



# Results, Good Practices and Lessons Learnt from MSFP

THE MULTI STAKEHOLDER FORESTRY PROGRAMME  
KATHMANDU  
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# ABBREVIATIONS

AFEC	Agriculture, Forestry and Environment Committee
CAPA	Community Adaptation Plan of Action
CAPs	Community Adaptation Plans
CBFM	Collaborative Forest Management
CF	Community Forests
CS	Civil Society
CV	Climate Vulnerable
DADO	District Agriculture Development Office
DAG	Disadvantaged group
DCCI	District Chamber of Commerce and Industries
DFID	Department for International Development, UK
DFO	District Forest Office
DFSCC	District Forest Sector Coordination Committee
DFSP	District Forest Sector Plan
DiSCO	District Soil Conservation Office
DLO	District Livestock Office
ECARDS	Environment, Culture, Agriculture, Research and Development Society, one of MSFP's main implementing partners
ENPRED	Environmental Preservation Services for Development, one of MSFP's main implementing partners
FECOFUN	Federation of Community Forest Users, Nepal
FED	Forest Enterprise Division (of FNCCI)
FFA	Fund Flow Analysis
FNCCI	Federation of Nepalese Chambers of Commerce and Industries
FRA	Forest Resource Assessment 2015
GDP	Gross Domestic Product
GESI	Gender, Equity and Social Inclusion
GoF	Government of Finland
GoN	Government of Nepal
GPSE	Gender, Poverty and Social Equity
ha	Hectare
hh	Household
IA	Implementing Agency
JFA	Joint Funding Agreement
LAPA	Local Adaptation Plan of Action
LFG	Local Forestry Group
LFP	Livelihood Forestry Programme (DFID funded)
LGCPP	Local Governance and Community Development Programme
Li-BIRD	Local Initiatives for Biodiversity, Research and Development, one of MSFP's main implementing partners

LIP	Livelihood Improvement Plan
MIS	Management Information System
MoFSC	Ministry of Forests and Soil Conservation
MoPE	Ministry of Population and Environment
MoWCSW	Ministry of Women and Children and Social Welfare
MSFP	Multi Stakeholder Forestry Programme
NAPA	National Adaptation Programme of Action
NFE	National Forest Entity
NGO	Non-Governmental Organization
NPR	Nepalese Rupee
NSCFP	Nepal Swiss Community Forestry Programme (SDC funded)
OP	Operational Plan
PCO	Programme Coordination Office (of MSFP)
PCR	Programme Completion Report
PLMG	Public Land Management Group
PS	Private Sector
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RIMS	Resource Identification and Management Society, one of MSFP's main implementing partners
RN	Rupantaran Nepal, one of MSFP's main implementing partners
RRN	Rural Reconstruction Nepal, one of MSFP's main implementing partners
SDC	Swiss Agency for Development and Cooperation
SFM	Sustainable Forestry Management
SSU	Services Support Unit (of MSFP)
VCDF	Value Chain Development Fund
VFCC	Village Forest Coordination Committee (formed by MoFSC/LFP)
VDC	Village Development Committee

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# 1

## SUMMARY OF RESULTS FROM MSFP

This section presents a summary of major results achieved by the Multi Stakeholder Forestry Programme (MSFP) during its 4 year duration, 2012 to 2016.

The results from the Programme's working districts (see Figure 1) through its main implementing agencies (see Table 1) are presented in summary in Table 2

The following sections provide more details on the key results, as follows:

- a) Section 2 → results against all the logframe indicators.
- b) Section 3 → achievements against 19 key operational outputs by MSFP cluster, by implementing partner, and in some additional districts.

Of the total 49 indicators in the Logframe at Goal, Purpose, Outcome and Output level, 8 indicators are considered to be un-assessable due to a greater period of time required to ascertain achievement level, or the complexity of the indicator. In addition, in several cases, milestones, set for measuring achievement after the first 4 years, were not established for some reason.

The indicators where assessment cannot take place after 4 years concern the following areas of work:

<u>goal level:</u>	1) the no. of people in income poverty,
	2) the % of poor & disadvantaged households with 4 significant sources of income,
<u>purpose level:</u>	3) contribution of forest-based income generating activities to household income,
	4) deforestation rate per year
<u>outcome level:</u>	5) area of degraded forest with improving forest condition
<u>output level:</u>	6) average biomass/volume of wood and non-wood products per ha of forest managed by local forestry groups
	7) % of local demand for forest products managed by local forestry groups
	8) average quantity per hectare of timber, fuel wood, NTFPs, and fodder sustainably managed and extracted from forests

Of the 43 indicators at Outcome and Output level, 39 are considered assessable, and are ranked as follows - see Section 2.

Indicator Achievement	Outcome Level		Output Level	
	No.	%	No.	%
Achieved	3	27%	14	44%
Substantially Achieved	3	27%	4	13%
Partially Achieved	4	36%	6	19%
Poor Progress	0		2	6%
Not Achieved	0		3	9%
Not assessable	1	9%	3	9%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>32</b>	<b>100%</b>

In summary, 40% of the indicators have been fully achieved, and 56% have been either fully or substantially achieved. Poor progress has been made on 2 indicators, and no achievement has been made on 3 indicators, all of the later relating to the failure to establish the National Forestry Entity (NFE).

Out of the 19 selected key outputs (see Table 2), measured against 17 indicators, 7 were achieved, 4 were substantially achieved, and 3 were partially achieved. Good progress was made on the remaining three outputs, for which there was no 4 year target. 64% were fully or substantially achieved.

Achievement	Key Operational Output vs. 4 yr Target	
	No.	%
Achieved	7	41%
Substantially Achieved	4	23%
Partially Achieved	3	18%
Good Progress (no 4 year indicator)	3	18%
<b>Total</b>	<b>17</b>	<b>100%</b>

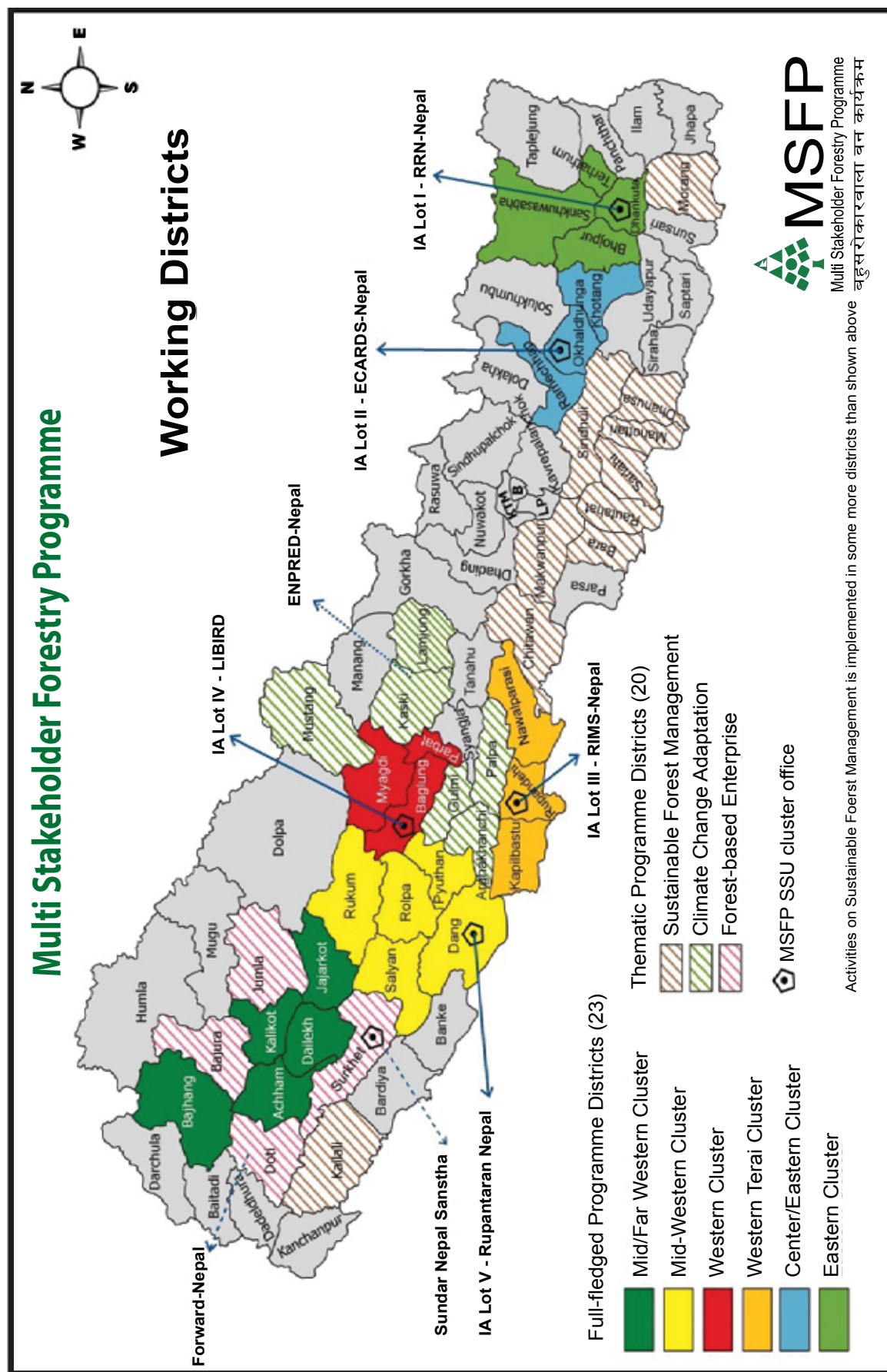
Progress on meeting the logframe or key operational indicators in the different clusters varies as the focus of the Programme was different in each cluster, and cluster size varied as did the local forestry context.

