



Nepal

MID-TERM EVALUATION of **W T L C P** WESTERN TERAI LANDSCAPE COMPLEX PROJECT

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Abbreviations

AWP	Annual Work Plan
BISEP-ST	Biodiversity Sector Programme for Siwaliks and Terai
BCDC	Biodiversity Conservation Development Committee
BZDC	Buffer Zone Development Committee
CBO	Community Based Organisation
CFCC	Community Forest Coordination Committee
CFMG	Collaborative Forest Management Groups
CFUG	Community Forest User Groups
CM	Community Motivators
CMU	Central Management Unit/WTLCP
CSB	Community Seed Bank
DDC	District Development Committee
DFCC	District Forest Coordination Committee
DFO	District Forest Office(r)
DoF	Department of Forests
FECOFUN	Federation of Community Forest Users Group, Nepal
GEF	Global Environment Facility
GESI	Gender Equality and Social Inclusion
GON	Government of Nepal
HH	Household
LCC	Landscape Coordination Committee
LIBIRD	Local Initiative for Biodiversity Research and Development
MFSC	Ministry of Forests and Soil Conservation
MIS	Management Information System
MTE	Mid-Term Evaluation
NARC	National Agriculture Research Council
NBS	National Biodiversity Strategy
NFTP	Non-timber Forest Projects
NGO	Non-Governmental Organisation
PA	Protected Area
PEG	Project Executive Group
PES	Payment for Environmental Services
PMU	Project Management Unit
POB	Project Outcome Board
RD	Regional Director
SM	Social Mobilizers
SNV	Netherlands Development Organisation
TAL	Terai Arc Landscape
UGC	User Committees
UG	User Groups
UNDP	United Nations Development programme
WTLCP	Western Terai Landscape Complex Project
WWF	World Wildlife Fund

Mid Term Evaluation of Western Terai Landscape Complex Project

Executive Summary

WTLC aims to establish effective management systems and build capacity for the conservation and sustainable use of Nepal's Western Terai landscape complex (WTLC). It provides support for conservation of habitats and species within "protective landscapes" as well as within "productive landscapes" that are beyond the confines of protected areas.

The project has been operating for about five years and has at least another two years to completion. It has undertaken a remarkable range of activities – over 100 biodiversity and agrobiodiversity conservation, livelihoods and income generation and policy development activities with varying degrees of contribution toward landscape conservation.

The objectives of the Mid term Evaluation were to (a) assess project interventions and measure its effectiveness/impacts based on the four project outcomes, (b) review the project partnerships and organizational structure of project and roles and responsibilities of project staff and stakeholders, and (c) provide concrete recommendation (strategic and operational) for the remaining period of the project. This is an independent evaluation in accordance with UNDP/GEF policies, although the process included a collaborative and consensus-based approach involving self-assessment by project staff and participants. Staff assessment of achievements for example, is presented in Annex 5.

The project is beginning to develop and demonstrate a participatory and transparent model of conservation and complementary livelihoods development that is highly appreciated by the beneficiaries and the government authorities. The evaluation found that the project has had a visible effect on livelihoods and incomes at the project sites. It has linked Community Forest User Groups and Buffer Zone Users Committees to Cooperatives and utilized microfinance arrangements to assist financial sustainability. Project outreach to minorities and ultra poor groups and women has been given a priority in project activities. However, there are constraints to involvement of the poor that still need to be overcome.

The project has been promoting Community Forest Coordination Committees (CFCCs) for the purposes of representing and supporting Community Forest user groups. However, not all stakeholders support CFCCs as the lead focus for community-based conservation, in part due to the variety of mechanisms used for community development activities and the competition for donor resources. The institutional relationships between District Forest Coordination Committees (DFCCs) and with District Development Councils (DCCs) (including mainstreaming with District development planning), and the functional sustainability of DFCCs and CFCCs remain to be resolved. The commitment of the government agencies to using DFCCs as apex bodies for coordination and planning of landscape conservation also remains unclear. The viability and sustainability of these organizations, the management capacity of CF User Groups and completing the handover of proposed Community Forests are primary concerns for the remainder of the project.

While WTLCPC has made substantial progress at the site level in a wide range of field activities, and visible improvements have occurred in forest cover and grassland management Protected Areas/Buffer Zones and Corridors and forests, progress in conservation on adjacent agricultural lands is less apparent. The contributions to landscape-level conservation also remain to be determined. The project has been mostly site activity-driven rather than led by clear outcomes for “establishing integrated planning and management systems” for landscape conservation units as a whole. Thus, the landscape conservation concept for western Terai is not yet fully defined and operational. There is uncertainty among the project partners and stakeholders on the program for Corridor policy development, inter-sectoral planning, sustainable financing mechanisms and institutional structures at the national, district and local levels.

Much of the project progress and expenditure has occurred under Outcome 3 (Biodiversity Assets) and Outcome 4 (Conservation-supportive Livelihoods), while comparatively less progress has been made under Outcome 1 (Policy Formulation) and Outcome 2 (Institutional Development).

The project monitoring and reporting have been sufficient but have not fully addressed outcome progress. Both the monitoring and communication functions need to develop a knowledge management system that draws out the best practices for replication, identifies the critical factors that affect success and failure, presents a sound case for conservation and supportive livelihoods, and advocates a viable approach to landscape conservation that can be integrated into national policy and development planning.

The project has experienced some major management inefficiencies which mostly originate in the complex project partnerships and clarity of project outcomes. The parties have worked constructively to address these problems through informal consultation and cooperation. However, these divisions still constrain progress toward effective landscape conservation policies which require a common approach by all partners.

SNV-funded community mobilizers/motivators support has been important to livelihoods development. Technical advisors have also contributed in some specific circumstances although no larger capacity development achievements were apparent (e.g., in DFCCs development) Future areas of potential SNV technical advisory support could include:

- Assess the IGA and NTFP activities and enterprises that have been successful in WTLCPC and prepare scaling-up and replication strategies for such livelihoods.
- Develop capacities of Local Resource Persons and support to phase out of Community Motivators and Social Mobilizers.
- Assist the Landscape Coordination Unit in determining the appropriate size, functions, processes and financial mechanisms for effective DFCCs, and consolidating capacity building progress to date.

The project has not yet established a systematic and joint partnership for landscape conservation in Western Terai that builds the government and community capacities to sustain the progress achieved by the project. The project needs to work more collectively and become more closely integrated into government policy and planning processes in the final two years. Recognizing that a significant shift in strategy is required at this critical stage in the project, nineteen recommendations are presented for immediate implementation.

1. INTRODUCTION

1.1 Project Background

The **Western Terai Landscape Complex Project (WTLC)** is a joint initiative of Ministry of Forests and Soil Conservation (MFSC) of Government of Nepal (GoN), United Nations Development Programme (UNDP), Global Environment Facility (GEF), the Netherlands Development Organization (SNV Nepal), WWF Nepal (WWF NP), Bioversity International (BI), Nepal Agriculture Research Council (NARC) and Local Initiatives for Biodiversity Research and Development (LI-BIRD).

The Project is being implemented in the western Terai landscape covering three districts namely Bardia, Kailali, and Kanchanpur, with a particular focus on three landscape corridors: Laljhadi, Basanta, and Khata, as shown on Figure 1. The project commenced planning in 2002 and was approved in August 2005 with planned closure in early 2013.

The project aims to establish effective management systems and build capacity for the conservation and sustainable use of Nepal's Western Terai landscape complex (WTLC). The project strategy is based on the premise that long-term viability of globally significant biodiversity hinges on the ability to manage an overall system of habitats in a wide ecological landscape that goes beyond the confines of protected areas.

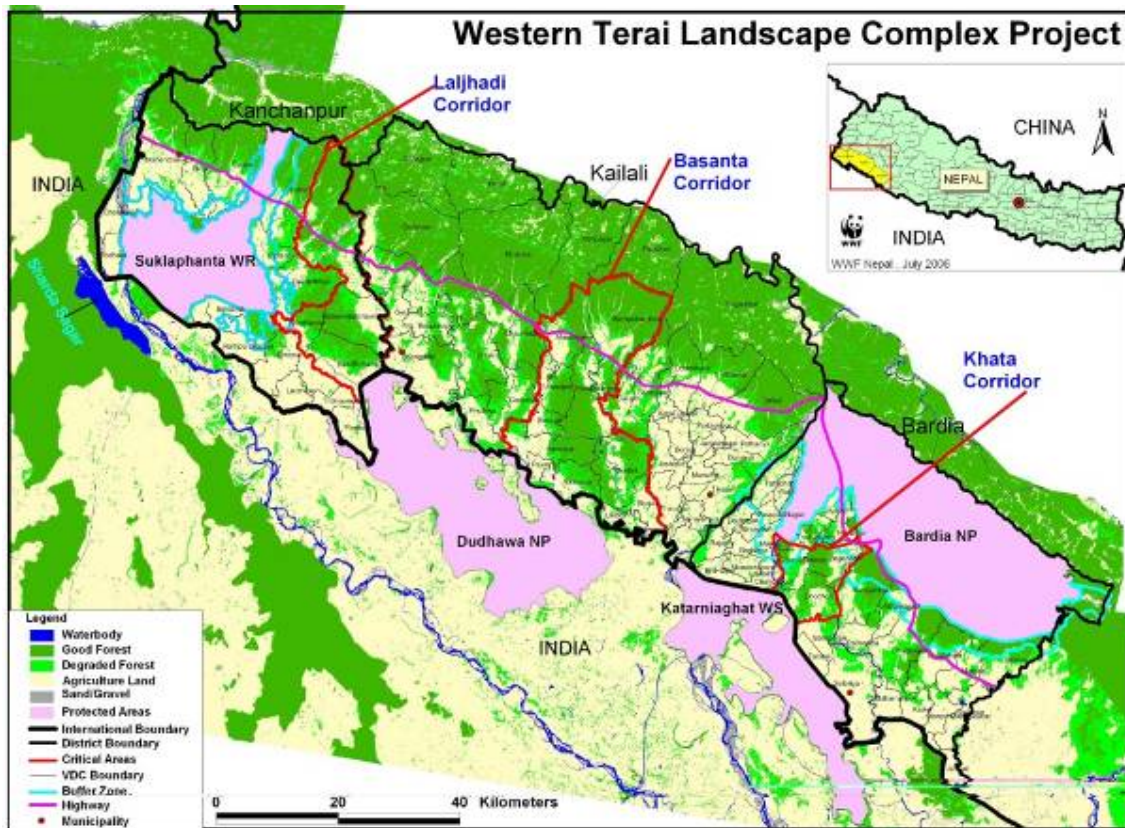


FIGURE 1: WTLC Project Location

The project intends to achieve the following Outcomes:

1. The national policy environment and legal framework enable integrated landscape planning in the Western Terai Landscape Complex;
2. The institutional framework for integrated landscape management of biodiversity in Western Terai is established and strengthened;
3. Biodiversity assets in Western Terai landscape are effectively conserved; and
4. Local communities are empowered to practice sustainable, biodiversity -friendly natural resource and land use management and pursue diversified livelihoods.

Project documents state that “WTLCP’s working strategy is to implement the activities effectively through active participation of local communities. Some activities are carried out through district line agencies, such as the District Forest Offices, National Park and Wildlife Reserve Offices, District Agriculture Development offices, District Livestock Service offices and Women Development Office. The project focuses on establishing and strengthening decentralized forestry sector institutions such as District Forest Co-ordination Committees (DFCCs) and civil society organizations for the sustainable management of natural resources and improved livelihoods.”

The Outcomes, Outputs and Targets for the project are presented in Annex 5.

1.2 Scope of the Evaluation

The overall objective of this Mid Term Evaluation (MTE) is to evaluate effectiveness of the project in attaining its objectives. The MTE is to assess project performance and the implementation of planned project activities and planned outputs against actual results. It is also expected to assess institutional aspects including functionality of DFCC and overall decentralized forestry governance. It will focus on corrective actions needed for the project to achieve maximum impact both at sectoral and community level. With regard to the SNV contributions to the project which will be completed in the next few months, the MTE will serve as a final evaluation.

The MTE terms of reference highlight that the evaluation is “expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring which provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments. In addition, this evaluation will also assess the interventions of frontloading support (preparatory activities undertaken by SNV and WWF May 2007-Dec 2005), the WTLBP, based on the WTLBP assessment report whether they are linked with overall landscape conservation and community livelihoods as envisioned in WTLCP.”

The MTE terms of reference identify three evaluation objectives:

1. Assess project intervention and measure its effectiveness/impacts based on four project outcomes
2. Review project partnership and organizational structure of project and roles and responsibilities of project staff and stakeholders-
3. Provide concrete recommendation (strategic and operational) for remaining period of the project

2. METHODOLOGY AND PROCESS

2.1 General Approach

The methods used in the evaluation included the following:

- Document reviews including assessment of monitoring information and notes on project meetings;
- Interviews with project partners, staff and participants, guided by the Evaluation Questions;
- Focal group discussions where feasible, including use of structured methods where appropriate to maximize individual stakeholder input;
- Observations and field notes to assess and verify progress at representative field sites; and
- Comparisons of project activities that illustrate particular project strengths and weaknesses and examine results under different modalities and conditions.

The evaluation process particularly utilized the project's revised Logical Framework as a yardstick in assessing progress in relation to project Indicators. A set of Evaluation Questions were used as needed to guide the interviews and group discussions (Annex 1).

2.2 Evaluation Process and Itinerary

The evaluation was undertaken in accordance with UNDP and GEF principles and guidelines. These emphasize an independent, objective, evidence-based and participatory process for mid-course review and, where necessary, adjustment of the project strategy and operations. A collaborative and consensus-based approach involving self-assessment by project staff and participants was used in the MTE.

The evaluation mission commenced in Kathmandu on September 6, 2010 and final debriefings were provided on September 17, 2010. The itinerary is presented in Annex 2. Field visits were made to the following locations:

September 8, 2010	SNV Portfolio Office, Nepalgunj Nepal Agriculture Research Center, Regional Office, Nepalgunj Krishnasar Conservation Area, Khairapur Khata Community Forestry Coordination Committee, Bardia
September 9, 2010	Bardia National Park, Thakurdwara Shiva Savings and Credit Co-operatives, Surya patuwa Anti Poaching Youth Movement, Bardia WTLCP Field Office, Thakurdwara Buffer Zone Management Committee, BNP
September 10, 2010	Thakurbaba Dairy Cooperative Ltd, Thakurdwara Community Seed Bank, Musaria, Kailali WTLCP Field Office, Dhangadi District Forest Office, Dhangadi

	Regional Forest Directorate, Far-western Development Region, Dhangadi
September 11, 2020	DFCC Chairperson, Kalali, Dhangadi District Forest Officer, Kanchanpur Field Visit to Phoolbari and Gadaria
September 12, 2010	TAL/WWF Project Office, Dhangadi Mohana -Kailali CFCC, Dhangadi Field Visit to Mohana Kailali
September 13-14, 2010	Kanchanpur District meetings with staff, government, communities and informal debriefing

A List of Documents Reviewed is provided in Annex 3, and a List of Persons Consulted is provided in Annex 4. Tables were provided to project staff to compile information in an efficient manner. The PMU were also asked to assess the project's performance relative to the Expected Results and Targets for 2012. The results are presented in Annex 5: Summary of Status of Achievements.

2.3 Key Issues for Evaluation

Project implementation issues were summarized by UNDP in the Terms of Reference and by the PMU in their introductory presentation of the project. These are listed below in relation to the two main objectives of the evaluation.

Evaluation Objective 1 – Project Objective and Outcomes

1. General right direction and achievements against milestone targets and expected outcomes.
2. Quality of the outputs produced thus far, and their use by the stakeholders.
3. Streamlining of project activities so that they directly support the landscape concept.
4. Effectiveness of livelihoods intervention in improving income and employment generation; including market viability of NFTPs and forest based products.
5. Review of WTLBP evaluation report and lessons from results of WTLBP
6. Sustainability of project activities at the institutional and community level, including the limited self-sustaining capacity of buffer zone institutions.
7. Effectiveness of District Forest Coordination Committee (DFCC) without elected representatives, and linkages with District Forest Coordination Committees.
8. Gap of principles and community/DLA expectations.
9. Possible replication mechanisms of project interventions
10. GESI – biodiversity; ago-biodiversity; livelihoods...
11. Project ability to address conservation in the face of forest encroachment in corridors and other areas, and private land in the corridors.

Evaluation Objective 2 – Project Partnerships, Organisation and Management

1. Partnership mechanism- Clarity in roles, relationship in planning, implementation, M&E and reporting with all key partners. Evolution of the partnerships with WWF, Biodiversity International and LIBIRD.
2. Ownership over the project by the government (DLAs, Ministries, Depts, NARC); community etc.; accountability of line agencies.
3. Coordination with stakeholders and multiple partners.
4. Effectiveness of the Annual Planning process.

5. Participation of marginalized groups – poor, women, Dalits.
6. Phasing out of SNV funding (DGIS support) and continuity of SNV advisory support– exit strategy; carry-over by other partners (GEF/UNDP?).
7. Effectiveness of field level organizational structure to promote landscape level conservation; is the current staffing structure, numbers, technical expertise; their roles and responsibilities adequate and relevant for landscape level conservation?

3. PROJECT CONTEXT

3.1 Terai Arc Landscape (TAL) Strategy

WTLCPC is a project set within the larger Government of Nepal program for conservation of the Terai, guided by the *Terai Arc Landscape Strategy Plan (2004-2014)*. The strategy addresses the root causes of biodiversity degradation, including:

- forest conversion
- uncontrolled grazing in forests
- unsustainable timber harvesting
- unsustainable fuel wood extraction
- forest fires
- Churia watershed degradation
- wildlife poaching and human-wildlife conflict¹

The *TAL Strategy* is also complemented by an *Implementation Plan* that outlines potential actions related to five thematic areas: (1) Governance (2) Sustainable Forest Management (3) Species and Ecosystem Conservation (4) Soil Conservation and Churia Watershed Conservation and (5) Sustainable Livelihoods. The TAL programme for corridors still requires policy support:

*The existing conservation policies such as the recent policy on landscape level biodiversity conservation (2000), Nepal's Biodiversity Strategy (2004) and Terai Arc Landscape Conservation Strategy (2006) have been unable to accentuate the urgent need for formulating policy instrument to protect the corridors. Rather lack of policy coherence and territorial way of functioning of the conservation agencies within the MFSC with less co-ordination at the central and field level has largely impeded the management of corridors.*²

WTLCPC is contributing directly toward the implementation of the Terai Strategy in three western districts, although the overall achievements of the TAL programme and the particular role of WTLCPC within TAL are not known. A review has reportedly been completed of TAL but was not available to the evaluation team. WTLCPC does not work under any landscape-specific plans for conservation and sustainable livelihoods development, but rather selects interventions on the basis of its own annual work planning process in consultation with stakeholders.

¹ Ministry of Forests and Soil Conservation, *Terai Arc Landscape Strategy Plan (2004-2014)*, 2004.

² Government of Nepal, *Policy for Nepal's Corridors Management in a Landscape Context of Conservation* (Draft for comment), 2010.

3.2 WTLBP and BISEP-ST Projects

WTLBP, the **Western Terai Landscape Building Programme** also known as the ‘frontloading programme’, was implemented from February 2004 – December 2005 as a set of preparatory activities funded by WWF and SNV. The project was initiated due to WTLCP delays in finalizing the GEF approvals and agreements with partners.

Five outputs were specified for WTLBP:

Output 1 National policy environment on landscape level conservation in Nepal enhanced

Output 2 Decentralised decision-making structures and coordination systems are in place and functional in project districts

Output 3 Mechanisms for biodiversity conservation and sustainable management of PAs and BZs strengthened

Output 4 Mechanisms for biodiversity conservation and sustainable forest management outside PA system strengthened

Output 5 Capacity of local communities towards sustainable natural resource management and biodiversity conservation enhanced

The 2004 annual report stated that WTLBP was successful in achieving its target to a satisfactory level. However, it also noted that the project was hampered by problems due to insurgencies, staff movement, mass gatherings and social mobilisation. “Due to lack of the elected local government and low level of awareness among different levels of stakeholders about newer concepts like DFCC and CFM, planned activities on those concepts could not be implemented smoothly. Activities related to the establishment of Local Development Fund (LDF) and District Forestry Sector Investment Fund (DFSIF) could not be initiated due to lack of clear guidelines and mechanisms. Similarly, success as anticipated in the piloting activities like private forestry and leasehold forestry for the poor could not be achieved due to the lack of clear government directives and guidelines.”³

The MTE was unable to isolate the results of WTLBP from the WTLCP, but the comments of participants indicated some difficulties in the early stages of the programme and delays in completing planned activities. An evaluation was completed for WTLBP in 2005 but could not be found. No other data were available on WTLBP outputs.

A similar project to WTLCP - **Biodiversity Sector Programme for Siwaliks and Terai (BISEP-ST)** has been active since 2002 focusing on Collaborative Forest Management in eight forest districts of Central Terai (Dhanusha, Mahhottari, Sarlahi, Rautahat, Bara, Parsa, Makwanpur and Chitwan). The programme addresses good governance in forest management including social and gender inclusion, forest based and off-farm income generation activities. BISEP-ST has been supporting partner organizations in capacity building, including development of DFCCs and support for line agencies.

³ Ministry of Forests and Soil Conservation (MFSC), Biodiversity Sector Support Programme, January to December 2004 Annual Report, Kathmandu, Nepal February 2005.

The financial SNV contribution as stated in the WTLC Project Document was \$ 2,471,881 USD. The SNV programme was planned for completion in December 2009 but this was extended by one year. With the SNV budget under-spent and withdrawal of Netherlands bilateral programme, in January 2006, a decision was made by SNV and the Government of Nepal to transfer \$ 457,861 of the WTLC-SNV budget to the Biodiversity Sector Programme for Siwaliks and Terai (BISEP-ST). The MTE could not find documentation on this being approved by the Project Outcome Board or GEF.

