

Final Report

External Evaluation
of the SDC Supported IUCN Nepal Programme
(2000-2002)

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April 2002

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Acknowledgements

The evaluation team wishes to register its appreciation to the entire staff of IUCN Nepal for the arrangements made for a smooth functioning of the evaluation mission, and to the numerous people who made themselves, not always in easy circumstances, for meetings with the evaluation team.

Abbreviations

AGRBS	Access to genetic resources and benefit sharing
AIS	Alien and invasive species
CBD	Convention on Biological Diversity
CBO	Community based organisation(s)
COP	Conference of the parties
CRO	Country Representative's Office
DDC	District Development Committee(s)
DFO	District Forest Office
DNPWC	Department of National Parks and Wildlife Conservation
DSCO	District Soil Conservation Office
ET	Evaluation team
GEF	Global Environment Facility
HMG	His Majesty's Government (Nepal)
ICIMOD	International Centre for Integrated Mountain Development
ICS	Improved cooking stoves
IGA	Income generating activity
INGO	International non-governmental organisation(s)
IUCN	The World Conservation Union
KACU	Knowledge, advocacy and communications unit
MOFSC	Ministry of Forests and Soil Conservation
MOPE	Ministry of Population and Environment
NCS	National Conservation Strategy
NEFEJ	Nepal Forum of Environmental Journalists
NGO	Non-governmental organisation(s)
NORAD	Norwegian Development Agency
NORM	National organisation for Rhododendron management
NRM	Natural resource management
NRMU	Natural resources management unit
NSSD	National Strategy for Sustainable Development
NTFP	Non-timber forest product
PDF	project development fund
PDU	Programme development unit
PEG	Poverty, equity, gender
PSC	Programme steering committee
SDC	Swiss Agency for Development and Cooperation
SETLPU	Social, economic, technical and legal policy unit
SNV	Netherlands Development Organisation
TMJ	Tinjule-Milke-Jaljale
UNDP	United Nations Development Programme
VDC	Village Development Committee(s)
WSSD	World Strategy for Sustainable Development
WTO	World Trade Organisation

Executive Summary

Main findings

1. IUCN has been active in Nepal, with SDC support, since 1985. Until 1994, IUCN's presence was linked to supporting the Government of Nepal in the preparation and implementation of the National Conservation Strategy. After nine years, SDC and HMG agreed that a shift in emphasis from the development of policy and methodological tools towards the building of capacity to apply these tools in the field was appropriate. The current phase (2000 – 2002) was designed to allow IUCN and its Nepali partners to develop major field based operations where the participatory and integrated conservation approaches developed under the NCS could be applied.
2. IUCN has been able to establish an effective field programme. Newly established field offices have spear-headed IUCN's contacts with rural communities and local governments, established working relations with CBOs and DDCs and VDCs, and established partnerships with other NGO and INGO operations in the same regions. The mobilisation of community and other local actors is impressive and a testimony to the cautious and reflective approach employed, and the quality of the planning and mobilisation tools used. As a result, IUCN is emerging at field level as trusted convening body and source of conservation information and capacity development assistance.
3. The large number of technical training and awareness events conducted were defined on the basis of the results of the participatory planning exercises. These have reached all key stakeholders, and the activities chosen correspond to expressed needs. The value of these exercises was underlined by CBOs and local individuals.
4. IUCN field activities concern limited areas. The demand from adjacent areas for similar activities is growing. Assuming that IUCN's field work generates lessons applicable on a broader scale in Nepal or elsewhere, replication and up-scaling strategies will be needed. As IUCN is not an implementing organisation, but a "knowledge" organisation, up-scaling and replication will depend upon a clear process for managing and disseminating knowledge within IUCN and to partners. Replication should come as a result of the dissemination and transmission of this knowledge.
5. The demonstration of linkages between IUCN capacity development actions and the conditions of natural resources is the key issue for the IUCN programme. Although it is not stated as such, the field projects seem to be built on the hypothesis that *local capacity development and awareness raising + improved frame conditions + available natural resources = conservation and better livelihoods*. The initial signs are positive, though impacts on *conservation and better livelihoods* are for the moment quite modest.
6. The linkage promoted by IUCN between conservation and better livelihoods is seen with promise by communities and local government. This has yet to be demonstrated at the local level, where although elements of livelihood improvement measures are visible (mobilisation, training, sapling production, market investigations) these have yet to be translated into income gains.

7. Identifying focus for further policy and regulatory work, with explicit linkages to field sites needs to be strengthened. The list of issues where legal and regulatory questions arise includes: tenure; securing rights to benefits from natural resource management for users groups in general, and dalit (landless) groups in particular; community forestry and forest access; NTFP commercialisation and taxation; conservation area status. The scope for creative work in the legal area is there, in particular with the readiness of the community of judges, from the Supreme Court down through the judicial system, to see the environmental law as a "right to life", or human rights issue.
8. IUCN Programme is well embodied socially, and this at several levels. At the field level, the social mobilisation has been very effective, creating a good level of understanding between IUCN and the myriad social groups with which it interacts. IUCN is perceived as trusted ally by communities and local government. At the national level, IUCN is regarded as an independent source of reliable advice and expertise on natural resource issues.
9. The community mobilisation has given rise to the formation of numerous groups at the local level. The signs are for the moment quite promising, but these groups underlined the fragility of their status, both in terms of application of knowledge and in the securing of rights to the prospective benefits. Additional consolidation of skills and rights is required.
10. Communities and local government partners of IUCN see the need for an extended period of support from IUCN in a) promoting understanding of conservation issues and their relevance to rural livelihoods, b) identifying viable alternatives to natural resource use and management adapted to the capacities of local communities, and c) supporting the development of human and institutional capabilities to implement viable alternatives.
11. The participatory planning steps taken by IUCN, and the emphasis now being put on "learning" and output based monitoring are positive in this regard. The care taken by IUCN to move at a speed, and to propose solutions, adapted to communities, are signs of a positive learning culture.
12. The PEG orientation of the programme is marked. Through participatory planning processes, poverty, gender and equity issues are raised. Poverty issues related to the landless in all three areas are less prominent. Solutions are of course less easy to find, and these groups are less able to benefit from the solutions proposed by IUCN as, among other things, they lack land on which to produce NTFPs. Far more evident is the gender orientation, with a strong emphasis on the creation of women's groups and the strengthening of their capacities. These are most visible in Illam Siwaliks and Seti. These groups are articulate, and beginning to exercise an influence on local government.

Main recommendations

1. IUCN has successfully managed a period of profound changes in the IUCN Programme – shift from global policy to field emphasis; recruitment of new staff to accompany this shift. Rather than embark on substantial new changes, the ET is of the opinion that a period of consolidation should now ensue, in order to give a chance to the new orientations to bear fruit.

2. Re-affirm Knowledge as the central concept of the programme. Knowledge is the recognised comparative advantage of IUCN. Knowledge building should be linked to Nepali preoccupations rather than based on global issues. Knowledge focus should be identified on the basis of the following criteria:
 - a. Experiences in IUCN field sites
 - b. Experiences in field sites of partners
 - c. Ability to link with regional and international knowledge networks
 3. Reliable monitoring systems to assess impacts on livelihoods and natural resources are needed. The first steps taken in this direction are positive. Impacts will take some time to be apparent, and analytical frameworks that can establish relations between approaches and training / natural resources and livelihoods need to be developed. It is on this basis that IUCN will be credible when promoting replication or advocating policy / regulatory adjustments.
 4. Accept a long-term commitment to achieve tangible results and learning. The ET perceived in IUCN's approach many elements that, in the long-term, will contribute to using natural resources in a sustainable way. How long is long enough? Long enough should be the time necessary to learn about the validity of the planning and monitoring approaches, the impacts of training and awareness building on local capacities, and the impacts of solutions proposed on natural resources and livelihoods. At least another 5 years would appear to be a minimum.
 5. Future cooperation with SDC should continue on the present basis, with the proviso that a more focussed programme is developed which reduces the spread of issues addressed with a clear focus on field work and related knowledge building.
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1. Introduction

IUCN has been active in Nepal, with SDC support, since 1985. Until 1994, IUCN's presence was linked to supporting the Government of Nepal in the preparation and implementation of the National Conservation Strategy. IUCN contributed to the development of policy and regulatory instruments, and education and awareness raising. During this period IUCN became a well-respected specialist institution in the field of nature conservation in Nepal.

After nine years, SDC and HMG agreed that a shift in emphasis from the development of policy and methodological tools towards the building of capacity to apply these tools in the field was appropriate. In 1997, IUCN initiated a new programme aimed at strengthening Nepali institutions through training and the development of operational partnerships aimed at achieving specific conservation objectives. SDC also agreed to provide Core support to allow IUCN to maintain its body of expertise within the IUCN Country Office, which was formally established (replacing a project-based presence) in 1994.

The current phase¹ (2000 – 2002) was designed to allow IUCN and its Nepali partners to develop major field based operations where the participatory and integrated conservation approaches developed under the NCS could be applied.

The External Evaluation of the SDC supported IUCN Programme (2000 – 2002) was originally scheduled for March 2001, as a mid-term external evaluation. Consultations between IUCN and SDC in Nepal, and with the Asia II section and the Natural Resources and Environment Division of SDC concluded that, due to the IUCN / N programme being behind schedule because of numerous staff changes, it was more realistic to organise, in early 2001, a review and planning mission², and to conduct the external evaluation one year later, in March 2002.

The purpose of the evaluation was to review progress (performance and effects) and to suggest reorientations for the future programme activities of IUCN Nepal. This will include an analysis of both sub-projects and of IUCN as an institution in Nepal. The evaluation will assess the ways by which the IUCN programme was contributing to the achievement of IUCN's goals and objectives for Nepal and identify strengths and weaknesses, gaps in the programme including potentials for expansion. The evaluation will focus primarily on SDC's contribution to the IUCN programme, although this will involve an assessment of IUCN Nepal's relationship with other (HMG/Donor) main partners. Finally the evaluation will make suggestions concerning the scope for future collaboration between SDC and IUCN in Nepal.

The complete terms of reference for the external evaluation and the composition of the external evaluation team (ET) are given in Annex 1.

¹ See Credit Proposal No. 7F-03208.04 of 24 November 1999

² See Report *Mission to Nepal Review of the Project « Support to IUCN Nepal Country Programme »*, April 2001

2. Methodology

The evaluation was mostly participatory including the following inputs:

The ET reviewed documentation generated by the IUCN Programme during the current phase³, and discussed progress and implementation issues with IUCN staff.

The ET met with a wide range of Central Government, NGO, and international partners of IUCN, as well as local authorities (District Development Committees and Villages Development Committees), local representatives of Government line agencies, community groups and individuals⁴ involved in the field activities. Meetings with beneficiaries took the form of group discussions and included oral and pictorial presentations and displays of products and documents relative to field achievements.

The ET also held informal, individual discussions with many of those involved in the above interactions.

Limitations

Due to the security situation prevailing in Nepal at the time of the evaluation mission, it was not possible to visit the field sites. The appreciation arrived at by the ET concerning field achievements in the field therefore depended upon indirect evidence. The ET relied upon cross-referencing information provided by the IUCN Nepal Progress Report 2001 with that received from the various stakeholders met, thereby assessing quantitative achievements. Qualitative achievements were assessed through discussions with partners and beneficiaries.

Comments on IUCN programme and project logical frameworks

The conceptual structure of the IUCN Nepal Programme is complicated.

Programme outputs are defined for the IUCN Country Programme as a whole. A separate set of overlapping Project outputs are defined for the five projects that were the basis for the funding provided by SDC for the current phase.

Certain Programme Outputs correspond to a single activity, while others correspond to fully-fledged projects. The quantity of outputs for the Programme (34 outputs) spreads relatively modest human and financial resources too thinly, with only anecdotal activities possible under certain of these.

The result is a confusing reporting system. This contrasts with the reality of the programme implementation that is professional and clearly focussed on tasks assigned to each of the operational units, and effective internal coordination mechanisms for collaboration amongst programme units.

³ List of documentation consulted is given in Annex 2

⁴ List of people met in Annexe 3

3. Assessment of Achievements & Challenges (CRO/PDU; NRMU; SETLPU; KACU)

The findings of the ET as to the achievements of the IUCN Programme and the challenges facing it are presented for each of the IUCN Units, indicating the most significant of these. The main body of the report contains a synthesis of achievements and challenges, highlighting the most significant of these. A more detailed account of progress is given in Annex for *Progress towards Programme Outputs* (Annex 4) and *Progress towards Project Outputs* (Annex 5).

Quantitative achievements listed in the IUCN 2001 Annual Report were verified by the ET through cross-referencing information provided with that furnished by stakeholders.

A brief outline of the IUCN Nepal Programme	
Operational Unit	Area of Responsibility
Country Representative's Office (CRO)	Assuring a robust and supportive organisational structure, management systems and procedures. Overall supervision, coordination of Programme Steering Committee. Special Projects and studies.
Programme Development Unit (PDU)	Programme development, coordination, monitoring and evaluation.
Natural Resources and Conservation Unit (NRMU)	Management and implementation of field projects. Links to and capacity building with HMG and other institutions involved in Natural Resource Management.
Social, Economic, Technical and Legal Policy Unit (SETLPU)	Policy and legal issues. Poverty, equity and gender mainstreaming in the Programme.
Knowledge, Advocacy and Communications Unit (KACU)	Information collection and dissemination. Awareness raising, formal and informal education, advocacy and communication.

3.1 Country Representative's Office / Programme Development Unit

Achievements

1. Overall management of the Programme. The implementation of the three-year Programme (2000 – 2002) was delayed at the outset by the resignation of the IUCN Country Representative (May 2000). The hiring of several key staff was delayed until the appointment of a new Country Representative (October 2000). In spite of this, the amount of work accomplished to date was found to be significant.

2. A full and competent complement of staff has been hired and is working effectively. A Poverty, Equity and Gender specialist has joined the programme and the effects of this in the field are evident. The shift to a field orientation is reflected in the recruitments, with the recruitment of field managers and community mobilisers.
3. A culture of participation, openness, exchange and horizontal collaboration within the IUCN Nepal organisations is also evident. This culture helped to mitigate the effects of the overly complicated conceptual structure of the Programme, and contributed to the quantity of work accomplished over the past 18 months.
4. IUCN continues to be regarded as a reliable partner of HMG. IUCN is recognised as a credible and professional institution in the field of conservation related research, information and purveyor of new ideas, with a particular competence in conservation related policy formulation, and this in spite of reduced inter-action between IUCN and HMG central institutions in the current phase.
5. IUCN has acquired a new reputation as a credible and trusted partner at the local level as well. Participatory planning and appropriate responses to local needs by IUCN have created a climate of trust between IUCN and CBOs and local government.
6. Donor Diversification: One of the purposes of continued SDC Core support to the IUCN Programme was to allow IUCN to diversify its funding base. While no other donor of the importance of SDC has been identified, in particular no donor accepting to give Core Support, IUCN has diversified its portfolio, with 48% of turn-over over the three-year period projects to come from non-SDC sources.⁵ In addition, IUCN has been instrumental in securing additional resources at the local level from local NGO and local government sources.
7. Programme Steering Committee (PSC): PSC composition⁶ is excellent for assuring prominent IUCN role in advising / influencing NRM in Nepal. Presence of key HMG, INGO, and NGO institutions in addition to IUCN allows for real contribution of PSC to programme orientations and learning. Effectiveness of PSC has yet to be tested, as the relationship between PSC deliberations and IUCN Programme orientations and results is still emerging.
8. Membership. The Membership of IUCN is in the process of forming a National Committee. When this is formalised, this Committee could become an operational partner. In the meantime, the IUCN Country Office entertains relations with members on an individual basis. This collaboration ranges from the exchange of information to financial and technical support. Of particular note is the recruitment of ICIMOD as a new member, offering interesting collaborative perspectives for both the IUCN Nepal and Asia Regional Programmes.

