APFNet funded project

"Demonstration of Sustainable Forest Management with Community Participation in Nepal"

Terminal Evaluation Report

APFNet's

Terminal Evaluation Team

April 2013

Contents

Abbreviations

APFNet	Asia Pacific Network for Sustainable Forest Management and Rehabilitation
CBO	Community Based Organization
CF	Community Forest
CFD	Community Forest Division
CFUG	Community Forestry User Group
DoF	Department of Forests
FECOFUN	Federation of Community Forestry Users, Nepal
FUG	Forestry User Group
GO	Government Organization
LRPs	Local Resource Persons
MoFSC	Ministry of Forest and Soil Conservation
NTFP	Non-Timber Forest Products
PGA	Participatory Governance Assessment
PHPA	public hearing and public auditing
PMB	Project Management Board
PSC	Project Steering Committee
REDD	Reducing Emission from Deforestation and Forest Degradation
SFM	Sustainable Forest Management
TE	Terminal Evaluation

Terminal Evaluation Report

for

APFNet funded project on Demonstration of Sustainable Forest Management with Community Participation in Nepal

1. Introduction

Nepal is a mountainous country with rich in biodiversity, located in between China and India. Forest covers about 40% total land territory. Nepal has long history on developing the community forestry. Nepal has good policy frame work to support and extension the community and community based forestry managements. Local community and indigenous peoples are so enthusiastic to protect and manage the forest resources. Now Nepal has more than eighteen thousands community forestry users group (CFUGs) which covers about 40% Nepal population and 1.6 million hectors of the forest area. Federation of Community forestry users Nepal (FECOFUN) established in 1995 and is the national level umbrella organization of these community forestry users groups across the country. FECOFUN is working with the governmental and non-governmental organization at different level to strengthen the community forestry rights, sustainable forest management and to improve the livelihood of the poor forest dependent peoples.

The project was first proposed in 2008 by Nepal's Ministry of Forest and Soil Conservation, FECOFUN and APFNet, and was successfully launched in September 2010. The Project Steering Committee comprising of nine members representing APFNet, MoFSC, NPC, and FECOFUN was established during the first project steering committee meeting to supervise the overall implementation of project activities as well as guiding the way forward. All the activities had been implemented through a cluster model of four levels, which comprised of the central cluster, four regional clusters and a total 104 CFUGs.

The project had enhanced capacity of local people in sustainable forest management and good governance practices. The project had supported the establishment of forest based enterprises/ cooperatives with creation of green jobs in the communities. The project had also supported the local CFUGs to revise and implement forest operations based on the sustainable forest management criteria and indicators.

After one year of project implementation, a mid-term evaluation was conducted by APFNet from 8th-14th January 2012 in order to review and improve activities and generate outputs as anticipated. Based on the project plan and recommendations provided by the mid-term evaluation, the project was completed by December 2012.

In order to assess project performance, achieved outcome/ output, impacts and sustainability, and compare project plan against actual results, a visit of the TE team was paid to Nepal from 21st to 26th January 2013, specifically to project demonstrations of CFUGs and its surroundings in additional to a series of discussions, meetings, interactions with officials of Ministry of Forest and Soil Conservation (MFSC) in Nepal and project staffs from Federation of Community Forestry Users, Nepal (FECOFUN) as the project executive agency. The visit was made by the TE team that was formed to prepare a terminal report for this project. The resulting experiences of, and recommendations by, the TE team are presented in this report.

The TE team is comprised of following members:

1) Mr. Ghan S. Pandey   Coordinator, Global Alliance of Community Forestry (GACF), Nepal

2) Mr. Shen Lixin   Professor for Forest Resources Management, Southwest Forestry University (SWFU), China

2. Terms of Reference

The mission is to execute a terminal evaluation of the project "Demonstration of Sustainable Forest Management with Community Participation in Nepal" implemented by Federation of Community Forestry Users, Nepal (FECOFUN). The Terms of Reference included the following:

2.1 *Purpose of terminal evaluation*
➢ Assess project performance and the implementation of planned project activities and

➤ Examine the extent and magnitude of any project impact to date, and

➤ Draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of APFNet programming.

2.2 *Key responsibilities and tasks*

➤ Formulate an evaluation plan, identifying evaluation methodology criteria;

➤ Take the lead to organize the evaluation to check the project performance technically and financially, impacts and sustainability;

➤ Make presentation on the initial findings at the end of the evaluation mission; and

➤ Develop the evaluation report (ER).

2.3 *Proposed Output*

➤ Detailed plan for the evaluation mission;

➤ Presentations on the initial findings at the end of the evaluation mission; and

➤ An evaluation report.

2.4 *Methodology*

The detailed methodology should be developed by the evaluation experts with consideration to diversified methods adopted by the TE, including a desk review of project documents, field visit, interviews, telephone (email) interviews or questionnaires with PMB and PSC members and other stakeholders. Additionally, the evaluation must provide evidence‑based information that is credible, reliable and useful.

2.5. *Working schedule*

In order to identify the mission and the key issues related to the terminal evaluation, the working schedule should be made for the period of the mission.

(1) *Planning and Preparation*

➤ Review of the project documentations and other relevant materials (etc…)

➤ Formulation of informative questionnaire

➤ Preparation of a field visit program

(2) Field Visit

➢ Field visits to project piloting sites

➢ Interviews, discussions with target groups, individuals and different stakeholders

➢ Gather feedbacks from target groups, individuals and different stakeholders

Field visit schedule

Date	Evaluation Activities
21st Jan 2013	Arrival of the TE team to Kathmandu.
22nd Jan 2013	AM: Meeting with PSC members, FECOFUN members, project staffs. PM: Field visit to Taudolchhap CFUG, Bhaktapur and FECOFUN office.
23rd Jan 2013	AM: Field visit to Bosan CFUG Kathmandu. PM: Field visit to Thuli CFUG Kavre District.
24th Jan 2013	Discussion with FECOFUN team, project staffs and relevant stakeholders involved in project implementation.
25th Jan 2013	Analysis of supplement data provided by FECOFUN project team and preparation of presentation on the initial findings of the TE team.
26th Jan 2013	Review and reflection by the TE team, press release, new APFNet funded project signing ceremony. TE team departure.

(3) Drafting the Evaluation Report

➢ Summarizing and analyzing all the informative data and materials from the field visit

➢ Drafting the evaluation report

➢

(4) Finalizing the Evaluation Report

➢ Finalization of the evaluation report

➢ Submission of the evaluation report

➢ Making presentations on the initial findings at the end of the evaluation mission

3. Overview of project

With the support from APFNet, the project "Demonstration of Sustainable Forest Management with Community Participation in Nepal" has been implemented since 1ˢᵗ September 2010 with an inception workshop on 1ˢᵗ October 2010 and all the project activities has been completed by the end of December 2013. The project was designed to implement in 104 CFUGs in 21 districts through 4 regional clusters with intensive project intervention in 6 pilot CFUGs where around 673.21 ha of forest area was managed as the demonstration sites.