Section 4 summarizes the databases that have been established at MSFP in 2016; these 4 databases include information on the Programme's development efforts in supporting a) the Agriculture, Forest and Environment Committees (the AFECs); b) the climate adaptation plans (LAPA and CAPA); c) the Local Forestry Groups (the LFGs); and livelihood improvement plans (the LIPs). It should be noted that these are an incomplete best effort, due to the announcement of the Programme closure in late 2015, the preparation of the exit strategy and plan in January 2016, and the difficulty of obtaining sound data in similar formats from the implementing partners, when all staff involved in MSFP were extremely busy in the exit. They provide, at the least, a summary of the target groups which were supported by MSFP, and on which the MoFSC and other current and future programmes and projects can focus attention. The full databases have been provided to the donors. Others information is available on the MSFP website ([www. mfsc.org.np](http://www.mfsc.org.np)) which will be available until December 2017, before being absorbed into the MoFSC website: <http://www.mfsc.gov.np/>.

Sections 5 and 6 cover a summary of good practices (section 5) and lessons learnt (section 6) from the 4 years of MSFP implementation.



**Figure 1 MSFP's Working Districts**



**Table 1 MSFP working districts/clusters, themes and implementing agencies**

#	District	Cluster	Coverage/Theme	Channel
1	Dhankuta	1 Eastern	Full-fledged, includes SFM *	RRN and DFO
2	Bhojpur	1 Eastern	Full-fledged, includes SFM	RRN and DFO
3	Terhatum	1 Eastern	Full-fledged, includes SFM	RRN and DFO
4	Sankhuvasabha	1 Eastern	Full-fledged, includes SFM	RRN and DFO
5	Morang	1 Eastern	SFM *	DFO
6	Okhaldhunga	2 Center/Eastern	Full-fledged, includes SFM	ECARDS and DFO
7	Khotang	2 Center/Eastern	Full-fledged, includes SFM	ECARDS and DFO
8	Ramechhap	2 Center/Eastern	Full-fledged, includes SFM	ECARDS and DFO
9	Dhanusa	2 Center/Eastern	SFM *	DFO
10	Mahottari	2 Center/Eastern	SFM *	DFO
11	Sarlahi	2 Center/Eastern	SFM *	DFO
12	Sindhuli	2 Center/Eastern	SFM *	DFO
13	Rupandehi	3 Western Terai	Full-fledged, includes SFM *	RIMS, DFO and DiSCO
14	Kapilbastu	3 Western Terai	Full-fledged, includes SFM *	RIMS, DFO and DiSCO
15	Nawalparasi	3 Western Terai	Full-fledged, includes SFM *	RIMS, DFO and DiSCO
16	Palpa	3 Western Terai	Climate Change Adaptation, SFM*	ENPRED and DFO
17	Rautahat	3 Western Terai	SFM *	DFO
18	Bara	3 Western Terai	SFM *	DFO
19	Makwanpur	3 Western Terai	SFM *	DFO
20	Chitwan	3 Western Terai	SFM *	DFO
21	Baglung	4 Western	Full-fledged, includes SFM	LIBIRD and DFO
22	Parbat	4 Western	Full-fledged, includes SFM	LIBIRD and DFO
23	Myagdi	4 Western	Full-fledged, includes SFM *	LIBIRD and DFO
24	Mustang	4 Western	Climate Change Adaptation	ENPRED and DiSCO
25	Kaski	4 Western	Climate Change Adaptation, SFM *	ENPRED and DFO
26	Lamjung	4 Western	Climate Change Adaptation, SFM *	ENPRED and DFO
27	Dang	5 Mid Western	Full-fledged, includes SFM *	Rupantaran and DFO
28	Salyan	5 Mid Western	Full-fledged, includes SFM	Rupantaran and DFO
29	Rukum	5 Mid Western	Full-fledged, includes SFM	Rupantaran and DFO
30	Rolpa	5 Mid Western	Full-fledged, includes SFM	Rupantaran and DFO
31	Pyuthan	5 Mid Western	Full-fledged, includes SFM	Rupantaran and DFO
32	Arghakhanchi	5 Mid Western	Climate Change Adaptation / SFM *	ENPRED and DFO
33	Gulmi	5 Mid Western	Climate Change Adaptation / SFM *	ENPRED and DFO
34	Bajhang	6 Mid/Far Western	Full-fledged, includes SFM	LIPOs and DFO
35	Achham	6 Mid/Far Western	Full-fledged, includes SFM	LIPOs and DFO
36	Kalikot	6 Mid/Far Western	Full-fledged, includes SFM	LIPOs and DFO
37	Dailekh	6 Mid/Far Western	Full-fledged, includes SFM	LIPOs and DFO
38	Jajarkot	6 Mid/Far Western	Full-fledged, includes SFM	LIPOs and DFO
39	Surkhet	6 Mid/Far Western	Forest Based Enterprise / SFM *	Sundar Nepal and DFO
40	Jumla	6 Mid/Far Western	Forest Based Enterprise / SFM *	Sundar Nepal and DFO
41	Bajura	6 Mid/Far Western	Forest Based Enterprise / SFM *	Forward Nepal and DFO
42	Doti	6 Mid/Far Western	Forest Based Enterprise / SFM *	Forward Nepal and DFO
43	Kailali	6 Mid/Far Western	SFM *	DFO

\* Includes districts where Sustainable Forest Management (SFM) activities were started with a *new active approach*. Please see Abbreviations for full names and MSFP's main partners.

**Table 2 Overview of Achievements against the key operational outputs, 2012 to 2016**

#	Key Outputs	Unit	4 Year Target	Progress	Progress %	Comment on Achievement
1	Value chain of forest products explored	products	12	45	375%	Achieved
2	No. of enterprises strengthened	enterprises	585	248	101%	Achieved
3	No. of enterprises established	enterprises		344		
4	No. of jobs created through enterprises	jobs	32,000	17,243	74%	Substantially Achieved
5	No. of jobs created through SFM	jobs		6,574		
6	No. of forestry groups formed	LFG	400	807	202%	Achieved
7	Area of forest handed over	ha	40,000	61,983	155%	Achieved
8	No. of hhs covered	hhs	40,000	83,227	208%	Achieved
9	No. of operational plans revised	OPs	5,700	2,914	51%	Partially Achieved
10	No. of operational plans prepared	OPs	no target	807		(good progress)
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	5,000	4,025	81%	Substantially achieved
12	No. of new AFECs formed	AFEC	1193	559	47%	Partially Achieved
13	No. of AFECs re-formed and strengthened	AFEC	no target	846		(good progress)
14	No. of hhs supported with livelihood improvement activities (quick impact activities)	hhs	105,000	79,468	76%	Substantially Achieved
15	No. of adaptation plans prepared	plans	6,000	2,529	42%	Partially Achieved
16	No. of adaptation plans implemented	plans	no target	1,960		(good progress)
17	No. of hhs received adaptation services to reduce their vulnerability	hhs	229,000	239,617	105%	Achieved
18	No. of seedlings planted	seedlings	25,000,000	22,973,523	92%	Substantially Achieved
19	Afforested/reforestation areas	ha	2,200	8,810.2	400%	Achieved