3.3 WTLC Structure and Modalities

The partnership issues in WTLC are discussed in Section 5.1 below. The main characteristic of the project structure is the unintended division of the project into two subprojects – (a) the UNDP-managed WTLC and the (b) WWF-managed WTLC contribution within the overall TAL programme. Although consolidated reporting is submitted by the PMU, the project is essentially delivered through separate structures and modalities. This issue was not resolved by the partners after lengthy consultations in 2007 and 2008. The partners have managed to accommodate this situation, but it remains a key constraint toward project effectiveness and efficiency. The 2008 management review described this feature of the project:

In the WTLC, the parallel financing from WWF and co-financing from SNV and GoN are integral to the overall project, but are not accounted for in UNDP's CPAP – ATLAS project administration mechanism. The project office is obliged to operate several sets of separate WorkPlans & Budgets and generate several sets of reports, to accommodate each donor and partner. This is not efficient use of project office resources, and does not enable the project to be managed as a single integrated initiative. In the case of WTLC at present, there is dis-connect between what was intended and planned – in the Project Document, logical framework and resource framework – and what is being implemented, using separate work plans, budgets, accounts, field management, monitoring systems and reports. This situation is inefficient and will reduce the effectiveness and impact of the WTLC.⁴

The project therefore has a very disaggregated structure that is coordinated to the extent possible by the WTLC PMU. Output information is provided regularly to the PMU by WWF to supplement the quarterly WTLC data. The project staff (35 as of June 2010) is funded by the partners as follows:

UNDP/GEF: 5 professional and 6 support staff

WWF: 1 professional and 6 support staff

SNV: 16 professional and 1 support staff

The MTE primarily focused on the UNDP/GEF and SNV funded WTLC activities although presentations on WWF – TAL activities were also provided. Few standard norms have been developed or followed by the partners. There are different modalities of operations, management systems and incentive packages for similar kinds of project activities. Not a desirable arrangement.

⁴ Peter Hunnan, *Management Review of UNDP-GEF Biodiversity Projects in Nepal, Western Terai Landscape Complex Project (WTLC) Conservation & Sustainable Use of Wetlands in Nepal (CSUWN)*, June 2008.

3.4 Previous Reviews of the Project

In addition to the management review in 2008, independent reviews have been completed on five topics. The following is a summary of the conclusions of these reports.

- **Biodiversity Assessment of the Mohana Kailali Corridor** (Narma Consultancy Private Ltd), July 2010
 - The report endorses the effectiveness of CFCCs. It recommends many specific measures such as a five year strategic plan for the corridor following a participatory process, integrating biodiversity in operational plans of CFUGs, increased awareness of district and local stakeholders about its importance of corridor for biodiversity conservation, strengthening linkages and coordination of CFCC with the DFO, discouraging livelihoods or income generating activities that increase dependency on forests, re-demarcating or extending the boundary of the Mohana corridor, establishing a land use based management system by delineating zones for specific management objectives, delineating the major biodiversity hotspots and implementing a programme for maintenance, providing habitat conservation incentives for the CFUGs to control invasive species and allow the return of ecosystem processes, such as fire and flooding, establishing Mohana corridor conservation trust fund to provide incentives for conserving biodiversity, and providing incentives to private land owners to promote conservation efforts outside the community forestry, especially for establishing a biological corridor.

- **Assessment of Agro-biodiversity Intervention**, (Narma Consultancy Private Ltd), July 2010
 - “Generally, this study found farmers increasingly aware on the need and importance of conserving agrobiodiversities in the study areas. Most of the HHs have been participating actively in the BCDC and sub-committees. However, institutional strengthening and capacity building of these institutions and empowerment of the local communities have not been achieved satisfactorily.” In the majority of cases, just one or two individuals within the groups were dominant in making decisions.⁵ Only 11.3% of HHs were aware of the purpose of diversity blocks. Although awareness of Community Seed Banks was high, less than half (42%) of the respondents have been carrying out transaction with the seed banks. Most of the farmers are not satisfied with the operation of the seed banks for a number of reasons such as the scale of operation and the number and quantity of seeds available for multiplication.⁶ However, the CSBs, increased the proportion of HHs engaged in the exchange of vegetable seeds. The study recommended reducing the number of interventions and increasing participatory monitoring and evaluation systems, focusing on institutional strengthening and capacity building of BCDC and subcommittees, and empowerment of the local communities with the active participation of local government. Other recommendations include frequent technical backstopping, monitoring and evaluation from the part of the sponsoring institution and Enhance the technical and managerial capacity and skills of field based staff.

⁵ LIBIRD disagree with this conclusion and state: “From our own review of hundreds of meeting minutes of BCDC, we are very certain that there is no dominancy made by only few members. Our experiences shows that when we outsiders organize group discussion with the farmers, generally few members seems to be active and leading the discussion however we have to critically analyze whether this kind of behavior has an impact on BCDC overall decision making process or not.”

⁶ LIBIRD also object to this statement, arguing that increased demand for CSB services indicates satisfaction.

- **Assessment of Livelihoods Intervention in Western Terai Landscape Complex Project Area,** (Narma Consultancy Private Ltd), July 2010
 - The study found good progress against the targets but ‘second generation’ issues such as (a) poor targeting, (b) weak knowledge, skill and capacity of target groups on initiating IGAs, (c) dependency with the project (d) inadequate market linkages and (e) adverse effect on natural resource conservation. Current livelihoods intervention improvement modalities and mechanisms are effective, but weaknesses include the welfare approach in promoting the IGAs, inadequate social mobilization and poor targeting approaches, no packaging of services for implementing IGAs, Poor market assessment of the IGAs promoted, inadequate monitoring and mentoring support, and seed grants that are very nominal and simply a token to initiate an IGA for local level employment generation. The general recommendations are to focus on fewer commodities through sub-sector analysis, emphasize both livelihoods protection and promotion in IGAs, conduct sensitization and awareness-building programs for community institutions on pro-poor orientation and targeting, shift from welfare approach to business oriented approach, build livelihoods programmes on existing skills that match local market needs, provide software and material support for capacity enhancement, combine training with the financial/credit support and frequent counseling, adopt longitudinal/building block approach with integrated packages, and regular follow-up and counseling.

- **Gender and Social Audit Report of Western Terai Landscape Complex Project,** Nigma Tamrakar, GESI Consultant, June 10, 2010
 - The report notes that there are no women representatives on the Buffer Zone Management Committees and recommends amending the BZ management guideline. Similarly, women are underrepresented on DFCC and it is recommended to make special provision of at least 33- 50% of women representatives in both committees and other coordination bodies and to provide capacity enhancement. There should be GESI sensitive guideline for the planning process. It is also recommended to improve outreach of advertisement to the deprived community, to revisit scoring criteria, and to revisit the workforce diversity in an interval of one year and affirmative action for new hiring. Stakeholders need technical support as training, tools, guideline, counseling and follow up monitoring to integrate GESI into their program as a whole. NTFP processing should be strategically assessed in terms of equitable benefits to the women, Dalit, Janjati and poor. Staff need to be trained in GESI and equipped with tools and techniques and regular technical back up. Good and bad experiences should be recorded.⁷

3.5 External Implementation Constraints

There have been some significant external constraints, most notably insurgency disturbances and related security concerns that delayed some field activities, and the increased number of migrants encroaching on forest lands. The 2009 annual review noted that “Due to the country’s conflict

⁷ Note: Buffer Zone Management Guidelines 2056 (2000) mention women’s representation in UG/UC. However, Buffer Zone Management Rules 2052 (1996) are silent about women and poor or marginalized group representation in UC. Amendment of National Parks and Wildlife Conservation Act 2029 (1973), Buffer Zone Management Rules and Guidelines were proposed but did not happen due to political instability. The amendment of the Act needs to be endorsed by the parliament which has not existed for a long time.

situation and lawlessness, the encroachment of forest area and free grazing in the project site is increasingly becoming a political issue requiring modifications in the approaches to address it.”⁸

Ten years of armed conflict and persisting encroachment has adversely affected all sectors including project implementation in the field. A number of security posts and office buildings have been partially damaged or destroyed. The problems became acute due to limited mobility, extortion, life-threatening calls from insurgents and frequent bandha (strike). It led to proliferation of wildlife crime and forest destruction e.g. all 70 translocated rhinos in Babai valley in BNP were lost from poaching and smuggling of timber from forests increased. Along with encroachment and poaching, over-grazing by livestock and over-exploitation of forest resources are still problems in the project area. The political instability is still hampering the project performance.

4. EVALUATION FINDINGS – PROJECT OUTCOMES AND OUTPUTS

4.1 Project Relevance and Design

Ownership and Support

The project remains highly relevant to the Government of Nepal and the pressures on Terai landscapes. It is aligned with and is an important part of the government’s TAL – Terai Arc Landscape Strategic Plan implementation program. Government support for the project is substantial. The government has recently supported the adoption of a Corridor Policy and proposed Terai and other landscape conservation action plans within the National Development Plan.⁹

Clarity of Expected Results

The project has completed a large and diverse collection of outputs (See Table 1). During the early stages, up to 145 activities were supported each year. In 2009, 118 activities were undertaken in support of 10 outputs (See Annex 6). Completion of outputs is high, but many of these outputs are not well defined in terms of end results and milestones toward their achievement. For example, what level of capacity development is intended from Output 2.3 and how should it be measured? What are the limits to Outputs 3.1, 3.2 and 3.3 – support to DFO, PAs and line agencies, conserve and manage a critical watershed, and improve ago-biodiversity conservation? Similarly, Output 4.1 and 4.2 promote engagement and involvement of communities in an open-ended manner. Outputs that are defined in terms of activities (“support for”, “engaged in”) lead to confusion about expected end results. This has led to a large assortment of activities and excessive expectations for comprehensive biodiversity, wetland and watershed conservation to be delivered throughout the project landscapes.

WTLCF is characterized by inadequate strategic thinking about outcomes and the outputs and activities that are “necessary and sufficient” to achieve defined outcomes. Recognizing the design

⁸ UNDP EEG and GEF Annual Performance Report (APR) and Project Implementation Review (PIR) 2009.

⁹ See: Government of Nepal, *Policy for Nepal’s Corridors Management in a Landscape Context of Conservation* (Draft for comment), 2010; and National Planning Commission, *Three Year Plan Approach Paper, 7.21 Forests and Soil Conservation*, 2010.

issues, the project undertook revisions to the logical framework in 2008 and subsequently reduced the number of activities. Still, many of the participants stated their reluctance to reduce the scope of field activities or to define a clear end result within the project time horizon.

Contributions toward Landscape Conservation

The array of project activities collectively contributes toward landscape level conservation. However, the linkages are not always apparent, and there are obvious inefficiencies in the lack of definition and criteria on the extent to which activities address specific landscape conservation issues or gaps. Many of the activities are valid conservation efforts at the site scale and not directly and clearly linked to landscape-level objectives.

4.2 Outcome 1 – policy development achievements

The project aims to develop the policy and legal framework for landscape conservation. Much of the work to date has focused on awareness building and bringing corridor connectivity and landscape level conservation to the national attention and National Planning Commission discussions.

Regarding draft corridor policy, the draft policy is very general and its implementation depends upon how far harmonization of different management regimes can be achieved. North-south corridors pass through different legal and management regimes - national forests, community forests, leasehold forests as well as private forests, buffer zone forests and public land. All these management modalities have their own priorities and objectives. A sound legal framework is necessary to successfully implement policy and bring concerned stakeholders and partners together. There is a need to address prevailing problems of encroachments and deforestation which are still increasing. The RD and DFO from Kailali stated that Basanta corridor is under threat and linkage has almost broken. If the linkage is broken, then it will be no more a corridor. All four corridors in WTLCP are transnational and are contiguous to forests or protected areas in India so transborder cooperation is required to maintain functional corridors and combat cross-border wildlife crimes.

The project achievements include:

- DFCC in all three districts of the project area have been established.
- Landscape Support Unit established in Monitoring and Evaluation Division of MFSC for landscape level planning and coordination. It will be developed as a hub for policy level dialogue and advocacy.
- Several plans like Integrated Landscape Planning Framework and Sustainable Financing Mechanism documents, Integrated Management of Churia in Western Terai, Policy for Nepal's Corridors Management in a Landscape Context of Conservation, The Elephant Conservation Action Plan for Nepal-2009, Blackbuck Conservation Action Plan-2007, Eco-Tourism Plan of Western Terai Landscape Complex-2008 , District Forestry Sector Plans of Kaila and Kanchanpur have been developed after policy and field level consultations but all those plans are still in draft form except the Elephant Conservation Action Plan endorsed by the government.
- Guidelines for identifying sites and services have been prepared for piloting Payment of Environmental Services program. The Integrated Landscape Planning Framework is quite

comprehensive and it will be a tedious planning process being a multi-stakeholders exercise, which is both intensive and extensive.

- CFCC, registered as a NGO in Chief District Office, is a main body for coordinating and facilitating the implementation of programs between CFUGs and project management.
- With support from the project, the National Planning Commission has incorporated landscape conservation concepts into the Approach Paper for the next National Development Plan.

Key issues

Some of the challenges currently faced by the policy development component of the project are:

- Forest Act and National Parks and Wildlife Conservation Act and pertaining rules and regulations have not been amended for a long time. There is no legal framework for managing corridors but there are draft policy and strategy only.
- Government staff have yet to take full ownership of the project or to assume the coordination role toward a common understanding of how to achieve the landscape conservation goal.
- There are insufficient mechanisms to link the achievements and contributions of project, community forests and buffer zone to the national development scenario.
- Vertical linkage between DFCC and CFCC is weak or practically non-existence. The sustainability of CFCCs in the post-project period is often comes into question because it is assumed that CFCCs were created in the project interest in corridors and bottlenecks.
- DFCC guidelines 2066 (2009) are not sufficient for coordinating all forestry sector related planning and DFCCs are not functioning effectively due to absence of elected body in DDC. The vertical linkage of DFCCs including Village Forest Coordination Committee (VFCC) is discussed but is not conceptualized in the DFCC guidelines.

4.3 Outcome 2 – institutional framework achievements

The project is expected to establish and strengthen the institutional framework for integrated landscape management of biodiversity as per Outcome 2 of the project document. This outcome conforms to the government's Terai Arc Landscape Strategic Plan 2004-2014, which has identified institutional framework as one of the program areas out of its seven program areas.

The project has implemented a significant number of activities in Outcome 2. These activities include a number of institutional supports, trainings, workshops, and capacity building efforts for strengthening the institutional mechanisms, developing the capacities of partner institutions, and establishing a comprehensive information, planning and monitoring system. Nevertheless, the progress in Outcome 2 has been modest in contrast to the substantial progress in enhancing biodiversity assets (Outcome 3) and sustainable livelihoods (Outcome 4). A number of issues and challenges were found constraining the progress. There has been no shared thinking and concerted effort of project partners and stakeholders in establishing national, district and local level structures. The project relied too much in trainings as a means of developing capacity without assessing the

impacts either. The districts lacked elected political representations thus losing peoples' connection and mandate.

The MTE findings in each of three outputs are follows:

a) Institutional Mechanism (Output 2.1)

Institutionalizing the District Forest Coordination Committee (DFCC)

At the district level, the project has devoted considerable efforts and resources to strengthen the capacity of District Forest Coordination Committee (DFCC). The aim is to develop DFCC as a multi-stakeholder forum for planning and monitoring of forestry sector plan and program at district level. In all three project districts, the DFCCs are functional and are meeting in a fairly regular basis. The project has implemented several awareness raising workshops, study visits and office supports to help institutionalize the DFCCs. A separate office set up is also established in Kanchanpur district with project support. The evaluation team also commends the contribution of SNV advisory services to strengthen DFCC's capacities. The capacity assessment, capacity development plan, and some of the capacity development activities implemented through SNV advisory services have had a positive effect in strengthening their capacities.

Despite all efforts and activities, the extent of DFCC becoming an apex body of forestry sector planning at the district is still in question. The absence of elected political representation to head DFCC, the structural complication, the commitment of government agencies in delegating and devolving authority, capacity of the members, and pro-activeness of District Forest Officer are seen as key factors. The districts are unlikely to get any political representation within the remaining project period. However, a number of other initiatives are needed to enhance the effectiveness of the DFCC. The DFCC guideline needs to be reviewed to make it more responsive and accountable, the size of the committee (27 members) needs to be reduced, capacities of members need to be strengthened, and the secretariats need to be strengthened with staff and separate offices.

The evaluation team observed the capacity of DFOs in mobilizing the DFCC is an important factor of DFCC strengthening. We were impressed from the pro-activeness and mobilizing skill of DFO Kanchanpur in resolving several forestry issues. He made a significant success in evacuating forest encroachers using soft approach complemented by DFCC members' political strengths. The political members of the DFCC were taken to the field and sought their political support. We regard such example of 'using the strength of political people' is an important lesson in enhancing the effectiveness of the DFCC in resolving forestry and biodiversity issues.

The DFCC may be more project-focused than a government regular mechanism although it is endorsed by the guideline of the Ministry of Forests and Soil Conservation. It is not mandated with overall forestry coordination, planning and monitoring with clear authority and accountability. It is also rather surprising that all the forestry activities within the single project are not within the jurisdiction of the DFCC either. The DFCC is not involved in the activities of the protective landscape of WTLCP and also of TAL/WWF program. All these suggest that the government agencies' commitment need to be clarified in using the DFCC as apex bodies for coordination and planning of landscape conservation.

Strengthening of community institutions

The evaluation team commends the project's working modality of working mostly through the existing government and community institutions. Nevertheless some community institutions are also promoted. In the protective landscape, the main working partners have been Users Groups, Users Committees and Buffer Zone Management Committees that are established under the provision of Buffer Zone Management Regulation and guidelines. Similarly, in the productive landscape, Community Forest User Groups as provisioned by the Forest Act 1993 and Community Forest Coordination Committees have been the main working partners. Federation of Community Forest Users Group, Nepal (FECOFUN) is also involved in a limited scale. A number of other community institutions such as Savings and Credit Cooperatives, Biodiversity Conservation and Development Committees, Community Seed Management Committees, Community Based Anti-poaching Operation Groups are also engaged in project activities. Project's support and engagement with such a large number of community institutions is outstanding. However, the viability, sustainability, and the capacity of many of these community institutions are in question.

Formation of a large number of Users Groups (UG) in the protective landscape, through Users Committees (UC) and UCs electing Buffer Zone Management Committee appears to be a democratic process. But, the functioning of UGs is not known as the number is huge and is not legalized by the Buffer Zone regulation. Many Users Committees/groups are passive and need to be constantly activated by the Community Motivators. The Buffer Zone Management Committees' role is limited to distribute revenue from the park income but not in planning and monitoring of overall Buffer Zone activities.

In the productive landscapes, the project has been promoting Community Forest Coordination Committees (CFCC) for the purpose of representing and supporting Community Forest User Groups. These committees are registered to District Administration as Non-Governmental Organizations. Not all stakeholders support them as the lead focus for community-based conservation and their continuity after the end of the project support is not known.

The project is partnering with the Federation of Community Forest User Group, Nepal (FECOFUN) in a very limited scale. FECOFUN is a national federation of forest users across Nepal advocating for the promotion and protection of users' rights over the forest resources. It has more than 12,000 CFUGs as the members and has district and local organizations in all 75 districts of the country. FECOFUN's engagement with project activities is limited due to several reasons such as FECOFUN's disagreement over several issues of DFCC formation, their criticism of government actions over the forestry and conservation issues and moreover their working relationship with government agencies. The evaluation team sees the FECOFUN as a strong and influential institution, which can play a significant role in forests and biodiversity conservation. So, bringing them on board, providing capacity and coordination will have a significant and lasting impact in project objectives.

Functioning of Regional and National Biodiversity Institutions

The project is expected to strengthen National Biodiversity Institutions, as envisioned by the National Biodiversity Strategy (NBS), and involve them in planning, implementation and monitoring of landscape level activities in Terai Arc Landscape. The NBS proposed to establish National

Biodiversity Coordination Committee to be chaired by the Minister of MoFSC and member-secretary as the Secretary of MoFSC. Although the committee is formed and met two times in the past eight years, its effectiveness and role on landscape level intervention could not be verified.

However, the recent establishment of Landscape Support Unit (LSU) at the Ministry of Forests and Soil Conservation is a positive step for institutionalizing the landscape level planning, implementation and monitoring. The project has been lobbying for the formation of LSU. The evaluation team sees a need for LSU to take more prominent role in overseeing policy issues, institutional mechanisms for landscape conservation, programs for transboundary and regional cooperation and monitoring of the habitat management interventions. The project needs to develop the institutional capacity of this unit and also provide support to facilitate the policy outcomes of the project.

The project document also proposed the formation of Landscape Coordination Committee (LCC) to be chaired by the senior-most Regional Director of Forests from either Far-western Regional Forest Directorate or Mid-western Regional Forest Directorate. Although the LLC met seven times, it has not played any significant role in landscape level coordination.

b) Capacity Development (Output 2.2)

The project organized a large number of trainings, workshops and exposure visits to enhance capacities of project partners, community members, and staff members. The kind of trainings varies from awareness raising on biodiversity conservation to more technical on forest management and non-timber forest product management, management strengthening, entrepreneurship development in number of areas. Till now, the project has completed 287 capacity building events with participation of 5887 people. For DFCC members the capacity building included review and planning workshops and exposure/cross learning visits to other districts and India. For community institutions, the training focuses were on awareness and skill development on Community Forest management, Biodiversity conservation, NTFP management, Livestock management, Agro-biodiversity and a number of entrepreneurship development trainings. The capacity of partner organizations were enhanced with trainings on forest inventory and database management, GPS and Initial Environmental Examination, Biodiversity monitoring, Anti poaching operation, Leadership development, Governance, Proposal writing, Office management, Basic accounting, and Organization Development. The project also made an effort to develop capacities of project staff with trainings on social mobilization, MIS orientation and a number of capacity building trainings.

