeholders. It made significant contribution towards improving the livelihood of poor, socially excluded, and women groups while proactively engaging them in conservation activities. The project developed effective mechanism for equitable benefit sharing of non-timber forest products and is credited with the success of women's medicinal and aromatic plant conservation groups and micro enterprise creation fund for poor, socially excluded, and women headed household in the East. The project efficiently ensured community participation and ownership. Field level synergies with other organisations working in the same target areas were also developed to further enhance the project's outcome.

Though the current phase of project has been only three years, some significant achievements have been made and some immediate impacts are visible. The project has made significant impact on environment health and conservation. In Far West alone 360,000 major saplings of NTFP/MAP were planted in 965 hectare of private/public land utilizing 15.8% of wasted community forestland. Similarly, in Ilam Siwalik, IUCN has contributed largely on conservation, green belt establishment, river management and natural disaster risk management. The project increased the level of confidence amongst excluded communities to voice their opinions and influence decisions that affect their lives. The improvised cooking stove has decreased dependency of households on forest firewood by almost 45% and has contributed to the decrease in CO<sub>2</sub> and carbon emission. Communities have been more responsive towards organic farming. Families have been able to increase their income; for example, through NTFP/MAP cultivation, vermi-culture and other livelihood activities.

Sustainability of community based organisations, community groups, cooperatives and NGOs established and facilitated by the project is the biggest concern. While outputs and

outcomes have been realized to a larger extent, the sustainability of these outcomes and impacts is questionable. With IUCN completely pulling out, there is less likelihood of other organisations carrying on with the project with the same momentum. While technical skills and expertise have been transferred to some extent, the financial vacuum created by IUCN's phase out will severely impact the sustainability of these organisations. Apart from financial issues, sustainability of some problematic community groups and cooperatives, formed by the project, are dependent on their relationship with Community Forest User Groups as well as cohesion and cooperation within their own groups.

The project has created a high momentum for conservation activities in Doti and Ilam Siwalik. Similarly, substantial grassroots to National level consultations have been held and communities have been mobilized for the declaration of TMJ as Community Conserved Conservation Area. It is very important to build on this movement otherwise the work that has already been done, is at the risk of getting lost. It is recommended that either IUCN or other organisations interested in this sector, build on the already existing work rather than reinventing the wheel. If the process falls apart or other organisations attempt to restart the process, community trust and enthusiasm will not be the same.



## ACKNOWLEDGEMENT

We are thankful to many people whose assistance and cooperation was very important in bringing out this report. First and foremost, we are thankful to all the community groups and members for taking out precious time for us to share their perspectives, their achievements and valuable inputs regarding the project. Some groups waited several hours for us, walked long distances and interrupted their daily business so they could meet us. We are very grateful for their time and the openness with which they shared their stories.

We are also very grateful towards Gadsera Youth club and National Rhododendron Conservation Management Committee (NORM), Tinjure-Milke-Jaljale Rhododendron Conservation Women Committee (RCWC) for providing us programme information and for organizing site visits and meetings with the project participants/beneficiaries.

We would like to thank Dr. Dinesh Devkota, Member, National Planning Commission and Mr. Balaram Kandel, Undersecretary (Community Forestry), Ministry of Forest and Soil Conservation for taking out time to talk to us and share their valuable inputs. We would also like to thank Mr. Gopal Kumar Shrestha, Deputy Director General, Department of Forestry; Mr. Shree P. Baral, project manager, Tarai Arc Landscape project, Dhangadi; Mr. Rajdev Prasad Yadav, Regional Director, Far-west regional forest Directorate, Dhangadi; Mr. Mohan Poudel, District forest officer; Ravi Shrestha, Programme officer, Livelihood Forestry Programme; and Tulasi Sangraula, Community Forest User Group, for sharing their observations about the project and giving us their valuable suggestions and lessons learned for future programming.

We would like to thank Giridhar Amatya and Rajendra Khanal for giving us excellent overview of the project, for making all the necessary arrangements for field visits and interviews, and providing us all the necessary documents for review. We are also very thankful to Dr. Vivekananda Jha for his assistance during the field visits.

We would also like to thank Dr. Bimala Rai, Senior Program Office, SDC for her time and support in bringing out this evaluation.

## ABBREVIATIONS

ABS	Access to Benefit Sharing
BSC	Benefit Sharing Component
CAPS	Churiya Area Programme Strategy
CBD	Convention on Biological Diversity
CF	Community forest
CFN	Community Forest Network
CFUG	Community Forest User Group
CG	Conservation Group
DAG	Disadvantaged Group
DFO	District Forest Office
DDC	District Development Committee
DoF	Department of Forestry
EAC	Environment Action Cell
EE	Environmental Economics
EG	Environmental Governance
ELG	Ecosystem and Livelihood Group
FWDR	Far Western Development Region
GPSE	Gender, Poverty, Social Equity
GoN	Government of Nepal
HH	House Holds
HNCC	Herbs and NTFP Coordination Committee
ICS	Improved Cook Stove
IGA	Income Generating Activity
IUCN	International Union for Conservation of Nature
LGC	Landscape Governance Component
MAPs	Medicinal and Aromatic Plants
MDGs	Millennium Development Goal
MEC	Micro Enterprise Creation
MoF	Ministry of Finance
MoFSC	Ministry of Forest and Soil conservation
NBS	Nepal Biodiversity Strategy
NCS	National Conservation Strategy
NGO	Non-Governmental Organisation
NORM	National Rhododendron Conservation Management Committee
NPC	National Planning Commission
NRM	Natural Resources Management
NTFPs	Non Timber Forest Products
OP	Operational Plan
PES	Payment for Environment Services
PLA	Participatory Learning and Action
PO	Programme Objective
PRSP	Poverty Reduction Strategy Paper
PSE	Poor and Socially Excluded
SDC	Swiss Agency for development and Cooperation
TMJ	Tinjure-Milke-Jaljale
UG	User Group
VDC	Village Development Committee
WAB	Women's Apex Body

## TABLE OF CONTENTS

Executive Summary.....	i
Acknowledgement.....	iii
Abbreviations .....	iv
1. Introduction.....	1
1.1 Background.....	1
1.2 Objectives of Practical Innovation Project .....	2
1.3 Objectives of Final Evaluation .....	2
Methodology .....	4
2.1 Team Members.....	4
2.2 Evaluation Methods .....	4
2.3 Limitations of this study .....	5
3. Major findings.....	6
3.1 Relevance of the project.....	6
3.2 Effectiveness .....	9
3.3 Efficiency.....	13
3.4 Impact .....	14
3.5 Sustainability .....	17
Performance SCORING.....	22
Conclusion.....	23
Recommendation .....	24
ANNEX.....	i
1. REFERENCE.....	i
2: Consultation Meetings .....	i
3: IUCN document Reviewed.....	iii
4: Terms of reference.....	iv
5: Project LOG FRAME.....	ix

## 1. INTRODUCTION

### 1.1 BACKGROUND

SDC support to IUCN in Nepal, which began in 1985, is in Phase VI (2007-2009). There have been changes, over time, in IUCN Nepal's programme strategies as well as in the modality of SDC support to IUCN. SDC support in this Phase involves contribution to specific project "Practical Innovations for Inclusive Conservation and Sustainable Livelihoods (PIICSL), within IUCN Nepal's overall programme and long-term objectives under the overall programme goal of "biodiversity conservation, environmental justice, and sustainable livelihoods of the people. This project is being implemented in the Far-Western and Eastern region of Nepal in three areas- Doti, Tinjure Milke Jaljale and Ilam Siwalik.

The project has three components. The goal of "Benefit Sharing Component" is enhancing "Equitable Managements of and policies for NTFPs and MAPs to ensure access and benefit sharing for the poor, socially excluded (PSE) and women headed household dependent on natural resources", in the Doti project area. The component envisages programmatic approach linking policy, institutions and practices. This deals with improving the status on equitable access and benefits sharing of targeted beneficiaries mainly the Poor, Socially Excluded and Women headed households in forest resources with a focus on policy promotion and application, CF Governance, MAPs/ NTFPs management and marketing and conservation awareness through devising a special arrangement of Conservation Groups (CGs) within community forestry area or outside. Conservation group refers, in the project area, to an aggregate of individuals or households from targeted groups directly involve in conservation of NTFPs and MAPs in forest and community land. The basic objective of CGs is to address the second generation issues of community forestry and improve access to and benefits sharing from natural resources to the poor, socially excluded (PSE) and women headed (PSE/W) households.

The "Landscape Governance Component" is dedicated for improving governance aspects to ensure equitable and effective approaches for people-led integrated natural resource management of landscape level. The 2007-2009 phase intends to address second generation issues of common resources management related to governance and linking conservation with livelihoods with focus on women, poor and socially excluded households. This component has two subcomponents at two field sites: Siwalik region of Ilam district (Ilam Siwalik-IS) and Tinjure-Milke-Jaljale (TMJ) mountain range of Taplejung, Terathum and Sankhuwasabha Districts.

The objective of the Emerging Initiative component is for IUCN Nepal to remain relevant and effective – be able to adapt the IUCN Programme in a timely manner to address emerging project needs related to knowledge, practice, and policy. This component is focused on the sustainability of the IUCN Programme and the organisation as whole. The outcome of this will be "IUCN Nepal strengthened to address emerging programme needs related to knowledge generation, field practice and policy support."

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## 1.2 OBJECTIVES OF PRACTICAL INNOVATION PROJECT

The project is aimed to contribute towards IUCN Nepal's programme objective which is: "Biodiversity conservation, environmental justice and sustainable livelihoods promoted in Nepal". SDC's support involves the contribution to specific thematic areas within IUCN Nepal's overall programme and long-term objectives:

- a. Benefit Sharing: "Poor and marginalized natural resource dependent households have increased economic incentives to manage Medicinal and Aromatic Plants (MAPs) and Non-Timber Forest Products (NTFPs) equitably and sustainably".
- b. Landscape Governance: "Better governance systems enable local stakeholders to effective and equitably manage conservation landscapes
- c. Emerging Initiatives: "IUCN Nepal strengthened to address emerging programme needs related to knowledge generation, field practices and policy support".

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## 1.3 OBJECTIVES OF FINAL EVALUATION

The main objective of the final evaluation is to assess the performance and achievements made against the stated objectives in the project document. The specific review objectives are: to assess the effectiveness of SDC supported PIICSL project (Benefit Sharing, Landscape Governance and Emerging Initiatives) both in the project sites and in country programme; to assess the policy practice linkages of Benefit Sharing and Landscape Governance components and its contribution in knowledge generation; and to assess the relevancy and effectiveness of IUCN's contribution in the area of NTFPs and Landscape governance vis-à-vis improving livelihood of the poor, socially excluded and women (PSE/W) headed households dependent on natural resources. The ToRs for the evaluation is attached in Annex 4.

With the framework of DAC/OECD- Relevance of Interventions, Effectiveness of proposed Interventions, Efficiency in achieving the objectives, Longer term impact of interventions, Sustainability beyond the project period, the evaluation report addresses these questions:

### *Relevance*

- Do objectives identified in the project design continue to be valid given the current context (needs at local level and national/sectoral policies)?
- Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?
- Have there been any significant changes in the context of this project since its inception?
- Were the proposed implementation arrangements of the project appropriate?

### *Effectiveness*

- Assess whether the project achieved its milestones by the end of the project period, and is showing early trends towards its results and near-term objectives
- Assess the overall progress (quantitative and qualitative) of the project against the purpose as defined by the logical framework



- Determine whether the project monitoring, learning and evaluation plan was appropriate and effective in tracking deliverables

*Efficiency*

- Assess whether the planned inputs efficiently resulted in implementation of activities
- Assess whether the activities implemented efficiently contributed to realization of outputs
- Assess the quality and timeliness of the delivery of the outputs towards realizing the specific objectives
- Assess the quality and timeliness of reporting on project progress
- Assess whether the current project implementation arrangements were appropriate and efficient in achieving the objectives

*Impact:*

- It may be too early to assess the impacts of the project during this review; however, it should be possible to determine some early trends towards realizing the following immediate effects:
- Effects of the project in relation to the interventions in terms of showing early results contributing towards immediate purpose and longer-term goal

*Sustainability:*

- Assess whether the local Community Based Organisations (CBOs), Cooperatives and Non-government organisations (NGOs) established and facilitated by the project show signs of sustainability beyond the project period
- Assess the degree of ownership among stakeholders and their participation in the planning, implementation and monitoring of the project
- Assess the development of local capacities with relation to practical innovations on natural resource management
- Assess the quality of the links established among partners and among stakeholders and the possibilities that these will be maintained and strengthened in the future
- Assess whether the project was able to leverage other initiatives either funded by the government or donors

More specific evaluation questions are:

*A. To assess the effectiveness of SDC supported components (i.e. Benefit sharing, Landscape Governance and Emerging Initiative) both in the project sites and in country programme.*

- Who are the main beneficiaries of IUCN's programmes and activities?
- Are the benefits reaching the PSE/W households?
- What is the impact of IUCN's programme at different levels? e.g. from community to national levels in relation to project activities?
- Access to livelihoods assets and services (i.e. visible changes in livelihoods conditions of the disadvantaged groups)
- Voice and influence of the disadvantaged groups (i.e. evidences of increasing social capital and capacities of the disadvantaged groups to express their needs and to influence the decisions that affect their livelihoods)
- Changes in policies, institutions and local norms, attitudes at the local level (evidences of positive changes in policies and institutions in favour of disadvantaged)

B. To assess the policy practice linkages of Benefit Sharing and Landscape Governance components and its contribution in knowledge generation.