Project coverage: 104 CFUGs in 21 districts in 4 Regional Clusters

3.1 Goal and Objectives

The overall goal of the project was to promote participatory sustainable forest management to improve the livelihood of forest dependent communities in Nepal.

- To enhance the capacity of local user groups by strengthening internal governance and promoting sustainable forest management and biodiversity conservation.
- To develop the human resources to support sustainable forest management, livelihood improvement, community based forest enterprises and green jobs.
- To improve the livelihood of the forest dependent rural communities through community based forest enterprises and green jobs.
- To document and disseminate best practices from the pilot projects and encourage policy change to support sustainable forest management and promote community based forest enterprises.
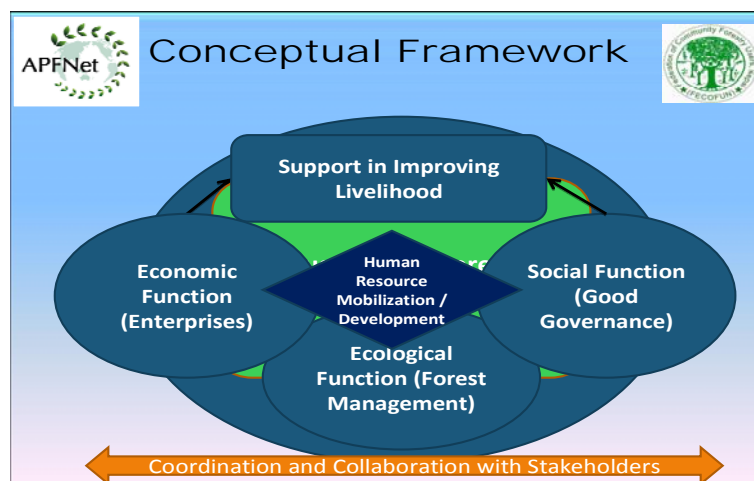
3.2 Project expected outputs

- 175 community forestry users group prepared the criteria and indicator of the sustainable forest management and good governance.

- 1000 participants from community forestry users groups participated and developed criteria and indicators of SFM and GG.

- 175 CFUGs endorsed and approved criteria and indicator of SFM and GG.

- 50 CFUGs revised the FOP and constitution based on C/I of SFM and GG.

- 175 CFUGs done public hearing and public auditing.

- 175 CFUGs performed participatory good governance analysis.

- 175 CFUGs established the community-based forest enterprises.

- 2000 persons got green jobs as self-employment from the establishment of 50 community-based forest enterprises.

- 175 poor people based grass root level organizations formed and mobilized.

- 2000 persons involved in capacity building workshop, training, seminar.

- 50 community forest based enterprises, company, cooperatives established.

- 50 events of training workshop related to community forest based enterprises completed.

- 50 numbers of business plan developed on community forest based enterprises.

- 1000 numbers of household level livelihood improvement plans prepared and implemented.

➢ 4 case studies and 2 policy analysis documents prepared and disseminated.

➢ 5 episodes of video and 10 episodes of radio program including 50 articles in newspaper aired and published.

These project outputs were revised during the implementation of the project.

3.3 Project framework and activity design

The project design aimed to contribute to combating the alarming situations of rural poverty in Nepal through sustainable management of forest resources and promotion of forest based enterprises which can contribute to the Nepal government's current three-year (067-069) interim plan of poverty reduction. Under this project, FECOFUN intended to enhance the capacity of forest users in terms of technical and managerial skills in forest resource management with the aim to help the CFUGs and forest enterprises in vertical and horizontal integration through the supply of information and responsible resources and business practices of Nepal.

Under the project conceptual framework, the proposed project activities were to develop and strengthen the capacity of organizations (the organizations which will be involved in project implementation particularly in district and local levels), service providers and CFUGs in the project areas to commercially manage their forest resources, facilitate the establishment of enterprises, and mobilize community fund and other resources through community development activities while not compromising on sustainable supply of forest products for subsistence use. The project also paid special consideration to the marginalized people and women in the project area to address the issue of equity and social justice.

Around 44 specific activities thus were designed to be conducted according to the expected project outputs, and an activity implementing work plan was also formulated as a guidance to carry out designed activities during the two year's project duration.

(1) Activity goals

➢ Conceptualization of Sustainable Forest Management (SFM) among communities.

➢ Promotion of good governance through participatory governance assessment and public hearing/public auditing.

➢ Promotion of community-based forest enterprises (Business plan, Value Chain Analysis).

➢ Development of SFM demonstration sites in community forests.

(2) .Project activities

Start-up Activities (inception and preparatory phase:)

Activity S.1: Office establishment

Activity S.2: Human resource recruitment

Activity S.3: Procurement of office equipment

Activity S.4: Project Management Unit formation

Activity S.5: Interaction meetings among members of Project Management Unit

Activity S.6: Project Steering Committee formation and meeting

Activity S.7: Project inception workshop

Activity S.8: Central level consultation workshop

Activity S.9: Regional level consultation workshop

Under expected output 1:

Activity 1.1: Sustainable Forest Management and Good Governance criteria and indicators adoption (including 5 Sub-activities)

Sub-activity 1.1.1: National level strategic planning workshop

Sub-activity 1.1.2: District level orientation meeting

Sub-activity 1.1.3: District level meeting with key stakeholders

Sub-activity 1.1.4: National and cluster level SFM and GG criteria and indicators workshop

Sub-activity 1.1.5: Project orientation to project team

Activity 1.2: SFM and GG criteria/ indicator orientation workshop at district level

Activity 1.3: Develop simple guidelines for developing and implementation of sustainable forest management principles, criteria and indicators by community participations based in local situation

Activity 1.4: Forest inventory and biodiversity monitoring for multiple functional use of forest resources

Activity 1.5: Planning workshop for revision of constitution and operational plan of CFUGs focusing on SFM, GG, biodiversity and enterprise development

Activity 1.6: Demonstrate the SFM criteria and indicators in 5 CFUGs where forest inventory and biodiversity monitoring are conducted

Activity 1.7: Participatory Governance Assessment and Reassessment

Activity 1.8: Public Hearing/ Public Auditing (PHPA)

Activity 1.9: Review and follow up workshop on SFM and GG (criteria and indicators) and best practices

Activity 1.10: Documentation of best practices of SFM activities (e.g. multifunctional use of forest, prevention of forest disease and fire) and integrate them into innovative constitution and operational plan of CF

Activity 1.11: Revisiting sustainable forest management principles, criteria and indicators

Under expected output 2:

Activity 2.1: Feasibility study for enterprise establishment and multi-functional use of forest resources

Activity 2.2: Value chain analysis of potential products

Activity 2.3: Support in establishment of cooperatives/ shops

Activity 2.4: Development of business plan

Activity 2.5: Support establishment of enterprises

Under expected output 3:

Activity 3.1: Monitoring and evaluation of program
Activity 3.2: Case studies, success stories, key learning of project
Activity 3.3: Policy analysis documentation and dissemination

Activity 3.4: Information, Education and Communication (IEC) materials preparation and dissemination

Activity 3.5: Dissemination seminar on best practices and lessons learned from the project