In early years of the project, the training focused on awareness raising and conservation and technical skills on resource management. However, a shift was made after a training needs assessment in early 2008, toward more targeted trainings. For selected communities, there were a larger number of trainings on entrepreneurship development such as: Bamboo furniture making, House wiring, Bamboo furniture making, Cycle repairing, Scented stick production, Pickle production etc. The project used the experience and expertise of another UNDP funded project-Micro Enterprise Development Project and their resource persons. The emerging needs of training were also addressed by introducing new kinds of training to partner organizations. For example: Global Positioning System, Initial Environmental Examination, Management Information System,

Organization Development, Collaborative Forest Management etc. In some of the training, hands-on coaching was also introduced to further enhance the capacity building and some seed money is also provided to initiate entrepreneurship development activities. The advisory services of SNV made a significant contribution in strengthening the capacity of DFCC, and capacity of project staff and partners in organizing issue-based workshops like Collaborative Forest Management and emerging areas of work such as payment of environmental services, value chain analysis, promotion of renewable energy and promotion of livelihoods.

The impact of training and workshops is evident in the way people perceive the importance of corridor, connectivity and biodiversity conservations. Local politicians, business leaders and civil society members often express the need of biodiversity conservation and landscape approaches at various fora in the project districts. Such an increase in awareness can be attributed to the project activities including trainings. There are some evidences where training participants have used the skills and knowledge especially on NTFP planting and processing, entrepreneurship development, agriculture and livestock development, forest management and anti poaching operations. However, the impact of the trainings could not be verified, as post evaluations were not conducted. Similarly, almost all the trainings aimed to enhance skills, behavior, planning, monitoring, system and process. But the subjective aspects such as mind-set, attitude, value system, norms, working culture etc that shape the objective aspects were not the focus for influence. The evaluation team also noticed a design defect in the dependence on trainings to strengthen the capacity.

c) Comprehensive information, planning and monitoring system (Output 2.3)

The project has established project level Management Information System that tracks and reports on project outputs. The project has also partnered with a number of other forestry projects to develop a central level MIS system at the Ministry of Forestry and Soil Conservation. However, to what extent the existing project MIS can contribute to the MoFSC MIS is not very clear. The evaluation team recommends that the project should try to integrate the Project MIS and the TAL/WWF MIS into a government-managed Terai meta database that can serve ongoing conservation planning functions of the government and civil society.

4.4 Outcome 3 – biodiversity conservation achievements

a) Biodiversity Assets Conservation (Outputs 3.1/3.2)

Major thrust of the project is to conserve biodiversity through protecting critical corridors and potential wildlife habitats by enriching degraded and fragmented forests in productive and protective landscape to facilitate the movement of mega wildlife species. The Churia range, which provides both north-south corridor and east-west connectivity, is in the most vulnerable state because of over-exploitation of resources and negligence of Churia hills in the past. Recent study of Mohana corridor shows the presence of 5 threatened species of reptiles like *Varanus bengalensis*, *Python molurus bivittatus* and number of bird species has increased to 92 in the area. Mohana corridor is providing a cushion to Laljhadi corridor from human pressure. The number of CFUG in Mohana has increased from 16 to 24 groups and stall feeding from 20% to 80%HHs by mid 2010.

A number of programs such as restoration through plantation and natural regeneration, wildlife and wetlands habitat management, capacity building have been undertaken. In addition, bio-fencing, electric fencing, maintenance of infrastructure, CBAPO, and awareness programs have been supported to reduce human-wildlife conflict and poaching. Over 157 hectares of barren and grazing lands have been planted, 90.4 km of bio-fence constructed, and 1100 hectares of grassland including Khata corridor and 31 wetland sites have been maintained. A group of over 150 enthusiastic Youth has been mobilized for constant surveillance of forests and wildlife in the area, which is very encouraging. A significant number of forest products and wildlife seizures have been achieved as a result of frequent transboundary conservation meetings with Indian counterparts. The Users Groups are implementing project activities through CFCC and BZUC.

The project achievements include:

- Recovery of Mohana corridor linking Dudhawa National Park in India to Churia hills in Nepal was found to be very successful. The satellite image analysis of 2004 and 2009 showed an increase in forest cover and wildlife presence.
- Eviction and restoration of Jhilmilaphata (262 hectares) by soft means (by mobilizing community and political parties) is another good example in the project area which could be replicated in other areas also. Previously, this area was a grazing land and had heavy pressure from encroachers. The area was handed over to Kishan Buffer Zone Community Forest Committee with 958 HHs.
- Vijaya sal (*Pterocarpus marsupium*) plantation in Krishnapur as a demonstration plot has successfully matured and brought the species from local extinction. About 1600 seedlings were planted in one hectares of land by 300 users and 1350 are surviving. The group have 3, 00,000/- of income from selling of forest products from that plantation area.
- Blackbuck Conservation Area was declared in 2008 but is currently poorly managed due to lack of resources.
- Habitat management has contributed to maintain quality grasslands in protected areas to stop succession by trees like *Bombax ceiba*, *Acacia catechu*, *Dalbergia sissoo* and other unpalatable grasses.
- Gharial breeding pool has been constructed to support crocodile breeding in BNP for restocking the wild population.
- Over 3050 HHs have benefited from the construction of 40 km long electric/solar fencing. This has helped to stop human casualty as well as crop damage. The farmers have begun producing crops even in the fringe areas close to park.
- Both BNP and SWR have established relief fund of Rs 18, 50,000/- (each) in BZ Management Committees to provide immediate support for crop damage from wildlife.
- Altogether 132 CFUGs have been formed and 46 CFUG Operation plans have been revised incorporating biodiversity conservation elements.

Key issues

- The achievements have occurred in the face of constraints. For example, over 40 office buildings and security posts (range posts and guard posts) have been destroyed and most of the security posts were merged during armed conflict and it has severely hampered in program delivery as well as discharging duties in the field. Forced donation/extortion and life threatening call has terrorized both government and project staff.
- Squatters that have settled at Doke Gau in Mohana Corridor during government resettlement program have hindered the safe passage of wild animals and increased pressure on forest resources of the corridors. This might increase human-wildlife conflict in the long run.
- Blackbuck Conservation Area is facing several problems; land encroachment, free cattle grazing and weak community institution. Blackbuck had foot and mouth disease transmitted from livestock in 2009. The Blackbuck Conservation Action Plan has been developed but is not yet approved.
- Relatively little support to core area management and virtually no priority to wildlife research and monitoring was vividly noticed. This is outside the scope of the project.
- Wildlife damage relief fund is too small to meet the demands from the human-wildlife conflict.
- CFCC is a NGO registered in District Administrative Office with the recommendation of respective District Forest Office but still lacks coordination between those two bodies.
- One of the CFUG distributed Rs 10,000/- as a grant to each family of CFUG for installing biogas through the fund collected from timber sale. Besides, project provided support of Rs 5000/- as subsidy where the recipients already seem self-sufficient.
- Inventory of community forest resources is very weak and the resource extraction of timber is not as per the calculated annual yield.
- There is no systematic recording of impacts and standard code of operations for grassland management. The natural succession of grassland by tree species is very active and infestation by invasive species is increasing both in terrestrial and wetland habitats.
- The project had planned to provide for piloting implementation of the Churia Conservation Plan (Draft) but the scale of resources needed is beyond the project's capacity.
- Blackbuck Conservation Area was declared in 2008 but in very miserable condition due to chronic problem of 300 families of squatters and government settled 250 family of Mukta Kamaiya (freed bonded labor), free grazing and depredation of blackbuck by men and dogs. Action plan prepared but not approved yet.
- Gharial breeding pool has been constructed to support crocodile breeding in BNP but future plan for sustaining the program is lacking.
- Re-construction of damaged or destroyed office buildings and security posts occurs at a very slow pace.

b) Agro-biodiversity Conservation (Output 3.3)

Fourteen different types of agro-biodiversity interventions ranging from establishment of diversity blocks, community seed banks, home garden improvement, and cyber plant conservation in school to income generation through community biodiversity fund have been implemented in six VDC in three districts of the project area. The project intends to empower local communities to take lead in conserving agro-biodiversity on-farm.

Farmers are gradually showing more interest and aware on the need and importance of conserving agro-biodiversity. Over 11,593 households or a population of 79, 929 through 94 farmers groups are participating in various activities. The female participation (58%) is more than that of male (42%) which is encouraging in terms of women's involvement. Six community seed banks and 394 home garden improvements have been established and 18 Biodiversity Conservation and Development Committees (BCDC) are formed. Over 4250 saplings of Napier, Amriso and other species have been produced. Some products like turmeric provide value added for marketing. It may be too early to observe visible impact of the programs.

The project achievements include:

- A total of 36 diversity blocks has been established for rare and indigenous rice varieties; 15 upland rice varieties such as Anjana, Bagari and 17 lowland rice varieties such as Basnadar anadi, Jerneli and vegetables such as taro, bottle gourd, cowpea etc. Similarly, home garden improvement program has been integrated and scaled up from 191 HHs to 768 with seasonal vegetables, fruits and fish ponds. Improved varieties of rice have been distributed to farmers. Biodiversity fairs were organized to create awareness and locate and document traditional varieties and associated traditional knowledge. Cyber plant conservation program for engaging students in conservation activities has been initiated in 4 schools of 3 VDCs.
- Low cost gene management zone of mango work has carried out eco-geographic surveys across the landscape, identified the mango hot spots within the landscape as potential sites for gene bank establishment (sink areas) and complementary areas of diversity (source areas) from where gene has been transferred into the sink areas. A total of 1247 mango trees surveyed, 252 different accessions were indentified and evaluated and 63 different varieties of mango have been maintained in field gene bank.
- The community seed banks have saved 643 types of traditional landraces of 37 species of 8 crop categories namely cereals, pulses, oilseeds, cucurbits, leafy vegetables, other vegetables, spices and root crops and it has become very popular in the VDC and surrounding areas. A total of 8,727 kg of improved paddy seeds, 15,749 kg of improved wheat seeds and significant amount of lentil and chickpea seeds have been collected and stored at community seed banks.
- Zero Till Drill demonstration to promote resource conservation technology for up-scaling wheat crop with irrigation has been very successful in the area. The calibration of seed sowing machine (tractor) is very important for getting uniform emergence of seedlings.
- Most of the agro-biodiversity programs are implemented through LI-BIRD and BCDC, farmers groups and schools. Nepal Agriculture Research Council provides advice for implementing agro-biodiversity component and it's Regional Agriculture Research Station (RSRS)in Khajura, Nepalgunj support research and provides technical support to farmers in the field.

- **Participatory plant breeding (PPB):** PPB programme has been promoted in project sites to conserve the local rice genetic resources on-farm; jointly carried out by farmers and researchers. Currently, PPB programme cover three different local rice varieties in breeding programme to meet the local farmers demand. 'Tilki' rice is one of the promising local landrace currently used in breeding programmes which can better cope with adverse impact of climate change such as frequent floods in WTLC areas. PPB could generate significant impact in future.
- **Participatory variety selection (PVS):** PVS programme has been carried out in all project VDCs with the objective to identify and promote the most promising rice varieties in WTLC areas. Altogether 12 rice varieties were tested in 820 HHs.
- **Community biodiversity register (CBR):** CBR has been conducted to inventory biodiversity and document the traditional knowledge associated with genetic resources. The data of CBR has been analyzed and shared with communities. Altogether 54 registers (i.e. per VDC total 9 registers) were developed covering six VDC. BCDC has taken lead role to conduct this activity in field. As per the draft bill on Access to Benefit Sharing (ABS) mechanism of Nepal Government, these registers will be the legal basis to establish the ownership and claiming the benefits in case of commercial use of local genetic resources. This not only contributed to empower the local communities but also facilitates the implementation of national policies.
- **Community biodiversity management fund (CBM fund):** To link the conservation with development goal, CBM fund has been established in each project VDC with the project financial support and farmers' groups own contribution. The primary objective of the CBM fund is to provide small credit facilities (NRs 2000-5000) with 12 % interest rate per month to very poor categories farmers to carry out various income generating activities and sustaining the project interventions. In each project VDC, CBM fund is now fully operational. Each member who received the fund is obliged to conserve at least 1-2 rare local crop varieties identified in CBR. Till date NRs 795000/- has been deposited in CBM fund and over 450 farmers benefited from the credit facilities.
- **Reaching landless communities:** The project has involved landless communities of Masuriya VDC and Pathariya VDC. A total of 33 landless communities have been involved in leasehold base vegetable farming and carry out other agriculture enterprises. The project has provided a financial contribution to rent the land and other capacity building activities to raise income and empower communities. The reported result is landless farmers have started to raise their income and established their own fund (NRs 6000) to carry out other agriculture enterprises. This kind of good practice is proposed for similar landless communities in project sites.

Key issues

- Most of the activities are of small scale, scattered and sometimes difficult to directly link to landscape conservation. Extent of potential conservation impact is also questionable. Importance has been given to all crops and species even when there could be a very small number of landraces.
- VDC based BCDC found to be not very effective to deliver and get the expected output of the programs like maintaining agronomic data and record associated knowledge of different seed varieties. Ward level BCDCs may need to be considered. Institutional strengthening and capacity building of these institutions and empowerment of the local communities have not been sufficient.

- BCDCs are not carrying out adequate monitoring of field activities because of lack of capacity. Not enough households are participating in the BCDC and sub-committees.
- There is limited amount of awareness on the immediate and future benefits of agro-biodiversity since there is less frequent sharing of experience on agro-biodiversity. The dissemination/sharing of research findings with relevant stakeholders are inadequate and not wide spread.
- Some of the diversity blocks established in VDCs were swept away by flood during rainy season. The project pays Rs.1000.00/block as compensation for these losses which is not a sustainable practice.
- Technical dimension has dominated the social and economic aspects and balancing these three is important for the sustainability of achievements and long-term impact.
- More attention toward monitoring of benefits to farmers and technical backstopping is warranted.

4.5 Outcome 4 – livelihood achievements

Livelihood and forests are closely interlinked in Nepal's situation since majority of rural population is solely dependent on forests resources for their daily living and income generation. Entrepreneurship/skill development training and seed grants programs are provided to initiate IGAs for generating local employment and income. Such programs are implemented through community institutions such as BZUC, CFCC, FECOFUN and Cooperatives. Extent of support largely depends on the consultation between project and community institutions. Community institutions are adopting several approaches for livelihood enhancement, which include (a) providing material support to implement IGAs, especially in case of forest based enterprises, (b) providing financial support (loan) to initiate IGA identified by the group themselves, and (c) Community Biodiversity Management funds engaged in seed banks, seed production, fruit tree nurseries and turmeric processing . Outputs are summarized in **Annex 6**.

The project achievements include:

- The project has successfully generated people's positive attitudes towards conservation. People's dependency on forests for firewood and fodder is gradually decreasing through the creation of resource base, use of energy efficiency devices and shift towards the alternative energy, especially bio-gas.
- Majority of people are of the opinion that their lives and livelihoods have improved after practicing IGAs. Membership in community institutions as well as their representation in key decision making positions has increased. This shows that the project has contributed to both the social and economic empowerment of the groups but still, extent of dependency is quite high on forests.
- Cash support to the very poor to acquire a share in the Cooperative was found to be very positive and encouraging so that they can draw loans from the Cooperative to initiate their income generation activities.

- Nearly one third (34.5%) of people involved forestry crops cultivated Camomile followed by lemon grass (27.2%), mentha (19.7%), and Pamarosa (11.2%). Camomile occupied more than half of the area under forestry crops (51.9%), followed by Mentha (27.8%), Pamarosa (6.4%), Lemon grass (6.4%) and miscellaneous species such as ginger, turmeric, Amriso etc (4.1%). All of these crops are cultivated inside forests except Mentha, which is cultivated on private land. Twenty four distillation plants have been established in the area and two of them are multi-purpose plants.
- Over 300 hectares of farmlands have irrigation facility now from water-pump and boring provided by the project.
- Biogas with attached toilet has reduced the use of firewood and ultimately reducing pressure on forests and save time in household affairs and improve health condition. The newly developed Rocket Mud Chula, which is smokeless, can retain 300 degree Celsius and more efficient than ICS.
- The project has adopted production pocket approach on promotion of cultivation of forestry crops by providing support for purchase of planting materials, equipment support for value addition and processing of medicinal plants and established marketing linkages for cultivation of forestry crops.
- The Cooperative, among the different community institutions (CFCC, BZUC, FECOFUN), found to be most successful in providing financial support and repayment rate is high in cooperative while it is not so in other institutions. For example, seed grants of Rs 3070100 and Rs 2865160 have been mobilized through Cooperatives at BZUC level in BNP and SWR respectively.

Key issues

- Farmers are still collecting fodder and firewood from the nearby forests for their use and also supplying firewood to the distillation unit to extract oil. Also, free livestock grazing inside the forests has not reduced much.¹⁰
- Functional linkage of Cooperatives with CFCC and User Committees is lacking.
- Cultivation of exotic medicinal and aromatic plants in degraded forest lands have had some adverse impacts. Firstly, natural regeneration of trees has been destroyed due cleaning and ploughing of the barren lands with little effort to protect the regeneration. Secondly, there is a large consumption of firewood from the forests in extraction of essential oil.
- Most of the community institutions had not adequately considered beneficiary need (the well-being ranking) nor given priority to the poor for IGAs. The office bearers of the community institutions were disproportionately high recipients of seed grants.

¹⁰ After handover of community forests, communities protected their forests but cattle are driven to national forests for grazing. During the cropping season of rice and wheat, limited grazing areas are available outside forests or public land and to protect the crop, cattle are sent to the forest. Stall feeding is still not a widespread practice and farmers still have large numbers of unproductive cattle. This is a seasonal phenomena and grazing in forests occurs more in dry season when there is no green grass.

- There are no standard norms in the project incentives provided to community institutions. These varied between projects, as well as between different sites or locations. There is also little packaging of support measures in a consistent manner.
- Users are often unwilling to repay loans received from the non-financial institutions since these institutions are less capable in financial management and CFUGs are also reluctant to recover such loans from their members.
- Linkages between the products for value addition and with other actors in value chain are almost non-existent.

4.6 Sustainability and replication strategies

The evaluation mission observed that very little thought has been given to post-project sustainability or replication of project outputs. The various user groups and other community institutions that the project has established or strengthened have varying degrees of effectiveness in operations and self-sustainability. The PMU has been using three criteria to design and assess sustainability of user groups, although no systematic assessment has been completed:

- Regular meetings of the group
- Financial reports that meet accepted standards
- Acquisition of new funding from available resources, local government, private sector, donors ('Outsourcing')

The PMU could consider assessing the sustainability status of the user groups, and determine the level of field support required in relation to sustainability status. For example, a simple rating exercise could assist in annual work planning for field staff, such as the following:

Table 1: Sustainability rating – field staff roles assessment

User group sustainability rating	Field staff roles			
	Immediate withdrawal	Spot-checking & backstopping	Targeted LRP capacity building	Continual guidance/support
Effectively sustainable				
Potentially sustainable				
Unlikely to be sustained	?		?	?

Replication strategies have been limited by the dispersed and relatively uncoordinated array of activities being implemented by different partners. The first step to developing a replication strategy is to consolidate the best practice models from previous experiences and to implement a dissemination and knowledge management system. These tasks are discussed in the Conclusions and Recommendations.

5. EVALUATION FINDINGS – PROJECT PARTNERSHIPS, ORGANISATION AND MANAGEMENT

5.1 Partnership arrangements and commitments

WTLCPC has a very complex set of funding partners and field implementing partners. The funding partners are generally satisfied with the current operating relationships despite the major divisions that exist between UNDP/GEF and the TAL/WWF components of the project. Given the previous efforts to resolve this issue, the MTE does not see the value in re-visiting these divisions and inefficiencies which originate in a misunderstanding over co-financing and differences in project management and delivery modalities. The partners currently work cooperatively in different locations which may be acceptable for Outcome 3 and 4 site activities but for policy and institutional outputs under Outcome 1 and 2 a more joint approach to activity programming is required.

The project implementation partnerships with Government of Nepal agencies and community groups are producing measurable results. Working relationships appear to be generally effective. Involvement and support from DFOs and park wardens have been particularly important.

Changes in SNV and Bioversity development assistance programmes have had a marginal adverse effect on the project. Some of the SNV funding was redirected to another project. Bioversity moved their office to India and the level of expected support is generally viewed as disappointing.

5.2 Project management organisation and coordination

The evaluation team found the project professionally managed and the staff competent and dedicated. The frequent changes of National Project Director and National Project Coordinator in the past presented difficulty for effective management; however, these positions are stable at present. The structure of the Project Management Unit at the centre is functional although there is a need to strengthen communication and monitoring functions. But the field structure, staff job descriptions, some of the position titles and remuneration status needed revisions.

Project Management Structures

The changes in project organizations (Project Steering Committee (PSC) to Project Outcome Board (POB) and Project Management Committee (PMC) to Project Executive Group (PEG)) created some confusion among the board members. Such nomenclature does not match with other similar projects funded by other donors. The evaluation team does not suggest changing these names any further within this project's time frame. However, in future projects, greater consistency in names and ToRs between projects is needed.

The project PMC/PEG have provided regular oversight. The PSC/POB however, have been less active. Table 2 lists the meetings held. The requirement for an annual Tri-partite (TPR) meeting has not been met. A full POB meeting (with approximately 18 members) has yet to be held.

- POB meeting not been organized for more than one and half year, which is supposed to provide guidance and make decision for major policy change if required. There is no

representation of Department of Forest and Department of National Parks and Wildlife Conservation in PCC.

The project management system has been reasonably effective in guiding project operations and implementation given the project design and other circumstances. Strategic intervention was made to attempt to resolve the WTLCP-WWF/TAL divisions, with limited success, and to revise the logical framework based on early project implementation experience.

Table 2: Management Committee/Group Meetings

Project Steering Committee/ Project Outcome Board	Project Management Committee/ Project Executive Group	Tri-partite Review Meeting
30-Sep-05	30-Mar-06 12-Jan-09	29-Jul-08
12-Apr-06	12-Jan-07 7-Sep-09	
18-Jan-07	23-Jul-07 29-Oct-09	
28-Feb-08	27-Dec-07 16-Dec-09	
29-Jul-08 ('Partners Mtg')	22-Aug-08 26-Mar-10	
	31-Dec-08 19-Jul-10	

Project Structure at the Field Level

The project field management has duplication as the area is divided into productive and protective landscape. The structure is not aligned to support the landscape level planning and implementation. In order to give a more strategic focus on the landscape level as a whole and also use the capacity of existing staff, a change in the field structure is suggested.