- To what extent the activities support policy-institution-practice dialogue?
- What type of knowledge was generated in the area of environmental governance and other related issues?

C. To assess the relevancy and effectiveness of IUCN's contribution to in the area of NTFPs and landscape governance via-a-vis poor, socially excluded and women (PSE/W) headed households dependent on natural resources

- What are the strategies/methods are used to integrate PSE/W household issues and to what level they are implemented in the field?
- What are the strategies/methods are used to conservation and livelihoods issues and to what level they are implemented in the field?

## METHODOLOGY

### 2.1 TEAM MEMBERS

A team of three consultants with expertise in NRM, environment, livelihood, gender and social equity and governance, were engaged to carry out the review as outlined above. The team consisted of two Nepali external experts, Dr. Jagadish C. Pokhrel, former vice chairman of the National Planning Commission (NPC) who led the team comprising Ms. Swastika Shrestha, and IUCN Nepal's internal evaluation expert Mr. Ram Chandra Khanal.

### 2.2 EVALUATION METHODS

The review was largely based on the information produced (published or unpublished) by the project on different occasions, interaction with government officials, communities, stakeholders and project staff and achievement was assessed by using comparative study method i.e. use of both before and after and with and without situations.

#### *Specific Methodology*

Documentation and Literature Review- Project proposal, project agreement, all detailed work plans produced, all progress reports and other monitoring reports produced, technical material developed for the project, and contracts with partners were reviewed.

Field Visits- Field visits to Doti (Dec 5 -10) and Tinjure Milke Jaljale area (Dec 12-15) was conducted in Decembe. The field visits involved meetings with key project personnel; with key stakeholders and partners in both project sites in the respective areas. It also involved focused group discussion (FDG) and interaction with men and women of disadvantaged group organized and supported by the project.

Interviews with project partners and key stakeholders - Meeting and interviews with project partners (MoFSC ) and major stakeholders based in Kathmandu were conducted.

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### 2.3 LIMITATIONS OF THIS STUDY

Due to limited time, only two sites were visited; Doti and Tinjure-Milke Jaljale. Analysis of Ilam Siwalik was based on reviews of documents, reports and briefing provided by staff members. Frequent strikes and *bandhs* affected the field visits and forcing to reduce the number of interviews.

### 3. MAJOR FINDINGS

#### 3.1 RELEVANCE OF THE PROJECT

Practical Innovation for Inclusive Conservation and Sustainable Livelihood (PIICSL) addressed the issue of biodiversity conservation, environmental justice and sustainable livelihood. It captures the ongoing local, national and international priority on conservation, climate change, equitable access to benefit sharing, sustainable livelihood, and inclusive landscape governance. It definitely was a highly relevant project

Though Nepal covers only 0.09% of the global land area, its unique topography with altitudinal variation of 75m to 8848m above the sea level, contributes to the disproportionately large diversity of flora and fauna. Biological diversity in Nepal is closely linked to the livelihoods and economic development of most of her people, and relates to agricultural productivity and sustainability, human health and nutrition, indigenous knowledge, gender equality, building materials, water resources, and the aesthetic and cultural well being of the society.<sup>1</sup>

The Nepal government has been attributed several successes in the management and conservation of the inherited biodiversity. The Biodiversity Strategy 2002 expressed the commitment of the government towards the protection and wise use of the biologically diverse resources of the country, the protection of ecological processes and systems, and the equitable sharing of all ensuing benefits on a sustainable basis, for the benefit of the people. Furthermore, building on to the momentum in biodiversity and conservation, the government has declared 2009 as the conservation year.

The National strategy equally emphasizes on conservation and equitable benefits sharing and access to people. Similarly, the Convention on Biological Diversity (CBD) also emphasizes the need for conservation and sustainable use of its components and the fair and equitable sharing of the benefits arising out of the utilization of genetic resources.<sup>2</sup>

The aim of IUCN's project "Practical Innovation for Inclusive Conservation and Sustainable livelihoods" is to contribute– Biodiversity Conservation, environmental justice and sustainable livelihood; carry on with the national and international momentum for conservation as well as equitable benefit sharing. The recently published Nepal Biodiversity Strategy Implementation Plan (NBSIP 2006-2020) has identified 13 priority intervention areas. The PIICSL project contributes in three such intervention areas: landscape level biodiversity conservation; forest bio-diversity conservation through community participation and Rhododendron conservation in TMJ area. Alongside, eradication of extreme poverty and hunger, promotion of gender equality and empowerment of women and environmental sustainability, which are MDG goal 1, 2 and 7 respectively, is central to the project objective.

<sup>1</sup> HMGN/MFSC. 2002. Nepal Biodiversity Strategy

<sup>2</sup> Convention on Biological Diversity- <http://www.cbd.int/convention/articles.shtml?a=cbd-01> – 10/12/2009

Nepal Biodiversity Strategy recognizes the basic origins of the threats to biodiversity to be low levels of public awareness and participation; high population pressures on natural resources and prevailing poverty; weak institutional, administrative, planning and management capacity; lack of integrated land and water use planning; inadequate data and information management; and inadequate policies and strategies for biodiversity conservation. The PIICSL project directly addresses four out of the six indentified origins of threats- awareness and participation, poverty, governance, and policy and strategies.

The Tenth Plan/ PRSP seeks to promote agro-biodiversity conservation and environmental protection, in addition to encouraging the adoption of need-based technology. The Plan stresses the importance of promoting livestock, making compost fertilizer, conserving environment and watershed management by conserving ground water resources. It recognizes and resolves to further expand on the success of Community and Leasehold Forestry programmes in creating income-generating opportunities for the poor. The Plan also recognizes "social mobilization" and the 'user-group approach' as particularly useful in mainstreaming poor and deprived communities in forestry sector activities. The Plan resolves to integrate the concept of sustainable development in all the development processes for balancing population and environment and identification of comparatively advantageous areas for achieving high and sustainable economic growth through adaptation of community-based natural resource conservation, utilization and improvement. PIICSL project has made significant contribution to the PRSP, especially through the expansion of work on lease hold forestry and community forest users' groups.

The project has addressed the urgent conservation needs in TMJ and Ilam Siwalik. TMJ, which is rich in various species of Rhododendron, in the lack of alternative fuel, is being rapidly exploited for timber and firewood. The Ilam Siwalik area also serves as an important water recharge zone for the plains and is characterized by flash floods, soil erosion, river bank erosion and siltation, and relatively low soil productivity. People are primarily dependent on agriculture; however, poverty, inequality, and lack of livelihood threaten their sustenance. Continued illegal encroachment into forestlands and illegal and unsustainable harvesting of resources by both the poor and powerful continue to undermine the natural resource base upon which they depend. The two project sites: TMJ, and Ilam Siwalik (Churiya) falls on the government's priority area. Government of Nepal, MoFSC has prepared Nepal National Strategy for Churiya area programme in collaboration with IUCN, CARE and WWF. The government has also convened IUCN to further explore the institutional modality of Community Conserved Conservation Area (CCCA) and its applicability in the TMJ.

Moreover, the project is also in line with Swiss Cooperation Strategy for Nepal and SDC Nepal project. IUCN Nepal contributes towards achieving the core processes of Component 2: "Livelihood and Inclusion" of the Swiss Cooperation Strategy for Nepal 2005-2008. Through the environmental governance activities, the proposed project contributes to a "widened space for human rights, justice and democracy at the local level" (Strategic Objective 2 of SDC Strategy). Through the livelihood focus, IUCN "ensures management and sustainable use of natural resources" (Objective 1.2). The IUCN's strong emphasis on the cross-cutting priority "equity"

(which includes gender, inclusion, diversity) ensures that the project “strengthens social cohesion of local groups and make them able to cope with the conflict situation”, “supports inclusion of discriminated groups” and “creates awareness for gender issues and promotes gender balanced approaches” (Objective 1.4). IUCN contributes to SDC Objective 2.1 “Support and develop the inclusive involvement of communities in local decision making process and dialogue” and “...promote social and administrative processes that enhance inclusive participation and transparent decision making”. Finally, the project “contributes to the formulation, the implementation and the revision of sectoral policies, stressing inclusion and gender balance”.

The outcomes of the two components of this project – Benefit Sharing and Landscape Governance, are also very relevant to the overall goal of biodiversity conservation, environmental justice and promotion of sustainable livelihood. The Benefit sharing component focused on increasing conservation awareness and participation as well as improving the livelihood of poor households by effective management and marketing of NTFP/MAP and through related national policy advocacy. Moreover, it reiterated the ongoing criticism about the CFUG’s to be more inclusive, participatory, and pro-poor; and through the creation of MAP women’s community groups (CG)<sup>3</sup>, positively discriminated to create space of PSEW headed household to access and benefit from the forests by cultivation of NTFPs/MAPs in a portion of the community forest area. The ‘Landscape Governance’ focused on mainstreaming lessons for good landscape governance, institutional mechanisms and practices, ensuring sustainable livelihood for poor and socially excluded households and women, and raising conservation activities and awareness on importance of landscape governance.<sup>4</sup>

The local partners and stakeholders express that the project’s goal and implementation modality is quite relevant to the current context of biodiversity conservation. In Doti, the District forest Officer and Regional Director of Far-West Regional Forest Directorate expressed high appreciation of the project’s contribution in conservation. In their views, the IUCN is the only organisation that has been working at the grassroots level and contributing to the implementation of Nepal Biodiversity Conservation Strategy and were in fact, doing what government has committed to, but hasn’t been able to implement. Likewise, in TMJ, IUCN was acknowledged for timely efforts in raising the issue of protecting Rhododendron areas and attempts to push for the declaration of TMJ as a Community Conserved Conservation Area (CCCA). Local stakeholders and participant in both areas, expressed increased awareness about conservation and biodiversity, and their role in the process, appreciated IUCN’s timely and appropriate intervention and implementation modality.

The project; thus, shows relevance both at the national and local level. The project’s relevance is not just immediate but as the momentum builds around conservation and climate change with several other organisations, as UNEP, UNDP, GEF, and CBD looking into the urgency of mainstreaming biodiversity into national sustainable development and poverty reduction, will become more relevant in days to come.

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<sup>3</sup> CG refers, in the project area, to an aggregate of individuals or households from targeted groups directly involved in conservation of NTFPs/MAPs in forest and community land. The basic objective of CGs is to address the second generation issues of community forestry and improve access to and benefits sharing form natural resources to the PSE/W households.

<sup>4</sup> PIICSL Project Document

## 3.2 EFFECTIVENESS

The overall programme has been largely effective in increasing the activities and awareness towards biodiversity conservation, equitable management of NTFP and MAPs, and reduction of dependence on natural resources through improved livelihood and technology. Through effective organizing of women's groups and community participation, various conservation works have been completed. The project has increased access and benefit sharing for poor and socially excluded households and women. The project has been able to create policy level discussions, at local, district and national level towards declaring TMJ as community conserved conservation area and has demonstrated potential of community based natural resource management in IS.

### *Benefit Sharing Component- Doti*

The project has successfully demonstrated the technical aspect of in-situ and ex-situ conservation of NTFPs and MAPs and has enhanced the capacity of CFUGs and CGs in NTFPs and MAPs plantation under contractual conservation modality. The project has demonstrated a wide range of sustainable management practices of NTFP/MAP harvesting, storage and processing through demonstration plots, training, mentoring to lead farmers and exposure visits.

Beneficiaries from Doti claimed that they were now more knowledgeable about NTFP/MAP and better equipped with methods of sustainable harvesting, processing and management. Women members of Laxmi Saraswati multi-purpose group in Joroyal, Doti said that before IUCN started this project, they didn't know that they could plant *Tejpaat*. They had never seen the seeds for this plant and they thought it is something that grows wild in the forest. Now they know how profitable it is to plant Tejpaat and other similar plants. They have learned how to harvest it properly without killing the plant. The project has also contributed to addressing the access and benefit sharing issues of CFs at the local level by providing training to Women and Poor and Socially Excluded (PSE/W) members of CFUGs and through incorporating access to benefit sharing (ABS) issues during the revision of their operational plans.

The project has also demonstrated different options for the sustainable harvesting of NTFPs and MAPs. In order to train producers, processors and traders in maintaining market-oriented quality standards, quality and standard guidebook of NTFPs and MAPs has been prepared, and a Code of Conduct has been developed to maintain quality and standard of MAPs and NTFPs for quality control and trade. Two multipurpose cooperatives have also been formed for group marketing of products by involving number of shareholders with significant representation of poor, dalit and women.<sup>5</sup>

Despite the uncertainties and several other constraints in the marketing of the NTFP/MAP<sup>6</sup>, HHs were able to increase their HH income. According to the IUCN report, 38 ton NTFPs was collected in 2007 by 356 HHs; 29.7 tons by 437 HHs in 2008 as a result of which

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<sup>5</sup>2008- Dhakal, Tika Ram; Khanal, Ram Chandra; Amatya, Gridhar, The Poor and Their Voices in Forest Resource Governance- In a Quest of Poverty –Conservation Interface: A Case of Doti District, IUCN

<sup>6</sup> Some of the constraints in marketing NTFPs are low economy of scale, illegal trading, lack of processing plant, volatile market, lack of market information, etc.

communities earned Rs. 396,000, and Rs.332,569 respectively. HH which earned Rs 450/year in 2001, increased their income to Rs. 1,100 in 2007 and Rs.761 in 2008. As a part of the NTFP/MAP marketing strategy, CGs and farmer cooperatives were linked with traders in a buy-back contract. However, effective market mechanism could not be developed despite continuous effort. Because of government licensing regulations, the cooperatives or groups could not bypass the middleman and directly sell NTFP/MAP products to processors<sup>7</sup>. IUCN also lacked experienced human resources and expertise in the sectors of marketing and livelihood generation programmes.

