

# **FINAL EVALUATION REPORT OF CARE NEPAL, HARIYO BAN PROGRAM**



## **Prepared by**

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Mr. Basanta Babu Shrestha, Member (MoFSC)

## **Submitted to**

**SOCIAL WELFARE COUNCIL (SWC)**

Lainchaur, Kathmandu, Nepal

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## **ACKNOWLEDGEMENTS**

The Social Welfare Council (SWC) assigned the evaluation team to conduct final evaluation of the project implemented through CARE, Nepal. During the evaluation processes many people helped the evaluation team to complete the task and received valuable information and benefited from their diverse viewpoints.

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Final Evaluation Team

June, 2017

## EXECUTIVE SUMMARY

The Hariyo Ban Program is a United States Agency for International Development (USAID) funded project and designed for resilience building of human beings as well as ecosystem. The overall goal of Hariyo Ban Program Phase I was to reduce adverse impacts of climate change and threats to biodiversity in Nepal. The three objectives were to: i) Reduce threats to biodiversity in targeted landscapes; ii) Build the structures, capacity, and operations necessary for effective sustainable landscape management, with a focus on REDD+ readiness; and iii) Increase the ability of targeted human and ecological communities to adapt to the adverse impacts of climate change. It is implemented by a consortium of four partners: World Wildlife Fund (WWF), Cooperative for Assistance and Relief Everywhere (CARE), National Trust for Nature Conservation (NTNC), and the Federation of Community Forest Users Nepal (FECOFUN).

The project had three core interwoven components: biodiversity conservation, sustainable landscapes and climate change adaptation, with livelihoods, governance, and gender equality and social inclusion (GESI) as cross cutting themes. It operated in two landscapes: the Terai Arc Landscape (TAL) and Chitwan Annapurna Landscape (CHAL). It works closely with a wide range of stakeholders and beneficiaries at different levels including government; local communities and community based organizations; non-government organizations (NGOs); academia; other projects; and the private sector. CARE, Nepal had played crucial role within the program as a lead on climate change adaptation, governance and GESI along with significant contributions for watershed management, biodiversity conservation, earthquake recovery and reconstruction (ERR), REDD+ and PES initiatives.

The major objectives of the final evaluation were to explore the level of the progress, evaluate the project effectiveness, identify the target and level of achievements, and to assess the financial regularities and compliance. The evaluation covered all aspects and activities of program for the period of 2011 to June 2016. The evaluation concerned on community, social and public practices in the project area, coordination mechanism with local bodies and other line agencies, level of community participation, income and expenditure pattern of project, internal financial control system, sustainability component of the project, socio-economic issues governing the project implementation etc. Final evaluation team tried to find community and public auditing

practices in the project areas, project coordination mechanisms, community participation, and extent of social inclusion in project areas. The methodology for the evaluation was guided by the objective and the scope of the work as clearly stipulated by the Social Welfare Council.

Hariyo Ban worked closely with local communities in biodiversity conservation, both supporting community management of biodiversity, and promoting improved livelihoods to help reduce unsustainable pressure. The program also played an important role in promoting better natural resource management (NRM) governance and GESI in biodiversity conservation, sustainable landscapes and climate change adaptation to help achieve these program objectives and improve the lives of poor and marginalized people, and women. Hariyo Ban also supported government to develop country-specific indicators for social and environmental standards in its work on reducing emissions from deforestation and forest degradation (REDD+).

In the sustainable landscapes management component, Hariyo Ban program supported sensitization of stakeholders and communities on Reducing Emission from Deforestation and forest Degradation (REDD+) along with identification and promotion of community based measures to address drivers of deforestation and degradation. The main focus was on REDD+, for which the program supported government of Nepal to develop enabling policies for REDD+ Readiness in Nepal. This included support to the Forest Policy 2014, Forestry Sector Strategy 2016, REDD+ Strategy, and seven other strategies and guidelines for sustainable forest management. The program also made efforts to pilot initiatives on payments for ecosystem services (PES) based on sediment reduction at Mid-Marsyangdi hydropower, as an innovative way to promote sustainable financing mechanism for climate change adaptation including conservation and sound development through payments for services that ecosystems provide.

People and biodiversity in Nepal are facing increasing climate change impacts, which are affecting the way people use the environment and the services it provides. Ecological and human communities are vulnerable to various hazards like floods, landslides, droughts, irregular rainfall, and decreased water supplies. Impacts on people are already apparent; impacts on ecosystems are taking longer to manifest and may suddenly appear in the future as tipping points are reached. To reduce vulnerability, Hariyo Ban has made significant achievements by implementing climate change adaptation (CCA) activities in TAL and CHAL areas. At local level capacity was built in target communities and stakeholders to conduct vulnerability assessments and prepare adaptation

plans; 331 community adaptation plans of action (CAPAs) and 90 local adaptation plans of action (LAPAs) were prepared and the majority was implemented at least in part, benefitting 288,499 vulnerable people. While Hariyo Ban provided seed funding, further financial resources for this (over 30%) were raised from communities, village development committees (VDCs), and government line agencies. Adaptation covered a range of activities depending on vulnerabilities, and ranged from agriculture and livelihoods; disaster risk reduction (DRR); infrastructure development; water, sanitation and hygiene (WASH) and health; to forestry and ecosystem resilience building.

Successful innovations included: integration of ecosystem and human adaptation; incorporation of governance and differential vulnerability assessment in the LAPA framework; mainstreaming of CAPAs and LAPAs into local planning process as well as into CHAL and TAL landscape strategies and action plans; piloting the integration of CCA and DRR, and their mainstreaming in local planning processes; and promotion of upstream-downstream collaboration for adaptation and resilience building. Projections were made of the potential impacts of climate change on biodiversity, forests and human communities with recommendations for future actions to improve adaptive capacity and resilience. Implementation of Climate Change policy, NAPA and LAPA framework and support in National Adaptation Plan (NAP) process are its policy level engagements particularly in coordination with Ministry of Population and Environment (MoPE).

Overall, the context of the project is good and the project has been trying to reduce adverse impacts of climate change and threats to biodiversity in Nepal. Since, reducing the adverse impacts of climate change is vague concept; it should be done with the coordination of all stakeholders working in these areas. The project has maintained the sound documentation part and the planning design of the project is also good. Implementation of information technology, the project handled all data base in perfect manner. Since, the project was implemented from four consortium partner, it is very challenging task, somehow project tried to maintain the good relationships with all partner as well as other government agencies.

For the selecting sites, the project implemented Poverty and Vulnerability Assessment (UCPVA) which is reasonable tool in Nepalese context. Beside this, it is recommended to implement sustainability assessment tool which might give the clear picture of social, economic and environmental aspects of the locality. It is very essential to develop holistic river basin

management approach for landscape conservation. Since the project strategy is watershed or river basin approach, but there is lack of human resources on watershed and river basin areas. Even though the project was designed to do research and studies on climate change and its impact on biodiversity, water, food security, and disaster risk, energy and infrastructure but in the reality, there is little evidence of doing research. To overcome the problems like deforestation, over grazing and landslides, the green recovery should be a major goal of the project.

Collaboration between other NGOs, government line agencies and other development projects needs to be further strengthened through engagement in participatory planning and review-reflections, involvement in joint monitoring mechanisms, building capacities in governance. The project has not given the priority on land management and land use planning aspect. Without these approaches, it is difficult to manage the natural resources. It is recommended to apply these concepts on upcoming project.

During the period of evaluation, the CARE Nepal committed to provide assistance of USD 6,230,373.38 and provided actual amount of USD 8,868,961.95. As informed by the management team of the project, the excess fund was received due to addition of fund by WWF for Emergency Recovery and Reconstruction Fund& Biodiversity Component as agreed by WWF with SWC at the time of Earthquake. The administrative budget is within the limit of budgeted amount. The planned cost and actual cost have been reviewed for project period covered by our evaluation. Comparison of program cost and administrative cost is made based on project documents and audited financial statements restated to resemble the activities of the project documents. The actual program and administrative cost are in the ratio of 83.92: 16.08 against 84:16 as projected. Hence, the administrative cost in line with the approved budget. Generally costs are incurred as per the annual budget. Program activities are carried out considering economy and efficiency. CARE Nepal has also worked with partners other than those mentioned in Project Agreement that are referred to events based partners. This has resulted in increased implementation cost including monitoring cost associated with it. Minimizing event based partners may help in reduction of cost. The Project was found to comply with all financial regulations of the country.

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## CHAPTER I: INTRODUCTION

### 1.1 Background

Nepal is a biologically and culturally diverse country (Ghimire et al., 2006). The state of biodiversity and the environment in Nepal is closely intertwined with the wellbeing of Nepali people and these things provide the people for livelihood and maintain ecological balance (Shrestha et al., 2009). Nepal has three main ecological zones running east to west: the flat plains of the Terai in the south, the mid-hills in the center, and the high mountains and desert plateau to the north, with several protected areas. Nepal can be classified into five physiographic regions; the Tibetan Plateau, the Higher (Tethyan) Himalaya, the Lesser Himalaya, the Siwalik, and the Terai (NNAP, 2002). Nepal's highly varied physiographic and climatic conditions and location at the crossroads of the Indo-Malayan and Palearctic biogeography regions have resulted in a very rich diversity of flora and fauna (MoFSC, 2014). Nepal covers only 0.09 percent of the Earth's land area, but possesses much richer biodiversity than many other countries. Nepal has 118 ecosystems and 35 forest types that provide habitat for 9.3% of birds, 4.5% of mammals, 2.6% of butterflies, and 2.0% of all flowering plant species known globally (NBS, 2002). Nepal's 28 million people comprises of over 100 different ethnic groups with extraordinary cultural diversity.

Nepal is predominantly an agrarian society. Approximately 85% of Nepalese live in rural areas and depend on indigenous knowledge and traditional agricultural technology. The livelihoods and economic progress of a significant percentage of Nepalese people depends primarily on the country's wealth of natural resources. The agricultural sector alone contributes about 35 percent to GDP and is the main source of employment for over 76 percent of the population (CBS, 2011). Approximately 85 percent of Nepalese live in rural areas and depend on traditional agricultural technology. The natural resource base is closely linked with traditional agricultural technology, and the populations, especially the poor who have few assets, are heavily dependent on forests for their subsistence livelihoods. Forests fulfill their water, fuel wood, fodder, non-timber forest products, and timber needs. Fuel wood is the main source of energy in households, and small and traditional industries (Thapa et al., 2016).

The forest resource assessment of Nepal shows that there are approximately 4.27 million hectares of forest, 1.56 million hectares of shrub land and degraded forest, 1.7 million hectares of grassland, 3.0 million hectares of farmland, and about 1.0 million hectares of uncultivated lands (MoFSC, 2002). In 2008, the Ministry of Environment, Science and Technology identified approximately 28 percent of Nepal's total land area as degraded (classified as poorly managed forests, sloping terraces and pastures, and areas damaged by floods and landslides) (MoEST,2008).In 2015, the country had over 44.74% forest and other wooded land cover and 23.39% of its falls under the protected area (Department of Forest Research and Survey, 2015).

People of rural area fulfill their water, fuel wood, fodder, non-timber forest products, and timber needs from forest resources. Despite the importance of forests in maintaining ecological balance and supporting livelihoods and economic development, Nepal's forests have been reduced to a fraction of the original forest cover (Sing et al., 2009). Drivers of forest loss and degradation include high dependency on forests and forest products; unsustainable harvesting; forest fires; encroachment; overgrazing; resettlement; and infrastructure development. Underlying causes include increasing demand for land; landlessness; lack of alternative livelihood opportunities; inefficient use of resources; agriculture expansion; market failure; weak law enforcement and governance; new economic growth prospects; and ad hoc policy processes (MFSC, 2010).

Increasing human population, natural disasters; haphazard infrastructure developments and increasing pressure from climate change have been causing serious concerns to both biodiversity and people. Increased intensity and frequency of forest fires, floods and landslides have had significant adverse impacts on Nepal's biodiversity. Forest loss and land degradation are resulting in the loss of habitat of iconic and endemic species. In addition, some non-timber forest product species are declining, affecting food and income sources of rural communities (e.g. edible fruits and vegetables from forests). Water resources have also been affected, with direct impacts on wetlands, the availability and quality of freshwater, and water recharge systems important for wildlife, irrigation and hydropower. Land degradation is also big problem of Nepal and it is the result of an increasing population with greater resource demands, which results increased pressure on land and land-based resources through over-harvest of forests and forest products, over-grazing by livestock, and cultivation of marginal lands to meet the resource deficits. These activities lead to soil erosion, and loss of soil nutrients and fertility. Degraded

lands then result in a decline in biological and/or economic productivity of agricultural lands, pastures, and forests.

In Nepal, landslides are common on degraded slopes of hills and mountains, causing further economic losses from damage to infrastructure. Landslides also cause environmental damage and endanger the lives and properties of people. Overgrazing and deforestation also cause to experience significant sedimentation of river beds, which exacerbates erosion of river embankments from channeled water flows. Degraded forest land, as well as agricultural land lacking forest cover, is most prone to run-off, soil erosion, and landslides during intense rain events that typically occur in July, August and September. During flooding, these rivers are capable of carrying large debris to considerable distances and are capable of massive river-cutting, increased sediment loads, changes in river courses, destruction of property and infrastructure, and possible loss of livestock and human life. Downstream farmers and communities can be heavily affected by even slight changes in geomorphology and hydrology.

Nepal hosts a wide range of climates over a short distance, from sub-tropical in the south to alpine conditions in the north, with the Himalayan Mountain Range and South Asian monsoon heavily influencing the country's climate. Although Nepal produces a negligible amount of the total global GHG emissions it is highly vulnerable to climate change. An increase in average annual temperature has been reported over the past few decades (Ministry of Environment, 2010). Climate change is increasingly becoming a major threat to the people and biodiversity of Nepal. According to a 2012 government report, more than 1.9 million people were highly vulnerable to climate change and 10 million were increasingly at risk (MoEnv, 2012). Average temperatures in Nepal have increased at a rate of 0.06°C between 1977 and 1994, and the precipitation in eastern Nepal shows an increasing trend while the western and central parts of Nepal face a negative trend of less than 700 mm per decade (IBID).

Climate projections for Nepal suggest that monsoon precipitation will increase, especially in eastern and central Nepal, but actual rainfall patterns will be highly variable, both spatially and temporally. Extreme weather events are expected to become more frequent, and extended droughts will become interspersed between periods of intense precipitation while winters are predicted to become warmer (Xu, 2007). Water resources have also been affected, with direct impacts on wetlands, the availability and quality of freshwater, and water recharge systems

important for wildlife, irrigation and hydropower. The increase in temperatures and less predictable rainfall has also resulted in shifts in agro-ecological zones and prolonged dry spells (Singh et al., 2009).

## **1.2 Realization of problems**

Nepal has been facing the problems of rapidly changing political, economic and social structures with diminishing natural resources. Extensive out-migration from rural areas continues, with a large absentee male population who send home remittances from employment in cities and foreign countries (Shrestha & Joshi, 1996). Rural labor has decreased, with corresponding effects on agriculture, livestock husbandry and forest management. Infrastructure development is advancing fast, often resulting in adverse environmental impacts in landscapes from poorly designed roads and hydropower (WWF Nepal, 2014). Human development indicators show improvement, but marked social inequalities continue (United Nations Development Program 2016), and discrimination against socially excluded groups and women is common, as is gender-based violence. Nepal falls far behind on the global ranking economic health. According to Nepal's living standard survey in 2009, 25% of people still live below the absolute poverty line. In addition, considerable income disparity exists between rural and urban populations and geographical regions. Poverty is a serious issue in Nepal and many poor and vulnerable people depend on natural resources for their livelihoods.

Forest loss is considered a major cause of land degradation in Nepal (NAP, 2004). The drivers of deforestation and land degradation result from a combination of economic, political, and social factors. In addition, livestock are allowed to free-graze and remove ground cover, and forests are burned to create temporary pasture. When these exposed, eroding slopes lose nutrients and top soil, farmers abandon them and clear new land, contributing to feedback loops that intensify deforestation and land degradation (MoFSC, 2010).

The desire among the people to pursue economic growth, employment, and food, water and energy security puts pressure on natural resources. In addition, there is a lack of knowledge, awareness and skills concerning conservation, sustainable use of natural resources, and sustainable land use management. Many of the local communities still depend on forest products for their livelihoods, which results in the extraction of timber and non-timber forest products.

The forests represent a 'safety net' for these people to obtain resources, especially during periods of natural disasters that result in crop failures. If forests and resources continue to degrade, this safety net will be compromised, increasing the vulnerability of poor and marginalized people.

Furthermore, climate change has recently emerged as another threat that could exacerbate and accelerate degradation (MOPE, 2002; IBID). The most sensitive sectors are agriculture, forestry, water and energy, health, urban and infrastructure, tourism, industry, and overall livelihoods and economy. In mountain region the warmer, drier winters with limited snowfall and rain in the last few years have affects winter crops and contributed to food shortages. In the low-lying Terai more intense flash floods and cold spells are destroying crops, and severe flooding has resulted in temporary displacement of people. The changes in temperature and rainfall are creating favorable environments for pests, diseases and invasive species to emerge, spread and encroach in agricultural and forest lands and cause loss of biodiversity. Water resources are affected, with direct impacts on wetlands, the availability and quality of fresh water, water recharge systems for irrigation and hydropower, as well as the risk of increased floods, droughts and landslides. A recent assessment of the impacts of climate change related trajectories on the forests indicates that the lowland and hill forests are highly vulnerable to change, though some biodiversity-rich forests appear resilient. Therefore, steps can be taken to reduce climate vulnerability through conservation of resilient forested areas and related resources.

### **1.3 Significance of Hariyo Ban Program**

Nepal hosts some of the most spectacular natural areas and biodiversity in the world, with 118 ecosystems, 75 categories of vegetation, and 35 types of forest. The country also has the largest concentration of glaciers outside the polar region - 3,808 glaciers and 1,466 glacial lakes. However, global climate change is emerging as a major threat to the people, natural resources, and biodiversity of Nepal.

Despite all these challenges, Nepal has huge cultural and bio diversities for innovation. National policy on community forest which reversed degradation of forests is an exemplary model for forest management The Annapurna Conservation Area became a model for conservation of critical habitats where humans are an integral part of the landscape. The Terai-Arc Landscape (TAL) has been widely acclaimed as a successful model of managing wide-ranging species such

as tigers, with an approach that combines protected areas and community managed forests through improved livelihoods and governance structures. And, many people are dependent on forests for resources and ecosystem services. Nepal has a very strong community forestry tradition which developed over the last few decades to improve local livelihoods and forest health, with strong support from civil society organizations and government, and donor projects. More recently Nepal adopted a landscape approach to conservation, enabling management of forests, ecosystems and species at appropriate scales and enabling landscape linkages.

In this context, rapidly changing political, economic and social context of Nepal, Hariyo Ban initiated in two landscapes (TAL and CHAL) of Nepal with strong support for community forestry and protected areas. To implement the Hariyo Ban Program, WWF brings together a group of highly qualified national and international NGOs: CARE, FECOFUN and NTNC. Key advantages of the partners include a comprehensive understanding of the local context, long-standing field presence in the two important landscapes, partnership with the Government of Nepal built on trust and mutual respect and extensive collaboration with civil society. Actually, HB was built from previous projects such as SAMARPAN and SAGUN as well as other NRM related programs.

WWF is experience in biodiversity conservation and community development in TAL through the USAID-funded Global Conservation Program (GCP). FECOFUN's unique strength in advocacy and its network of 15,000 community forest users groups (CFUG), a few NGOs like WOSCC's that is women led and working in the field of women empowerment and rights of women and child, livelihood improvement along with climate change adaption in vulnerable communities. The partnership with such organizations has been found effective to ensure the ownership and sustainability of project interventions at grass root levels. Similarly, the participation of FECOFUN and NTNC not only complements the strength of WWF and CARE but investment in institutional capacity of these two Nepalese organizations is one pillar of sustainability strategy.

#### **1.4 Project Background**

The Hariyo Ban Program (Hariyo Ban Nepal Ko Dhan) is a USAID funded initiative designed to benefit the nature and people of Nepal through restoring and conserving Nepal's forests and natural resources along with improvement of livelihood and resilience of communities and

ecosystems to climate change. The total budget was just over US \$ 29.9 million that began in August 2011. Hariyo Ban programs' goal was to reduce adverse impacts of climate change and threats to biodiversity in Nepal. It aimed to reduce threats to biodiversity and vulnerability to climate change in Nepal through site-based interventions in two priority and high-value biodiversity landscapes: Terai Arc Landscape (TAL) and Chitwan Annapurna Landscape (CHAL), complemented by support to strengthen the enabling policy environment at the national level. This program entails three core components: biodiversity conservation, sustainable landscapes, and climate change adaptation, with livelihoods, governance, and gender and social inclusion being major cross –cuttings. After April 2015 earthquake, the program had planned for earthquake recovery work to support recovery of forest communities affected by the earthquake.

#### **1.4.1 Project Vision, Goal, and Objectives**

**Vision:** The Hariyo Ban Program is an initiative designed to benefit nature and people in Nepal. It aims to reduce adverse impacts of climate change and threats to biodiversity, by restoring and conserving forests while improving livelihoods, and building resilience to climate change in both people and ecosystems. It works on three core interwoven components biodiversity conservation, sustainable landscapes and climate change adaptation with livelihoods, governance and gender and social inclusion being important cross-cutting themes. Hariyo Ban finds its inspiration from the popular saying 'Hariyo Ban Nepalko Dhan' (Healthy green forests are the wealth of Nepal) which emphasizes the links between people and forests that underpins its approach.

**Goal:** To reduce adverse impacts of climate change and threats to biodiversity in Nepal.

**Objectives:** The three objectives are:

1. Reduce threats to biodiversity in targeted landscapes
2. Build the structures, capacity, and operations necessary for effective sustainable landscape management, with a focus on REDD+ readiness
3. Increase the ability of targeted human and ecological communities to adapt to the adverse impacts of climate change

Additionally it has three cross cutting themes as livelihoods, gender equality and social inclusion, and internal governance of natural resource management groups.

## **Expected outcomes**

### Major outcomes of Objective 1

- Threats to focal species from poaching, human-wildlife conflict and habitat loss significantly reduced; habitat connectivity restored; climate refugia and corridors for climate sensitive species under conservation management.
- Key forests in CHAL and TAL restored to a state where they will support threatened, focal species, provide ecological services and sustainable forest resources, build resilience to climate change, and contribute to the national economy and to continued peace and security.
- Governance for forest management improved through capacity building and promotion of equitable and transparent processes in local community based NRM groups.
- Livelihoods improved and community forest stewardship improved by establishing and empowering community based NRM groups in important corridor areas.
- Existing policy revised and new policies developed at national and sub-national level in support of biodiversity conservation and community forest management.

### Major outcomes of Objective 2

- Policies for REDD+ and other forest protection policies strengthened, formulated and executed.
- Effective social and environmental safeguards established and demonstrated.
- Capacity for REDD+ implementation including MRV enhanced at local and national levels.
- Use of cutting edge technologies piloted, and results and lessons documented and shared within Nepal and globally.
- Reference scenarios (baselines) on carbon stock established for CHAL and quantity of sequestered carbon in CHAL and TAL monitored on a regular basis.
- Benefit sharing mechanisms evaluated and initial pilot mechanism developed and tested.
- Early signs of reversal forest loss and degradation visible in project area including evidence of forest restoration in Seti and Marsyangdi Sub-basins, Churia range, and TAL.
- Payment schemes for carbon credit pilot developed and tested.

### Major outcomes of Objective 3

- GoN, community and NGO understanding of climate change, climate impacts, vulnerability and adaptation options increased in Hariyo Ban areas and at national level
- Adaptation approaches at household, community and landscape/sub-river basin levels piloted refined and documented, and successful approaches expanded
- Participatory and simplified systems for vulnerability monitoring tested and implemented
- Support provided to GoN and civil society for improved policies, strategies, plans and guidelines that promote sound climate adaptation approaches that are just, gender sensitive, socially inclusive, and integrate ecosystem approaches.