Programme Development Unit (PDU)

1. Establishment of an effective PDU as evidenced by training and skills development of central and field staff, partners and CBOs in participatory planning and monitoring, and coordination amongst IUCN units.

⁵ see Financial Table in Annex 6

⁶ Composition of PSC is given in Annex 7

2. Planning and monitoring mechanisms have been developed by PDU for both individual units and staff, as well as for projects implemented within the Programme. IUCN has made considerable progress in developing planning and monitoring tools for use in the field. Planning processes have involved community organisations and local government. These processes have been effective in identifying priorities and in finding suitable approaches for responding to these.
3. Regular meetings between Unit heads assured good coordination between units, as evidenced by field level cooperation. At the Programme level, PDU is currently leading an effort to shift to outputs or results based monitoring, with an emphasis on learning outcomes. This shift is relevant both to improving field approaches, and in assessing the impacts of IUCN projects on natural resources, livelihoods, institutions and knowledge.

Challenges

1. The complicated nature of the conceptual framework of the IUCN Programme has already been mentioned. In addition, the structure of the IUCN Programme is confusing at a number of levels:
2. The NRMU carries an operational load far in excess of that carried by SETLPU and KACU. NRMU oversees the three field projects, with SETLPU and KACU making important contributions. The PEG officer is located within SETLPU, though her work is primarily in the field, while the Wetlands Office, established to develop the GEF Wetlands project is attached directly to the CRO, even though ongoing wetland management and conservation work in Ghodagodi and Koshi Tappu comes under the NRMU. The PDU acts as a coordinating body, but it is unclear how PDU relates structurally to the operational units. The improvements in monitoring systems are adequate to monitor activities and control outputs. Training underway to shift towards assessment of impacts will certainly improve the quality of planning and the generation of quantitative and qualitative information. With the best of tools however, there remains the indispensable analysis. This function should be assumed by PDU, with synthesis and analysis of lessons functions assigned explicitly to senior staff, who will then carry the implications forward into new programming.
3. The level of effort invested over the past 18 months has been intensive. Maintaining such a rhythm with emphasis on quality will be a challenge.
4. Funding the Programme will remain as an ongoing challenge. HMG expects that IUCN will bring into Nepal funds from global sources that are additional to bi-lateral country restricted funds. HMG welcomes the SDC Global funding made available to IUCN, and appreciates the contribution that IUCN makes to furthering conservation objectives in Nepal. SDC is still the major supporter of IUCN Nepal. IUCN has proven ability to generate funding from non-SDC sources, which now accounts for 48% of turnover. The non-SDC income is earned by IUCN through the provision of services and advice to a variety of partners (UNDP/GEF; IUCN Asia Programme; NORAD; OECD/DAC; British Embassy; Danida; SNV)). For the moment, IUCN services to HMG are funded through SDC's Core contribution.

5. In several countries IUCN has funding agreements with national governments covering provision of services to national dialogue and regulatory processes. This would be one source of funding to explore in Nepal.

3.2 Natural Resources Management Unit (NRMU)

Achievements

1. The NRMU has the lead responsibility for the implementation of the field projects, and this has been the major focus of NRMU attention. These are dealt with individually below and in more detail in Annex 5.
2. In addition, NRMU has led IUCN's ongoing policy level work. Highlights in this respect include:
 - Review of and provision of comments to MOFSC on the 2nd Amendment of the Forest Act, and a more general support for the continued formation and recognition of Forest User Groups in project areas;
 - Contributed six case studies of successful models of sustainable community management for a regional (IUCN Asia Programme) exercise to synthesis lessons in participatory conservation;
 - Provided technical and financial support to the National Biodiversity Unit (MNOFSC) and organised pre-COP and SBSTTA consultations with government, NGO and academic specialists to consolidate Nepal's inputs into Convention on Biological Diversity processes.
 - Developed Alien and Invasive species (AIS) inventory methodology and contributed to awareness raising events on this issue (radio and newspaper stories);

Challenges

1. Developing a more focused and field-based portfolio of key policy issues related to natural resources management.
2. Complete Wetlands GEF PDF B project brief, identify co-funding sources, and to convince MOFSC / DNPWC of key role for IUCN in project implementation.

3.2.1 FIELD SITES

Common Achievements

1. NRMU has been able to establish field offices with competent and motivated staff. These offices have spear-headed IUCN's contacts with rural communities and local governments, established working relations with CBOs and DDCs and VDCs, and established partnerships with other NGO and INGO operations in the same regions. The mobilisation of community and other local actors is impressive and a testimony to the cautious and reflective approach employed, and the quality of the planning and

mobilisation tools used. As a result, IUCN is emerging at field level as trusted convening body and source of conservation information and capacity development assistance.

2. The large number of technical training and awareness events conducted were defined on the basis of the results of the participatory planning exercises. These have reached all key stakeholders, and the activities chosen correspond to expressed needs. The value of these exercises were underlined by CBOs and local individuals. Such events include: exposure visits to ACAP (eco-tourism), food processing, adult literacy, and "rights" awareness.
3. The ET was impressed by stakeholders' endorsement of IUCN's approach to the situation and problems of rural communities. This approach was characterised by stakeholders as follows:
 - direct approach to people by “knocking on their doors”
 - building trust for IUCN amongst local people and CBOs
 - poverty and gender issues emphasised in awareness and training
 - not emphasising subsidized incentives

Elements contributing to long-term sustainability of field efforts were thus manifested.

4. IUCN has been successful in establishing linkages amongst key stakeholders. Some examples are:
 - Traders and producers of NTFPs in Seti
 - Flood control Committees and Women Apex body in the Ilam Siwaliks

These linkages are an important contribution to the development of self-help perspectives and the emergence of a more broad based constituency for conservation and sustainable natural resource management at the local level.

5. IUCN has also been successful in assisting local organisations in securing additional financial resources from local sources. Examples include:
 - NEFEJ contribution to APEX body in Siwlaiks. This one time grant of NRS 1 million marks both a substantial contribution to the self-help agenda of the Women's Apex body, and signifies the growing capacity of the APEX body to represent the 52 Women's user groups involved and to negotiate.
 - DDC and VDC contributions to Flood Control Committee and women's groups in Ilam Siwaliks. The contributions from DDC and VDC budgets are significant in that they reflect the emerging influence of the APEX body in local government circles. In the longer term, this may lead to increasing influence of organised CBOs in formulating local government priorities, and in the willingness of local government to contribute to grass-roots initiatives.
 - Constitution of savings and credit groups in Seti and Ilam Siwaliks. The amounts involved in the savings and credit initiatives are extremely limited in Seti. The average contribution per member in Seti is Rs. 5 per month. A long wait is

necessary before the amounts allow significant investments. In Ilam Siwaliks, where contributions are Rs. 50 per month and the number of members is higher, potential is greater.

6. Conservation and user rights awareness and training has been extremely well received by rural communities, particularly women groups, and generated more demand for such training from nearby locations.
7. Field level Steering Committees were effective in field level planning; they have the potential to provide a bridge between progress in conservation understanding and practice and local level periodic planning and governance issues

FIELD – Common Challenges

1. Developing up-scaling and replication strategies. The IUCN field activities concern limited areas. The demand from adjacent areas for similar activities is growing. Assuming that IUCN's field work generates lessons applicable on a broader scale in Nepal or elsewhere, replication and up-scaling strategies will be needed. As IUCN is not an implementing organisation, but a "knowledge" organisation, up-scaling and replication will depend upon a clear process for managing and disseminating knowledge within IUCN and to partners. Replication should come as a result of the dissemination and transmission of this knowledge.
2. The development of partnerships with institutions capable of disseminating approaches and capacity. Primary candidates are: local government, NGOs, and INGOs.
3. Although IUCN is not an implementing organisation, the field level focus of the current programme is justified in two ways:
 - It allows IUCN to apply its theoretical knowledge to the reality of rural Nepal, confronting accepted approaches and models with local circumstances.
 - It will generate understanding of constraints and opportunities for sustainable natural resources management that can be used in promoting appropriate policies and norms in Nepal and elsewhere.
4. The demonstration of linkages between IUCN capacity development actions and the conditions of natural resources is the key issue for the IUCN programme. Although it is not stated as such, the field projects seem to be built on the hypothesis that *local capacity development and awareness raising + improved frame conditions + available natural resources = conservation and better livelihoods*. The initial signs are positive, though impacts on *conservation and better livelihoods* are for the moment quite modest.
5. Developing learning processes that engage local bodies. The relationship developing between IUCN and local communities is constructive and responsive to local needs. The capacity development initiatives are well received. Learning is possible in a number of areas:
 - Identification and realisation of income generation possibilities.

- Development of value adding options adapted to accessible markets.
 - The impact of "rights" awareness and training activities on the situation of marginal groups (women and dalits), and their relationship to local governance structures.
6. Engaging HMG and International partners in learning from field experience. IUCN is well respected as a source of conservation policy advice, and as a convener. This reputation is based on IUCN's international stature, and international knowledge networks. Engaging the same constituency in learning from field experiences in Nepal however remains a challenge. Considerable experience exists in Nepal with respect to using natural resources in a sustainable way. IUCN's reputation as a convener can be used to bring this experience together and to contribute to the further development of conservation policy and practice. The extent to which IUCN is able to carve a role out for itself in this regard will depend on the quality of its internal monitoring and analysis capabilities and its adroitness in linking its own field experience with that of other actors.

3.2.2 Conservation and Sustainable Use of Medicinal Plants and other NTFPs through Community Participation in Seti area

Achievements

1. Overall excellent progress in engaging rural communities in NTFP conservation and production. Results of training and awareness efforts apparent in sanitation, plantation/nursery, and forest patrol initiatives of communities, in particular women.
2. Women's mobilisation seems effective, as women are key players in NTFP production groups, in savings and credit groups and in trainings offered.
3. First steps in identification of high potential value products taken and engagement of NTFP traders in market identification discussions is promising.
4. Various trainings well received, in particular food processing training as it has a direct impact at household level. Other training provided: nursery management; NTFP cultivation and harvesting techniques, apiculture, sericulture, NTFP processing, micro-enterprise creation, adult literacy.
5. Savings & credit groups established and self-reliance potential understood by women groups. The modesty of the sums involved raises questions about the long-term cohesion of the groups if no substantial benefits can be derived from the effort.
6. Community awareness of value of participatory planning. Participatory planning effective in matching development and livelihood aspirations of local communities with IUCN's conservation objectives.

Challenges

1. Community mobilisation effective on the basis of expected benefits in the future. These benefits are to come through: capacity development and self-reliance; savings & credit groups; NTFP marketing. While the benefits of capacity development are already apparent to local communities through their own initiatives such as forest patrols and improved relations with VDCs, benefits from savings and credit and NTFP marketing will only be realised in the future.
2. This presents IUCN with special challenges. The savings and credit groups need either to identify concrete benefits that can be achieved with the very modest resources available, or to obtain additional resources that would allow them to support the development of micro-enterprises at the household level. Most of the NTFPs planted by the communities have a long waiting period (up to five years) before production can be marketed.
3. An important step towards the improvement of livelihoods for marginal groups (dalits) was taken with the allocation by the community of 7 ha. dedicated to NTFP production by this group. The transfer of access rights to the land in favour of the dalit community needs to be secured to guard against the agreement being revoked once benefits start flowing.

3.2.3 Biodiversity Conservation outside Protected Area: Community Conservation of Rhododendron in East Nepal

Achievements

1. Increased awareness within communities of the potential value of Rhododendron conservation has given rise to formation of groups (NORM, Environment Action Committees, Mother's Groups) and to interest on the part of DDCs and VDCs.
2. Various trainings, exposure visits and awareness actions have given rise to spontaneous actions such as savings and credit groups, weekly clean-up programmes, toilet construction, promotion of improved cooking stoves and development of eco-tourism ideas.
3. Excellent baseline information on social, economic, legal and ecological issues being faced by TMJ has been produced by IUCN. This information and the effective mobilisation of interest within communities and local government provide a strong basis for the establishment of a discussion platform on the management of the Rhododendron forest lands.

Challenges

1. Developing broad-based consensus on land-use, access to natural resources and conservation of Rhododendron forest in TMJ. The question of the Conservation status of TMJ is of concern to the community, as they are not sure of what rights they would lose in the event the area is declared a Conservation Area by MOFSC/DNPWC. DNPWC foresees integrating TMJ with Kanchenjunga and Makalu-barun, thus creating a "corridor" for habitats and wildlife.

2. Identifying viable income-generating activities, as alternatives to existing patterns of natural resource use. Expectations are there. It is not clear in which areas lie the best potential for IGAs. Eco-tourism, apiculture, ICS production and maintenance, timber and non-timber forest products are all seen as ways to improve rural incomes. Developing this assumed potential into significant income gains will be all the more difficult because of the remoteness of TMJ, and the poverty of its inhabitants with no capital to invest, and poor access to and insufficient knowledge of markets and technologies.
3. Improve involvement of DFO and DSCO in TMJ consensus seeking and identifying benefits for people. The promotion of a working relationship between community groups, local government and line agencies is a key to arriving at a consensus management platform for TMJ.
4. Extending the reach of awareness and social mobilisation for conservation to whole of TMJ. Social mobilisation in the current phase has concentrated in one of three Districts (Terhathum). Discussion relevant to Rhododendron forest implies the involvement of three Districts, and all three DDCs. This question could be taken forward through TMJ status platform. The same platform could be used to plan further TMJ status work with local groups.
5. Reinforcing gender and dalit rights component in awareness and capacity building efforts. While women's groups have been active (savings and credit groups, plantation/protection of forest) dalits have not been apparently affected by the project.

3.2.4 Conservation of Critical Ecosystem in Siwlaik Hills through Collaborative Management

Achievements

1. Strong mobilisation of stakeholders at all levels was confirmed by involvement of the DDC, VDCs, CBOs, Women's Groups, FUGs, and NGOs in various initiatives. IUCN's approach based upon participatory planning, and responding to capacity development needs of communities, has generated significant interest and participation.
2. Women's Apex body, formed with IUCN support by 52 women's groups, is strong and respected by local authorities. Women's groups and Apex body generating additional income from local authorities and NGOs
3. The introduction by IUCN of innovative (for the area) land conservation techniques proved effective in protecting farmland and homes from flooding. This has generated a demand for extension of the technique based on gabion and construction of bamboo spurs.
4. DDC / VDCs and line agencies confident that IUCN sponsored social mobilisation process in Ilam Siwaliks is positive. DDCs / VDCs have contributed financially with this project to a biogas revolving fund, and to support disadvantaged groups. DDC /VDCs and line agencies would welcome closer working relationship with IUCN, notably in preparing periodic (five-year) plans.

5. Savings & credit groups and IGAs seen promising by communities. Savings levels are reaching amounts (Rs 30,000) where meaningful investments can be envisaged.