# MORE DETAILED RESULTS OF MSFP AGAINST THE LOGFRAME INDICATORS, 2012 - 2016

Log frame and indicator sets						
	Log frame indicator	Baseline	Targets (2012-2021)	Milestone 2012-2016	Achievements (Jan 2012 -July 2016)	Status
<b>Goal: Improved livelihoods and resilience of poor and disadvantaged people</b>						
G1	No. of people in income poverty	3.1 m in 35 districts (2.0 m in 23 Districts 2013)	1.7 m (ie. reduction of 1.4 million)			Not Assessable
G2	Percentage of poor and disadvantaged households with four significant sources of income	In 23 districts (2013) Agriculture – overall 34.6%, DAG 33.5% hhs Labour and services – overall 69.6%, DAG 70.5% hhs Income generating activities – overall 2.2%, DAG 2.2% hhs Remittances – overall 24.4%, DAG 25%	Income generating activities – overall 6.6%, DAG 8.8% (other three sources remaining significant)			Not Assessable
G3	Households in climate vulnerable areas with activities that reduce their vulnerability	54,750 hhs in 23 districts (2013)	560,000 hh	220,000 additional hhs with at least 20% from women headed hhs	239,617 (MSFP MIS, 2016)	Achieved

Purpose: Nepal's forestry sector contributing to inclusive economic growth, poverty reduction and tackling climate change						
	Log frame indicator	Baseline	Targets (2012-2021)	Milestone 2012-2016	Achievements (Jan 2012 -July 2016)	Status
P1	Forest sector contribution to GDP	9% (MoFSC 2008)	10.4%		2.2% (GDP Study, 2016)	Poor progress vs 10 year target, but GDP results questionable
P2	Contribution of forest-based income generating activities to household income	3% - 2008 (MSFP Cluster I and IV)  1.64% in 23 districts (2013)	6% -  3.11%			Not Assessable
P3	Deforestation rate per year	1.7% National (2010)  0.54% in 23 Districts (2013)	0.8%  0.3%		The deforestation rate in the Terai is 0.44% per annum (2001-2010, FRA <sup>1</sup> );  Chure is 0.18% per annum (1995-2010: source Churia Forest of Nepal, Forest Resource Assessment, 2014)	Not Assessable

OUTCOMES						
Outcome 1: GoN and non-state actors jointly and effectively implementing inclusive forest sector strategies, policies and plans						
	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
O1.1	Number of new or updated inclusive national strategies, policies and plans agreed by multi-stakeholder mechanism	Zero	50	15	12 see below *	Substantially Achieved
O1.2	Representation of government, civil society organizations and the private sector at national-level multi-stakeholder meetings	Zero  <u>Previous Representation</u> GoN 80% Civil Society 20% Private Sector 0%	2 meetings pa GoN 33% CS 33% PS: 33%	2 meetings pa GoN 50% CS 33% PS 17%	2 meetings pa GoN 47% (6 agencies) Civil society 26% (4 organizations) Private sector: 7% (1 organization) 3 Donors 20%	Achieved  Representation partially achieved
O1.3	Forest sector governance rating	Governance checklist 14 % Green (full) 37 % Yellow (partially) 49 % Red (not fulfilled)	Minimum of one traffic light improvement across all categories	Minimum of one traffic light improvement in at least two categories	13% Green 51% Yellow 36% Red (MSFP Outcome Synthesis Report, 2015)	Partially achieved: significant increase in yellow, significant decrease in red traffic lights

\* **Details of O1.1 achievements:** Master Plan Review National Forest Policy, 2071; National Forest Strategy 2072; Revised GESI strategy for forestry, 2013 (draft); REDD + strategy (draft) prepared: CF inventory guideline revision; Forest Fire Strategy; Sustainable forest management strategy; Public land mgt. Directive ( draft); MoFSC HR strategy review; Biodiversity Strategy and Action Plan; National Conservation Strategy

Outcome 2: Private sector (farmers, entrepreneurs, and financial institutions) increase investment and jobs in the forestry sector)						
	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 - July 2016)	Status
O2.1	Volume of new investment in the forestry sector by banks, private companies and cooperatives	NPR 146 million in 23 districts (2013)	400% of baseline	200% of baseline	NPR 385 million estimated in 23 districts (MSFP Outcome Synthesis Report, 2015)	Achieved
O2.2	Number of decent jobs created for poor and disadvantaged people.	17,050 jobs annual in 23 districts (2013)	80,000 jobs	32,000 additional jobs At least 60% accessed by DAG, 70% accessed by 'poor', 33% accessed by women	23,817 jobs 73% DAG 27% Women (MSFP MIS, 2016)	Additional jobs substantially achieved  Representation substantially achieved



Outcome 3: Rural communities – especially poor, disadvantaged and climate vulnerable people and households - benefit from local forest management and other investments						
	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
O3.1	Area of forest managed by local forest user groups	700,000 ha in 35 MSFP districts  (575,000 ha in 18 existing LFP/NSCFP districts)	Target = 800,000 ha in 35 districts  (600,000 in 18 districts)	Additional 40,000 ha in 23 MSFP districts	Additional 61,983 ha handed over to new LFGs In total 729,036 ha of forest area being managed by LFGs (MSFP MIS, 2016)	Achieved
O3.2	Percentage of local user group forest products and expenditure directly accruing to poor, disadvantaged and climate vulnerable households and people	33.6% of forest products in 23 districts (2013)  29% fund expenditure in 23 districts (2013)	40% of products  35% of expenditure		36% forest products & 30% fund expenditure (Field survey, 2015)  Forest product to 42% poor, 51% DAG , and 14% CV hhs  Forest expenditure to 36% poor, 35% DAG, and 20% CV hhs (Outcome Synthesis Report, 2015)	10 year target substantially achieved
O3.3	Proportion of local user groups following national guidelines for i) proportionate and inclusive representation on executive committee ii) equitable benefit sharing	61% following (i) and 43% of group following (ii) in 23 districts (2013)	100% of groups following (i) and (ii)	70% of groups following (i) and 50% of groups following (ii)	46% of groups following (i) and 47% of groups following (ii)  (MSFP MIS, 2016)	Partially achieved

#### Outcome 4: Forest and trees sustainably managed and monitored by government, communities and private sector and climate resilient

	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
O4.1	Area of forest outside protected areas with a current approved management plan that is being implemented by (i) government (ii) communities (iii) private sector.	Communities 1.3 m ha (61 districts); Government 0ha (61 districts); Private 0ha (61 districts)	Communities 1.6 m ha (61 districts); GoN 600,000 ha (61 districts); Private 2,000 ha (61 districts)		283,447 ha in 3,721 LFGs with new or revised OPs in 43 MSFP districts. A total of 10,834 LFGs covering 729,036 ha all supported by MSFP + GoN to a greater or lesser extent (MSFP MIS, 2016)	10 year target partially achieved
O4.2	Area of forest being managed for payments for environmental services (PES) by (i) government, (ii) communities and (iii) private sector	(i) 0 ha (ii) 0 ha (iii) 0 ha	(i) 100% of community managed forest (ii) 50% of government managed forest (iii) 50% of private managed forest	(i) 2,000 ha (ii) 10,000 ha (iii) 200 ha	(i) 0 ha (ii) 8,479 ha (iii) 0 ha (MSFP Outcome Synthesis Report, 2015)  73 LFGs involved in 6 PES mechanisms (~5,548 ha) (MSFP MIS, 2016)	Partially achieved
O4.3	Area of degraded forest with improving forest condition under i) government managed ii) community managed	(i) 648,901 ha (ii) 205,171 ha in 23 districts (2013 based on 2010 data)	Double the baseline figures in both categories		i) 12,948 ha of CBFM under scientific management (GoN) ii) 283,447 ha of CF management with new or revised OPs iii) 8,810 ha of degraded forest replanted	Partially achieved but <u>not assessable</u> over 4 years

## OUTPUTS

### Output 1.1: Multi-stakeholder National Forest Entity establishment is facilitated and functional in line with the GON approach paper (2010) approved by NPC

	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
1.1.1	Entity with representation from government, NGOs, civil society and the private sector approved by GoN	No entity		Entity legally established and operating	Not approved	Not Achieved
1.1.2	Number of meetings per year of entity steering committee or board with representation from government, NGOs, civil society and the private sector	No meetings	Biannual meetings	Biannual meetings		Not Achieved
1.1.3	Approved annual work plan and budget for entity	No workplan or budget	Annual workplan and budget (from range of sources including GoN) in place	Annual workplan and budget in place		Not Achieved