#### **1.4.2 Project strategies and activities**

CARE Nepal adopted different approaches, strategies, tools and methodologies to achieve its goals and objectives in Hariyo Ban Program. Strategies applied to achieve inter-connected but different goals of the program were; targeting PVSE groups through different tools like UCPVA, LRPs mobilization for activities implementation at local level, local resource mobilization as much as possible, mainstreaming and resource leveraging for effective implementation of plans, coordination among diverse stakeholders, sequencing of activities in each site, internship opportunity for socially excluded groups, Media mobilization, mainstreaming GESI in each activity implementation. These strategies were relevant and helped in effective program implementation.

#### **Project strategies**

##### Strategy 1: Biodiversity conservation

Hariyo Ban used a threat based approach to biodiversity conservation, identifying and ranking threats at appropriate levels to focal species, ecosystems, critical forest corridors, protected areas, sub-basins and landscapes. Hariyo Ban tackled priority threats in partnership with GoN, local communities and other stakeholders as relevant. Since forest-dependent communities are key stewards of forests and biodiversity and the program had a major focus on helping improve local livelihoods and internal governance of NRM groups, and empowering women and marginalized people to participate in and benefit from forest management, to improve forest condition and

human wellbeing. In many cases capacity had to be built to tackle the threats effectively. When the policy enabling environment was a significant limiting factor, Hariyo Ban supported GoN to improve it. Since basic knowledge was sometimes inadequate or out of date the program also worked to improve understanding of focal species, ecosystems and landscapes. The biodiversity conservation component aimed to reduce threats to biological resources in both Hariyo Ban landscapes, including conservation and restoration of biodiversity important areas, critical biological corridors and critical sub-watershed through improved governance, livelihoods, and empowering women and marginalized.

### Strategy 2: Sustainable Landscape

The strategic approach of the Sustainable Landscapes component was to provide support to GoN to create the structures, operations and enabling policy environment for REDD+ readiness in Nepal, and prepare for sub national REDD+ projects to contribute to climate change mitigation. The Program prioritized capacity building on forest inventory, GHG monitoring and equitable benefit sharing. In preparation for sub national REDD+ projects, the Program identified, ranked and worked to reduce the drivers of deforestation and degradation in the two landscapes, and assessed the effectiveness of different approaches. The Program also reviewed the potential future impacts of climate change on forests, including possible exacerbation of existing drivers such as fire, and implications for forest management and silviculture including REDD+. The component also piloted a separate carbon financing mechanism, as well as non-carbon PES schemes, and worked with GoN on an enabling PES policy.

### Strategy 3: Climate change adaptation

The Hariyo Ban Program's approach to climate change adaptation integrates community and ecosystem adaptation. This approach acknowledges both human rights and ecosystem principles, using improved management of ecosystems to help vulnerable people increase resilience and adapt to climate change, while at the same time recognizing that many ecosystems and the services they provide are vulnerable to climate change, and their resilience is built accordingly. The approach both focuses directly on adaptation, and mainstreams it into the other program components to make them climate-smart. It involves working at multiple scales to accommodate natural processes and different administrative levels.

At community and VDC level, Hariyo Ban used bottom up-planning working with communities, GoN and other partners in line with the National Adaptation Program of Action to Climate Change (NAPA) (Ministry of Environment 2010) to assess local vulnerability and design and implement adaptation plans. The process included resilience building of ecosystem services where relevant, and took into account differential vulnerability of women, poor people, and marginalized groups. At this level the focus was on community forests user groups and sub-watersheds, and interventions often covered several sectors to reduce vulnerability

#### Strategy 4: Livelihoods

Since many local people are dependent on natural resources, promoting more sustainable use of resources often involves helping people to adapt and improve their livelihoods to reduce pressure. Livelihoods support is also sometimes undertaken to change attitudes to conservation, and to provide motivation to volunteers. The Program recognized that different approaches were needed for different groups of people. Very poor and landless people were helped to develop livelihood improvement plans, where they were supported with no-interest loans to implement on-farm and/or off-farm income generation and livelihood development activities. Some were provided with vocational skill-based training including support to get Council for Technical Education and Vocational Training (CTEVT) accreditation and initiate self-employment; this was also made available to youths and CBAPU members to help motivate them to support conservation efforts. Microcredit programs provided community members with low interest loans from revolving funds facilitated by local cooperatives, so they could to start or scale up income generating activities (IGAs). For groups with natural resources or agricultural produce for which there is a good market, green enterprise development provided support to establish, operate, market and scale up forest and agriculture based green enterprises to increase income of entrepreneurs, their employees and CFUGs. In locations with good tourism potential, entrepreneurs were trained and supported to register and operate ecotourism ventures to increase their income, providing incentives to support conservation.

#### Strategy 5: Governance

Hariyo Ban's landscape approach is dependent on partnering with local communities and empowering them to steward their forests effectively. The Program therefore worked to

strengthen internal governance of NRM groups to promote sound management of forests and natural resources, following national policies. Strengthening governance ensures representative leadership and participation of women, poor, vulnerable and marginalized groups; promotes equitable benefit sharing; increases accountability of leaders; and builds capacity for sustainable management of natural resources. This in turn should lead to improved conservation of critical forests, ecosystems, corridors, watersheds, and landscapes, reducing threats and drivers, and providing a platform for climate change adaptation. Beyond this, the governance programmatic framework aims to ensure: a) empowerment of marginalized citizens, b) accountability of public authorities and other power holders to marginalized citizens, and c) inclusive spaces for negotiation between public authorities/other power-holders and marginalized citizens.

Key strategies applied were: mainstreaming of GESI and good governance provisions in policies/guidelines of NRM groups and their implementation; capacity building of stakeholders to assess and improve governance; supporting NRM groups to practice and apply good governance; increasing equitable benefit sharing (EBS) with support to improve livelihoods of poor and marginalized users in NRM groups; enhancing capacities of government agencies and FECOFUN to monitor NRM groups and their practices in line with national policies and guidelines; and increasing engagement of communities, including poor, vulnerable and socially excluded (PVSE) people, in conservation.

#### Strategy 6: Gender equality and social inclusion

Conservation of biodiversity, sustainable management of natural resources, and building of resilience to climate change with community stewardship and effective mobilization hinges upon ensuring gender equality and social inclusion. In local communities, women are responsible for managing many forest resources, and poor and marginalized people are often the most dependent on natural resources for their livelihoods and wellbeing. If they are not empowered to participate, benefit equitably, and eventually play leadership roles in management of their resources, forests and people both suffer. Program developed a GESI strategy with the aim of building a GESI sensitive organizational culture; building capacity to address GESI issues; and implementing direct Program interventions for:

- 1) Increasing access of women, Dalits, indigenous people, poor and marginalized groups to participate in decision making processes and take on leadership roles in NRM; and
- 2) Ensuring access of target communities to equitable benefit sharing

Hence Hariyo Ban made GESI an integral part of all interventions, prioritizing participation from PVSE groups and supporting the mainstreaming of GESI into policies, plans and practices of NRM groups, NGOs and government agencies from local to national level. Since GBV is prevalent in local communities and often acts as a barrier to women's participation, the Program had a special focus on reducing GBV. To increase support for GESI from consortium partners, the Program worked with the partners to enhance GESI awareness and promote sound GESI practices internally.

## **Activities**

### **1. Biodiversity conservation**

- i. Critical sub-watershed management
- ii. Build capacity and promote natural resource governance
- iii. Community learning and action center
- iv. Support community groups for livelihood improvement
- v. Review existing laws/rules/regulations related to conservation

The Biodiversity Conservation Component focuses on reducing threats to species and ecosystems at landscape level.. This particular works were undertaken by WWF, FECOFUN and NTNC. CARE more focused its interventions in reducing threats to landscapes and ecosystems and focused in the listed activities in above which eventually supported to reduce the threats to focal species too.The focal species include both flora (Champ, Satisal and Bijay Sal) and fauna (tiger, rhino, elephant, grey wolf, snow leopard, gharial, musk deer, red panda, swamp deer, giant hornbill, dolphin, etc).The program has adopted a threats-based approach to biodiversity conservation. The landscape conservation approach will continue to link protected areas through biological corridors to meet the ecological requirements of focal species. Provision for land and water corridors, sound river basin management, and climate refugia will be incorporated into landscape conservation design, and strategies developed to facilitate species movement, hydrological flows, and continuation of other ecosystem functions. The biodiversity conservation

component aimed to reduce threats to biological resources in both Hariyo Ban landscapes, including conservation and restoration of biodiversity important areas, critical biological corridors and critical sub-watershed through improved governance, livelihoods, and empowering women and marginalized.

## 2. Sustainable Landscapes

- i. Support formulation. Amendment and implementation of policies, strategies, standards and guidelines for national REDD+ program
- ii. Support capacity building and strengthening of institutional frameworks including the national REDD cell to implement REDD+ strategy and RPP
- iii. Build capacity at all levels for forest governance, inventory and GHG monitoring
- iv. Address the drivers of deforestation and forest degradation
- v. Conduct feasibility study and identify opportunities for REDD+ and other PES mechanism
- vi. Support formulation of enabling policies, guidelines and advocacy for PES implementation

Deforestation and forest degradation are the major sources of GHG emission in Nepal. REDD+ presents an opportunity to address the drivers of deforestation and forest degradation through sustainable landscape management, at the same time enhancing the wellbeing of forest-dependent communities including minority and socially excluded groups. During the initial years, this program supported development of national policies for REDD+ Readiness, initiating capacity building on GHG emission monitoring, identifying and addressing drivers of deforestation and forest degradation in both CHAL and TAL, and initiating a feasibility study of payments for environmental services (PES) in both landscapes.

## 3. Adaptation to Climate Change

- i. Conduct research and studies and disseminate results to enhance knowledge on climate change and its impacts on biodiversity, water, food security, disaster risk, energy and infrastructure
- ii. Promote public private partnership for climate resilient community based adaptation practices

- iii. Design and field test integrated vulnerability assessment tools in selected communities and ecosystems
- iv. Prepare climate change adaptation plan
- v. Support to implement community adaptation plan
- vi. Build capacity at all levels and conduct vulnerability assessment
- vii. Design and field test a participatory and simplified system for vulnerability assessment
- viii. Implement the PM&E for vulnerability monitoring by building capacity of the local authorities and CBOs and institutionalization of monitoring system
- ix. Support local authorities at district level under program landscapes to integrate climate change adaptation into existing, development planning and disaster risk management process
- x. Support CFUGs, FECOFUN and other CBO federations to conduct evidence based advocacy campaigns, participate in critical policy dialogues, disseminate climate and adaptation information to their constituencies

Climate change poses one of the greatest threats to sustainable development in Nepal, as climate hazards are increasingly posing adverse impacts on vulnerable human as well as ecological communities. Human vulnerability to climate change is linked with poverty rates, reliance on rain-fed agriculture, lack of basic services, and limited livelihoods alternatives as well as gender inequality and social exclusion. Climate change is projected to reduce the livelihoods assets of vulnerable people, especially those who are dependent on biodiversity and ecosystem services (access to food, water, and shelter), as well as increasing disasters.

### **1.4.3 Project Implementation and tools**

Three components and cross cutting themes of the Hariyo Ban were inextricably linked and integrated, for their effectiveness. Various tools and technologies were applied to meet the goal of the program.

HB program has been found to be using the three community-tested tools developed by CARE under the USAID-funded SAGUN program—the Participatory Governance Assessment (PGA), Participatory Well-being Ranking (PWBR), and Public Hearing and Public Auditing (PHPA)—to improve the internal governance of community forest user groups (CFUGs), and conservation

area management committees. PWBR is also being used to identify the most vulnerable (poor, socially marginalized members and vulnerable groups) households for awareness raising and pro-poor livelihood improvement programs.

Participatory Governance Assessment (PGA), a participatory tool to assess the good governance status of different organizations. The assessment done against four pillars of governance viz. transparency, participation, accountability and predictability has been found to be helpful for depicting the current governance status of the concerned NRM groups and to sensitize executive committee members of NRM groups for being more accountable and to prepare the action plan for further improvement of internal governance. The major outcome of PGA have been helpful to clearly identify current governance status, to have self-evaluation in participatory way and further providing way forward to NRM groups preparing concrete governance improvement plan, and to institutionalize other tools of good governance such as PHPA, PWBR and LIP.

#### **1.4.4 Beneficiaries, Stakeholders and Partners**

Hariyo Ban worked with many government and non-governmental partners from local to national and sometimes international level to achieve its results. Forest dependent and climate vulnerable people belonging to poor and marginalized groups in the two landscapes were the primary beneficiaries, with a special focus on women and youths who were heavily dependent on forest resources for their livelihoods and wellbeing. Major beneficiary, stakeholder and partner groups included:

*Local community members and groups* with a focus on poor, vulnerable and socially excluded people; natural resource management (NRM) groups; local resource persons; citizen scientists; and earthquake-affected communities

*Government of Nepal* including several ministries and departments at national and sub-national level, with the Ministry of Forests and Soil Conservation as the focal ministry

*Civil society, research institutions and academia* including networks of natural resource management groups; local and national NGOs; local universities and colleges; and research institutions

*Private sector organizations and media*

*National and regional programs and projects in Nepal*

### 1.4.5 Project Composition, Organization structure and partnership

The program implemented by four core partners: WWF Nepal (prime recipient), Cooperative for Assistance and Relief Everywhere (CARE), National Trust for Nature Conservation (NTNC), and Federation of Community Forestry Users in Nepal (FECOFUN). In the local level, CARE worked in partnership with district level government agencies, different federations (district FECOFUNs), NGOs and CBOs in order to enhance the ownership among local stakeholders and ensure sustainability of good practices. To implement this Hariyo Ban Program, Cooperative for Assistance and Relief Everywhere (CARE) has been working very closely with extremely experienced and qualified national and international organizations like WWF, FECOFUN, NTNC, WOSCC, SSICDC, RCDC and other local NGOs who have strong working relationships with partners and target groups in the two landscapes and at the national level. CARE Nepal leads on climate change, governance and gender equality and social inclusion components.

Table 1.1: Hariyo Ban Partner Roles and Responsibilities

<b>HB Partner Roles and Responsibilities</b>	<b>Role</b>
World Wildlife Fund-US (WWF)	Prime awardees Technical leadership Program management and reporting, grant management, and monitoring & evaluation Natural resource, biodiversity conservation, and ecosystem-related activities Lead on biodiversity and sustainable landscape components
CARE	Lead on climate change adaptation component plus GESI and governance
National Trust for Nature Conservation (NTNC)	Protected area and buffer zone management
Federation of Community Forestry Users Nepal (FECOFUN)	Mobilizes participation of Community Forest User Groups (CFUG) Issues-based advocacy and governance

CARE, an international relief and development organization, has been working in Nepal since 1978. Its focus on community based human infrastructure development. CARE Nepal works with partners at multiple levels to foster collaboration and responsibility to achieve accessible, equitable, and sustainable development with special emphasis on women and dalits. CARE

Nepal has experiences in social mobilization, institutions, networking, capacity-building, ensuring participation of marginalized citizens and gender equity. Therefore, its interventions are wide ranging, improving people's access to food, health, education, natural resources, safe environment, and a sustainable livelihood, enabling the poor to survive and recover from disaster, promoting peace; strengthening the ability of the poor and marginalized to exercise their rights and participate in the decisions that affects their lives.

CARE Nepal facilitates the empowerment of civil society organizations (CSOs) including community-based organizations (CBOs), partners with local NGOs, and collaborates with government counterparts and donor agencies. CARE pursues a partnership modality and multi-sector programming, is guided by gender equity and diversity principles, and strives to be a learning organization. CARE led climate change adaptation component, Governance and GESI as cross-cuttings in Hariyo Ban Program. It supported to build capacity on targeting the right impact groups and sites in TAL and CHAL through underlying causes of poverty and vulnerability analysis (UCPVA). Further, it made its efforts in sub-watershed management, livelihood improvement, REDD+ SES, community based measures to address drivers of deforestation and forest degradation, payment for ecosystem services, equitable benefit sharing and technical support in various capacity building activities and social mobilization process and facilitating policy discourse/feedback at different levels (micro to meso to macro level).

Four consortium partners have equally contributed to deal with diverse issues within Hariyo Ban Program along with their own organizational strengths. CARE Nepal emphasized local partnership primarily with district chapter of FECOFUN and some of the local NGOs who have experience on the core and cross-cuttings. Partnership with FECOFUN was particularly found effective in governance strengthening activities at community levels and CAPA due to their strong network, understanding in thematic issues, and linkage with community forest user groups and political parties. However, their role was not so effective in case of LAPA and inside buffer zone area where local government and Buffer Zone committees were more relevant. Similarly, general technical capacity in other thematic areas except forestry was found poor in FECOFUN. This is generally attributed to limited and also part-time staff provisions in partnership. Partnership with local NGOs was successful particularly due to their expertise, experience and recognition at the local level. The key learning in partnership has been listed below.

- Event based partnership at local level has created some difficulties to ensure program quality. Complete partnership with district based institutions with enough allocation of resources and qualified human resource can reduce such hindrance at local level in the next phase.
- Need to improve the working modality with partners particularly in making executive committee more involved and accountable so as to ensure institutionalization and sustainability of project interventions.
- Clear ToR and staff selection process. CARE's support and guidance to local partners while recruitment is somehow important to select appropriate staffs having minimum standards and expertise in the subject matters.

## Local Partners' of CARE

### I. Federation of Community Forest Users, Nepal (FECOFUN)

The Federation of community Forestry Users Nepal (FECOFUN) is a formal network of Forest User Groups (FUGs) from all over Nepal. Since its inception in July 1995 FECOFUN has grown into a social movement organization with about 8.5 million people representing forest users. It is national federation of forest users across Nepal dedicated to promoting and protecting users' rights. Of more than 15,000 Community Forestry Users Groups (CFUGs) and other Community Based Forest Management Groups (such as leasehold forestry groups religious forestry groups buffer zone and traditional forest management groups) in Nepal approximately 13,000 are affiliated with FECOFUN. Currently FECOFUN is implementing three major projects. More than 30 staffs are working in National secretariat office Bhaktapur and more than 250 staffs are working in district FECOFUN offices. FECOFUN is also supported by thousands of volunteers and community forestry facilitators as well as by several national and international organizations.

### II. Women Skill Creation Center (WOSCC), Makawanpur

This NGO is established in 2049 and registered in CDO, Makawanpur district. It has been working in the field of women empowerment, women in politics, domestic violence against women, trafficking against girls and domestic child labors from last ten years. It has been actively working in the field of Natural resource management and climate change adaptation

focusing on the poor and vulnerable communities. It also supported to form the network with like minded organizations and advocate women and child labor issues at local and national level. It has established a good coordination and linkages with government organizations and non-government organizations (NGOs) within and outside the country for re-integration, rehabilitation and vocational training to improve the livelihoods of target groups (servitudes, vulnerable and victims' circus and trafficking, women, girls and children).

### III. Shree Ram Nagar Buffer Zone Users Committee, Neulapur VDC -5, Bhurigaon, Bardia

This BZUC is one the user committee formed in 2060 and registered in Bardia National Park. It works within buffer zone area in all wards of Neulapur VDC. There 30 User Groups under this BZUC. This BZUC is working for biodiversity conservation and livelihood improvement of users and is working jointly with Bardia National Park.

### IV. Patabhar Buffer Zone Users Committee, Patabhar -3, Patabhar VDC

This BZUC is one the user committee formed in 2060 and registered in Bardia National Park. It works within buffer zone area in all wards of Patabhar VDC of Bardia district. There 22 User Groups and 31BZCFUGs under this BZUC. This BZUC is working for biodiversity conservation and livelihood improvement of users and is working jointly with Bardiya National Park. .

### V. Halkhoria Collaborative Forest Management Committee (HCFMC) Bara

Halkhoria Collaborative Forest Management Committee is one of collaborative Forest Management Group in Bara districts which covers 23 VCDs and 2 Municipalities and comprises 1938 ha and handed over 2068. It is registered in District Forest Office, Bara. This committee is responsible for to promote the sustainable management, conservation and utilization of forest resources as well as support to improve the livelihoods of the user members.

Besides, CARE also implemented payment for ecosystem services (PES) related activities through Rural Community Development Center in Lamjung. Whereas emergency recovery and reconstruction related activities after April 2015 earthquakes in Dhading and Gorkha were implemented through Sahayatri Samaj Nepal, Dhading and Shree Swanra Sadan Integrated Community Development Center (SSICDC), Gorkha respectively.

### 1.4.6 Project Locations

The HB project is implemented in two nationally important biodiversity landscapes: Chitwan-Annapurna Landscape (CHAL) and Terai Arc Landscape (TAL). The two landscapes cover 29 districts and intersect at Chitwan, Makwanpur, Palpa, and Nawalparasi districts. The Hariyo Ban Program has local-level activities in 23 districts (11 in TAL and 15 in CHAL, with Chitwan, Nawalparasi, and Makwanpur as common overlapping districts).

Table 1.2 Covering districts of HB Project

Covering districts of HB Project	
TAL districts:	Kanchanpur, Kailali, Bardia, Banke, Dang, Rupandehi, Kapilvastu, Bara, Parsa, Rautahat, Makawanpur, Chitwan, Nawalparasi and Palpa
CHAL districts	Gorkha, Lamjung, Tanahun, Kaski, Syangja, Mustang, Manang, Nuwakot, Dhading, Rasuwa, Gulmi, Parbat, Arghakhachi, Myagdi, Baglung, Makawanpur, Chitwan, Nawalparasi and Palpa

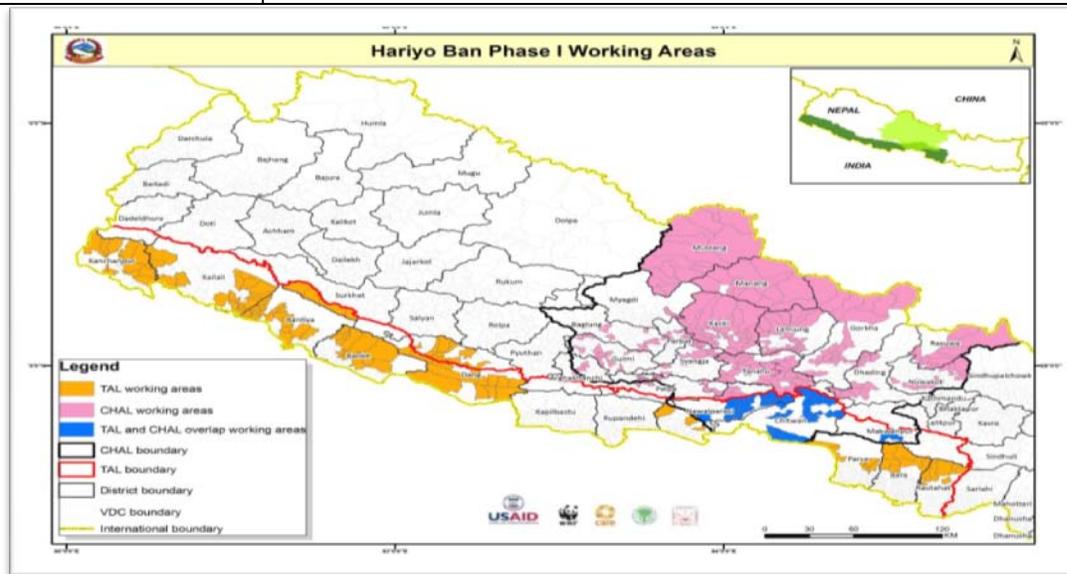


Figure 1.1: Working areas of Hariyo Ban Program

Hariyo Ban Program, CARE Nepal followed landscape approach in its program. Hariyo Ban Program CARE Nepal activities in TAL region focused in five critical biological corridors (Brahmadev, Laljhadi, Karnali and Kamdi, Kamdi-Kapilvastu, Bharandabhar Corridors), and two bottlenecks (Nijgadh and Chandranigahapur) in 11 districts – Kanchanpur, Kailali, Bardia, Banke, Dang, Nawalparasi, Chitwan, Makawanpur, Parsa, Bara and Rautahat. In CHAL, Hariyo Ban worked for integrated river basin management. The activities focused in Seti, Daraudi, Marsyangdi river basins and part of Kaligandaki basin in 8 districts – Syangja, Kaski, Tanahun, Lamjung, Gorkha, Makwanpur, Chitwan and Nawalparasi. CARE worked on recovery and reconstruction in two districts – Gorkha and Dhanding after April, 2015 earthquakes. Overall, Hariyo Ban covered 9 protected areas, 28 districts, 355 village development committees, 46 municipalities, 4 sub-metropolitan areas, 1569 community forest user groups, 64 conservation area management committees and 51 buffer zone user committees. While CARE focused its work fully or partially in 99 VDCs, 28 Municipalities and 3 Sub-metropolitan cities, 929 NRM groups across TAL and CHAL (see annex three for details).