Challenges

1. Extension and replication of Chulachuli achievements to 5 other VDCs. While there are scattered actions in all six concerned VDCs, IUCN concentrated its efforts in Chulachuli VDC. Again the question of up-scaling and replication. Rather than seek to multiply the scale of its operation by 5, IUCN should work through local government and CBOs to promote the protection of land, rapid rural appraisal and "rights" training, group formation and IGA promotion.
2. Transforming savings & credit group gains into durable income generating activities. The groups are now dealing with the question of how to invest the funds building up. IGAs tested so far (apiculture, sericulture) face the challenge of production regularity, quality control and marketing questions.
3. Improving security of access to natural resources and benefits for dalit communities. Significant users of natural resources, dalits remain marginal in land use and access decisions, and marginal in this project. While the project has addressed gender significantly, the engagement of the dalit community has been less prominent.
4. Building upon the positive relationship with DDC, VDCs and line agencies to engage in supporting the preparation of the environment sections of the 5th periodic (five-year) plan.

3.3 Social, Economic, Technical and Policy Unit (SETLPU)

Achievements

1. Good progress to date. In fact, SETLPU has largely completed the policy development and training work that was planned and assigned to it for the three-year period. Demand from HMG for continued policy development support.
2. SETLPU organised and supported Task Forces⁷ that produced two policy papers and a draft bill for HMG. The first paper is a draft Wetlands policy for Nepal, including collaborative management approaches, developed after broad consultations. The policy is currently under review by MOFSC. The second paper concerns guidelines for access to genetic resources and benefits sharing (AGRBS). These guidelines have been approved by MOFSC, and IUCN has been asked to prepare a draft bill on AGRBS.
3. In support of the TMJ Conservation status, SETLPU produced a legal options paper exploring possible management models for a conservation area. The paper forms a part of the TMJ Assessment Report.
4. Judges sensitisation programme completed. This programme operated with the Judges Society, ran 3 regional workshops offering a general discussion of environmental law,

⁷ see Task Force composition in Annex 8

one seminar on biodiversity in the law and the Convention, and two seminars on AGRBS.

5. A Status report on the Transport sector was prepared by IUCN for MOPE in the context of its support to the annual State of the Environment Report.

Challenges

1. The specific activities planned in the Workplan 2000 – 2002 are essentially completed.
2. Develop understanding with MOPE on support to SER process. Transport sector report looking at vehicular pollution in nine cities of the Terai was well received, but may end up being excluded by SER because of differences over the interpretation of the pollution data provided (is the cup half full, or is the cup half empty?). The next issue identified by MOPE and IUCN is land degradation. Before going ahead, IUCN should agree with MOPE on a basis for collaboration that goes beyond this identification of a technical issue, and includes some assurance as to the use that will be made of the output.
3. Identifying focus for further policy and regulatory work, with explicit linkages to field sites. The list of issues where legal and regulatory questions arise includes: tenure; securing rights to benefits from natural resource management for users groups in general, and dalit groups in particular; community forestry and forest access; NTFP commercialisation and taxation; conservation area status. The scope for creative work in the legal area is there, in particular with the readiness of the community of judges, from the Supreme Court down through the judicial system, to see the environmental law as a "right to life", or human rights issue. Effectiveness in this area would be enhanced by identifying the policy and regulatory agenda with HMG, INGO, Donor and civil society institutions, so that broad-based support for outcomes can be anticipated.
4. Devise approaches, based on the combined legal and PEG capacities within SETLPU, to engage dalits in conservation objectives and secure access and rights. This is a key issue in all three field sites. While it is understood that the acquisition of rights by dalits is not only a legal problem, specific questions arise in the field concerning, for example, how to ensure that benefits derived from dalit investment in natural resources production and lands protection are secured by these groups.
5. Judges sensitisation programme has been extremely well received. Some 90 judges have been given exposure to environmental law out of some 250 judges in Nepal. The effort should continue. Training is provided by the Judges Society, with at least two Supreme Court Judges acting as trainers. IUCN should work with the Judges Society to secure additional funding to continue this effort.

3.4 Knowledge, Advocacy and Communications Unit

Achievements

1. Effective support to field level awareness and training. KACU has provided methodological advice to field projects and to partners engaged in awareness raising

and training. It has collaborated with the Seti Technical School in developing the format for NTFP training and provided training to 16 teachers. 19 teachers in TMJ area have received training in environmental communication. Awareness raising has been particularly effective in all three field sites.

2. Effective management of IUCN Environmental Information Resource Centre (library, database, publications) extensively used by HMG, NGOs, teachers and students. KACU oversees the publications produced by IUCN, including its regular newsletter sent to 600 recipients. The library receives some 400 visitors per month, and sells some Rs 300,000 worth of IUCN publications per year. KACU regularly produces articles for the local press and participates in radio programmes.
3. KACU provided effective facilitation to the NSSD consultation process in Nepal, provided methodological support to two NGO campaigns (Society for Population and Environment Journalists – opinion survey for WSSD; Women's Environmental Preservation Committee – Campaign to beautify the Bagmati River).

Challenges

1. Justification and funding of Environment Resource Centre. The Resource Centre is regarded as being the most comprehensive and complete in the area of natural resources in Nepal. The Centre however costs money, and sustaining it over time will be a problem without special funding, notably to place information resources "on line" to increase access. For the moment costs are covered by the SDC Core contribution.
2. KACU is essentially a service provider for the IUCN programme, and for its various partners. Costs of these services should be covered to a greater extent by the activities receiving support. As with SETLPU, KACU's workplan should be more expressly linked to issues arising from the field, and seen in conjunction with the promotion of policy and regulatory conditions that promote conservation. KACU should continue to bring relevant national, regional and global experience enrich Nepal based learning.

4. Sustainability of the Programme

ET endorses the "SDC Controlling Sheets – Sustainability" for the three field projects, and for SETLPU contained in the IUCN 2001 Annual Report. The ET recognises the subjective nature of the rankings provided, and concerning the field projects, would be a little more cautious regarding the level of sustainability achieved, and achievable in a 3 – 5 year time-frame.

As requested ET has completed a sustainability sheet for the whole programme. The ranking in the table below are an overall impression. The additional comments below help to separate sustainability issues affecting the projects from those affecting IUCN in a more general way.

Name of Programme : IUCN Country Programme – Development Goal: "To ensure that biodiversity is conserved, environment protected, and the use of natural resources made increasingly sustainable and equitable"

Name of projects: Conservation and Sustainable Use of Medicinal Plants and other NTFPs through Community Participation in Seti area; Conservation of Critical Ecosystem in Siwlaik Hills through Collaborative Management; Biodiversity Conservation outside Protected Area: Community Conservation of Rhododendron in East Nepal; Development of Environmental Policy, Legal and regulatory framework; Core contribution.

Author: External Evaluation Team

Specific Moment of Assessment: March 2002

Date: March 2002

The Programme is rated and ranked according to the following sustainability criteria					
Criteria	Rating: the importance of the criteria for this programme	Ranking: -- very unsustainable - fairly unsustainable + moderately sustainable ++ Highly sustainable			
	Not relevant, important, very important	--	-	+	++
1. Socially embodied	Very important			C/P	
2. Economically viable	Very important	C	P		
3. Environmentally sound	Very important			C/P	
4. Institutionally independent	Important	C	P		
5. Learning oriented	Very Important			C/P	
6. Favourable Frame conditions	Important		C/P		
Total for current (C) situation		2	1	3	
For planned (P) situation			3	3	

Note: Current situation is today
Planned situation is today + 3 years

Overall Assessment of Sustainability

Very unsustainable	Fairly unsustainable	Moderately sustainable	Highly sustainable
Current		Planned	

Explanations for the Assessment:

1. Socially embodied: IUCN Programme as a whole is well embodied socially, and this at several levels. At the field level, the social mobilisation has been very effective, creating a good level of understanding between IUCN and the myriad social groups with which it interacts. IUCN is perceived as trusted ally by communities and local government. The message of IUCN, linking conservation and development of better livelihoods has passed very

well, and has the support of communities and local government. At the central level, IUCN is regarded as the main conservation policy advisor to government.

2. Economically viable: At the field level, the linkage promoted by IUCN between conservation and better livelihoods is seen with promise by communities and local government. The perspective is held out that through the promotion of NTFP production and commercialisation, the promotion of micro-enterprises (apiculture, poultry farming) and eco-tourism, real income gains can be made and better protection of common property and privately held natural resources can be achieved. Although elements of livelihood improvement measures are visible (mobilisation, training, sapling production, market investigations) these have yet to be translated into income gains. The main factors affecting economic viability are access to local and regional markets, and locally added value. These factors are being given priority attention by IUCN.

At a more general level, IUCN is and will remain donor dependent. While it has demonstrated that it can diversify its funding sources and has increased the non-SDC portion of income, SDC Core support is instrumental in maintaining a centre of excellence in natural resources in Nepal.

3. Environmentally sound: The strategies of IUCN appear to be environmentally sound. The production of NTFPs takes place in forest areas, degraded community managed lands and private lands, and there are instances of community protection of common property resources. Training emphasises sustainable harvesting methods, also from the wild. An effective ecological monitoring system is required however to substantiate the ecological impacts of IUCN strategies.

4. Institutionally independent: The community mobilisation has given rise to the formation of numerous groups at the local level. The hardiness of these groups varies. The signs are for the moment quite promising, but these groups underlined the fragility of their status, both in terms of application of knowledge and in the securing of rights to the prospective benefits. Additional consolidation of skills and rights is required.

In terms of capacities, IUCN is well able to mobilise skills from within its networks and is widely recognised as a source of independent advice and expertise on natural resources.

5. Learning oriented: The participatory planning steps taken by IUCN, and the emphasis now being put on "learning" and output based monitoring are positive in this regard. The care taken by IUCN to move at a speed, and to propose solutions, adapted to communities, are signs of a positive learning culture.

6. Frame conditions: Some positive frame conditions, such as the Local Governance Act, are in place, and the development of infrastructure and market linkages as well as a general environment supportive of community mobilisation are apparent. However, communities lack capital to invest in livelihood improvements and remain therefore highly dependent upon natural production. Market access conditions are not favourable to small producers, and tenure and natural resource access rights are not secured, particularly for the poorest segments of society.

5. Poverty, Equity, Gender orientation of the Programme

1. Poverty Fact sheets for the three field projects and SETLPU have been completed and presented in the IUCN 2001 Annual Report. The ET endorses the assessment presented.
2. The PEG orientation of the programme is marked, through the participatory planning processes poverty, gender and equity issues are raised, and some instances of specific measures for the landless (Seti) are noted.
3. Poverty issues related to the landless in all three areas are less prominent. Solutions are of course less easy to find, and these groups are less able to benefit from the solutions proposed by IUCN as, among other things, they lack land on which to produce NTFPs. An awareness of the specific needs of the landless is there.
4. Far more evident is the gender orientation, with a strong emphasis on the creation of women's groups and the strengthening of their capacities. These are most visible in Illam Siwaliks and Seti. These groups are articulate, and beginning to exercise an influence on local government.

6. Assessment of IUCN by Partners

The ET met with a broad range of IUCN partners⁸. The positive feedback received by ET on the role that IUCN plays in Nepal was impressive in its unanimous endorsement for the role that IUCN plays, and the manner in which it carries out its work. Assessment of IUCN by partners is summarised below:

His Majesty's Government (HMG)

IUCN is highly regarded by the National Planning Commission, Ministries and the judiciary as a credible and professional institution with a unique role in support of national conservation policy development and implementation. IUCN is the government's principal conservation policy advisor and continues to provide valued assistance to the government. The current phase has seen a diminishing in the intensity of IUCN / HMG cooperation, as IUCN has shifted towards a greater emphasis on the field level implementation.

In addition to its policy advisory role, IUCN is recognised as a neutral facilitator that can bring together government, civil society and academic institutions around a common discussion platform. This role was played in the current phase in connection with NSSD and wetlands and AGRBS policy development processes.

Finally, HMG perceives IUCN as a source of additional funding for Nepal.

Local Government (DDCs / VDCs)

Local government institutions in the three project sites are discovering in IUCN an organisation that "works in favour of people". The transparent and participatory planning of activities involved local government institutions, which have been impressed by the social

⁸ see list of people met in Annex 3

mobilisation and capacity building that has taken place. Local governments have made cash contributions to common endeavours with IUCN and directly to some of the groups which have formed in the concerned areas.

The local governments would like to see IUCN expressly work with them to reinforce their capacity to act as coordinators of environmental management in the concerned districts and VDC areas.

Communities (CBOs / NGOs)

Communities contacted see IUCN as a source of understanding of the benefits that can be derived from conservation, as a trusted ally in promoting community natural resources management capabilities, and responsive to their needs.

Much appreciated also is IUCN's demonstrated capacity to bring community groups into contact with other institutions (NGOs, DDCs) and to facilitate the emergence of new forms of support and alliances.

International donors / INGOs

International NGOs and donors respect IUCN as the conservation policy leader in Nepal, and make use of its knowledge base. IUCN is seen as a credible, professional institution that disseminates reliable conservation information. This group is less convinced that IUCN has a role in field implementation and social mobilisation.

7. Key Issues for the Future

7.1 Programme-wide issues

1. Having negotiated successfully the shift from a programme based on the infusion, into Nepal, of international conservation and sustainable use concepts – which was the basis for IUCN's work in the period 1985 to 1997 devoted to National Conservation Strategy preparation and implementation – to a programme rooted in the rural realities of Nepal and seeking to promote local capacity to use natural resources in a sustainable way, IUCN is seen by some to have moved away from its area of competence: knowledge. IUCN's credibility is seen as based on its role as a purveyor of reliable conservation information and policy advice.
2. During the NCS phase this credibility rested upon IUCN's ability to capture knowledge globally and to distil it within the national framework of Nepal. This dimension has been less prominent in the current phase.
3. The challenge in the future will be to re-establish IUCN's pre-eminence in the knowledge sphere, but based upon the learning that it can generate from its own Nepal-based field experience, and that of its partners in Nepal. The aim of the knowledge focus of IUCN's programme needs to be twofold. On the one hand to improve understanding of the effects of frame conditions and social promotion techniques on natural resources availability and distribution of benefits in Nepal, and on the other to distil lessons from Nepal experiences that are relevant to the world at large.

4. The short direct experience of IUCN in the field⁹ has already generated a number of questions/issues relevant to the achievement of sustainable livelihood and conservation gains. Some such issues are: tenure; landless access to natural resources; taxes and royalties on NTFP trade; market access and technology transfer; and recognition/registration of user groups. These are issues that are not particular to the regions and groups with which IUCN is working. They are directly relevant to many rural development efforts in Nepal. IUCN's standing allows it however to play a central role in developing adapted responses to these issues. The extent to which it will be successful will largely depend upon the degree to which it is able to engage HMG, local government and international donors / partners in developing viable responses.