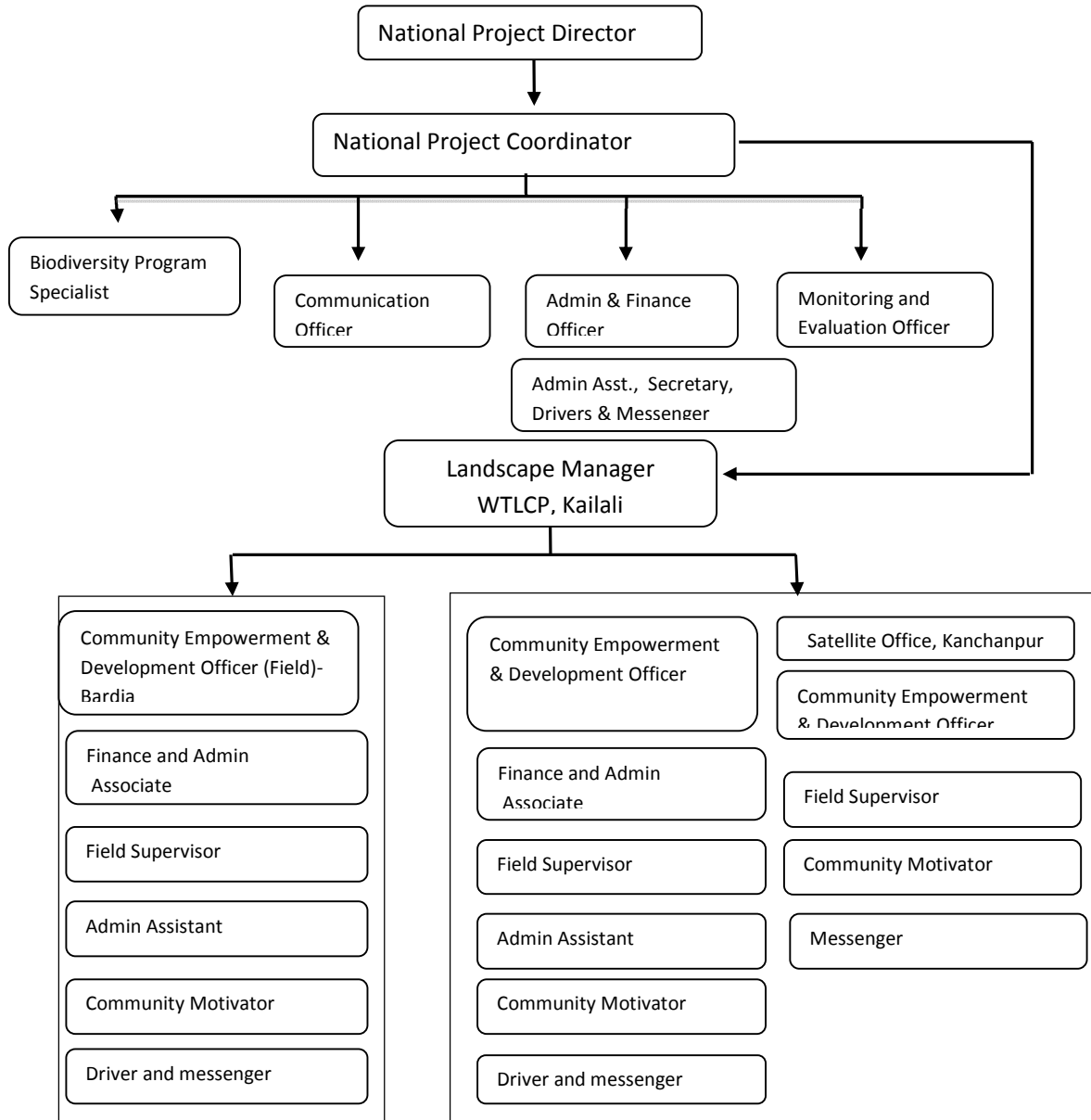
- a. Field office to have one landscape manager for landscape level, overseeing activities in Bardiya, Kailali, and Kanchanpur.
- b. A separate field office at Bardiya to be established with financial and administrative delegation from landscape manager.
- c. A satellite office at Kanchanpur with CEDO, Field Supervisor (Social Mobilizer), Community Motivators, and a Messenger.
- d. Community Motivators and Field Supervisors to be reallocated in the districts removing duplications.

The suggested project structure is outlined in Figure 2 below.

Job description and responsibility of key staff

The evaluation team reviewed the job description of all the key positions. They need to be updated based on the requirement of the positions and current practices. The updated job descriptions are annexed. The job title of two positions- Biodiversity Conservation Officer and Social Mobilizer- are not consistent with what they actually do. Biodiversity Conservation Officer is responsible for coordination of project activities and support to manage the project. Social Mobilizers are responsible for supervising and backstopping community motivators and community institutions. So, Social Mobilizer title should be changed to Field Supervisor and Biodiversity Conservation Officer to Biodiversity Program Specialist. The admin and finance officer at PMU is overloaded so an addition of admin and finance support assistant is suggested.

Figure 2: Project Management Operational Structure (Draft)



Continuity of Community Motivators and Social Mobilizers

The project has employed 12 Community Motivators (CM) and 4 Social Mobilizers (SM) through SNV funding. These staff play an important role in bridging the project with community partners. They attend the meetings of Users Committees, Community Forest Users Groups, Community Forestry Coordination Committees and provide planning support, facilitation support, monitoring and progress reporting support and coordination for many other technical support. They are the key contact persons for the field level implementation, are also found doing, to some extent, what users committees are supposed to do. As the project has not yet prepared any withdrawal plan, a sudden removal of them in December 31, 2010 will have a severe adverse impact in project implementation.

Given the large areas of work and a large number of community partners, these CMs and SMs are already stressed to meet the communities support demands. So, the evaluation team suggests accommodating the existing CM and SM through UNDP funding. However, we also suggest project to develop a withdrawal plan by developing Local Resource Persons and gradually handover the responsibilities of CM and SM. A practical approach could be reduce the half by the end of 2011 and reduce to zero at the end of the project.

Remuneration and Travel per diem

The remuneration of project staff is found not updated for the last four years as per the annual inflation. So, the evaluation team suggests that their remuneration and travel per diem should be adjusted according to yearly cost of living inflation, as practiced by other similar projects in the country. One of the de-motivating factors for the Community Motivators has been their remuneration level. So, the team suggests that the project should review their remuneration at least in par with similar government field staff.

5.3 Work planning and budgeting

The project has utilized a very participatory process in preparation of AWP. This has been noted and appreciated by participants. The process is initiated by annual AWP Guidelines which are then reviewed and approved by the PEG, followed by distribution to CFCCs. The CFCCs prepare activity proposals and budgets which are submitted to the project Field manager for subsequent submission to the PMU in Kathmandu. The 2009 Guidelines state:

It is expected that all activity planning will be carried out in an integrated way unlike in the past where agrobiodiversity component had separate planning workshops. Moreover, the WWF contribution should also be reflected during the planning process. However, WWF planning for it Terai Arc Landscape Project follows Nepali Fiscal year whereas WTLCP follows the Georgian year. It is important that these two different activity plans need to be integrated in one WTLCP planning process from the initial of planning process.¹¹

¹¹ Participatory Project Planning Guidelines, Western Terai Landscape Complex Project, 2009, p 8

The AWP guidelines also strive to align the work planning with DCC planning, ministerial planning and WWF/TAL planning. The AWP is the primary mechanism for project coordination and efficiency. It requires a special effort by all of the project partners to carefully synchronize project activities.

The PMU currently proposes to narrow the focus of the AWP process and number of activities to consolidate and sustain the work to date. In order to further direct project activities toward the expected policy and institutional outcomes, the following AWP adjustments could be considered:

- Develop an overall implementation strategy that can enhance the level of strategic focus and coordination. See Annex 7.
- Identify the expected results for the forthcoming year and develop funding criteria based on these results statements.
- Focus AWP priorities on Outcome 1 and 2 and the key gaps in the policy and institutional environment including any barriers to promoting the models of community-based landscape conservation in policy and institutional processes.
- Consider specific landscape conservation priorities in the project working areas that have been identified by district authorities and the species and habitat plans that have been prepared by the project.
- Undertake user group sustainability rating to determine the appropriate need and role for project support and field staff functions.

5.4 Financial management

The financial information reflects the slow start of the project and the emphasis on community-based activities (Outcomes 3 and 4). Some of the disbursement patterns are due to UNDP requirements for advance payments.

Table 3 summarizes the total expenditures up to the end of 2009. The project has spent 64% of the cash budget and 77% of the in-kind budget up to 2009. WTLCP has had more than 90% expenditure coherence with the budget in the past three years ('On-track'), although during the first year expenditure rate was low due to slow start-up. WWF and SNV disbursements have also been on track.

Table 4 summarizes the annual budgets versus expenditures. Disbursement rates have been below budgeted amounts significantly in the first two years (66-77%) but increased from 2008. Overall, 326 Million of the budgeted 421 Million Nepal rupees have been expended, or a rate of 78%.

Table 5 summarizes Outcome budgets and expenditures. Outcomes 1 and 2 have been significantly underspent: 60% of the Outcome 1 budget and 75% of the Outcome 2 budget. Outcome 3 and 4 expenditures have been 94-95% within planned budgets.

Aside from a major diversion of SNV funding to another project (noted in Section 3.2), no major issues were noted regarding financial management. The PMU are actively addressing the readily manageable findings and recommendations of the auditors. The primary concerns were "weak progress monitoring and reporting at the field offices", "delay in fund disbursement and reporting" and "payments made without complying with contract terms", all of which can be resolved.

Table 3: Summary of WLCP Contributions 2004-2009

Project Partner	Planned Contribution (\$ USD)	Expenditures Reported (\$ USD)	%
Cash			
GEF	3,593,828	1,818,746	50.6
UNDP (TRAC)	1,731,739	641,013	37.0
SNV	2,014,026 ¹²	1,738,763	86.3
WWF (Parallel)	1,551,390	780,968	50.3
TOTAL	7,797,448	4,979,490	63.9
In-Kind			
Govt. of Nepal	2,613,995	1,945,030	74.4
Bioversity	1,081,000	920,331	85.1
NARC	50,000	32,227	64.5
LIBIRD	15,000	11,017	73.4
TOTAL	3,759,995	2,908,605	77.4

Table 4: Summary of Annual Budgets and Expenditures

Yr	UNDP/GEF*			SNV			WWF			TOTAL		
	Bud	Exp	%	Bud	Exp	%	Bud	Exp	%	Bud	Exp	%
2006	30.54	19.25	63%	8.01	6.07	76%	11.42	7.37	65%	49.97	32.68	66%
2007	63.28	47.10	74%	22.30	17.24	77%	15.30	13.76	90%	100.88	78.10	77%
2008	45.57	40.86	90%	26.69	25.67	96%	12.43	13.34	100%	84.69	79.86	94%
2009	50.04	44.43	89%	28.54	26.47	93%	21.40	21.50	100%	99.97	92.39	92%
2010	53.97	17.25	32%	20.70	13.77	67%	10.63	12.28	116%	85.30	43.30	51%
Total:	243.40	168.89	69%	106.24	89.22	84%	71.18	68.25	96%	420.81	326.33	78%

Budget and expenditure Figures in millions of Nepal Rupees

Actual expenditures reported by UNDP, SNV and WWF in their annual and 2010 six-monthly financial reports

* Budget and expenditure of UNDP/GEF exclude monitoring & evaluation, security and communication.

Table 5: Annual Budgets and Expenditures by Outcomes

Outcome	2006		2007		2008		2009		2010 (6mths)		TOTAL	
	Bud	Exp	Bud	Exp	Bud	Exp	Bud	Exp	Bud	Exp	Bud	Exp
1	1.70	1.22	2.06	1.76	1.85	0.91	3.20	2.09	2.40	0.74	11.21	6.72
2	10.22	6.97	21.15	13.92	16.45	14.64	8.84	8.23	5.07	2.78	61.73	46.54
3	4.76	4.52	17.61	17.09	18.85	17.56	36.38	35.67	19.30	17.16	96.90	92.00
4	12.65	11.31	36.30	31.67	27.53	29.38	27.56	26.51	15.62	14.11	119.66	112.98

Budget and expenditure Figures in millions of Nepal Rupees

Actual expenditures reported by UNDP, SNV and WWF in their annual and 2010 six-monthly financial reports

* Outcome 5 Project support cost budget and expenditure not included

¹² Note: The original SNV contribution in the Project Document was \$ 2,471,887

5.5 Monitoring, Reporting and Communications

The project has submitted regular, detailed Quarterly Reports and Annual Reports. Project output information is compiled within a customized MIS. Two separate and different monitoring processes and databases are used by WTLCP and TAL/WWF. WTLCP PMU has also supported joint awareness-building and monitoring by stakeholders at central, district and village levels.

The output reporting has been sufficient but it does not yet fully address outcome progress. Both the monitoring and communication functions need to shift from routine data collection and advertising toward development of a knowledge management system that draws out the best practices for replication, identifies the critical factors that affect success and failure, presents a sound case for conservation and supportive livelihoods, and advocates a viable approach to landscape conservation that can be integrated into national policy and development planning.

A revised programme for Monitoring and Information Management needs to be developed in conjunction with Landscape Support Unit – MFSC, based on extracting the lessons from project experiences and disseminating and using this knowledge to inform policy and encourage replication within the government systems. A two year workplan should be formulated by LSU to guide both WTLCP and TAL/WWF in this endeavor.

5.6 SNV Support

The SNV contribution has primarily focused on funding of community development field staff, and technical advisors. The MTE undertook a general assessment of these roles, as requested by the terms of reference.

Community Motivators and Mobilizers

The WTLCP approach has been to appoint field staff to organize and facilitate the community-based activities. The 16 field staff funded by SNV have been regularly engaged in establishing and supporting the community forest user groups and other community organizations. As discussed in Section 5.2 above, the general view is that the field staff have been important to the high level of outputs produced by the livelihoods programme. The key issue is in determining the point where field staff should phase-out their support to community organizations.

Technical Advisors

SNV provided the services of technical advisors in 30-40 tasks. The SNV programme focus relates to (a) institutional development, especially for DFCCs, (b) environmental conservation to reduce pressure on forests (biogas, alternative energy), (c) income generation opportunities (value chain development), (d) promotion of PES, and (e) promotion of Collaborative Forestry.

As noted in Section 4.4 b) above, in some cases the SNV advisors made a significant contribution to capacity development. However, outcome effects from such services are difficult to measure. The DFCCs, for example, still require substantive institutional development. The central question is whether discrete, ad hoc technical advice is an effective contribution to project outcomes. The general observation is that such contributions while useful in themselves only have a sustained

effect if they are part of an overall capacity development plan and programme. Technical assistance alone is seldom sufficient for capacity development. If the project design had taken a more comprehensive approach to capacity development, the particular use of technical advisors may have been more observable.

Future areas of potential SNV technical advisory support could include:

- Assess the IGA and NTFP activities and enterprises that have been successful in WTLCPC and prepare scaling-up and replication strategies for such livelihoods.
- Develop capacities of Local Resource Persons and support to phase out of Community Motivators and Social Mobilizers.
- Assist the Landscape Coordination Unit in determining the appropriate size, functions, processes and financial mechanisms for effective DFCCs, and consolidating capacity building progress to date.

6.0 CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

1. The project has made good progress in completing the planned activities and outputs through strong commitment of the project staff and support from government, district and local authorities. Over 100 activities have been implemented with eight project partners and many field partners under often difficult security conditions. Significant results have been observed at some of the field sites in terms of joint conservation and development benefits and conservation awareness. Project staff, partners and the Ministry of Forests and Soil Conservation are clearly dedicated to producing meaningful results from the project.
2. The project remains highly relevant to the Government of Nepal and the pressures on Terai landscapes. It is aligned with and is an important part of the government's TAL – Terai Arc Landscape Strategic Plan implementation program. Government support for the project is substantial. Many of the conservation threats, such as increased encroachment of forests and wildlife poaching and illegal trade, and reduced numbers of security posts are external constraints that present major challenges for the project.
3. While substantial progress has been made at the site level in a wide range of field activities with visible improvements in biodiversity and livelihoods on 'protective' lands, landscape conservation on adjacent agricultural, 'productive' lands is less apparent. The project has been mostly site activity-driven rather than led by clear outcomes for "establishing integrated planning and management systems" for landscape conservation units as a whole.
4. After five years of implementation, the landscape conservation concept for western Terai as envisioned in the project design is not yet fully defined and operational. The WTLCPC may well end as a collection of predominantly successful, small scale site activities that have little systemic impact at the institutional and policy level. A shift in the project's implementation strategy is therefore required to establish the policy and institutional elements of integrated landscape conservation.

5. In contrast to the substantial progress toward enhancing various biodiversity assets (Outcome 3) and sustainable livelihoods (Outcome 4), the progress in policy development (Outcome 1) and institutional frameworks (Outcome 2) has been modest, although discussions have commenced. There is uncertainty among the project partners and stakeholders on the program for Corridor policy development, intersectoral planning, sustainable financing mechanisms and institutional structures at the national, district and local levels. This uncertainty is related to insufficient collaboration among partners, limited government policy on landscape conservation, lack of District elected political representation, capacity and resource constraints within government and generally unstable political conditions in the country.
6. The project has been promoting Community Forest Coordination Committees for the purposes of representing and supporting CF user groups. However, not all stakeholders support CFCC as the lead focus for community-based conservation, in part due to the variety of mechanisms used for community development activities and the competition for donor resources. The institutional relationships between DFCCs and with DDCs (including mainstreaming with District development planning), and the functional sustainability of DFCCs and CFCCs remain to be resolved. The viability and sustainability of these organizations, the management capacity of CF User Groups and completing the handover of proposed Community Forests are primary concerns for the remainder of the project.
7. DFCCs have been formally established with operating guidelines. However, the commitment of the government agencies to using DFCCs as apex bodies for coordination and planning of landscape conservation remains unclear. The DFCCs tend to focus on individual projects rather than function as a mandated coordinating body for forestry and biodiversity issues in the district. DFCCs therefore need institutional strengthening and capacity building.
8. The project has experienced management inefficiencies due to different component starting dates (beginning with the WTLBP), early misunderstandings about co-financing versus parallel financing, uncertainties about project focus, and the unilateral diversion of some of the SNV financing to another biodiversity project. While the partner objectives are largely the same, the implementation modalities, information systems and monitoring and reporting processes are different between UNDP/GEF and TAL/WWF managed activities of the project. The parties have worked constructively to address these problems through informal consultation and cooperation. However, these divisions still constrain progress toward effective landscape conservation policies which require a common approach by all partners.
9. The project has therefore not sufficiently established a systematic and joint partnership for landscape conservation in Western Terai that builds the government and community capacities to sustain the progress achieved by the project. The project needs to work more collectively and become more closely integrated into government policy and planning processes in the final two years.
10. Overall, the project structure and management has been reasonably effective, although without the benefit of full engagement of the Project Outcome Board. Lack of approval for diversion of

SNV funds is noted. Frequent changes in NPD and NPC personnel over the life of the project have also had some adverse effect. Adjustments in project structures and roles and responsibilities need to be reviewed in light of project delivery experiences. Job descriptions are not always consistent with actual job functions. Also disparities in salaries and adjustments to inflation and per diem rates create issues for project implementation. A phase-out strategy for community motivators and social mobilizers also needs to be implemented.

6.2 Recommendations

Implementation Strategy and AWP

1. **Update the project implementation strategy:** The linkage between project activities and landscape conservation needs to be summarized in a brief document that improves clarity of the overall strategy of the project's approach to advancing landscape conservation. It should briefly describe how the project Outcomes will be achieved in the remaining period. An outline is provided in Annex 4.
2. **Undertake an assessment of sustainability status:** Review the capacity of the user groups/ community institutions in order to determine specific locations and issues that still need project support and the appropriate exit strategies.
3. **Re-focus the AWP:** Project activities for the remaining years need to be guided by clear statements of expected results and the following activity selection criteria:
 - (a) Activities that address the sustainability status of the community institutions and the measures needed at specific sites to address remaining gaps in sustainability, including those related to BCDCs and community seed banks;
 - (b) Activities that contribute directly to specific landscape-scale conservation plans and priorities (e.g., forest encroachments, habitat connectivity, species management plans, natural succession and invasive species in Protected Areas, Churia watershed plan);
 - (c) Activities related to increased community engagement in anti-pouching programs;
 - (d) Activities aimed at achieving the policy and institutional development outcomes (Outcomes 1 and 2) and the Operational Priorities discussed below; and
 - (e) Activities related to identifying good practices that can be disseminated beyond the current project sites
4. **Strengthen the environmental/social activity screening process:** The project should adopt a simple checklist on environmental soundness of proposed activities. Some of the activities could potentially have adverse impacts, such as planting of exotic species around indigenous forests, altering wetland ecosystems, etc. Also there were concerns expressed about the welfare support element of some of the activities that need to consider ownership and sustainability.
5. **Adopt exit strategies with implementing partners:** The project should provide guidance to project staff and field implementing partners (CF User Groups, User Committees and Buffer Zone Committees, Biodiversity Conservation & Development Committees) on the assessment of capacity and sustainability and the phase-out steps from field activities.