#### **1.4.7 Target Communities**

Both landscapes and the target areas within them are ethnically diverse with a remarkably high proportion of poor, dalits, indigenous - *Tharus, Bote, Chepang, Musahar, Sonahas* etc in TAL, and Janajatis including *Chepang, Sherpa, Bhote, Gurung, Magar and Dalits* in CHAL. Discrimination and exclusionary practices based on sex, caste and ethnicity highly prevail in these communities and women's marginalization is very acute in Terai districts. Thus the target audiences of Hariyo Ban Program are; poor, dalits, indigenous/marginalized janajatis, vulnerable men and women as the primary beneficiaries. The secondary beneficiaries are concerned government line agencies, civil society organizations, private sectors and media.

#### **1.5 Donor Information**

The United States Agency for International Development (USAID) is the United States Government agency which is primarily responsible for administering civilian foreign aid. USAID is the lead U.S. Government agency that works to end extreme global poverty and enable resilient, democratic societies to realize their potential. U.S. foreign assistance has always had the twofold purpose of furthering America's interests while improving lives in the developing

world. USAID carries out U.S. foreign policy by promoting broad-scale human progress at the same time it expands stable, free societies, creates markets and trade partners for the United States, and fosters good will abroad. USAID plans its work in each country around an individual country development program managed by a resident mission. Missions work in over fifty countries, consulting with their governments and non-governmental organizations to identify programs that will receive USAID's assistance. As part of this process, USAID missions conduct socioeconomic analysis, design assistance, award contracts and grants, administer assistance (including evaluation and reporting), and manage flows of funds.

### **1.6 Financing Arrangements**

The funding for 5 years long project is granted by the USAID through WWF USA. Total Budget of the project was NRs 560,733,634.41 (USD 6,230,373.38). WWF USA office transfers fund to Nepal office in Standard Chartered Bank Account. CARE Nepal Office transfers the same to partner's bank accounts. Fund has been released on the basis of sub grant agreement on receipt of request from the implementing partner. Fund request is made to WWF as a prime recipient during quarterly reporting. A separate bank account in field office for Hariyo Ban is maintained. However, in central office CARE has single bank account for all the projects. Regarding the mode of operation, CO releases fund to the field office and field office releases the fund to partner organization. For signatories, CARE authorizes signatory through Authorized Signatory Form to assign the threshold of the budget holder.

## **CHAPTER II: EVALUATION PROCESS**

### **2.1 Objectives of the Evaluation**

The project agreement signed between the CARE Nepal and the Social Welfare Council (SWC) for evaluation of this project required that a Final review be conducted by the SWC. The major objectives of the evaluation are to explore the level of the progress, evaluate the project effectiveness, identify the target and level of achievements, and to assess the financial regularities and compliance.

The overall objectives of the final project evaluation are:

- To explore the level of progress/changes made by the project and analyze the extent to which the achievements have supported the program goals and their objectives
- To evaluate the project effectiveness, longitudinal effect and continuity of the project activities/services as well as the scope and extent of the institutional of the project
- To explore the cost effectiveness of the project activities
- To identify the target and level of achievements as specified in the project agreement
- To explore the coordination between the concerned line agencies in the project districts
- To find out the income and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project
- To examine the financial regularities/disciplines in accordance with the prevailing rules and regulations and fix assets purchased in duty free privileges and locally
- To assess the good lessons to be replicated in other projects and aspects to be improved in the days ahead

### **2.2 Scope of evaluation**

The evaluation has been covered all aspects and activities of program for the period of 2011 August to June 2016. It specially focused on strategic level, implementation and organizational level. The evaluation concerned on community, social and public practices in the project area, coordination mechanism with local bodies and other line agencies, level of community participation, income and expenditure pattern of project, internal financial control system,

sustainability component of the project, socio-economic issues governing the project implementation etc.

### **2.3 Evaluation Research Questions**

Final evaluation team tried to find community and public auditing practices in the project areas, project coordination mechanisms, community participation, extent of social inclusion in project areas, international nongovernmental organization (INGO) nongovernmental organization (NGO) partnership modality and their strategies with counterpart/partners and their contribution. Beside these, evaluation team concentrated on all assessment procedures guided by SWC and government of Nepal. This evaluation addressed six questions:

1. Which Hariyo Ban (HB) strategies or approaches currently underway need more time to reach a successful outcome, and which could be replicated or expanded in the future based on their success to date?
2. How effective have the project's partnerships with the Government of Nepal (GoN) and local communities been in terms of implementing activities and delivering results?
3. What synergies or challenges can be observed due to the combination of multiple high-level objectives (biodiversity conservation, climate change mitigation, and climate adaptation) within a single project?
4. Does evidence exist that the project's approach to integration led to improved outcomes?
5. What are the advantages and disadvantages of the project's unique approach to climate adaptation planning and implementation at the community level, as opposed to the higher-level Local Adaptation Plan of Action process implemented elsewhere?
6. What key gaps and challenges remain in terms of accomplishing the stated objectives of Hariyo Ban?

## **2.4 Evaluation Team Composition**

The final evaluation team encompasses independent team leader (program expert), financial expert (charterer accountant) and representative from concerned line agencies as mentioned below.

Dr. Saroj Gyawali – Team Leader

Mr. Sujan Kumar Acharaya - Member (Financial Expert)

Mr. Rajan Koirala, Member (SWC)

Mr. Basanta Babu Shrestha, Member (MoFSC)

## **CHAPTER III: METHODOLOGY OF EVALUATION**

The methodology for the evaluation was guided by the objective and the scope of the work as clearly stipulated by the Social Welfare Council. A final evaluation of the project was conducted by the SWC, as required by the Project Agreement. A four member's evaluation team was constituted to conduct the evaluation. The major objectives of the study were to explore the level of progress, evaluate the project effectiveness, identify the target and level of achievements, and to assess the financial regularities and compliance. The team completed the evaluation within 45 days timeframe. The methodology included a rapid review of project literature and team mobilization to: 1) prepare the evaluation itinerary; 2) collect data through site visits, key informant interviews, and focus group discussions. These data were analyzed and used to complete the first draft of the Evaluation Report and complete the Final Evaluation Report and share findings, conclusions, and recommendations based.

### **3.1 Study Approach**

The main purpose of this final evaluation research is to evaluate the effectiveness of the project implemented from 2011 to 2016. The evaluation team reviewed all project documents (project agreement with SWC, project proposal, periodic progress reports, auditing reports etc.) and websites availed in pre-evaluation meeting at Social Warfare Council (SWC) in 5 May, 2016. The team also visited CARE, Nepal office in Dhobighat, Lalitpur, Nepal and discussed with Country Director and Program Director. The team members enquired all activities related to this project with them and observed office documents and facilities at Dhobighat, Lalitpur, Nepal. First phase field observations were made on Terai region from 7-11 May, 2017 in Banke, Bardiya, Kailali, Kanchanpur Bara, Parsa, and Rautahat districts of Nepal. Second phase field observation were made on Mountain region from 19-24, May 2017 in Kaski, Lamjung, Tanahau and Sangja. The study approach of the study was project based evaluation on the basis of inputs, process and outcomes and outputs.

### **3.2 Study Design**

The study is cross-sectional descriptive type and the approach of the study is consultative and participatory. Quantitative approach is also implemented even qualitative methods are predominated as demanded by the objectives of the study. Both primary and secondary data were

collected in planned manner. The secondary data were collected by reviewing the published and unpublished literatures on CARE, Nepal, the agreements documents and published and published documents provided by CARE, Nepal.

The primary data collection was done in the field level. For this purpose, data were collected from observation, focus group discussion and survey methods. Direct observations have been done on activities like river embankment, bio-engineering work, vegetable production, mushroom production etc. Focus group discussions have been done with beneficiaries' members of community learning and action centers, members of community forest user groups. Both men and women participated in these group meetings

Social data related to the community forest and its conservation was collected using personal interview method. The personal interview was targeted to the key-informants like local village leaders, teachers, community workers, especially forest user groups etc. The topics of the interviews conducted focus on physical/socio-economic environments, agricultural and horticultural practices, livestock management and forest use.

Most of the interviews, group discussions, and any other verbal interaction with the stakeholders in the field were audio recorded and later transcribed. All observations were written in a field notebook and used to develop topics for informal and formal interviews.

### **3.3 Selection of study area and the participant**

The preliminary discussion was held with the officials to finalize the details of the field study. The field study sites were selected from TAL districts of Kanchanpur, Kailali, Bardiya, Banke, Rautahat, and Bara and CHAL districts of Syangja, Kaski, Tanahun and Lamjung. This evaluation research implemented judgment sampling technique to collect the basic information of local people as well as their opinions towards climate change and livelihood aspects. Participants were selected on the basis of accessibility and social diversity.

### **3.4 Study Instruments/Tools of Data Collection**

Self-administrated questionnaire method was used to collect the information from forest user group leaders and structured interview technique was used to collect the information from local people by using personal interview technique. Semi-structured key informant interviews with

relevant stakeholders, GoN officials, and implementing partners. With input from USAID/Nepal and the Hariyo Ban core team, the team identified and prioritized a list of key informants.

To collect information about the impact of project in local level, focus group method was implemented in four districts in the presence of local leaders, local government officers of line agencies and the representative of INGO/NGO of different organizations. Focus group discussions (FGDs) with community leaders, beneficiary groups, women's groups such as cooperatives, community-based organizations (CBOs), and field level project staff. FGDs were conducted using a standardized checklist-based questionnaire. FGD participants were drawn from districts and sites in which HB activities are being implemented, with primary focus on the clusters, corridors, sites and districts where most activities have occurred to date.

Observation method was used to collect the progress of project activities in local level by using notebook, checklist and camera. Site visits and field observations were conducted in 14 districts and utilized a structured data collection protocol to observe how HB activities operate on the ground and to understand and assess key constraints and challenges as well as opportunities during the course of implementation

The primary data were collected with key informants and forest user groups, stakeholders, project staffs during site visits and field observations. Secondary data were collected from reports, policies, agreements, documents, quarterly and annual project reports; including baseline data; GoN reports; statistical and financial data; GIS data; forest inventory data; actions, decrees, meeting minutes, by-laws of CFUG and NRM groups; media reports. Desktop review of secondary data including HB project documents and progress reports, Government of Nepal (GoN) documents, and related scientific and technical reports and data prepared by donors and implementing partners in Nepal to understand and assess implementation progress towards HB project objectives.

### **3.5 Data Presentation and Analysis Techniques**

When collecting information from individuals and groups, the team used a triangulation strategy to increase the validity of responses. Project achievements against goals were analyzed. Data disaggregates included gender, ethnic group, and district, to the extent possible. The collected raw data were edited in the field base as well as central level, after that the data were classified and tabulated in systematic manner. Descriptive statistical techniques were used for analyzing

the fundamental characteristics socio-economic and opinion data of local people. A document review and data collection protocol was utilized that allowed for quantitative and objective analysis as much as possible given the limited time of the evaluation work.

### **3.6 Limitations of the Study**

Due to time and budget constraints, the team could not collect data from large sample and the method of sampling was judgment. The study team could not do depth analysis of the project due to data and time constraints. Even though HB program is implemented by four core partners: WWF Nepal (prime recipient), Cooperative for Assistance and Relief Everywhere (CARE), National Trust for Nature Conservation (NTNC), and Federation of Community Forestry Users in Nepal (FECOFUN); this evaluation study only concerned on the activities of CARE only.

The Evaluation Team faced a number of limitations in carrying out the evaluation; the first limitation was the two-week field visit during which the team had to cover two large landscapes spread across almost 37 percent of Nepal's geographic area. The team observed sample activities in 12 out of the 15 districts in which HB has focused its activities. The second limitation was the collection of quantitative data that required a systematically drawn sample survey of project beneficiaries. HB is a complex project involving four implementing partners and a host of partners belonging to government organizations (GOs), non-governmental organizations (NGOs), civil society organizations (CSOs), community-based organizations (CBOs), academic institutions, and private sector entities at different levels. Recognizing these complexities and challenges, the team decided to collect quantitative information largely from the secondary sources and gave more stress to qualitative assessment using the standard tools. The third limitation was fully comprehending the overly complicated results framework of HB, wherein three sometime contradicting objectives of biodiversity conservation (largely biological), sustainable landscape (mix of socio-political-economic, bio-physical, and environmental) and climate change adaptation (largely local, behavioral, and technical) are being attempted.

Obviously, there are trade-offs, timeframe, and other limitations involved. Given these, the team used its contextual understanding, experienced learning, and multidisciplinary skills to come up with the best analysis of the situation possible and suggest recommendations. However, the team acknowledges the limitations of our success in fully deciphering the multidimensional, multisectoral and multilevel challenges HB faces in implementing its activities and achieving

progress. For the case of evaluation only subjective approach was used and rating has done as: Very poor, Poor, Satisfactory, Good and Very good.

### **3.7 Field study and interaction meetings**

On 6-22 May, 2017, an evaluation team comprising of professionals from CARE Nepal visited different sites of Hariyo Ban Program, both in TAL and CHAL districts. Concerned staffs of the field offices as well as project office accompanied the visit team. The districts visited were Banke, Bardiya, Kailali, Kanchanpur, Bara, Rautahat, Syangja, Kaski, Tanhanuand Lamjung.

On 6 May 2017, first meeting was also held with the coordination of Mr. Bal Krishna Janamkatel, Climate Change Adaptation Specialist and Miss Sonam Ojha, Field Officer at Parki Tole, Baitada CFUG in Kanchanpur district with local people. On the same day, the team also had an interaction with members of Jayalaxmi Women Community User group to obtain their independent view regarding the project and implementation modalities.

On 7 May, 2017, in the morning the team did the short conversation with Mr. Sudhir Koirala, Regional Director (RD) of Far West Regional Forest Directorate and Dr. Rajendra K. C., District Forest Officer (DFO) of Kailali. They provided the valuable suggestions and information about the community forests and its challenges and the coordination system of Hariyo Ban with Government Offices. On the same day, the team visited the district FECOFUN Kailali and collected relevant data. . The team also visited Charela Khola site and observed the embankment done and its process. On the same day, the team discussed with the members of Chure Samrachan Mahila Bachat Sahakari, [a cooperative grown from the networking of community learning and action center (CLAC)] run by the program and got the preliminary information about pig farming, bee keeping, off seasonal vegetable farming etc. promoted by the cooperative.

On 8 May, 2017, the team collected information from Shree Bhagariya Forest User Group, Patharaiya, Kailali and Khairani Women Community Forest User Group, Bardiya. In the same day, the focus group discussion with stakeholder of the project was held and collected the feedbacks and suggestions about the project. On 9 May, 2017, team visited the office of Kanneshori Community Forest User Group, Binauna-6, Banke and collected information about community forest activities and their problems. Similarly, the team visited and interacts with Farmtole Community Learning and Action Centre (CLAC) under Babukuwa CFUG in Banke.

On 10 May, 2017, the team did a brief conversation with Mr. Dev Raj Gautam, Team Leader and Mr. Ram Pratap Singh, then CCA/DRR Officer. Similarly, we also discussed Mr Bhairab Ghimire, District Forest Officer and his staffsin Bara. They shared various activities conducted by the project in coordination with DFO. In the same day, the focus group discussion with stakeholder of the project was held and collected the feedbacks and suggestions about the project. The team observed irrigation canal at Phoolbari Judibela, Rautahat; and conservation pond and home gardening at Hariyali CFUG, Pulamitole, Rautahat. We also observed model flood plain restoration at ChaandiKhola, Rautahat.



Figure 1.2: Interaction with the local people about benefits due to micro irrigation canal in Phoolbari (left) and Spurs constructed in Ramuali Bainraiya (right) Photo by Mr. Dev Raj Gautam, CARE Nepal/Hariyo Ban Program

On 11 May 2017, we observed spur construction at Ramauli, Bairiya, Rautahat implemented under Chandikhola ISWMP as well as plantation area of Pasahakhola flood plain restoration and interacted with CLAC participants. This plantation site is directly handled and protected by Pasahatole CLAC in the coordination and collaboration with Halkhoriya CFMC, Bara. The team had interacted with CLAC members near plantation site on same day.



Figure 1.3: Interaction with the CLAC participants in Pasaha Tole under Halkhiroa CFM, Bara (Left) and the CLAC women who shared their realization about changes due to CLAC and other support of Hariyo Ban (right). Photo by Mr. Dev Raj Gautam, CARE Nepal/Hariyo Ban Program

On 19 May, 2017, a team visited to Arukharka, Syangja interacted with CLAC participants and change agents and also observed the polihouse vegetable farming and other livelihoods improvement activities. On 20 May 2017, we visited and interacted with the local people in Beteni Khola Micro watershed Area and , Kaski and Baunnelek Community Forest Users Group. On 21 May, 2017, a team did a focus group discussion with Siddhabatsan Community Forest Users Group and visited Mountain Tanahun Community Fruit and Bel Processing Enterprise. On 22 May, 2017, a team visited the Khahare Khola and District Coordination Committee (former DDC)/Disrict Technical Management Committee (DTMC) members and RCDC office in order to observe and interact about Payment for Ecosystem Services at Lamjung district

## **CHAPTER IV: RESULTS, DISCUSSION AND EVALUATION**

### **4.1 Evaluation of various programs/activities of CARE Nepal**

In over five years of interventions the Hariyo Ban Program made great steps towards reducing threats to biodiversity and climate change vulnerability of both human and ecological communities. The Program also played an important role in promoting better natural resource management, governance and GESI in biodiversity conservation, sustainable landscapes and climate change adaptation to help achieve these program objectives and improve the lives of poor and marginalized people, and women. To reduce threats to biodiversity, Hariyo Ban has supported Government of Nepal in conserving rare and endangered species, important ecosystem services and critical watersheds.

The goal of Hariyo Ban Program is to reduce adverse impacts of climate change and threats to biodiversity. The key objectives of the program as per focus of CARE Nepal are to adapt adverse impacts of climate change and inclusion of women and marginalized people in the mainstream. The main expected output of the program make to aware civil society and government about vulnerabilities of climate change. Major expected outcomes of the program is to support to GoN and civil society through improved policies, strategies, plans and guidelines that promote sound climate adaptation approaches that are just gender sensitive, socially inclusive and integrate ecosystem approaches.

Major activities of CARE Nepal

- Conduct research & studies and disseminate results to enhance knowledge on climate change and its impact on biodiversity, water, food security, disaster risk, energy and infrastructure
- Promote public private partnership for climate resilient community based adaptation practices
- Design and field test integrated vulnerability assessment tools in selected communication and ecosystems and prepare climate change adaptation plan
- Support to implement community adaptation plans, build capacity at all levels and conduct vulnerability assessment
- Design and field test a participatory and simplified system for vulnerability assessment

- Implement the PM&E for vulnerability monitoring by building capacity of the local authority and CBOs and institutionalization of monitoring system monitoring
- Support local authorities at district level under program landscapes to integrate climate change adaptation into processes
- Support CFUGs, FECOFUN and other CBO federations to conduct evidence based advocacy campaigns, participate in critical policy dialogues, and disseminate climate and adaptation information in their constituencies

People and biodiversity in Nepal are facing increasing climate change impacts, which are affecting the way people use the environment and the services it provides. Ecological and human communities are vulnerable to various hazards like floods, landslides, droughts, irregular rainfall, and decreased water supplies. To reduce vulnerability, Hariyo Ban has made significant achievements by implementing climate change adaptation (CCA) activities in TAL and CHAL. This approach also acknowledges both human rights and ecosystem principles, using improved management of ecosystems to help vulnerable people increase resilience and adapt to climate change.

Hariyo Ban supported the Ministry of Forests and Soil Conservation (MoFSC) to prepare a Strategy and Action Plan for the Chitwan Annapurna Landscape (CHAL) for ten years (2016-2025) taking a river basin approach. It also supported the preparation of the Terai Arc Landscape (TAL) Strategy and Action Plan for next ten years (2015 – 2015). Together these landscapes cover over five million hectares of biodiversity area. Both Strategies mainstream climate adaptation. They now guide Hariyo Ban's work as it collaborates with GoN, communities and other stakeholders to help implement them, with a major focus on protected areas, corridors, biodiversity important areas, critical sub watersheds, and areas with high climate vulnerability.

Hariyo Ban worked closely with local communities in biodiversity conservation, both supporting community management of biodiversity, and promoting improved livelihoods to help reduce unsustainable pressure. HB also played an important role in promoting better natural resource management (NRM) governance and GESI in biodiversity conservation, sustainable landscapes and climate change adaptation to help achieve these program objectives and improve the lives of poor and marginalized people, and women. This was done through enhancing participation and

leadership of women and marginalized people in community forest user groups, and promoting equitable sharing of conservation benefits.

Hario Ban highly focused on GESI and major GESI actions include: promoting improved internal governance of forest groups; increasing women and decision makers' engagement in promoting leadership of women and marginalized groups of change agents for social transformation. GESI is mainstreamed in the climate adaptation component through addressing differential impacts of climate change on women, poor, marginalized and other vulnerable groups.

### **Five years programs of Hariyo Ban**

First year (October 2011-September 2012)

In the first year, CARE focused on Climate Change Adaptation Component on developing common understanding on climate change issues at various levels. Beside this, CARE implemented different activities which were mainly focused on building capacity of communities, civil society organizations and GLAs at different level through CLAC, awareness, various workshops and training, TOT training on different themes and issues so as to sensitize and increase understanding on different contemporary issues in biodiversity, REDD+, PES, GESI, LIP, governance, climate change issues and impacts, developing tools for vulnerability assessments and community adaptation plan preparation, and participatory monitoring, evaluation, reflection and learning.

In the first year, various capacity building and mass sensitization activities were accomplished. These activities were conducted at different levels by focusing community, LRPs, CSOs and government agencies. In total, 22705 people including 12689 (57%) women from different institutions were directly benefitted in one or another ways. Other important activities accomplished during this period were training need assessment, rapid (need) assessment as part of planning process. In Biodiversity conservation aspect about 26.75% (Total target 500,000) Ha land was improved under forest management aspect (Forest, wetlands and grasslands). In the first year, 212 in TAL and CHAL area have received training in NRM and/or biodiversity conservation. In the first year, 27 hectares of deforested and degraded forest area have brought

under improved management and 606 persons participated in climate change adaptation related activities and events.

Second year (October 2012- September 2013)

In the second year, the activities were focused on initiation of implementation of the identified activities to address the adverse impacts of climate change, scaling up of tested tools and methodologies for vulnerability assessment and adaptation planning (CAPAs and LAPAs). The implementation of the adaptation activities were focused in different sectors like agriculture, forest and biodiversity, water resources and energy, public health, climate induced disaster preparedness with the project funding as well as the resource leveraging from the local stakeholders.

About 1,24,110 people including 66834 women, 57751 *Janajaties*, 12759 *Dalits*, 36544 poor and 17577 youths participated and benefitted in one or another ways in which 763 groups have been reached through different activities. To adapt to the adverse impacts of climate change through different activities as sensitization workshops and trainings, vulnerability assessments and Community Adaptation Plan of Action (CAPA) preparation, and support to implement CAPA and conduct issue based advocacy campaigns. As a result of these activities, 27914 people including 18170 women, 12678 janjati, 4884 dalit, 7217 poor and 6018 youths have benefitted and have participated to improve their adaptive capacity to cope with adverse impacts of climate change while 132 organizations have already mainstreamed CCA into their policies and plans, are implementing them and using standard participatory vulnerability monitoring tools/system. Likewise, 14621 vulnerable HHs including 7786 HHs janajaties and 2233 dalits' HH are benefitting from a total of 141 CAPA preparation and implementation from year one and two.

In the second year, one sub-watershed management plan was developed and implemented in CHAL area. About 856 people were benefitted from natural resource management conservation practices. About 7169 hectares deforested and degraded forest areas were improved. Since, one of objectives of HB program is to improve adaptive capacity to cope with adverse impact of climate change. About 83 organizations changed climate change adaptation into their polices and plans and implement them. About 778 persons received training in climate change adaptation. 28070 people participated in climate change adaptation related activities and events. 4150 people benefitted from the implementation of community adaptation plans (CAPs). 25

organizations used standard participatory vulnerability monitoring system and tools. 2 policies and strategies on climate change adaptation have designed. About 64 local level plans like watershed management plans, LAPAs, forest operational plans and VDC annual plans have designed in this year.