7.2 Field issues

1. Finding a right balance between direct IUCN implementation and working through partners. IUCN has worked either directly with rural communities (in Seti) where there is a deficit of viable local organisations, or through community groups and NGOs in eastern Nepal. IUCN's role is not that of an implementing agency. Its focus is on knowledge building, and ensuring that conditions for participatory learning (planning, monitoring, analysis) are present.
2. Up-scaling and replication of successful field experiments is a key feature of IUCN's declared approach. Though it is too early to affirm that these experiments have yet to generate lessons and approaches that merit up-scaling and replication, there is a growing demand from adjacent areas for support to rural communities in devising income generating activities and for environmental awareness, participatory planning and rights training. In order to be in a position to effectively support dissemination of successful experiences, IUCN needs to be able to document the knowledge upon which the dissemination will be based.
3. Monitoring and Learning: Reliable monitoring systems to assess impacts on livelihoods and natural resources are needed. The first steps taken in this direction are positive. Impacts will take some time to be apparent, and analytical frameworks that can establish relations between approaches and training / natural resources and livelihoods need to be developed. It is on this basis that IUCN will be credible when promoting replication or advocating policy / regulatory adjustments.
4. Communities and local government partners of IUCN see the need for an extended period of support from IUCN in a) promoting understanding of conservation issues and their relevance to rural livelihoods, b) identifying viable alternatives to natural resource use and management adapted to the capacities of local communities, and c) supporting the development of human and institutional capabilities to implement viable alternatives.
5. IUCN's approach to awareness raising and training has been PEG sensitive. However, there has been only marginal success in addressing and responding to the specific needs of marginalized segments of the rural population, and most notably the landless. As the landless exert significant pressure on natural resources, and appear less likely to be able to take advantage of the alternatives identified (based on access to private or

⁹ It should be noted that, although IUCN's field experience in Nepal is limited, IUCN has extensive experience in field implementation in other countries in the Asia region, most notably Pakistan.

community land), particular attention needs to be given to securing access to natural resources for this category of people.

6. Savings & credit groups have been formed in all three project sites, and these are regarded by women as a significant advance in self-reliance. Now that these groups are formed, they are asking for assistance in devising a lending strategy. What to invest in? What prospective returns? Should IUCN promote these savings & credit groups and assist in securing additional capital for investment? Or should IUCN simply provide training to improve fund management and let the savings & credit groups develop within the confines of the local capacity to generate capital?

8. Recommendations

Previous sections of this report contain remarks, notably on challenges facing the IUCN Programme, that could be taken under consideration by IUCN immediately. This section recapitulates some points already covered, with a view to contributing to the planning of further work in the period from 2003.

8.1 Programme level

1. IUCN has successfully managed a period of profound changes in the IUCN Programme – shift from global policy to field emphasis; recruitment of new staff to accompany this shift. Rather than embark on substantial new changes, the ET is of the opinion that a period of consolidation should now ensue, in order to give a chance to the new orientations to bear fruit.
2. Consolidate the emerging role of the PDU as the focus for learning within the organisation, and maintain the culture of openness and cooperation amongst the IUCN operational units.
3. Re-affirm Knowledge as the central concept of the programme. Knowledge is the recognised comparative advantage of IUCN. Knowledge building should be linked to Nepali preoccupations rather than based on global issues. Knowledge focus should be identified on the basis of the following criteria:
 - Experiences in IUCN field sites
 - Experiences in field sites of partners
 - Ability to link with regional and international knowledge networks
 - Priority conservation themes for Nepal where IUCN can provide a platform for discussion

ET identified a number of candidate areas for the IUCN knowledge focus. These are:

Field based and with links to regional and global knowledge networks:

Role of user groups in conservation

NTFPs, processing and marketing

Rural energy supply and income generation alternatives for rural communities

Legal and regulatory options promoting security of access to natural resources and livelihood benefits Participatory biodiversity monitoring
Priority conservation themes for Nepal where IUCN can provide a platform for discussion
Mainstreaming the environment in the 10 th 5 year plan Environmental governance and climate change Clean air, clean water, clean industry Trade and environment (WTO accession) Environment and security

4. Simplify the IUCN's Programme conceptual framework. The current planning and reporting framework is excessively complicated, as is the tracking of accountability of the IUCN operational units vis-à-vis the activities carried out. The multiplicity of Goals, development objectives, programme objectives; immediate objectives indicates that there was a desire to "have something for everyone" in the programme. The result was that many activities are sporadic and not necessarily mutually reinforcing.
5. A plan for the next phase of work should be developed. This plan should limit itself to the identification of two, but no more than three, main objectives for the coming 3 – 5 year period. Possible formulations for two main objectives would be:
 - Promoting local capacity to use natural resources in a sustainable way and to improve livelihoods
 - Contributing to the development of national and district level policies and regulations that enhance the contribution of natural resources to the improvement of livelihoods

A limited number of outputs / expected results should be defined for these two objectives, and monitoring and learning systems put in place. Fewer objectives and more resources per objective; fewer outputs and more resources per output.

8.2 Field level

1. Accept long-term commitment to achieve tangible results and learning. It has been mentioned that the ET perceived in IUCN's approach many elements that, in the long-term, will contribute to using natural resources in a sustainable way. How long is long enough? In the context of the IUCN Programme, long enough should be the time necessary to learn about the validity of the planning and monitoring approaches, the impacts of training and awareness building on local capacities, and the impacts of solutions proposed on natural resources and livelihoods. At least another 5 years would appear to be a minimum.
2. IUCN should maintain its strategy of working through partners, and counting on the reinforcement of the capacity of these partners to achieve conservation and livelihood results. IUCN should act as a facilitator and broker in support of community groups

and local government, and continue to develop participatory progress and impact assessment tools.

3. The IUCN approach to local communities has been effective. It is necessary to develop a similar level of involvement with local government (DDC / VDC) institutions. These bodies are increasingly playing a determining role in local development orientations, and are open to IUCN's message and support.

9. Nepal's changing political conditions and IUCN Nepal's activities

Communities and local governments assured ET that IUCN's activities were safe in the current political climate because of IUCN's clear intention to work with and for people. Nonetheless, IUCN has, like other organisations in Nepal, reduced the presence of staff in the field. In the short-term this poses no particular difficulty, although as the situation is prolonged, the inability to operate in the field has serious implications for the reliability of learning and demonstration objectives.

It is impossible to guess how the situation will evolve. In the meantime, three elements will contribute to ensuring continuity and achievements of results in good conditions. These are:

- Maintain a low profile – reduce institutional visibility to a minimum.
- Work through local partners. Base approach on strengthening local partners to perform awareness raising, training and monitoring and analysis functions.
- Emphasis benefits for the poor. Attempt to ensure that benefits derived from IGAs, NRM and capacity development accrue also to poorest segments of society.

10. Linkages of IUCN Nepal with IUCN Asia Region and the Global Secretariat

Nepal has benefited from its links with the IUCN Asia Regional and Global Programmes. Cooperation and additional funding from IUCN Regional funds in the areas of environmental economics (valuing natural resources), Environmental assessment, NTFP promotion, WSSD have added value to IUCN Nepal's scope of expertise. IUCN Nepal's work on output based monitoring has contributed to thinking in this respect in the IUCN Asia Programme.

11. Opportunities and linkages for development and funding of the IUCN Nepal Programme for the future

IUCN Nepal is well established as a credible and professional institution with unique expertise in conservation policy and practice. This credibility has been built up over the years largely with SDC support. In promoting IUCN Nepal's capacity to provide advice to government and other actors in Nepal, SDC has subsidised the provision of advice and services to a wide range of Nepali institutions. These services and the advice provided by IUCN are highly regarded.

IUCN will maintain a similar profile in the future. It would however now be fair that at least some of the services provided by IUCN be paid from local sources. In this context, local

sources would include bi-lateral and multi-lateral funds flowing to Nepal. Rather than agree to provide services and advice more or less on demand – as is the case during this phase with the work on the State of the Environment Report, training of the judiciary, development of a wetlands policy – IUCN should seek co-financing or joint sponsorship of its involvement with both HMG and other donors. This will in addition to reducing the exclusive call on SDC funds to subsidize desirable policy work, ensure that the areas of policy and advice worked on correspond to national priorities.

This implies that IUCN should develop a different relationship with HMG and international donors in Nepal. Indeed, it may even be that IUCN can improve the absorption capacity of bi-lateral and multi-lateral funds by working alongside HMG. An example of such a relationship is that developed by IUCN in the context of the preparation of a GEF Wetlands project for MOFSC.

11. Scope for future cooperation with SDC

Future cooperation with SDC should continue on the present basis, with the proviso that a more focussed programme is developed which reduces the spread of issues addressed with a clear focus on field work and related knowledge building.

New areas, such as clean air, clean water and clean industry have been evoked. The ET was only able to note that these are technical areas where IUCN is not a leader, but also areas where IUCN's capacity to provide a discussion platform bringing together government, industry and civil society might be extremely valuable in promoting a focus on issues currently left unattended. IUCN Nepal hosts the IUCN regional Environment Assessment Programme and may find in that connection support to develop a concept in this field.

Annex 1

Terms of References for the External Review of SDC Supported IUCN Programme (2000-2002)

1. Background

SDC's Credit Proposal for the present support (2000 – 2002) to IUCN Nepal had envisaged the organization of a mid-term evaluation in early 2001. Consultation between IUCN Nepal and SDC in Nepal and with Asia II Section and the Natural Resources and Environment Division of SDC concluded that it was more realistic to organise in early 2001 a review and planning mission and proposed that the external evaluation of the Programme to take place in February / March 2002. This was later confirmed by the mid-term planning mission which pointed out the need for a systematic monitoring framework to be in place in order to examine all the different components of the project. It was believed that such a system would be in place and field projects would be reasonably advanced by early 2002 for an external evaluation to be meaningful.

2. Objectives

The purpose of the evaluation is to review progress (performance and effects) and to suggest reorientations for the future programme activities of IUCN Nepal. This will include an analysis of both sub-projects and of IUCN as an institution in Nepal. The evaluation will assess the ways by which the IUCN programme is contributing to the achievement of IUCN's goals and objectives for Nepal and identify strengths and weaknesses, gaps in the programme including potentials for expansion. The evaluation will focus primarily on SDC's contribution to the IUCN programme, although this will involve for the core contribution, an assessment of IUCN Nepal's relationship with other (HMG/Donor) main partners. Finally the evaluation will make suggestions concerning the scope for future collaboration between SDC and IUCN in Nepal.

3. Scope of the evaluation

3.1 Programme Issues

- a). Performance/Implementation Assessment of Core and Project activities.

Assessment of IUCN Nepal's capability to implement field and other programmes in terms of plans, targets and expected and actual results, capacity to mobilize professionals, and collaborating organizations, manage the flow of resources and develop durable working relations between field and central level office.

- b). Contribution of the Programme / Project

- ❖ Assessment of results/outputs – both quantitative and qualitative - based on available documentation and discussions.
- ❖ Assessment by participating organizations and stakeholders on programmes utility, implementation, management, follow up and actual problems experienced.
- ❖ Direct and indirect influence of activities on nature conservation, people's livelihoods (especially in terms of poverty, equity and gender), policy improvements, capacity building and awareness raising.

- c). Sustainability of Programme

Using SDC's "Sustainability Controlling Sheet" format, issues of sustainability will be assessed and recommendations made on ways to enhance sustainability.

- d). Contribution of programme activities towards IUCN's mission and goals.
- e). Linkages between thematic programmes

The extent to which the programmes are mutually supporting and collectively addressing the overall goals of conservation and sustainable use, poverty reduction, gender balance and capacity building.

- f). Programmes to be examined are as follows:
 - i). Field Projects on Conservation and Sustainable use of Natural Resources –
 - ❖ Teenjure-Milke-Jaljale (TMJ) Rhododendron Conservation,
 - ❖ Siwalik Conservation, and
 - ❖ Demonstration of Non-Timber Forest Products in Seti.
 - ii). Environmental law
 - ❖ Identification of appropriate legal options for TMJ Rhododendron Forest Area and determination of legal status and management of Wetlands.
 - ❖ Environmental awareness among Judges.
 - ❖ Support to preparation of law and regulations regarding alien and invasive plants and access to genetic resources.
 - iii). Environmental Awareness, Understanding and Policies
 - ❖ Support for the preparation of State of Environment Report on Transport.
 - ❖ Study on air pollution in urban areas of Terai.
 - ❖ Support for the implementation of CBD.
 - iv). Capacity building at local and national level for conservation and sustainable use of natural resources and environmental management
 - ❖ Development of partnership and collaborative management and participation in all field and national level activities (Institutional Linkages).
 - ❖ Support training on environmental awareness raising and management.
 - ❖ Support on-going environmental activities of NGOs, CBOs.
 - ❖ Disseminate environmental information
 - v). Dynamic IUCN
 - ❖ Capacity enhancement for effective implementation of programme.
 - ❖ Envisaged units/groups/professional staff in place.
 - ❖ Rules/Regulations for smooth implementation in place.

- ❖ Management structures and monitoring systems are working.

3.2 Nepal's Changing Political Conditions and IUCN Nepal's Activities

The extent to which current political events have affected IUCN Nepal's programmes in the field. To what extent are field working conditions likely to improve or deteriorate? What are the risks of continuing programme activities? What are the lessons of experience from other projects (other SDC supported or non SDC ones as well) and assessments of others in this respect?

3.3 Linkages of IUCN Nepal with IUCN Asia Region and the Global Secretariat

As a country office how have operations changed with the restructuring of the HQ-Region-Country office relationship? How have the IUCN-Nepal office, Regional office and Global Secretariat each benefited? What are the outstanding challenges? How can these linkages be strengthened?

3.4 Opportunities and Linkages for Development and Funding for the Future

How do the major donors see the IUCN Nepal programme? What efforts have been made to attract donors? What should be done to further interact with donors for new programme support?

3.5 Scope for Future Cooperation with SDC

- a). Need for continuing support to build upon the initial achievements of the present programme and assure results are sustainable.
- b). New areas of priority where SDC and IUCN can work together – Nepal's priorities, SDC's priorities for Nepal in the area of natural resources, SDC's global priorities in the area of natural resources, IUCN's priorities.