Coordination and Policy Development

6. **Develop the capacity of the Landscape Support Unit (Ministry of Forests and Soil Conservation):** The LSU needs to take a more prominent role in overseeing policy issues, institutional mechanisms for landscape conservation, programs for transboundary and regional cooperation and monitoring the effectiveness of the habitat management interventions, including those funded by the project. A capacity development plan should be prepared for this Unit and appropriate support provided to facilitate the policy and institutional development outcomes of the project.
7. **WTLCF, WWF, LSU working agreement:** In order to effectively implement Outcome 1, there needs to be a concerted effort and commitment by the PMU, WWF Nepal and the Landscape Support Unit-MFSC to jointly design, manage and implement the Policy and Monitoring/Information Management components of the project. The parties should agree to work closely on these particular activities.
8. **Expand the policy dialogue:** A policy group should be established under the Landscape Conservation Support Unit of the Ministry of Forests and Soil Conservation, including WTLCF and other partners, to review, develop and oversee the WTLCF policy development program. A collaborative effort is needed to advance inter-sectoral planning, financing mechanisms, Corridors Policy, mainstreaming of landscape conservation into district planning and Forest Operational Plans, etc. The UNEP/UNDP Poverty-Environment Initiative can be invited to contribute to these discussions and project activities.

Operational Priorities for Landscape Conservation

9. **Strengthen DFCC and CFCC functions:** Under Outcome 2, the project should facilitate review of DFCC guidelines, development of secretariat services to DFCC and enhancement of linkages to CFCCs, in conjunction with BISEP-ST. Consideration could be given to future SNV technical support that assists in institutional and capacity strengthening of DFCCs.
10. **Address the specific operational constraints of BZ Management Committees and User Committees and Groups:** The role of the Buffer Zone Management Committees needs to be expanded to monitor all Buffer Zone activities. All of the committees and User Groups also require capacity building. The project should take direct and indirect actions to address these issues.
11. **Increase project outreach:** The project staff should identify and assess the barriers to effective participation of women, the poor and disadvantaged groups in the Livelihoods and Agro-biodiversity components and undertake specific measures to overcome these barriers, drawing upon the advice from the various field studies completed by the project.

Project Management

12. **Engage the Project Outcome Board:** The Board should meet every six months to assess implementation of the MTE recommendations, to review progress on each of the Outcomes,

to review and approve the AWP, and to provide the necessary support for project implementation particularly at the policy level.

Project Organization

13. **Review the structure of field offices:** The project should review the structure at field level to avoid duplication of support, to fully use the existing capacity of staff and to be more strategically focused on the landscape as a whole. Suggested structural change includes: Field office to have one landscape manager for landscape level, overseeing activities in Bardiya, Kailali, and Kanchanpur.
 - a. A separate field office at Bardiya to be established with financial and administrative delegation from landscape manager.
 - b. A satellite office at Kanchanpur with CEDO, Field Supervisor (Social Mobilizer), Community Motivators, and a Messenger.
 - c. Community Motivators and Field Supervisors to be reallocated in the districts removing duplications.
14. **Adjust job descriptions and responsibilities of key staff:** The project should adjust job descriptions and responsibilities as per the requirement of the position and current practice (see annex for job descriptions). Revise the job titles as per the roles- change Social Mobilizer to Field Supervisor and change Biodiversity Conservation Officer to Biodiversity Program Specialist. See Annex 8.
15. **Continue support of Community Motivators and Social Mobilizers with phased withdrawal:** The project should continue the support of Community Motivators and Social Mobilizers with phase wise withdrawal by developing Local Resource Persons, shifting toward a quality assurance role and reducing activity support based on the sustainability status of the community institutions.
16. **Adjust remuneration and travel per diem:** UNDP/WTLCP should adjust the remuneration and per diem of project staff to account for the yearly cost of living inflation, as practiced by other similar projects in the country. Project also should also review the remuneration of Community Motivators at least in par with similar government field staff.

Monitoring and Information Management

17. **Integrate information systems with government operations:** The project should endeavor to integrate the WTLCP MIS and the WWF MIS into a government Terai meta database that can serve ongoing conservation planning functions of the government. The MIS could include representative sampling of the physical, economic and social impacts of the activities.
18. **Introduce new landscape monitoring functions:** The project monitoring should focus on expanding the monitoring system to include key results and outcome indicators at a landscape level, such that a '*State of the Western Terai Landscapes Report*' can be produced

at the end of the project. This should be linked to the development of the government MIS on Terai. A two year workplan should be prepared to guide this programme.

19. **Introduce new knowledge-sharing functions:** The communication functions should evolve into knowledge management, focusing on organizing experiences-sharing events between project user groups/committees, identifying lessons learned, documenting the successful approaches to conservation and development, and disseminating the best practice models to national, district and local decision makers. A two year workplan should be prepared to guide this programme.

6.3 Lessons Learned

There are some obvious lessons from the project to date. Firstly, it is apparent that coordinating a large number of project partners in many locations is a major challenge that requires intensive management. It is especially important to establish in advance the particular manner in which co-financing and parallel financing partners coordinate and synchronize their activities under common objectives and outcomes.

Secondly, realistic end results should be defined in the project design along with the particular strategies to achieve such outcomes. Project activities and annual work plans should be guided by a clear understanding of the outputs that are *necessary and sufficient* to achieve measurable outcomes. Landscape conservation is often not defined in terms of landscape-scale issues and objectives, which can lead to a lack of focus in work planning and programming.

Thirdly, policy and institutional change requires long-term, systematic capacity development with sufficient political and administrative stability in government to ensure progress and sustainability. Technical assistance and financial resources are not sufficient for meaningful capacity development.

Fourthly, participatory processes for conservation and supportive livelihoods development require continual trust-building and regular field support to empower, mobilize and develop the capacity of community institutions. Equally important is to know when to withdraw and encourage learning by doing and community leadership and self-support processes to occur.

Fifthly, individual leadership by key government officials makes a difference, especially where DFOs take an active interest and involvement in the project. The combination of government endorsement and support, technical guidance from field staff, and emergence local resource persons is important to community-based initiatives in conservation.

Finally, the creation of community institutions for conservation and livelihoods does not necessarily ensure full participation of all segments of the community. Special measures are needed to ensure representation of women and disadvantaged groups. There are barriers to inclusive programmes, including within the cooperative structures and modalities that are commonly used in Nepal.

Annex 9 provides further 'Suggested Improvements to Landscape Conservation in Nepal', which were identified during the course of the MTE by Mr. Shyam Bajimaya.

ANNEXES

Annex 1: Evaluation Questions

Evaluation Objective 1 – Project Objective and Outcomes

1.1 Relevance and viability of the approach

- a) Is the project concept and landscape approach still accepted as relevant and achievable by project stakeholders?
- b) What have been the major constraints or challenges in implementing a landscape approach to conservation- government policy, coordination of partners?
- c) Overall, how satisfied are you with progress to date in advancing the landscape approach to conservation in Nepal?
- d) Are there any adjustments to project design or implementation strategy needed?
- e) What 'streamlining' of project activities could be considered to enhance support for the landscape approach?
- f) To what extent is the landscape approach to conservation being mainstreamed into local development planning and programmes within the project areas?

1.2 Progress toward achievement of the project objective

- a) Are the Objective indicators useful and what data have been compiled on these indicators (vegetation cover, critical habitats – in corridors and bottlenecks, significant crops grown, NBIs established and operational)?
- b) How have the Biodiversity and Livelihood component activities of the project contributed toward the Project Objective: "to establish effective and efficient integrated landscape planning and management systems"?
- c) What further Activities are necessary and sufficient to establish integrated landscape planning and management?
- d) What is the likelihood of the project effectively implementing the Recommendations of the Integrated Landscape Planning and Financial Mechanism report within the remaining project period and resources?

1.3 Outcome 1 – policy development achievements

- a) What are the expectations or strategies in MFSC for adopting a practical landscape approach?
- b) Where and how has this approach been used to date within MFSC, sectoral plans, etc.?
- c) To what extent have the planned outputs been completed? What factors have affected achievements to date?
- d) How much measurable progress (awareness, action) has been made toward developing the intersectoral planning process with other ministries? What constraints have been encountered?

1.4 Outcome 2 – institutional framework achievements

- a) To what extent has the landscape approach been formally institutionalized as a routine process within the government's forest management systems ?

- b) How active have the DFCCs been? How has the project enhanced their operations?
- c) How can the District Forest Coordination Committee (DFCC) be made more effective, and how to strengthen their linkages with District Forest Coordination Committees?
- d) Can community organizers take over social mobilizing and motivating roles?
- e) How have plans been amended to address biodiversity? What effect has this had on actual operations?
- f) What training needs were identified and how extensive and effective was the training?
- g) How have trainees used their skills development on-the-job?
- h) Is the MIS established and functional and, if so, how is it used in forest management?

1.5 Outcome 3 – biodiversity conservation achievements

- a) To what extent have the planned conservation outputs been completed? What factors have affected achievements to date (e.g., conflict and other external circumstances)?
- b) What changes in flagship species have been observed and what are the causal factors? What changes in populations may be attributable to project interventions? Changes in poaching, etc.
- c) What changes in significant habitats have been observed? What changes in habitats in corridors and ‘bottlenecks’ may be attributable to project interventions?
- d) What evidence exists on the effectiveness of Churia watershed protection and rehabilitation? What are the views of VDC members and other community people?
- e) How extensive are on-farm agro-biodiversity conservation practices relative to traditional practices? What are the limiting factors or incentives for farmers to adopt such practices?

1.6 Outcome 4 – livelihood achievements

- a) To what extent have the planned livelihood outputs been completed? What factors have affected achievements to date (e.g., conflict and other external circumstances)?
- b) What is the overall approach, strategy and process for livelihoods development? What are the critical assumptions in this approach?
- c) How have HH incomes changed and to what extent are such changes attributable to the project activities?
- d) How effective have district and local initiatives been in providing measurable conservation (encroachment/poaching reduction) and livelihood (NTFPs, IGAs) benefits? Have certain activities been more successful than others? Why?
- e) How extensive and representative has participation been in the livelihoods program?
- f) How many new community user groups (buffer zone and community forest) have been established by the project? How active and accepted have the groups been within the communities? How much support is provided by government?
- g) What is the likelihood of sustainability in i) the user groups and ii) the livelihoods being promoted?

1.7 Sustainability and replication strategies

- a) What are the key indicators of project sustainability and what is their status?
- b) How is the project promoting or facilitating dissemination and replication of project interventions beyond the project sites? Is there clear evidence of replication?

Evaluation Objective 2 – Project Partnerships, Organisation and Management

2.1 Partnership arrangements and commitments

- a) What are the roles and responsibilities of the project partners and what are their views about clarity, success or constraints in fulfillment of these roles and responsibilities?
- b) How effective is the coordination of project partner activities toward the overall landscape approach? Are there effective synergies and synchronization of the project components?
- c) What are the respective financial and other contributions of the partners to date?
- d) How will reduction in SNV funding affect the project and what mitigation or exit strategy actions could be considered?

2.2 Project management organisation and coordination

- a) How effective is the project's National organisational structure? How often does the Project Board meet and how effective is the strategic direction to partners, staff and stakeholders?
- b) Are there sufficient staff and resources available at the PMU level and are the staff functions consistent with job descriptions; are the job descriptions still relevant for Monitoring and Communications?
- c) How well has the project management responded to any adaptive management challenges – issues or risks that required strategic response from management?
- d) How effective is the project's Local organisational structure? Are there sufficient staff and resources available at the district/local level? Are the job functions of field managers and social mobilizers still relevant and if not what changes are appropriate for the remainder of the project?

2.3 Work planning and budgeting

- a) Have disbursements been in line with work plans?
- b) Have activities been completed as per schedules and plans?
- c) Have any delays affected progress toward expected results?
- d) Has project planning/reporting been integrated with government systems?

2.4 Financial management

- a) Have audits been completed as per UNDP standards and have any relevant 'auditor comments' been provided on project implementation?
- b) Has co-financing been provided as planned? If not, why not?
- c) Do output costs meet the general test of reasonableness or cost-effectiveness?

2.5 Field implementation issues

- a) What challenges or issues have been encountered at the field level?
- b) What is the role of Regional Director, DFO/PA Warden in the project
- c) What key lessons have been learned to date regarding the design and delivery of project activities? Do they have implications for the remaining years of the project?

2.6 Monitoring and reporting

- a) Have field monitoring and oversight functions being effectively implemented?
- b) Are monitoring reports submitted as required by UNDP/GEF, Partners and Government?
- c) Is the monitoring and reporting based on the project's Logical Framework indicators?
- d) How effective and useful has the monitoring process been for project management?

Annex 2: Mid Term Evaluation Itinerary

Date	Activities
6 September 2010	9:30-10:00 Meeting with UNDP 11:00 -1:00 WTLCP Project Briefing Staff 1:00-2:00 Lunch 2:00-2:30 Meeting with Mr Yubraj Bhusal, Secretary, MFSC 2:30-3:00 Ram Prasad Lamsal, Joint Secretary, Monitoring Division, MFSC 3:00-5:00 Document Review and other preparation
7 September 2010	Meeting with Ministry of Forests and Soil Conservation (MFSC) Officials 10:30 Field Visit Preparation 1:00 Lunch Meeting with WTLCP Partners 2:00 Meeting with WWF Officials <ul style="list-style-type: none"> - Dr. Ghana Gurung; Director; Conservation - Mr. Santosh Nepal; Director; Policy - Mr. Shiv Raj Bhatta; TAL Coordinator 3:30 Meeting with SNV Official <ul style="list-style-type: none"> - Mr. Ujjwal Pokharel, Coordinator, SNV 4:30 Meeting with UNDP Security Officials
Field Visit (8-14 September 2010)	
8 September 2010	<ul style="list-style-type: none"> - Fly to Nepalgunj and Drive to Bardia - Meeting with Mr. Keshab Joshi, Coordinator, SNV West Portfolio, Nepalgunj - Drive to Gularia - Observation of Blackbuck Conservation Area and interaction with Bufferzone committee - Drive to Thakurdwara
9 September 2010	<ul style="list-style-type: none"> - Field Visit and interaction with Communities - Meeting with BNP Officials, BNP BZ Council Chairperson - Meeting with WTLCP Staff
10 September 2010	<ul style="list-style-type: none"> - Drive to Kailali - Meeting with WTLCP Staff - Meeting Regional Director and District Forest Officer
11 September 2010	<ul style="list-style-type: none"> - Meeting with Local development officer of DDC - Field Visit to Fylbari and Gadaria and interaction with Communities
12 September 2010	<ul style="list-style-type: none"> - Interaction with TAL Project Staff - Field Visit to Mohana Kailali area and interaction with community - Interaction with CFCC of Krishnapur, Kanchanpur - Drive to Kanchanpur District Head Quarter
13 September 2010	<ul style="list-style-type: none"> - Meeting with WTLCP Staff - Meeting with DFCC members - Meeting with Chief Warden and SWR BZ Council Chairperson - Meeting with District Forest Officer - Field Visit and Interaction with Communities
14 September 2010	<ul style="list-style-type: none"> - Meeting with LIBIRD

	- Debriefing - Flyback to Kathmandu
15 September 2010	- MTE discussions and debriefing preparations
16 September 2010	- Meeting with Central Level Stakeholders and Partners - LIBIRD - NARC - National Project Director - Member of National Planning Commission - Preparation for Debriefing of major findings
17 September 2010	- Debriefing of Preliminary Finding
24 September 2010	- Submission of Final Report

Annex 3: List of Documents Reviewed

Dr. Poorna Kanta Adhikary, (Facilitator), Inception Workshop Report, WESTERN TERAJ LANDSCAPE COMPLEX PROJECT (WTLCP), October 2005

Government of Nepal, Policy for Nepal's Corridors Management in a Landscape Context of Conservation (Draft for comment), 2010.

Peter Hunnan, Management Review of UNDP-GEF Biodiversity Projects in Nepal, Western Terai Landscape Complex Project (WTLCP) Conservation & Sustainable Use of Wetlands in Nepal (CSUWN), June 2008.

LIBIRD/WTLCP, Semi-Annual (January to June 2010) Progress Report of Agro-Biodiversity Project.

Ministry of Forests and Soil Conservation (MFSC), Biodiversity Sector Support Programme, January to December 2004 Annual Report, Kathmandu, Nepal February 2005.

Ministry of Forests and Soil Conservation, Terai Arc Landscape Strategy Plan (2004-2014), 2004.

Narma Consultancy Private Ltd, Biodiversity Assessment of the Mohana Kailali Corridor, July 2010

Narma Consultancy Private Ltd, Assessment of Agro-biodiversity Intervention, July 2010

Narma Consultancy Private Ltd, Assessment of Livelihoods Intervention in Western Terai Landscape Complex Project Area, July 2010

Narma Consultancy Private Ltd., Development of Integrated Landscape Planning and Financial Mechanism in Productive and Protective are of Terai Arc Landscape, December 2009.

Nigma Tamrakar, GESI Consultant, Gender and Social Audit Report of Western Terai Landscape Complex Project, June 10, 2010

NK Sharma & Co., Chartered Accountants, UNDP WTLCP Final Audit for 2009.

UNDP EEG and GEF Annual Performance Report (APR) and Project Implementation Review (PIR) 2009

UNDP/GEF, WTLCP ProDoc Final 12 Oct 2004.

Western Terai Landscape Complex Project, Participatory Project Planning Guidelines, October 2009

Western Terai Landscape Complex Project, Half Yearly Progress Report, January-June 2010.

WTLCP, Major Progress in Productive Landscape at a Glance, WTLCP Field Office, Sept. 2010.

Annex 4: List of Persons Consulted

Kathmandu Interviews		
No.	Name	Designation/Organization
1.	Mr Yubaraj Bhusal	Secretary, Ministry of Forests and Soil Conservation
2.	Mr Ram Kumar Sharma	Member, National Planning Commission
3.	Dr Annapurna Nanda Das	Chief, Planning and Human Resource Division, MoFSC
4.	Mr Ram Prasad Lamsal	Chief, Monitoring and Evaluation Division, MoFSC
5.	Mr Jorn Srensen	Deputy Country Director (Programme), UNDP, Nepal
6.	Mr Bhava Krishna Bhattarai	Joint Secretary, National Planning Commission
7.	Mr Prakash Sayami	Act Director General, Department of Forests
8.	Mr Bharat Pd. Pudasaini	Director General, Department of Soil Conservation and Watershed Management
9.	Dr Maheswor Dhakal	Under Secretary, Department of National Parks and Wildlife Conservation
10.	Mr Santosh Mani Nepal	Director - Policy and Support, WWF Nepal
11.	Dr Ghanshyam Gurung	Director-Conservation, WWF Nepal
12.	Mr Shiv Raj Bhatta	TAL Program Coordinator, WWF Nepal
13.	Mr Vijaya Pd. Singh	ARR, Environment, Energy and Disaster Risk Reduction Unit, UNDP, Nepal
14.	Ms Dibya Gurung	Biodiversity Analyst, Environment, Energy and Disaster Risk Reduction Unit, UNDP, Nepal
15.	Mr Jagannath Koirala	National Project Coordinator, WTLCP
16.	Mr Dinesh Karki	Biodiversity Conservation Officer, WTLCP
17.	Mr Abishkar Subedi	Programme Director, LIBIRD
18.	??	NARC
19.	Mr Basan Shrestha	Monitoring Officer, WTLCP
20.	Mr Prakash Shrestha	Communication Officer, WTLCP
21.	Mr Shreedhar Adhikari	Admin and Finance Officer, WTLCP
Field Interviews		
No.	Name	Designation/Organization
1	Mr. Keshav Dutta Joshi	Portfolio Coordinator, SNV, Nepalganj
2	Mr. Padam Bhandari	Institutional Development Expert, SNV, Nepalganj
3	Mr. Rajendra Darai	IPM, Regional Office of NARC, Khajurao
4	Mr. Tanka Prasad Adhikari	Chairman, Blackbuck Conservation Area Council, other 7 community representatives were present in discussion
5	Mr. Purushotam Sharma	Assistant Conservation Officer, deputed to BCA from Bardia National Park
6	Mr. Ashok Bhandari	Assistant Conservation Officer, BNP
7		Chair, BZMC, BNP
8		BZUC member, BNP
9	Mr. Krishna Pariyar	Khata Corridor
10	Mr. Devi Prasad Devkota	Chair, BZMC, Bardia
11	Mr. Bhim Bahadur Chaudhary	Office Assistant, Shiv Saving and Credit Cooperative, Bardia
12	Mr. Amin Chaudhary	Chair, Shiv Saving and Credit Cooperative,