Output 1.2: National Forest Sector Strategy and other relevant forest sector policies, plans and guidelines preparation and/or revision processes initiated by GON through multi-stakeholder approach are facilitated						
	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
1.2.1	National forest sector strategy developed (incorporating GSI strategy, REDD+ NAPA and LAPAs) based on the recommendation of NFSCF and approved by GoN	No current strategy	Updated strategy approved	Strategy approved	Strategy approved	Achieved
1.2.2	Number of new or updated policies, plans and guidelines) developed through multi-stakeholder process and approved by GoN	Zero	20 in total (2 per year)	8 in total (2 per year)	9 <i>Forest policy (approved)</i> <i>FSS (approved)</i> <i>GESI Strategy (revised)</i> <i>REDD + strategy prepared</i> <i>Public Land Management directive (draft)</i> <i>4 x MSFP annual plans</i>	Achieved
1.2.3	Gender equality and Social Inclusion (GSI) strategy implementation action plan developed	No action plan	Implementation reviewed and revised action plan approved	Action plan approved and implementation started	GESI strategy revised and regional level action plan developed and implementation started at regional level	Partially achieved

### Output 1.3: Government and non-state actors in multi-stakeholders structures have optimized capacity for forestry sector governance and implementation at different levels

	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
1.3.1	Number of inclusive multi-stakeholder bodies with own plans, budgets, and multi-stakeholder steering committees	7 DFSPs (in 18 districts) 756 VFCCs (in 18 districts)	DFSPs in all 61 districts; AFEC/VFCCs formed and functional in all VDCs in 61 districts	DFSPs in 23 districts prepared; AFEC/VFCCs formed in all VDCs in 23 districts	DFSPs prepared in all 23 districts 559 new AFECs formed (490 VDCs in 23 core districts) 846 village level mechanisms reformed and strengthened in 43 districts (MSFP MIS, 2016)	Achieved Achieved
1.3.2	Number of local forestry groups receiving technical and governance support from trained and accredited resource persons from (i) government and (ii) non-state organizations	50% of groups with support in 18 districts; 10% of groups in non-LFP/NSCFP districts	100% of groups with support in all 35 districts	i) 66% ii) 33%	i) 100% : 10,834 LFGs have received technical and governance support from trained and accredited resource persons from GoN in 23 districts ii) 44% : 4,754 LFGs received support from non-state organizations in 24 districts (MSFP MIS, 2016)	Achieved
1.3.3	Number of local forestry groups receiving financial support from non-programme sources	33% with support from MSFP/LFP/NSCFP; 4.2% from local government bodies, 21.4 % from others - in 23 districts (2013)	20% support from MSFP; 50% support from outside - in 35 districts. 16% with support from MSFP/LFP/ NSCFP; 10% from local government bodies, 40% from others - in 23 districts	20% with support from MSFP/LFP/NSCFP 8% from local government bodies 35 % from others - in 23 districts (2013)	53% from GoN (DFO, DADO, DLO, DiSCO) 46% from non-state actors (INGOs/NGOs) (MSFP Outcome Synthesis Report, 2015)	Achieved

Output 2.1: Potential and constraints of private sector investment jointly identified by the private sector and other stakeholders						
	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
2.1.1	Number of joint investment studies and plans completed and approved by multi-stakeholder steering committee	Zero	20 studies and plans covering all 61 districts	8 studies and plans	6 studies/plan:- 1 national study on value chain – completed and approved 5 investment plans - completed and approved (MSFP Outcome Synthesis Report, 2015)	Substantially achieved
2.1.2	Number of specific and actionable constraints and opportunities identified and disseminated relating to (i) products (ii) producers and (iii) finance	Zero	20 constraints and opportunities supported by studies	8 constraints and opportunities supported by studies	Constraints and opportunities to private sector identified on 45 products (MSFP MIS, 2016)	Achieved

## Output 2.2: Lasting business partnerships established between private sector, local forestry groups, and farmers for forest-based enterprises

	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
2.2.1		646 forestry groups (in 18 districts)	3,500 groups in 61 districts involved in enterprises (or at least one per VDC); 15,000 farmers involved in enterprises	1,400 forestry groups, and 6,000 farmers in 43 districts	592 enterprises supported (344 new + 248 existing) (MSFP MIS 2016)  10 LFGs and 8 farmers in 7 districts  (MSFP Outcome Synthesis Report, 2015)	Poor Progress <i>(poor indicator<sup>1</sup>)</i>
2.2.2	Proportion of registered forest-based partnership enterprises that are (i) more than 5 years old, (ii) 1-5 years old, and (iii) less than 1 year old	(i) 0%; (ii) 20% (iii) 80% of enterprises in 61 districts	(i) 50%; (ii) 30% (iii) 20% in 61 districts	(i) 0% (ii) 60% (iii) 40%	ii) 48 % (1-5 years) iii) 52 % (< 1 year) (MSFP Outcome Synthesis Report, 2015)	Substantially achieved
2.2.3	Number of person days of employment generated by forest based enterprises	6 jobs per enterprise, 1.7 jobs per LFG in 23 districts (2013)	Each local forestry group providing 5 FTE jobs	10 jobs per enterprise  2.5 jobs per LFG	29 jobs per enterprise (17,243 jobs)  1.5 million person days of employment created from forest based enterprises (MSFP MIS, 2016)	Achieved



### Output 3.1: Local forestry groups managing and accessing more and better forest resources

	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
3.1.1	Average biomass/volume of wood and non-wood products per hectare of forest managed by local forestry groups	Stem Biomass in 23 districts (2013): Community forest 69.76 tonnes/ha, Leasehold forest 7.79 tonnes/ha, public land management 0.96 tonnes/ha, collaborative forest 132.72 tonnes/ha	13% increase on biomass/ volume per ha over 10 years			Not Assessable
3.1.2	Percentage of local demand for forest products supplied from forests managed by local forestry groups	On the aggregate term, 79.7% of the local demand is met by LFGs in 23 districts (2013)	100% of local demand met in 23 districts		Study team not able to assess the aggregate progress as products include a no. of products (firewood, timber, fodder, leaf litter and NTFPs). Based on discussions/ consultations, there seemed to be some progress (MSFP Outcome Synthesis Report, 2015)	Not Assessable
3.1.3	Number of local forestry groups trained and implementing active forest management practices	10% of local forestry group in 23 districts (2013)	100% of all local forestry groups in 23 districts 50% of all groups in 43 districts	20% of LFGs in 23 districts 10% of all forestry groups in 43 districts	29% of LFGs trained (MSFP Outcome Synthesis Report, 2015); and 34% of LFGs (MSFP-MIS 2016, those with new or revised OPs) implemented active forest management practices	Achieved

### Output 3.2: Local forestry groups and multi-stakeholder structures practice good governance

	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 - July 2016)	Status
3.2.1	Proportion of (i) local forestry groups and (ii) local multi-stakeholder bodies holding public hearings and audits at least once per year	(i) 65% of local forestry group conduct public audit in 23 districts (2013)	100% of all LFGs & multi-stakeholder bodies in 23 districts	(i) 75% of local forestry groups (ii) 10% of local multi stakeholder bodies in 23 districts	(i) 96% of LFGs undertake public hearing; 94% undertake public auditing (ii) no data (MSFP Outcome Synthesis Report, 2015 from a sample field survey)  42% of LFGs carry out public audits (MSFP-MIS 2016)	Partially achieved
3.2.2	Percentage representation of poor and disadvantaged people on local forestry group committees and decision making processes	In 23 districts as of 2013: Representation: 37% women, 48.6% 'poor'; 72% discriminated group.	At least as required by national guidelines	40% women 40% DAG 50% 'poor' 80% discriminated group	43 % women 48 % DAG (MSFP MIS, 2016)  50 % women 42 % poor 41 % DAG (MSFP Outcome Synthesis Report, 2015)	Achieved
3.2.3	Proportion of revised OPs and constitutions that make and implement specific provision for poor and disadvantaged people	All revised plans and constitutions with these provisions (in 18 districts)	all LFG plans & constitutions in 35 districts after their revision	all revised plans and constitutions with these provisions (in MSFP districts)	100% revised OPs and constitutions with specific provisions for poor and DAGs (MSFP Outcome Synthesis Report, 2015)	Achieved