4 Proposed Programme and Dates for Evaluation Mission

March 16 & 17	Programme / Workplan Review (Days 1&2) Group Sessions: Review work plan and look at expected and achieved results, monitoring systems (what was monitored, how, use of the feedback), organisation of IUCN structure, internal relationships, technical and programme committee, synergies and field policy links.
March 18 - 23	Group #1: Field visit to the East (Days 3 – 8) Group #2: Field visit to the West (Days 3 – 8)
March 24	Return to Kathmandu (Day 9)
March 25-26	Discussion, interactions with govt./donors (Days 10 & 11)
March 27-28	Discussions (Days 12 & 13)
March 29	Presentation of Initial Findings to IUCN and SDC (Day 14)
March 30	Work on draft report (Day 15)
April 15	Submission of final report

5 Proposed Evaluation Team Members

External Evaluator from Switzerland	Mr. Peter Hislaire (Team leader)
Representative from SDC Nepal	Ms. Dibya Gurung
External Evaluator from Nepal	Dr. Lekhnath Belbase

Annex 2

List of Documents consulted

1. Proposition de credit No 7F-03208.04, November 1999
2. Three Year programme (2000 – 2002), IUCN Nepal, November 1999
3. Review of the project "Support to IUCN Nepal Country programme, April 2001
4. Summary report of IUCN Nepal Annual Review and Planning Workshop, December 17 – 21 2001, IUCN Nepal 2001
5. IUCN Progress Report 2000 and Annual Plan 2001
6. IUCN Progress Report 2001 and Annual Plan 2002
7. Evolving Mountain Agricultural Systems and Livelihood Strategies: A Case of the Tinjure-Milke-Jaljale Area of Eastern Nepal and Questions of Sustainability, IUCN Nepal 2002
8. An Assessment of Tinjule, Milke and Jaljale Area of Eastern Nepal, Working Draft, IUCN 2002

Annex 3

List of people met

Kathmandu

Dr. Jagadish Chandra Pokharel	Member, National Planning Commission
Mr. Justice Laxman Aryal	Supreme Court
Hon. Justice H.P. Upadhyaya	Supreme Court
Mr. Shree Prasad Pandit	General Secretary, Judges Society, Nepal
Mr. Damodar Prasad Parajuli	Chief, Foreign Aid Co-Operation Division, MOFSC
Mr. Er. Ashok K. Saraf	Senior Divisional Engineer, MOPE
Mr. Janak Raj Joshi	Joint Secretary, MOPE
Dr. Jan Browsers	SNV Nepal
Mr. John Hummel	SNV Nepal
Mr. Sam Bickersteth	DFID Nepal
Ms. Kristiina Mikkola	Programme Officer, UNDP
Dr. Chandra P. Gurung	Country Representative, WWF Nepal

IUCN Staff

Dr Mahesh Banskota	Country Representative
Triptee Chettri	Executive Secretary
Badri Dev Pande	Programme Coordinator, KACU
Deependra Joshi	Programme Officer, KACU
Ashish Karmacharya	Information Systems Officer
Julia Robinson	Programme Coordinator, PDU
Sheela Pradhan	Programme Assistant, PDU
Hari Kumar Pradhan	Programme Development Specialist, PDU
Saghendra Tiwari	Programme Coordinator, NRMU
Sanjiv Pandit	Programme Officer, NRMU
Surendra Raj Bhandari	Programme Coordinator, SETLPU
Usha Sharma	Environmental Specialist, SETLPU
Nigma Tamrakar	PEG Officer, SETPLU
Giridhar Amatya	Project Manager Seti
Chandra M. Bhandari	Project Officer, Seti
Sailendra Pokharel	Project Manager, East Nepal
Parvez Naim	Head, Regional Environment Assessment programme
Sameer Karki	Wetlands Project Coordinator

IUCN Members

Name	Organisation
Dr. Tirtha Man Maskey Director General	The Department of National Parks and Wildlife Conservation (DNPWC)
Dr. Gabriel Campbell Director General	International Centre for Integrated Mountain Development (ICIMOD)
Mr. Arup Rajauria Member Secretary	King Mahendra Trust for Nature Conservation (KMTNC)
Dr. Madhav Gautam President	Green Camp-Nepal
Mr. Shreeman Neupane President	Human Welfare and Environment Protection Centre (HWEPC)
Mr. Prachet Shrestha President	Environmental Camps for Conservation Awareness (ECCA)

Mr. Medini Bhandari President	Association for Protection of the Environment and Culture (APEC)
Mr. Laxman Uprety President	Nepal Forum of Environmental Journalists (NEFEJ)
Ms. Kamala Dhungel President	Women in Environment (WE)
Mr. Ukesh Raj Bhuju President	Nepal Heritage Society (NHS)
Mr. Asta Man Kisee Maharjan President	Youth Awareness Environmental Forum (YAEF)

TMJ Evaluation

Participants

Date: 22 March 2002 (Chaitra 9, 2058)

S.N	Name	Organisation	Address
1.	Mr. Ratna Bahadur Katuwal	Shree Chamunde Secondary School	Tamaphok, Sankhuwasabha
2.	Mr. Laxman Tiwari	National Rhododendron Conservation Management Committee	Basantapur, Terhathum
3.	Mr. Raghunath Gautam	Teacher, Gaukhuri Higher Sec. School	Morahang-3, Terhathum
4.	Mr. Devendra Thapa	Basantpur Higher Secondary School	Basantapur-4, Terhathum
5.	Ms. Uma Sodemba	Basantpur Higher Secondary School	Basantapur-4, Terhathum
6.	Ms. Bhim Kumari Poudel	Basantpur Higher Secondary School	Basantapur-4, Terhathum
7.	Ms. Kopila Karki	Basantpur Higher Secondary School	Basantapur-4, Terhathum
8.	Ms. Sobha Khadka	Basantpur Higher Secondary School	Basantapur-4, Terhathum
9.	Mr. Manoj Gautam	National Rhododendron Conservation Management Committee	Morahang, Terhathum
10.	Mr. Bhim Prasad Dahal	Basantpur Higher Secondary School	Basantapur-4, Terhathum
11.	Mr. Hom Bahadur Basnet	Community Forest	Shree Jung-9
12.	Mr. K.B. Sinjagu	Community Forest Network	Jirikhimti-8 Terhathum
13.	Mr. Sri Krishna Dahal	Community Forest Network	Jirikhimti-8 Terhathum
14.	Mr. Kiran Dahal	MEDEP	Terhathum
15.	Mr. Bhawani Khapung	VDC Chairman	Morahang, Terhathum
16.	Mr. Dhundi Prasad Bhattarai	Bee Keeping Group	Jirikhimti, Terhathum
17.	Mr. Uday Kumar Lo	Energy Committee	Chauki, Sankhuwasabha
18.	Mr. Kasang Lama	Pathibhara Temple Renovation Commtt.	Basantapur-4, Terhathum
19.	Mr. Jitendra Basnet	Pathibhara Temple Renovation Commtt.	Basantapur-4, Terhathum
20.	Mr. Krishna Khapung	Energy Committee	Morahang, Terhathum
21.	Mr. Min Prasad Limbu	Community Forest	Jirikhimti, Terhathum
22.	Mr. Mahesh Kumar Gautam	Ecotourism Management Committee	Basantapur-4, Terhathum
23.	Mr. Tank Singh Gurung	Bee Keeping Group	Ambung, Terhathum
24.	Mr. Dal Bahadur Limbu	Community Forestry Network	Jirikhimti, Terhathum
25.	Mr. Hem Bahadur Limbu	Community Forestry Network	Jirikhimti-7
26.	Mr. Man Kumar Lo	Energy Group	Madimulkharka-3, Sankhuwasabha
27.	Ms. Deumaya Karki	Energy Group	Madimulkharka-3, Sankhuwasabha
28.	Ms. Manju Rai	Tinjure Secondary School	Tamaphok-1
29.	Ms. Radha Rai	Women Group	Tamaphok-1

S.N	Name	Organisation	Address
30.	Ms. Puspa Sherpa	Mother Group	Tamaphok-1
31.	Ms. Durga Devi Bhattarai	Community Forest Network	Jirikhimti, Terhathum
32.	Ms. Yogmaya Timsina	Community Forest Network	Jirikhimti, Terhathum
33.	Ms. Phoolmaya Tamang	Mother Group	Jirikhimti, Terhathum
34.	Ms. Durga Devi Bhattari	Mother Group	Jirikhimti, Terhathum
35.	Ms. Krishna Kumari Lo	Mother Group	Madimulkharka, Sankhuwasabha
36.	Ms. Ganga Maya Karki	Mother Group	Madimulkharka, Sankhuwasabha
37.	Ms. Shanta Udas	Mother Group	Gupha Pokhari
38.	Mr. Bhola Karki	Gupha Pokhari Renovation Committee	Guphapokhari
39.	Mr. Sanjaya Chapagai	MEDEP	Terhathum
40.	Mr. Kehab Pokhrel	REDP	Terhathum

Ilam Siwalik Evaluation

Participants

Date: 21 March 2002 (8 Chaitra, 2058)

S.N	Name	Organisation	Address
1.	Mr. Lal Bahadur Subba	DDC Chairman	Ilam
2.	Mr. Jay Prakash Rai	DDC Vice-chairman	Ilam
3.	Mr. Kabindra Rai	DDC Member	Ilam
4.	Mr. Om Narayan Khanal	VDC Chairman	Chulachuli, Ilam
5.	Mr. Jay Kumar Giri	Flood Control Committee	Chulachuli, Ilam
6.	Mr. Khag Prasad Dhungana	Community Forestry Chairman	Chulachuli, Ilam
7.	Ms. Pabitra Bhattarai	Women Saving Group	Chulachuli, Ilam
8.	Ms. Danamaya Gautam	Laligurans Women Saving Group	Chulachuli, Ilam
9.	Ms. Tika Devi Nepal	Sayapatri Women Saving Group	Chulachuli, Ilam
10.	Ms. Durga Devi Neupane	Namuna Women Saving Group	Chulachuli, Ilam
11.	Ms. Ishwahara Niraula	Pragatishil Women Saving Group	Chulachuli, Ilam
12.	Ms. Hima Bhandari	Community Forest	Chulachuli, Ilam
13.	Ms. Tara Bastola	Women Saving Group	Chulachuli, Ilam
14.	Ms. Kabita Rai	Pokhari Danda Women Saving Group	Chulachuli, Ilam
15.	Ms. Bishnu Kumari Bhattarai	Women Saving Group	Chulachuli, Ilam
16.	Ms. Beena Limbu	Shrijanshil Women Saving Group	Chulachuli, Ilam
17.	Ms. Goma Devi Adhikari	Siddhartha Saving Group	Chulachuli, Ilam
18.	Ms. Nanda Maya Rai	Women Saving Group	Chulachuli, Ilam
19.	Ms. Dhana Maya Rai	Women Saving Group	Chulachuli, Ilam
20.	Ms. Tara Devi Chamling	Pragatishil Women Saving Group	Chulachuli, Ilam
21.	Ms. Nirmala Dahal	Women Networking Groups	Chulachuli, Ilam
22.	Ms. Bhumika Dangal	Mother Women Saving Group	Chulachuli, Ilam
23.	Ms. Rekha Rai	Pragatishil Women Saving Group	Chulachuli, Ilam
24.	Ms. Gayatri Subba	Women Networking Groups	Chulachuli, Ilam
25.	Ms. Shanta Koirala	Women Networking Groups	Chulachuli, Ilam

S.N	Name	Organisation	Address
26.	Ms. Pramod Giri	Sericulture Committee	Mahamai
27.	Mr. Janak Koirala	Flood Control Committee	Chulachuli, Ilam
28.	Ms. Durga Dhakal	Women Networking Groups	Chulachuli, Ilam
29.	Mr. Bir Bahadur Lingden	Community Forest	Mahamai
30.	Mr. Mukhraj Angdembe	Rikhuwa Khola Control Committee	Mahamai, Ilam
31.	Mr. Hom Nath Dahal	Sericulture	Chulachuli, Ilam
32.	Mr. Amrit Bahadur Rai	Churia Area Conservation Committee	Mahamai, Ilam
33.	Mr. Rajendra Korung	Sukuna Community Forest	Chulachuli, Ilam
34.	Mr. Puspa Raj Angdemba	Sukuna Community Forest	Chulachuli, Ilam
35.	Mr. Rohit Adhikari	Sericulture Committee	Chulachuli, Ilam
36.	Mr. Dil Kumar Rai	Tribeni Community Forest	Chulachuli, Ilam
37.	Mr. Ram Bahadur	Range Post	Chulachuli, Ilam
38.	Mr. Dhan Prasad Dulal	Ward Charmain	Chulachuli, Ilam
39.	Mr. Hasta Bahadur Limbu	Sericulture Committee	Chulachuli, Ilam
40.	Mr. Prem Kumar Budhathoki	Community Forest	Mahamai
41.	Mr. Bal Bahadur Angdembe	VDC Chairman	Mahamai
42.	Mr. Kiran Kumar Rai	VDC Chairman	Banjho
43.	Mr. Dhruv Shrestha	Bee Keeping Committee	Danabari
44.	Mr. Dhan Prasad Rai	Ratuwa River Committee	Banjho
45.	Mr. Sudarshan Poudel	Community Forest	Banjho
46.	Mr. Tanka Bahadur Rai	Community Forest	Sakphara
47.	Mr. Amar Rai	Community Forest	Chulachuli, Ilam
48.	Mr. Bhoj B. Thapa Magar	Community Forest	Danabari
49.	Mr. Purna Bahaudr	Community Forest	Danabari
50.	Mr. Durga Bahadur Rai	Community Forest	Chisapani
51.	Mr. Keshav Gurgai	Community Forest	Chulachuli, Ilam
52.	Mr. Santaram Rai	Community Forest	Mahamai
53.	Mr. Mani Kumar Nemwang	Sukuna Community Forest Chairman	Chulachuli, Ilam
54.	Mr. Puparamaj Angdembe	Sukuna Community Forest Treasurer	Chulachuli, Ilam
55.	Mr. Narendra Lawati	Sukuna community Forest Secretary	Chulachuli, Ilam
56.	Mr. Jay Kumar Giri	Club	Chulachuli, Ilam
57.	Mr. Rajundra Kerung	Club	Chulachuli, Ilam
58.	Mr. Brat Kumar Rai	Kanchanjanga Community Forest Chairman	Chulachuli, Ilam
59.	Mr. Dil Kumar Rai	Tribeni Community Forest	Banjho
60.	Mr. Uttam Kumar Phiyak	Hattileda Community Forest	Chulachuli, Ilam
61.	Mr. Ishwor Gajmer	Teacher	Chulachuli, Ilam
62.	Mr. Surendra Kumar Yadav	District Plant Resources Office	Ilam
63.	Mr. Binod Kumar Basnet	District Plan Resources Office	Ilam
64.	Mr. Prabin Kumar Singh	District Soil Conservation Office	Ilam
65.	Mr. Resh Bahadur Katuwal	Federation of CFUG	Ilam
66.	Mr. Man Bhadur	Hariyali Community Forest Group	Mahamai, Ilam

S.N	Name	Organisation	Address
	Pokaluhang		
67.	Mr. Ganga Chapagain	Prabhatkalin Samajik & Batabarnia Samuha	Chulachuli, Ilam
68.	Mr. Dharma P. Dhungana	Chanjo Flood Control Committee	Chulachuli, Ilam
69.	Mr. Bir Man Tamang	Nursery Management Committee	Chulachuli, Ilam
70.	Mr. Badhansi Rai	Ratuwa Flood Control Committee	Chulachuli, Ilam
71.	Mr. Ganesh Bahadur Basnet	Bukuwa Flood Control Committee	Chulachuli, Ilam
72.	Mr. Laxmi Prasad Neupane	Bukuwa Flood Control Committee	Chulachuli, Ilam
73.	Mr. Naku Bantawa	Siwalaya Community Forest	Chulachuli, Ilam
74.	Ms. Lila Acharya	Kamal Community Forest	Chulachuli, Ilam
75.	Ms. Santa Adhikari	Women Networking Group	Chulachuli, Ilam
76.	Ms. Dilli Chapagain	Baghdhwar Flood Control Committee	Chulachuli, Ilam
77.	Ms. Sabitri Thapa	Women Saving Group	Chulachuli, Ilam
78.	Mr. Gopal Kafle	Prabhatkalin Samajik Tatha Batabarnia Samuha	Chulachuli, Ilam
79.	Mr. Janak Koirala	Chanju Flood Control Committee	Chulachuli, Ilam
80.	Mr. Kamal Prasad Luitel	Chanju Flood Control Committee	Chulachuli, Ilam
81.	Mr. Radhakrishna Adhikari	Bee Keeping Group	Chulachuli, Ilam
82.	Mr. Bhim Chandra Basnet	Nursery Caretaker	Chulachuli, Ilam
83.	Mr. Medani Prasad Siwakoti	CF Network	Jhapa
84.	Ms. Gita Basnet	Women Networking Group	Chulachuli, Ilam

Participants of Seti Project for Interaction meeting with SDC Review Team
Hotel Sneha, Nepalgunj
March 18-19, 2002