Third year (September 2013 to June 2014)

In the third year, program has aimed to expand and scaling up of the activities in the larger areas and consolidate the best practices through sharing at different levels in order to mainstreaming in planning and budgeting process of different stakeholders and taking forward for policy discourse and feedback. CLAC remained as one of the flagship activity till date. In over all, the project team remained successful to create the critical mass due to various interventions which need to be properly mobilized as driving force for scaling up and sustaining of best models, processes and tools for the remaining period and beyond.

In total, 97956 people including 52463 women (53.56%), 45493 janjati (46.44%), 15790 dalit (16.12%), 39647 poor (40.47%) and 19243 youths (19.64%) benefitted in one or another ways through different activities. In addition, 7251 HH have directly benefitted from CAPA implementation, 140 HH have directly benefitted from LAPA implementation, 374 HH benefitted from LIP support and 70 HH benefitted from IGA support under CAPA implementation. Mainly activities as watershed management plan preparation, interaction for PVSE leadership, governance strengthening, livelihood improvement plan, REDD+SES indicators, alternative energy promotion, invasive species removal, PES, sensitization on climate change, Exposure visits for CAPA and REDD+, CAPA and LAPA preparation and implementation, integration of climate change adaptation in different plans and mainstreaming were accomplished.

The climate change adaptation component is an integral part which aims to reduce vulnerability to climate change and promote climate adaptation taking integrated approach that incorporates both ecosystem and rights based approaches. In total, 56557 people including 31542 women, 20857 dalit and 15196 janjati participated in different activities conducted under this component while 7251 HH have directly benefitted from CAPA implementation, 140 HH have directly benefitted from LAPA implementation. In total of 3 years, 210 CAPAs has been prepared, 113 of

them have been endorsed and 90 have been implemented. In addition different VDCs and local governments have integrated CCA and DRR in their annual budget and two DDC councils have incorporated CCA and DRR in their local plans. Analysis of CRMP and CFOP with focus on integration of CCA into it has been made which could further support its mainstreaming in local plans.

Fourth year (July 2014 to June 2015)

In total, 4, 07,845 people including 2,09,492 women (51%), 206599 janjati (51.%), 44125 dalit (11%), 149090 poor (37 %) and 3725 youths (1 %) benefitted in one or another ways through different activities. In addition, 19,758 vulnerable HHs have directly benefitted from LAPA/CAPA implementation whereas 250 poor HHs benefitted from LIP and IGA support. The component wise progress is summarized as follows.

Altogether 19,100 vulnerable HHs including 11149 Janjatis (58.37%), 2073 Dalits (10.85%), 50 Madhesi (0.26%), 716 others (3.87%), 7368 poor (38.57%) and 654 youths (3.42%) benefitted from different adaptation activities. Total NRs. 1,00,56,827.00 amount has been spent through other agencies in CAPA and LAPA implementation. The major activities included implementation of CAPAs and LAPAs; training on Climate Change and its impact on human health, adaptation plan health check up, capacity building training on PMERL to CAPA monitoring committee and community members, mainstreaming workshop to integrate CCA, DRR activities into local level plans, conduct review and reflection to share the good practices, success stories and learning of CAPAs implementation. Total 25 Adaptation Plans (11 CAPAs and 14 LAPAs) were prepared and total 119 adaptation plans have been implementing.

Fifth year (July 2015- June 2016)

Being the final year of the program, CARE efforts were mainly focused on consolidation of previous achievements including review/reflection, meetings, monitoring visits, documentation and dissemination of good practices, completion of remaining activities and mainstreaming to the respective local government, line agencies and stakeholders including local partners and their regular development planning.

## Overall Five years program

Table 4.1: Target and achievement of five years program

Output & Outcomes	Target	Achievement
Total number of people benefitting from Hariyo Ban	-	284,548
People trained to plan and implement climate change adaptation (CCA) activities	18,664	18,831
Climate vulnerability assessments (VAs) conducted	527	529
People with improved adaptive capacity to cope with adverse impacts of climate change	225,276	288,499
Adaptation plans prepared	300	421
Implementation of adaptation plans supported	300	398
Amount of resources leveraged for implementing adaptation plans	21,453,761	28,502,175
Vulnerable people benefitting from the implementation of adaptation plans	226,176	288,499
Vulnerable sites with improved biophysical condition after implementing adaptation plans	64	77
Climate change adaptation policies supported	4	4
NRM groups with strengthened good governance practices	300	328
% of NRM groups with women in at least one of the two key positions (chairperson and/or secretary) in NRM groups	At least 60%	70%
% of NRM groups with marginalized and excluded people in any two (out of the four) key decision making positions	At least 60%	64%
GESI mainstreamed in national government policies	4	4

CARE Nepal had played crucial role within the program as a lead on climate change adaptation, governance and GESI along with significant contributions for watershed management, biodiversity conservation, earthquake recovery/reconstruction, REDD+ and PES initiatives. Total 1033385 people were directly and indirectly benefitted from various activities during project period. The total beneficiaries include 52% women, 41% *Janjaties*, 16% *Dalits*, 29% poor, and 4% youths. The program reached to 929 NRM groups (312 TAL, 617 CHAL).

## Major Climate Change Adaptation

Table 4.2: Target and progress of climate change adaptation programs

Major Climate Change Adaptation	Target	Progress
Number of people trained in climate change adaptation	17,532	18,392
Number of people with increased awareness and capacity, and/or participating in adaptation activities	352,098	367,407
Number of adaptation plans prepared	300	421
Support in implementation of climate adaptation plans	300	372
Number of drinking water supply systems installed and/or maintained	No target	359
Number of irrigation systems installed and/or maintained	NT	156
Number of km access foot trails maintained	NT	137
Number of drinking water reservoirs maintained for wildlife	NT	81
Number of check dams, dykes and embankments constructed	NT	414
Resources leveraged for climate adaptation (NRs)	21.4 m	21.7 m

The major interventions under Climate Change Adaptation component for five years are various capacity building events to total 89,289 people including 85% community, 4.3% GoN officials, 5% I/NGO, and rest others; preparation of 284 adaptation plans (236 CAPAs and 48 LAPAs) and support to implement 93% of these plans. Similarly, other key interventions are mainstreaming CCA, DRR and ISWMP at VDC level planning process, testing and practice of different monitoring tools like PMERL, health check up and review reflection of good practices and policy maker's visits to project sites. Major achievement from this component is through adaptation planning and implementation intervention covering a total of 134,457 households (645,394 populations) of which 75% were vulnerable and 45% benefited (59.4% of the vulnerable households). Almost NRs 62 million have been mobilized with 32% resource leverage (Community: 17%, VDC/Municipality: 9% and Government Line Agencies: 6%).

Community learning and action center ( CLAC) remained an exemplary platform for social transformation of poor people through reflect model where poor people come together, discuss

on their issues and prepare action plans on their own and implement it with the support of different agencies. Altogether, 394 CLACs were implemented in TAL and CHAL for these five and half years period.

Livelihood improvement support for flood affected HHs and forest dependent poor HHs through technical training for LIP/income generation activities like tunnel farming, mushroom farming were experienced as very effective measures to provide them alternative livelihood options and improve their living condition as well as reduce pressure on available natural resources. Training provided technical knowledge on feeding system, habitat management, and prevention, treatment of different diseases. DFO, DADO and DLSO staffs had facilitated the session.

During the project period, the Climate Change Adaptation (CCA) component, an integral part of Hariyo Ban Program, aimed to reduce vulnerability and promote adaptation to climate change, taking an integrated approach that incorporates both ecosystem and rights based approaches. Preparation, implementation and mainstreaming of the adaptation plans (CAPAs and LAPAs), Participatory monitoring and evaluation (PMERL, Health Checkup etc), networking and building capacities of CCA and DRR communities (under the NCDMC), trainings and workshops to build capacities (of GoN agencies, communities and stakeholders) on CCA, were the major interventions under this component. Altogether, 385992 people were participated and benefited by one or the other interventions under this component.

Hariyo Ban Program had conducted and provided support to stakeholders (GoN, community, NGOs/CBOs, NRM groups etc) at various levels to conduct different capacity building and awareness activities such as trainings & workshops, mass campaigns, publications, media mobilization, day celebrations, exposure visits and so on to disseminate knowledge about climate change, its impacts on different sectors and mechanisms for responding to climate change (adaptation and mitigation). Capacity building programs have been effective to develop better understanding and practice of CCA, DRR, their integration and mainstreaming , networking and advocacy, documentation/dissemination of climate change and disaster related issues and climate smart adaptation practices at various levels. Under the CCA component, in total 4265 people (including 451 from GoN and 2273 female) were trained by CARE Nepal adopting a cascading approach in carrying out these trainings. Stakeholders participated in such capacity building events are also considering these issues in their respective programs.

Vulnerability reduction, CARE supported in implementation (though in varied scale) of a total of 284 adaptation plans (236 CAPA and 48 LAPAs) prepared in line with GoN endorsed LAPA framework, thematic areas and tools and techniques as per CARE standards. While preparation process of these adaptation plans have succeeded to achieve mass awareness on climate change adaptation, disaster risk reduction and environment friendly local governance, their implementation have shown multiple benefits/significance including awareness, reduced vulnerability and disaster risks through bio-engineering measures in landslides/floods, supporting CFUGs, local government and line agencies for effective targeting to the vulnerable communities, better income generation to enhance adaptive capacity, maintaining sanitation, availability and efficient use of drinking and irrigation water, prevention or management of forest fire, control of invasive species, disaster risk reduction and others. Similarly, there are also examples of significance of adaptation interventions for forest and biodiversity conservation, responding differential impacts, technology promotion, promoting energy saving and alternative energy sources, improved infrastructure and safety, land rehabilitation/protection, up-stream down-stream cooperation, emergency relief, health and sanitation, coordination with GoN agencies, linkage with agriculture university and governance strengthening. As part of accountability for leadership of the climate change component, CARE Nepal has been collaborating and supporting other consortium partners and even the government stakeholders in CCA and DRR particularly in planning, reviews and climate smarting initiatives.

#### **4.2 Evaluation of HB programs from Field Visit**

An evaluation team visited different sites of Hariyo Ban Program, both in TAL and CHAL districts. On the basis of field observations, key informant interviews, semi structure questionnaire, the team evaluated the various programs of HB. During interactions with various persons; the most of respondents are male, married and literate. Most of people's monthly average income lies between Rs 12,000 to Rs 25,000. The main occupation of local people is agriculture. From the survey, it was found that the most of people know about the project and satisfied with the activities of the project. Since, the main occupation of local people is agriculture; therefore, they are very much connected to forest based activities. Some respondents are active members of community forest user groups (CFUGs) and they are involved in protection of forest as well as wild and endangered animals. They have also basic knowledge in

legal rules and regulation of government. Local felt that the concept and activities of this project is good but area coverage of this project is very much limited. They suggested that the project should develop the concept of changing livelihood of local people by doing multiple activities. The local people are serious about deforestation and suggested the project should take a big step for restoration forest in their local areas.

## Study Areas

### 1. Kanchanpur

District: Kanchanpur
VDC/MP: Bedlkot Municipality, Daiji, Sarki Tol and Parki Tol
Ward: 4
Organization: Baitada Community Forest Users Group
Date of handover: Forest area: 484.61 Ha, Total HHs: 64
Problems: No proper forest management, soil erosion, landsides, human settlement, open grazing, drying out of water resources
Activities: Community adaption plan for action (CAPA) preparation and implementation, bio pest/manure preparation training, improved cooking stoves (ICS) construction, livelihood improvement program and income generating activities, change agent selection and mobilization
Output: 10 HH benefited, 30 m Bio engineering embankment
Outcome: Improved livelihood, vulnerability to flood hazard reduced
Result: Satisfactory (Bioengineering works saving the entire settlement, Construction designs needs improvement)

Baitada Community Forest Users Group includes diverse ethnic groups and most of them are poor and Dalits. Community managed different activities to settle their problems. HB has been promoting internal governance of CFUG by practicing participatory wellbeing ranking, public hearing and public auditing and participatory governance assessment. Most of women are sensitized on forest protection and community development. The most observed activity was

construction of bio engineering based river embankment, due to lack public knowledge; it is not in working condition.

District: Kanchanpur
VDC/MP: Krishnapur
Ward: 2
Organization: Jayalaxmi Women Community Forest Users Group
Date of handover: Forest area: 68.62 Ha, Total HHs: 269
Problems: No proper forest management, Soil erosion, landslides, human settlement, open grazing, drying out of water resources
Activities: Community adaption plan for action (CAPA) preparation and implementation, cooking stoves construction, livelihood improvement program and income generating activities,
Output: 25 HH benefited, 75 m spoor, 1 Hand pipe
Outcome: Improved livelihood , Demonstration of bio-engineering work through CAPA/LAPA implementation, women empowerment and leadership development
Result: Good

Jayalaxmi women community forest users group is an unique group having all member are Kamaiya. Hariyo Ban supported them in many ways as: Community learning and action center (CLAC) establishment, CFUG governance strengthening activities, Community adaption plan for action (CAPA) preparation and implementation. By this way, 25 members took the training, 4 HHs got the benefit from vegetable farming, 200 HHs got ICS and 6 HHs are involving home stay system. A discussion was held with the women participants of Community Learning and Action Center (CLAC) where the local people shared that after the establishment of CLAC, the level of awareness has significantly improved and the local people, especially the women have united and worked on several issues such as sanitation, toilet construction, construction of school building and other similar activities.

In Kanchanpur district, the program supported in preparation and implementation of CAPAs, LAPAs, forest operational plans renewal, VDC annual plans and climate change adaptation plans. In Kanchanpur district, total 215 people are directly benefited from alternative energy

(biogas, ICS and metal stoves) and it helps reduce deforestation and degradation. About 67 BCT, 131 Janjati and 37 Dalit as marginal farmers received skill based training.



**Figure 1.4: Bio-engineering work at Sarkiparki tole, Bedkot, Kanchnapur**



**Figure 1.5: Interaction with Jayalaxmi CFUG, Krishnapur, Kanchnapur**

## 2. Kailali

District: Kailali
VDC/MP: Lamkichuha
Ward: 8
Organization: Malika Community Forest Users Group
Forest area: 160.64 Ha, Total HHs: 770
Problems: No proper forest management, Soil erosion, landslides, human settlement, open grazing, drying out of water resources
Activities: Community learning and action center (CLAC) establishment, CFUG governance strengthening activities, Community adaption plan for action (CAPA) preparation and implementation, Spur construction, fencing
Output: 110 m long spur construction, Fencing around 6 Ha, Plantation 2 Ha
Outcome: Awareness about natural resource management,
Result: Satisfactory

Malika Community Forest Users Group was established on 2052 B S and includes 770 HHs. . Major activities of CARE: 110 m long spur construction for river bank protection at Charela Khola, fencing around 6 Ha for forest protection, plantation activities in 2 Ha land etc. Beside these, the program - CLAC played a crucial role for unifying different women groups and forming a cooperative. The cooperative has been supporting poor, vulnerable and socially excluded groups. They are also aware about natural resource management and GESI. In Kailali district, many organizations adapted watershed management plans, LAPAs, forest operational plans, VDC annual plans and climate change adaptation plans. In Kailali district, total 395 people are directly benefited from alternative energy (biogas and mud, ICS) and it helps reduce deforestation and degradation.

### 3. Syangja

District: Syangja
VDC/MP: Phedikhola Rural Municipality
Ward: 7
Organization: Jaukhetgairaru Community Forest User Group
Date of handover: 2051 B S, Forest area: 29.7 Ha, Total HHs: 116
Problems: No proper forest management, Soil erosion, landsides, human settlement, open grazing, drying out of water resources
Activities: Community learning and action center (CLAC) establishment, CFUG governance strengthening activities, Community adaption plan for action (CAPA) preparation and implementation, Bio pest/manure preparation training, Improved cooking stoves construction, livelihood improvement program and income generating activities, change agent selection and mobilization
Output: 37 HH benefited from ginger farming, 106 HHs directly benefited from drinking water management; 8 HHs benefited from LIP
Outcome: Awareness about natural resource management, Reduce water conflict, income generating
Result: Satisfactory

Jaukhetgairaru Community Forest User Group is located in Syangja which connects Syangja side with Kaski through Panchase Protection Forest. Main problems of this locality are soil erosion, landslides, open grazing, and drying of water resources. HB established CLAC and implemented CAPA and LAPA. Beside these, HB implemented various livelihood programs and supported for declaring smoke free kitchen. Besides, HB also supported to conduct various campaigns on gender based violence, model couple, men and decision makers engagement in women leadership. Awarding women change agent and her mobilization in building leadership of other women remained important achievement in Arukharka. .

### 3. Kaski

District: Kaski
VDC/MP: Pokhara Leknath Metropolitan City
Ward: 21
Organization: Baunnelek Community Forest Users Group
Date of handover: 2051 B S, Forest area: 32.07 Ha, Total HHs: 125
Problems: No proper forest management, Soil erosion, landslides, human settlement, open grazing, drying out of water resources, poaching of wild life species
Activities: Community learning and action center (CLAC) establishment, CFUG governance strengthening activities, Community adaption plan for action (CAPA) preparation and implementation, Onsite training on climate change adaptation commercial vegetable farming
Output: 60 HHs benefited, 6 HHs got benefit from LIP, 65 got ICS
Outcome: Awareness about natural resource management, Positive attitude, social mobilization
Result: Satisfactory

Baunnelek Community Forest User Group is located at strategic location of Seti River Basin. Main problems of this locality are open grazing, poaching, landslides and drying of water resources. HB supported in adaptive capacity enhancement through CLAC establishment, lead farmer training, poly house vegetable farming, drinking water supply system under CAPA and LAPA. Beside these, HB implemented various livelihood programs and supported for improved cooking stoves construction activities.

District: Kaski
VDC/MP: Kaskikot
Ward: 6, 7, 8, 9
Organization: Betani Khola Micro watershed Area
Area: 5.61 sq km
Problems: flooding in rainy season,
Activities: River bank protection, check dam construction, Kanji house establishment, plantation, low cost bio-engineering training
Output: 52 HHs and 10 Ha of agricultural land are directly benefited and 500 HHs are indirectly benefitted
Outcome: Reduced soil erosion and siltation, awareness of natural resources
Result: Satisfactory

Flooding in Betani Khola Micro-watershed area during rainy season and risked the human settlement. In addition, it has eroded the agriculture lands and irrigation canal. After committee formation, several conservation measures have been applied and vulnerability of the area is reduced. Due to river bank protection activities 52 HHs and 10 Ha of agricultural land are directly benefited. Around 500 HHs are indirectly benefited through land protection from river bank activities

#### 4. Tanahu

District: Tanahu
VDC/MP: Jamune
Ward: 6
Organization: Siddhabatasan Community Forest Users Group
Date of handover: 2052 B S, Forest area: 115 Ha, Total HHs: 146
Problems: Forest fire, flood, landslides, fertile land cutting due to small streams and river, drought, invasive species, pest problem in crops and livestock, hailstorms, wind
Activities: PGA, PHPA, CLAC, CAPA, Fruits and Bel juice
Output: 145 HHs benefited

Outcome: Awareness about natural resource management
Result: Satisfactory

On the basis of poor and vulnerability analysis, this community was identified as vulnerable community. HB implemented to increase the adaptive capacity of community people towards climate change. This community has been working for promoting Bel juice for sustainable livelihood. For drinking water supply, Hurdi farse collection chamber was constructed and 300 HHs are benefited.

District: Tanahun
VDC/MP: Bandipur
Ward: 6
Organization: Jumdaanda Community Forest Users Group
Date of handover: 2008, Forest area: 47 Ha, Total HHs: 90
Problems: poaching of wild life species, deforestation, forest degradation, open grazing, forest fire, landslides, drought
Activities: CLAC, CAPA, GESI, ICS, LIP
Output: 242 individuals
Outcome: Awareness about natural resource management, Positive attitude
Result: Good

Jumdaanda Jhapri Community Forest Users Group is the formation of diversity ethnic groups, about 16 HH are rich, 22 are medium, 38 are poor and 14 are ultra-poor and out of these 3 are dalit and 75 are janjati. Community managed different activities to settle their problems. To tackle open grazing, people are planting fodder plants in their private land to control forest fire, community organized forest fire management training. To reduce the impacts of firewood extraction; improved cooking stoves and bio gas have been promoted. HB has been promoting internal governance of CFUG by practicing participatory well being ranking, public learning and public auditing and participatory governance assessment.

## 5. Lamjung

District: Lamjung
VDC/MP: Besisahar Municipality
Ward: 7, 2, 8
Organization: Rural Community Development Centre (RCDC), District Technical Management Committee (DTMC) and Puwakhola conservation committee and Khahare khola conservation committee.
Starting date: January 2013
Service/Problems: Hydropower production/Siltation in hydropowerreservoir
Activities: Check dam, Bioengineering structures, Awareness/Capacity building, Plantation
Output: 2869 individuals are sensitized
Outcome: Increase capacity of PES, Establishment of demo site has retained 2532.2 cubic meters of sediment load (as per July 2016 record), Won DFID's "Protsahan Prize – Adaptation at Scale Prize" to scale up its endeavors on PES initiatives in Lamjungdistrict with the prize money of £ 10,000 (Great Britain Pound), Signed memorandum of understanding in between Marsyangdi Hydropower Promoter's Network (as a buyer) and MarsyangdiEcosystem Service Management Network (as a seller) and DCC has prepared basket fund mobilization guideline.
Result: Good

Hydropower projects in Mid-Marsyangdi watershed area have huge potential to produce a total of 454.38 GW electricity annually. Due to sedimentation, the project could not produce electricity as required. HB initiated Payment for Ecosystem Services (PES) as conservation activities for development mechanism of payment from hydropower promoters. It is innovative concept of mobilizing PES fund for sustainable financing to implement climate change adaptation measures. It is led by local government and owned by communities in collaboration with multiple stakeholders. PES related sensitization and awareness activities to community groups, stakeholders, government organizations and several other organizations were conducted.

PES pilot program has capacitated 2869 individual including 372 government representatives, 1182 women, 327 Dalits, and 1262 Janajati (indigenous groups). Likewise in khahare khola and Puwa khola conservation user committee the program able to leverage NRs 4867858.00 from government agencies and 2108857.00 from community. Addition all it has done bioengineering

structures (mainly check dam and embankment) along with plantation at different area in coordination and with the support of District Development Committee (DDC), District Soil Conservation Office (DSCO), Municipality, Middle-Marsyangdi Hydropower Project, community groups & people and Hariyo Ban Program for sediment retention.

## **6. Makwanpur cluster**

CARE Nepal, Hariyo Ban Program started working in Makwanpur cluster (Makwanpur, Parsa, Rautahat and Bara district) since 2011 focusing on various capacity building and mass sensitization activities. 16 CLACs were established in Bara and Rautahat districts. 4 different CAPA in Bara district. Turmeric farming, and spur construction benefited 286 HH. Earthen embankment of 110 meter with 3 spur construction with 15m long was constructed. In Bara, 15.74 Ha plantation and water source protection benefitting around 443 HHs, off seasonal vegetable seed distribution benefitting 37 HHs, 2 spur construction

In Phoolbari village of Chandrapur Municipality in Rautahat is situated at the foot plain of Chure region, which was badly destroyed by the flood during 2061 B.S. Hariyo Ban jointly with District Soil Conservation and Chandrapur Municipality constructed 314 meters long irrigation canal under LAPA implementation. . At Hariyali, CFUG of Chandrapur Municipality CARE supported for pond construction of 35\*35, distribution of mosquito net, vegetable seeds and home garden as priority activity under LAPA. . Due to pond irrigation, many people who used to grow tobacco plants due to dry spell in the past, have started crop farming and vegetable farming at the current time. In Rautahat, model flood plain restoration at Chaandi Kola was supported by CARE. Under the Chandi Kola, CARE supported 5 spur construction of 15 meter each in close coordination with DSCO. Model flood plain restoration by plantation, barbed fencing, spur construction at PasahaKhola, Bara was also supported by CARE.