Activity 3.6: Exposure visit

Activity 3.7: Review and reflection workshop

Activity 3.8: Media outreach program

Activity 3.9: Best practices and experience sharing of Demonstration of Sustainable Forest Management with Community Participation in Nepal (new activity supported by exchange gain fund)

Activity 3.10: Policymakers' visit to sustainable forest management demonstration sites (new activity supported by exchange gain fund)

Activity 3.11: Propaganda of sustainable forest management demonstration sites and project activities

Activity 3.12: Backstopping to CFUGs for effective management of demonstration sites (new activity supported by exchange gain fund)

Under expected output 4:

Activity 4.1: Training of local resource persons (LRPs) on communication and facilitation for revising constitution and FOP

Activity 4.2: Forest inventory and biodiversity monitoring training to LRPs

Activity 4.3: Training the local villagers and CFUGs on multiple functional utilization of forest and developing alternative energy to relieve pressure of logging

Activity 4.4: Entrepreneurship development training

Activity 4.5: Training on establishing forestry enterprise and cooperatives including legal registration, sustainable management and marketing

Activity 4.6: Skill-based training

Activity 4.7: Training/ workshops on sustainable forest management and community based enterprises (new activity supported by exchange gain fund)

3.4 Proposed project budget

According to the signed contract between APFNet and FECOFUN, the total proposed project budget is estimated at US$ 577,159, and US$ 500,479 of which is supported by APFNet grant while the rest US$ 12,710 as counterpart fund in cash and 63,970 is counterpart fund in kind contributed by FECOFUN and CFUGs at project sites.

4. Methodology and procedure for evaluation

4.1   Evaluation objectives

The key objective of the evaluation was to focus on the progress, the outcome/output, impact and sustainability. The specific objectives of the evaluation were:

➢   Assess project planning, implementation and monitoring, to check the performance, management, communication and participation of project partners, including the assistance from APFNet;

➢ Examine to which extent the project address the problems and achieve the objectives and goals; and

➢ Present strength and weakness of the project to date and recommend solutions for next step work or similar project development in the future.

4.2 Methods and approaches developed and used for the evaluation

The mission required a necessary field visit to project piloting sites (on-site measures) besides review of all project documentations and other relevant materials in advance, it is very important to pay more attention to project performance results and achievement through participatory and consultative approach. A series of activities including interviews, discussions, observations, analysis, questionnaire and double-reviews with target groups, individuals and different stakeholders was facilitated by using the methods and tools of participatory rural appraisal (PRA), so that project implementation would have a clear profile on sustainable forests management with community participation in Nepal.

4.3   Evaluation procedure

1) Review of the project documentations and other relevant materials

The mission team started with identifying the project goal of the mission with general stakeholder analysis by the project documents reviews, the methods and approaches and   key component for project terminal evaluation was also development by team member before leave for the field visit. Additionally, the relevant materials with substantial information regarding project design, project progress, internal monitoring and project performance, achievement and financial management thus also overviewed and analyzed during the visit in Nepal. The major documents overviewed were as following.

➢ Project proposal, project agreement and supplement to project agreement

➢ Overall project working plan and annual working plans

➢ Annual project progress reports

➢ Mid-term evaluation report

➢ Project completion report

- Financial reports (financial statement of project expenditures) and auditing reports

- Project Implementation Report (PIR)

- Minutes of steering committees, technical committees, workshops and trainings etc.

- Various publications, posters, booklets, brochure and other information sheets related to project activities

- Consultative reports and local community management documents

- Other related documents, such as the simple community level guideline on sustainable forest management principles, criteria and indicators, feasibility study reports for community based forestry enterprises, value chain analysis report for micro enterprises in project areas etc.

2) Interaction meeting, interviews and discussions

The team made a field trip to Nepal, interaction meetings, interviews and discussions were held with relevant project stakeholders and target groups, such as PSC members, FECOFUN representatives and project staffs, as well as individual households and representatives from pilot CFUGs, forestry technicians and project consultants at regional and district levels.

3) Field observation in 3 project pilot sites/CFUGs

The project selected six CFUGs for demonstration purpose covering an area of 673.21 ha, these are: (1) Thuli CF- Panchkhal, Kavre, (2) Taudolchhap CF- Sipadol, Bhaktapur, (3) Bosan CF- Chalnakhel, Kathmandu, (4) Sundar CF- Pathari, Morang, (5) Hariyali CF- Dharan, Sunsari and (6) Hasposa CF- Sunsari. These CFUGs represent different geographical and ecological variations within the country. Demonstration of multi-functional utilization of forest resources and practices of SFM activities were the main objectives of the demonstration sites.

In order to assess the results of demonstrated project activities in project clusters and CFUGs, the team has visited 3 pilot CFUGs (Taudolchhap CFUG in Bhaktapur, Bosan CFUG in Kathmandu, Thuli CFUG in Kavre) out of the 6 CFUGs due to time limitation and adverse weather conditions.

Profile of 3 visited CFUGs

Visited CFUGs	Forest type	Total area(ha)	Total household	CF group committee	Handed-over date	Main Species
Taudolchhap	Natural	31.09	195	11 Male:4 , Female:7	1995	*Pinus roxburghii, Schima wallichi, Castanospis indica, Madhuca indica, Alnus nepalensis, Bambusa spps, Cinnamomum camphora. etc*
Bosan	Natural	137.8	247	11 Male:, Female:	2051 (B.S.)	*Juglanus regia, Schima wallichii, Rhododendron arboretum, Pinus roxburghii, Alnus nepalensis etc.*
Thuli	Natural	63.21	507	11 Male:0 Female:11	2019(B.S)	*Castanospis indica, Lagerstroemia parviflora, Madhuca indic), Schima wallichii, Pinus roxburghii, etc*

The TE team has observed the results produced by the conducted activities of the project, and interacted with the community representative, district FEOCFUN team and LRPs in the three visited CFUGs. The demonstrated activities and program in the three CFUGs mainly focused on the following aspects:

➢ Conceptualization on Sustainable forest management

➢ Strategic plan preparation (Community forest management)

- ➢   Innovative OP preparation (Inclusion of SFM principles, criteria and indicators)

- ➢   Enterprise establishment in CFUGs

- ➢   Biodiversity monitoring and registration

- ➢   Fire line and forest path construction

- ➢   Plantation in bare land of CF

- ➢   Community resource center establishment

- ➢   User mobilization in sustainable forest management activities

- ➢   Higher degree of coordination among the different stakeholders

- ➢   Higher degree of women participation

- ➢   Improved level of forest governance (economic and social)

- ➢   IEC materials like brochures, flex prints and hoarding boards preparation in CFUGs

4) Data analysis

Data analysis of all the informative data and materials was carried by the TE team after project document overview, interaction meetings, interviews and discussions held with relevant project stakeholders and target groups, as well as observations in the field. In cases of doubts, the TE team has also reconfirmed the verities by requesting clarifications from other informants.

5) Reflection meeting and drafting the evaluation report

A review and reflection meeting was organized with a wide range of participation from the project partners, media, civil society and government representations, the TE team had made a presentation on preliminary findings as feed back from the terminal evaluation. A Project Terminal Evaluation Report has been drafted, revised and submitted to APFNet after the field visit.