Govt. organization Representatives

1. Mr. Rana Bd. Rawal, Vice Chairman, DDC, Doti
2. Mr. Urba Datta Bhatta, LDO, Doti
3. Mr. Som Nath Timilsina, Engineer, Local Development Office, DDC, Doti
4. Mr. Ekam Chhedal, DDC Member
5. Mr. Mr. Iswori Dutta Bhatta, Principal, STS, Dipayal, Doti
6. Mr. Mekh Raj Bhatta, Chairman, Gadsera VDC
7. Mr. Sovan Singh Rawal, Vice-chairman, Gadsera VDC
8. Mr. Dina Nath Oja, Chairman, Saraswotnagar VDC
9. Mr. Kamal Singh Kathayat, Vice-chairman, Saraswotnagar VDC
10. Mr. Tilak Bahadur Malla, Vice Chairman, Ghanteshwor VDC
11. Mr. Durga Dutta Ojha, Chairman, Laxminagar VDC

Community Representatives

12. Mr. Nain Singh Oli, Member, Monitoring and Evaluation Team
13. Ms. Bhawana Ojha, Member, Monitoring and Evaluation Team
14. Mr. Iswor Saud, Member, Monitoring and Evaluation Team
15. Ms. Basanti Ojha, UG Member
16. Mr. Dal Bd B.K., UG Member
17. Mr. Ganesh Oli, Community Forestry Member
18. Mr. Bhakta Bahadur Adhikari, Chairman, Joroyal Bikash Kendra
19. Mr. Arjun Nepali, UG Member
20. Ms. Bhageswori Thapa, UG Member
21. Ms. Anita Rawal, UG Member
22. Mr. Nara Bahadur Deuba, Anchal Baje, Gadsera

23. Mr. Dinesh Malla, NTFP Trader
24. Mr. Yogendra Malla, NTFP Trader

GACAF members and Representatives

25. Mr. Dipendra Shahi, Coordinator, GACAF
26. Mr. Yam Bahadur, Facilitator, GACAF
27. Mr. Nava Raj Niure, Chairman, Sandepani VDC
28. Mrs. Urmila Rai, Ward Chairman, Darakh VDC
29. Mr. Bishnu Bahadur Raut, Chairman, Ramsikharjhala VDC
30. Mrs. Amrita Rana, Representative of UG of Ghodaghodi
31. Mr. Karna Bahadur Hamal, Chairman of UG of Ghodaghodi
32. Mrs. Jamuna Devi Oli, Representative of UG of Ghodaghodi
33. Mr. Bharat G.C., Member, GACAF
34. Mr. Chula Ram, Tharu Cultural Centre
35. Ms. Sumitra Shah, Representative, Eco-Club

Annex 4

Progress towards Programme Objectives

Achievements listed in IUCN Progress Report 2001 (pages 34 – 48) verified through cross-referencing information supplied by persons contacted during evaluation mission with that contained in the Progress Report..

Objective 1 Participatory Management system and practices for conservation and sustainable use of natural resources developed.

Output	Progress and comments
Demonstration projects developed and implemented for the integrated conservation of resources ensuring socio-economic benefits to local communities	Substantial progress detailed in annex 5 below.
Field level projects developed and implemented to alleviate poverty and promote equity through conservation and sustainable use of natural resources	Substantial progress detailed in annex 5 below.
Implementation of biodiversity policies, strategies and action plans supported	Good progress through support provided to the National Biodiversity Unit of the Ministry for Forests and Soil Conservation, and in preparatory seminars and workshops for Nepali delegations to CBD COPs.
Regulations and practice governing Alien and invasive species improved and advocated	Good progress. Guidelines for Access to Genetic Resources and Benefits Sharing adopted by MOFSC, and reparation of draft bill for consideration by Parliament underway.
Policy and practice for forest rehabilitation and restoration refined and advocated	In collaboration with IUCN Regional Forestry Programme, contribution to study on conservation of NTFP in mountain regions of South Asia. Conducted National Assessment of forest restoration policies and practices in Nepal.
Assistance provided for the implementation of World Heritage Sites	Conducted evaluation of Shey Phoksundo National Park for inscription on World Heritage list
Management and Sustainable Use of Wetlands enhanced	Substantial progress in wetland restoration in Lumbini Harhawa Wetland site, in restoration of Ghodaghodi lake system and management of Koshi Tappu Ramsar site. Capitalising on experience through preparation with MOFSC of UNDP/ GEF funded PDF B Wetlands conservation proposal for submission to GEF.
Links with regional international programmes enhanced	Regular contacts entertained with IUCN Regional Biodiversity, Forests, Environmental Economics and Environmental Assessment Programmes, as well as through IUCN Country Representative's participation in IUCN Asian Regional Directorate meetings

3.2 Objective 2 Social, economic, technical and legal policy framework for conservation and sustainable use of natural resources developed

Output	Progress and comments
Establishment and strengthening of local level institutions for the planning, management and equitable use of natural resources	Excellent progress detailed in annex 5 below.
Guidance and inputs provided for the incorporation of equity, gender, social and livelihood dimensions at the proposal development stage	Excellent progress detailed in annex 5 below.
Support and assistance provided to field projects and participating partners in spreading the project benefits	Good progress detailed in annex 5 below. Progress with assuring benefits to low caste and landless

to target beneficiaries, especially deprived sections of society	sections of society more modest.
Capacity building programme for key government and civil society environmental organisations supported	Good progress, especially with civil society institutions, detailed in annex 5 below. Understanding with local government institutions (DDCs / VDCs) for future capacity building established.
Capacity to assess the economic value of natural resources enhanced	Some initial progress within field projects (refer annex 5 below). Small-scale studies initiated by IUCN regional programme South Asian Network for Environmental Economics (SANDEE)
Policy and legal frameworks developed to improve tenure and access rights for promoting equitable and sustainable use of natural resources	Good progress under development of Wetlands policy, AGRBS guidelines, and consultations on legal status of TMJ area. Excellent and important progress with Judges sensitisation programme in promoting awareness of Nepali environmental legislation and Multi-lateral Environmental Agreements
Facilitate the review, development and implementation of policy and practice of sustainable tourism	No progress. Tourism issues considered within the context of field projects
Environmental education integrated into formal and non-formal education sectors	Good progress with development of teacher training materials and needs assessment with the Curriculum Development Centre of Tribhuvan University
Capacity for environmental impact assessments and compliance monitoring enhanced	IUCN Regional Programme on Environmental Assessment conducted EIA of Upper Bhotekoshi Hydropower project completed, followed by post-project environmental audit.
Support and inputs provided to IUCN Nepal programmes and projects in the review and refinement of policies, laws, regulations and procedures	Support provided in context of field projects
Interactive relationship established with the current and emerging law programmes in the region	No progress

3.3 Objective 3 Knowledge on conservation and sustainable use of natural resources advocated and communicated

Outputs	Progress and comments
Influence decision making process for the integration of environmental and conservation concerns with special reference to poverty alleviation, equity and gender into all levels of policy formulation, adoption and implementation	Over ambitious formulation. Good progress under Judges sensitisation programme
A strategically focussed policy advocacy programme for environment developed and under implementation	Over ambitious formulation. Some progress at field project level
Capacity of IUCN Nepal and key partners for environmental communication strengthened	Good progress at field project level
Support and assistance provided to IUCN Nepal programmes and projects to develop and implement awareness raising components	Good progress at field project level
Advocate for the wider replication of successful field level experiences of improved livelihood of people through equitable and sustainable use of natural resources	Over ambitious formulation. Time frame of field projects to short
Change of policy advocated on basis of implementation of field projects	Over ambitious formulation. Time frame of field projects to short
A strategically focussed communications programme for the environment developed and under implementation	No progress except in context of field projects and IUCN routine information materials

3.4 Output 4 IUCN Nepal dynamically managed

Outputs	Progress and comments
Enhanced capacity to develop programmes and projects	With establishment of PDU in 2001, capacity has been enhanced through in-house training and coordination
Management structures, systems and procedures in place to regularly monitor the progress of ongoing programmes and projects	Initial progress with monitoring systems development during 2000 reinforced with establishment of PDU in 2001. Good monitoring systems in place for activity progress and staff outputs.
Systems and procedures in place to analyse, share and internalise learning and experience across IUCN programmes and initiatives	IUCN currently developing outputs based monitoring system with emphasis learning and approach adaptation.
Support and assistance provided to IUCN Nepal programmes and projects for the incorporation of gender concerns from the proposal initiation stage to implementation	Effective promotion of gender concerns in IUCN projects and programmes by staff Gender specialist
A functional Programme Development Unit	PDU established in 2001 and fully functional
Enhanced capacity of IUCN Nepal and key partners for incorporating gender aspects at all levels of work	Good progress at field project level
Enhanced capacity of IUCN Nepal and key partners for incorporating poverty alleviation and equity dimension at all levels of work	Good progress at field project level
Enhanced capacity of IUCN and partner's staff at all levels	Good progress at all levels through in-house and partner training

Annex 5

Progress towards Project Objectives

Conservation and sustainable Use of Medicinal Plants and other NTFPs through Community Participation in Seti Area Project

Development Objective Community conservation and sustainable use of medicinal plants and other NTFPs established and functioning

Immediate Objective Replicable model of community conservation and sustainable use of medicinal plants and other NTFPs demonstrated

Progress towards Immediate objectives

IUCN has made excellent progress in engaging rural communities in NTFP conservation and production. Achievements listed in the 2001 Progress report (pgs 51 – 54) were confirmed by community, NGO and local government representatives met by the ERT. These achievements were made possible through a cautious and low-key process of engaging rural inhabitants in participatory planning on forest protection, the potential of NTFPs and community forestry resulting in a matching of IUCN’s biodiversity conservation objectives with development and livelihood aspirations of rural communities. Medicinal and aromatic plants are seen as a good option for income generation by rural communities.

Several key elements of a replicable model for sustainable use of medicinal and aromatic plants have been put in place. 1350 people are engaged in an NTFP conservation and management group, Chaired by a woman. 48 groups are involved in NTFP plantation (ex-situ) and conservation (in situ) in public and private lands. Training and exposure visits have been organised in nursery management and cultivation techniques, apiculture, NTFP processing, micro-enterprise creation, savings & credit and promotional management, adult literacy classes and participatory monitoring and evaluation.

The groups met by the ERT stressed however that these efforts, while they are seen as comprehensive and responsive to needs and aspirations of the rural communities, should continue into the future as the groups require continuing support and training as the initial NTFP production efforts bear fruit and processing and commercialisation aspects become prominent.

Assessment of results / outputs – quantitative and qualitative

Result / Output	Quantitative	Qualitative
Awareness level and capacity of local community/ institutions enhanced to conserve and sustainable use of medicinal plants and other NTFPs	VDC coordination Cttee established. 1350 people involved. 227 people received training 48 NTFP groups formed 2 demonstration nurseries in place 8 nurseries 42,017 saplings produced (survival rate 80%)	VDC Coordination Cttee dormant after initial creation IUCN “door to door” engagement of community appreciated Training valued by communities NTFPs seen as good development option by communities Long-term (5 year) return seen as problem
Participatory conservation and sustainable use plan for medicinal plants and other NTFPs prepared	45% of local communities involved in development f participatory management plan using PRA tools and focus group discussion	Low-key process based on IUCN community motivators with support of IUCN Nepal monitoring unit effective in developing responses understood and adapted to community aspirations and evolving capabilities
Community conservation and sustainable use models of medicinal plants and NTFPs tested and refined	Refer to overall achievements	Formulation of output/result too ambitious. Important steps in this direction taken, but “testing” of full model will require several years, and most importantly, on

		developing responses to the processing and marketing challenges still ahead.
NTFP groups assisted on value adding/processing and marketing of medicinal plants and other NTFPs	73 people offered exposure visit to Ilam NTFP processing sites Union of NTFP traders formed and registration in process Workshop on value adding processing held for collectors and traders	Clearly the main worry of communities. Identification of markets and linking these to cultivation and processing is key challenge for the future. Coincidence of interests between communities and traders also to be developed.
Communities surrounding Ghodagodi lake assisted in conservation and sustainable use of NTFPs	Community consultation to establish action plan Nursery established 10 user groups and 5 CFUGs planted 28,000 saplings (50% survival rate) Exposure visit	IUCN working through Ghodagodi Conservation Area Conservation Forum (GACAF). “Attacks” on forests reduced. IUCN provided training to GACAF in staff skills development Lack of clarity on “Conservation area” implications in terms of rights of local inhabitants. Realisation of income benefits remains a key challenge for the future.
Efficient project management including regular monitoring and follow-up established	Field office established in Budar community motivators (3) in place Regular support from IUCN NRMU and monitoring units	Excellent quantity of work accomplished. Climate of trust established with communities, traders and local government through transparent and participatory approach

Assessment by participating organisations and stakeholders

Communities Communities were positive about the actions of the project. The approach of the IUCN Community motivators was praised for its “door-to-door” nature, and the direct contact made at the household level. The conservation message of IUCN expressed in terms of sustainable forest management based on NTFP production has received a favourable echo amongst the rural communities, and they expressed to the ERT in numerous ways their “trust” of IUCN. The establishment of the trust is the result of the engagement of the communities in participatory planning, of the formation of NTFP “learning groups” and of the provision of a range of demand driven capacity enhancement training activities.

The process begun by IUCN with the rural communities is at its infancy. Consolidation of the empowerment process begun will take some time, as will the arriving at maturity of the NTFPs planted. For these reasons the communities would hope that IUCN will continue to work with them to perfect their skills with respect to the range of technical NTFP issues (nursery management, planting, nurturing, harvesting) already addressed and with new issues which will arise in the marketing phase (harvesting, processing, commercialisation). Leadership and “rights” training was also requested, as was assistance in dealing with “tax” or “royalty” issues concerning NTFPs produced on private lands.

A general view was expressed that learning should take place in group contexts, while production and benefits realisation would be mainly on private lands.

Confidence has been built. IUCN approaches not just the community leaders, but all strata of society including women and dalits.

Direct and indirect influence of activities on nature conservation

Influence on nature conservation is as yet difficult to demonstrate. Planting is taking place in marginal lands, and in due course income generation activities may reduce pressure on forest lands.

Impact on people's livelihoods (in terms of poverty, equity and gender)

Impacts on people's livelihoods in terms of income generation have yet to be demonstrated. However, at the level of empowerment, in terms of the confidence of communities in their capabilities and knowledge, the impact appears to be promising.

The gender awareness and promotion of women's role in NTFP production has had good impacts. Initially women were skeptical of IUCN's intentions and sincerity. When IUCN responded favourably to their expressed interest in water sanitation, they progressively joined. A woman chairs the NTFP committee organised by the project, women are well organised in savings&credit groups and appear to see this mechanism as a valuable way to address their specific needs. The role played by women appears to be well received by the community at large, although this remains to be seen once the benefits start flowing.

Two dalit groups have been organised. The Community has allocated 7ha. of marginal land to the dalit community for planting NTFPs. This represents potentially a significant source of income for them in the medium-term. The transfer of this plot is however as yet unsecured by any formal agreement and again will have to be confirmed when benefits start flowing.

Policy improvements

No policy improvements for the moment. Two areas have potential contribution to policy, and these are:

Clarification of royalty payment issues for NTFP products from private lands
Securing of land handed over to dalit community

Capacity building

Capacity building in the form of the multiple training activities organised, and the community planning and monitoring actions are significant and if consolidated constitute an important contribution.

Awareness raising

Awareness raising is an integral part of IUCN's approach. Communities are very receptive. This receptivity might depend upon the realisation of benefits.

Comments on SDC Sustainability controlling sheet

The ERT would be a little less optimistic that IUCN in assessing the overall sustainability of this project. While the progress towards sustainability has started well, achievements are still fragile and require consolidation.

Comments on Poverty Orientation Fact Sheet

ERT endorses the comments of IUCN on the Fact Sheet for Poverty Orientation.