The project has been able to make significant contribution towards improving the livelihood of Poor and Socially Excluded and Women (PSE/W) groups while proactively engaging them in conservation issues. In Doti, 54 Conservation Groups (from PSE/W HHs) have been established (male members: 381 and female members: 996), and are granted land within the CF or outside to plant, conserve, sell and share benefits amongst themselves. This is an innovative approach that the project has initiated to increase the access of disadvantaged groups in the conservation. Women Conservation Groups all have saving accounts to which each member contributes an average Rs 10 per month. The profit from the sales of NTFP/MAP and the interest from the money they loan out, add up to their savings. The saving has provided them easy access to credit in low interest rate. The loan money has been utilized for, healthcare, education and livelihood activities. Direct livelihood support has also been provided to PSE groups for livelihood activities such as rearing livestock, off-season and cash crop farming. Additionally, revolving fund has been provided to each of the CG which has directly been used for IGA.

For many women groups in Doti, participation in IUCN initiated Conservation groups is their first time being involved in an organized group. They feel empowered, capable of voicing their opinions, aware of their rights and motivated to explore new livelihood opportunities.

*Woman member of Seti woman MAP conservation group, Mina Rawal, was very young when she was married. When she first joined the women's group she was only 19 years old, very shy and intimidated. She says that being a part of the groups has changed her- she feels confident and empowered. She is currently serving as a treasurer for her group. She is actively engaged in marketing of the NTFP that they have processed in their group-owned processing machine. Her income HH income has double since her involvement in the group and she wants to explore new opportunities within MAP processing.*

*A woman member of Melkhola women's MAP CG, couldn't speak out in public. Within the last few years of her involvement in CG, she feels she has become more informed empowered. She is now the president of the group. She is also a member of CFUG which she says has been trying to approve an exorbitant amount of unexplained expenditure. She has been raising her voice against lack of transparency and accountability of this CFUG and has been standing against the approval of this case.*

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<sup>7</sup> The cooperative can legally get license, but because of lengthy bureaucratic hindrances, cooperative has not been able to obtain one yet.



### Landscape Governance Component- TMJ and IS

Significant work has been achieved in the TMJ and IS area for improving governance aspects to ensure equitable and effective approaches for people-led integrated natural resource management at landscape level. The project has made good output achievements in livelihood initiative and conservation communication with considerable amount of success in governance systems.

IS serves as a good example of initiative taken in the sector of landscape governance systems owned by local people<sup>8</sup>. Through the Community forest user group Network (CFN) and Women's Apex Body Network (WN), which comprise of over 60 CFUG and WAB groups, various conservations activities and awareness programmes have been implemented to strengthen the capacity of community groups to conserve and use natural resources in a sustainable manner. This has resulted in increased community led conservation activities such as flood control, river management, plantation of economic value plants, herbs, fodder and forage, green belt, soil conservation and pond conservation. Though the project doesn't directly work in the sector of Disaster Risk Reduction, the project has made effective intervention in hazard management, impact reduction, vulnerability reduction and community capacity building. Apart from this, the network has also effectively promoted and installed bio gas to reduce the dependency on forest resources.

Sustainable livelihood and equity in access to benefit from forest resources, especially for PSE/W headed HH is core to the project. Thus, in IS, a system of positive discrimination for extremely poor household has been institutionalized. Within the CFUG, provisions have been made for HH, identified as extremely poor, to collect forest resources twice as much of what other HH are allocated. At the same time, different IGA trainings have been organized for PSE/W who also benefit from a revolving fund. In IS, 32 *Janajati* HH benefit from a revolving fund of Rs.64 thousand as well as IGA trainings; for example, in basket weaving. Within WAB, Micro Enterprise Creation (MEC) fund reinforces conservation work, while giving women access to credit for income generating activities. Borrowers in TMJ are mandated to plant 10 saplings of *Chaanp*, few saplings of fodder, forage and herbs. In IS, based on the land available, borrowers are free to plant what they can. The MEC is expected to financially sustain the WABs, ensure continuation of conservation activities, while improving livelihood and decreasing dependence on forest resources. These IGA and MEC activities invariably re-emphasize the intricate relationship of conservation with poverty and livelihood; that effective intervention in one is not possible with intervention in the other.

The project takes a holistic multi-pronged approach to conservation. It integrates conservation, awareness programmes, good governance, and policy linkages, with activities around agro-forestry, ICS, solar technology, vermi-culture, organic farming and essentially, sustainable livelihood. Along this line, communities are engaged and have received several capacity-building trainings in all the above mentioned activities. Technical expertise at the local level has been developed for sustained efforts after the project phases out.

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<sup>8</sup> Remarks on IS are based on review of reports/document and project briefing by staff because due to time limitation, the evaluation team was not able to visit IS.

The project has implemented several effective and integrated mechanisms for equitable benefit sharing and livelihood improvement of PSE/W. In CGs the benefit from harvesting of NTFP mostly goes into the saving account which then becomes accessible to group members. In one of the two cooperatives formed in Doti, members benefit from the shares that they have, and also from the community development work that the cooperative spends its profit on. IUCN has provided financial support for PSE/W to buy shares in the cooperative so they are able to benefit equally. Similarly, in TMJ, IUCN has assured shares for PSE/W HH in a handmade *Lhokta* paper company that utilizes *Lhokta* from CFs. CFUG's sell *Lhokta* that used to get wasted. CFUG members are also employed as collectors. Based on the recommendation of CFUG, very poor households within each CFUG receive benefits from this company under the PSE/W share. This has given incentive to CFUGs and its members to plant and sustainably harvest *Lhokta*.

Environment Action Cell (EAC), established in 13 schools in TMJ and 16 in IS, has also been effective in raising awareness about biodiversity in TMJ as well as about other climate change, diversity, and conservation issues nationally and globally. The project has supported the schools with a total fund of Rs.5000 which the schools have utilized in organizing environment related school activities such as quiz/poetry contests, cultural programmes, theatre; etc, as well as for plantation activities around the schools.

#### *Policy intervention and advocacy in TMJ, IS and Doti*

The project had made persistent efforts in advocating community based natural resource management with special attention to Gender, Poverty and Social Exclusion (GPSE). At the local level, statutes and OPs of CFUGs have been adjusted within the framework of GPSE. Communities have also been brought together to work in collaboration to design institutional mechanism and structures for integrated natural resource management in IS and well as for designing Community Conserved Conservation Area strategy for TMJ.

Similarly, at the district level, several field visits have been organized for relevant government line agencies to monitor and observe the progress of community management activities with an intention of influencing future priority and programmes of the government agencies. GPSE monitoring workshops, as well as strategic consultation meetings for developing (CCCA) strategy for TMJ have been attended by district as well as National level officers. Several national level consultations have also been carried out for declaring TMJ as CCCA. Alongside, policies to further strengthen the production and market of NTFP/MAP has also been advocated after realizing several challenges in the sector of NTFP/MAP marketing during the course of the project.

Though substantial efforts have gone into these policy advocacies and concrete groundwork has also been done, the efforts have not resulted in policy change mainly because of the lengthy bureaucratic process in addition to the country's instable political situation during the project period. Though, local and district level consultations were frequent and intense, at the National level stronger lobbying could have perhaps brought better result. Still this opportunity exists to do these activities at the central level. The CCCA proposal for TMJ CCCA, need to be translated into Nepali and used for engaging law makers and policy makers. It

is important to point out that the project has created strong momentum for CCCA in TMJ along with massive grassroots consultations. It is very important to build on this movement and get the policy approved otherwise the work already done will be lost along with the momentum. Once lost, it will not be easy to regenerate same enthusiasm at the local level. It is recommended that either IUCN or other organisation interested in this sector, build on the already existing work rather than reinventing the wheel. If the process falls apart or other organisation attempts to restart it again, community trust and enthusiasm will inevitably be low.

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### 3.3 EFFICIENCY

The current phase of the project was implemented in remote parts of Far Western Region and Eastern Region of the country. With approximately USD 173,000 allocated for the Benefit Sharing component, the programme has reached out to 10 VDCs, and over 1500 HH and support 54 NTFP/MAP conservation groups and 20 CFUGs in southern Doti. Revolving fund has been established for each of the 54 groups which have been utilized by the group for income generating activities. Roughly, the programme has thus invested USD 115 per household in direct and indirect benefits. For the LG component implemented in IS and TMJ, USD 206,000 was allocated for direct livelihood initiatives, conservation communication and governance system. More than 2000 individuals have benefited from this component with rough investment of USD 100 per individual. PSE/W households have directly benefited from USD 9,000 through micro enterprise creation (MEC) programme. However, these figures only represent the programme expense and do not include additional resources spent at the district and central level to support this programme.

In Doti, the programme has been implemented directly with partner NGO involved mostly in community organizing. In IS and TMJ, the programme has been directly involved the partner NGO in implementation of the project. The implementation modality is different as necessitated by difference in the nature of the projects. Nevertheless, in IS and TMJ, having local partner NGOs, who were already active in the region and experienced in running similar activities, added to the efficient delivery of the project. Market link up was more efficient in TMJ than Doti, seemingly because of partner NGO's strength and past experience in the sector.

The remoteness of the regions where the projects have been implemented has also affected the efficiency of the programme. In Doti, programmes are spread out to remote areas, some without road access, which puts high demand on staff's time. Similarly, in the TMJ, the project area crosscuts three different districts which put high demand on time and resources whenever district level consultations have to be convened with government officers from all three districts. These are; however, unavoidable constraints of the project that serve as learning for future planning. Efficiency of the programmes was also affected by political turmoil due to intense conflict during the implementation phase. Nevertheless, many project activities have been completed timely and outputs have been realized.

The project has been able to create effective field level synergies with other agencies and programmes. In BSC, Elam Plus, an NGO working on livelihood skill development, and IUCN

collaborated together so that the IUCN supported farmers producing *Chuk* (concentrated lime juice) received processing training from IUCN and Elam Plus<sup>9</sup>, who later linked them with the market. Care Nepal was able to include IUCN's Conservation group in their village saving and credit training. All this has been made possible on the basis of good relationship at the local level rather than institutional agreement at the central levels. IUCN was also able to work together with four other organisations including Kailali Chamber of Commerce to start a radio programme that gave the market price information to farmers so that they are aware of the market price of their product in Dhangadi market, and were better informed in negotiations with the traders. Once a month, the announcement included market price information of NTFP/MAP.

The resource allocated for Emerging New Initiative- the third component of the project, was used to develop new programmes. Though the resources were mobilized and several programmes were developed, none of the programmes succeeded to secure funding. A more efficient and effective use of the funds could have perhaps allowed IUCN Nepal to mobilize funding from outside sources other than SDC, for continuation of the current programme or new programmes that would built on the existing work.

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### 3.4 IMPACT

The current phase of the project lasted only three years; however, it builds on the achievements made during the last seven years in the same region through previous phases supported by SDC. Thus, some of the impact invariably reflects previous achievements and ongoing progress. It is too early to realize the impact of the current 2007-2009 phase since it has recently come to an end. Nevertheless, several short term impacts and achievements are already apparent; setting the stage for sustained positive impact.

The impact evaluation of the project has to take into consideration, the ground work that has been set for several potential projects at the community level. With considerable number of work in agro-forestry in IS, agro-tourism is a potential market for these sites. Similarly, benefitting the unique geographical position of TMJ, its rich biodiversity, and the investment already made in establishing tourist infrastructures, TMJ has well potential to be established as a site for community tourism.

#### *Increased Conservation activities and awareness*

The project has made significant impact on environmental quality and conservation. In Far West alone 360,000 major saplings of NTFP/MAP were planted in 965 hectare of private/public land utilizing 15.8% of wasted community forest land. Similarly, in Ilam Siwalik, major conservation and plantation of *Chiraito* has been accomplished along with plantation of bamboos and other high value trees, plants and herbs. Conservation of Rhododendron and community awareness in this issue has been a major achievement in TMJ. The project has also

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<sup>9</sup> Elam-Plus is an organization working in the sector of livelihood skill development and marketing

contributed largely on biodiversity conservation, green belt establishment, watershed management, river management, and pond management. Local capacities have been built in the sector of Agro-forestry. Similarly, attraction towards organic farming has increased through awareness programmes as well as through livelihood activities such as vermi-culture.