4.4   Criteria and indicators for assessment of terminal evaluation

In order to assess project performance, outputs, achievement and its impacts, a questionnaires of key components that consisted by criteria and indicators for assessment of terminal evaluation was formulated by TE team based on the proposed project objectives and expected

outputs, it was distributed to relevant stakeholders and project partners during the field visit in Nepal.

The core components of criteria and indicators for assessment of terminal evaluation is summarised as follows:

1) Project activities carried out

> Evaluate the project activities that have been carried out. For example: how did they go? Did you experience any difficulties? Were there any unexpected outcomes? What was the response from the target group of the project (communities or others)?

> In case planned activities have not been carried out, explain the reasons.

> In case of problems that affected the implementation of the project, explain what you did to address them.

> Describe any new, unplanned activities that were undertaken to achieve the expected results.

> If certain activities were not carried out as planned (mentioned under 2) or new, unplanned activities (mentioned under 5) were carried out, what were the consequences on the project budget? Please mention any (expected) changes in your financial report as well.

2) Project performance and achievements

> Did the project meet its goals? (Compare with each of the GOALS, OBJECTIVES and expected outputs as stated in the approved project documents, and discuss to what extent the project has actually contributed to this goal)

> Did the project reach its objectives? Make reference to each indicator for the objectives (see project document) or to any concrete examples that support your assessment.

> In case an objective has not or only partially been accomplished, please explain why.

> Have the expected results/outputs been achieved？ In case the results have not or only partially been achieved, please explain why.

> Publication outputs (any information materials produced by the project such as reports, books, posters, brochures, videos, DVDs etc. produced by the project)

> ➢ Which positive changes in forest management or what reduction of threats can be attributed to the project?

3) Project assessment

> ➢ What were the main strengths of the project?

> ➢ What were the main weaknesses of the project?

> ➢ What do you consider as the main lessons learned from the project? How will these lessons be used to improve future work of your organization?

> ➢ How did the project contribute to strengthen your organization or the skills of your staff?

4) Poverty alleviation

> ➢ Will the project contribute to poverty alleviation?

> ➢ How the project helped to alleviate poverty?

5）Stakeholders involvement

> ➢ The degree of participation of different key stakeholders, and on what impacts the project has had on the target groups (positively or negatively) or will have in the future

> ➢ Is special attention paid to women, indigenous communities and poor farmers, if these are relevant stakeholders in your project?

6）Gender issues

Role of men and women - Are there differences between them concerning:

> ➢ Access to and the use of resources

> ➢ Participation in decision making, at household and community levels

> ➢ Education

> ➢ Generation and the use of income

> ➢ Means of production (land, mill, car, etc.) and access to funds

7）Local participation

> ➢ How are local stakeholders and specific disadvantaged groups (if any) involved in each

- For the differences in the role of men and women described above, did the project take into account these differences, and if so, how?

8）Sustainability of the project

- Did the project have sufficient time to produce the expected results?

- Whether the results and the impacts of the project can be maintained after the project without further support?

- What next steps or follow-up activities are needed to make sure that the results of this project are sustainable?

- Any fundraising plans for funding for follow-up activities?

- Possibilities for extending or replicating the project, locally or elsewhere?

- (If relevant) How can the project be used to influence policies of government or the private sector, now or in the future?

- Do you expect that the project results and products be used by others in the future? How and by whom?

- Has the project raised the profile of executive organization in such a way?

9）Others

- Opinions and comments about working with APFNet (communication, support services, administrative grant conditions etc.).

- Particular benefits to your organization from working with APFNet.

5. Assessment of project implementation

5.1 Project performance and achievement

In general, all the proposed activities have been smoothly and successfully carried out during the project period from September 2010 to December 2012. The project has conceptualized sustainable forest management and good governance in 104 CFUGs covering 28,622 ha managed by 25,422 households in 21 districts. In which, 6 CFUGs with 673.21 ha of forest area

was selected as demonstration sites to conduct intensive intervention related to sustainable forest management at community level. Additionally, a total of 15,807 participants including 10,050 men and 5,757 women form 104 CFUGs participated in different types of activities like forest management, PHPA, PGA, demonstrated pilot CFUGs, trainings, workshops, networking and observation tour which enhanced the capacity of forest users during the project period.

The project has strengthened the coordination among the different agencies like DoF, NGOs and local CFUGs by promoting consultation with relevant stakeholders. It has spread awareness among the local communities about the potential benefits of sustainable forest resource management. It however has realized some challenges in terms of sustainability of community enterprises, marketing and quality assurance of the products.

Obviously, the completed project has been able to demonstrate remarkable achievement towards its goal with expansion of the concept of SFM among CFUGs and need for combining ecological, economic and social functions in managing the community forest. As a result, awareness and skills on SFM practice have rose significantly in the project areas.

The major project achievements are summarized as follows:

1) The project has successfully built a common understanding on sustainable forest management through various workshops at regional and district levels. It has promoted good governance practices through participatory governance assessment (PGA) and public hearing and public auditing (PHPA) at community level.

2) The project has also successfully improved transparency and accountability within 104 CFUGs in project areas through Participatory Governance Assessment and Action Plan preparation.

3) The community level guidelines on SFM principles, criteria and indicators not only helped communities to understand the general concepts of SFM in a vernacular way but it also encourage their integration with existing forest management practices.

4) The good governance practice promoted by this project has resulted in incorporation or consideration of incorporating the poor, women and marginalized people in CFUGs' executive committees for decision making.

5) The project has supported the establishment of 10 forest enterprises by carrying out feasibility study for enterprise establishment and multi-functional use of forest resources,

6) The project has also successfully demonstrated how local communities can mobilize CFUGs resources and individual resources with only small interventions which are well documented in this project. Hence, the provision of relative small amounts of seed money could produce multiple rippling effects towards community prosperity and sustainability.

7) Project documentations and various project activity reports and records, media clippings from different clusters and pilot CFUGs, as well as details and photos of each of the activity supported by the participants have been duly documented for the purpose of verification and evaluation.

5.2 Project framework design

As a demonstration project funded by APFNet, the project design aimed to contribute in combating the alarming situations of rural poverty in Nepal through sustainable management of forest resources and promotion of forest based enterprises which can contribute to the vision of Nepal government's current three-year (067-069) interim plan of poverty reduction. The proposed project activities also paid special consideration to the marginalized people and women in the project area to address the issue of equity and social justice.

There are more than 18,000 CFUGs in the country reaching out to over 2.17 million households, to which 1.65 million ha of forest land. This project is based on pilot models and activities that bring intangible benefits, such as PGA, PHPA, FOP, meetings, workshops, trainings and other consultative activities at cluster, district and community levels to some local communities or CFUGs that has a strong will to implement SFM, and provide them with relevant support and training on SFM. Project design of the pilot is both relevant and feasible at the local level, and also meeting the needs of CFUGs. The pilot sites covered large areas with different ecological zones. However, no baseline study has been done on the pilot sites, and no testing has been done on the SFM guidelines and other tools before implemented in CFUGs. These insufficiencies may affect the revision of constitution and operation plant of CFUGs.