**Output 3.3: Poor, disadvantaged and climate vulnerable households receive targeted goods and services (including finance) from local forestry groups and multi-stakeholder structures**

	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
3.3.1	Number of poor, disadvantaged, and climate vulnerable households receiving financial and in-kind support from local forestry groups or multi-stakeholder structures	Overall 27% of hhs receiving direct financial or in-kind support in 23 districts (2013) – women headed hhs 29.9%, DAG hhs 26.8%, climate vulnerable hhs 19.2%	all identified poor, disadvantaged or climate vulnerable hhs receiving at least one type of support from their local forestry group in 35 districts	30% overall 35% women headed hhs 40% DAG 25% climate vulnerable hhs	additional 79,468 poor and DAG hhs received livelihood support 70% women 100% poor 83% DAG (MSFP MIS, 2016)  <u>From sample of 2,126 hhs in 47 LFGs:</u> 25% poor hhs receiving support, 14% DAG hhs, 7% women-headed hhs, 10% climate vulnerable hhs (MSFP Outcome Synthesis Report, 2015)	Partially achieved

Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
3.3.2 Number of poor, disadvantaged, climate vulnerable people and households receiving access to climate resilient adaptation technology/practices	23 districts (2013) - overall 3.7% women headed hh 3.5% DAG hh 4% 'poor' hh 3.4% Climate vulnerable hhs = 5.6%	all identified poor, disadvantaged or climate vulnerable households receiving at least one type of adaptation support or technology from their local forestry group in 35 districts	overall = 5% women headed hh = 5% DAG hh = 5% 'poor' hh = 5% Climate vulnerable hhs = 10% (Target = 220,000 hhs receiving CCA support – see Goal)	239,617 households received climate adaptation services (MSFP MIS, 2016)  2,037 hhs in 47 LFGs: 22% for poor hhs 22% for DAG hhs 16 % for women headed hhs 14.5 % climate vul. hhs (MSFP Outcome Synthesis Report, 2015)	Substantially achieved
3.3.3 Relevance and effectiveness of support provided to poor, disadvantaged and climate vulnerable households		Increased level of relevance compared to previous years – 23 districts	increased level of relevance and effectiveness each year over previous years	<u>Relevance</u> Cash (High-56.4) In-kind (High-52.9) Capacity building (High-50%) Technology (High-43.2%)  <u>Effectiveness</u> Cash (High 50.9 %) In-kind (High 37.3%) Capacity building (High 31.9%) Technology (High-33.3%) (MSFP Outcome Synthesis Report, 2015)	Achieved

Output 3.4: Local forestry groups implement plans and constitutions that reflect sustainability and improve climate resilience						
	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
3.4.1	Number of community adaptation plans (CAPs) prepared by local forestry groups and endorsed by relevant local bodies	1,500 plans in 18 districts	3,000 plans in 23 districts	all VDC and local forestry groups with adaptation plans – in 23 districts	2,127 CAPs prepared at CF level (45% of total no. of CFs supported by MSFP) 402 LAPAs prepared at VDC level (63% of target VDCs in 29 districts in which LAPA programme operated)  (MSFP MIS, 2016)	Partially achieved
3.4.2	Proportion of CAPs more than 75% implemented.	26% of CAPs in 18 districts	all CAPs implemented in 35 districts (more than 75%)	50% of CAPs in 23 districts	67% of MSFP-supported CAPs in 29 districts being implemented  (MSFP MIS, 2016)	Achieved
3.4.3	Number of local forestry groups with the knowledge and skills to carry out gender equality and social inclusion sensitive adaptation planning and monitoring	1,500 in 18 districts	100% of local forestry groups in 35 districts	2,800 in 23 districts	From sample of 47 LFGs: High = 6% (3 LFGs) Medium 45% (21) Low 21% (10) No knowledge 28% (13)  (MSFP Outcome Synthesis Report, 2015)	Partially achieved

### Output 4.1: Forests and ecosystem products and services restored, managed and enhanced scientifically

	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 - July 2016)	Status
4.1.1	Number of new trees established and managed on FUG areas, government managed land, and private land. Area of forests managed under the scientific prescription	1.3 million ha total forest area.		20 million new trees	22.9 million new trees (MSFP MIS, 2016)  12,948 ha of CBFM under scientific forest management	Achieved
4.1.2	Average quantity per hectare of timber, fuel wood, NTFPs, and fodder sustainably managed and extracted from forests under (i) local group management, (ii) private management, (iii) government management	Actual quantity based on year one records (in 3 categories) and in 35 districts  <u>Stem Biomass in 23 districts (2013):</u> Community forest 69.76 tonnes/ha, Leasehold forest 7.79 t/ha public land management 0.96 t/ha collaborative forest 132.72 t/ha National forest 103.11 t/ha  Zero	13% increase in harvest per ha			Not assessable
4.1.3	Areas of NTFPs established under i) community managed ii) government managed iii) private forests		In 35 districts, 10% of community forest area under NTFP management plus 1,000 ha of government managed forests being managed for NTFP production	In 23 districts, 2% of CF areas under NTFP management, plus 200 ha of government managed forest under NTFP production	50 ha under NTFP in 6 LFGs in 3 districts  (MSFP Outcome Synthesis Report, 2015)	Poor progress

Output 4.2: Climate change and forestry monitoring capacity, knowledge and information management developed and applied)						
	Log frame indicator	Baseline	Targets (2012-2021)	Milestones 2012-2016	Achievements (Jan 2012 -July 2016)	Status
4.2.1	Number of completed studies and micro-projects supported by the knowledge innovation fund	Zero	At least 10 per year (100 in total)	40	28 studies/micro-project supported by innovation fund (MSFP innovation database).  2 programmes supported in sample districts	Partially achieved
4.2.2	Number of reports, policies, plans or provisions informed by studies and database supported by MSFP	Zero	Minimum of 5 policy provisions per year (50 in total) informed by MSFP supported studies and data	20	12 policies, strategies, reviews supported by MSFP data & studies  CFMIS for 23 districts is under preparation. MSFP supported DoF and FECOFUN for this MSFP also prepared databases on LFG, AFECs, LIP, LAPA/CAPA	Substantially achieved
4.2.3	Number of forest sector organizations/units with GESI sensitive (disaggregated) monitoring system established	Zero assumed	all MSFP partner organizations in the forest sector	12	All 15 main partners report disaggregated GESI data (MSFP-MIS 2016)	Achieved



## ACHIEVEMENTS AGAINST THE KEY OPERATIONAL OUTPUTS IN THE MSFP CLUSTERS

### 3.1 Achievements against the Key Operational Outputs in Cluster 1:

**Dhankuta, Bhojpur, Sankhuwasabha, Terhathum and Morang Districts**

#	Key Outputs	Unit	NGO-IAs	GoN-DFO	Innovation Fund/ Micro Projects	Total
1	Value chain of forest products explored	product	17	-		17
2	No. of enterprises strengthened	enterprise	39	6		45
3	No. of enterprises established	enterprise	69	4		73
4	No. of jobs created - enterprise	people	1,341	404		1,745
5	No. of jobs created - SFM	people		118		118
6	No. of forestry groups formed	LFG		54		54
7	Area of forest handed over	ha		4,559		4,559
8	No. of hhs covered	hhs		6,193		6,193
9	No. of Operational Plans revised	OP		311		311
10	No. of Operational Plans prepared	OP		54		54
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	216	-		216
12	No. of AFECs formed	AFEC	66	-		66
13	No. of AFECs reformed/strengthened	AFEC	77	13		90
14	No. of hhs supported with livelihood improvement activities/quick impact activities	hhs	9,389	3,209		12,598
15	No. of Adaptation Plans prepared	plan	226	4		230
16	No. of Adaptation Plans implemented	plan	387	22		409
17	No. of hhs received adaptation services to reduce their vulnerability	hhs	15,922	1,159		17,081
18	No. of seedlings planted	seedlings	117,187	2,829,710		2,946,897
19	Afforested/Reforestation area	ha	52	932		984