### 4.3 Evaluation of Strategic, Implementation and Organization Level

Table 4.3: Evaluation of strategic, implementation and organization level

Components	Progress/Achievement/Effectiveness				
	Very low	Low	Average	High	Very High
<b>Strategic level</b>					
Context of the project				√	
Planning and documentation				√	
Partnership and networking			√		
<b>Implementation level</b>					
Sufficiency and quality of resources mobilized				√	
Reporting monitoring and evaluation system			√		
<b>Organizational level</b>					
Effectiveness of organizational management				√	
Effectiveness of program management system				√	

Context or relevancy of the project is good.ity. For the concept of the mitigation and adaptation of climate change, it is very broad concept and very risky to implement in practical life. The project has maintained the sound documentation part and the planning design of the project is also good. Implementation of information technology, the project handled all data based in perfect manner. Since, the project was implemented from four consortium partner, it is very challenging task, somehow project tried to maintain the good relationships with all partner as well as other government agencies.The project has sufficiency and quality of resources and they are mobilized in effective way. Even though there is some lacking of technical manpower, human resources are highly capable. In the monitoring and evaluation part, there is some lacking. It is due to overlapping programs of consortium partners and other projects are running

simultaneously. Organizational and program management system of the project is good, it is due to a long previous experiences and organizational set up structure.

#### 4.4 Evaluation of mid-term recommendations

Table 4.4: Evaluation of implementations of mi- term evaluation report

Recommendations	Rating			
	1	2	3	4
1. Effective utilization of resources			√	
2. Effective run of LIP program		√		
3. Full time staff at the community level		√		
4. Effectiveness of CLACs		√		
5. Effective coordination			√	
6. Transparency on financial submission			√	
7. Separate Financial audit			√	
9. Partners organization mentioned on project agreement			√	
10. Inform the SWC about changing fund			√	

Note: 1: Poor; 2: Satisfactory; 3: Good; 4: Excellent

Mid-term evaluation team highlighted non effectiveness of some programs. The report said that some of the activities (like river protection work) in a few sites are not as effective compared to other sites. Final evaluation team also observed some resources have not be utilized and recommended to perfectly utilize all resources.

In the case of LIP, only a few activities were meaningful in bringing about substantial change to participating households. The investment should be enough to ensure that the participating households can adopt the intervention package as major occupation. Adaption of value chain and promoting market and service linkages should be promoted. Currently, the main point of contact for the local community with the program is part time LRPs. Since they are hired as service provider and not as staff, a strong relationship between the communities and the program may not be developed. The program should have logics in following current practice and it may try in experiment basis in selected places to see the effect of full time staff at the community level.

CLACs have proved to be strong agency for social change and in some cases for resource governance. However, some CLACs are not as effective and strong. In some of the CLACs, the representation of the poorest sections could be ensured in CLAC for various reasons. Therefore, necessary interventions needed during the CLACs formation for ensuring the participation of most deprived and vulnerable ones. A focused coordination within the government agencies would make the program more effective. For example, coordination with DDCs section, Office of Women and Children and VDCs for addressing the issues of GESI integration, participatory planning process at local level and equip CBOs for strengthening them would help in improving effectiveness and sustainability.

CARE Nepal has not recorded financial transitions in line with the budget presented in project agreement signed with SWC. CARE Nepal is suggested in future to prepare chart of accounts as per the budget submitted to SWC and accordingly process financial transition in line with the same. A separate financial audit is not conducted for Hariyo Ban Project so carry separate audit as per the project agreement. CARE Nepal also worked with partners other than those mentioned in Project Agreement, and not affiliated with the SWC, that are referred to as events based partners. CARE Nepal should put efforts to work with partners stipulated in project agreement.

#### **4.5 Evaluation of networking and coordination aspects of Hariyo Ban**

The Hariyo Ban Program is a United States Agency for International Development (USAID) funded project for designed for resilience building of human beings as well as ecosystem. The program implemented by four core partners: WWF Nepal (prime recipient), Cooperative for Assistance and Relief Everywhere (CARE), National Trust for Nature Conservation (NTNC), and Federation of Community Forestry Users in Nepal (FECOFUN). In the local level, CARE worked in partnership with district level government agencies, different federations (district FECOFUNs), NGOs and CBOs in order to enhance the ownership among local stakeholders and ensure sustainability of good practices. To implement this Hariyo Ban Program, Cooperative for Assistance and Relief Everywhere (CARE) has been working very closely with extremely experienced and qualified national and international organizations like WWF, FECOFUN, NTNC, WOSCC, SSCIDC, RCDC and other local NGOs who have strong working relationships with partners and target groups in the two landscapes and at the national level.

CARE Nepal facilitates the empowerment of civil society organizations (CSOs) including community-based organizations (CBOs), partners with local NGOs, and collaborates with government counterparts and donor agencies. CARE pursues a partnership modality and multi-sector programming, is guided by gender equity and diversity principles, and strives to be a learning organization. CARE led climate change adaptation component, Governance and GESI as cross-cuttings in Hariyo Ban Program. It supported to build capacity on targeting the right impact groups and sites in TAL and CHAL through underlying causes of poverty and vulnerability analysis (UCPVA). Further, it made its efforts in sub-watershed management, livelihood improvement, REDD+ SES, community based measures to address drivers of deforestation and forest degradation, payment for ecosystem services, equitable benefit sharing and technical support in various capacity building activities and social mobilization process and facilitating policy discourse/feedback at different levels ..

Four consortium partners have equally contributed to deal with diverse issues within Hariyo Ban Program along with their own organizational strengths. CARE Nepal emphasized local partnership primarily with district chapter of FECOFUN and some of the local NGOs who have experience on the core and cross-cuttings. Partnership with FECOFUN was particularly found effective in governance strengthening activities at community levels and CAPA due to their strong network, understanding in thematic issues, and linkage with community forest user groups and political parties.

Hariyo Ban worked closely with local communities in biodiversity conservation, both supporting community management of biodiversity, and promoting improved livelihoods to help reduce unsustainable pressure. Hariyo Ban also supported government to develop country-specific indicators for social and environmental standards in its work on reducing emissions from deforestation and forest degradation (REDD+) and supported to the Forest Policy 2014, Forestry Sector Strategy 2016, REDD+ Strategy, and seven other strategies and guidelines for sustainable forest management.

Hariyo Ban supported the Ministry of Forests and Soil Conservation (MoFSC) to prepare a Strategy and Action Plan for the Chitwan Annapurna Landscape (CHAL) for ten years (2016-2025) taking a river basin approach. It also supported the preparation of the Terai Arc Landscape (TAL) Strategy and Action Plan for next ten years (2015 – 2015). Together these landscapes

cover over five million hectares of biodiversity area. Both Strategies mainstream climate adaptation. They now guide Hariyo Ban's work as it collaborates with GoN, communities and other stakeholders to help implement them, with a major focus on protected areas, corridors, biodiversity important areas, critical sub watersheds, and areas with high climate vulnerability.

#### **4.6 Evaluation of different policies and concepts**

**Sustainable Development & Sustainability:** The concept of sustainability is very important for any types of project. Sustainable development provides a framework under which communities can use resources efficiently, create efficient infrastructures, protect and enhance the quality of life, and create new approach to strengthen their economies. A sustainable community is achieved by a long-term and integrated approach to developing and achieving a healthy community by addressing economic, environmental, and social issues. Fostering a strong sense of community and building partnerships and consensus among key stakeholders are also important elements. And, the sustainability is the ability to utilize local resources efficiently in the long-term by maintaining the ecosystem.

**Natural Resources Management:** Identification of potential natural resources area is very essential for natural resources management aspect. The project has been working to address specific biodiversity, ecosystem services, climate change and human well-being targets. This involves pursuing interventions that mitigate the threats that are adversely impacting these targets. The interventions include introducing appropriate agricultural practices and techniques, measures that promote sustainable grazing and agricultural practices, soil stabilization through bio-engineering techniques, and improved land use planning for conservation of forests and agro-ecosystems. These measures help to improve agriculture and livestock production, and the better rate of return discourage settlers from illegally harvesting timber or unsustainably extracting NTFPs.

The vulnerability assessment and hazard mapping identify areas prone to natural disasters, and aid in planning specific project intervention sites. The project pursues programs such as community forestry, collaborative forestry, leasehold forestry, and buffer zone management to address forest degradation through community stewardship. The project also promotes alternative energy technologies and support livelihood opportunities to reduce the pressure on

forests and natural resources. The improved management of forest resources helps meet the demand for fuel wood and fodder. It is presumed that alternative energy, coupled with off-farm and forest based income generating activities, discourage the farmers from unsustainably extracting forest resources, and result in improved management of forests.

**Climate Change:** Climate change is increasingly becoming a major threat to the people and biodiversity of Nepal. According to a 2012 government report, currently more than 1.9 million people are highly vulnerable to climate change and 10 million are increasingly at risk (MoEnv, 2012). The most sensitive sectors are agriculture, forestry, water and energy, health, urban and infrastructure, tourism, industry, and overall livelihoods and economy. The increasingly unpredictable weather patterns include warmer and drier winters, drought, changes in the monsoon rain patterns, and more intense precipitation events. In mountain regions the warmer, drier winters with limited snowfall and rain in the last few years have affected winter crops and contributed to food shortages

The changes in temperature and rainfall are creating favorable environments for pests, diseases and invasive species to emerge, spread and encroach on agricultural and forest lands, and cause loss of biodiversity. Average temperatures in Nepal have increased at a rate of 0.06°C between 1977 and 1994, and the precipitation in eastern Nepal shows an increasing trend while the western and central parts of Nepal face a negative trend of less than 700 mm per decade (IBID). The increase in temperatures and less predictable rainfall has also resulted in shifts in agro-ecological zones and prolonged dry spells.

**Sustainable Land Management:** Controlling land degradation is accorded high priority in the Government of Nepal's plans and policies. The various National Action Plans include action programs that prioritize control and mitigation of land degradation by breaking the cycle of poverty and land degradation, and several initiatives have already been started by the relevant line agencies in MoAD, MoFSC, and MoLRM to implement programs on agriculture, leasehold forestry, private forestry, community forestry, sustainable soil management, integrated plant nutrient management systems (IPNMS), and other forms of sustainable land-use.

The conservation of strategic forests and sustainable agro-pastoral land management as an integrated landscape management strategy help to sustain forest and agro-ecosystem functions

and services that benefit people and biodiversity. The current unsustainable, environmentally damaging agricultural and livestock grazing practices be replaced with adaptive, sustainable practices to substantially reduce land degradation. Forest conservation in strategic areas sustain ecosystem services, especially by regulating water flows, reducing greenhouse gas (GHG) emissions and sequestering carbon, and continue to provide important forest products if harvested at sustainable harvest levels. The economic well-being of Nepal is very closely tied to its natural resources, especially the arable land, water, forested areas, and protected areas.

**Social Development:** Nepal is predominantly an agrarian society. The livelihoods and economic progress of a significant percentage of Nepalese people depends primarily on the country's wealth of natural resources. The agricultural sector alone contributes about 35 percent to GDP and is the main source of employment for over 76 percent of the population (CBS, 2011). Approximately 85 percent of Nepalese live in rural areas and depend on traditional agricultural technology. The natural resource base is closely linked with traditional agricultural technology, and the populations, especially the poor who have few assets, are heavily dependent on forests for their subsistence livelihoods. Forests fulfill their water, fuel wood, fodder, non-timber forest products, and timber needs. Fuel wood is the main source of energy in households, and small and traditional industries. Land requirements for infrastructure development also increase deforestation. One study estimates that 40 percent of forest fires were accidental and 60 percent were deliberate (MoEnv, 2012).

Despite the importance of forests in maintaining ecological balance and supporting livelihoods and economic development, Nepal's forests have been reduced to a fraction of the original forest cover (Singh et al., 2009). Drivers of forest loss and degradation include high dependency on forests and forest products; unsustainable harvesting; forest fires; encroachment; overgrazing; resettlement; and infrastructure development. Underlying causes include increasing demand for land; landlessness; lack of alternative livelihood opportunities; inefficient use of resources; agriculture expansion; market failure; weak law enforcement and governance; new economic growth prospects; and ad hoc policy processes (MFSC,2010). Poverty and population growth also play a critical underlying role.

**Good Governance:** Good Governance is defined as the participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive approach

that follows the rule of law which helps to assure that corruption is minimized, the views of minorities are taken into account and that voices of the most poor, vulnerable and socially excluded groups in society are heard in decision making. The Government of Nepal has adopted a policy of good governance for the effective, equitable and efficient delivery of public goods and services. Government policies like the Good Governance (Management and Operation) Act 2007; the Right to Information Act 2007; the Public Procurement Act 1992, all focuses on good governance.

**Gender equality and social inclusion (GESI):** Each project objective has prioritized gender and social inclusion as a cross-cutting strategy to ensure equitable social and economic benefits and respect for dignity and human rights. It is worthwhile to note that the strategies adopted by the consortium has been found to increase the participation of poor, vulnerable women, and socially excluded (PVSE) sections to bring improvement in the areas of livelihood and natural resource management. CARE has vast experience and capacity in GESI, and strongly recognizes that empowerment of women and socially excluded groups are essential for strengthening their stewardship role in biodiversity conservation and climate change.

The Hariyo Ban Program has incorporated GESI strategy through which three specific areas have been identified to enhance the capacity of women and excluded groups. One specific area of the GESI strategy is increasing access to participation and leadership of the women, dalits, poor, indigenous people and the marginalized groups, including marginalized youths in the decision-making processes in the management of natural resources and bio diversity conservation. HBP has been implementing different field level interventions such as women leadership development training, CLAC, governance and biodiversity conservation, issue based social actions to address leadership capacity development of emerging women leaders of NRM groups. For institutionalizing this process two TOT events organized in cascading approach adopting 3 tire approaches (i) raising technical and conceptual knowledge based on their roles and responsibilities; (ii) promoting mentoring and coaching especially from LRPs, men and change agents among the elite; and (iii) review and reflection for increasing effectiveness of leadership promotion interventions.

**Public participation:** The communication goal is to facilitate the understanding of the adverse effects and consequences of land degradation to livelihoods, lives, biodiversity, and ecosystem

services among relevant stakeholders to enhance their knowledge and to influence positive attitudes and behavior. The project will pursue communication, participation, and information sharing by engaging the principal stakeholders (i.e., the local communities, civil society organizations, and government agencies and ministries) throughout the project period. The primary audiences for this program are local stakeholders and government ministries. The secondary audiences include other civil society groups, regional and global private sector actors, international non-governmental organizations, and bilateral and multilateral donor agencies.

#### **4.7 Evaluation of project on Relevancy, Effectiveness, Efficiency, Sustainability and Impact aspects**

##### **1. Relevancy**

The Hariyo Ban Program is an initiative designed to benefit nature and people in Nepal. It aims to reduce adverse impacts of climate change and threats to biodiversity, by restoring and conserving forests while improving livelihoods, and building resilience to climate change in both people and ecosystems. Since, these things are valid concepts and should be implemented in effective ways. Most of activities and outputs are consistent with the overall goal of the project. Therefore, the concept of project is relevant as the requirement of national and international priorities and requirements. The program is also relevant in terms of national policies like Nepal National Biodiversity Strategy and Action Plan 2014-2020, Climate Change Policy 2011.

More recently Nepal adopted a landscape approach to conservation, enabling management of forests, ecosystems and species at appropriate scales and enabling landscape linkages. Hariyo Ban works in two landscapes (TAL and CHAL), with strong support for community forestry and protected areas. Hariyo Ban took a landscape conservation approach to reducing threats to biodiversity and vulnerabilities of ecosystems and human communities to climate change. Working at landscape level covering horizontal and vertical biodiversity rich areas has been effective to enhance ecological and social linkages between the upstream and downstream communities. Therefore, the landscape approach is relevant in Nepalese context.

Hariyo Ban had adopted river basin approach to restore and manage the selected sub-watersheds with critical biodiversity importance in both TAL and CHAL that ultimately supports the

communities for better sustainable landscape management. Even though it is relevant for natural resources management aspect, the program should develop clear blue print for this case.

## **2. Effectiveness**

The activities implemented by the program have varying degrees of effectiveness. For target achievements; generally, the program has accomplished activities as planned under different components. Achievements under most of the activities are closer to the planned target. Activities for strengthening capacity of the local institutions like trainings, preparation of plans, strengthening of internal governance were conducted as planned. Some activities like support for LIP, ICS, plantation of multipurpose trees etc were achieved more than what were planned. More number of activities was implemented because of the higher demand. However, a few activities like joint monitoring of adaptation program like community infrastructure, support for implementation of LAPA were less than the planned. For the case of project duration; the project completed as desired schedule which is one of the strength of this project. Human resources management aspect, staff management and mobilization smoothly went through out the project period. In total, 30 staffs transition including those joined to other organizations and others promoted within the organization. Recruitment, placement and orientation to new staffs were done timely for the change management. For the case of transparency and accountability, the program tries its best.

The program has effectively applied various participatory or bottom-up approaches in adaptation plan preparation as well as its implementation. The approaches include (i) beneficiary consultation and participatory planning; (ii) community development support; (iii) engagement of nongovernment organizations (NGOs); (iv) local government involvement; and (v) private sector participation. This approach helped in enhancing ownership and responsibility, and sustainability of the program. Both “bottom-up” or participatory approaches were used to check vulnerability of human communities and ecosystems.

## **3. Efficiency**

Identification and targeting of poor, vulnerable, and socially excluded (PVSE) groups as well as vulnerable sites applying UCPVA was found very effective and powerful approach. The UCPVA was mainly accompanied by social resource mapping, power mapping, hazards and vulnerability

mapping and participatory well-being ranking (PWBR). In fact, it is the one area for which Hariyo Ban Program is recognized for by communities, local and district stakeholders.

As a process for assessing, measuring, and/or characterizing the exposure, sensitivity, and adaptive capacity of a natural or human system to disturbance, vulnerability assessment tool was applied. Vulnerability approach was the basis to enter into action selecting the targeted areas. Community level vulnerability assessment was experienced as very effective however it was found some gaps while identifying vulnerable ecosystem. Field observation, watershed march-pass and transect walk done during planning of activities for upstream and downstream linkages was realized as very effective to identify vulnerable pockets of the program area. Therefore, it is felt a need to include such tool during vulnerability assessment for enhancing adaptive capacity of community people and existing ecosystem.

Hariyo Ban worked with a very large number of community based organizations (CBOs) and community members; this includes women, poor, and marginalized people. CBOs included community forest user groups, buffer zone user groups, conservation area management committees, leasehold forest user groups, collaborative forest management groups, cooperatives; community based anti-poaching units, water user groups, women's groups, eco-clubs, farmers' groups, sub-watershed coordination committee, and female community health volunteers. The project fosters better inter-sectoral coordination and collaboration between different governmental agencies at the centralized and decentralized (district and village) level. Working modality of Nepal government is very complex. In order to initiate/complete the activities many formalities have to be done. This has been one of the major challenges for timely completion of activities on time. The unstable government is major challenge of implementation of project.

Hariyo Ban supported the Ministry of Forests and Soil Conservation (MoFSC) to prepare a Strategy and Action Plan (2015 – 2025) for the Chitwan Annapurna Landscape (CHAL) taking a river basin approach. It also supported the preparation of the next Terai Arc Landscape (TAL) ten-year Strategy and Action Plan (2015 -2025). Together these landscapes cover over five million hectares of biodiversity areawith a major focus on protected areas, corridors, biodiversity important areas, critical sub watersheds, and areas with high climate vulnerability.

#### **4. Sustainability**

Hariyo Ban worked closely with local communities in biodiversity conservation, both supporting community management of biodiversity, and promoting improved livelihoods to help reduce unsustainable pressure. Generally, the activities are selected undergoing through several steps like vulnerability and capacity analysis, wellbeing ranking, participation of local people in plan preparation. As such, the implemented activities are the felt needs of the local communities which help in contributing to the sustainability of the effects. Activities which have proved effective like river protection works could have long term impacts and likely to sustain. However, activities which could not prove effective for example support for goat farming, community mushroom farming in some location may not likely to sustain. Some of the activities carried out under livelihood improvement program are less effective. Several factors like availability of or linkage to market, availability of technical services, inputs will have direct bearing for these initiatives to be successful and sustainable. Although at individual level, some of the activities like support for shop, goat farming, pig farming may contribute in improving the livelihood but are less likely to make broader sustained impact. Activities like biogas, ICS have been effective and will sustain. The sustainability of the activities also depends on the degree of technological intervention and the capacity of local communities' to manage such technology. Since the technology is not complicated and the local communities have the ability to manage it, activities will sustain.

Generally, most of the activities are implemented through institutions that have long social and legal basis. The activities undertaken through these institutions have strong institutional basis to contribute for sustainability. These activities will certainly contribute in sustainability of the project. HBP develop strategies, guidelines and tools and facilitate good governance practices in NRM groups and support organizations, including Public Hearing and Public Auditing, Participatory Governance Assessment, and Well-being Ranking improved internal governance of NRM groups and service providers, and ensured equity and benefit sharing of natural resources aware, empower and strengthened the capacity of community people.

## **5. Impact**

The main target of the project is to reduce the impacts of climate change and threats to biodiversity and the impacts of this project should be visualized through the increment of population of focal species or maintain. Due to green recovery programs and the positive involvement of the forest user groups, the natural resources are maintained. There is significant decrease of poaching activities through strengthened community based anti-poaching activities. HB significantly reduced the threats on biodiversity from poaching, human wildlife conflict and habitat loss through public participatory approach.

The Program played an important role in promoting better natural resource management (NRM) governance and GESI in biodiversity conservation, sustainable landscapes and climate change adaptation to help achieve these program objectives and improve the lives of poor and marginalized people, and women. This was done through enhancing participation and leadership of women and marginalized people in community forest user groups, and promoting equitable sharing of conservation benefits.

To reduce vulnerability, Hariyo Ban has made significant achievements by implementing climate change adaptation (CCA) activities in TAL and CHAL. At local level capacity was built in target communities and stakeholders to conduct vulnerability assessments and prepare adaptation plans. Due to implementation of Community based adaptation plans (CAP), some vulnerable sites are improved for biophysical condition.

Even though there is no direct evidence of generating revenue from pilot payment for environment services (PES), the concept of PES has successfully introduced in CHAL area. Some key forests of CHAL and TAL areas are restored to build resilience to climate change and also contribute to the national economy. There is positive impact to government agencies as well as local agencies to adapt climate change policies. One of the major impacts of this project is that some organizations like government and civil societies adapted climate change policies and plans and implemented them. Many organizations have been using standard participatory vulnerability monitoring systems and tools and people are benefited. The community-based activities, such as formation of CLAC and issue based support mechanism, capacity building and mobilization of NRM groups in biodiversity conservation, awareness-raising, improved cook stoves, biogas, and

income-generating activities (IGAs) for the poor can be regarded as some of the successful practices carried out by the program. Overall, the project has some positive impacts on environmental, social and economic aspects of the society.

## **CHAPTER V: FINANCIAL EVALUATION**

### **5.1 Introduction**

We have conducted the financial evaluation of *Hariyo Ban Program (HBP)* for the period of 5 years based on efficiency of the project and its cost effectiveness and as per the general scope of work.

### **5.2 Objective and Scope of Financial Evaluation**

We are assigned to meet out the following objectives:

- 1) To assess the efficiency of the projects/cost effectiveness.
- 2) To check the compliances with general agreements/project agreements.
- 3) To check compliances with tax laws.
- 4) To review the records of Fixed Assets.
- 5) To evaluate the internal control system.
- 6) To analyze the financial reporting framework.
- 7) To compare the budgets and actual with the committed project cost.

### **5.3 Approaches**

- ❖ All the necessary and relevant documents were reviewed during the course of evaluation.
  - Agreement signed with SWC
  - Tax Exemption Certificate from Inland Revenue Department
  - Planning Framework
  - Acknowledgement of Return filed with IRD
  - Organizational Structure
  - Policy and Procedures

- Project Documents
- Quarterly, Annually Project Reports
- Project Audit Report
- House Rent Agreement
- Salary Sheet
- Fixed Assets Register
- Human Resource Record
- Bank Reconciliation Statement
- Quotation/Bidding Documents
- Tender Comparative Chart
- Agreements with Contractors

- ❖ Visited the project sites and conduct discussions with the concerned implementing partners, stakeholders, and management about future plans and programs.
- ❖ We have examined and evaluated the financial transactions of the project activities based on the sample due to limited time and resources availability for the study.