Project monitoring was carried out by the internal monitoring team, APFNet and external monitoring team, but without a clear monitoring plan or guidelines which are necessary for

effective assessment and control. Furthermore, training should be provided to the CFUG representatives and LRPs on project and financial managements that are needed to improve project implementation.

5.3 Project organization and coordination

Under the support of The Ministry of Forest and Soil Conservation (MoFSC), FECOFUN, as the Executing Agency for project implementation, has a strong ability in project coordination and implementation. With a systematic project framework, it facilitated collaboration from national level down to local levels.

The project team is comprised of FECOFUN that served as the executive agency, and the other two partner organizations: Integrated Development Society (IDS – for providing technical support) and Himalayan Bio Trade Limited (HBTL – for enterprise and market development). The district divisions of FECOFUN and Forestry Department were also fully involved in project activities at community level. The executive agency had the overall programmatic, administrative and management responsibility for the project. It implemented this project through management modalities that was responsive towards the local context and created conducive environment for learning, sharing and working in harmony. On behalf of FECOFUN, the Central Project Management Unit was overall responsible and accountable to the APFNet.

5.4 Financial management

Based on the financial statement reports and official auditing report of the project, there were two types of funding sources - an APFNet grant and an in-kind counterpart fund contributed by FECONFUN and CFUGs.

The total project expenditures were around US$640,127, including a total amount of US$ 463,189 received from APFNet in three instalments, and an amount of US$ 176,938 as counterpart fund from FECOFUN and CFUGs. Additionally, there were four additional project activities (such as Activity 3.9, Activity 3.10, Activity 3.12 and Activity 4.7) under output 3 and output 4 that were supported by the exchange gain fund.

Project investment vs. Matching fund

Funding types	Total amount (USD)		Percentage	Funding sources
APFNet grant*	463,189		73%	APFNet
Counterpart fund**	176,938	55,207	27%	Contribution in-kind by FECOFUN and partners

		74,295		Contribution in Cash by CFUGs
		36,026		by private investors
		11,410		by government agencies
Total	**640,127**		100%	

Note:

* Data collected from financial statement and auditing report provided by FECOFUN.

** Date collected from PPT presentation of Mr. Suvas Chandra Devkota, project director.

In general, the project's expenditure is basically accorded with the project budget, and the original records and certificates of the project's expenditure are true and complete. However, the percentage of project expenditures for project operation, administration (equipment and manpower) and related activities was relatively high, while each of the 6 demonstrated pilot CFUGs has only received USD 3,000 for demonstration and experimental activities. We feel that financial transparency should be improved and a greater proportion of the fund should be directed to local communities that bring benefits to local people.

5.4 Impacts

Efforts were made on facilitating CFUGs to make linkages with other agencies so that they can draw resources for pro-poor activities and SFM. Some positive impacts on forest management and livelihood improvement has already been observed.

The project has successfully built a common understanding on sustainable forest management through various workshops at regional and district levels. It has promoted good governance practices through participatory governance assessment (PGA) and public hearing and public auditing (PHPA) at community level. Coupled with this, the project has also facilitated the establishment of forest based enterprises. The project has strengthened the coordination among the different agencies like DFO, NGOs and local level organizations by promote consultative activities with relevant stakeholders. Moreover, it has increase the awareness of local communities about the potential socioeconomic benefits of sustainable forest resource management. It however has realized some challenges in terms of sustainability of community enterprises, marketing and quality assurance of the products.

Given the general nature and duration of this project, more time is required before all project impacts can be fully realized and evaluated.

5.5 Others

Project documentations and various project activity reports and records, media clippings from different clusters and pilot CFUGs, as well as details and photos of each of the activity supported by the participants have been duly documented for the purpose of verification and evaluation.

The project also encouraged the publication of newspaper articles and radio/TV segments by media outreach programme which increases project transparency and publicity.

APFNet being the financial supporter for this project, showed good coordination and collaboration with executing agency during project implementation, especially providing a positive support in technical and managerial skills to the project team.

6. Findings and challenges

6.1 Main Findings:

1) Strong supports from government agencies

   The relevant governmental departments, such as Ministry of Forestry and Soil Conservation, National Planning Commission, and Financial Ministry, have paid considerable attention to the project since the project design stage, which is very important to ensure successful implementation and completion of all project activities.

2) Completed project team and framework for project implementation from national to local levels

   ➢ National steering committee/ National executive committee

   ➢ Project Management Unit/ Centre office: Project Director and Technical Manager

   ➢ 3 Regional offices in three regional cluster ---- regional coordinators

   ➢ 21 District FECOFUN's staffs together with local resource persons (LRPs)

   ➢ Executive committee of 104 CFUGs at community level (including 6 CFUGs demonstration sites)

   ➢ CFUGs member/ individual households

3) FECOFUN's strong ability for efficient coordination and collaboration and fully involvement

- ➤ Well preparation before project implementation

- ➤ Series of consultation workshops with deferent stakeholders at deferent levels

- ➤ Key stakeholders: relevant governmental offices at district level

- ➤ Partner organizations: relevant NGOs, research institutions and university

- ➤ Local experts and resource persons

- ➤ Activity participation by CFUGs' member/ individuals at community level

- ➤

4) <u>Specific focus on vulnerable groups</u>

- ➤ Poor, women, ethnic, and other marginal or disadvantaged groups

5) <u>Completed documentation of project and best practice of SFM activities</u>

- ➤ Project documents: activity records, workshop/meeting minutes, research reports etc.

- ➤ Propaganda materials, project guidelines, information bulletins, photos, posters, media programmes, educational publications etc.

6) <u>Local community or CFUGs has strong will to devote to SFM activities, as well as improving their livelihoods by multi-use of forest resources</u>.

6.2 <u>Challenges</u>

1. The project should have conducted a need assessment and baseline study before project design and implementation; there was no baseline data available in forest conditions or rural community livelihood for use during evaluation.

2. The project had not yet demonstrated its potentials to fulfill all of the project goals; follow up activities on SFM are required at community level.

3. The infrastructures of the enterprises are low in terms of production, technology and safety standards (as observed in 3 pilot CFUGs).

4. Two years' project duration is comparatively short to achieve the goal to encourage policy change.

5. Project operation cost is high, only a small portion of the project fund has been given to local communities in relation to the proposed project outcomes.

6. The project has a specific focus on vulnerable groups at pilot CFUGs, and key issues needed to be addressed for SFM in the 6 demonstration CFUGs. The use of a similar operation model among all the CFUGs did not take into account the local conditions and specific demands of CFUGs, especially for the poor, women and other disadvantage groups.

6.3   Recommendation for possible future actions or similar projects

Significant achievements have been made in participatory forest management by project implementation, however, further improvements are needed in order to improve the overall transparency, reliability, equity, financial and ecological sustainability of the forestry sector, especially involving local communities in decision making with a bottom-up planning process. Collaboration between and among government, non-government, grass-root institutions including private sectors can provide effective synergy, and multi partnership mechanism can be efficient for both sustainable forest management and livelihood promotion.