### 3.2 Achievements against the key operational outputs in MSFP Cluster 2:

#### Ramechhap, Okhaldhunga, Khotang, Sindhuli, Dhanusha, Sarlahi and Mohattari Districts

#	Key Outputs	Unit	NGO- IAs	GoN-DFO	Innovation Fund / Micro Projects	Total
1	Value chain of forest products explored	Product	8	-		8
2	No. of enterprises strengthened	Enterprise	13	10	1	24
3	No. of enterprises established	Enterprise	25	3		28
4	No. of jobs created - enterprise	People	1,336	704	557	2,597
5	No. of jobs created - SFM	People		52		52
6	No. of forestry groups formed	LFG		78		78
7	Area of forest handed over	ha		6,534		6,534
8	No. of hhs covered	hhs		8,137		8,137
9	No. of Operational Plans revised	OP		315		315
10	No. of Operational Plans prepared	OP		78		78
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	835	-		835
12	No. of AFECs formed	AFEC	5	-		5
13	No. of AFECs reformed/strengthened	AFEC	187	5		192
14	No. of hhs supported with livelihood improvement activities/quick impact activities	hhs	10,944	3,030	59	14,033
15	No. of Adaptation Plans prepared	Plan	800	6		806
16	No. of Adaptation Plans implemented	Plan	156	14		170
17	No. of hhs received adaptation services to reduce their vulnerability	hhs	32,583	951		33,534
18	No. of seedlings planted	Seedlings	893,747	3,276,361	116,426	4,286,534
19	Afforested/Reforestation area	ha	126	947	42	1,115

### 3.3 Achievements against the key operational outputs in MSFP Cluster 3:

#### Nawalparasi, Rupandehi, Kapilvastu, Palpa, Chitwan, Bara, Makwanpur and Rautahat Districts

#	Key Outputs	Unit	NGO IA- Core	NGO IA Thematic ENPRED	GoN- DFO	Innovation Fund and other Micro Projects	Total
1	Value chain of forest products explored	Product	8		-		8
2	No. of enterprises strengthened	Enterprise	12		7		19
3	No. of enterprises established	Enterprise	36		3		39
4	No. of jobs created - enterprise	People	1,965		755		2,720
5	No. of jobs created - SFM	People	115		2,944		3,059
6	No. of forestry groups formed	LFG	164		94		258
7	Area of forest handed over	ha	596		9,524		10,120
8	No. of hhs covered	hhs	8,775		16,110		24,885
9	No. of Operational Plans revised	OP			260	9	269
10	No. of Operational Plans prepared	OP	164		94		258
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	573		-		573
12	No. of AFECs formed	AFEC	24	25	-		49
13	No. of AFECs reformed/strengthened	AFEC	113	25	4		142
14	No. of hhs supported with livelihood improvement activities/ quick impact activities	hhs	14,042		2,693		16,735
15	No. of Adaptation Plans prepared	Plan	96	35	3		134
16	No. of Adaptation Plans implemented	Plan	120	18	3		141
17	No. of hhs received adaptation services to reduce their vulnerability	hhs	42,343	4,334	1,448		48,125
18	No. of seedlings planted	Seedlings	2,435,467		5,069,001	36,240	7,540,708
19	Afforested/Reforestation area	ha	1,002		2,034	69	3,105

### 3.4 Achievements against the Key Operational Outputs in MSFP Cluster 4:

#### Baglung, Parbat, Myagdi, Mustang, Kaski and Lamjung Districts

#	Key Outputs	Unit	NGO IA-Core	NGO IA-Thematic ENPREP	GoN-DFO	Innovation Fund and other Micro Projects	Total
1	Value chain of forest products explored	Product	12	-	-		12
2	No. of enterprises strengthened	Enterprise	38	-	30		68
3	No. of enterprises established	Enterprise	112	-	6		118
4	No. of jobs created - enterprise	People	2,991	-	512	354	3,857
5	No. of jobs created - SFM	People		-	81		81
6	No. of forestry groups formed	LFG		-	65		65
7	Area of forest handed over	ha		-	6,068		6,068
8	No. of hhs covered	hhs		-	6,948		6,948
9	No. of Operational Plans revised	OP		-	329		329
10	No. of Operational Plans prepared	OP		-	65		65
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	504	-	-		504
12	No. of AFECs formed	AFEC	75	61	-		136
13	No. of AFECs reformed/strengthened	AFEC	65	34	3		102
14	No. of hhs supported with livelihood improvement activities/quick impact activities	hhs	9,304	-	1,945	272	11,521
15	No. of Adaptation Plans prepared	Plan	349	70	4		423
16	No. of Adaptation Plans implemented	Plan	349	39	19		407
17	No. of hhs received adaptation services to reduce their vulnerability	hhs	32,119	7,967	1,290		41,376
18	No. of seedlings planted	Seedlings	216,464	-	1,391,169	2500	1,610,133
19	Afforested/Reforestation area	ha	246	-	530	10	786

### 3.5 Achievements against the Key Operational Outputs in MSFP Cluster 5: Dang, Salyan, Rukum, Rolpa, Pyuthan, Arghakhanchi, and Gulmi Districts

#	Key Outputs	Unit	NGO IA- Core	NGO IA- Thematic ENPRED	GoN DFO	Innovation Fund and other Micro Projects	Total
1	Value chain of forest products explored	Product		-	-		-
2	No. of enterprises strengthened	Enterprise	19	-	28		47
3	No. of enterprises established	Enterprise	49	-	6		55
4	No. of jobs created - enterprise	People	2,223	-	652		2,875
5	No. of jobs created - SFM	People	2,965	-	136		3,101
6	No. of forestry groups formed	LFG		-	138		138
7	Area of forest handed over	ha		-	11,511		11,511
8	No. of hhs covered	hhs		-	14,299		14,299
9	No. of Operational Plans revised	OP		-	745		745
10	No. of Operational Plans prepared	OP		-	138		138
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	1,358	-	-		1,358
12	No. of AFECs formed	AFEC	212	57	-		269
13	No. of AFECs reformed/strengthened	AFEC	216	39	2		257
14	No. of hhs supported with livelihood improvement activities/quick impact activities	hhs	13,070	-	1,731		14,801
15	No. of Adaptation Plans prepared	Plan	516	76	11		603
16	No. of Adaptation Plans implemented	Plan	624	36	34		694
17	No. of hhs received adaptation services to reduce their vulnerability	hhs	74,233	9,306	646		84,185
18	No. of seedlings planted	Seedlings	259,550	-	2,827,257		3,086,807
19	Afforested/Reforestation area	ha	191	-	1,308		1,499

### 3.6 Achievements against the key operational outputs in MSFP Cluster 6:

#### Bajhang, Achham, Kalikot, Dailekh, Jajarkot, Surkhet, Jumla, Bajura, Doti, and Kailali Districts

#	Key Outputs	Unit	NGO IA-Core	NGO IA-Thematic Forward	NGO IA-Thematic Sundar	GoN DFO	Innovation Fund and other Micro Projects	Total
1	Value chain of forest products explored	Product	-			-		-
2	No. of enterprises strengthened	Enterprise	10	7	5	23		45
3	No. of enterprises established	Enterprise	10	9	7	5		31
4	No. of jobs created - enterprise	People	1,865	304	723	557		3,449
5	No. of jobs created - SFM	People	-			163		163
6	No. of forestry groups formed	LFG				214		214
7	Area of forest handed over	ha				23,190		23,190
8	No. of hhs covered	hhs				22,765		22,765
9	No. of Operational Plans revised	OP				335		335
10	No. of Operational Plans prepared	OP				214		214
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	539			-		539
12	No. of AFECs formed	AFEC	12	22		-		34
13	No. of AFECs reformed/strengthened	AFEC	61			2		63
14	No. of hhs supported with livelihood improvement activities/quick impact activities	hhs	7,474			1,566		9,040
15	No. of Adaptation Plans prepared	Plan	330			1	2	333
16	No. of Adaptation Plans implemented	Plan	122			17		139
17	No. of hhs received adaptation services to reduce their vulnerability	hhs	14,576			740		15,316
18	No. of seedlings planted	Seedlings	1,005,047	11,275		2,026,632	5190	3,048,144
19	Afforested/Reforestation area	ha	251	13		927	100.7	1,291