Conservation of Critical Ecosystem in Siwalik Hills through Collaborative Management

Development Objective Ecosystem conserved and local economy enhanced in Ilam Siwalik hills through collaborative management

Immediate Objective Community and institutions strengthened for the conservation of critical ecosystems (land, water and forest) in 6 VDCs of Ilam Siwalik hill contributing to local levels socio-economy

Progress Towards Immediate Objective

Progress in conservation awareness of stakeholders at all levels was observed. This is confirmed by the involvement of key institutions (DDC, VDC, CBOs, Women's Groups, FUGs, NGOs) and the communities in various conservation initiatives. For example, the VDC of Chulachuli has included IUCN in its 5 year periodical

plan as its main conservation partner, the DDCs and the VDCs have allocated substantial amount of money for the various conservation initiatives and more than 167,000 seedlings have been planted by the CFUGs.

Another noteworthy observation is the strengthening of various local bodies for the conservation of the area. The formation of women's apex body, supported by 52 women's groups was observed to be strong, articulate and respected by all the institutions. This apex women's body has a promising potential to develop into a CBO partner for IUCN to manage various conservation activities in Ilam Siwaliks.

Capacity of the local institutions in participatory planning and management of natural resources has increased. This was evident from the presentation made by the secretary of the women's apex body using the participatory planning maps.

Partnership between local level as well as national level institutions such as DDCs, VDCs, CFUGs, women apex body, IUCN and NEFEJ are observed to have been strengthened. For example, DDC and NEFEJ have respectively provided Rs.600,000 and Rs.100,000 to the women's apex body for conservation initiatives. This has not only strengthened partnership for conservation but mobilized local resources as well.

IUCN's introduction of innovative land conservation techniques (bio-engineering) have been effective and appreciated by the stakeholders. For critical ecosystem conservation, CFUGs have carried out plantations and protection in extensive area of land. The flood control group consisting of various stakeholders have prepared sub-watershed management plans and carried out bioengineering of six rivers mobilizing local resources. This has not only made an impact on ecosystem conservation in the area, but also strengthened the partnership between IUCN and the local stakeholders, and gained trust for IUCN's presence in the community. The success of IUCN's intervention activities have led to more demand for extension of activities.

The IUCN has assisted to form Saving and Credit Groups and initiate IGAs. It is observed that there is a need to identify sectors to invest the capital generated through groups savings. Similarly, though IGAs, such as, bee-keeping and sericulture have been initiated by the stakeholders, but there seems to be the problems of regularity in production, quality control and marketing.

Most of the current activities are concentrated in only one VDC, that is, Chulachuli. The strategy adopted by IUCN to start off with one VDC is a good approach to experiment with interventions. Some of these activities have been already adopted by the other VDCs. However, this approach has given rise to issues, such as, how will IUCN deal with pressure to replicate similar intervention in other VDCs. Also, in terms of equity and poverty, is this VDC representative of all the other VDCs?

Assessment of Results/Outputs - Quantitative and Qualitative

Result/Output	Quantitative	Qualitative
1. Collaborative mechanism for watershed management established and promoted.	sub-watershed management plan is prepared in collaboration with locals and being implemented. About 50000 fruit trees, bamboo, ratten planted on river banks Linkages developed with DDC, VDC, DFO, DSCO, CFUGs. River training-40 gabions and bamboo spurs constructed	Stakeholders aware and have gained knowledge in bio-engineering. Technology appreciated by neighbouring VDCs and demand generated. Only 50% survival rate of sapling planted. IUCN included in the periodic plan of DDC, VDC. Effectiveness of gabions and spurs to be monitored, but have proved to be effective tool in gaining trust of the community.
2. CFUGs assisted technically as well as institutionally for equitable and intensive forest management	Women's Apex body accessed Rs.600000 from DDC and Rs. 100000 from NEFEJ CFUG network established and functional - 35 VDC representatives have developed conservation plan. CFUGs and women members trained and Bio gas orientation to 171(31 women)	Women's Apex body empowered and respected by DDC, VDC, and local institutions and seems rooted shows of sustainability. CFUGs implementing plans and able to mobilized community in plantation. IGA training and Bio-gas gaining popularity, but are the DAGs

	and 21 instilled. 24 people trained in apiculture 24 bee hive sets provided on pay back loan. TOT to 20 women RRA- 300 members of 12 groups built up for RRA	benefitting? Non-formal education very effective and seems to have helped in raising awareness especially on equity and rights issue of the DAGs.
3. Collaboration established with local government/NGOs to support conservation activities in the project area	MOU with DDC signed (Nrs.500,000 contributed by DDC) Bio-gas: revolving fund Rs. 75,000 IUCN input and 25000 by VDC. Collaboration with Sahara Nepal established for technical support to women's group.	Right approach taken in building partnership with DDC, VDC, INGOs, NGOs, CBOs and needs to be continued and strengthened.

Assessment by participating organisations and stakeholders

The participating organizations and stakeholders appreciate IUCN's interventions, such as, inputs for participatory planning, technical and financial support for conservation, income generation, and small scale infrastructure development activities. They appreciate the role played by IUCN in coordinating and networking the stakeholders at district and village levels. The local government bodies look upon IUCN as a credible environmental partner and appreciates IUCN's facilitator's role in conservation of the area.

Direct and indirect influence of activities on nature conservation

Direct influence on conservation covered above

Alternative energy use, such as, biogas and ICS has improved, and the stakeholders have realized that such alternative energy technologies reduce fuel wood consumption and prevent deforestation, improve health and sanitation. Similar to TMJ area exposure visits, training, regular interaction meetings, and exhibitions contribute largely in motivating and mobilizing the local stakeholders in conservation.

Impact on people's livelihoods (in terms of poverty, equity and gender)

Local community people are getting motivated after having initial economic and social benefits from natural resource conservation. IUCN needs to monitor the distribution of the beehives to ensure they reach the target groups (DAGS).

Partner organisations and their personnel are sensitive to gender issues and gender is integrated in their programmes. Women's participation in programmes and support to women's groups in conservation are observed. Women's apex body have applied the skill acquired from the training and non-formal classes (RRA) to develop funding proposal and coordinate with funding agency. Women have been empowered in conservation, but this is observed in only in Chulachuli VDC. The programmes have addressed gender significantly, though proper mainstreaming in conservation is yet to be assessed. But it is observed that the programmes do not address the dalits at par with the women.

Policy improvements

Not applicable.

4.1.7 Capacity building

covered above

4.1.8 Awareness raising

covered in above

Community Conservation of Rhododendron in East Nepal

Development Objective	Community conservation of rhododendron biodiversity in TMJ area is established and functioning
Immediate Objective	Local communities and institutions strengthened to take over the conservation and sustainable use of natural resources in TMJ

Progress Towards Immediate Objective

Increased awareness of the local communities and institutions on the value of conservation was observed. The awareness programmes are effective in involving the local people, CBOs (NORM, Environment Action Committees, Forest User Groups, Mother's Groups) and the local government bodies (MDCs, VDCs) in Rhododendron conservation and discussions on development activities. The Taplejung VDC has incorporated the conservation of Rhododendron as an activity in its periodical plan. The CFUG Network and Energy Group have prepared action plans and implemented.

The various trainings, exposure visits, exhibitions and regular meetings have led to spontaneous actions, such as, weekly clean-up programmes, toilet construction, promotion of improved cooking stoves and generating ideas for tourism. The participatory management planning processes have also positively contributed to build the capacity of the local communities for conservation. During a discussion with the ERT, the stakeholders asserted that they "need laws and policies that give them clear responsibilities and authorities over the conservation of the TMJ area".

IUCN's intervention approach through small-scale community development activities (trail repair, Gufa Pokhari restoration etc) linked with conservation are effective in gaining the trust and respect of the local stakeholders. But precaution should be taken, as more demand for scaling up community development activities were observed during the discussion, which may downplay the IUCN's goal of conservation in the area.

TMJ is geographically more remote and economically poor, and will require more time and resources (manpower, finances) to achieve the same level of impacts as in Ilam Siwalik area. Relative remoteness of and rampant poverty in TMJ have attributed negatively in the implementation of conservation awareness raising and social mobilization. This has also created difficulties to realize the economic benefits from the various IGAs.

Assessment of Results/Outputs - Quantitative and Qualitative

Result/Output	Quantitative	Qualitative
Capacity of communities and institutions built and enhanced with respect to conservation needs of the TMJ area	<p>Developed good partnership with NORM, Energy groups, Schools, Eco-tourism groups. 1200 seedlings planted. More than 100 members oriented in use of ICS and about 30 ICS makers trained.</p> <p>24 CFUG users trained in collaboration with MEDEP; And 31 members trained in beekeeping. Exposure visit organised for lodge and hotel owners and action plan prepared. Gufa Pokari restored</p>	<p>Has problems of coverage all 3 VDCs-activities thinly spread. Survival rate low. ICS popular, but adoption and impacts yet to be assessed Beneficiaries (both builders and individual households receivers) does not seem to be from the DAGs. Beekeeping more successful in the lowlands, more training and technical support required, especially in high altitude areas. Few DAGs also benefiting from this activity. Exposure visit effective in motivation and generating ideas. Small scale infrastructure has helped gain trust of community.</p>
Conservation information system established for effective		

biodiversity conservation		
Community institutions assisted for the preparation of a participatory conservation and sustainable use plan of TMJ	Draft management plan prepared Rhododendron conservation incorporated in Taplejung DDC's periodic plan	Local institutions, aware and actively involved in conservation activities (DDC, VDCs, CFUGs, women's apex body)

Assessment by participating organizations and stakeholders

IUCN's approaches and programmes, on the whole, are appreciated by all the stakeholders (local governmental bodies, NGOs, CBOs and line agencies). All the stakeholders unanimously credited IUCN for increasing their awareness on the conservation of natural resources. The support provided in participatory planning/management of natural resources is appreciated by the local user groups. IUCN is rightly seen as a neutral organization that promotes conservation and provides inputs in policy related matters. The DDCs and VDCs stated that IUCN is an ideal organization to play the role of a coordinator or be a platform in the district, mainly for the forest related issues. The DDCs and VDCs feel that there is limited coordination between them and have shown interest for joint planning with IUCN in future. The engagement of the DFOs and the DSCOs should be continued and further improved to reinforce the consensus in seeking and identifying benefits for the people. There is also potential for collaboration with MEDEP, LFP, UNDP's-Energy programme. On the whole linkages amongst key stakeholders have been established and continued effort is required to keep it alive and effective.

Direct and indirect influence of activities on nature conservation/awareness raising

The improved cooking stoves (ICS) so far have shown positive results, and some of the stakeholders claimed that it contributed to save up-to 30 percent fuel-wood (20 ICS builders trained). However, it is still early to assess the impacts and more trials in the higher altitude areas are advised as the traditional stoves are used for space heating, unlike the ICSs. All the key local organizations have showed deep interest in alternative forms of energy and are convinced that the pressure on the forest for fuel-wood will be minimized with the introduction of more alternative energy technologies.

The formation of CFUG Network (37 CFUGs) together with several training have helped to build consensus among the members and contributed to conservation and management of the Rhododendron forest. Likewise, inputs to DDCs, VDCs, NORM, schools, and women's groups have significantly contributed to create a "momentum" among the local people for the conservation of the Rhododendron forest. For example, the women's group have organized themselves and take turns in guarding the Rhododendron forest (Rs.1000 is fined for cutting green Rhododendron tree), have planted tree saplings, regularly weeds plantation sites.

Both teachers and students appreciated the educational materials and trainings provided. They have initiated weekly clean-up programmes, and plantation in barren areas. The schools are observed to be effective in creating awareness on environment and conservation though the areas they cover is limited.

The exposure visits, workshops, and regular meetings are very effective in raising awareness on the conservation of the natural resources. More demand for such activities by the stakeholders was observed.

Impact on people's livelihoods (in terms of poverty, equity and gender)

The emergence of women's group for conservation of the forest and community development activities (for regular village clean-up, plantation/protection of forest, saving and credit) appears to have played a crucial role in mobilizing the community for the conservation of Rhododendron forest. However, their level and rate of participation in the project-initiated activities are varied and limited. The participation of dalits in the programme is rather low considering their dependency on the natural resources. Participation and mainstreaming of these groups in the projects as well as other programmes needs to be reinforced. Care should be taken in the initial stages to avoid these groups involvement only in implementation of certain conservation and development activities, without having a role in the decision-making process.

Several IGAs have been initiated, but their impact in income generation needs to be carefully monitored. Training on beekeeping, nettle-fiber and bamboo weaving is appreciated by the stakeholders, but these trainings like in many hill districts of Nepal are also faced with the problems of regular production, quality control and market linkages. The stakeholders claimed that the promotion of ICS has reduced women's workload and created income generation opportunities for the local ICS builders. But the issue of which groups (disadvantaged groups?) in the local community these ICS builders belong to needs to be considered. However, the idea of

developing local resource persons is a good effort in terms of sustainability. Similarly, the potential of developing eco-tourism as IGA does not seem to be a viable sector, keeping in mind the TMJ's separation from the regular Kanchanjunga trekking route and the distance from the capital.

Policy improvements

A good baseline information (TMJ assessment report) exists, which provide basic information that can be used to build consensus for land use, access to Rhododendron forests and other issues related to natural resources management. The preparation of the legal options for the TMJ area needs to reviewed with the participation of the local stakeholders. Because, it is observed that no real discussion on the legal options with the DDCs, VDCs, CFUGs and the local communities have been undertaken. A participatory discussion with the stakeholders is necessary, as they are with the impression that the proposed legal option ensures all their rights.

It is a good indication that the local stakeholders perceive IUCN's main role is to influence the government for designing people centered rules and regulations. Thus IUCN should focus maintain this role, and avoid giving the impression of being an implementing agency.

Capacity building

Refer to the general statement.

Awareness raising

See above

Development of Environmental Policy, Legal and Regulatory Framework

Development Objective: His Majesty's Government and Judiciary assisted in building sound environmental legal regime

Progress toward immediate objective

Discussion with the IUCN staff and stakeholders and reports produced by IUCN revealed that a good progress has been made by IUCN in achieving the above objective. Main achievements listed in the 2001 Progress Report (pp 57-58) were verified by relevant staff of IUCN and the officials of MOFSC, MOPE, NPC, and other stakeholders. IUCN's facilitating role was certainly a key factor for these achievements. Moreover, IUCN has established itself as a reliable partner of HMG in collecting relevant information and making it available as per need of the agency.

IUCN has been collaborating with NPC and MOFSC since 1980s for planning and implementing NCS. IUCN is recognised a professional institution in the field of conservation related research, training, information, international exposure, having access to new technologies, and with expertise in conservation related policy formulation. Major focus of IUCN has been on environmental governance and also now on trade and environmental issues. The focus has slightly shifted from facilitating the preparation of laws to implementation. Preparation of policies and laws are conducted mostly through task forces.

As a result of IUCN initiative a Wetland Policy document has been prepared with reviews and several intergovernmental consultations. The policy has got initial approval from the cabinet and now it is with the Parliament for approval.

A Task force on TMJ Legal option at the DDC level has been working to finalise a Draft Options Report. Similarly, inter-governmental consultations were held, to prepare a policy document on Access to Genetic Resources and being finalised by the Task Force at the MOFSC. Environment Report in the transport sector (pollution) was prepared and submitted to MOPE. And now the Land Degradation has been identified as an issue for future action.