Through women's group in all three sites, the project has promoted and installed number of ICS, and biogas. Improved cooking stove(ICS) introduced in TMJ areas, has made significant contribution not only to the health of women but has reduced the consumption of fire wood by almost 45% and CO<sub>2</sub> emission has been minimized by 427.7 MT per annum. Each of the ICS household contributes to reduction of 6.6 MT and 1.5 MT CO<sub>2</sub> and carbon respectively per year.<sup>10</sup> This can be used as a case for further mobilization of resources in other areas.

With conservation central to all the project activities, the level of awareness seems to have significantly increased. Different bio-diversity and conservation related publications, posters, and booklets published by the project have been circulated. Through school based programme- Environmental Action Cell, in 29 schools in TMJ and IS, the awareness and involvement has been created at the level of individual and HHs.

Through NTFP/MAP plantation and harvesting related training and activities, the knowledge on sustainable harvesting and proper use of forest products have been imparted on local communities. Majority of the participants/beneficiaries of the project express increased awareness on the need for conservation and sustainable harvesting of NTFP/MAP after the introduction of the project.

Through community mobilizing, the project has been able to substantially decrease the number of illegal marketing of forest products. At the same time, by strengthening the governance within CFUGs, as well as through empowerment of women stakeholders, accountability and transparency have been strengthened, resulting in better management of forest areas and decrease in illegal logging.

Sustainability of the impact that has been achieved so far, is concerning. Though, the direct impact of the conservation and plantation work has inevitably contributed to better environmental health, sustainable harvesting and retention or expansion of conservation awareness and activities is questionable.

#### *Empowerment and Access to Benefit Sharing for poor, socially excluded and women*

One of the project's major achievements has been in the area of increasing participation and access to benefit for PSE/W. Through the issue of GPSE indicators, gender and social inclusion has been monitored in almost all CFUGs and partner organisations. As a result, these institutions have become more sensitive to the issues of gender and social inclusion. Some of the groups have adjusted their statutes and OPs to meet the GPSE guidelines.

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<sup>10</sup> Bajracharya, Leena; Assessment of Improved cooking stove (ICS) in Fuel wood consumption and reducing carbon dioxide emission: A case study from TMJ Area, Nepal, IUCN

The beneficiaries of this project have proportionately high number of women from Dalit and Janajatis ethnic groups. Most of these women are illiterate and have traditionally been confined to farming, and household work. IUCN has been able to reach to these women. In Doti, the project has reached women who have never participated, least directly benefited from development programmes. For majority, the CG is their first exposure to organized groups, and first experience with credit and saving systems. Similarly, in TMJ, the project has been able to provide funds through MEC, and support the IGA of Dalit women. Women involved in these groups show increased confidence to speaking out in meetings, participating in different trainings and exploring different livelihood opportunities. They feel the importance of participating in public forums/trainings and seek opportunities to learn and develop life skills.

System of cooperative for collective marketing and allocation of shares within the same cooperative for PSE/W HH has been beneficial; however, since this is relatively new, the actual impact on livelihood is yet to be seen. In TMJ, similar share arrangement for PSE/W HH has also been made in a hand make *Lhokta* paper-production Company.

### Sustainable Livelihood

Promotion of sustainable livelihood has been central to this project. The project has linked up conservation with various activities contributing to sustainable livelihood in rural areas. It follows a holistic approach with an underlying theory that unless intervention has been made at all levels of social, financial, physical and human sectors, biodiversity conservation output cannot be sustained<sup>11</sup>.

Most of the livelihood activities are directly linked with conservation. Example, vermiculture provides organic fertilizer for their farm. Women have made up to maximum of Rs 2,500 in a year just from selling the worms. The initial hesitance, reservation and suspicions are gone and now they proudly show their “gadeula” to visitors. They even freely call themselves “gadeula village”. Similarly in Doti, women MAP CG are involved in collecting farming and harvesting of MAP. Production and marketing of *Chuk (Concentrated lime Juice)* has been economically beneficial for families and, at the same time, increased plantation of Lime trees.

Revolving funds and MEC funds support income generating activities that necessarily do not have direct link to conservation but became necessary during the project implementation phase to, for example in Doti, to sustain groups during the 5-7 years of gestation period of NTFP. Similarly, livelihood and IGA programmes in TMJ and IS sustained communities interest in the project and kept the group together. It also served as an incentive as well as reduced the cost of participation.

### Knowledge generation and policy advocacy

The project has contributed largely in knowledge generation. Several market surveys and studies in the sector of NTFP have been carried out with concrete recommendation for

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<sup>11</sup> Social sectors imply community groups like CFUG, WAB etc; financial sector imply livelihood enhancement activities, human sector imply skill development and empowerment of people, and physical imply relevant infrastructure.

policies related to NTFP/MAP. Similarly, much knowledge has been generated in the sector of CCCA, a concept in which IUCN takes lead<sup>12</sup>. Lobbying and local, district and National level have been carried out for declaring TMJ as CCCA. IUCN through this project has researched the practical applicability of Payment for Environmental Services (PES)<sup>13</sup> in community natural resource management in IS. It has been lobbying at the central level to put in place a policy that enables PES negotiation at the local level.

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### 3.5 SUSTAINABILITY

Sustainability of CBOs, cooperative and NGOs established and facilitated by the project is the main concern. While outputs and outcomes have been realized to a larger extent, the sustainability of some of these outcomes and impact is questionable. With IUCN completely pulling out, there is less likelihood of other organisations carrying on the momentum in the same extent. Several institutional structures that the project has created, example: women's CG and cooperatives, are confronted with the issue of sustainability.

#### *Sustainability of CGs, Cooperatives, EAC*

During the course of project implementation several community level groups have been established. In Doti, women's MAP CGs have been formed. Two cooperatives have been formed the group marketing of NTFP. In TMJ and IS, Women Apex Bodies (WAB) and EAC have been formed. Sustainability of these groups is vital in sustaining community conservation activities.

The status of Women's MAP CG in Doti is varied. While some of the groups are robust and have reached a level of financial sustainability and technical capacity, there are some groups which still need technical and resource support. The groups that need support are mostly groups which comprise the poorest of the poor, illiterate and socially marginalized caste and ethnic group who have not been exposed to such community organizing before. Because they are very new to the concept of conservation, market link up and access, benefit sharing, and credit saving systems, they need more resource input and technical assistance to carry on. When the project ends, their access to market information and technical knowledge will be limited. Thus, while there is high likelihood that the robust groups will sustain and continue to function, the same cannot be assured for groups which have not reached full maturity. Therefore, immediate support is needed for the struggling groups so that the achievements made so far can be sustained and furthered, until the group achieves self sufficiency. Though in early 2007, there seems to have been efforts made to create a support structure mechanism at community level, whereby the robust groups could support the less mature groups, such exchanges was not observed. Effective implementation of this initiative could have been an exemplary example of creating local level support groups and reducing external dependency.

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<sup>12</sup> IUCN has been asked by the government to draft an institutional mechanism for CCCA.

<sup>13</sup> PES refers to a up-stream down-stream relationship for benefit sharing, whereby down-stream pays for the environmental services it benefits.

One of the cooperative that the evaluation team visited seemed to have become fully mature and self sustaining. The cooperative is receiving some financial support from the VDC and other non-government organisations. It has significant number of women's participation in the governing and well as membership body. The cooperative was also awarded the best cooperative in the district. However, since it is new, the cooperative will inevitably need trainings on dealing with different conflict, financial and management issues that commonly emerge in such organisations. With IUCN pulling out, the sustainability of the cooperative will depend on its ability to manage not only the finances but group cohesion and cooperation.

One of the major concerns for BSC is that the project is ending at the time when the harvesting is finally picking up at a commercial scale. This would have been indeed the time when new market link ups could have been explored and strengthened. Conservation Groups have traded their products few times but the two groups, which the evaluation team visited were not completely clear about the buy-back contract that had been made with the traders. At the same time, there are examples of robust groups who have been able to become self sufficient, have developed confidence in accessing and identifying markets, have started to process NTFP and have been making substantial profit. These success cases testify possibilities for other groups to reach the same level of self sufficiency. However, because of the difference in nature of the groups' composition, some require more input and time. Smooth functioning of such systems takes time, especially when the group is comprised of people who have never been involved in such market activities before, are not literate, are inhibited because of their social position, and have no access to market information and other resources. They think, and the evaluation team also feels that almost two additional years of assistance in market access and link up exercise could have sufficiently trained the rest of the group to effectively reach the same level as other robust groups in accessing and benefiting from existing market and seeking other potential niches.

The relationship of CGs based on how their relationship with the CFUGs. The first type was formed as per the constitution of the CFUGs and consist member from the CFUGS, while the second type are the members of the CFUGs but not provisioned by the constitution of CG. The third types of CGs are formed from the users outside the CFUGs. Regarding institutional strengthening for the sustainability of the CGs, there seems some legal institutional constraints, particularly to the CGs formed outside the CFUGs. Because these CGs are neither the members of CFUGs (which has a legal status) nor have they been registered as per the government rules and regulation, the case of the CGs seems fragile. An agreement between CGs and CFUGs has been done which allows the CGs to carry out NTFP plantation and uses. But no such provision has been incorporated into the operational plans of the CFUGs. However, some provision has been made in the constitution of the CFUGs to give land use right for a short period of time only. Moreover, no such provision exists in the existing rules and regulations CF laws. CGs within the CFUGs have their own constitution and the operational plan but CGs outside does have none of these provisions. However, the CGs outside the CFUG like other CGs and the IUCN agree on the yearly activities to be carried out in conservation areas. None of the CFUGs have mentioned activities to be carried out by the CGs and about the area allotted to them. CGs request for the additional area as and when they finish the plantation in the area previously assigned to them.



The general feeling of CFUG is that CGs is within CFUGs. This hierarchal feeling may hamper their smooth running in the future especially when the benefits go on increasing.<sup>14</sup>

Since the social bargaining power of PSE/W is weak, the CGs may disaggregated and discontinue at any time, the main reason being NTFP production may take at least three to four during which it requires large investment in terms of labor of the poor people and once the area is developed, elites and non CGs members may create several problems leading to further weakening the already socially deprived group. The root cause is that the terms and conditions including the benefit sharing agreed for the operational plan period only and may change in the future. This may create problem in the future depending on the relation of CGs with CFUGs.”<sup>15</sup>

Environment Action Cells, which have been established in schools, show some signs of sustainability. Teachers involved in the project seem motivated to continue EAC. Though they express concern that not having economic support will impact the continuation of programmes, they express commitment to continue the programmes. A trust fund that has been created in each school most likely provide financial buffer. Nevertheless, the turnover of teachers who have been trained will impact sustainability.

#### *Sustainability of Partner NGO*

In Doti, the project has partnered with Gadesera Social Welfare Youth Club for community mobilization. In TMJ, the programme is implemented through National Rhododendron conservation and Management committee (NORM) and Tinjure-Milke-Jaljale Rhododendron Conservation Women Committee (RCWC). Siwalik Environment Conservation Women Committee is the partner in Ilam.

Several efforts have been made to develop capacity of the partner organisations to sustain and seek other funding sources. Proposal writing training, microfinance training etc, have been conducted. The capacities of these partner NGOs and local stakeholders in the area of natural resource management seems to have been developed. Around a dozen of local experts in each of the BSC and LGC project areas have been trained in conservation management, agro forestry, and other technical areas. In TMJ, the project, implemented through local partners, has allowed the NGOs to develop their capacities in this particular sector. In Doti, the programmes were directly implemented by IUCN with the role of local partners limited to community mobilizing; therefore, the transfer of knowledge and capacity seems to be somewhat limited. The continued utilization of these newly developed experts depends on the availability of the funds and support. While sustainability of the organisation is one part, the ability of these organisations to independently continue conservation activities after the IUCN funding is not assured.

The partner organisation for BSU, Gadsera Youth organisation, which has been working with IUCN in community mobilization, expressed commitment to continue the work of

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<sup>14</sup> 2008- Dhakal, Tika Ram; Khanal, Ram Chandra; Amatya, Gridhar, The Poor and Their Voices in Forest Resource Governance- In a Quest of Poverty –Conservation Interface: A Case of Doti District, IUCN

<sup>15</sup> 2008- Dhakal, Tika Ram; Khanal, Ram Chandra; Amatya, Gridhar, The Poor and Their Voices in Forest Resource Governance- In a Quest of Poverty –Conservation Interface: A Case of Doti District, IUCN

mobilizing communities for conservation. Since they have developed expertise in this area, they want to continue it and hope that they can acquire funding. However, if funding is not available, there is least likelihood of them continuing their work in any degree. Since the NGO's mandate is community development at large and is not just limited to conservation, there is a good chance that the NGO will take up other community development work depending on what they can find funding for.

In TMJ area, NORM and RCWC seem to be more mature and self-sufficient. They have other funding partners that they work with. RCWC has neither internal nor external mechanism of generating funds<sup>16</sup>; therefore its financial sustainability is dubious. But NORM will certainly sustain and continue to work in the sector of livelihood support and development. However, without additional financial resources directed specifically towards conservation and for pushing TMJ as a CCCA, the organisation seems unable to continue this movement with the same momentum and capacity. SECWC in Ilam Siwalik faces the same problem of not having internal or external resources to sustain the organisation.<sup>17</sup>

In Doti, the sustainability of CGs is partly dependent on their relationship with the CFUGs. In some cases, CGs have good relationship with CFUGs which are transparent, inclusive and accountable, and have been able to share benefits to the community, for example, in one case by providing solar lights to all the H.H. In some other cases, the relationship is somewhat distant but there is no conflict. Both the groups do their work without interfering each other's work. However, in some cases, there is rising tension between the two groups. For example in one case, CGs say that CFUG is selling logs and other forest products but the income has not been made public and benefits have not been shared at all. Members of CGs are unwilling to approve their expenditure, which the CG members believe has been spent inappropriately for personal interest. CFUGs are unwilling to support CG unless they approve the expenditure.