### 3.7 Summary of Cluster Achievements against the Key Operational Outputs by Implementing Partner

#### 3.7.1 Achievements against the key operational outputs from GoN Implemented Programmes by Cluster

#	Key Outputs	Unit	Cluster-1	Clust. 2	Clust. 3	Clust. 4	Clust. 5	Clust. 6	Additional District	Total
1	Value chain of forest products explored	Product	0	0	0	0	0	0	0	-
2	No. of enterprises strengthened	Enterprise	6	10	7	30	28	23	0	104
3	No. of enterprises established	Enterprise	4	3	3	6	6	5	0	27
4	No. of jobs created - enterprise	People	404	704	755	512	652	557	0	3,584
5	No. of jobs created - SFM	People	118	52	2944	81	136	163	0	3,494
6	No. of forestry groups formed	LFG	54	78	94	65	138	214	0	643
7	Area of forest handed over	ha	4,559.3	6,534.3	9,524.02	6,068.3	11,511.3	23,190	0	61,387
8	No. of hhs covered	hhs	6,193	8,137	16,110	6,948	14,299	22,765	0	74,452
9	No. of Operational Plans revised	OP	311	315	260	329	745	335	472	2,767
10	No. of Operational Plans prepared	OP	54	78	94	65	138	214	0	643
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	0	0	0	0	0	0	0	0-
12	No. of AFECs formed	AFEC	0	0	0	0	0	0	0	0
13	No. of AFECs reformed/strengthened	AFEC	13	5	4	3	2	2	0	29
14	No. of hhs supported with livelihood improvement activities/quick impact activities	hhs	3,209	3,030	2,693	1,945	1,731	1,566	0	14,174
15	No. of Adaptation Plans prepared	Plan	4	6	3	4	11	1	0	29
16	No. of Adaptation Plans implemented	Plan	22	14	3	19	34	17	0	109
17	No. of hhs received adaptation services to reduce their vulnerability	hhs	1,159	951	1,448	1,290	646	740	0	6,234
18	No. of seedlings planted	Seedlings	2,829,710	3,276,361	5,069,001	1,391,169	2,827,257	2,026,632	0	17,420,130
19	Afforested/Reforestation area	ha	932	947	2,034	530.39	1,308.25	926.54	0	6,678



### 3.7.2 Achievements against the key operational outputs by NGO Implementing Partners by Cluster

#	Key Outputs	Unit	RRN	ECARDS	RIMS	LIBIRD	Rupantaran	7 LIPOS	Sundar Nepal	Forward Nepal	ENPRED	Total
1	Value chain of forest products explored	Product	17	8	8	12	0	0	0	0	0	45
2	No. of enterprises strengthened	Enterprise	39	13	12	38	19	10	5	7	0	143
3	No. of enterprises established	Enterprise	69	25	36	112	49	10	7	9	0	317
4	No. of jobs created - enterprise	People	1,341	1,336	1,965	2,991	2,223	1,865	723	304	0	12,748
5	No. of jobs created - SFM	People	0	0	115	0	2965	0	0	0	0	3,080
6	No. of forestry groups formed	LFG	0	0	164	0	0	0	0	0	0	164
7	Area of forest handed over	ha	0	0	596.11	0	0	0	0	0	0	596
8	No. of lhs covered	lhs	0	0	8775	0	0	0	0	0	0	8,775
9	No. of Operational Plans revised	OP	0	0	0	0	0	0	0	0	0	-
10	No. of Operational Plans prepared	OP	0	0	164	0	0	0	0	0	0	164
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	216	835	573	504	1358	539	0	0	0	4,025
12	No. of AFECs formed	AFEC	66	5	24	75	212	12	0	22	143	559
13	No. of AFECs reformed/strengthened	AFEC	77	187	113	65	216	61	0	0	98	817
14	No. of lhs supported with livelihood improvement activities/quick impact activities	lhs	9,389	10,944	14,042	9,304	13,070	7,474	0	0	0	64,223
15	No. of Adaptation Plans prepared	Plan	226	800	96	349	516	330	0	0	181	2,498
16	No. of Adaptation Plans implemented	Plan	387	156	120	349	624	122	0	0	93	1,851
17	No. of lhs received adaptation services to reduce their vulnerability	lhs	15,922	32,583	42,343	32,119	74,233	14,576	0	0	21,607	233,383
18	No. of seedlings planted	Seedlings	117,187	893,747	2,435,467	216,464	259,550	1,005,047	0	11,275	0	4,938,737
19	Afforested/Reforestation area	ha	51.72	126	1002	246	190.6	251	0	13	0	1,880

Note: Please see Abbreviations for full names of MSFP's main partners.

### 3.7.3 Achievements against the Key Operational Outputs from the Innovation Fund and Micro- Projects

#	Key Outputs	Unit	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Additional Districts	Total
1	Value chain of forest products explored	Product	0	0	0	0	0	0	0	-
2	No. of enterprises strengthened	Enterprise	0	1	0	0	0	0	0	1
3	No. of enterprises established	Enterprise	0	0	0	0	0	0	0	-
4	No. of jobs created - enterprise	People	0	557	0	354	0	0	0	911
5	No. of jobs created - SFM	People	0	0	0	0	0	0	0	-
6	No. of forestry groups formed	LFG	0	0	0	0	0	0	0	-
7	Area of forest handed over	ha	0	0	0	0	0	0	0	-
8	No. of hhs covered	hhs	0	0	0	0	0	0	0	-
9	No. of Operational Plans revised	OP	0	0	9	0	0	0	138	147
10	No. of Operational Plans prepared	OP	0	0	0	0	0	0	0	-
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG	0	0	0	0	0	0	0	-
12	No. of AFECs formed	AFEC	0	0	0	0	0	0	0	-
13	No. of AFECs reformed/strengthened	AFEC	0	0	0	0	0	0	0	-
14	No. of hhs supported with livelihood improvement activities/quick impact activities	hhs	0	59	0	272	0	0	740	1,071
15	No. of Adaptation Plans prepared	Plan	0	0	0	0	0	2	0	2
16	No. of Adaptation Plans implemented	Plan	0	0	0	0	0	0	0	-
17	No. of hhs received adaptation services to reduce their vulnerability	hhs	0	0	0	0	0	0	0	-
18	No. of seedlings planted	Seedlings	0	116,426	36,240	2,500	0	5,190	454,300	614,656
19	Afforested/Reforestation area	ha	0	42	69	10	0	100.7	30	252

### 3.7.4 Achievements against the Key Operational Outputs in Additional Districts

#	Key Outputs	Unit	DFOs	Innovation Fund and Micro Projects	Total
1	Value chain of forest products explored	Product		-	-
2	No. of enterprises strengthened	Enterprise		-	-
3	No. of enterprises established	Enterprise		-	-
4	No. of jobs created - enterprise	People		-	-
5	No. of jobs created - SFM	People		-	-
6	No. of forestry groups formed	LFG		-	-
7	Area of forest handed over	ha		-	-
8	No. of hhs covered	hhs		-	-
9	No. of Operational Plans revised	OP	472	138	610
10	No. of Operational Plans prepared	OP		-	-
11	No. of LFGs intensively supported with social mobilization, livelihood and forest management activities	LFG		-	-
12	No. of AFECs formed	AFEC		-	-
13	No. of AFECs reformed/strengthened	AFEC		-	-
14	No. of hhs supported with livelihood improvement activities/quick impact activities	hhs		740	740
15	No. of Adaptation Plans prepared	Plan		-	-
16	No. of Adaptation Plans implemented	Plan		-	-
17	No. of hhs received adaptation services to reduce their vulnerability	hhs		-	-
18	No. of seedlings planted	Seedlings		454,300	454,300
19	Afforested/Reforestation area	ha		30	30

#### 4.1 Database Summary: the Agriculture, Forestry, Environmental Committee (AFEC)

This database summarizes the support provided by MSFP to the village level multi-stakeholder support mechanism at the VDC level, the AFECs.