		Suryapatuwa, Bardia, over 30 representatives were in discussion, Bardia
13	Mr. Ram Krishna Tharu	Chair, CBAPO-Youth group (over 100 youth in this group), Bardia
14	Mr. Henwa Tharu	Game Scout, BNP, (Park rep. in Youth Group), Bardia
15	Mr. Rudra Prasad Khadka	Chair, Shree Thakurbaba Multi Cooperative Ltd, Bardia
16	Mr. Shyam Thapa	CEDO, Protective Landscape, BNP, Bardia
17	Ms. Anita Khadka	Community Motivator, WTLCP, Bardia
18	Dr. Rajan Pokharel	Regional Director, Far-Western Region Forest Directorate, Kailali
19	Mr. Rajendra Singh Bhandari	DFO, Kailali
20	Mr. Ambika Paudel	Assistant Forest Officer, Kailali
21	Mr. Gokarna Sharma	Local Development Officer, Kailali
22	Mr. Sambhu Prasad Nepal	Soil Conservation Assistant, Kailali
23	Mr. Ek Raj Sigdel	Field Manager, Productive Landscape, Kailali
24	Mr. Giridhar Amatya	Sr. Program Officer, LIBIRD, Kailali
25	Mr. Asha Gurung	LIBIRD, Humla
26	Mr. Bijaya Devkota	Project Officer, LIBIRD, Kailali
27	Mr. Shiv Raj Bhatta	Coordinator, TAL/WWF, Kailali
28	Mr. Prakash Lamsal	Project Manager, TAL (on Govt. deputation), Kailali
29	Mr. Tilak Dhakal	Co-Project Manager, TAL/WWF, Kailali
30	Mr. Gautam Paudel	Field Supervisor, TAL/WWF, Kailali
31	Mr. Bhasker Dev Chaudhary	Micro-enterprises, TAL/WWF, Kailali
32	Mr. Lalmani Chaudhary	Ranger, TAL/WWF, Kailali
33	Ms. Rajani Chaudhary	Motivator, TAL/WWF, Kailali
34	Mr. Raj Bahadur Aair	Chair, CFCC, Mohana Corridor, 12 female and 11 male representatives were present in discussion, Kailali
35	Ms. Tulasa Devekota	Chair, District Level, FECOFUN, Kailali
36	Ms. Kausalya B.K.	Treasurer, District Level, FECOFUN, Kailali
37	Mr. Tika Datta Joshi	Chair, District Level, NEFUG, Kailali
38	Mr. Basu Chaudhary	Chair, Sundar Shakti CFUG, Phoolbari, Kailali
39	Mr. Yadav Bhandari	Chair, range post based FECOFUN, over 10 female and 8 male participants were present, Kailali,
40	Mr. Mahesh Datta Joshi	Chair, CFCC, Gwalabari, Kailali,
41	Mr. Ramesh Chand	DFO, Kanchanpur
42	Mr. Uba Raj Regmi	Chief Warden, SWR, Kanchanpur
43	Mr. Shyam Raj Adhikari	Local Development Officer, Kanchanpur
44	Mr. Lava Bista	Chair, BZMC, SWR, Kanchanpur
45	Mr. Chand Bahadur Chand	Assistant Conservation Officer, SWR, Kanchanpur
46	Mr. Rajendra Rawal	Political representative (7 rep. were present), Kanchanpur
47	Mr. Patiram Chunara	Political representative, Kanchanpur
48	Mr. Bhoj Raj Bohara	Political representative, Kanchanpur
49	Ms. Sita	Political representative, Kanchanpur
50	Mr. Pancha Lal	Political representative, Kanchanpur
51	Ms. Goma Bhandari, chair, BCDC Ms. Pabitra Sapkota member Ms. Bhakti Sapkota member Mr. Khemlal Khanal member	Seed Bank in Kailali
52	Ms Sita Bhandari	Community Motivator, WTLCP, Bardia

53	Mr Sundar Lal Chaudhari	Community Motivator, WTLC, Bardia
54	Mr Sunil Acharya	Social Mobilizer, WTLC, Bardia
55	Mr Deepak Chand	CEDO, WTLC, Kailali
56	Mr Chetnath Koirala	Social Mobilizer, WTLC, Kailali
57	Mr Kaushal Jha	Social Mobilizer, WTLC, Kailali
58	Mr Dharmananda Bhatta	Community Motivator, WTLC, Kailali
59	Ms Manju Shree	Community Motivator, WTLC, Kailali
60	Ms Ratna Kadayat	Community Motivator, WTLC, Kailali
61	Ms Laxmi K C	Community Motivator, WTLC, Kailali
62	Mr Gyanendra Bahek Chhetri	Community Motivator, WTLC, Kanchanpur
63	Ms Janaki Bohora	Community Motivator, WTLC, Kanchanpur
64	Mr Tek B K	Community Motivator, WTLC, Kanchanpur
65	Mr Ramesh Budhathoki	Social Mobilizer, WTLC, Kanchanpur

Annex 5: Summary of Status of Achievements

Expected results	Target 2012	Current status relative to target
Immediate Objective: To establish effective and efficient integrated landscape planning and management systems for the conservation and sustainable use of Nepal's Western Terai Landscape complex	At least 90% vegetation cover maintained	Project lobbying and advocacy for minimizing encroachment in forest area continue. Project supported government officials to evacuate 1679 ha encroached forest area in last four years. In addition, total of 1603 ha plantation completed in corridor, bufferzone and other key areas for restoration of forest. Vegetation study planned for 2012.
	40% of critical habitats maintained	Total of 27 wetlands (34%) conserved (invasive species removed and utrophication minimized)
	90% of existing varieties of globally significant crops maintained	A total of 88 (Belwa), 77 (beldandi), 99 (gadariya), 78 (masuriya), 76 (patharaiya) and 82 (shankarpur) accessions of cereals, vegetables and wild crops were collected in community seed banks. It provided seed access to 2109 households.
	NBIs in place and functional	Landscape Support Unit established at MFSC for integrated planning, coordination and monitoring. Integrated Landscape Planning Framework and Financial Mechanism developed to institutionalise landscape level biodiversity conservation and ensure financial sustainability of biodiversity conservation. Project continues policy advocacy to approve and internalize the reports.
Outcome 1: The national policy environment and legal framework enable integrated landscape planning in the Western Terai Landscape Complex	Landscape approach practice functional	One high level visit of MFSC official comprising Secretary assisted to bring corridor connectivity and landscape level biodiversity conservation in central level debate. National Planning Commission entertainised landscape level biodiversity conservation and outlined this approach of biodiversity conservation in three -Year Development Plan of the Country. Draft report of corridor management developed for policy advocacy. Approval of corridor management policy will significantly add value on landscape level biodiversity conservation.
	Intersectoral planning and coordination mechanism functional	Integrated Landscape Planning Framework and Financial Mechanism developed to institutionalise landscape level biodiversity conservation and ensure financial sustainability of biodiversity conservation.
Output 1.1 MFSC and MoAC supported to	Policy approved	Policy not approved yet, however, sensitization of policy makers continues.

Expected results	Target 2012	Current status relative to target
revise and formulate landscape level bio-diversity conservation policies.	10 field visits and stakeholder interaction conducted	8 field visits of policy makers and central level stakeholders completed.
	Conservation financing mechanism approved and functional in 3 WTLC districts	Financing Mechanism developed. Sensitization of policy makers continues.
Output 1.2 MFSC supported to develop and introduce integrated land use planning framework for WTLC.	Integrated land use planning framework implemented by district line agencies	Integrated Landscape Planning Framework developed. Sensitization of policy makers continues.
Outcome 2: The institutional framework for integrated landscape management of biodiversity in Western Terai is established and strengthened.	NBI involves in annual planning and outcome monitoring in TAL area	Landscape Support Unit established at MFSC for integrated planning, coordination and monitoring. WTLC was lobbying and advocating for such body at MFSC since last two years. Three DFCCs strengthened and functioning in the project districts.
	Database system functional	Final MIS development report of MFSC completed. Software development is in final stage and field testing of MIS software continues.
Output 2.1 Central, District and Local level Institutions established for integrated management of biodiversity in targeted landscape.	National biodiversity institutions functional	Landscape Support Unit established at Ministry of Forest and Soil Conservation. It will take time for it to be functional
	DBC and DFCC structures fully functional	3 DFCCs established and their capacity building continues.
	Biodiversity conservation provisions incorporated into 50 OPs of CFUGs	Biodiversity conservation provisions incorporated into 20 OPs of CFUGs
Output 2.2 Capacity of partners strengthened for the conservation of both productive and protected landscapes.	Training need assessment report in use and at least 300 trainings provided	287 capacity building training conducted benefitting 5887 community people.
Output 2.3 Comprehensive information,	Central level MIS of MFSC functional	MIS report developed and field testing completed, software development in progress.

Expected results	Target 2012	Current status relative to target
planning and monitoring system to facilitate landscape management established.	MIS of 3 WTLCPC districts institutionalized	MIS of 3 WTLCPC districts will be established after finalization of MIS at MFSC.
Outcome 3: Biodiversity assets in Western Terai landscape are effectively conserved.	Number of flagship species maintained	There was no wildlife population counting in the reporting period. 17 transboundary meetings conducted between Nepal and Indian officials and community people. 21 Community Based Anti-poaching Operation (CBAPO) strengthened to control poaching. 33 Anti-poaching Operation Posts maintained in BNP and SWR.
	19 rice, 4 taro, 9 gourds, 5 mango and 9 grain legumes varieties maintained	36 diversity blocks were established in 6 VDCs during the reporting period (upland and lowland rice, bean, cowpea, sponge gourd, bottle gourd, rice bean, pumpkin, taro and sesame), 4 rice varieties, 4 wheat varieties, 5 lentils and 2 chickpea varieties distributed for community based seed production (CBSP), 10 rice varieties and 12 other crops selected for grass root breeding, six monther trails of 14 upland, 13 medium, 7 lowland rice varieties established. 8 rare rice landraces were identified in project area. A total of 88 (Belwa), 77 (beldandi), 99 (gadariya), 78 (masuriya), 76 (patharaiya) and 82 (shankarpur) accessions of cereals, vegetables and wild crops collected in community seed banks improved seed access of 2109 households.
	All forest types maintained 12 tree species under different threat levels conserved	Community biodiversity register of 10 VDCs developed. It documented indigenous knowledge of community people on biodiversity resources use and secured their traditional knowledge as a property right for future.
	20% of major wetlands maintained	Total of 27 (34%) wetlands of two protected areas, chure and othera area conserved (invasive species removed and utrophication minimized).
Output 3.1 DFO, PAs and government line agencies are supported to restore and conserve biodiversity assets in WTLC.	Maintained and restored	3657 ha encroached forest area restored and 6645 HHs evacuated from the encroached area.
	Action plan of blackbuck, elephant and blackbuck under implementation and functional	Action plan of blackbuck is under implementation. MFSC approved Elephant Conservation Action Plan on 28 December 2009. It will be implemented from next year onwards.

Expected results	Target 2012	Current status relative to target
	40 % poaching incidents reduced	Data not available at this moment
	30% of human casualties decreased	Data not available at this moment
Output 3.2 Critical watershed in WTLC conserved and managed	80% VDCs implemented the plan	Priority activities of churia conservation plan implemented in 5 VDCs.
	90% forest cover in Churia maintained	GIS assessment of forest cover change will be carried out on 2012.
	At least 16 wetlands restored	27 wetlands conserved.
Output 3.3 Agro-biodiversity conservation outside protected area improved.	50% of farmer's groups of 6 piloted VDCs practice at least five on farm agro-biodiversity good practice model	6 on-farm agrobiodiversity models: Community biodiversity registers (in all 94 farmer groups), Diversity fairs (all 94 groups), Participatory variety selection (83 farmer groups), Community seed banks (53 Farmer Group), CBM fund (45 farmer groups) and Diversity blocks (43FG)
	6 CBSP groups and community seed banks in 3 districts	6 CBSP groups functional which included 22 farmers involved in varieties improvement of rice such as Sabitri, Ram dhan, Ghaiya dhan, Judi 582, Barkhe 1014, 3004 and 1017, Janaki dhan and Hardinath -1 as well as in seed production. 6 community seed banks established in 3 districts which conserved paddy: 22 upland and 17 lowland rice varieties, Vegetables: 14 var. of taro, 6 var. of bottle gourd, 9 var. of sponge gourd, 14 var. of cowpea, 16 var. of bean, 7 var. of rice bean and 3 var. of pumpkins
	20% increase from the base line data	Data not available
Outcome 4: Local communities are empowered to practice sustainable, biodiversity -friendly natural resource and land use management and pursue	Average HH income increased by 10%	Average household income increased by 14%. (Baseline average HH income was 38,856. Project has intended to increase income by 3887 at the end of the project period, however, the net income generated is Rs 5620).

Expected results	Target 2012	Current status relative to target
diversified livelihoods.		
	30% committees (at district level and local level) have mobilized district and local level resources for environmental friendly initiative	15 committees including 8 community forest user group and 7 bufferzone user committee mobilised external and internal (district and local) resources for conservation work.
Output 4.1 Community user's groups (buffer zone and community forest), local NGOs, CBOs and others engaged in effective management of biodiversity in WTLC.	80% additional households involved in PFMS compared to baseline 2008 Representation of Women, Dalits and Janajatis in UGs increased by 33%	38% additional households (20377) involved in PFMS compared to baseline 2008 (53,861). Representation of dalit and janajatis increased from 7.7% to 8.1% and 25.7% to 45% respectively.
	50% of 700 groups conducted general assemblies, public hearing and auditing	Data not available but community groups increased general assemblies, public hearing and auditing.
Output 4.2 Local communities involved in diversified livelihoods thereby, reducing pressures on biodiversity assets.	At least 10 forest resource based micro enterprises developed	17 microenterprises developed
	3500 HH employed	3614 people who had received seed grant support or skill enhancement training are practicing forest and non-forest based IGAs.
	30% of tourists increased	3772 tourists visited BNP and SWR in 2007 as compared to the baseline data of 1191 (2006)
Output 4.3 Awareness level on biodiversity conservation and alternate livelihood increased at the local level.	300 conservation awareness events carried out	204 conservation awareness events carried out.
	150 episodes of program aired and at least 1,20,000 people regularly listen the program through local FMs	128 episodes of conservation awareness program aired from local FM radio.

Source: assessment of current status by Project PMU

Annex 6: Project Outputs 2006-2010

Annex 6a: Summary of WTLCP Project Outputs to Date

Outputs	WTLCP	TAL/ WWF	Total
Biodiversity Conservation			
Plantation (ha)	1937	568	2506
Trench with biofence (km)	90.4	11	101.4
Trench maintenance (km)	101	31	132
Group formation	132	74	206
Operational Plan (OP) revision	46	77	123
Grassland management (ha)	550	549	1099
Wetland maintenance	31	0	31
Waterhole construction	2	5	8
Transboundary meeting	14	3	17
APO post maintenance/ construction (incl. guard/range post)	39	12	51
Watch tower (Machan) construction	20	5	39
Bridge/ causeday (including culvert)	33	8	41
Fireline (km)	58	258	316
CBAPO formation	9	6	15
Community seed banks construction (no)	6		6
Local crop varieties conserved at community seed banks (no)	174		174
New rice and wheat varieties introduced through PVS (no)	13		13
Local mango genotypes conserved in field gene banks (no of different genotypes)	63		63
Community biodiversity registers (no)	54		54
Biodiversity fairs (no)	7		7
Participatory plant breeding (no of local rice landrace)	3		3
Local crops varieties maintained in diversity block (no)	51		51
Alternative Energy			
Biogas attached toilet	1821	340	2161
Solark tuki	654	0	654
Improved cooking stove	553	300	853
Institutional capacity development			
DFCC meeting	16	0	16
Community level training/ exposure visit participants (No.)			5887
No. of event			287
Dalit			698
Janajati			2293
Others			2896
Women			2486
Functional Literacy Class No. of participant			5502
No. of event			223
Dalit			378
Janajati			1357
Others			488
Women			5231
Livelihoods			
Community owned micro-infrastructure (no. infrastructure)	85	0	85
Seed money/ revolving fund (number of household)	2347	463	2810
Entrepreneurship/ skill training (joint) (No. of participant)	1590		1590
Dalit			223
Janajati			683
Others			571

Outputs	WTLCP	TAL/ WWF	Total
Women			856
NTFP cultivation support (Area)			306
NTFP cultivation support No. of household			4688
Dalit			31
Janajati			265
Others			115
Policy makers' visit			5
Home garden programme for family nutrition and small income (HHs)	768		768
Quantity of seed produced by CBSPs (kg)	22499		22499
Community biodiversity management fund (NRs)	795000		795000
Value addition of turmeric and other agro-products (total income NRs)	241515		241515
Encroachment control area (huts destroyed)			6645
Encroachment control area (area evacuated in hectare)			3657
Conservation awareness events (celebrate environment event, env. Conservation activities, and education activities)			221

Annex 6b: Project Outputs 2006-2010

Outputs	2010 (Jan-Jun)	2009	2008	2007	2006	Total	Remarks
Biodiversity Conservation							
Plantation							
WTLCP	334	566	438	531	68	1937	Figure is converted into area from no. of seedlings produced in 2010
TAL/ WWF Field Office	84	181	94	209		568	Bardia, Khata (2007 and 2008) Kailali: Masuria, Pahalmanpur, Bhajani, Hasulia, Mohana Kailali (2007), Basanta (2008) 2010: Not planned in AWP
Total	419	747	532	740	68	2506	Figure is converted into area from no. of seedlings produced in 2010
Trench with biofence							
WTLCP		20	33.8	26	10.6	90.4	
TAL/ WWF Field Office		0	11	0	0	11	
Total		20	44.8	26	10.6	101.4	
Trench maintenance							
WTLCP		0	101		0	101	
TAL/ WWF Field Office		0	0		31	31	
Total		0	101		31	132	In addition, 87 km trench supported in 2007
Group formation							
WTLCP	20	45	37	30	0	132	
TAL/ WWF Field Office	30	34	0	0	10	74	
Total	50	79	37	30	10	206	
Operational Plan (OP) revision							
WTLCP	8	10	14	14	0	46	
TAL/ WWF Field Office		29	42	6	0	77	

Total	8	39	56	20	0	123	
Grassland management							
WTLCP	100	100	200	150	0	550	
TAL/ WWF Field Office	176	236	37	0	100	549	In 2009, additional agreements were signed with BNP and SWR to manage/restore 121 ha grasslands (35 ha in Shivpur, 25 ha in Sanoshree and 30 ha in Thulo shree of BNP BZ and 31 ha at SWR)
Total	276	336	237	150	100	1099	Total includes all by year. It includes Shuklaphanta repeatedly intervene: 50 ha by WTLCP in 2007 and 137 ha in 2008 (WTLCP-100 and TAL-37)
Wetland maintenance							
WTLCP	6	15	5	5	0	31	22 wetlands named; 5 not named and 4 repeated
TAL/ WWF Field Office	0	0	0	0	0	0	
Total	6	15	5	5	0	31	22 wetlands named; 5 not named and 4 repeated
Waterhole construction							
WTLCP		0	1	1	0	2	Not named
TAL/ WWF Field Office	2	4	0	0	0	5	5 waterholes named, 2 not named; 1 repeated
Total	2	4	1	1	0	8	5 waterholes named, 2 not named; 1 repeated
Transboundary meeting							
WTLCP	2	8	4			14	
TAL/ WWF Field Office		0	3			3	15. TAL India, 16. CFCC Khata and 17. Mid-Western Regional Forest Directorate, Surkhet (2008)
Total	2	8	7			17	In addition, 13 events were conducted in 2006 and 2007. That included: 1) In 2006, CFCCs also organised 8 different formal meetings with the Indian communities and officials; nad 2) In 2007, 5 reported in plan and progress sheet but not in narration
APO post maintenance/ construction (including guard post and range post)							
WTLCP	14	6	19			39	Only 24 post locations are named although 39 numbers were supported including 12 not named and 3 are not posts
TAL/ WWF Field Office	3	6	3			12	
Total	17	12	22			51	Only 36 post locations are named although 51 numbers were supported including 12 not named and 3 are not posts In addition, 8 posts were supported in 2006 and 2007. Those included: 1. SWR (Barkaula), and 2. BNP (Khairapur in 2006; 6 posts reported in APR07 but not named
Watch tower (Machan) construction							
WTLCP	3	8	3	6	0	20	
TAL/ WWF Field Office	0	6	0	0	13	5	

Total	3	14	3	6	13	39	
Bridge/ causeday (including culvert)							
WTLCF	11	9	8	5	0	33	
TAL/ WWF Field Office	1	2	0	0	5	8	
Total	12	11	8	5	5	41	
Fireline (km)							
WTLCF		30	28		0	58	
TAL/ WWF Field Office		55	203		0	258	
Total		85	231		0	316	In addition, 6 km reported only in plan and progress table of APR 2007
CBAPO formation							
WTLCF		2	4	0	0	6	
TAL/ WWF Field Office		0	0	9	0	9	
Total		2	4	9	0	15	
Alternative Energy							
Biogas attached toilet							
WTLCF	445	560	395	474	392	1821	
TAL/ WWF Field Office	85	297	0	43	0	340	
Total	530	857	395	517	392	2161	
Solarlark tuki							
WTLCF	393	409	180	45	20	654	
TAL/ WWF Field Office	0	0	0	0	0	0	
Total	393	409	180	45	20	654	
Improved cooking stove							
WTLCF	60	463	90	0	0	553	
TAL/ WWF Field Office	0	300	0	0	0	300	
Total	60	763	90	0	0	853	
Institutional capacity development							
DFCC meeting							
WTLCF		9	7	0	0	16	
TAL/ WWF Field Office		0	0	0	0	0	
Total		9	7	0	0	16	
Community level training/ exposure visit participants							
No. of participant	1656	1489	2318	424		5887	Note: This dataset does not cover 48 training and exposure visit (47 training and 1 exposure visit) conducted in 2007 by WTLCF and WWF parallel funding, due to unavailability of disaggregated data. In addition, this dataset does not cover 24 event (20 training and 4 exposure visits) conducted in 2006, due to unavailability of disaggregated data.
No. of event	133	43	84	27		287	
Dalit	167	224	276	31		698	
Janajati	629	683	868	113		2293	
Others	860	582	1174	280		2896	
Women	746	604	1016	120		2486	

Functional Literacy Class							
No. of participant	1135	2144	968	1255		5502	
No. of even	37	98	36	52		223	
Dalit			196	182		378	
Janajati			508	849		1357	
Others			264	224		488	
Women	1135	1873	968	1255		5231	
Livelihoods							
Community owned micro-infrastructure (number of infrastructure)							
WTLCP	27	19	31	22	13	85	
TAL/ WWF Field Office	0	0	0	0	0	0	
Total	27	19	31	22	13	85	
Seed money/ revolving fund (number of household)							
WTLCP	81	798	796	708	45	2347	WTLCP provided seed grant support to additional 161 households from Infrastructure Development for Livelihood Support activity in 2006
TAL/ WWF Field Office	127	302	110	0	51	463	Support in 2008 drawn from plan and progress table. Support data in 2007 not available. No detailed account of revolving fund for IGA in 2006.
Total	208	1100	906	708	96	2810	
Entrepreneurship/ skill training (joint) (No. of participant)							
WTLCP	323	402	462	290	113	1590	In 2006, participants of 3 trainings in Shankarpur, Godawari and Jhalari VDCs by MEDEP developed NGO (Ilam??) estimated at 20 participants in each training. Besides, WTLCP supported 23 participants for three month long house wiring training and 30 for construction training conducted with Baijanath Engineering College. In 2008, 30 participants were repeated. They included: 15 participants of Krishnapur, Kanchanpur under bamboo furniture training and training and equipment and 15 participants of Daiji for furniture equipment support. The repeated number of participants were removed from calculation. In 2009, participants include from both entrepreneurship and skill training
Dalit	44	54	73	52	0	223	
Janajati	153	181	204	145	0	683	
Others	126	167	185	93	0	571	
Women	213	240	241	162	0	856	
NTFP cultivation support							
Area	58	119.1	129.2			306	
No. of household	411	2725	1552			4688	
Dalit	31					31	
Janajati	265					265	
Other	115					115	
Policy makers' visit							

WTLCP	0	0	0	0	0	0	
TAL/ WWF Field Office	0	0	0	0	0	0	
Total	1	1	1	1	1	5	In addition, 3 central joint monitoring
Encroachment control area (huts destroyed)							
Total	975	2020	3612	38	0	6645	
Encroachment control area (area evacuated in hectare)							
Total	961	1555	1141	0	0	3657	
Conservation awareness events (celebrate environment event, env. Conservation activities, and conservation education activities)							
Total	18	68	39	76	20	221	

Annex 7: Outline for an Updated Implementation Strategy

Purpose: to provide a clear understanding of how the Objective of establishing “effective and efficient landscape planning and management systems” will be pursued during the remainder of the project period. This short document (est. 3 pages) should provide an overview of the operational strategy and methodology for linking project outputs, outcomes and objective.