Apart from the local NGO partners which IUCN worked with for the implementation of their project, other linkages with government and non-government organisation has been limited. In Doti Area, the linkages are informal, largely credited to the good relationship developed by the staff with local stakeholders. The partnerships are not institutionalized. District forest officers and Regional Director along with other government officers participate in events and share expertise; however, they do not have any further role in the planning, implementing or monitoring of the project. Similarly in TMJ area, the role of forest officers, LFP officers and other FECOFUN coordinators are limited as participants. Institutionalizing partnerships with these government stakeholders early on and their involvement from the planning phase would have had positive implications to the sustainability of the project.


IUCN in TMJ has been able to create a lot of momentum and field level synergies in pushing for the declaration of TMJ as a community conserved conservation group. However, because of the political instability and bureaucratic processes, the declaration couldn't come out within the expected time frame. The partner organisation, NORM, has been quite active and has

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<sup>16</sup> September 2009, Baral, Bishnu Hari; As assessment of the Partner NGOs of IUCN Nepal, IUCN

<sup>17</sup> September 2009, Baral, Bishnu Hari; As assessment of the Partner NGOs of IUCN Nepal, IUCN

plans to take the advocacy at the local, regional and national level. However, if NORM is left all by itself, it may face severe financial and capacity challenges. With lot of ground level work already done and very little left to do to reach the goal, the end of IUCN's project puts the momentum achieved for this process in jeopardy. If this process is not continued, or if other organisation instead of carrying out this process from where it stands now goes after reinventing the wheel, there is a danger of the process being interrupted and local people losing trust in the issue.



## PERFORMANCE SCORING

EXTERNAL REVIEW PHASE VI				
PRACTICAL INNOVATIONS				
<i>For Inclusive Conservation And Sustainable Livelihoods</i>				
S/N	Evaluation Criteria	Project Specific Criteria	Rating	Remark
a.	Relevance	<ul style="list-style-type: none"> <li>- Appropriate for local communities</li> <li>- National/International Priority</li> <li>- Appropriate implementation arrangement</li> <li>- Outputs consistent with intended goal</li> </ul>	5	
b.	Effectiveness	<ul style="list-style-type: none"> <li>- Achievement of intended outcomes</li> <li>- Progress of project against the purpose as defined by the logical framework</li> <li>- Appropriate project monitoring, learning and evaluation plan</li> </ul>	4	
c.	Efficiency	<ul style="list-style-type: none"> <li>- Implementation of activities</li> <li>- Realization of out puts</li> <li>- Quality and timeliness of output delivery</li> <li>- Appropriate project implementation arrangement</li> </ul>	4	
d.	Impact	<ul style="list-style-type: none"> <li>- Impact in conservation awareness and activities</li> <li>- Impact in benefit sharing and landscape governance</li> <li>- Impact in sustainable livelihood for HH</li> </ul>	4	
e.	Sustainability	<ul style="list-style-type: none"> <li>- Sustainability of established and facilitated organisations</li> <li>- Project ownership and participation amongst stakeholders</li> <li>- Quality of links established</li> <li>- Success in leveraging other initiatives</li> </ul>	3	

### Rating

5: Exceptional- Superlative performance

4: Above expectations- Achievement slightly beyond planned interventions

3: Satisfactory- Performance in line with expectations

2: Less than Satisfactory- Realization is less than planned, failure to completely take into account changing context

1: Poor- Complete underperformance with strong corrective recommendations

## CONCLUSION

IUCN has done a commendable job in the three areas. The field staffs seem to have developed very good relationship of mutual trust with the local communities. Communities as well as local government authorities think very highly of IUCN and recognize the contribution that the organisation has made in the sector of conservation, livelihood, inclusion and empowerment.

The assessment of the project reveals that the project is highly relevant to the local, national international context, as well as, is in line with the priorities areas of Swiss Development Cooperation in Nepal. The project was able to deliver positive impact on biodiversity conservation, empowerment, and access to benefit sharing for poor, socially excluded and women, sustainable livelihood and knowledge generation. The project has been able to reach some communities and individuals who had never received any development assistance and had never been a part of such development work. The benefit sharing and landscape governance component of the programme was very effective and efficient. However, the Emerging Initiative component, though lot of work went into it, wasn't able to produce the desired output. Several projects concepts were developed and ground work was done which could be continued even after the project cycle phased out; however, it was not able to materialize new projects during the project phase as expected. The other concern regarding the project is the sustainability of community groups that have been formed during the project period as well as the continuation of conservation programmes and policy advocacy work after IUCN pulls out.

Both the BSC and LGC seemed to be lacking in developing plans for sustainability early on. The last project phase planning should have incorporated a more comprehensive exit strategy ensuring sustainability of the project. The exit strategy for each component should have been a part of the programme implementation strategy and should have been brought into process from the very beginning of the project phase. Though exit strategy was developed later on, it is not extensive and will not be effective enough because there is no time for a sustainable community mechanism to be developed.

The evaluation team's observation is that the project's multipronged approach of integrating sustainable livelihood with conservation is very relevant to the context at the local level. Majority of the communities that IUCN works for are very poor and economically and social excluded groups who without additional incentives of improving their livelihood opportunities, despite of being interested, would not have been able to give time to conservation activities. Because of the long gestation period, many do not find NTFP/MAP plantation economically appealing. Because of the incentives for NTFP/MAP plantation, people took interest in it. After the first round of support, now the time of harvesting is approaching and people are beginning to see its long term benefits. Therefore, the plantation work is gradually being replicated by others in their own farms. The project has thus successfully linked up conservation with sustainable livelihood as a part of a holistic approach to conservation with an underlying theory that unless intervention has been made at all levels of social, financial, physical and human sectors, biodiversity conservation outcome cannot be sustained.

Though it is established that a holistic approach to conservation is important, it is important to realize that IUCN had two options; either to develop its own capacities in these sectors, or form strategic partnership with other organisation who can take on these sectors while IUCN focuses on conservation. In TMJ and IS, the IUCN has taken the approach of working through partnership organisation with special experience in these sectors. In Doti; however, the project has taken the approach of depending on their own capacities to address all these sectors. It is important to do a cost benefit analysis of working through strategic partnership or developing one's own expertise in each of these sectors. In Doti, despite of some exceptional achievements, market link up activities needed to be stronger. It seems that the project would have benefited from having a partner organisation with more experience and expertise in marketing, income generation and livelihood. The internal capacity to address these needs was not sufficient and there were no other formal partnership to complement the work.

The project could have done better in networking and coordinating with the government line agencies right from the planning phase. Much of networking and coordination with the government offices had been done at the basis of personal relationship rather than institutional arrangement. The project manager had developed a good relationship with the government officers in the district office and invited them to training programmes for their expertise. However, there was no formal collaboration. Because of that, the government officers do not feel any ownership of the programme and is not eager to continue or assist in sustaining the project after IUCN leaves. In Doti, the forest officers feel that because they lacked a systematic coordination, the technical expertise of IUCN was not transferred to the district forest office. Because the project which was approved through ministry of finance instead of ministry of forestry, there was no mechanism for DFO to remain informed or work closely with the project. In TMJ, forest officers expressed that their coordination was limited at the implementation phase but they had no part in the planning phase

The project's biggest achievement has been in the sector of biodiversity conservation through multiple plantation activities, awareness programmes and trainings on sustainable harvesting, and landscape management. Replicable work has been done in the sector of Gender Poverty and Social Inclusion. The project has been able to ensure inclusive participation and equitable benefit sharing in landscape governance.

## RECOMMENDATION

First and foremost, substantial work has been done in the TMJ area towards CCCA and IS towards PES. The project has created high momentum for CCCA along with massive grassroots to National consultations. It is very important to build on this movement otherwise the work already done, is in the risk of getting lost. The consultation reports that have been developed needs to be translated in Nepali and circulated. It is recommended that either IUCN or other organisation interested in this sector, build on the already existing work rather than reinventing

the wheel. If the process falls apart or other organisation attempts to restart the process, community trust and enthusiasm will inevitably decrease.

The future programme of IUCN should focus on consolidating and expanding its current work; especially around the areas that it has worked during later phase of the project—greater mobilization of local people and increasing ownership of what has been done. This would provide support to the existing programmes as well as build on the momentum developed at these places and spread it gradually along its areas.

Integrating conservation with livelihood improvement is a very appropriate approach in Nepalese development context where most rural people still depend on natural resource exploitation for their livelihood—food, fodder and fuel. They need alternatives with improved technology combined with awareness to be less dependent on natural resource exploitation. The process of changing livelihood is a gradual process and takes long and it may not be achieved within the short project duration. Doing, learning, demonstrating and continuing even in difficult period is a key to achieve durable result. Therefore, instead of starting in a completely new area, it will be efficient to gradually move across the surrounding areas to benefit from the ground level awareness that IUCN has created in the last ten years. If financially feasible, IUCN should monitor the progress in the three areas and serve as a resource agency for information and guidance so that the communities and implementing agencies benefit from its expertise to continue the work. Monitoring is also important to study the long term impact of the project and draw lessons for future programming and policy making.

The National Planning Commission, which is currently engaged in preparing the next periodic plan, finds these knowledge and experiences very useful and relevant for the protection and conservation of country's natural environment while improving livelihood of the people. As the focus of the next Three Year Plan (2010-2013) will be on developing climate resilience and adaptation in agriculture and livelihood activities, pre and post disaster planning, impact mitigation and on environment friendly human settlement development to preserve forest and wildlife habitat, there are several opportunities for IUCN to make meaningful contribution to the conservation planning of the country.

## ANNEX

### 1. REFERENCE

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1997, National report on Implementation of convention on biological diversity in Nepal, HMG, MoFSC <http://www.forestrynepal.org/publications/reports/31>

Chaudhary, Ram Prasad., Paudel, Krishna C., Koirala, Sudhir K., 2009, Nepal Fourth National Report to the Convention on Biological Diversity, MoFSC

### 2: CONSULTATION MEETINGS

SN	Name of Groups	Number of Participants
<b>DOTI</b>		
1	Seti women's saving and MAP CG	17
2	Laligurans women's saving and MAP CG	20
3	Melkhola women's saving and MAP CG	12
4	Laxmi-Saraswoti Muti-purpose Co-operative Ltd. Joroyal	22
5	Jyoti MAP CG	13
6	Chattivan Taal	5
<b>TMJ</b>		
7	WAB, Tamaphuk, Takuray Village, Sankhuwasabha	30
8	Tinjure Gayrakastha Van Paydavar Utpadan Tatha Parsodhan	4



## Individual Consultation

SN	Name	Institution	Designation
<b>CENTRAL LEVEL CONSULTATIONS</b>			
1	Dr. Bimala Rai	Swiss Development Corporation	Senior programme officer
2	Dr. Dinesh Devkota	National Planning Commission	Member
3	Balaram Kandel	Ministry of Forest and Soil Conservation	Under Secretary (Community Forestry)
4.	Giridhar Amatya	IUCN	Senior Program Officer
5.	Rajendra Khanal	IUCN	Senior Program Officer
<b>DOTI</b>			
1	Khadga Ramtel	IUCN	Field Officer
2	Leeladhar Bisita	Gadsera Youth Club	Secretary/Program Coordinator
3	Top Bahadur Bista	Gadsera Youth Club	President
4	Ram Bahadur Bista	Gadsera Youth Club	Member
5	Shreejana Shrestha	Elam Plus	Team Leader
1	Gopal Kumar Shrestha	Department of Forestry, Kailali	Deputy Director General
2	Shree P. Baral	Tarai Arc Landscape project, Dhangadi	Project Manger
3	Rajdev Prasad Yadav	Far-west regional forest Directorate, Dhangadi	Regional Director, Far-West
4	Laxmi Kant Dhakal	Kalali Chamber of Commerce	President
5	Mohan Raj Sharma	Kalali Chamber of Commerce	General Secretary
<b>TMJ</b>			
1	Vivekananda Jha	IUCN	Field officer
2	Laxman Tiwari	NORM	Program Coordinator
3	Tirtha Gautam	WEB	Secretary
4	Crita Siwa	WEB	Member
5	Anju Gautam	WEB	Treasure
6	Chandra Karki	Reporter	Kantipur
7	Rewat Dahal	Veterinary	In-charge
8	Nagendra Rama	Agriculture	Staff
9	Bali Subba	EAC	Secretary
10	Khagendra Rana	Alternative Energy	Promoter
11	Udhav Nepali	EAC	Coordinator
12	Mohan Poudel	District Forest Office	Officer
13	Ravi Shrestha	Livelihood Forestry Programme	Programme Officer
14	Tulasi Sangraula	Community Forest User Group	Executive Member
15	Pushpa Gautam	RCWC	Chairperson