The evaluation was based on interaction with the recent beneficiaries, stakeholders and partners.

## 5.4 Financial Data Analysis

### 5.4.1 Budgeted Vs Actual Expenditure

The year wise budget & actual expenditure incurred on various activities of the projects is presented below:

Activities/Years	Year 2011/12		Year 2012/13		Year 2013/14	
	Budget (Rs.)	Actual (Rs.)	Budget (Rs.)	Actual (Rs.)	Budget (Rs.)	Actual (Rs.)
<b>Program Cost</b>						
Bio- Diversity	16,265,969.64	8,505,373.95	19,629,904.41	16,028,185.31	21,037,954.23	22,184,967.53
Sustainable Landscape	20,266,570.00	10,825,021.39	26,506,080.00	20,399,508.57	28,560,150.00	28,235,413.23
Climate Change Adaptation	46,562,940.00	19,330,395.34	52,684,560.00	36,427,693.88	44,711,280.00	50,420,380.76
<b>Total Program Cost (A)</b>	<b>82,995,479.64</b>	<b>38,660,790.67</b>	<b>98,820,544.41</b>	<b>72,855,387.77</b>	<b>94,309,384.23</b>	<b>100,840,761.52</b>
<b>Administrative Cost</b>						
Admin Staff & Benefits	5,943,780.00	2,818,134.03	6,538,140.00	5,079,085.81	7,191,900.00	8,406,711.15
Travel, Meeting & Training	594,360.00	281,804.87	653,850.00	507,936.55	719,190.00	840,671.11
Operation Cost	4,568,130.00	2,165,894.87	4,579,740.00	3,557,723.21	4,591,440.00	5,366,997.57
Vehicle Operation/Fuel	892,608.14	423,213.74	892,608.14	693,413.32	892,608.14	1,043,381.98
Support Staff Cost	3,532,590.00	1,674,912.61	3,885,840.00	3,018,674.24	4,274,370.00	4,996,370.07
<b>Total Administrative Cost (B)</b>	<b>15,531,468.14</b>	<b>7,363,960.13</b>	<b>16,550,178.14</b>	<b>12,856,833.14</b>	<b>17,669,508.14</b>	<b>20,654,131.88</b>
<b>Grand Total (A+B)</b>	<b>98,526,947.78</b>	<b>46,024,750.80</b>	<b>115,370,722.55</b>	<b>85,712,220.90</b>	<b>111,978,892.37</b>	<b>121,494,893.40</b>

Activities/Years	Year 2014/15		Year 2015/16		Total 5 Years	
	Budget (Rs.)	Actual (Rs.)	Budget (Rs.)	Actual (Rs.)	Budget (Rs.)	Actual (Rs.)
Program Cost						
Bio- Diversity	22,146,475.41	31,895,776.00	23,690,790.00	25,469,148.56	102,771,093.69	104,083,451.35
Sustainable Landscape	29,345,850.00	40,594,624.01	27,987,930.00	32,415,279.98	132,556,580.00	132,469,847.18
Climate Change Adaptation	46,255,140.00	72,490,400.01	46,278,630.00	57,884,428.54	236,492,550.00	236,553,298.53
<b>Total Program Cost (A)</b>	<b>97,747,465.41</b>	<b>144,980,800.02</b>	<b>97,957,350.00</b>	<b>115,768,857.08</b>	<b>471,830,223.69</b>	<b>473,106,597.06</b>
<b>Administrative Cost</b>						
Admin Staff & Benefits	<b>7,911,090.00</b>	<b>11,559,207.24</b>	<b>8,702,280.00</b>	<b>9,104,099.53</b>	<b>36,287,190.00</b>	<b>36,967,237.76</b>
Travel, Meeting & Training	<b>791,100.00</b>	<b>1,155,907.57</b>	<b>870,210.00</b>	<b>982,965.62</b>	<b>3,628,710.00</b>	<b>3,769,285.73</b>
Operation Cost	<b>4,603,230.00</b>	<b>6,725,961.85</b>	<b>4,615,200.00</b>	<b>5,213,204.78</b>	<b>22,957,740.00</b>	<b>23,029,782.29</b>
Vehicle Operation/Fuel	<b>892,608.14</b>	<b>1,304,225.15</b>	<b>892,608.14</b>	<b>1,008,265.96</b>	<b>4,463,040.72</b>	<b>4,472,500.14</b>
Support Staff Cost	<b>4,701,870.00</b>	<b>6,870,088.67</b>	<b>5,172,030.00</b>	<b>5,842,184.85</b>	<b>21,566,700.00</b>	<b>22,402,230.45</b>
<b>Total Administrative Cost (B)</b>	<b>18,899,898.14</b>	<b>27,615,390.48</b>	<b>20,252,328.14</b>	<b>22,150,720.74</b>	<b>88,903,380.72</b>	<b>90,641,036.36</b>
<b>Grand Total (A+B)</b>	<b>116,647,363.55</b>	<b>172,596,190.50</b>	<b>118,209,674.14</b>	<b>137,919,577.82</b>	<b>560,733,604.41</b>	<b>563,747,633.42</b>

#### 5.4.2 Total Committed Vs Actual(Program & Administrative Cost)

	Year	Program	Admin	Total	% of Program Cost	% of Admin Cost
<b>Committed</b>	2011/12	82,995,479.64	15,531,468.14	98,526,947.78	84%	16%
	2012/13	98,820,544.41	16,550,178.14	115,370,722.55	86%	14%
	2013/14	94,309,384.23	17,669,508.14	111,978,892.37	84%	16%
	2014/15	97,747,465.41	18,899,898.14	116,647,363.55	84%	16%
	2015/16	97,957,350.00	20,252,328.14	118,209,678.14	83%	17%
	<b>Total</b>	<b>471,830,223.69</b>	<b>88,903,380.72</b>	<b>560,733,604.41</b>	<b>84%</b>	<b>16%</b>
<b>Actual</b>	2011/12	38,660,790.67	7,363,960.13	46,024,750.80	84%	16%
	2012/13	72,855,387.77	12,856,833.14	85,712,220.90	85%	15%
	2013/14	100,840,761.52	20,654,131.88	121,494,893.40	83%	17%
	2014/15	144,980,800.02	27,615,390.48	172,596,190.5	84%	16%
	2015/16	115,768,857.08	22,150,720.74	137,919,577.82	83%	17%
	<b>Total</b>	<b>473,106,597.06</b>	<b>90,641,036.36</b>	<b>563,747,633.42</b>	<b>83.92%</b>	<b>16.08%</b>

#### 5.4.3 Fund Accountability Statement (FAS)/Donor Report (DR):

CARE Nepal does not have the policy to prepare FAS. The donor report is considered as the final financial report. Latest donor report is given in Annexure 4;

**Year wise fund receipt details:**

<b>Year</b>	<b>Bank Name</b>	<b>Committed Amount</b>	<b>Actual Amount</b>	<b>Variance*</b>
2011/12	SCBL	1,094,743.86	675,000.00	419,743.86
2012/13	SCBL	1,281,896.92	1,215,218.00	66,678.92
2013/14	SCBL	1,244,209.92	1,538,550.62	(294,340.70)
2014/15	SCBL	1,296,081.82	1,957,281.00	(661,199.18)
2015/16	SCBL	1,313,440.87	1,411,600.00	(98,159.13)
2016/17		-	2,071,312.33	(2,071,312.33)
<b>Total Amount</b>		<b>6,230,373.38</b>	<b>8,868,961.95</b>	<b>(2,638,588.57)</b>

**\*Reconciliation of Variance**

<b>Particulars</b>	<b>Amount</b>
<b>Total Variance Amount</b>	<b>(2,638,588.57)</b>
CARE Indirect Cost	968,054.58
Additional Amount received as Emergency Fund & Bio Diversity Component ( Agreement with SWC done through WWF)	1,631,600.62
Utilization of Indirect Cost Budget in Program Component	38,933.37
<b>Total Reconciliation Amount</b>	<b>2,638,588.57</b>
<b>Difference Amount</b>	<b>0.00</b>

#### 5.4.4 Partner Fund Movement (till Nov 2016)

Particulars	2012	2013	2014	2015	2016	Total
Fund transferred to partners	2,434,809.00	10,552,025.25	40,796,380.10	43,899,732.75	98,128,916.20	195,811,863.30

#### 5.4.5 Banking Arrangement & Balance as on 31<sup>st</sup> December 2016

CARE has maintained bank account at Standard Chartered Bank. Details of account and balance as on 31<sup>st</sup>Dec 2016 are given below;

S.N.	A/c Name	A/c No	A/c Type	Balance (Rs.)
1.	CARE Nepal	01-0008885-51 (USD Account)	Current Account	USD 54,861.39

As per the provision of SWC Act, every INGO must open and operate separate bank account for every independent project. However, CARE Nepal has been practicing single bank account for all the projects.

#### 5.4.6 Financial Regularities and Disciplines

##### Compliance with Social Welfare Council Act

As per clause 3, section 12 of the Social Welfare Council Act, *“The permitted foreign non-governmental organizations before operating the work within Nepal shall have to reach in an agreement with the Social Welfare Council.”*

At the time of evaluation it was observed that the project agreement was concluded on 21<sup>st</sup>May, 2015 while the project was commenced on August 2011.

##### Source of Funding and Disbursement Modality

The funding for 5 years long project is granted by the USAID through WWF USA. Total Budget of the project was NRs 560,733,634.41 (USD 6,230,373.38 ). WWF USA office transfers fund to Nepal office in Standard Chartered Bank Account. Care Nepal Office transfers the same to partner's bank accounts. Fund has been released on the basis of sub grant agreement on receipt of request from the implementing partner. Fund request is made to WWF as a prime recipient during quarterly reporting. A separate bank account in field office for Hariyo Ban is maintained.

However, in central office CARE has single bank account for all the projects. Regarding the mode of operation, CO releases fund to the field office and field office releases the fund to partner organization. For signatories, CARE authorizes signatory through Authorized Signatory Form to assign the threshold of the budget holder.

As reported, the budget as per donor report and budget as per the agreement with SWC does not match. This is because additional fund for Bio- Diversity and Emergency Component was received and the approval of that budget has been done through WWF. And the SWC evaluation for the additional fund received shall be covered by the SWC Evaluation Team of WWF.

There was no provision of goods or commodity grants accordingly goods or commodity were not received

### **Efficiency of Project and Cost Effectiveness**

- The evaluation team reviewed the standards of cost for program and administration as well as focused on actual part that CARE Nepal has implemented during the project.
- The organization had done effective programs and trainings as well as promoted community participation on targeted beneficiaries of the districts. The planned cost and actual cost have been reviewed for project period covered by our evaluation. Comparison of program cost and administrative cost is made based on project documents and audited financial statements restated to resemble the activities of the project documents. The actual program and administrative cost are in the ratio of 83.92: 16.08 against 84:16 as projected. Hence, the administrative cost in line with the approved budget.
- Generally costs are incurred as per the annual budget. Program activities are carried out considering economy and efficiency. CARE Nepal has also worked with partners other than those mentioned in Project Agreement that are referred to events based partners. This has resulted in increased implementation cost including monitoring cost associated with it. Minimizing event based partners may help in reduction of cost.

### **Fixed Assets Policy**

- Project wise Fixed Asset Register was maintained in computerized manner.

- Physical Verification of the Assets is used to be carried out once a year and the latest verification was done on June 2016.
- There exists separate 'Fixed Assets Policy' covering the Depreciation and Fixed Assets disposal guidelines. There is no separate Fixed Asset disposal policy for disposal of fixed assets of the project.
- There exists proper system of maintaining stores.
- No fixed assets were purchased by CARE Nepal on custom discount during project period.
- Procurement of Assets is made complying with the provisions of procurement policy.

### **Audit Requirements**

Care Nepal practices internal audit in regular interval. Special audit is also carried as per the requirements of funding agency. Annual mission audit is carried by audit firm registered in Nepal. However separate audit of Hariyo Ban Program is not carried out.

### **Compliances with Tax laws**

- CARE Nepal has obtained tax exemption certificate from the Inland Revenue office.
- Tax registration and return profiling is done as per the prevailing law of the land.
- On sample review of transactions representing payment to suppliers, payment of house rent, payment of salary, CARE had deducted required tax at source in general. It has been found that organization has deducted the tax and paid to Inland Revenue Department and followed the provisions of Income Tax Act, 2058. However, in following instances we noted that the project has deducted TDS and deposited lately to the Inland Revenue Department;

S.N.	Voucher No.	TDS Amount	Voucher Date	Due Date for Payment	Payment Date
1.	00022080	28589.75	05/03/2015	08/05/2015	12/05/2015
2.	00022288	12078	18/03/2015	08/05/2015	12/05/2015
3.	00022290	68613.75	18/03/2015	08/05/2015	12/05/2015
4.	00010153	11353.34	16/09/2013	11/10/2013	16/12/2013

- Generally, regular deposit of TDS at the local IRD office is found at Partners' level.

### **Evaluation of Internal Control System**

- There exists system of obtaining approval from appropriate authority for any type of transaction done by CARE.
- CARE maintains single account system and bank account for all the projects.
- Multiple use of signatory in the operation of bank account represents the good internal system over payment leading to loss from misuse of cash.
- Advance Settlement policy was properly followed.
- Bank Reconciliation Statement is prepared on regular basis.
- Regular statutory and donor audit was found to be conducted.
- CARE has developed and revised detail policy and procedures like Human Resources Manual, Partner Selection Guidelines, and Procurement Manualetc. to maintain strong Internal Control System. (Details of other policies are given in Annexure-2)
- CARE Nepal is using web based accounting software namely PeopleSoft. This software is well designed to address all the issues of internal control. The entire transactions trail is

generated through this software. Payments are not permitted without fulfilling established procedures. Chances of human judgements are left rare. CARE Nepal practices robust internal control system.

### **Accounting Policy and Procedure**

- Double Entry Book keeping system has been adopted by CARE.
- CARE has been following both cash and accrual basis of accounting for recording the income and expenditure of the project.
- Revenue is recognized at the time of receipt of funds from donors and as and when they become due for payment.
- Funds from the donor are directly transferred to CARE's account at Nepalese Rupees.
- Audited Financial Statement reveals the sound financial recording system as prescribed by Nepal Accounting Standard subject to certain qualifications.
- CARE uses PeopleSoft Software to record its financial transactions. All the vouchers, general ledgers and authentic financial reports are generated by the software itself.
- Overall transparent accounting system was observed.

### **Procurement Policy**

There exists practice of obtaining quotations from the different suppliers depending upon the involvement of capital expenditure and their classification. Competitive statements of quotations were prepared before the procurement of goods and services. The procurement process can be summarized as follows;

<b>PROCUREMENT OF GOODS &amp; SERVICES</b>				
<b>S.N.</b>	<b>Monetary Thresholds</b>	<b>Solicitation Method</b>	<b>Minimum No. of Quotations Reqd.</b>	<b>Analysis/Documentation Reqd. for Vendor Selection</b>

1.	Below \$100	Through Petty Cash	None Required	Petty Cash Voucher
2.	\$ 101 to \$ 500	Direct Purchase	Invoice	No PR, PO, GRN or Analysis Required.
3.	\$ 501 to \$ 3,500	Direct Purchase	One Quote or Invoice	No Analysis Required
4.	\$ 3,501 to \$ 25,000	Quotation Process	Three Written Quotations	Awarding of Quotes by Procurement
5.	\$ 25,001 to \$ 150,000	Quotation Process		Summary Bid Analysis with Procurement Committee Approval
6.	\$ 150,001 to \$ 500,000	Sealed Quotation Process	Three Sealed Quotations	Sealed Quotation Tracking Sheet and Summary Bid Analysis with Procurement Committee Approval
7.	\$ 500,001 and above	Sealed Quotation Process		

**PROCUREMENT APPROVAL AUTHORITY**

S.N.	Monetary Thresholds	Level I Approver	Level II Approver	Level III Approver
1.	Below \$100	Purchase Requisition Not Required		NA
2.	\$ 101 to \$ 500	Purchase Requisition Not Required		NA
3.	\$ 501 to \$ 3,500	Manager/ Budget Holder	Manager/Budget Holder	NA
4.	\$ 3,501 to \$ 25,000		Assistant Country Director or	NA
5.	\$ 25,001 to \$ 150,000			NA

			Equivalent	
6.	\$ 150,001 to \$ 500,000		Country Director	Regional Director
7.	\$ 500,001 and above			

### **Financial Administration and Good Governance at partner's level**

- Partners has adopted tax registration and filing policy.
- Staff salary is taxed as per prevailing law of land.
- Supporting cost was substantiated by the supporting voucher and bills.
- Issue and settlement of advances were in order.
- Bank Reconciliation Statement is prepared on monthly basis.
- Physical verification of assets is done on annual basis.
- Two out of four signatory were used on the bank transaction.
- The recommendation made by auditors in project audit was followed up completely.

### **Budgeting and Reporting Modality**

- For Hariyo Ban Project, CARE has followed the reporting modality given by WWF ( as a prime recipient), Donor Reporting is done on quarterly basis.
- Financial and project progress report is submitted to WWF office in USA annually. Partner NGOs are also required to submit annual audit report for fund exceeding \$100000.
- Budgeting is done annually on participatory basis.

## **Social Audit**

Social Audit must be conducted for each project components to know the project effectiveness and impact of the project at local level. On our review, in most of the case, CARE has implemented practice of conducting Social Audit. Some instances has been shown in Annexure-3

## **Follow up of Mid Term Evaluation Recommendations**

The recommendations made by the Mid Term Evaluation Team on financial system of CARE Nepal, management response for the same and current status of the those recommendations are given in annexure 5.

## **RECOMMENDATION**

- ✓ TDS Deducted should be deposited in time on the government account. If not deposited in time, interest @ 15% p.a. for every month or part of month should be calculated and deposited along with the TDS amount.
- ✓ CARE Nepal has not recorded financial transactions in line with the budget presented in Project Agreement signed with SWC. CARE Nepal is suggested in future to prepare chart of accounts as per the budget submitted to SWC and accordingly process financial transaction in line with the same.
- ✓ CARE Nepal has also worked with partners other than those mentioned in Project Agreement, and not affiliated with the SWC, that are referred to as events based partners. CARE Nepal should put efforts to work with the partners stipulated in project agreement.

## **5.5 Evaluation of financial aspect**

### **Efficiency of Project and Cost Effectiveness**

The evaluation team reviewed the standards of cost for program and administration as well as focused on actual part that CARE Nepal has implemented during the project. The organization had done effective programs and trainings as well as promoted community participation on targeted beneficiaries of the districts. The planned cost and actual cost have been reviewed for

project period covered by our evaluation. Comparison of program cost and administrative cost is made based on project documents and audited financial statements restated to resemble the activities of the project documents. The actual program and administrative cost are in the ratio of 83.92: 16.08 against 84:16 as projected. Hence, the administrative cost is in line with the approved budget.

Generally costs are incurred as per the annual budget. Program activities are carried out considering economy and efficiency. CARE Nepal has also worked with partners other than those mentioned in Project Agreement that are referred to as event based partners. This has resulted in increased implementation cost including monitoring cost associated with it. Minimizing event based partners may help in reduction of cost.

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### **Audit Requirements**

Care Nepal practices internal audit in regular interval. Special audit is also carried as per the requirements of funding agency. Annual mission audit is carried by audit firm registered in Nepal. However separate audit of Hariyo Ban Program is not carried out.

### **Compliance with Tax laws**

CARE Nepal has obtained tax exemption certificate from the Inland Revenue office. Tax registration and return profiling is done as per the prevailing law of the land. On sample review of transactions representing payment to suppliers, payment of house rent, payment of salary, CARE had deducted required tax at source in general. It has been found that organization has deducted the tax and paid to Inland Revenue Department and followed the provisions of Income

Tax Act, 2058. However, in following instances we noted that the project has deducted TDS and deposited lately to the Inland Revenue Department;

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Generally, regular deposit of TDS at the local IRD office is found at Partners' level.

### **Evaluation of Internal Control System**

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CARE Nepal is using web based accounting software namely PeopleSoft. This software is well designed to address all the issues of internal control. The entire transactions trail is generated through this software. Payments are not permitted without fulfilling established procedures. Chances of human judgments are left rare. CARE Nepal practices robust internal control system.

### **Accounting Policy and Procedure**

Double Entry Book keeping system has been adopted by CARE. CARE has been following both cash and accrual basis of accounting for recording the income and expenditure of the project. Revenue is recognized at the time of receipt of funds from donors and as and when they become due for payment. Funds from the donor are directly transferred to CARE's account at Nepalese

Rupees. Audited Financial Statement reveals the sound financial recording system as prescribed by Nepal Accounting Standard subject to certain qualifications. CARE uses PeopleSoft Software to record its financial transactions. All the vouchers, general ledgers and authentic financial reports are generated by the software itself. Overall transparent accounting system was observed.

## CHAPTER VI: SUMMARY, CONCLUSION AND RECOMMENDATION

### 6.1 Summary

Nepal is a biologically and culturally diverse country. The state of biodiversity and the environment in Nepal is closely intertwined with the wellbeing of Nepali people and these things provide the people for livelihood and maintain ecological balance. Most of Nepalese live in rural areas and depend on indigenous knowledge and traditional agricultural technology. Nepal covers only 0.09 percent of the Earth's land area, but possesses much richer biodiversity than many other countries. The livelihoods and economic progress of a significant percentage of Nepalese people depends primarily on the country's wealth of natural resources.

Nepal has been facing the problems of rapidly changing political, economic and social structures with diminishing natural resources. Rural labor has decreased, with corresponding effects on agriculture, livestock husbandry and forest management. Poverty is also a serious issue in Nepal and many poor and vulnerable people depend on natural resources for their livelihoods. The desire among the people to pursue economic growth, employment, and food, water and energy security puts pressure on natural resources. In addition, there is a lack of knowledge, awareness and skills concerning conservation, sustainable use of natural resources, and sustainable land use management. Increasing human population, natural disasters; haphazard infrastructure developments and increasing pressure from climate change have been causing serious concerns to both biodiversity and people. Nepal hosts a wide range of climates over a short distance; climate change is increasingly becoming a major threat to the people and biodiversity of Nepal.

Nepal hosts some of the most spectacular natural areas and biodiversity in the world, with 118 ecosystems, 75 categories of vegetation, and 35 types of forest. The country also has the largest concentration of glaciers outside the polar region 3,808 glaciers and 1,466 glacial lakes. However, global climate change is emerging as a major threat to the people, natural resources, and biodiversity of Nepal. Despite all these challenges, Nepal has huge cultural and bio diversities for innovation. National policy on community forest which reversed degradation of forests is an exemplary model for forest management The Annapurna Conservation Area became a model for conservation of critical habitats where humans are an integral part of the landscape. The Terai-Arc Landscape has been widely acclaimed as a successful model of managing wide-

ranging species such as tigers, with an approach that combines protected areas and community managed forests through improved livelihoods and governance structures.

In this context, Hariyo Ban Program is a USAID funded initiative designed to benefit the nature and people of Nepal through restoring and conserving Nepal's forests and natural resources along with improvement of livelihood and resilience of communities and ecosystems to climate change. The total budget was just over US \$ 29.9 million that began in August 2011. Hariyo Ban program's overall goal was to reduce adverse impacts of climate change and threats to biodiversity in Nepal. It aimed to reduce threats to biodiversity and vulnerability to climate change in Nepal through site-based interventions in two priority and high-value biodiversity landscapes: Terai Arc Landscape (TAL) and Chitwan Annapurna Landscape (CHAL). This program entails three core components: biodiversity conservation, sustainable landscapes, and climate change adaptation, with livelihoods, governance, and gender and social inclusion being major cross cuttings. HBP was implemented by four core partners: WWF Nepal, Cooperative for Assistance and Relief Everywhere (CARE), National Trust for Nature Conservation (NTNC), and Federation of Community Forestry Users in Nepal (FECOFUN). In the local level, CARE worked in partnership with district level government agencies, different federations (district FECOFUNs), NGOs and CBOs in order to enhance the ownership among local stakeholders and ensure sustainability of good practices.