1) No single approach fits all due to the diverse geographical and socio-economic aspects of the country. For example, CF may be successful in some hilly areas whereas other participatory forest management modalities are appropriate for Tarai and areas of high altitudes.

2) The Sustainable Management of Community Forest Principle, Criteria and Indicators Practice and Monitoring Guidance and Forest Operating Planning (FoP) developed and improved should be tested by CFUGs and relevant stakeholders before accepted and applied at community level.

3) The best practice model/ approach adopted by the project is practicable, but specific practical technologies or skills applied by CFUGs should take into account the different forest types as well as the specific environmental conditions in each CFUG. Forestry training and the training of other skills for livelihood development should be carried out by professional technicians rather than project staffs.

4) Transparency and accountability of project implementation should be improved by participation of local communities, NGOs, and other project partners on resource distributions, and the efficiency of expenditures and standardization of project financial

5) As a short-term pilot project, the exemplary efforts shown by this project need continued monitoring and periodic evaluation in order to sustain the impacts.

6) Pro-poor forestry across all programmes for livelihood enhancement should be promoted at community level, and some plans and programmes to mitigate the adverse impacts of climate change in the forestry sector (forest, biodiversity and watershed management) should also be developed in the future.

7) Sustainable forest management and forest enterprise development require skills and technologies that promote nature conservation and utilize traditional knowledge. More knowledgeable and experienced trainers are required to ensure training efficiency.

8) Project implementation guidelines and monitoring plan are necessary to improve project implementation.

9) Bottom-up planning process and participatory approach has been found effective in improving forest conditions and improving rural livelihoods.

10) Collaboration between and among government, non-government, grass-root institutions including private sectors can provide effective synergy.

11) Multi partnership mechanism can be efficient for both sustainable forest management and livelihood improvement.

7. Epilogue

The continuous follow up and back up support of APFNet to implement the project was highly appreciable. There is need of longer time to deep dig down the project achievement, result and field level activities observation. Still there is necessary to have the deeper analysis of the base line and achievements. APFNet may appoint the counterpart consultants to support the executing agency to achieve the better result and such consultants can provide detail information of the project implementation and results.

Acknowledgement

Appendix

Appendix 1   Terms of Reference for terminal evaluation

Appendix 2   Key components for project terminal evaluation

Appendix 3   List of interviewees

Appendix 4   Glimpses of Field visits for terminal evaluation

Appendix 1   Terms of Reference for terminal evaluation

Terms of Reference

1. Background

The project "Demonstration of Sustainable Forest Management with community participation in Nepal", launched in September, 2010 aims to promote Participatory Sustainable Forest Management to improve the livelihood of forest dependent poor. After 2 years in implementation, the project has been extended for 4 months, to December 2012, due to political unrest and substantial amount of exchange gain from APFNet's grant.

The project expected outputs are as follows:

- Community Forestry User Group ***adopted and understood the criteria and indicators*** of the sustainable forest management and good forest governance following participatory approach;

- Trained human resources able to infuse sustainable forest management and good governance practices to the community, resource persons at community level for green enterprises;

- Improved livelihood of forest dependent poor people through establishment of forest-based enterprises and creation of green jobs;

- Documentation of processes and strategies followed during the project. Publication of success stories and lessons learned. Publication of Case Studies, Policy Analysis documents and disseminated through media interaction and publishing in newspapers. Also, in-depth analysis through research grants.

1. **Purpose**

   ● assess project performance and the implementation of planned project activities and planned outputs against actual results ,

   ● examine the extent and magnitude of any project impact to date, and

   ● draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of APFNet programming.

3. Key responsibilities and tasks

● Formulate an evaluation plan, identifying evaluation methodology criteria;

● Take the lead to organize the evaluation to check the project performance technically and financially, impacts and sustainability；

● Make presentation on the initial findings at the end of evaluation mission;

● Develop the evaluation report (ER). The format of ER is shown in Annex.

2. Methodology

The detailed methodology will be developed by the evaluation expert, but with consideration to the following guidance:

- The evaluation must provide evidence‐based information that is credible, reliable and useful. The evaluation consultant is expected to follow a *participatory and consultative approach* whereby the APFNet evaluation team, *key representatives of the Project Supervisory Agency, executing agencies and other stakeholders* are kept informed and regularly consulted throughout the evaluation.

- The evaluation consultant will liaise with the EA on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered. The draft report will be circulated to EA and SA for necessary revisions.

- Diversified methods will be adopted to facilitate the TE, including a *desk review of project documents, field visit, interviews, telephone interviews or (email)* questionnaire with PMB and PSC members and other stakeholders.

4. Evaluation timeframe

The total duration of the evaluation will be XX days according to the following plan:

Tasks	Timing	Completion
Planning and Preparation		
Field Evaluation Mission	7 days	21 January
Evaluation Report Drafting		
Final Evaluation Report		

5. Output

- Detailed plan for evaluation mission;

- Making presentations on the initial findings at end of evaluation mission;

- Evaluation report.

Appendix 2 the interview guide and additional questionnaire

Key component for project terminal evaluation

Basic data

Name and country of organisation:

Project title:

Project no.:

Total project duration[1] and budget:

Prepared by (name and position):

E-mail and phone no:

Summary of results of the project

…………

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[1] Please indicate the starting and final date of the project as stated in the contract.

I. PERFORMANCE

Briefly explain why and in what sense this project was successful.

a) Project activities

1) Evaluate, in your own words, the activities carried out. *For example: how did they go? Did you experience any difficulties? Were there any unexpected outcomes? What was the response from the target group of the project (communities or others)?*

2) In case planned activities have not been carried out, explain the reasons.

3) In case of problems that affected the implementation of your project, explain what you did to address them.

4) Describe any new, unplanned activities that were undertaken to achieve the expected results.

5) If you did not carry out certain activities as planned (mentioned under 2) or if you carried out new, unplanned activities (mentioned under 5), what were the consequences for the project budget? Please mention any (expected) changes in your financial report as well.

   ……….

b) Publication outputs
(*List and attach copies of any information materials produced by the project such as reports, books, posters, brochures, videos, DVDs etc. produced by the project)*

-
-
-
-

c) Achievements

1) Did the project meet its goals? （*Compare with each of the GOALS, OBJECTIVES and RESULTS as stated in the approved project documents，please discuss to what extent the project has actually contributed to this goal*）

2) Did the project reach its objectives? Make reference to each indicator for the objectives (see project document) or to any concrete examples that support your assessment.

3) In case an objective has not or only partially been accomplished, please explain why.

4) Have the expected results been achieved？In case the results have not or only partially been achieved, please explain why.

II   KEY ISSUES

a) Sustainable forest management

Which <u>positive changes in forest management</u> or what <u>reduction of threats</u> can be attributed to the project?

b) Poverty alleviation

Will the project contribute to poverty alleviation and, if so, how? (*Please describe if and how the project helped to alleviate poverty*)

c) Stakeholders involvement

Please comment on the degree of participation of different key stakeholders, and on what impacts the project has had on the target groups (positively or negatively) or will have in the future.