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### 3: IUCN DOCUMENT REVIEWED

1. PIICSL- Final IUCN Project Document 2007-2009
2. PIICSL-Programme Implementation guidelines – LGC and BSC
3. Training report- project development '07 (Landscape Governance)
4. Community Conservation Guideline
5. Report - Institutional mechanism and strategy plan, 2065 (Landscape Governance)
6. Programmeme Implementation guidelines Ilam Siwalik, 07-09
7. Annual report, 07, 08, 09 (Landscape Governance)
8. Strategy Plan, IS
9. Strategy Plan for TMJ, 2009
10. Proposal greenbelt, 2064
11. Assessment of EAC in IS
12. An assessment of partner NGOs of IUCN Nepal
13. Community conservation plan IS, 07
14. Business plan for PSE HHs 07
15. Activity toolkit training report, 07
16. Introduction EAC guideline
17. Nepal National Strategy for Churiya Area Programmeme, 2006
18. Programme implementation guidelines TMJ, 07-09
19. Community conservation plan TMJ 2007
20. Community conservation plan implementation guideline TMJ, 2007
21. Business Plan for PSE HHs in TMJ, 07
22. An assessment of ICS in fuel wood consumptions and reducing CO2 emissions
23. Report- Environment Action Cell
24. Training report GPSE
25. Training report “Teachers training for effective instruction for environment, health and population and enhanced EAC activities in the schools in TMJ and IS, 07
26. Hand paper industry, Tamaphok
27. Monitoring report GPSE
28. CBOs interaction programme report TMJ
29. ICS refresher training report, 2065
30. Assessment of MEC fund
31. Annual report CECWC, 2064
32. Agro tourism assessment report, TMJ
33. Training report, community based conservation, landscape mgmt and environmental governance 2064
34. Monitoring report, Biogas and Tuki promotion programme, 2007
35. Monitoring report, MEC 2007
36. Training report, SRI
37. Annual Progress report, RCWC 2008
38. Business Plan report RCWC 2065
39. Training report ABS, RCWC 2065
40. NORM- Introduction – 2060
41. NORM- Statue – 2056
42. Environmental Resource Collection – Chure Conservation
43. Environmental Resource Collection – TMJ conservation
44. Success stories (Landscape Governance)
45. PIICSL-BS Component, Doti MAPs and NTFPs Project Q1 and A2 report
46. An assessment of MEC sustainability in IS and TMJ

## 4: TERMS OF REFERENCE

### EXTERNAL REVIEW PHASE VI PRACTICAL INNOVATIONS ... FOR INCLUSIVE CONSERVATION AND SUSTAINABLE LIVELIHOODS

#### ***Draft Terms of Reference***

#### **1. Background**

SDC has been supporting the IUCN Nepal for six consecutive phases, of which the current phase will come to an end in December 2009. While SDC remained the main donor agency to support the IUCN Nepal programme through phases I-V, Phase VI saw a change in the type of support from a flexible programmatic (through core fund?) to a project based support as SDC has decided to bring into end its financial support due to the length of collaboration to date and the necessity for IUCN Nepal to become a more financially sustainable organisation.

As per the project document, there is a requirement of undertaking one review of the project at the end of the phase. Now, IUCN would like to undertake the review by procuring consultancy services.

#### **2. Practical Innovation for Inclusive Conservation and Sustainable Livelihoods- Facts and Figures**

##### **Project Goal**

The overall goal of this project is “Biodiversity conservation, environmental justice and sustainable livelihoods promoted in Nepal”.

SDC’s support involves the contribution to specific thematic areas within IUCN Nepal’s overall programme and long-term objectives:

- 1) Benefit Sharing: *“Poor and marginalized natural resource dependent households have increased economic incentives to manage Medicinal and Aromatic Plants (MAPs) and Non-Timber Forest Products (NTFPs) equitably and sustainably.”*
- 2) Landscape Governance: *“Better governance systems enable local stakeholders to effectively and equitably manage conservation landscapes.”*
- 3) Emerging Initiatives: *“IUCN Nepal strengthened to address emerging programme needs related to knowledge generation, field practice and policy support.”*

**Table 1. Project fact sheet**

Name	Practical Innovation for Inclusive Conservation and Sustainable Livelihoods
Implementing Agency	International Union for Conservation of Nature and Natural Resources (IUCN – Nepal)
Financial Support	Swiss Agency for Development and Cooperation (SDC)
Partners	Governmental and non-governmental organisations
Duration of Support	Phase VI: 2007-2009
Current phase budget	USD 1,000,000. (2007-2009)
Project working areas	Field projects in Ilam, Doti and Tinjure-Milke-Jaljale (TMJ) and national thematic work.

### 3. Objectives of the Final Review

The main objectives of the Phase VI final review are to assess the performance and achievements made against the stated objectives in the project document. The framework of the review will be provided by the evaluation criteria listed below, each one associated with a number of evaluation questions.

The review should also provide an assessment of the project for the internal learning within IUCN Nepal and also to provide information related to End of Phase report (EoPR) to SDC.

#### **Specific Review Objectives:**

1. To assess the effectiveness of SDC supported components (i.e. Benefit sharing, Landscape Governance and Emerging Initiative) both in the project sites and in country programme.
2. To assess the policy practice linkages of Benefit Sharing and Landscape Governance components and its contribution in knowledge generation;
3. To assess the relevancy and effectiveness of IUCN's contribution in the area of NTFPs and landscape governance via-a-vis improving livelihoods of the poor, socially excluded and women (PSE/W) headed households dependent on natural resources.

### 3.1 Review framework

#### 3.1.1 Scope of the Review

The final review framework is based on the OECD/DAC Evaluation Criteria and Quality Standards. The Government of Switzerland is one of the main partners in the DAC Principles for Evaluation of Development Assistance Initiative. The Criteria to be used include **Relevance** of the interventions; **Effectiveness** of the proposed interventions; **Efficiency** in achieving the objectives; **Longer-Term Impact** of the interventions; and **Sustainability** beyond the project period of the proposed interventions.

#### 3.1.2 Key General Evaluative Questions

##### Relevance<sup>18</sup>:

- Do objectives identified in the project design continue to be valid given the current context?
- Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?
- Have there been any significant changes in the context of this project since its inception?
- Were the proposed implementation arrangements of the project appropriate?

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<sup>18</sup> "The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor", The DAC PRINCIPLES FOR THE EVALUATION OF DEVELOPMENT ASSISTANCE, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the GLOSSARY OF EVALUATION AND RESULTS BASED MANAGEMENT (RBM) TERMS, OECD (2000).

### Effectiveness<sup>19</sup>

- Assess whether the project achieved its milestones by the end of the project period, and is showing early trends towards its results and near-term objectives
- Assess the overall progress (quantitative and qualitative) of the project against the purpose as defined by the logical framework
- Determine whether the project monitoring, learning and evaluation plan was appropriate and effective in tracking deliverables

### Efficiency<sup>20</sup>:

- Assess whether the planned inputs efficiently resulted in implementation of activities
- Assess whether the activities implemented efficiently contributed to realization of outputs
- Assess the quality and timeliness of the delivery of the outputs towards realizing the specific objectives
- Assess the quality and timeliness of reporting on project progress
- Assess whether the current project implementation arrangements were appropriate and efficient in achieving the objectives

Impact<sup>21</sup>: It may be too early to assess the impacts of the project during this MTR; however, it should be possible to determine some early trends towards realizing the following immediate effects:

- Effects of the project in relation to the interventions in terms of showing early results contributing towards immediate purpose and longer-term goal

### Sustainability<sup>22</sup>:

- Assess whether the local Community Based Organisations (CBOs), Cooperatives and Non-government organisations (NGOs) established and facilitated by the project show signs of sustainability beyond the project period
- Assess the degree of ownership among stakeholders and their participation in the planning, implementation and monitoring of the project
- Assess the development of local capacities with relation to practical innovations on natural resource management

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<sup>19</sup> "A measure of the extent to which an aid activity attains its objectives", The DAC PRINCIPLES FOR THE EVALUATION OF DEVELOPMENT ASSISTANCE, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the GLOSSARY OF EVALUATION AND RESULTS BASED MANAGEMENT (RBM) TERMS, OECD (2000).

<sup>20</sup> "Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted", The DAC PRINCIPLES FOR THE EVALUATION OF DEVELOPMENT ASSISTANCE, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the GLOSSARY OF EVALUATION AND RESULTS BASED MANAGEMENT (RBM) TERMS, OECD (2000).

<sup>21</sup> "The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended", The DAC PRINCIPLES FOR THE EVALUATION OF DEVELOPMENT ASSISTANCE, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the GLOSSARY OF EVALUATION AND RESULTS BASED MANAGEMENT (RBM) TERMS, OECD (2000).

<sup>22</sup> "Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable", The DAC PRINCIPLES FOR THE EVALUATION OF DEVELOPMENT ASSISTANCE, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the GLOSSARY OF EVALUATION AND RESULTS BASED MANAGEMENT (RBM) TERMS, OECD (2000).

- Assess the quality of the links established among partners and among stakeholders and the possibilities that these will be maintained and strengthened in the future
- Assess whether the project was able to leverage other initiatives either funded by the government or donors

### 3.1.3 Specific Evaluative Questions

#### **A. To assess the effectiveness of SDC supported components (i.e. Benefit sharing, Landscape Governance and Emerging Initiative) both in the project sites and in country programme.**

- A.1. Who are the main beneficiaries of IUCN's programmes and activities? Are the benefits reaching the PSE/W households?
- A.2. What is the impact of IUCN's programme at different levels? e.g. from community to national levels in relation to project activities? Can we make the impact related indicators covering the three domains of changes
- access to livelihoods assets and services (i.e. visible changes in livelihoods conditions of the disadvantaged groups)
  - voice and influence of the disadvantaged groups (i.e. evidences of increasing social capital and capacities of the disadvantaged groups to express their needs and to influence the decisions that affect their livelihoods)
  - changes in policies, institutions and local norms, attitudes (evidences of positive changes in policies and institutions in favour of disadvantaged nationally and locally)

#### **B. To assess the policy practice linkages of Benefit Sharing and Landscape Governance components and its contribution in knowledge generation.**

- B.1. To what extent the activities support policy-institution-practice dialogue?
- B.2. What type of knowledge were generated in the area of environmental governance and other related issues?

#### **C. To assess the relevancy and effectiveness of IUCN's contribution to in the area of NTFPs and landscape governance via-a-vis poor, socially excluded and women (PSE/W) headed households dependent on natural resources**

- C.1. What are the strategies/methods are used to integrate PSE/W household issues and to what level they are implemented in the field?
- C.2. What are the strategies/methods are used to conservation and livelihoods issues and to what level they are implemented in the field?

### 3.1.4 Scoring System for the Review

A specific scorecard will be developed in the form of a matrix by the review team attributing scores against the evaluation criteria and the specific questions ranging from 1-5 in the following manner:

- 5: Exceptional – This specific score will be assigned to superlative performance against any of the evaluation questions
- 4: Above expectations – This score will be assigned in the case of achievement slightly beyond planned interventions
- 3: Satisfactory – The score to be assigned if performance is in line with expectations

- 2: Less than Satisfactory – The score to be assigned when realization is less than planned, failure to completely take into account changing context
- 1: Poor – Complete underperformance with strong corrective recommendations

#### 4. Methodology

##### Introduction

The review will be mainly based on the information/knowledge produced (published or unpublished) by the project, interaction? with communities, stakeholders and project staff and achievement will be assessed by using comparative study method i.e. use of both before and after and with and without situation.

##### Specific Methodology

- Documentation and Literature Review: This includes the Project Proposal, the Project Agreement, all Detailed Work Plans produced, all Progress Reports and other monitoring reports produced, technical material developed for the project, contracts with partners and any other document to be determined during the development of the mission
- Field visits The project is field based in nature being implemented across the country. The field visits would involve meetings with key project personnel. The evaluation team will also meet with key stakeholders and partners in both countries. The logistics for the field visits will be organized by the project managers in the respective areas. Also include Focused Group Discussion (FGD) and interaction with men and women of disadvantaged group
- Interviews with project partners and key stakeholders: There will be meetings and interviews with project partners based in Kathmandu.

##### Composition of the Team

The review will employ a team of (mixed subject matter specialists and gender?) to independently assess the objectives set by the project. A team of three consultants with expertise in NRM, environment, livelihood, gender and social equity and governance will be engaged to carry out the review as outlined above. The team consist of two Nepali external experts (Lead consultant with expertise on NRM, environmental governance and second consultant with the expertise on equity, gender and policy and one IUCN Nepal internal evaluation expert.

This team will further develop the review methodology and lead, guide and manage the review process. The review process is envisaged to include a series of meetings with different levels of IUCN staff members, partners as well as target beneficiaries and recipients of programme activities.

The team will provide a summary of its findings in a debriefing to the major stakeholders at the end of the mission and submit a draft report which includes comments and discussion from the debriefing to IUCN as well as SDC. The final report shall be submitted to IUCN Nepal by the End of December 2009 following integration of comments by IUCN and SDC.

#### 5. Schedule

The schedule for the review (as below) includes for all team members 5 person days. Additional 3 days are foreseen for the team leader as well as 2 additional days each for the team members for the preparation of the final report.