For implementing Hariyo Ban Program, CARE Nepal adopted different approaches, strategies, tools and methodologies to achieve its goals and objectives. HBP used a threat based approach to biodiversity conservation, identifying and ranking threats at appropriate levels to focal species, ecosystems, critical forest corridors, protected areas, sub-basins and landscapes. One of the major approaches of the program is adaption of climate change impact which acknowledges both human rights and ecosystem principles. At community level, HBP used bottom up-planning approach to assess local vulnerability and design and implement adaptation plans. HBP also used landscape approach with local communities to empower them to steward their forests effectively. In local communities, women are responsible for managing many forest resources, and poor and marginalized people are often the most dependent on natural resources for their livelihoods and wellbeing. Realizing these facts, CARE applied gender equality and social inclusion (GESI) agenda in bio-diversity and climate change aspect.

HBP used three community-tested tools developed as Participatory Governance Assessment (PGA), Participatory Well-being Ranking (PWBR), Public Hearing and Public Auditing (PHPA), equitable benefit sharing mechanisms and orientation on revised guideline on community forest development to improve the internal governance of community forest user groups (CFUGs), and conservation area management committees. The program also promoted community score board (CSB) and gender responsive budgeting (GRB) in few local government units (VDC/Municipality). Hariyo Ban worked with many government and non-governmental partners from local to national and sometimes international level to achieve its results. Forest dependent and climate vulnerable people belonging to poor and marginalized groups in the two landscapes were the primary beneficiaries, with a special focus on women and youths who were heavily dependent on forest resources for their livelihoods and wellbeing.

In over five years of interventions the HBP made great steps towards reducing threats to biodiversity and climate change vulnerability of both human and ecological communities. The Program also played an important role in promoting better natural resource management, governance and GESI in biodiversity conservation, sustainable landscapes and climate change adaptation to help achieve these program objectives and improve the lives of poor and marginalized people, and women. To reduce threats to biodiversity, HBP has supported Government of Nepal in conserving rare and endangered species, important ecosystem services and critical watersheds.

HBP supported the Ministry of Forests and Soil Conservation (MoFSC) to prepare a Strategy and Action Plan for the landscape taking a river basin approach. It also supported on the preparation of the next TAL ten-year Strategy and Action Plan. These landscapes cover over five million hectares of biodiversity area. Both Strategies mainstream climate change adaptation. HBP also played an important role in promoting better natural resource management (NRM) governance and GESI in biodiversity conservation, sustainable landscapes and climate change adaptation to help achieve these program objectives and improve the lives of poor and marginalized people, and women. This was done through enhancing participation and leadership of women and marginalized people in community forest user groups, and promoting equitable sharing of conservation benefits.

Hariyo Ban highly focused on GESI and major GESI actions include: promoting improved internal governance of forest groups; increasing women and decision makers' engagement in promoting leadership of women and marginalized groups of change agents for social transformation. GESI is mainstreamed in the climate adaptation component through addressing differential impacts of climate change on women, poor, marginalized and other vulnerable groups. CARE Nepal had played crucial role within the program as a lead on climate change adaptation, governance and GESI along with significant contributions for watershed management, biodiversity conservation, earthquake recovery/reconstruction, REDD+ and PES initiatives. Total 1033385 people were directly and indirectly benefitted from various activities during project period. The total beneficiaries include 52% women, 41% *Janjaties*, 16% *Dalits*, 29% poor, and 4% youths. The program reached to 929 NRM groups.

The major interventions under Climate Change Adaptation component for five years are various capacity building events to total 89,289 people including 85% community, 4.3% GoN officials, 5% INGO, and rest others; preparation of 284 adaptation plans and support to implement 93% of these plans. Similarly, other key interventions are mainstreaming CCA, DRR and ISWMP at VDC level planning process, testing and practice of different monitoring tools like PMERL, health checkup and review reflection of good practices and policy maker's visits to project sites. Major achievement from this component is through adaptation planning and implementation intervention covering a total of 134,457 households of which 75% were vulnerable and 45% benefited. Almost NRs 62 million have been mobilized with 32% resource leverage. Community learning and action center ( CLAC) remained an exemplary platform for social transformation of poor people through reflect model where poor people come together, discuss on their issues and prepare action plans on their own and implement it with the support of different agencies. Altogether, 394 CLACs were implemented in TAL and CHAL for these five and half years period.

The concept of sustainability is very important for any types of project. Sustainable development provides a framework under which communities can use resources efficiently, create efficient infrastructures, protect and enhance the quality of life, and create new approach to strengthen their economies. The Hariyo Ban Program has been working to address specific biodiversity, ecosystem services, climate change and human well-being targets. This involves pursuing

interventions that mitigate the threats that are adversely impacting these targets. The project pursues programs such as community forestry, collaborative forestry, leasehold forestry, and buffer zone management to address forest degradation through community stewardship. The project also promotes alternative energy technologies and support livelihood opportunities to reduce the pressure on forests and natural resources. The improved management of forest resources helps meet the demand for fuel wood and fodder. It is presumed that alternative energy, coupled with off-farm and forest based income generating activities, discourage the farmers from unsustainably extracting forest resources, and result in improved management of forests.

Hariyo Ban worked with a very large number of community based organizations (CBOs) and community members; this includes very many women, poor, and marginalized people. CBOs included community forest user groups, buffer zone user groups, conservation area management committees, leasehold forest user groups, cooperatives; community based anti-poaching units, water user groups, women's groups, eco-clubs, farmers' groups, and female community health volunteers. The project fosters better inter-sectoral coordination and collaboration between different governmental agencies at the centralized and decentralized (district and village) level.

Hariyo Ban Program, CARE Nepal collaborated with stakeholders to pilot payments for ecosystem services (PES) schemes involving payment for sediment retention through improved land use and road construction practices, as well as support to GoN to develop a National Policy on PES and built much capacity from local to national level to create an enabling environment for future PES implementation. In the time of implementation the project, HB has also faced many challenges like natural disasters, political instability, absence of locally elected representatives, limited capacity of local level, human-wildlife conflict etc. Overall, the project did positive impacts on environmental, social and economic aspects of the society.

## 6.2 Conclusions

- Hariyo Ban Program is a USAID funded initiative designed to benefit the nature and people of Nepal through restoring and conserving Nepal's forests and natural resources along with improvement of livelihood and resilience of communities and ecosystems to climate change. The total budget was just over US \$ 29.9 million that began in August 2011. Hariyo Ban programs' aimed to reduce threats to biodiversity and vulnerability to climate change in Nepal through site-based interventions in two priority and high-value biodiversity landscapes: Terai Arc Landscape (TAL) and Chitwan Annapurna Landscape (CHAL).
- This program entails three core components: biodiversity conservation, sustainable landscapes, and climate change adaptation, with livelihoods, governance, and gender and social inclusion being major cross cuttings. HB was implemented by four core partners: WWF Nepal, Cooperative for Assistance and Relief Everywhere (CARE), National Trust for Nature Conservation (NTNC), and Federation of Community Forestry Users in Nepal (FECOFUN). In the case of CARE Nepal, it has been playing leading role in the climate change adaptation component and cross-cuttings including natural resource management, governance and GESI.
- The evaluation team is satisfied with the awareness campaign about climate change and its impact on society. The project has given high priority on preparation and implementation of CAPA and LAPA for protecting forest, water, land and improving the livelihoods of communities. As a process for assessing measuring and/or characterizing the exposure, sensitivity, and adaptive capacity of a natural or human system to disturbance vulnerability assessment tools were also applied.
- Hariyo Ban has adapted good understanding of the nature of adaptation priorities for people and ecosystems; develop processes for community-led adaptation that are rooted in local institutions and linked with ecosystem services; identify equitable, inclusive, and cost-effective actions for integrated adaptation approaches; and explore how best to link with bottom-up and top-down adaptation efforts in Nepal.
- Hariyo Ban adopted a landscape approach to conservation enabling management of forests, ecosystems and species at appropriate scales and enabling landscape linkages.

Beside this, Hariyo Ban also adopted river basin approach to restore and manage the selected sub-watersheds with critical biodiversity importance in both TAL and CHAL that ultimately supports the communities for better sustainable landscape management.

- Altogether about 1033385 people were directly and indirectly benefitted from various activities during project period. The total beneficiaries include 52% women, 41% *Janjaties*, 16% *Dalits*, 29% poor, and 4% youths. The program reached to 929 NRM groups. The major interventions under Climate Change Adaptation component for five years are various capacity building events to total 89,289 people including 85% community, 4.3% GoN officials, 5% I/NGO, and rest others; preparation of 284 adaptation plans and support to implement 93% of these plans.
- Major achievement from this component is through adaptation planning and implementation intervention covering a total of 134,457 households (645,394 populations) of which 75% were vulnerable and 45% benefited. Almost NRs 62 million have been mobilized with 32% resource leverage. Total Number of beneficiaries from climate change adaptation initiatives is 385992 and total number of households covered by LAPAs is 110659. For livelihood improvement program, total number of beneficiaries is 1962. Similarly, total number IGA support beneficiaries are 12060, Green enterprises are 5379 HH and Livelihood improvement support is 2386.
- In over five years of interventions the Hariyo Ban Program made great steps towards reducing threats to biodiversity and climate change vulnerability of both human and ecological communities. The Program also played an important role in promoting better natural resource management, governance and GESI in biodiversity conservation, sustainable landscapes and climate change adaptation to help achieve these program objectives and improve the lives of poor and marginalized people, and women.
- To reduce threats to biodiversity, Hariyo Ban Program in the consortium supported Government of Nepal in conserving rare and endangered species, important ecosystem services and critical watersheds. Hariyo Ban supported the Ministry of Forests and Soil Conservation (MoFSC) to prepare a Strategy and Action Plan for the landscape taking a river basin approach. It succeeded to establish and endorse (from the government of Nepal) , CHAL as a new vertical landscape, it also supported the preparation of the next

TAL ten-year Strategy and Action Plan. Together these landscapes cover over five million hectares of biodiversity area.

- People and biodiversity in Nepal are facing increasing climate change impacts, which are affecting the way people use the environment and the services it provides. Ecological and human communities are vulnerable to various hazards like floods, landslides, droughts, irregular rainfall, and decreased water supply. In order to reduce vulnerability Hariyo Ban has made significant achievements by implementing climate change adaptation (CCA) activities in TAL and CHAL. HB has made significant achievements in reducing the vulnerability of people and addressing threats to ecosystem induced by climate change such as drought, flood, landslides, riverbank cutting, drying water sources, and disease in agriculture crops and health hazard in people.
- GESI strategy aiming to make Hariyo Ban one of the most GESI sensitive programs in the forestry sector reflecting the lessons and best practices that showcase leadership of women and socially excluded groups in natural resource management. More women, youth, and marginalized people perform effective leadership, decision making and advocacy.
- Improved cook stoves and Biogas along with biodiversity conservation have social benefits too. The use of such alternative energy technologies have been fruitful especially for women as most of the time women members have to expose to the kitchen and household chores. Further, they mentioned that biogas and improved cook stoves have generated multiple benefits for them by reducing drudgeries as they have to depend less on fuel wood; time saving, energy efficient with health benefits.
- The income generated by selling of forest products is reinvested into activities that benefit the ecosystem and also the excluded sections of the communities' livelihood through income-generating activities. Communities initiated saving and credit cooperatives are also found to be established and the trend of having leadership of women and other deprived sections from disadvantaged sections in local institutions has been increasing. HB is helping them to mobilize the money through their own saving and capital. The revolving funds that have been disbursed through user group member-based saving and credit cooperatives have been used for rearing livestock, run petty shops or

off-season vegetable farming. Promotion of these cooperatives has helped to ease access to credit of disadvantaged HHs in the rural areas.

- The limited resources are diffused in several places which sometime may not be able to bring about desired change but the governance tools promoted and strengthening of community organizations like CLAC were very effective. Some of the positive impacts of community learning and action centers (CLACs) have been empowerment of women and marginalized groups as they can confidently voice their needs and problems, and take leadership in different settings. CARE provides support for the improvement in the internal governance of these forest groups through such programs as PGA, PHPA, and PWBR the governance reforming tools.
- Tools like Participatory Governance Assessment (PGA), Participatory Well-Being Ranking (PWBR) and Public Hearing and Public Auditing, developed by CARE Nepal under the USAID funded program Strengthened Actions for Governance in Utilization of Natural Resource (SAGUN) are promoted. These community organizations have been applying these tools. Application of such tools not only helps in ensuring the accountability and transparency but also in institutional strengthening and long term sustainability. In some places for some activities, information with the details of funding source and amount are displayed. However, it was found not be a common practice. Regular monitoring activities with relevant institutions also enhance the transparency.
- Some programs have not implemented like REDD+ related interventions, it is not as much progress as planned due to delays in endorsement of the National REDD+ Strategy. The project could not hand over to local communities in Annapurna Conservation Area. The project did not make as much progress in promoting environmentally sound infrastructure development. HB did not support the Generation Green movement like eco-clubs. HB could not complete the work around establishing early warning systems that focused on landslide induced flash floods due to limited expertise. HB could not implement the land use policy and many adverse impacts on forest, environment, agriculture and water resources are due to a lack of proper land use planning. The work to develop a sustainable mechanism for monitoring forest biodiversity and capacity building for freshwater monitoring did not go as far as planned.

- Partnership with Central FECOFUN for strengthening governance system in the CFUGs has been found to be successful where district FECOFUN have been mobilized for achieving sub project goals and governance strengthening activities. Coordination with government line agencies and other partner organizations is very effective in implementation, and monitoring however, such level of coordination was not found in planning.
- One of the activities of the project was to conduct research & studies on climate change and its impact on biodiversity, water, food security, disaster risk, energy and infrastructure. But, in the reality, these things have not implemented. This is one of the weak points the project.
- The Hariyo Ban Program is an initiative designed to benefit nature and people in Nepal. It aims to reduce adverse impacts of climate change and threats to biodiversity, by restoring and conserving forests while improving livelihoods, and building resilience to climate change in both people and ecosystems. The objectives of the program are to reduce the threats on biodiversity, to build structure and capacity for landscape management and to increase capability of communities to adapt the adverse impacts of climate change. Therefore, the concept of project is relevance as the requirement of national and international priorities and requirements. In some case like in CHAL region, the program tried to adopt river basin approach but it is not yet clear about what kind of institutional arrangements will be required for adoption of river basin approach. It is not relevant to implement this concept without technical manpower in river basin aspect.
- Activities for strengthening capacity of the local institutions like trainings, preparation of plans, strengthening of internal governance were conducted as planned. Some activities like support for LIP, ICS, plantation of multipurpose trees etc were achieved more than what were planned. More number of activities was implemented because of the higher demand. However, a few activities like joint monitoring of adaptation program like community infrastructure, support for implementation of LAPA were less than the planned. For the case of project duration; the project completed as desired schedule which is one of the strength of this project. Human resources management aspect, staff management and mobilization smoothly went through out the project period. For the case of transparency and accountability, the program tries its best.

- Hariyo Ban worked closely with local communities in biodiversity conservation, both supporting community management of biodiversity, and promoting improved livelihoods to help reduce unsustainable pressure. Activities which have proved effective like river protection works could have long term impacts and likely to sustain.
- Context or relevancy of the project is good. For the concept of the mitigation and adaptation of climate change, it is very broad concept and very challenging to implement in practical life. The project has maintained the sound documentation part and the planning design of the project is also good. Implementation of information technology, the project handled all data based in perfect manner. Since, the project was implemented from four consortium partner, it is very challenging task, somehow project tried to maintain the good relationships with all partner as well as other government agencies. The project has sufficiency and quality of resources and they are mobilized in effective way. Even though there is some lacking of technical manpower, human resources are highly capable. In the monitoring and evaluation part, there is some lacking. It is due to overlapping programs of consortium partners and other projects are running simultaneously. Organizational and program management system of the project is good, it is due to a long previous experiences and organizational set up structure. Overall, the evaluation team is satisfied with concepts and implementations part of the project.
- For financial aspect, the funding for 5 years long project is granted by the USAID through WWF USA. Total Budget of the project was NRs 560,733,634.41 (USD 6,230,373.38 ). As reported, the budget as per donor report and budget as per the agreement with SWC does not match. This is because additional fund for Bio- Diversity and Emergency Component was received and the approval of that budget has been done through WWF. And the SWC evaluation for the additional fund received shall be covered by the SWC Evaluation Team of WWF. There was no provision of goods or commodity grants accordingly goods or commodity were not received.

### 6.3 Recommendation

Since the first phase of the Hariyo Ban Program ran from August 2011 to December 2016 and second phase will continue till 2021, some recommendations have been made to implement on second phase for CARE Nepal, Hariyo Ban Program.

- *Implementation of appropriate tool to selection of sites:* Even though the project implemented vulnerable and poverty assessment tools for selecting sites, but the main assessment tool of sustainability is missing. It is recommended to implement sustainability assessment tool for selection of sites and selection of activities and sites should be clearly linked to program outcomes.
- *Implementations on limited areas:* It is not good practice of selection of many sites in the beginning of the project, it spreads resources and actual beneficiaries could not get the appropriate benefits. Concentration on few sites, implement full phase holistic and sustainability programs, by this way, the outcomes of the program could be clearly visible.
- *River basin approach:* It is very essential to develop holistic river basin management approach for landscape conservation. Develop a clear strategy for implementing river basin approach by focusing resources, activities and especially water quality and quantity of river. Further work in up-stream and downstream linkages with joint efforts to reduce the existing vulnerability and enhance the ecosystem services should be focused.
- *Use previous experiences:* Different government agencies and other NGOs have being involved in climate change aspect. Even previous USAID program like SAGUN also indirectly involved in Climate change and biodiversity aspects, there is no evidence of lesson learned from previous projects and activities. Try to link previous experiences in coming project.
- *Use right experts:* Since the project strategy is watershed or river basin approach, but there is lack of human resources on watershed and river basin areas. Environmental engineering experts are missing in soil and river embankment sectors. Use right experts on right positions.
- *Conduct research & studies:* Even though the project was designed to do research and studies on climate change and its impact on biodiversity, water, food security, and

disaster risk, energy and infrastructure but in the reality, there is little evidence of doing research. It is suggested to establish a separate cell as research department. The program should implement climate science and technology and disaster reduction management.

- *Climate change*: Long term climate impacts on biodiversity and forestry are still poorly understood and climate change is a major advancing threat for both people and nature. It is recommended to implement climate smarting concept like implementing shorter rotations, increased diversification, and careful selection of species for planting in specific locations, taking advantage of Nepal's varied topography and altitude, with monitoring for climate impacts.
- *Green recovery*: In Nepal, landslides are common on degraded slopes of hills and mountains. Landslides also cause environmental damage and endanger the lives and properties of people. Overgrazing and deforestation also cause to experience significant sedimentation of river beds, which exacerbates erosion of river embankments from channeled water flows. Degraded forest land, as well as agricultural land lacking forest cover, is most prone to run-off, soil erosion, and landslides during intense rain events. During flooding, these rivers are capable of carrying large debris to considerable distances and are capable of massive river-cutting, increased sediment loads, changes in river courses, destruction of property and infrastructure, and possible loss of livestock and human life. To overcome these problems, the green recovery should be a major goal of the project.
- *Governance*: Institutionalization of governance interventions in natural resources management groups across Nepal needs to be further supported and continued to strengthen CFUGs' abilities to govern themselves and advocate for stronger policies to help protect forests and protected areas.
- *Networking*: Collaboration between other NGOs, government line agencies and other development projects needs to be further strengthened through engagement in participatory planning and review-reflections, involvement in joint monitoring mechanisms, building capacities in governance.
- *Coordination*: Enhance coordination among the consortium partners while implementing activities in the field level. Collaboration and synergy with other sectors and donor programs needs to be promoted with some visible joint efforts. Support to develop the

linkages and relations of the NRM groups, partners and vulnerable communities with other service providers for sustainability of the program. Engage other concerned stakeholders while organizing review and reflection of HBP so that they can learn and replicate good practices in their planning and budgeting process.

- *Use local knowledge:* Nepal is predominantly an agrarian society. The natural resource base is closely linked with traditional agricultural technology. Use local consultants who have the good knowledge on local agriculture practices as well as natural resource management as far as possible while undertaking different assessment, analysis and plan preparation at district and community levels.
- *Skill training:* To improve the livelihood of local people, skill training is very important. Skill based training should be extended for quick returns/employment opportunity to poor people and linked with recognized organizations for certification, recognition and sustainability of the training outcomes.
- *Land management and land use planning:* Land degradation is a big problem of Nepal and it creates pressure on land and land-based resources through over-harvest of forests and forest products, over-grazing by livestock, and cultivation of marginal lands to meet the resource deficits. These activities lead to soil erosion, and loss of soil nutrients and fertility. The project has not given the priority on land management and land use planning aspect. Without this approach, it will not effective to manage the natural resources management. It is recommended to apply land management and land use planning concept on upcoming project.
- *Coordination with SWC:* Since the project is designed and implemented through agreement of SWC in different levels. It is highly recommended to follow the guidelines, rules and activities as prescribed in agreement paper. If there are need to change or amendment the agreements, it should clearly informed SWC about the changes or amendments before implementation.
- *Coordination with Government Agencies:* Since the project has been working different government agencies, so it is recommended to make proper relationship with line agencies as well as government agencies for effectively run the project. Especially, it should maintain proper coordination with Ministry of forest and soil conservation,

Department of forest, Department of soil conservation and watershed management, District forest offices, and District soil conservation offices.

- TDS Deducted should be deposited in time on the government account. If not deposited in time, interest @ 15% p.a. for every month or part of month should be calculated and deposited along with the TDS amount.
- CARE Nepal has not recorded financial transactions in line with the budget presented in Project Agreement signed with SWC. CARE Nepal is suggested in future to prepare chart of accounts as per the budget submitted to SWC and accordingly process financial transaction in line with the same.
- CARE Nepal has also worked with partners other than those mentioned in Project Agreement, and not affiliated with the SWC, that are referred to as events based partners. CARE Nepal should put efforts to work with the partners stipulated in project agreement.
- To comply with the provisions of social welfare council act, CARE Nepal is recommended to open separate bank account for each program.