As part of capacity development 25 judges and 23 government officials were sensitised on international environmental laws including convention on bio-diversity, access to genetic resources and benefit sharing, and bio-safety with reference to Nepal.

Assessment of results/outputs, quantitative and qualitative

Result/Output	Quantitative	Qualitative
Appropriate legal instruments for conservation and sustainable use of natural resources developed.	<ul style="list-style-type: none"> - Existing laws and policies related to wetland reviewed - A draft policy prepared and accepted by the Task Force - TMJ Legal option being prepared by the Task Force - Two consultations held on Access to Genetic Resources, a draft bill prepared and accepted by the Task force 	<ul style="list-style-type: none"> - Preparation of Wetland policy in cooperation of the Gos and NGOs highly commendable - Proactive role played by IUCN in all policy and legal matters are well accepted by the GOs, NGOs, donors and other stakeholders. - Consultations on Genetic resources generated general awareness as well as prepared the judges for influencing decisions in future
Capacity for the development and implementation of law, policies, international obligations enhanced	<ul style="list-style-type: none"> - IUCN provided technical assistance in formulation of "Second Forestry Amendment Act" -Sensitisation programme on international environmental law completed for 25 judges and 23 govt. officials - Environment Report in the transport sector prepared based on a study of vehicular pollution in nine cities of Terai and submitted to MOPE - Land Degradation on identify a new area for future 	<ul style="list-style-type: none"> - Greater demand for policy and legal intervention by IUCN in many conservation areas, at times difficult to cope. - As a result of sensitisation about environmental issues judges accept it as part of human rights(right to life). - Judges are thankful to IUCN for providing specific knowledge about inter-generational equity - In cases of public interest law now environment includes 20-25% - Judges feel more confident and aware about the issues of natural resources conservation including the problem of Access to Genetic resources, environment pollution and land degradation issues. - Now a separate bench in the supreme court for environmental bio-diversity being established
Legal framework for collaborative management for conservation and sustainable use of natural resources developed	<ul style="list-style-type: none"> - Key legal and policy instruments drafted and submitted to government through related Task Forces on community collaboration on Wetlands and Access to Genetic Resources. 	<ul style="list-style-type: none"> - Well represented task force formed and IUCN representative working as member-secretary makes it more effective - Legal and policy confusion about the community forestry needs further attention from IUCN in order to resolve local conflicts.

Assessment by participating organisations and stakeholders

The focus of IUCN on environmental governance and policy support in conservation area has been greatly appreciated by the government officials, NGOs, IUCN members and the donors. Government officials are more happy with this role of IUCN since IUCN has access to international knowledge and experience as well as working experience with the local Gos and NGOs.

Role of IUCN as facilitator in policy and legal issues has been effective and well accepted by the GO partners. Environmental law and education are perceived as unique roles of IUCN in the field of natural conservation.

Direct and indirect influence of activities on nature conservation

Environmental laws and policies play an important role in environmental governance and conservation. Nepal did have some laws to regulate forest, land, water etc but in a scattered manner. These laws and related policies need to be updated in accordance with the international convention on nature conservation and bio-diversity for

which Nepal has been a signatory. It appears that IUCN has proved to be effective in identifying these legal and policy areas and lobbying with the government for necessary changes.

Impact on peoples' livelihood (in terms of poverty, equality and gender)

Environment friendly laws and policies may not appear to be directly linked to people's livelihood from a short-term perspective, but in the long run these laws have great impact on the livelihood of the people. These laws also have positive effect on poverty, equity and gender issues.

Policy improvements

There has been policy improvements in the sense that certain laws are integrated and other are being updated. At the same time new laws, such as Wetland and Access to Genetic Resources, are being formulated. All these are examples of policy improvements.

Capacity building

Capacity building in the area of laws and policies can be seen at three levels. One is at the government ministries and department level where IUCN facilitates policy making and becomes a sound basis for formulation of laws. Second is at the judiciary level where the understanding and knowledge of judiciary is enhanced through training, seminars and workshops. Third is at the district and local level where policies and laws are propagated for implementation. It should be understood that the entire exercise of policy making, law formulation and implementation add to capacity building at different levels.

Awareness raising

As explained above.

Sustainability

Not applicable

Poverty

Not applicable

Knowledge, Advocacy and Communication

Immediate objective: Communication and advocacy support provided to all stakeholders of IUCN through generation and dissemination of knowledge regarding bio-diversity conservation and sustainable use of natural resources.

Progress towards immediate objectives

Nepal Environmental Resources Information Centre (NERIC) of IUCN has done an excellent job of collecting and dissemination of environment related data and information to all the stakeholders. These resources are being used by governmental, and nongovernmental agencies as well as by the teachers and students. NERIC has enhanced the role of IUCN as a knowledge based institution in the field of conservation of bio-diversity and natural resources.

Environmental education and awareness raising has become one of the main functions of IUCN. It covers both formal and nonformal education sectors. Similarly it has tried to influence decision making process for the integration of environmental and conservation concerns into all levels of policy formulation, adoption and implementation through a strategically focussed advocacy programme. All these programmes and activities are conducted by an unit created in 2001 entitled Knowledge, Advocacy and Communication Unit (KACU).

KACU has been instrumental in enhancing the capacity of IUCN and key partners for environmental communication. Achievements of KACU listed in the 2001 Progress Report (pp. 15-17, 43-44 and 121-122) were verified by the relevant staff of IUCN, community representatives, district and central level government officials and related stakeholders. KACU has successfully conducted awareness raising and consultation programmes in collaboration with units of natural resources management, legal and policy and field programmes. It has facilitated several seminars and workshops, supported preparation of the National Strategy of Sustainable Development (NSSD), and provided technical assistance to NGOs in their environmental efforts.

KACU has assisted in integration of environmental education in formal and nonformal education sectors in collaboration with other units. It has published several reports, books, brochures, news letters, feature articles as part of generation and dissemination of knowledge on natural resources and bio-diversity management. It has also produced documentary films and CD-Rom, and has disseminated as per need.

KACU is a service unit for methodological facilitation, maintaining relation with the IUCN members, supervises the work of national and international interns, supports all the programmes, meets all information needs and maintains PR with NGOs and visitors of the resource centre. Therefore, KACU is rightly addressed as "Custodian of the professional image of IUCN-Nepal".

KACU has a limited number of professional staff. Most of its activities requiring professional expertise needed in areas of environmental education and communication are brought from outside as resource persons.

Awareness about natural conservation and bio-diversity issues have been found an important work of IUCN both at the central and local level. At the central level IUCN is popular as a knowledge based institution or a "Think Tank" in natural conservation. Whereas at the field level, with support from KACU IUCN has been able to change the attitude of the people towards environmental protection. In TMJ area, for instance, one participant said that "Save the TMJ forest not with barbed wire but with the wire of heart". Now the protection of bio-diversity is being considered a holy action by the villagers.

Assessment of results/outputs – quantitative and qualitative

Result/Output	Quantitative	Qualitative
Influence decision making process for the integration of environmental and conservation concerns into all levels of policy formulation, adoption and implementation through a strategically focussed advocacy programme	<ul style="list-style-type: none"> - Key issues included Environmental Law and Compliance, bio-diversity and eco system conservation, Water and Wetland, climate change and sustainable livelihood - Nepal Environmental Resources Information Centre (data base) - Net working with several national and international agencies. - Capacity of 16 teachers in environmental education enhanced at Seti Technical school and 19 teachers in TMJ area - Several seminars, workshops organised at different levels. - Training need assessment report for Curriculum Development Centre prepared - Large number of technical and awareness training events involving all key stakeholders organized - Brochures 5-600 mailed, about 400 visitor received monthly, 60-70 publications produced annually, and about Rs 300000 worth publications sold from the Resource Centre 	<ul style="list-style-type: none"> - Direct approach to people by "knocking on their doors" highly appreciated. - Helped building trust for IUCN amongst local people and CBOs - Poverty and gender issues emphasised in awareness training - IUCN emerging at field level as trusted convening body and source of conservation information and capacity building assistance - Conservation and user right awareness and training well received and generating more demand for such training from nearby locations - Developing learning processes that engage local bodies - Engaging HMG and international partners in learning from field experience for developing and refining policies. - Communication activities of IUCN highly appreciated both at the central and local level
Capacity of IUCN-N and key partners for environmental communication strengthened	<ul style="list-style-type: none"> - Technical inputs and guidance support provided to prepare a documentary film on eastern projects on Rhododendron and Siwaliks. - Several press releases, feature articles and anchors for dissemination in media - Science materials posters provided to schools in TMJ 	<ul style="list-style-type: none"> - Sanitation in the school and community of TMJ has become a regular activity - TOT and teachers trained in Seti and TMJ are now providing awareness about environmental conservation to the local people - Eco-clubs have been effective change agents for generating awareness - Now people say "Nothing can happen without awareness and consciousness raising " about environmental issues.

<p>Support and assistance provided to IUCN Nepal programmes and projects to develop and implement awareness raising components</p>	<ul style="list-style-type: none"> - Brochure for projects produced and news letter published - Nepali version on "Towards Eco Tourism in Everest Region" published 	<ul style="list-style-type: none"> - Awareness helped to save NTFP, first they only exploited the wild NTFPs and now they plant as well. - Publication of IUCN are generally seen as having professional quality and standard - Brochures and news letters are good source of communication for the literate audience both at the central and local level
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Assessment of participating organisations and stakeholders

All the Go and international partners consider IUCN as a knowledge based organisation, which has capacity in training, research and communication in environmental conservation. All publications of IUCN are highly appreciated. Production and dissemination of environmental information to NGOs, IUCN members, GO and international partners is highly appreciated by recipients. EIA training and lobbying with the GO for policy formulation are considered important and unique contributions of IUCN. International partners would like to see IUCN work as "Think Tank" rather competing in the field with other INGOs who have a long field experience in natural conservation.

Direct and indirect influence of activities on nature conservation

It has both direct and indirect impact on natural conservation. "Environment is your property, you are the only one who can conserve it" campaign has changed the attitude of the local people in project area. Celebration of "Environment Day" like events in the schools and urban areas have contributed to enhancing environmental awareness among the children and youth.

Impact on people's livelihoods (poverty, equity and gender)

In a long-term perspective and in an indirect way, yes it does influence but not in a short-term and direct way. Environmental awareness programmes changes the attitude and behaviour of the people towards conservation but slowly.

Policy improvements

Research, training and advocacy work of IUCN has direct implications to policy improvements though it can not be objectively verified.

Capacity building

IUCN has helped capacity building of related stakeholders both at the GO and NGO levels. At the field level the local NGOs, CBOs and line agencies, VDC and DDC officials have participated in a variety of environmental awareness programmes organised by IUCN field officers with assistance from KACU and have immensely benefitted.

Awareness raising

It has been amply described above.

Sustainability

Not applicable

Poverty

Not applicable

Annex 6

Financial Table in CHF

Donor	Projects	2000	2001	2002	Total	%
SDC	Seti	50,000	120,000	150,000	320,000	9.72
SDC	SETLPU	30,000	60,000	90,000	180,000	5.47
SDC	Rhododendron	30,000	80,000	90,000	200,000	6.07
SDC	Sialik	30,000	80,000	90,000	200,000	6.07
SDC	Core	140,000	355,000	210,000	705,000	21.41
BKPC	Bhotekoshi	61,402		25,456	86,858	2.64
ELC Germany	Forest study	700			700	0.02
NEDA	CDEAP	150,455	23,747		174,202	5.29
NORPLAN	Melamchi	72,433		118,910	191,343	5.81
Beijer Institute	Env't assm't	9,715			9,715	0.30
DANIDA	ISO Agro	10,469			10,469	0.32
British Embassy	Ghodagodi lake	6,000			6,000	0.18
SANDEE	Secretariat	123,400	161,335	451,663	736,398	22.36
KNCF	Lumbini	27,778			27,778	0.84
IIED	NSSD	65,761	43,897		109,658	3.33
World Bank	NBTF		11,525		11,525	0.35
UNDP	Wetlands		16,804	219,914	236,718	7.19
IUCN HQ	Dolpa mission	16,727			16,727	0.51
IUCN Region	Himal		17,500		17,500	0.53
IUCN HQ	WCPA		29,995		29,995	0.91
Ramsar Bureau	Koshi Tappu		17,947	4,487	22,434	0.68
Totals		824,840	1,017,750	1,450,430	3,293,020	100

Annex 7

Project Steering Committee

PSC Members' Contact List

Name/Title	Organisation	Remarks
Dr. Jagdish C. Pokharel Hon'ble Member	National Planning Commission Singha Durbar	Chairperson
Joint Secretary	MOPE Singha Durbar	Represented by: Jay Ram Adhikari
Madhav Pd. Ghimire Joint Secretary	Foreign Aid Division Ministry of Finance	Represented by: Hari Prasad Regmi Under Secretary, MoF
Mr. Bhagbat Kumar Kafle Joint Secretary	Environment Division, National Planning Commission Secretariat	
Joint Secretary	MoFSC Singha Durbar	Represented by: Dr. Uday Raj Sharma, Chief Environment Division
Mr. Narayan Poudel Ad Hoc Chairman	Nepal National Committee IUCN	
Mr. Anton Hagen Resident Coordinator	SDC	Represented by: PSC 1/01 Karl Schuler PSC 2/02 Dibya Gurung
Dr. Chandra P. Gurung Country Representative	WWF Nepal	Represented by: PSC2/02 Ukesh Raj Bhujju
Dr. Mahesh Banskota Country Representative	IUCN Nepal	Member Secretary
Woman Environmentalist	Vacant	As per decision of PSC
Environmentalist / Lawyer	Vacant	As per decision of PSC
Local Representative from IUCN project site	Vacant	As per decision of PSC
Potential donor for IUCN	Vacant	As per decision of PSC

Annex 8

Task Force Members

Access to Genetic Resources and Benefit Sharing

Chairman: Dr. Uday Raj Sharma, MoFSC
Members: Dr. Madhusudan Upadhyaya, NARC
Prof. Sanudevi Joshi, Tribhuvan University
Mr. Ranjan Krishna Aryal, MoLJPA
Dr. Prahlad Kumar Thapa, MoAC
Mr. Ram Bhadur Shrestha, MoAC
Mr. Tulshi Bhakta Prajapati, MoFSC
Member-Secretary: Mr. Surendra Bhandari, IUCN Nepal.

Wetland Policy

Chairman: Dr. Tirtha Man Maskey, DNPWC
Members: Mr. Narayan Poudyal, DNPWC
Mr. Jamuna Krishna Tamrakar, DoF
Dr. Keshav Raj Kandel, MoFSC
Mr. Shree Prasad Pandit, JUS
Mr. Diwakar Chapagain, DNPWC
Member Secretary: Mr. Surendra Bhandari, IUCN Nepal

TMJ

Chairman: Dr Keshav Kandel, MoFSC (Previous)
Dr. Damodar Parajuli, MoFSC (Currently)
Members: Vikram Raj Tuladhar, DoF
Narayan Poudyal, DNPWC
Hari Har Digdel, MoFSC
Anand Bhandari, MoFSC
Batu Uprety, MOPE
Member-Secretary: Surendra Bhandari, IUCN Nepal

Judges' Sensitisation

Chairman: Justice Harischandra P. Upadhyaya, Supreme Court
Members: Mr. Shree Prasad Pandit, Registrar, SC
Mr. Narayan Belbase, Ford Foundation
Mr. Prakash Mani Sharma, Pro-Public
Member Secretary: Mr. Surendra Bhandari, IUCN Nepal.