Pay special attention to women, indigenous communities and poor farmers, if these are relevant stakeholders in your project.

d) Gender issues (Role of men and women) - Are there differences between them concerning:

a. Access to and the use of resources

b. Education

c. Means of production (land, mill, car, etc.) and access to funds

d. Generation and the use of income

e. Participation in decision making, at household and community levels

e) Local participation

a. How are local stakeholders and specific disadvantaged groups (if any) involved in the each stage of the project (identification, planning, development, implementation and monitoring)

b. For the differences in the role of men and women described in section II-d, did the project take into account these differences, and if so, how?

III   OTHER ASPECTS

a)   Looking towards the future: sustainability of the project

1)   Did the project have sufficient time to produce the expected results?

2)   Do you think that the results and the impacts of the project can be maintained after the project without further support? What next steps or follow-up activities are needed to make sure that the results of this project are sustainable?

3)   Do you have any concrete fundraising plans or did you apply for funding for follow-up activities? (please mention the names of donors)

4)   Do you see concrete possibilities for extending or replicating the project, locally or elsewhere?

5)   (If relevant) How can the project be used to influence policies of government or the private sector, now or in the future?

6) Do you expect that the project results and products be used by others in the future? How and by whom?

7) Has the project raised the profile of your organization in such a way that you have been invited to join national or international networks, or government fora or commissions?

b) Project assessment

1. What were the main strengths of the project?

2. How did the project maintain transparency and good governance practice?

3. How did the local community forestry users group and other stakeholder participate in planning and implementation of the project?

4. What policy change has made by project support ?

5. What were the main weaknesses of the project?

6. What do you consider as the main lessons learned from the project? How will these lessons be used to improve future work of your organization?

7. How did the project contribute to strengthen your organization or the skills of your staff?

c) Feedback to APFNet

1. What is your opinion about working with APFNet (communication, support services, administrative grant conditions etc.).

2. Has working with APFNet had any particular benefits to your organization?

Appendix 3：List of interviewees

1) Kathmandu Nepal 22 January, 2013

S.N	Name	Designation	Organization	Contact No.	Email
1	ApsaraChapagain	Chairperson	FECOFUN	9851086515	chapagainap@yahoo.com
2	Ram Prasad Lamsal	J.S	MFSC	9851019316	
3	SindhuDhungana	Under Secretary	MFSC	9841679386	sindhugana@gmail.com
4	BirkhaBdr. Shahi	Secretary	FECOFUN	9851124316	
5	Subash C. Ghimire	Software coordinator	IDS-Nepal	9841345355	ghimiresubash@yahoo.com
6	Jog Raj Giri	NPO	FECOFUN	9851141293	Jograj.giri@gmail.com
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8	Thakur Bhandari		FECOFUN	9841516209	
9	BharatiPathak	Treasurers	FECOFUN	9851113829	Bharatipathak_2006@yahoo.com
10	Kong Zhe	Program Officer	APFNet		King_zhe@apfnet.com
11	Liu wei	Program Officer	APFNet		Liu_wei@apfnet.com
12	Lude		APFNet		lude@apfnet.com
13	Gham S. Pandey			9851002110	Pandeys2002@yahoo.com
14	ShenLixin	Professor	SWFU. China		yafsix@gmail.com
15	Ram Paudel	Fin.Cont.	FECOFUN		rampa@gmail.com
16	Ganesh BK	PO	FECOFUN	9841459640	Ganeshbk2@gmail.com
17	Jhanakkharki		FECOFUN	9851088407	jhanakraj@gamil.com

18	RajendraBhatta		Yeti Media house	9851087471	rajendrazi@yahoo.com
19	Kumar Darjee	PM	FECOFUN	9851043871	Darjeekb@gmail.com
20	Tanka Paudyal	PO	FECOFUN	9851127190	
21	AnishParajuli	C&D Officer	FECOFUN	9857024356	anishparajuli@gmail.com
22	Shyam B. Bhandari	Forest&GG officer	FECOFUN	984182981	Shyam.vandari@gmail.com
23	RajuKhadka	Driver	FECOFUN	9841367598	
24	Bachu Shah Kanu		FECOFUN	9845062371	

2) Boson CFUG 23 January 2013

SN	Name	SN	Name
1	Ram Kumar Tamang	16	ManjuTamang
2	RajuTamang	17	Ram HariTamang
3	Jay Ram Tamang	18	AmritTamang
4	RupaTamang	19	Ranu Tamang
5	TilKumariTamang	20	DevKrishanaMagar
6	GauriThapa	21	BalkrishanaThapa
7	PurnamayaTamang	22	RametaTamang
8	SanuKanchaTamang	23	Kong Zhe
10	Ganesh Tamang	24	Liu wei
11	Santa Tamang	25	Lude
12	JamunaNagarkoti	26	Gham S. Pandey
13	SumillaTamang	27	ShenLixin
14	Sabina Tamang	28	Suvas Chandra Devokta

15	SanumayaTamang	29	Ganesh Karki

3) Taudalchhap CFUG, 22 January 2013

SN	Name	SN	Name
1	Kong Zhe	10	SunitaTamang
2	Liu wei	11	JunaTamang
3	Lude	12	Puja Bhujal
4	Gham S. Pandey	13	AmbikaBhujal
5	ShenLixin	14	Dipandra Br. Thapa
6	Suvas Chandra Devokta	15	Indira Karki
7	Ganesh Karki	16	UshaBasnet
8	Shyam B. Bhandari	17	MahasworBhora
9	Barti Maya Tamang		

4) Thuli CFUG, 23 January 2013

SN	Name	SN	Name
1	SarsowatiBhatwal	21	SagarSapkota
2	SaritaBaniya	22	Nanda P. Lamechane
3	Indira Humagai	23	RajeshowarSapkota
4	LaxmiTiwari	24	Hari P.
5	MaiyaAdhakari	25	PrakasDhulal
6	MenukaDulal	26	Ram k. Sapkota
7	Santa Bhakharal	27	Sunil Twari
8	SitaLamechane	28	Rajan Gautam

9	BimalaLamechane	29	RamkrishanaGautam
10	SumanaAdhikari	30	SantoshDhulal
11	ParbatiLutail	31	TilaDhulal
12	SabetriLamechane	32	Kong Zhe
13	Ram Br. Thapa	33	Liu wei
14	Hari P. Dhulal	34	Lude
15	GomaThapa	35	Gham S. Pandey
16	RatnaKumariThapa	36	ShenLixin
17	SalikramLutail	37	Suvas Chandra Devokta
18	GagatlalDhulal	38	Ganesh Karki
20	LaxmiSapkota	39	Shyam B. Bhandari

5) Kathmandu, 26th January 2013

S. No.	Name	Designation	Organization	Contact no./Email
1	Apsara Chapagain	Chair Person	FECOFUN	9851086515
2	Ghan shyam Gurung	CPP	WWF, Nepal	9801033839
3	Ram Prasad Lamsal	J.S	MFSC	9851019316
4	Lu De			
5	Ghanshyam Pandey			pandeygs2002@yahoo.com
6	Bhim Prakash Khadka		FECOFUN	9843073062
7	Thakur Bhandari	Member	FECOFUN	9841516209
8	Shen Lixin		SWFU China	