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## Abbreviations and Acronyms

<b>ACA</b>	Annapurna Conservation Area
<b>BZCF</b>	Buffer Zone Community Forest
<b>CAMC</b>	Conservation Area Management Committee
<b>CAPA</b>	Community Adaptation Plan of Action
<b>CARE</b>	Cooperative for Assistance and Relief Everywhere
<b>CBO</b>	Community-based Organization
<b>CCA</b>	Climate Change Adaptation
<b>CDMS</b>	Centre for Disaster Management Studies
<b>CF</b>	Community Forest
<b>CFCC</b>	Community Forest Coordination Committee
<b>CFDG</b>	Community Forest Coordination Committee
<b>CFOP</b>	Community Forest Operation Plan
<b>CFUG</b>	Community Forest User Group
<b>CHAL</b>	Chitwan Annapurna Landscape
<b>CLAC</b>	Community Learning and Action Center
<b>CSO</b>	Civil Society Organization
<b>DADO</b>	District Agriculture Development Office
<b>DDC</b>	District Development Committee
<b>DFO</b>	District Forest Office
<b>DPAC</b>	District Project Advisory Committee
<b>EFLG</b>	Environment Friendly Local Governance
<b>FECOFUN</b>	Federation of Community Forests User Group Nepal
<b>GESI</b>	Gender and Social Inclusion
<b>GoN</b>	Government of Nepal
<b>GRR</b>	Green Recovery and Reconstruction
<b>HB</b>	Hariyo Ban
<b>ICS</b>	Improved Cook Stove
<b>ICSWMP</b>	Integrated Sub-Watershed Management Plan
<b>LAPA</b>	Local Adaptation Plan of Action
<b>NAPA</b>	National Adaptation Program of Action
<b>NGO</b>	Non Government Organization
<b>NRM</b>	Natural Resource Management
<b>PES</b>	Payments for Ecosystem Services
<b>PHPA</b>	Public Hearing and Public Auditing
<b>PVS</b>	Poor, Vulnerable and Social
<b>PWBR</b>	Participatory Well Being Ranking
<b>SAGUN</b>	Strengthened Action for Governance Utilization Nepal
<b>SAMAPRPAN</b>	Strengthening the Role of Civil Society and Women in Democracy and Governance
<b>SWC</b>	Social Welfare Council
<b>TAL</b>	Terai Arch Landscape

<b>VCA</b>	Vulnerability and Capacity Assessment
<b>WWF</b>	World Wildlife Fund

## Annex I: Summary of Program results

Outputs and outcomes	Unit	Target	Achievement	Description
Total number of people benefitting from Hariyo Ban	Number of people		284,548	
<b>Biodiversity Conservation</b>				
Research and monitoring for focal species conducted	Number of focal species researched	19	18	bijay sal, sati sal, champ, tiger, rhino, elephant, dolphin, gharial, mugger crocodile, swamp deer, musk deer, blackbuck, water buffalo, snow leopard, common leopard, grey wolf, red panda, and pangolin
Wildlife species translocated/reintroduced	Number of species	n/a	4	5 rhinos, 28 blackbucks, 10 swamp deer, and 2 water buffalo
People trained in sustainable natural resource management and/or biodiversity conservation	Number of people	27,595	33,509	
Community based anti-poaching units (CBAPUs) formed	Number of CBAPUs	205	201	164 TAL; 37 CHAL
CBAPUs mobilized	Number of CBAPUs	411	351	2,572 people engaged
Water reservoirs constructed for wildlife	Number of reservoirs	n/a	81	

Outputs and outcomes	Unit	Target	Achievement	Description
Poaching of rhino reduced	Years of zero rhino poaching	2	2	Poaching was high in the previous decade: e.g. 12 rhinos were poached in 2010. For this result, no rhinos were poached between May 2014 and May 2016
Length of solar powered electric fence repaired and/or newly constructed	Kilometer (km)	208	218.87	
People perceiving that HWC has been reduced	Percentage of people	50%	62.41%	
Biodiverse areas under improved management <sup>1</sup>	Hectares (ha)	5,919,923	5,919,923	
Biodiverse areas demonstrating improved biophysical conditions <sup>2</sup>	Ha	60,000	75,376	TAL: 56,480; CHAL: 18,896
Integrated sub-watershed management plans (ISWMPs) developed and implemented	Number of ISWMPs	12	14	
Biodiversity related policies/strategies/plans supported	Number of policies	7	10	
<b>Sustainable Landscapes</b>				
People trained in carbon inventory, adaptation	Number of people	7,814	8,257	

Outputs and outcomes	Unit	Target	Achievement	Description
analysis, REDD+, PES, and equitable benefit sharing (EBS) mechanisms				
People benefiting from alternative energy	Number of people	140,477	173,860	
Biogas units supported	Number of units	n/a	6,143	
Improved cook stoves (ICSs) supported	Number of stoves	n/a	20,974	18,006 regular program; 2,968 recovery work
Metallic improved cook stoves (MICSs) supported	Number of stoves	n/a	3,065	1,309 regular; 1,756 recovery
Quantity of GHG emissions reduced/sequestered <sup>3</sup>	Metric tonnes (MT) CO <sub>2</sub> e	3.73 million	4.902 million	
Community forest operation plans (CFOPs) revised	Number of CFOPs	434	481	
Areas under new plantations made	Hectares	n/a	3,184	
Area with invasive species removed	Hectares	n/a	293	Mostly invasive species such as <i>Mikania</i> , <i>Lantana</i> , <i>Ageratum</i> , <i>Eichhornia</i>
Length of fire lines constructed/maintained	Kilometers	n/a	1030	
PES schemes piloted	Number of schemes	2	2	Excluding two from Windows of

Outputs and outcomes	Unit	Target	Achievement	Description
				Opportunity (WOO)
REDD+ related policies and strategies supported	Number of policies	10	10	
<b>Climate Change Adaptation</b>				
People trained to plan and implement climate change adaptation (CCA) activities	Number of people	18,664	18,831	
Climate vulnerability assessments (VAs) conducted	Number of VAs	527	529	
People with improved adaptive capacity to cope with adverse impacts of climate change <sup>4</sup>	Number of people	225,276	288,499	
Adaptation plans prepared	Number of plans	300	421	331 CAPAs and 90 LAPAs
Implementation of adaptation plans supported	Number of plans	300	398	328 CAPAs and 70 LAPAs
Amount of resources leveraged for implementing adaptation plans	Nepalese rupees	21,453,761	28,502,175	
Vulnerable people benefiting from the implementation of adaptation plans	Number of people	226,176	288,499	
Vulnerable sites with improved biophysical condition after implementing adaptation plans	Number of sites	64	77	
Climate change adaptation policies supported	Number of policies	4	4	

Outputs and outcomes	Unit	Target	Achievement	Description
<b>Green Recovery and Reconstruction</b>				
People benefitting from green recovery and reconstruction (GRR) activities	Number of people	n/a	106,999	9,080 Dalits; 74,730 Janajatis; 10,068 youths
Women-headed households benefitting from GRR	Number of households	1,200	5,767	1,860 women-headed households benefitting through cash for work
Single women and adolescent girls benefitting from GRR	Number of people	500	9,326	1,723 single women; 7,603 adolescent girls
Pregnant and new mothers supported with hygiene kit and nutrition package	Number of women	n/a	140	
People employed through cash for work	Number of people	n/a	16,651	101,380 person days of employment against target of 105,000; 5,972 women; 1,250 youths; 1,441 Dalits; 11,090 Janajatis
Recovery of ecotourism sites supported	Number of sites	n/a	11	Includes only trail/camp site improvement after the earthquake; 6,325 people benefitting
<b>Livelihoods</b>				
Forest dependent people benefitting from livelihood interventions	Number of people	92,913	79,830	40,486 are women (from LIP, IGA, skill based training, ecotourism, green enterprises)
Livelihood improvement plans (LIPs) supported	Number of household	n/a	3,667	312 through recovery
Income generating activities (IGAs) supported	Number of household	n/a	6,082	1,872 through recovery
Ecotourism ventures established	Number of household	n/a	12	1,591 people benefitting (regular funding only)

Outputs and outcomes	Unit	Target	Achievement	Description
Green enterprises established	Number of household	n/a	26	13,428 people benefitting
People supported to receive skill based training	Number of household	n/a	1,127	
<b>Governance and GESI</b>				
NRM groups with strengthened good governance practices	Number of groups	300	328	
% of NRM groups with women in at least one of the two key positions (chairperson and/or secretary) in NRM groups	% of NRM groups with women in key position	At least 60%	70%	47% baseline (2013)
% of NRM groups with marginalized and excluded people in any two (out of the four) key decision making positions	% of NRM groups with marginalized and excluded people in executive committee	At least 60%	64%	52% baseline (2013)
GESI mainstreamed in national government policies	Number of policies	4	4	

## Annex 2: Activities of the project

### Activities

*Government and civil society understanding on vulnerabilities of climate change and adaptation options increased*

- Carry out a thorough assessment of the current climate change situation in Nepal
- Develop a baseline for key climate indicators for projection of future climate changes
- Carry out ecosystem services assessment in priority landscapes in response to current and projected climate change scenarios
- Carry out a Training Needs Assessment for climate vulnerability assessment and adaptation involving key stakeholders
- Together with GoN, train local authorities and CBOs to undertake and document climate vulnerability & capacity analyses in & with priority vulnerable communities that disaggregate between different social groups -including poor men and women
- Hold training workshops for civil society groups on adaptation-related matters
- Support key universities/training institutions to train teachers and develop curriculum & course materials about CBA, gender/climate change, the role of ecosystem management in human adaptation, & the integration of adaptation in climate-sensitive sectors
- Build the capacity of media to document and share learning on adaptation
- Promote the expansion of cost-effective and holistic CBA Best Practices (models, lessons learned) with policy-makers/practitioners & regionally through media and existing networks
- Promote Public-Private Partnerships (PPP) for climate-resilient, community-based adaptation measures

*Participatory and simplified systems for vulnerability monitoring established*

- Promote community based weather stations to strengthen systematic collection and monitoring of hydro-met data
- Enhance capacity of local authorities and CBOs to conduct Participatory M&E of Community Adaptation Plans, as well as integrate results into ongoing CBA efforts
- Field-test and adapt CARE's methodology for the PM&E of projects to conditions in

priority landscapes

- Undertake tool application and refinement at river basin level for monitoring climate change impacts on ecological support systems/ecosystems as they affect human adaptation
- -Collaborate with local and regional authorities and CBOs to document/analyze their PM&E expertise as well as communicate lessons learned to Communities of Practice within Nepal and beyond

*Pilot demonstration actions for vulnerability reduction conducted and expanded*

- Select vulnerable communities and social groups within priority landscapes for climate vulnerability analysis and pilot demonstration adaptation actions
- Enhance the capacity of CBOs. priority communities w/in two landscapes to develop Community Adaptation Plan of Actions (CAPAs), identifying adaptation activities for implementation at the household, landscape levels
- Based on CAPAs, support implementation of a multi-disciplinary range of CBA initiatives that combine disaster risk reduction, climate-resilient livelihoods, sustainable water conservation, sustainable energy and improved health awareness
- Support implementation of sound NRM activities prioritized by local stakeholders in CAPAs
- Establish or enhance existing innovative ecosystem services and mechanisms to support the long-term financing of CAPAs (earmarked revenues from ecotourism, carbon PES, Public-Private Partnerships for climate-resilient CBA measures, etc.)
- Support implementation of empowerment and social mobilization activities prioritized in the CAPAs by local stakeholders
- Support local authorities, CBOs and priority vulnerable communities to document their lessons learned & model holistic people-centered CBA approaches for recommendations for policy and practice improvements

*Creation, amendment and execution of adaptation policies and strategies supported*

- Support the GoN in review and revision of existing adaptation policies and strategies to

ensure that they become pro-poor, gender responsive, inclusive, and ecosystem-sensitive

- Enhance the technical capacity of key GoN ministries on how to mainstream climate adaptation into national-level, sectoral plan/policies related to climate-sensitive sectors
- Hold consultation on climate vulnerability and adaptation issues with Constitution Assembly members and parliamentary committee on NR
- Provide core financial, technical support to Nepal's Civil Society Working Group on Climate Change as a sustainable platform for policy analysis and coordination of civil society engagement vis-a-vis climate change
- Enhance the capacity of local authorities at district level in two landscapes to integrate climate adaptation into existing development planning & disaster risk management processes through the LAPA process
- Support CFUG, other CBO federations to conduct evidence-based advocacy campaigns, participate in critical policy dialogues, and disseminate information to their constituencies
- Enhance the capacity of priority communities to influence the decision making at the VDC and DOC levels for funding allocation for their CAPAs.
- Strengthen the organizational capacity/voice of key women's groups and ethnic minority organizations so that they can (a) influence decision-making process about climate adaptation (b) support their members' contribution to climate adaptation solutions. Engage with religious leaders to involve them in climate adaptation including through impacts on sacred sites

### Annex III

Table Name of working VDCs and Municipalities reached by CARE Nepal, Hariyo Ban Program,

SN	Corridors/ Sub watershed	Districts	Program VDCs/Municipalities	Remarks
1	Bramhadev	Kanchanpur	Bhimdattanagar Municipality, Daiji and Suda VDCs	2 VDCs and 1 M
2	Laljhadi corridor	Kanchanpur	Krishnapur, Dekhatbhuli, Shankarpur, Raikawar Bichuwa, Baise Bichuwa VDCs	5 VDCs
		Kailali	Godawari VDC & Attariya Municipality, and Dhangadi Municipality	1 VDCs and 2 M
3	Karnali corridor	Kailali	Sugarkhal, Patharaiya, Dhansinghpur, Narayanpur, Durgauli VDCs; Lamki-Chuha and Tikapur Municipalities	5 VDCs and 2 M
		Bardiya	Patabhar and Neulapur VDCs, and Rajapur Municipality	2 VDCs and 1 M
4	Kamdi Corridor	Banke	Kamdi, Phattepur, Binauna, Baijapur, Mahadevpuri and Kachanapur VDCs, Nepalgunj Sub metropolitan ( <i>Manikapur, Basudevpur</i> )	6 VDCs and 1 SM
5	Kamdi-Kapilvastu Corridor	Dang	Rajpur, Bela, Gangaparaspur, Gobadiya, Gadawa, Satbariya & Phulbari VDCs	7 VDCs
6	Barandabhar	Chitwan	Dahakhani, Patihani, Padampur, Jutevani, Piple VDCs, Bharatpur Sub Metropolitan,	5 VDCs, 2M and 1

SN	Corridors/ Sub watershed	Districts	Program VDCs/Municipalities	Remarks
	Corridor		Ratnanagar and Madi Municipalities	SM
7	Kaligandaki/ Barandabhar Corridor	Nawalpara si	Kumarwati, Kaluwa, Naram, Ruchang, Hupsekot, Deurali, Dhaubadi and Mainaghat VDCs, Devchuli, and Kawasoti Municipalities	8 VDCs and 2 M
8	Nijgadh- Chandraniga hapur	Makawanp ur	Manahari and Handikhola VDCs,  Hetauda Sub metropolitan ( <i>Churiyamai, Basamadi</i> )	2 VDCs and 1 SM
9	Parsa- Bagmati river Corridor	Bara	Amlekhgunj & Manaharuwa VDCs, Gadimai and Nijgadh Municipalities ( <i>Bharatgunjsingaul</i> )	2 VDCs, 2 M
		Parsa	Bagwana, Thori, Madhuwanmathoul and Biruwiguthi VDCs	4 VDCs
		Rautahat	Kanakpur VDC and Chandranigahapur Municipality	1 VDC and 1 M
10	Daraundi river corridor	Gorkha	Barpak, Ghyachowk, Simjung, Saurpani, Muchok, Jaubari, Srinathkot, Takumanjh Lakuribot, Takukot, Ghakhu, Masel, Taple, Chhoprak, Deurali, Mirkot and Khoplang VDCs, Gorkha Municipality ( <i>Nareshwar</i> )	16 VDCs and 1 M
11	Marsyangdi river corridor	Lamjung	Rainasmohariyakot, Bharte, Chiti, Tarkughat, Archalbot, Banjhakhet, Bhulbhule, Hile taksar, Ghermu &	10 VDCs and 2 M

SN	Corridors/ Sub watershed	Districts	Program VDCs/Municipalities	Remarks
			Bahundanda VDCs, Besisahar & Sundarbazar Municipalities	
12	Seti River Corridor and Phewa- Panchase	Tanahun	Keshavtar, Devghat, Deurali, Jamune, Chhang, Manpang, Kanhu Sivapur, Bhimad VDCs, and Byans, Bandipur & Shuklagandaki Municipalities	8 VDCs and 3 M
		Kaski	Chapakot, Dhikurpokhari, Bhadaure Tamagi, Kaskikot, Dhital, Sardikhola, Salyan, Puranchaur VDCs and Pokhara Municipality	8 VDCs and 1 Sub metropolita n
13	Kaligandaki	Syangja	Arukharka, Bagefadke, Bangsingdeurali, Bhatkhola, Phedikhola, Pawaigaude, Thuladihi, Bahakot, Kolma, and Setidhobhan VDCs	10 VDCs

## Annex IV

**Table: Partners' List**

<b>S.N.</b>	<b>Name of Partner</b>
1.	Fecofun-Chitwan
2.	Nabajyoti Buffer Zone CFUG
3.	Shree Batulipokhari Buffer Zone CFUG
4.	Fecofun-Lamjung
5.	Fecofun-Gorkha
6.	Fecofun-Tanahu
7.	Fecofun-Kaski
8.	Nepal Rural Self Reliance Campaign
9.	Indreni Forum For Social Development
10.	Federation of Community Forest Users Nepal (FECOFUN)
11.	Women Skill Creation Center(WOSCC)
12.	Chure Conservation Network
13.	Jagatpur Rp Level Fecofun
14.	Amauri Range Post Level Fecofun
15.	Sugarkhal Range Post Level Fecofun
16.	Bhimmapur Village Level Fecofun
17.	Daulatpur Village Level Fecofun
18.	Rajapur Village Level Fecofun
19.	Community Forest Environment Conservation
20.	Dhakreswara Community Forest User Group
21.	Aahaladanda Community Forestus Er Group
22.	Kamal Bari Community Forest User Group
23.	Jumdanda Jhapri Community Forest User Group
24.	Rani Sawara Sakhar Pakha Community Forest User Group
25.	Manaslu Community Forest User Group
26.	Daraudi Danda Community Forest User Group
27.	Dhodre Community Forest User Group
28.	Bhuanasthan& Chhipchhipe Pakha CFUG
29.	Marsyangdi Community Forest User Group
30.	Devasthan Community Forest User Group
31.	Newreghari Community Forest User Group
32.	Naule Charchare CFUG
33.	Bhimwali Community Forest User Group
34.	Rai Bhandar Chuchi CFUG
35.	Lose Pakha Community Forest User Group
36.	Ranikhola Community Forest User Group

37.	Naba Jyoti Community Forest User Group
38.	Pashupatinagar Communityforestuser Group
39.	Charidanda Community Forest User Group
40.	Tallo Madanapur Adaptation Coordintion Committee
41.	Siddhathani Community Forest User Group
42.	Khaireni Mahila CFUG
43.	Tharu Mahila CFUG
44.	Panchekei CFUG
45.	Patabhar Users Committee
46.	Fecofun ,Bardiya
47.	Murgahawa CCAPAMC
48.	Dhanuwaphanta CCAPAMC
49.	Fecofun Nawalparasi
50.	Brahm Tol &Janaki Tole Community
51.	Baitada Community Forestry User Group
52.	Bedkot Commnity Forestry User Group
53.	Siddha Baijnath Community Forestry User
54.	Bhadaure Club
55.	Chilimdanda Community Forest User Group
56.	Santi Tatha Salghari Ban Upbhokta Samuha
57.	Ragar Community Forest User Group
58.	Fecofun , Kailali
59.	National Network of Community Disaster
60.	Federation of Community Forest Users Nepal
61.	Kaneshwori CFUG
62.	Birechowk Community Forestry Users Group
63.	Thulo Ban Samudayak Ban
64.	Gyagdipakha Community Forestry User Group
65.	Katarbari Forestry User Group
66.	Paropakar Community Forestry User Group
67.	Chipletidevi Community Forestry User Grop
68.	Devisthan Community Forestry User Group
69.	Tasarapakha Community Forestry User Group
70.	Keurani Community Forestry User Group
71.	Tar Pakha Community Forestry User Group
72.	Buffer Zone National Network Forum
73.	Mahendreshwar CFUG, Kailai
74.	Shree Satti Karnali Samudayik Ban Upbhokta Samiti
75.	Kopila Samudayik Ban Upbhokta Samuha
76.	Baijanath CFUG, Barakunda Kpur
77.	Siddhanath CFUG, Brahmddev

78.	Shanti CFUG, Tilkeni
79.	Byansh Nursery
80.	Bhangeri Sthan Community Forestry User Group
81.	Conservation Area Management Committee
82.	Saptakanya Community Forestry User Group
83.	Bamdivir Community Forest Users Group
84.	Dumsibhir Community Forestry User Group
85.	Ekata Community User Group
86.	Mahila Jagaran Community Forestry User Group
87.	Women Advocacy Forum
88.	Bhagar Antar Kabuliyeti Ban Samuha
89.	Aamdanda Khodemohoriya Community Forest Users Group
90.	Mahila Mukhuwa Community Forest Users Group
91.	Bakse Community Forestry User Group
92.	Kudbidanda Community Forestry User Group
93.	Sukhaura Community Forestry User Group
94.	Aandherikhola Rause Community Forestry Users Group
95.	Archaletham Community Forestry User Group
96.	Community Service Centre Baidam
97.	Jagreni CFUG
98.	Hemjakot Community Forestry User Group
99.	Kolkopakha Community Forestry User Group
100.	Bhumeputne Tisdhunge Community Forestry Users Group
101.	Marga Jyoti Power Women Community Forest Users Group
102.	Katerodhunga Community Forestry User Group
103.	Bawunae Lake Community Forestry User Group
104.	Halkhoriya Collaborative Forest Management
105.	Fecofun Bara
106.	Fecofun Makawanpur
107.	Fecofun Parsa
108.	Amaltari User Committee
109.	Association Of Collaborative Forest User Group
110.	Barandabhar User Committee
111.	Ayodhayapuri User Committee
112.	Panch Pandav User Committee
113.	Lamichaur User Committee
114.	Lothar User Committee
115.	Aatmeko Agan Community Forestry User Group
116.	Majuwa Lausikhola Community Forestry User Group
117.	Tauli Bhanjyang Katunjepakha Community Forestry Users Group
118.	Thulodhunga Patalthum Community Forestry Users Group

119.	Bhakarjunga Community Forestry User Group
120.	Durga Mahila CFUG
121.	Shreeramnagar User Committee
122.	Sidda Batasan Community Forestry User Group
123.	Devi Thumka Community Forestry User Group
124.	Puranokot Communityr Forestry User Group
125.	Sinchang Gadhi Community Forestry User Group
126.	Regional Forestry Training Centre
127.	Banchare Danda Community Forestry User Group
128.	Lekaiswara Community Forestry User Group
129.	Sirubari Community Forest User Group
130.	Chure Samrakshan Mahila Saving & Credit
131.	Hariyali Community Forest Group
132.	Jugepani Community Forest User Group
133.	Shree Bishal CFUG
134.	Shree Shiva Community Forest User Group
135.	Shree Laxmi Community Forest Users Group
136.	Rural Community Development Center
137.	Khalte Gangate Micro Watershed Conservation
138.	Nil Gagan Bikash Samaj
139.	Nigale Bhudaghare Community Forestry Use
140.	Rauthok Community Forestry User Group
141.	Kalika Community Forest User Group
142.	Shree Swanra Integrated Community Development Center (SSICDC), Gorkha
143.	Nanche Thulangi Himali Community Forestr
144.	Rural Community Development Center (RCDC)- Lamjung
145.	Sankhe Bachau Abhiyan
146.	Kedar Nath Paudel
147.	Jeevan Bikram Bhandari
148.	Mahabharat Biodiversity Conservation
149.	Pardarshani Sthan Nirman Simiti
150.	Shukhaura Khola Sub-Watershed Mgmt Committee
151.	Beteni Khola Conservation Committee
152.	Kahule Khola Watershed Management Committee
153.	Lausikhola Multipurpose Dw User Committee
154.	Tunibote Kulo Samarakchan Samiti
155.	Uppallo Kanle Kulo Samrakchan Upbhokta Samiti
156.	Appasi Sahayog Kendra Nepal
157.	Gundre Dhaka Bufferzone Community Forest Users Group
158.	Association Of Collaborative Forest

159.	Halkhoriya Collaborative Forest Management Committee Nepal, Bara
160.	Laliguras Mahila CFUG
161.	Jayashankar Samudayak Ban Upabhokta Samiti
162.	Village Climate Change- Fedikhola, Syanga
163.	Sahayatri Samaj Nepal
164.	Dhadkhola Dharapani Khanepani Upavokta Samiti
165.	Sampurna Krishi Samagri Bhandar
166.	Agriculture Forest And Environment Committee
167.	Tallo Harpankhola Sub Watershed Area
168.	Raja Kot CFUG
169.	Kajol Community Forest User's Group, Rajpur-4, Dang
170.	Kyangdi Sub Watershed Mgt Committee
171.	Bhatkhola Sub Watershed Coordination Committee
172.	Pakhapani Basti Yabam Pahiyro Samrachan
173.	Malika Community Forestry Users Group
174.	Lukuwa Community Forest User Group
175.	Tooni Bhanjyang CFUG
176.	Local CCA & Disaster Risk Reduction Magement Committee
177.	Chanti Khola Upjaladhar Sanrakshan Samiti
178.	Tapobhumi Community Forest User Group
179.	Chandikhola Upjaladhar Samrakhchan Samiti, Chandrapur-1, Rautahat
180.	Tapobhumi Community Forest User's Group, Nijghad-11, Ratanpur, Bara
181.	Tatabandha Nirman Samiti

### Annex V- Logistic Expenses of SWC Final Evaluation of Hariyo Ban Program

S.N.	Details	Expenses (NPR)	Remarks
1	Eastern Tal-Lodging Fooding	29,477.50	
2	Western Tal/CHAL Lodging Fooding	153,215.50	
3	Airfare/KTM_POK-KTM	33,000.00	
4	Vehicle Hire/Eastern TAL	47,778.00	
5	Vehicle Hire/Western TAL	24,000.00	
6	Air Fare/ktm-Simara/Ktm	33,051.00	
7	Airfare/Ktm-Dgd-NPJ-Ktm	63,330.00	
8	Estimated Taxi Expenditure to be paid to evaluation team (Inside Kathmandu)	21800	
	<b>Total</b>	<b>405,652</b>	