The content could include:

- **Progress to Date** – a very short and concise synopsis of project achievements
- **Implementation Approach** – provide a summary of:
 - How replicable models of landscape conservation will be developed and disseminated, drawing upon project experiences to date;
 - How further outputs proposed under Outcome 3 (Biodiversity Assets) and Outcome 4 (Livelihoods) will contribute to specific landscape conservation issues/threats in the project ‘working areas’; include consideration of integrated output delivery strategies between the livelihood and agrobiodiversity activities;
 - How landscape conservation policies under Outcome 1 will be developed or enhanced – e.g., Corridor Policy, Intersectoral planning policy, etc.;
 - How national and district institutions and decision making processes under Outcome 2 will be developed or enhanced in a sustainable manner– e.g., DFCCs, CFCCs, DDCs, LSU, etc.
- **Implementation Methods** – describe the methods that will be used to pursue the project Objective in the final two years, including:
 - Partner collaboration in project delivery and oversight
 - AWP activity streamlining and Milestones identification
 - Community/user group ownership and sustainability of outputs
 - Government ownership and sustainability of outputs
 - Technical analysis and support
 - Knowledge management methods
 - Other implementation modalities/methods
- **Key Milestones 2011-2012** – identify the critical Outputs and timelines over the two years
 - Major events or products scheduled for the remaining project period

Annex 8: Terms of References of Key Positions

1) National Program Director (NPD)

Duty Station: Kathmandu

Responsibilities:

The NPD is the principal representative of the government at the program level and will assume the overall responsibility for the successful execution and implementation of the project, and accountability to Government of Nepal and all co-financiers for the proper and effective use of project resources. The NPD will be responsible for managing the implementation of the project, which includes personnel, subcontracts, training, and equipment, administrative, financial and reporting. The NPD will also be responsible for: the achievement of the outputs and hence, the objectives of the program; ensuring that the Project Management Unit (PMU) is established as an integral entity working within the Ministry of Forest and Soil Conservation (MFSC) to ensure full ownership by MFSC and to facilitate eventual transition within its institutional structure; ensuring that the PMU assumes a facilitating role and existing institutions with the appropriate mandates are equipped with the necessary skills, capacities, and responsibilities and assume an active management role during project implementation; and ensuring the co-operation and support from project partners.

The **specific responsibilities** of the NPD will include the following:

- ✚ Ensure that all prerequisite and prior obligations of the government to the project, including government's contribution are met.
- ✚ Set up and manage the program office, including staff facilities and services, in accordance with the program's work plan.
- ✚ Prepare regular updates and ensure the implementation of a detailed work plan consistent with the provisions of the program document.
- ✚ Act as the chief representative of the program during review meetings, evaluations, and discussions and, hence, is responsible for preparation of review and evaluation reports.
- ✚ Support to identify potential candidates, national and international, for posts under the program, recruit these individuals as well as assume responsibility for their administration as per the appropriate guidelines.
- ✚ Exercise over all technical, financial and administrative authorities of the program including supervision of national and international personnel assigned to the program.
- ✚ Monitor the physical and financial performance of the program and update the work plan at least every six months.
- ✚ Assume direct responsibility to the government and all co-financiers for the funds provided under the program, consistent with the relevant financial accounting rules and procedures.
- ✚ Supervise and certify payment requests, and approve project expenditures and financial statements, in accordance with appropriate financial rules and procedures.

- ✚ Ensure timely preparation and submission of reports including technical, financial, study tour reports; as well as project performance and evaluation reports.
- ✚ Ensure that the National Project Coordinator is empowered and delegated to effectively manage the project and the other project staff to perform his/her duties effectively.
- ✚ Ensure that the inter-sectoral planning and coordination mechanisms from central to local levels are established and institutionalized as per project work plan.

Appointment:

The NPD will be the Chief, Foreign Aid Coordination Division (FACD) or will be appointed by the MFSC.

2) National Project Coordinator (NPC)

(Deputation of MFSC staff)

Duty Station: Kathmandu with frequent visits to the field

Responsibilities:

The National Project Coordinator is the principal representative of the Executing Agency at the project level. The primary function of the NPC is to oversee the implementation of the project, in consultation with the National Project Director under the overall policy direction of the Project Steering Committee. The NPC will have to establish strong coordination with stakeholders from central to field levels to ensure that the project activities are implemented successfully based on participatory and mutual consultations. The NPC needs to liaise with partner organizations to ensure consistency and linkages with the activities under implementation by other projects in the targeted landscape. In particular, the NPC will be responsible for managing the implementation of the program activities related to personnel, subcontracts, training, equipment, administrative, and financial management. The NPC will support the NPD in ensuring that the PMU is established as an integral entity working within the MFSC to ensure full ownership by MFSC and to facilitate eventual transition within its institutional structure; and ensuring that the PMU assumes a facilitating role and existing institutions with the appropriate mandates are equipped with the necessary skills, capacities, and responsibilities and assume an active management role during project implementation. The NPC, together with the NPD, will be responsible for the achievement of the outputs and, hence, objectives of the program; and ensuring the cooperation and support from all project partners.

The **specific responsibilities** of the NPC will include the following:

- ✚ Ensure that all prerequisite and prior obligations of the Executing Agency are met.

- ✚ Set up and manage the project office in accordance with the project work plan.
- ✚ Prepare regular updates and ensure the implementation of a detailed work plan consistent with the envisaged outputs and objectives of the Project Document; this work plan should schedule the implementation of activities/tasks to be performed reflecting how these activities would contribute towards the delivery of outputs and achievement of objectives.
- ✚ Report to the NPD on a regular basis, and identify and resolve implementation problems with the assistance of the NPD if necessary.
- ✚ Act as a representative, as called upon by the NPD, during review meetings, evaluations and discussions.
- ✚ Select, recruit, and supervise project personnel and subcontractors/consultants, maintaining strong quality control and providing advisory support as required.
- ✚ Supervise the procurement and maintenance of project equipment and development to infrastructure.
- ✚ Maintain close coordination/linkages with targeted DDCs, VDCs, concerned line agencies and I/NGOs and keep them fully informed of the project activities through formal and informal interactions; the NPC will work to obtain full support and cooperation from these agencies/agents to make this program a success.
- ✚ Oversee the needs assessment and provision of required skills training and capacity building of government agency staff, local authorities, and key stakeholders in
- ✚ Ensure inter-sectoral/interagency coordination, planning, and management from local to central levels.
- ✚ Ensure project staffs receive relevant skills training and knowledge development required for effective and efficient project administration and implementation.
- ✚ Act as a regular liaison with the UNDP Country Office, government agencies, co-funders and other project partners.
- ✚ Supervise timely preparation and submission of quarterly and annual progress reports, work plans, budgets, and financial plans as required.
- ✚ The NPC, while ensuring the effectiveness of the Western Terai Landscape Project, plays a lead role in upgrading the capacity building towards self-governing institutions capable to show impacts on sustainable conservation and local development.
- ✚ The NPC will ensure the systematic transfer of responsibilities, authority and ownership of the project to the relevant institutions and community from project inception.
- ✚ The NPC will perform all other tasks, as required, to make the program a success.
- ✚ The NPC will be responsible for information dissemination and resource mobilization.

Qualifications:

The candidate should have at least an MSc in a relevant field with at least ten years of working experience in conservation or conservation-related development efforts in Nepal. S/he should also have had direct and positive experience working with local community organizations and government agencies, including but not limited to local traditional groups, User Groups, VDCs, DDCs and so on. S/he must be willing to travel frequently. The candidate must be computer literate, with proven abilities in English language writing and speaking skills. S/he should have proven abilities to

effectively coordinate a large, multi-disciplinary project involving diverse stakeholders. S/he should also have the ability to use tact and diplomacy to resolve conflicts and achieve results.

3) Biodiversity Program Specialist

Duty Station: Kathmandu with frequent visits to the field

Responsibilities:

The BPS will work under the supervision of and report to the National Project Coordinator (NPC). S/he will be responsible for developing and implementing the project's activities supporting conservation and sustainable use of biodiversity in the protected areas and productive landscape. S/he will facilitate the execution of all biodiversity conservation and sustainable land/resource management components and activities of the project that are executed at the field level, by forming the vital link between people and local institutions and the objectives of the project. S/he will work in close collaboration with other project staff, subcontractors /consultants, project partners as well as government counterparts. S/he will have the responsibility on the side of the NPC to coordinate between different counterparts for smooth project implementation.

The **Specific responsibilities** will include, but not limited to:

- ✚ Act as a deputy to assist the NPC as required.
- ✚ Act as a principle advisor for the NPC on project implementation issues.
- ✚ Act as a liaison between Landscape Manager and NPC to implement the project activities.
- ✚ Assist NPC and NPD to present details of Annual Work Plan and other presentations.
- ✚ Assist NPC to coordinate with seven WTLCP partners; UNDP, SNV, WWF Nepal, Bioversity International, NARC and LIBIRD for smooth project implementation; to organize Project Coordination Committee meetings periodically.
- ✚ Work as a focal person of UNDP and SNV and provide timely information and reports.
- ✚ Assist Admin and Finance Officer and NPC to strategically manage administrative and financial management; to present personnel and financial issues in POB and PEB meetings and disseminate decisions to Field Offices; and to support in financial auditing.
- ✚ Act as a liaison between different environmentally related projects working in the WTLCP area to enhance the collaboration and synergies related to biodiversity activities between different projects.
- ✚ Develop quarterly, half yearly and annual progress reports in collaboration with the NPC and Landscape Manager as required.
- ✚ Assist the Monitoring and Information Management Officer in developing biological indicators to measure program efficiency, effectiveness, impact, sustainability and relevance from biodiversity conservation point of view; and designing and implementing strategy for involving local communities in participatory monitoring and evaluation.
- ✚ Establish mechanisms for linking monitoring feedback with the project's decision-making

processes, including periodic review and assessment exercises, and adaptive management strategies in close cooperation with M & E Officer.

- ✚ Oversee analysis and interpretation of geographical, biological, socio-economic data, applying them to management and policy recommendations in close cooperation with M & E Officer.
- ✚ Provide overall technical guidance and oversight to the development and delivery of conservation and sustainable use related project activities and planning; preparation planning guideline; and ToR development of technical studies.
- ✚ Advise Landscape Manager and NPC regarding the need for subcontracts/consultancies in his/her area as well as assist the NPC in the recruitment and oversight of subcontractors / consultants in his/her area.
- ✚ Ensure effective project implementation in the field; Spend at least 40% in the field to support and guide the field offices.
- ✚ Assist in the planning and execution of the project's agrobiodiversity-related components, with the advise of NPC, to ensure they are effectively integrated into the project's overall conservation and sustainable use strategies and interventions; support and work in close consultation/collaboration with relevant organizations.
- ✚ Review relevant reports/studies that have bearing on research, monitoring and information management for the WTLC, and apply relevant findings/recommendations in design and implementation of the project's research, monitoring, and information management activities.
- ✚ Provide technical inputs in promoting conservation and sustainable use through education/awareness materials.
- ✚ Work in close collaboration with the Communication Officer to disseminate baseline, monitoring, and research findings to relevant stakeholder groups, from local to central levels.
- ✚ Liaise with the concerned government agencies and related NGOs and INGOs working in this area, in order to better coordinate implementation of plans and execution of activities.
- ✚ Support local authorities in mainstreaming biodiversity conservation and sustainable use into local development planning and programming.
- ✚ Facilitate the formulation and implementation of planning tools for landscape level biodiversity management, including the landscape level management plan, habitat and species conservation plans, and integrated management plan for Churia range, in cooperation with other project staff and consultants. Provide technical inputs and support to MIS in organization by training locals, line government staff, and service providers in the collection, analysis and application of biological data.
- ✚ Work with DFO and protected area staff to develop and implement plans for prevention of future re-encroachments and habitat restoration of areas evacuated of squatters in project area.
- ✚ Work with DFO staff to ensure comprehensive surveying and demarcation of government-managed forests and internal biodiversity hotspots/critical habitat linkages in project area.
- ✚ Give inputs on strengthening local community participation in conservation activities.
- ✚ Develop and implement local strategies for alternative energy and fuel.
- ✚ Work with SNV Western portfolio to develop action plan of SNV advisory services and support for advisory services.
- ✚ Assess training needs of protected area staff and service providers in scientific and participatory management of protected areas; oversee development and implementation of targeted

training modules.

- ✚ Act as facilitator or trainer in areas of his/her knowledge, as required.
- ✚ Provide additional support as requested by the NPC and as required to make this project a success.

Qualifications:

The candidate should have a Master's degree in NRM or relevant area with over seven years of strong field and program development experience, with at least five years of relevant field experience. The candidate must have a strong scientific background in conservation planning and biodiversity monitoring of wild fauna and flora and experience in sustainable land/resource use practices. The BPS must also possess excellent English report writing, and computer skills. Priority will be given to candidates who demonstrate a high level of motivation and good social and interpersonal skills. S/he must be willing to travel frequently and must be willing to work in a multi-stakeholder environment under extreme conditions.

4) Admin and Finance Officer (AFO)

Duty Station: Kathmandu

Responsibilities:

The Administration and Finance officer will be responsible for providing financial and administrative support to the project and will report directly to the NPC. S/he will manage the project account and budget related to the UNDP, GEF, and SNV resources as well as other partners' resources, depending on their fund channeled through the Project Management Unit. S/he will work in close collaboration with other project staff, subcontractors/consultants, and project partners.

The **Specific responsibilities** will include, but not limited to:

- ✚ Carry main responsibility for the maintenance of financial accounting, transactions and reporting system for the WTLCP, in accordance with Government of Nepal, UNDP's, GEF's and other funding agencies financial rules and regulations.
- ✚ Advise the NPC on the budgetary implications of project management decisions.
- ✚ Provide inputs as needed on management, design and development of project activities related to the financial support mechanism both in PMU and Field Offices.
- ✚ Ensure that all financial transactions, both in programme districts and in Kathmandu, are in compliance with the applicable financial rules and procedures.
- ✚ Assist in the preparation and finalization of financial/budgeting components of annual quarterly work plans and other required reports.
- ✚ Prepare payment requests for submission to applicable financiers through the NPC.
- ✚ Facilitate audits of project accounts conducted by external auditors and carry out internal review /auditing of project fund.

- ✚ Facilitate procurement and recruitment processes and prepare minutes of meetings, prepare subcontracts and grant agreements or similar other agreements as required.
- ✚ Assist with the preparation of tender documents for subcontracts and procurement of goods and services.
- ✚ Maintain updated the accounting books and related documentation to monitor and control the project budget to prevent over-expenditures.
- ✚ Prepare the budgets and financial reports, ensuring fiscal and financial accountability to be submitted to UNDP, SNV and other co-funders (if their funds are channeled through PMU), through the National Project Director.
- ✚ Keep abreast of the financial regulations of the Government regarding the taxations and ensure the compliance.
- ✚ Keep and update staff salaries record, accounts records, personnel records and inventory records.
- ✚ Ensure safekeeping of project property including insurance vehicles and equipments and carryout periodic physical verifications of non-expendable equipments.
- ✚ Conduct periodic field monitoring visits to ensure the financial management and administrative system are in place in the field offices.
- ✚ Provide orientations and trainings as appropriate to the partners and project staff in the area of finance and administration.
- ✚ Manage all correspondence related to administration and finance.
- ✚ Supervise the Admin and Finance Associate in all aspects of financial management.
- ✚ Supervise support staff of the PMU.
- ✚ Provide support and information for the WTLCP partner agencies as per their request.
- ✚ Perform other duties as assigned by NPC.

Qualifications:

The candidate should have at a graduate degree in Business Administration and/or Accounting plus a minimum of five years experience in administering large-scale projects. S/he must have excellent computer skills, especially in spreadsheet manipulation and work planning skills and proven abilities in English writing. S/he should have demonstrated ability to learn and adapt to on the job demands.

5) Communication and Documentation Officer (CO)

Duty Station: Kathmandu with frequent visits to the field

Responsibilities:

The Communication and Documentation Officer will report directly the National Project Coordinator. S/he will be responsible for documentation, publication and dissemination of program related information. The CO will be responsible for generating in-house progress reports, workshop materials, proceedings, project lessons and advocacy materials. S/he will be responsible for

showcasing the project's best practices and models and assist to advocate for integrated landscape planning and implementation. S/he will work in close collaboration with other project staff, subcontractors/consultants, and project partners.

The **Specific responsibilities** will include, but not limited to:

- ✚ Design, develop and implement outreach promotion of project's best practices, integrated landscape planning and implementation models, and project's lessons.
- ✚ As a part of knowledge management, develop and implement a cross-project information-sharing and learning mechanism among partner institutions within targeted landscape and other relevant programs, taking into consideration methods and best practices.
- ✚ Establish liaison and exchange services with relevant documentation/publication centers, projects of similar nature, and media for knowledge exchange.
- ✚ Design and establish channels for regular project information dissemination, sharing, and networking among stakeholder communities (from local to central levels); Ensure quality publication, broadcasting and update of e-newsletters, radio programmes and project website.
- ✚ Support the central and field staff in producing progress reports, technical reports, and other reports, as well as other publications, including editing and publishing.
- ✚ Ensure the documentation and flow of information at all levels to increase awareness and interest in the activities carried out by the project.
- ✚ Assess the need for conservation-related extension materials for the project, design and develop materials with assistance /inputs from relevant project staff.
- ✚ Translate documents of public concern in Nepali and English.
- ✚ Act as facilitator or trainer in areas of his/her knowledge, as required.
- ✚ Provide support and information for project partners as requested.
- ✚ Provide additional support work as requested by the National Project Coordinator on a daily basis.

Qualifications:

The candidate should have a Master's degree in Mass communications with a minimum of five years relevant working experience. S/he should have an extensive experience in communication and diffusion strategies and techniques, documentation, publication, and audio-visual material preparation in relation to conservation and development fields. S/he should possess excellent writing, editing, and speaking skills in both English and Nepali. S/he should be well versed in the latest electronic publishing and graphics methods. Knowledge and experience in GIS will be desirable. The candidate should be willing to travel extensively in the field, work in a multi-stakeholder environment and under time pressure. Priority will be given to candidates who demonstrate a high level of motivation and good communication, social, and interpersonal skills.

6) Monitoring & Evaluation Officer (MEO)

Duty Station: Kathmandu with frequent visits to the field

Responsibilities:

The MEO will work under the supervision of and report to the National Project Coordinator. S/he will be responsible for developing and implementing the project's monitoring and evaluation (M&E) system and overseeing all components and activities of the project that relate to information/data collection and management. S/he will work in close collaboration with other project staff, subcontractors/consultants, government institutions, and project partners to ensure a coordinated approach in M&E and information management to support landscape-level management of the WTLC. S/he will also be responsible for working with MFSC to build up its MIS capacity and ensure institutionalization of centralized management and institutionalization of research, M&E and information management for the WTLC prior to project completion.

The **Specific responsibilities** will include, but not limited to:

- ✚ Provide overall technical guidance and oversight to the development and delivery of the project's monitoring and evaluation system and information management system, integrating GIS technology as appropriate in a holistic approach.
- ✚ Oversee and be responsible for development and monitoring of biological and socioeconomic indicators to measure program efficiency, effectiveness, impact, and sustainability, working in close collaboration with other project staff and consultants.
- ✚ Oversee the design and establishment of a sustainable community-based monitoring and data collection system, linked with the overall M&E system, including training community members in data collection, with assistance/inputs from other project staff and consultants.
- ✚ Facilitate a coordinated and collaborative approach to research, monitoring and information management among relevant programs and institutions operating in the WTLC, including the development of common protocols in monitoring and information sharing and capitalizing on different institutions' expertise, resources, and facilities.
- ✚ Develop procedures/guidelines for: data collection, process monitoring, participatory M&E system, periodic reporting, and internal evaluation framework.
- ✚ Prepare data collection formats for field staff members covering relevant socio-economic and environmental aspects, including: natural resource management, tourism, community development and social mobilization, agriculture, livestock and pasture management issues (special attention should be made in gathering information from biodiversity "hot spots," and that has direct relevance to conservation management).
- ✚ Based on the advice of the NPC, liaise with the concerned government agencies (for example the DNPWC and DDC) and other agencies such as I/NGOs working in this area, in order to better coordinate data collection related to baseline establishment and ongoing M&E and research, and formulate plans and execute activities.
- ✚ Oversee and provide technical support in the completion of baseline inventories, mapping, and documentation on biodiversity and agro-biodiversity resources and practices in WTLC.
- ✚ Oversee and provide technical support in implementation of targeted research to fill in knowledge gaps for wild biodiversity and agro-biodiversity conservation and sustainable use.
- ✚ Identify training needs of and organize training provision for central and field-level government

staff in undertaking monitoring and information management activities and applying monitoring results and research findings in adaptive management of WTLC.