9	Kong Zha		APFNet	Kong_zha@apfnet.com
10	Liu Wei		APFNet	liu_wei@apfnet.com
11	Kumar Ghimire			
12	Ramu Subedi			
13	Surendra Subedi		Himalayan Times	subedigee@gmail.com
14	Bhadra Sharma		The Kathmandu Post	bhadra.rukum@gmail.com
15	Sagar Pandit		Naya Patrika Daily	pandit.sagar07@yahoo.com
16	Rajendra Bhatt		Yeti Media House	rajendrazi@yahoo.com
17	Krishna B Khadka		FECOFUN	krishnakhadka@gmail.com
18	Bharati Pathak	Treasurer	FECOFUN	
19	Ganesh Karki	G. Secretary	FECOFUN	karkign@gmail.com
20	Ram P Paudel			
21	Amrit Bhatt		Yeti Media	amritbhatta@yahoo.com
22	Shyam Bhandari		APFNet/FECOFUN	Shyam.vandari@gmail.com
23	Anish Parajuli	E&D Officer	APFNet/FECOFUN	
24	Suman Dhakal	F & GG Oficer	APFNet/FECOFUN	984161574
25	Janak Khatri		FECOFUN	9851088407
26	Srijana Sharma	Acc. Officer	APFNet/FECOFUN	9841614109
27	Chandrakanta Aryal	Driver		
28	Raju Khadka	Driver		

Appendix 4：Glimpses of field visits for terminal evaluation

The Terminal Evaluation (TE) was scheduled from 21st-27th January 2013 and comprised a five-member team consisting of APFNet representatives and consultants. The TE team arrived on 21st January 2013 and had carried out interaction, field visit, key interview with selected persons and reflection. The schedule of the visit is provided below:

Date	Evaluation Activities
21st Jan 2013	Arrival of the TE team to Kathmandu
22nd Jan 2013	AM: Interaction meeting with PSC members, FECOFUN members, project staff. PM: Field visit to Taudolchhap CFUG, Bhaktapur and FECOFUN office visit
23rd Jan 2013	AM: Field visit to Bosan CFUG Kathmandu. PM: Field visit to Thuli CFUG Kavre District
24th Jan 2013	Interaction with FECOFUN team, project staffs and relevant stakeholders involved in project implementation.
25th Jan 2013	Analysis of supplement data provided by FECOFUN project team and preparation of presentation on the initial findings of the TE team.
26th Jan 2013	Review and reflection by the TE team, press release, new APFNet funded project signing ceremony Departure of the TE team

Interaction meeting with PSC members, FECOFUN representatives and project staffs

The interaction meeting was held at Hotel Everest where the APFNet focal person to Nepal Mr. Ram Prasad Lamsal, representatives from Ministry of Forests and Soil Conservation, partner organizations, Steering Committee members and FECOFUN representatives interacted with the TE team discussing on project progress and challenges. Ms. Apsara Chapagain gave a welcome speech and initiated the interaction. Mr. Suvas Chandra Devkota had made presentations on the overall project implementation process and anticipated results. He highlighted that the project has been completed with key achievement successfully. Mr. Ram Prashad Lamsal, Focal Point for APFNet and joint Secretary of Ministry of Forests and Soil Conservation, Government of Nepal had also welcomed the APFNet representatives and the TE Team members. He highlighted that it was the milestone in the history of the partnerships among the civil organization, government and international development partners. Mr. Lamsal had also mentioned that the project was implemented with full coordination and cooperation of government agencies based on the government of Nepal development goals and objectives. Mr. Lude, director and head of the APFNet thanked FECOFUN, government of Nepal and other partner organization for successfully implementation of the projects. He had also introduced the TE team members.

Field Observation of Taudolchhap CFUG, Bhaktapur

The TE team observed and interacted with the Taudolchhap CFUG, Bhaktapur. The community representative and FEOCFUN Bhaktapur team welcomed the TE team members and made presentation on historical background of the CFUG, project activities and achievements. The community representative highlighted on revising the innovative operational plan and constitution to consider SFM criteria / indicators and carried out different activities. The major activities carried out by this group were training, workshops and different activities related to forest management. This community has also carried out plantation activities in the forest area.

A short interaction was held among the TE team members and community members. Preliminary observation showed that the community has just initiated forest management

activities. This community has expressed strong interest to collaborate with APFNet in the future. The community intends to develop ecotourism if they received funding and supports.

Visiting FECOFUN Central Office Bhaktapur

A brief visit was paid to the Center office of FECOFUN Bhaktapur. Mrs. Apsara Chapagain, Chairperson, Mr. Ganesh Bahadur Karki, Genral Secretory, Ms Bharati Pathak, Treasurer and other project staffs welcomed the TE team members and gave an introduction to FECOFUN's policy, program and activities.

Field visit to Bosan CFUG Kathmandu

A field trip was organized for the Bosan Community Forestry Users Group in Kathmandu in the second day. The TE team members and FECOFUN project staffs and executive committee members observed the Bosan community forestry and activities carried out under the project. The community leaders

wellcomed the TE team and explained about the historical background of the CFUG and project activities. This CFUG had carried out active forest management activities and built fire breaks in the forest areas. The CFUG has also established the bio briquete enterprise in the community to utilize forest products and benefit the poor households. The community asked for more support for poverty alleviation and skills for utilizing local resources.

Field visit to Thuli CFU Kavre

The last visit of the day was organized for the Thuli CFUG Kavre. The Thuli CFUG is managed and led by female members only. The chairperson of Thuli CFUG welcomed the TE team members and initiated the forest observation activities. This community has also just initiated active forest management activities through this project. The key project activities of the CFUGs were training, workshops and capacity building activities.

Review and reflection meeting

After the the field visits to Taudolchhap, Bosan and Thuli CFUGs, the field visit program has cut short and an intensive meeting was organized with FECOFUN and project staffs in Kathmandu to discuss project result and achievements. The suggestions are given to the project staffs to make more in-depth analysis of the project acheivements and to prepare the final project performance report based on this suggestions. Future actions and follow-up activities have also been discussed.

After a series of interviews, meetings and field visits, a review and reflection meeting was organized in Hotel Everest Kathmandu. The meeting was participated by all project partners, the media, civil society and government representatives. The TE team had made a presentation on the preliminary findings of the evaluation. The TE team found that the project was implemented successfully with the full cooperation and coordination of Ministry of Forest and Soil Conservation. FECOFUN Chairperson, Apsara Chapagain, Joint Secretary and focal point for APFNet, Mr. Ram Prashad Lamsal and APFNet's Director, Mr. Lude expressed their sincere thanks and willingness to work together in the future. During the final day of the reflection, a press release and press conference was organized. A signing ceremony for a new project on developing new forestry strategies was held. The project was concluded with the need to strengthen multi-sectoral cooperation and replication of this project at larger scales.