**Table 2. Tentative schedule of IUCN Final Review**

Activity	When
Draft TORs, methodology and schedule	Sept 24, 2009
Identification and selection of consultants	October 16, 2009
Finalising of TORs, methodology and schedule with consultant	October 26, 2009
Review of important reports and documents	Nov 3, 2009

Field visits and interactions with major stakeholders	Nov 20, 2009
Debriefing presentation	Nov 30 2009
Preparation and submission of the draft report	Dec 10 2009
Comments to draft report by SDC and IUCN	Dec 17 2009
Submission of final report	December 24 2009

## 6. Expected Results

*The review team shall submit a comprehensive report that should not exceed 40 pages plus annexes and include following components:*

- Executive summary
- Major findings and conclusions to the issues as outlined in the TORs above
- Strengths and weaknesses of the project output/outcomes
- Specific recommendations

(please find attached a two page summary sheet for the reporting purpose (specially for SDC purpose. It would be helpful for us to receive the summary in this 2 page format).

## 7. Relevant Documents for the Review Team

- Project Document for Phase VI (2007-2009)
- Evaluation report of Phase V of IUCN/Nepal
- Annual Reports 2006/2007/2008
- Other technical and assessment reports
- Relevant case studies and publications

## 8. List of relevant stakeholders

- Field level stakeholders (WAB/CFN in Ilam Siwalik, NoRM/WAP in TMJ, two cooperatives and Gadsera Samaj Sudhar Club in Doti)
- National level: SDC, NPC, MoEST, HNCC



## 5: PROJECT LOG FRAME

HIERARCHY OF OBJECTIVES	INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
<b>PROJECT GOAL</b>			
<p>Biodiversity conservation, environmental justice and sustainable livelihoods promoted in Nepal.</p>	<p>At the end of this phase, the project will have contributed to:</p> <p><i>Biodiversity Conservation:</i></p> <ul style="list-style-type: none"> <li>• Threats to sustainable biodiversity conservation reduced in an effective and just manner</li> <li>• Status and flow of ecosystems goods and services increased in a sustainable manner</li> </ul> <p><i>Environmental Justice:</i></p> <ul style="list-style-type: none"> <li>• Representation and active participation of poor and socially excluded households and women in biodiversity conservation at decision-making level increased</li> <li>• Access to and control over natural resources by PSE HHs improved</li> <li>• Equity in sharing of costs and benefits of biodiversity conservation regardless of ethnicity or economic status of HHs improved</li> </ul> <p><i>Sustainable Livelihoods:</i></p> <ul style="list-style-type: none"> <li>• Direct and indirect benefits from natural resource conservation to livelihoods of PSE HHs increased</li> <li>• Sustainable livelihood security of participating HHs, in particular for women and PES HHs improved</li> <li>• Economic benefits from natural resources utilized for social purposes (e.g. health, education) and under the control of women increased</li> </ul> <p><i>Linkages between objective elements:</i></p> <ul style="list-style-type: none"> <li>• Synergies and trade-offs between biodiversity conservation, environmental justice and sustainable livelihoods at all levels improved</li> </ul>	<ul style="list-style-type: none"> <li>• Biodiversity assessment report</li> <li>• Progress report</li> <li>• Key informant survey</li> <li>• Perception survey</li> <li>• HH Livelihood survey and periodic evaluations</li> <li>• Study report on synergies and trade-offs between the three elements of the project goal</li> <li>• Participatory final evaluation</li> </ul>	

HIERARCHY OF OBJECTIVES	INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
<b>PROJECT OUTCOME #1 – Benefit Sharing</b>			
<p>Equitable management of NTFPs and MAPs improves access and benefit sharing for poor and socially excluded households and women in selected CFUGs of Doti District and through related national policies on other CFUGs in Nepal</p>	<p><b>AT THE END OF THE PROJECT:</b></p> <ul style="list-style-type: none"> <li>• 50% of new or amended national legislation and policies related to NTFP/MAPs management and marketing address the interests of poor and socially excluded households and women of natural resource dependent HHs</li> <li>• Equity in access to benefits from NTFP/MAP resources in CFs regardless of gender, ethnicity or economic status increased by 35%</li> <li>• Appropriate and sustainable NTFP/MAP management practices adopted by 45% of PSE HHs</li> <li>• Financial benefits from NTFP/MAPs (produced and collected according to social and ecological standards) to PSE CF members increased by 15%</li> </ul>	<ul style="list-style-type: none"> <li>• Participatory final review</li> <li>• Project reports</li> <li>• Community self evaluations</li> <li>• Progress report</li> <li>• CF or conservation groups NTFP/MAPs sales records</li> </ul>	<ul style="list-style-type: none"> <li>• Political and social security stable in project sites</li> <li>• Good access to target beneficiaries</li> <li>• No major health epidemic outbreaks</li> <li>• No major climatic impacts (e.g. droughts, floods)</li> <li>• No major market fluctuations or economic crisis for NTFPs/MAPs</li> </ul>

<b>Outputs for Project Outcome #1 – Benefit Sharing</b>			
<p>0.1.1. Policy Promotion &amp; Application</p> <p>Advocacy of MAP and NTFP related policy and legislation for equitable access and benefits for forest resource dependent poor and socially excluded households and women</p>	<ul style="list-style-type: none"> <li>• Information on gaps in policies and legislation addressing interests poor and socially excluded households and women are available to 80% of national, 60% of district and 30% of local stakeholders</li> <li>• Potential provisions to address issues of poor and socially excluded households and women advocated for in 1 NTFP/MAP relevant policies/legislation</li> <li>• Information logically linking NTFPs/MAPs management, CBD and MDG is accessible to 70% of national stakeholder for policy refinement</li> </ul>	<ul style="list-style-type: none"> <li>• Study report, recipients list</li> <li>• Policy briefs/ new or adapted policies</li> <li>• Policy analysis for CBD and MDGs, recipient's list</li> </ul>	<ul style="list-style-type: none"> <li>• GoN open to advocated policy changes</li> <li>• Sufficient number of local and national NGOs interested to advocate for policy changes</li> </ul>
<p>0.1.2. Community Forestry Governance</p> <p>Community forestry governance in targeted CFUGs in the Doti District strengthened to help ensure equitable access and benefits to forest resource dependent poor and socially excluded households and women</p>	<ul style="list-style-type: none"> <li>• All guidelines, resource materials, training curricula for DFOs staff and CFUGs members strongly focuses on addressing issues related to equitable access to benefits from MAPs and NTFPs for poor and socially excluded households and women</li> <li>• 70 % of CF Statutes and OPs revised with the support of IUCN ensure equitable access to benefits from MAPs and NTFPs for forest resource dependent poor and socially excluded households and women</li> <li>• Information on women and PSE HH accessing to benefits of sustainable MAPs and NTFPs management practiced through Participatory Learning and Action (PLA) approach is available to all interested global, national, district and local stakeholders</li> <li>• GPSE status trend of 20 CFUGs with respect to GPSE indicators is available</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines, resource materials, training curricula, training report</li> <li>• Assessment report of CFUGs' statute and OPs</li> <li>• Case studies, assessment report, progress report</li> <li>• PLA records</li> <li>• GPSE monitoring report</li> </ul>	<ul style="list-style-type: none"> <li>• Good access to project sites and beneficiaries</li> </ul>

HIERARCHY OF OBJECTIVES	INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
<b>Outputs for Project Outcome #1 – Benefit Sharing</b>			
<p><i>0.1.3. MAP/NTFP Management</i></p> <p>Equitable sharing of benefits from sustainable production and collection of MAPs and NTFPs in Doti District promoted</p>	<ul style="list-style-type: none"> <li>Options for equitable and integrated approach to sustainable NTFP/MAPs production and collection agreeable to 60% national as well as district; and 70% of the local stakeholders available</li> <li>50 MAPs and NTFPs CGs of 20 CFUGs with improved practices for sustainable management and collection of MAPs and NTFPs</li> <li>5 CFUGs adopted at least 70% of FSC principles in managing MAPs and NTFPs</li> <li>Equity in access to benefits from NTFP/MAP resources in CFs regardless of gender, ethnicity or economic status increased by 35%</li> <li>Information on what the capacities of different CFUG MAPs/NTFPs groups are at different stages of the value chain</li> <li>One NTFPs/MAPs promotion process model agreed by stakeholders available</li> </ul>	<ul style="list-style-type: none"> <li>Options analysis report/ briefs, recipient's list</li> <li>Progress report and field observation</li> <li>Assessment report/ case study/ progress report</li> <li>Assessment report/case study/ progress report</li> <li>Progress report</li> <li>Process model</li> </ul>	
<p><i>0.1.4. NTFP/MAP Marketing</i></p> <p>Poor and socially excluded households and women dependent on MAPs and NTFPs have better access to market benefits in Doti District</p>	<ul style="list-style-type: none"> <li>Marketing information (price, quality standard, certification requirement, possible contacts) for at least 7 species available to interested stakeholders</li> <li>25% of poor and socially excluded households and women of 20 CFUGs dependent on MAPs and NTFPs benefit from post harvest techniques and value addition of economically important MAPs and NTFPs</li> <li>Five CFUGs involve in FSC certification process</li> </ul>	<ul style="list-style-type: none"> <li>Market Feasibility report, promotional booklet, news letter, price board</li> <li>Progress report/ case study</li> <li>Progress report</li> <li>Progress report, key-informant interview</li> </ul>	<ul style="list-style-type: none"> <li>National and global private corporations accessible to marketing of certified NTFPs/MAPs from Nepal</li> </ul>
<p><i>0.1.5. Conservation Awareness</i></p> <p>Awareness at local and national level of NTFP conservation issues through suitable new and alternative media promoted</p>	<ul style="list-style-type: none"> <li>Yearly overview on MAPs and NTFPs related information available to 70% of key stakeholders at local, district and national level</li> <li>One refined process model available on web-page and in printed form in English and Nepali</li> <li>3 NTFP/MAPs conservation outreach products suitable for local and national level awareness disseminated to 2000 beneficiaries</li> <li>80% of key policy makers get NTFP/MAPs related information</li> </ul>	<ul style="list-style-type: none"> <li>Overview report</li> <li>Information materials list and IUCN Nepal Web-page</li> <li>Information materials and recipients lists</li> <li>Recipients lists of different information materials</li> </ul>	

HIERARCHY OF OBJECTIVES	MEANS, COST (INPUTS)	ASSUMPTIONS
<b>Activities for Project Outcome #1 – Benefit Sharing</b>		
<p><b>0 1.1. Policy Promotion &amp; Application</b></p> <p>A 1.1.1 Review MAPs and NTFPs related policy with regard to equitable access to common natural resources and benefit sharing from conservation of these resources</p> <p>A 1.1.2 Conduct study linking MAPs/NTFPs conservation with the CBD and MDGs for generating better information on refining MAPs and NTFPs policies and legislations</p> <p>A 1.1.3 Collaborate with NNN to advocate policy refinement to national level policy makers (MoFSC, Ministry of Finance (MoF), NPC, etc.)</p> <p>A 1.1.4 Support HNCC and MoFSC in refining MAPs and NTFPs related policy and legislation according to the recommendation of A1.1.2</p>	<ul style="list-style-type: none"> <li>• Country Office team, consultants, projects and agencies involved in MAPs/NTFPs promotion</li> <li>• Country office team and consultants</li> <li>• Country office team, NNN</li> <li>• Country office team, HNCC, MoFSC</li> </ul>	<ul style="list-style-type: none"> <li>• Government remains sensitive in addressing issues related to equitable access to common natural resources and benefit sharing</li> </ul>
<p><b>0.1.2. Community Forestry Governance</b></p> <p>A 1.2.1 Develop guidelines, resource materials, training curricula and materials to enable DFO staff and CFUG members to address issues related to equitable access and benefit sharing</p> <p>A 1.2.2 Strengthen capacity of DFO staff and CFUG members to address issues related to equitable access and benefit sharing. Through whom? How many??</p> <p>A 1.2.3 Support DFO and CFUG in revising statutes and OPs of CFUG in project area in line with mainstreaming equitable access and benefit sharing of the CF</p> <p>A 1.2.4 Conduct PLA activities in MAPs and NTFPs Management for targeted women and PSE HH to promote equitably accessing and sharing benefits of forest resources.</p> <p>A 1.2.5 Conduct participatory monitoring of GPSE status and trend using GPSE indicators</p> <p>A 1.2.6 Facilitate GPSE platform to promote equitable access and benefit sharing at higher (district and national) level</p>	<ul style="list-style-type: none"> <li>• ESL unit, field project team and consultant</li> <li>• Field project team, DFO, Consultant, CFUG, guidelines, resource materials (1.2.1)</li> <li>• Field project, DFO, CFUGs</li> <li>• Field project team, ESL unit, resource person</li> <li>• Field project team, EMG unit</li> <li>• EMG unit</li> </ul>	<ul style="list-style-type: none"> <li>• GPSE platform remains functional</li> </ul>