- ✚ Provide guidance and support to the Biodiversity Program Specialist in the development of planning tools, including landscape, habitat, species management plans.
- ✚ Oversee analysis and interpretation of geographical, biological, socio-economic data, applying them to management and policy recommendations.
- ✚ Oversee and be responsible for all data storage, management and retrieval.
- ✚ Provide guidance and support to project team members and consultants in development and implementation and/or modification of data collection, monitoring and review procedures, and assessment of results and activities.
- ✚ Prepare and implement a program for enhancing the M&E and GIS usage/application capacities of project team members and relevant partner institution, including organizing and conducting workshops.
- ✚ Assist in development of biodiversity related awareness and educational materials with use of GIS maps.
- ✚ Establish mechanisms for linking monitoring feedback with the project's decision-making processes, including periodic review and assessment exercises, and adaptive management strategies.
- ✚ Review relevant reports/studies that have bearing on research, monitoring, and information management for the WTLC, and apply relevant findings/recommendations in design and implementation of the project's research, monitoring, and information management activities.
- ✚ Work in close collaboration with the Communication Officer, to disseminate baseline, monitoring, and research findings to relevant stakeholder groups, from local to central levels; Support to design, develop and implement outreach promotion of project's best practices, integrated landscape planning and implementation models, and project's lessons.
- ✚ Advise the NPC regarding the need for subcontracts/consultancies in his/her area and assist the NPC in the recruitment and oversight of subcontractors/consultants in his/her area.
- ✚ Act as facilitator or trainer in areas of his/her knowledge, as required.
- ✚ Keep abreast of new methods and techniques with regard to M&E of biodiversity conservation initiatives globally.
- ✚ Provide additional support as requested by the NPC and as required

Qualifications:

The MEO should have a M. Sc degree in biological sciences or conservation related subject, with at least five years of relevant field experience in project implementation and monitoring, particularly. S/he should have extensive experience in developing and establishing monitoring systems and GIS application, especially in the field of environment and natural resource management. S/he must possess research and English report writing skills. The candidate should be willing to travel extensively in the field and between field and Kathmandu. Priority will be given to candidates who demonstrate a high level of motivation and good social and interpersonal skills.

7) Landscape Manager

Duty Station: Kailali, Bardia and Mahendranagar with base at Dhangadi

Responsibilities:

Landscape Manager will work under the supervision and guidance of NPC. S/he will be the principal representative of executing the overall activities at landscape level and report to the NPC. The major role of the Landscape Manager will be to establish strong coordination and linkages amongst all the major stakeholders in the field and at the center level to ensure that program activities are implemented successfully. The Landscape Manager will be responsible for managing the field-level program implementation and for achievement of the field level outputs.

The **Specific responsibilities** will include, but not limited to:

- ✚ Set up and manage the project office at field level in accordance with the project work plan.
- ✚ Implement the project activities in within his/her respective area of responsibility as per the annual work plan and budget
- ✚ Ensure that the implementation of work plan is consistent with the envisaged outputs and objectives of the project document.
- ✚ Ensure a coordinated and collaborative approach is undertaken among project partners at field-level in implementing project interventions and achieving desired outcomes.
- ✚ Act as a field level representative, as called upon by the NPC, during review meetings, evaluation and discussions.
- ✚ Supervise the activities of field-based staff and consultants, including administrative work and delivery of project outputs, and as required by NPC.
- ✚ Delegate the authority to Field Offer /Community Empowerment and Development Officers and provide backstopping support to implement project activities.
- ✚ Assist the NPC in assessment and organization of required skills training and capacity building of government agency staff, local authorities, and key stakeholders in inter-sectoral/interagency coordination, planning, and management at local and regional levels.
- ✚ Assist the NPC in ensuring field-based project staff receive relevant skills training and knowledge development required for effective and efficient project administration and implementation.
- ✚ Update and report the NPC on a regular basis about the progress and constraints and try to resolve implementation problems, if any, in consultation with other project staff members and with advice/guidance of the NPC.
- ✚ Maintain close coordination/linkages with targeted DDCs, DFOs, Chief Wardens, Regional Training Centres, Regional Directorate, I/NGOs, and other concerned line agencies within the project area and keep them fully informed of the project activities.
- ✚ Maintain coordination with TAL/WWF Project Managers in planning, monitoring and sharing on

the project implementation through active information channels in order to maximize synergies and complementarities and avoid duplications.

- ✚ Ensure the systematic transfer of responsibilities, authority and ownership of the project to the relevant institutions at landscape level.
- ✚ The Landscape Manager will be responsible for information dissemination and resource mobilization at landscape level.
- ✚ Administrative, operational and financial management of Landscape Level Field Office and tracking, monitoring of disbursement funds.
- ✚ Prepare annual work plan, quarterly progress report, annual progress report and other plans as required, with assistance/inputs of other project staff and ensure timely submission to the PMU.
- ✚ Assist the NPC regarding the need for subcontracts/consultancies and the recruitment and oversight of subcontracts/consultants in the targeted landscape
- ✚ Provide additional support to PMU as required.

Qualifications:

The candidate should have at least a Master's degree in Natural Resource Management or relevant area with over 10 years of sound working experience in the field of conservation and development. The candidate should have a firm understanding of community development and expertise in self-reliant and participatory development process. S/he should have a successful record of working with DDCs, VDCs and line ministries in a multi-stakeholder environment. The candidate must be computer literate, with proven abilities in English and Nepali language writing and speaking skills. S/he must be willing to travel frequently and adapt to difficult working conditions. S/he should also have the ability to use tact and diplomacy to resolve conflicts and achieve results.

8) Community Empowerment and Development Officer (Field)

Duty Station: Bardia

Responsibilities:

Field Officer will work under the overall supervision and guidance of NPC and in close supervision of Landscape Manager. S/he will be the principal representative of executing the overall activities in Bardia and report to the LM. The major role of the Field Officer will be to establish strong coordination and linkages amongst all the major stakeholders in the field and at the center level to ensure that program activities are implemented successfully. The Field Officer will be responsible for managing the field-level program implementation and for achievement of the field level outputs at Bardia.

The **Specific responsibilities** will include, but not limited to:

- # Set up and manage the project office at Bardia in accordance with the project work plan.
- # Implement the project activities in within his/her respective area of responsibility as per the annual work plan and budget
- # Ensure that the implementation of work plan is consistent with the envisaged outputs and objectives of the project document.
- # Ensure a coordinated and collaborative approach is undertaken among project partners at field-level in implementing project interventions and achieving desired outcomes.
- # Update and report the LP on a regular basis about the progress and constraints and try to resolve implementation problems, if any, in consultation with other project staff members.
- # Act as a field level representative at Bardia, as called upon by the LM/NPC, during review meetings, evaluation and discussions.
- # Maintain landscape data base system/MIS at Bardia
- # Work towards establishing a good rapport with local communities and other stakeholders, and mobilize groups for the effective implementation of the field activities
- # Supervise and backstop Field Supervisors and Community Motivators in conducting regular meetings with community institutions and community members for group mobilization and sensitization.
- # Conduct trainings, study tours and conservation awareness programs with support from LM and also identify training and demonstration sites for study tour and training programs.
- # Participate in local meetings and contribute in technical and non-technical matters for smooth field implementation of project activities
- # Ensure mainstreaming biodiversity conservation and sustainable use into local development planning and programming.
- # Be responsible for encouraging community groups in the targeted landscape to meet their basic needs and other IGA opportunities.
- # Supervise the activities of field-based staff and consultants, including administrative work and delivery of project outputs.
- # Maintain close coordination/linkages with District line agencies (DDC, DFO, DSCO, Chief Warden) I/NGOs, and other concerned line agencies within the project area and keep them fully informed of the project activities.
- # Prepare annual work plan, quarterly progress report, annual progress report and other plans as required, with assistance/inputs of other project staff and ensure timely submission to the LM.
- # Supervise and monitor project activities in the assigned areas ensuring timely planning and successful implementation.
- # Provide technical backstopping to the research farmers and community groups for effective implementation of program activities.
- # Mobilize disadvantaged group of communities particularly women and Dalits in overall conservation and development programs.
- # Undertake any other job assigned by LM.

Qualifications:

S/he should have a minimum of Bachelor degree in social sciences, NRM, Forestry (or natural resource management) with at least 5 years of relevant experience in people oriented conservation, social mobilization, participatory approaches and development programs. The candidates must have a working experience with local communities, DDCs, VDCs and must be able to mobilize communities for community development work and livelihood initiative. Working experience in the Western Terai district will be advantageous. S/he should have a successful record of working with DDCs, VDCs and line ministries in a multi-stakeholder environment. The candidate must be computer literate, with proven abilities in English and Nepali language writing and speaking skills. Previous experience from project management will be an asset. S/he must be willing to travel frequently and adapt to difficult working conditions. S/he should also have the ability to use tact and diplomacy to resolve conflicts and achieve results.

9) Community Empowerment and Development Officer

Duty Station: Kailali, Kanchanpur

Responsibilities:

Community Empowerment and Development Officer (CEDO) will work under the direct supervision of Landscape Manager. S/he will be responsible for motivating and mobilizing local communities within the assigned project sites to implement project activities. S/he will work closely with community members to undertake and implement project activities to ensure communities activeness in conservation and improvement of their livelihoods.

The **Specific responsibilities** will include, but not limited to:

- ✚ Assist LM as required, particularly in the areas of project planning, financial management, documentation, database management, and report preparations.
- ✚ Plan and implement project activities in the assigned target areas as laid down in the project outputs (log frame)
- ✚ Monitoring of project activities, tracking and monitoring of grants (disbursement funds).
- ✚ Work towards establishing a good rapport with local communities and other stakeholders, and mobilize groups for the effective implementation of the field activities
- ✚ Be responsible for the formation of various user groups and strengthen capacity of community institutions, CBOs and user's groups for scientific management of biological resources including biodiversity in scientific way understanding local biodiversity assessment, monitoring diversity and management of biodiversity resources for conservation decisions. Conduct needs assessment of community institutions in enhancing their capacities to make them functional and self-reliant.

- ✚ Contribute to baseline inventories, eco geographical surveys, mapping and documentation on biodiversity resources and associated knowledge.
- ✚ Design and provide training to the target clientele particularly local level trainings.
- ✚ Supervise and backstop Field Supervisors and Community Motivators in conducting regular meetings with user groups and community members for group mobilization and sensitization.
- ✚ Assist LM in developing work plan, conducting trainings, study tours and conservation awareness programs.
- ✚ Facilitate in identification of training and demonstration sites for study tour and training programs.
- ✚ Participate in local meetings and contribute in technical and non-technical matters for smooth field implementation of project activities
- ✚ Be responsible for conducting conservation and awareness programs, training etc.
- ✚ Assist LM in mainstreaming biodiversity conservation and sustainable use into local development planning and programming.
- ✚ Be responsible for encouraging community groups in the targeted landscape to meet their basic needs and other IGA opportunities.
- ✚ Supervise and monitor project activities in the assigned areas ensuring timely planning and successful implementation.
- ✚ Provide technical backstopping to the research farmers and community groups for effective implementation of program activities.
- ✚ Mobilize disadvantaged group of communities particularly women and Dalits in overall conservation and development programs.
- ✚ Coordinate with other community organizers for regular information sharing and learning.
- ✚ Undertake any other job as assigned by LM.

Qualifications:

S/he should have a minimum of Bachelor degree in social sciences, NRM, Forestry (or natural resource management) with at least 5 years of relevant experience in people oriented conservation, social mobilization, participatory approaches and development programs. The candidates must have a working experience with local communities, DDCs, VDCs and must be able to mobilize communities for community development work and livelihood initiative. Working experience in the Western Terai district will be advantageous. S/he should have a successful record of working with DDCs, VDCs and line ministries in a multi-stakeholder environment. The candidate must be computer literate, with proven abilities in English and Nepali language writing and speaking skills. Previous experience from project management will be an asset. S/he must be willing to travel frequently and adapt to difficult working conditions. S/he should also have the ability to use tact and diplomacy to resolve conflicts and achieve results.

10) Field Supervisor (FS)

Duty Station: Based in the community of the selected programme sites;

Responsibilities:

The Field Supervisor will work under the overall supervision of Landscape Manager (LM) and in direct supervision of the Field Officer/Community Empowerment and Development Officer. S/he will be responsible for motivating and mobilizing local communities within the targeted landscape to implement landscape level conservation activities. S/he will assist the local communities to undertake and implement conservation and self-reliant community development and income generation activities with the aim of making the local communities more proactive towards conservation and improving their livelihood means.

The **Specific responsibilities** will include, but not limited to:

- ✚ Encourage local communities in community forest activities in the targeted landscape area to meet their basic needs for fuel wood, fodder and other alternative income generating opportunities.
- ✚ Mobilize and support to involve special target groups, particularly women and disadvantaged groups, in overall conservation and development programs.
- ✚ Coordinate and support community institutions and other implementing partners to implement project activities of livestock, enterprise development, forestry, agriculture, other trainings etc.
- ✚ Keep daily records of project activities, trails and other project activities.
- ✚ Act as a liaison between community members and community motivators.
- ✚ Assist community motivators in group motivation and sensitization, project activity implementation and also in proper data recording and filing.
- ✚ Co-ordinate with government field staff and I/NGO field staff in exchanging materials and experiences for better execution of program.
- ✚ Build strong rapport with line agencies's field staff and communities for ensuring the greater viability of the program.
- ✚ Be responsible for the formation and strengthening of various user groups, functional organizations, regularization of their meetings to undertake collective development activities of community members.
- ✚ Identify and assess the various needs particularly in enhancing their capacities to make them functional and self-reliant.
- ✚ Conduct regular meetings with the aim of mobilizing user groups to undertake socially acceptable saving and asset development programs.
- ✚ Be responsible to prepare community organizations' profiles, conservation and development plans.
- ✚ Support to conduct village meetings, study tour, conservation and awareness programs, training etc.

- ✚ Identify strengths, issues and solutions on community development together with community members
- ✚ Carry out social mobilization in communities using participatory approaches.
- ✚ Support field office in database management and monitoring.
- ✚ Support field visits for project visitors.
- ✚ Be responsible to perform other duty as assigned by the immediate supervisors.

Qualifications

The candidate must hold at least certificate level (forestry, agriculture) with two years of experience in community works. This position is designated to reach disadvantaged group of the community such as women, children and economically disadvantaged groups. S/he must have good rapport with communities and have good command of both Nepali and native languages and can ride motorbike / bicycle with valid driving license.

11) Community Motivators (CM)

Duty Station: Based in the community of the selected programme sites;

Responsibilities:

The Community Motivators will work under the overall supervision of Landscape Manager (LM) and in direct supervision of the Community Empowerment and Development Officer/Field Officer. S/he will be responsible for motivating and mobilizing local communities within the targeted landscape to implement landscape level conservation activities. S/he will assist the local communities to undertake and implement conservation and self-reliant community development activities with the aim of making the local communities more proactive towards conservation and improving their livelihood means.

The **Specific responsibilities** will include, but not limited to:

- ✚ Be responsible for the formation and strengthening of various user groups, functional organizations, regularization of their meetings to undertake collective development activities of community members.
- ✚ Co-ordinate with UGs/UCs/Cooperatives/CFUGs other community institutions and support to plan and implement project activities.
- ✚ Support project implementing partners to develop their capacity to prepare plan, technical reports and financial reports.

- ✚ Identify and assess the various needs of communities particularly in enhancing their capacities to make them functional and self-reliant.
- ✚ Encourage local communities in community forest activities in the targeted landscape area to meet their basic needs for fuel wood, fodder and other alternative income generating opportunities.
- ✚ Mobilize and support to involve special target groups, particularly women and disadvantaged groups, in overall conservation and development programs.
- ✚ Keep daily records of project activities in field areas.
- ✚ Conduct regular meetings with the aim of mobilizing user groups to undertake socially acceptable saving and asset development programs.
- ✚ Be responsible to prepare community institutions' profiles, conservation and development plans.
- ✚ Be responsible for conducting village meetings, study tour, conservation and awareness programs, training etc at field level.
- ✚ Build strong rapport with government line agencies, I/NGOs and communities for ensuring the greater effectiveness and viability of the program.
- ✚ Support field office in MIS entry and also support in preparing reports.
- ✚ Support field visits for project visitors.
- ✚ Be responsible to perform other duty as assigned by the immediate supervisors.

Qualifications

The candidate must hold at least secondary education (minimum SLC pass) with more than two years experience in community works. This position is designated to reach disadvantaged group of the community such as women, children and economically disadvantaged groups. S/he must be permanent resident of the community in question and have good rapport with communities. S/he should have good command of both Nepali and native languages and can ride bicycle.

Annex 9: Suggested Improvements to Landscape Conservation in Nepal

Policy Recommendations

- MFSC and concerned departments should take initiative to frame needed legislations and amending acts and regulations to address the current deficiency in legal framework where necessary.
- Landscape Support Unit (LSU) in MFSC should take lead in developing appropriate policy in harmonizing the roles and responsibility of CFCC with DFCC, and for institutionalizing and strengthening CFCC along with DFCC.
- Expedite the approval process of several plans and policy such as Integrated Landscape Planning and Sustainable Financing Mechanism document developed from the project support in close collaboration and consultations with the concerned ministries and departments. The role of LSU, POB and PEB is more crucial in advocating and influencing at policy level.
- Ensure holding regular meeting/interaction at the field and policy level among implementing agencies and partners to avoid misunderstanding and duplication of work, and work together for synergy and effective results in attending common goal of landscape conservation.
- Support strengthening of LSU for developing it as a hub for policy discussion and providing guidance in landscape level conservation.
- MIS of MFSC and PMU should be made compatible so that PMU MIS could be integrated to MFSC system. Strengthen monitoring and database system in the field.

- Liaise with Churia Conservation Unit of MFSC to ensure that the Integrated Management of Churia in Western Terai can be a part of Mechi-Mahakali Integrated Churia Conservation Action Plan, a national document to be prepared by MFSC.

- There are accidental forest fires in productive as well as in protective forests which sometimes go out of control. The firelines are hardly well maintained. Sometime wooden bridges are burn down because of fire. There is a need to strengthen fire control mechanism (early warning, fire fighting gears, improvement of firelines and awareness program)

Institutional Recommendations

- Government of Nepal should seriously expedite managing the severe problems of encroachments in corridors, forests and buffer zones and deforestation otherwise all the efforts of conservation will be futile.
- Liaise and discuss with concerns stakeholders and partners to make all the identified critical corridors; Basanta, Laljhadi, Mohana and Khata as functional corridors.
- Increase support to core area management (habitat, guard post, breeding program) and coordinate with the Ministry of Peace and Reconstruction for getting more funds for rehabilitating the destroyed office buildings and security posts. Support the maintenance of small infrastructure to facilitate the effective management of resources.
- Prepare science based guidelines for managing grassland objectively to avoid Adhocism.
- Support CBAPOs on preventive (conservation education, training and remedial patrolling) and initiate different models of anti-poaching techniques, incentives and morale boosting activities. Establish joint patrolling of protected area staff and community in the prone areas.

- Continue to support programs like electric/solar fencing, raising relief fund to reduce human-wildlife conflict and encourage community participation in construction of fence to make it cost effective and developing ownership of the program for its durability.
- Increase transboundary cooperation meetings between Nepal and India at field level for curbing poaching, illegal wildlife trade and forest resource smuggling. Promote complementary patrolling in the cross-border areas where wildlife movement occurs.
- Increase support to raise relief fund to reduce human-wildlife conflict.

Agrobiodiversity Recommendations

- Prioritize and consolidate activities so that effective program intervention, technical backstopping and periodic and participatory monitoring could be achieved. (For example, integrate community based genetic resource improvement with diversity blocks of key globally significant crops, and integrate establishment and strengthening nurseries of fruit and fodder species with income generation through Community Based Management Fund (CBMF) for value addition and marketing).
- Initiate participatory and partnership approach in integrated planning and implementation of programs for creating a sense of interdependency among the relevant stakeholders and partners for achieving a common goal of landscape conservation.
- Commence locally adaptable, economically viable and replicable agro-biodiversity activities at larger scale to fulfill the vision of landscape conservation.
- Enhance institutionalization of BCDC and Sub-committees and capacity building of field staff and local community for agro-biodiversity conservation.
- Ensure the participation of women, poor and marginalized ethnic groups for their empowerment and their capacity building and skills development.

Livelihood Recommendations

- Promote Cooperatives without compromising the objective of biodiversity conservation for mobilizing fund for support and services to the groups/participants with the involvement of CFCC or BZUC. Ensure that livelihood/micro financing programs support to poorest of the community member.
- Initiate packaging of support and longitudinal and building block approach for sustaining IGAs in a long run. Give emphasis on enhancing and strengthening the capacity of target groups with limited support on skills, materials, finance and marketing support.
- Proactively address the emerging second generation issues such as poor targeting, weak capacity of groups, dependency on the project, inadequate market linkages and adverse effect on natural resource conservation.
- Coordinate with development line agencies and encourage them to invest resources in the project areas in a way that benefits conservation.
- Focus on a few selected commodities and strengthen coordination and linkages with other actors and stakeholders to shift from welfare approach to business oriented (value chain).
- Continue biogas installation in the area and consider promoting rocket mud Chula instead of ICS.
- Make sure to monitor the trainee's performance after receiving training to see its effectiveness.
- Stop promoting exotic species in forestlands.
- Ensure regular monitoring, follow-up and counseling support community institutions

- Develop hands on training for staff and community so that they could serve as Local Resource Persons in their area.

Crosscutting component Recommendations

Capacity building and awareness generation are the ongoing crosscutting activities. Many programs have been implemented to strengthen capacity of staff and community but still it is felt that there is gap and requires continuous support in this regards. There is a need to:

- Conduct team building exercise among the district based government line agencies and other partners prior to integrated planning and implementation of programs for clarity and coordinated approach in the field and sustainability of the program.
- Maintain better coordination and communication mechanism with each other and other partners for promoting participatory and partnership approach in conservation.
- Sensitize people about the effects of climate change and possible adaptive measures to be taken in days to come.