HIERARCHY OF OBJECTIVES	MEANS, COST (INPUTS)	ASSUMPTIONS
<b>Activities for Project Outcome #1 – Benefit Sharing</b>		
<p><b>0.1.3. MAP/NTFP Management</b></p> <p>A 1.3.1 Review MAPs and NTFPs collection management practices promoted or adopted by stakeholders in CFUGs of different project sites (including IUCN project, NSCFP, MAPPA, ANSAB)</p> <p>A 1.3.2 Develop and disseminate equitable and integrated sustainable MAP/NTFP management options in consensus with stakeholders at what levels?</p> <p>A 1.3.3 Finalise MAPs and NTFPs promotion process model (incl. conservation, sustainable use and marketing) suitable for different conditions</p> <p>A 1.3.4 Support CFUG network to assess CG/CFUG's advancement status with respect to their capacities/control at different stages of value chain.</p> <p>A 1.3.5 Support CG/CFUG of both groups to improve practices for sustainable collection and management depending on their different capacities</p> <p>A 1.3.6 Support 5 CFUGs belonging to advanced group CFUGs to adopt FSC principles as a preparation towards certification.</p>	<ul style="list-style-type: none"> <li>• ESL unit, consultant</li> <li>• Country Office team, field project manager, consultant</li> <li>• ESL unit and field project manager</li> <li>•</li> <li>• Field project team, ESL unit</li> <li>• Field project team</li> <li>•</li> <li>• Field project team, ESL unit, resource person</li> </ul>	<ul style="list-style-type: none"> <li>• Projects/ agencies practically share experiences</li> </ul>
<p><b>0.1.4. NTFP/MAP Marketing</b></p> <p>A 1.4.1 Assist CFUGs in institutionalizing flow of marketing information (price, quality standard, certification requirements, possible buyers etc).</p> <p>A 1.4.2 Support establishing and managing MAPs/NTFPs/Agro cooperative with shares of entrepreneurs, local collectors, traders, and CFUG/CG members</p> <p>A 1.4.3 Train producer, processor and traders in maintaining market oriented quality standards PSE?</p> <p>A 1.4.4 Support capacity development of poor and socially excluded households and women in managing MAPs/NTFPs Agro-cooperatives</p> <p>A 1.4.5 Support poor and socially excluded households and women to equitably own shares of MAPs/NTFPs/Agro cooperatives</p>	<ul style="list-style-type: none"> <li>• Filed project team, CFUG networks</li> <li>• Field project team, CFUG networks</li> <li>• Field project team, resource person, ESL unit</li> <li>• Field project team and resource person</li> <li>• Field project team</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Political situation is friendly for flow of information</li> </ul>

<p><b>0.1.5. Conservation Awareness</b></p> <p>A 1.5.1 Consolidate and disseminate current conservation status of MAPs/NTFPs through appropriate media to policy makers, regulators, field implementers</p> <p>A 1.5.2 Develop and disseminate MAPs/NTFPs promotion process model (incl. conservation, sustainable use and marketing) to stakeholders using suitable media</p> <p>A 1.5.3 Prepare and disseminate MAPs/NTFPs conservation awareness materials at central, district and field level</p> <p>A 1.5.4 Prepare and disseminate MAPs/NTFPs policy briefs to policy makers for their attention to address through policy reform</p> <p>A 1.5.5 Support alternative media (e.g. street theatre, traditional media) to disseminate MAPs/NTFPs information at local level</p>	<ul style="list-style-type: none"> <li>• Country Office team and field project team</li> <li>• Communication unit, field project team</li> <li>• Communication unit, field project team</li> <li>• Country Office team</li> <li>• Communication unit and field project team</li> </ul>	<ul style="list-style-type: none"> <li>• National and local media are willing to cover MAPs/NTFPs issues</li> </ul>
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HIERARCHY OF OBJECTIVES	INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
<b>PROJECT OUTCOME #2 – Landscape Governance</b>			
Local stakeholders manage conservation landscapes in the Ilam and TMJ area effectively and equitably	<p><b>AT THE END OF THIS PHASE:</b></p> <ul style="list-style-type: none"> <li>• 60% of local stakeholders actively engaged in mainstreaming good governance at landscape level</li> <li>• 50% of project stakeholders regardless of gender, ethnicity and socio-economic status believe that they influence selection of landscape management structures and processes and they are represented on them</li> <li>• 80% of targeted HH regardless of gender, ethnicity or socio-economic status believe that costs and benefits of landscape management are determined and distributed fairly</li> <li>• 60% of members of participating NGOs have increased awareness of and access to project learning about positive effects of good governance on landscape management and apply them in their activities</li> </ul>	<ul style="list-style-type: none"> <li>• Project report, case study</li> <li>• Perception survey</li> <li>• Progress report, case study, key informant survey</li> </ul>	<ul style="list-style-type: none"> <li>• Peace building process doesn't reverse</li> </ul>
<b>Outputs for Project Outcome #2 – Landscape Governance</b>			
<p><i>0.2.1. Governance Systems</i></p> <p>Local institutions supported for linking community based conservation, landscape management and good governance practices</p>	<ul style="list-style-type: none"> <li>• Two landscape level governance systems (is this a legal doc?) owned by local people and sensitive to issues of poor and socially excluded households and women in TMJ and Ilam Siwalik functional</li> <li>• Two multi-stakeholders dialogue platforms effectively function for mainstreaming environmental governance in TMJ and Ilam Siwalik</li> <li>• Information on incentives mechanism to include NRM into the prime development agenda of local governments available to all targeted VDCs and DDCs</li> <li>• One inter-district (in TMJ) and one each District (in TMJ and Ilam Siwalik) coordination committee with effective coordination/ monitoring functions</li> <li>• 20% targeted women and PSE HH with capacity to advocate their role in resource users' groups and accessing equitable benefits from NRM</li> <li>• GPSE status and trend in 10 CFUGs in Ilam Siwalik and 6 CFUGs in TMJ with respect to GPSE indicators available to national, district and local stakeholders</li> <li>• 20 local governments (DDC/VDC), 20 CBOs, 10 local NGOs, and 10% of resource users acquired knowledge and skill of mainstreaming environmental governance</li> <li>• One document on best practices on landscape conservation made available for inclusion in subsequent revisions of Biodiversity Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Progress report, key stakeholders consultation</li> <li>• Multi-stakeholders dialogues forum meeting minutes</li> <li>• Study report, Information materials, key informant consultation</li> <li>• Progress report of each event</li> <li>• GPSE reports</li> <li>• Progress and training reports, focus group survey</li> <li>• Progress report, best practices cases</li> </ul>	<ul style="list-style-type: none"> <li>• Political and social security stable in project sites</li> <li>• Good access to target beneficiaries</li> <li>• No major health epidemic outbreaks</li> <li>• Legal structure of the institutions remains stable</li> </ul>



HIERARCHY OF OBJECTIVES	INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
<b>Outputs for Project Outcome #2 – Landscape Governance</b>			
<p><i>0.2.2. Livelihood Initiatives</i></p> <p>Stakeholders, particularly poor and socially excluded households and women, supported to increase tangible livelihood benefits and improve equitable sharing from landscape conservation initiatives in IS and TMJ</p>	<ul style="list-style-type: none"> <li>• Two landscape level strategic community conservation plans (one for each site, Ilam Siwalik and TMJ) focusing on livelihoods available to 50 key stakeholders</li> <li>• 1300 HH in Ilam Siwalik and 500 HH in TMJ benefit from conservation interventions included in the community conservation plans (PSE or general?)</li> <li>• Area-specific guidelines, resource materials, and training curricula for CFUGs members adequately provision for addressing interests of women and PSE HH in the subsequent revision of CFUG statutes and OPs</li> <li>• 50% of women on targeted HH and 100 PSE HH benefit from community based livelihood focused conservation initiatives</li> <li>• Green belt (on river banks) in four sites with total coverage of 12 hectares benefiting 100 HH developed by selected flood control committees in place</li> <li>• 50% of women and 80% PSE HH benefit from Green MEC programme and from CFUG activities</li> </ul>	<ul style="list-style-type: none"> <li>• Progress report, Community Conservation Plans</li> <li>• Progress report, field observation and interaction</li> <li>• Guidelines, resource materials, training curricula</li> <li>• Progress report, field observation and interaction</li> <li>• Progress report, field observation/ measurement and interaction</li> <li>• Assessment of MEC</li> </ul>	<ul style="list-style-type: none"> <li>• Legal structure of statutes and OPs remains stable</li> <li>• Political and social security stable in project sites</li> </ul>
<p><i>0.2.3. Conservation Communication</i></p> <p>Public awareness and understanding of the importance of landscape governance mainstreamed</p>	<ul style="list-style-type: none"> <li>• 15 national and 15 local media houses/ journalists disseminate landscape level conservation issues through their respective media</li> <li>• 6 landscape level outreach products (information and awareness materials) for local and national level stakeholders disseminated to 3000 beneficiaries (500 national level and 2500 district and local level)</li> <li>• 500 beneficiaries use 2 area-specific community-based landscape conservation educational packages</li> <li>• Outreach product dissemination mechanism at two field sites functional</li> </ul>	<ul style="list-style-type: none"> <li>• Training report</li> <li>• Outreach products</li> <li>• Training report</li> <li>• Progress report, observation and key informant survey</li> </ul>	<ul style="list-style-type: none"> <li>• Staff with required skills and expertise are available for timely recruitment</li> </ul>

HIERARCHY OF OBJECTIVES	MEANS, COST (INPUTS)	ASSUMPTIONS
<b>Activities for Project Outcome #2 Landscape Governance</b>		
<p><b><i>O 2.1. Governance Systems</i></b></p> <p>A 2.1.1 Support the development and implementation of landscape level institutional mechanism for the TMJ and Ilam Siwalik landscapes.</p> <p>A 2.1.2 Facilitate the development of multi-stakeholders dialogues in Ilam Siwalik and TMJ to mainstream conservation issues (specifically identification of incentive mechanism for local government to include NRM into their development agenda).</p> <p>A 2.1.3 Assist functioning inter-district coordination system for improved planning and monitoring conservation in TMJ.</p> <p>A 2.1.4 Assist functioning Tehrathum and Ilam district coordination system for improved planning and monitoring of conservation initiatives.</p> <p>A 2.1.5 Train poor and socially excluded households and women in advocating their rights and fulfill their responsibilities for equitable access and benefit sharing from CFs.</p> <p>A 2.1.6 Train personnel of local government, local NGO and CBOs in mainstreaming community based conservation, landscape management and good governance.</p> <p>A 2.1.7 Monitor GPSE status and trend using GPSE indicators for better planning subsequent actions.</p> <p>A 2.1.8 Conduct case study on best practices for promoting wider application.</p>	<ul style="list-style-type: none"> <li>• Field project team, Partner, ESL unit, consultant</li> <li>• Field project team, partner, resource person</li> <li>• Field project team, partner</li> <li>• Field project team, partner</li> <li>• Field project team, EMG, resource person</li> <li>• Filed project team, ESL, resource person</li> <li>• EMG, field project team and resource person</li> <li>• Field project team, resource person, PDLU</li> </ul>	<ul style="list-style-type: none"> <li>• Political situation is favourable to work with local government and free movement is possible</li> </ul>
<p><b><i>0.2.2. Livelihood Initiatives</i></b></p> <p>A 2.2.1 Assist communities (who are they? in preparing landscape level strategic plans for Ilam Siwalik and TMJ</p> <p>A 2.2.2 Assist communities(who are they?) in preparing community conservation plans for specific area of Ilam</p>	<ul style="list-style-type: none"> <li>• Filed project team, partner, ESL, resource person</li> <li>• Filed project team, partners, ESL</li> <li>• ESL, consultants, field project team</li> <li>• Field project team, resource person</li> <li>• Field project team, partners</li> <li>• Field project team, partners</li> </ul>	<ul style="list-style-type: none"> <li>• Political situation is conducive for conducting activities at the field</li> </ul>

<p>Siwalik and TMJ</p> <p>A 2.2.3 Prepare guidelines, resource materials and training curricula suitable for implementing conservation actions.</p> <p>A 2.2.4 Conduct training for local users to enable them implementing selected activities of the community conservation plans.</p> <p>A 2.2.5 Assist communities to implement selected activities of the community conservation plan.</p> <p>A 2.2.6 Assist poor and socially excluded households and women to implement conservation initiatives that yield tangible benefits</p> <p>A 2.2.7 Assist development and management of green belt on selected riverbanks in Ilam Siwalik</p> <p>A 2.2.8 Assist poor and socially excluded households and women to increase income through micro enterprise creation.</p>	<ul style="list-style-type: none"> <li>• Field project team, partners</li> <li>• Field project team, partners</li> </ul>	
<p><b>0.2.3. Conservation Communication</b></p> <p>A 2.3.1 Train media personnel in disseminating landscape governance issues through their respective media.</p> <p>A 2.3.2 Prepare information, awareness materials for dissemination to national and local stakeholders</p> <p>A 2.3.3 Prepare and disseminate information packages about community based landscape conservation suitable for schools.</p> <p>A 2.3.4 Assist Environment Action Cell (EAC) to use community based landscape conservation packages for imparting conservation knowledge to youth.</p> <p>A 2.3.5 Assist local networks' effective dissemination of outreach product.</p>	<ul style="list-style-type: none"> <li>• EMG, Communication unit, field project team, partner</li> <li>• Communication unit</li> <li>• ESL, communication unit, field project team</li> <li>• Field project team and partners</li> <li>• Field project team and partners</li> </ul>	