#	District	Newly Formed	Existing	Total	Strengthened	Not Strengthened	Total	Remarks	
Eastern Cluster									
1	Dhankuta	18	0	18	18	0	18	16 AFEC from center eastern cluster has been merged into municipality so data for it is not available. Also data for 5 VFCC formed at the beginning of the programme is not available.	
2	Terathum	16	11	27	27	0	27		
3	Sankhuwasabha	14	0	14	14	0	14		
4	Bojpur	18	0	18	18	0	18		
	Sub Total	66	11	77	77	0	77		
Center Eastern Cluster									
5	Ramechhap	0	48	48	48	0	48		
6	Okhaldunga	0	52	52	52	0	52		
7	Khotang	0	71	71	71	0	71		
	Sub Total	0	171	171	171	0	171		
Western Terai									
8	Rupandehi	7	28	35	35	0	35		
9	Kapilbastu	11	31	42	42		42		
10	Nawalparasi	6	30	36	36		36		
11	Palpa	25			25		25		
	Sub Total	49	89	113	138	0	138		

Western Cluster							
#	District	Newly Formed	Existing	Total	Strengthened	Not Strengthened	Remarks
12	Baglung	29		29	29		29
13	Parbat	29		29	29		29
14	Myagdi	17		17	7	10	17
15	Kaski	25		25	14	8	22
16	Lamjung	25		25	15	10	25
17	Mustang	11		11	5	7	12
	<b>Sub Total</b>	136	0	136	99	35	134 0
Mid Western Cluster							
18	Rolpa	51		51	51		51
19	Salyan	41		41	41		41
20	Pyuthan	42		42	42		42
21	Dang	35	4	39	39		39
22	Rukum	43		43	43		43
23	Gulmi	32		32	24	8	32
24	Argakhanchi	25		25	15	11	26
	<b>Sub Total</b>	269	4	273	255	19	274
Mid/Far Western Cluster							
25	Dailekh		20	20	20	0	20
26	Accham		20	20	20		20
27	Bajhang	12		12		12	12
28	Kalikot		11	11	11		11
29	Jajarkot		10	10	10		10
30	Doti	7		7		7	7
31	Bajura	15		15		15	15
	<b>Sub Total</b>	34	61	95	61	34	95
	<b>Grand Total</b>	<b>554</b>	<b>336</b>	<b>865</b>	<b>801</b>	<b>88</b>	<b>889 0</b>

**Note:** Data of 5 VFCC formed by ECARDS is not available; data for 16 AFEC formed by ECARDS and subsequently merged into municipalities, is also not available. Data for 29 AFECs strengthened by DFOs are not available.

## 4.2 Database Summary: the Climate Adaptation Plan Database (LAPA and CAPA)

This database summarizes the support provided by MSFP to the Community Adaption Plans of Action (CAPAs) through the local forestry groups.

### The LAPA

#	District	No. of LAPA Endorsed	No. of LAPA Implemented	No. of LAPA not Implemented	Total LAPA Supported	Number of household benefitted by LAPA implementation						MSFP Support NRs.
						DAG	Non DAG	Total	Poor	Discriminated	Women headed	
Eastern Cluster												
1	Dhankuta	0	6	0	6	315	178	493	328	138	276	242,050
2	Terathum	0	7	0	7	439	285	724	460	476	245	245,600
3	Sankhuwasabha	6	10	0	10	1,078	560	1,638	1,207	1,375	638	162,819
4	Bojpur	9	17	0	17	606	847	1,453	716	1,019	616	492,105
	Sub Total	15	40	0	40	2,438	1,870	4,308	2,711	3,008	1,775	1,142,574
Center Eastern Cluster												
5	Ramechhap	18	18	0	18	481	1,206	1,687	537	816	72	2,249,864
6	Okhaldunga	20	20	0	20	1,464	1,851	3,315	1,581	1,939	331	3,173,020
7	Khotang	20	16	7	23	629	993	1,622	754	1,205	747	1,640,000
	Sub Total	58	54	7	61	2,574	4,050	6,624	2,872	3,960	1,150	7,062,884
Western Terai												
8	Rupandehi	0	21	0	21	3,914	10,913	14,827	7,725	11,275	4,548	4,279,088
9	Kapilbastu	0	17	0	17	2,170	2,990	5,160	3,905	1,499	309	2,513,939
10	Nawalparasi	23	23	0	23	7,442	3,708	11,150	7,771	3,568	4,682	5,556,203
11	Palpa	25	13	12	25	1,397	2,480	3,877	1,397	3,298	660	0
	Sub Total	48	74	12	86	14,923	20,091	35,014	20,798	19,640	10,199	12,349,230

**Note.** According to the PCR, 369 LAPA have been implemented – however the database only contains data for 344 implemented LAPA. Therefore, data for 25 implemented LAPA are missing.

#	District	No. of LAPA Endorsed	No. of LAPA Implemented	No. of LAPA not implemented	Total LAPA supported	Number of households benefitted by LAPA implementation					MSFP Support NRs.	
						DAG	Non DAG	Total	Poor	Discriminated		Women headed
Western Cluster												
12	Baglung	14	14	0	14	3,169	2,465	5,634	4,000	4,359	2,538	78,640,00
13	Parbat	12	12	0	12	2,130	2,233	4,363	2,958	2,826	1,499	7,090,000
14	Myagdi	19	19	0	19	2,804	2,026	4,830	3,352	3,569	878	11,380,000
15	Kaski	25	17	8	25	2,925	2,156	5,111	2,118	3,132	929	0
16	Lamjung	25	9	16	25	1,080	787	1,867	1,181	1,478	1	3,266,912
17	Mustang	11	5	11	16	493	282	775	260	578	193	0
	Sub Total	106	76	35	111	12,601	9,949	22,580	13,869	15,942	6,038	29,600,912
Mid-Western Cluster												
18	Rolpa	13	13	0	13	606	197	803	602	671	336	4,231,553
19	Salyan	9	10	0	10	481	1,093	1,574	1,115	639	146	4,265,704
20	Pyuthan	3	7	3	10	1,326	1,360	2,686	1,542	2,090	739	3,550,716
21	Dang	9	9	0	9	1,206	735	1,941	1,422	713	968	4,362,834
22	Rukum	9	11	0	11	1,952	1,549	3,501	2,569	2,336	881	4,485,648
23	Gulmi	32	14	18	32	2,323	1,896	4,219	1,633	2,619	930	0
24	Argakhanchi	25	13	12	25	1,968	2,328	4,296	1,446	2,220	683	0
	Sub Total	100	77	33	110	9,862	9,158	19,020	10,329	11,288	4,683	20,896,455
Mid/Far Western Cluster												
25	Dailekh	2	2	0	2	160	87	247	160	160	3	799,302
26	Accham	6	5	1	6	433	379	812	680	234	52	1,850,000
27	Bajhang	6	6	0	6	132	43	555	132	19	0	3,494,964
28	Kalikot	6	6	0	6	182	478	660	635	82	6	1,842,075
29	Jajarkot	4	4	0	4	165	78	242	139	165	5	1,600,000
	Sub Total	24	23	1	24	1,072	1,065	2,516	1,746	660	66	9,586,341
		351	344	88	432	43,470	46,183	90,062	52,325	54,498	23,911	80,638,396



#	District	No. of CAPA approved/ inbuilt in OP	No. of CAPA Implemented	No. of CAPA not implemented	Total CAPA supported	Number of household Benefitted by CAPA implementation						MSFP Support NRs.
						DAG	Non DAG	Total	Poor	Discriminated	Women headed	
Eastern Cluster												
1	Dhankuta	46	92	0	92	7,304	5,063	12,367	7,767	6,272	4,973	4,868,660
2	Terathum	40	89	18	107	1,857	810	2,667	1,775	2,013	1,569	2,543,640
3	Sankhuwasabha	39	58	16	74	1,315	890	2,205	1,358	1,567	904	1,777,633
4	Bojpur	0	126	1	128	3,429	2,851	6,280	2,941	2,973	3,352	2,676,386
	Sub Total	125	365	35	401	13,905	9,614	23,519	13,841	12,825	10,798	11866319
Center Eastern Cluster												
5	Ramechhap	278	29	253	282	354	853	1,208	448	589	104	0
6	Okhaldunga	221	35	186	221	1,307	1,284	2,591	1,497	1,864	911	0
7	Khotang	106	37	208	245	505	1,113	1,406	698	994	514	0
	Sub Total	605	101	647	748	2,166	3,250	5,205	2,643	3,447	1,529	0
Western Terai												
8	Rupandehi	0	17	0	17	1,383	2,617	3,900	1,392	2,614	1,364	0
9	Kapilbastu	2	17	0	17	1,741	1,398	3,139	2,376	1,277	368	0
10	Nawalparasi	24	25	0	25	3,148	1,019	4,167	3,204	1,673	1,665	0
11	Palpa	0	5	5	10	238	219	457	281	311	30	250000
	Sub Total	26	64	5	69	6,510	5,253	11,663	7,253	5,875	3,427	250,000



### 4.3 Database Summary: the Local Forestry Group Database (LFG)

This database summarizes the support provided by MSFP to the local forestry groups in the different operational districts.

#	District	Number of Local Forestry Groups (LFG) supported by MSFP					Total	Level of MSFP Support		
		Community Forest	Public Land Management	Leasehold Forestry	Collaborative Forest Management	Religious Forest		Intensive	Non intensive	Total
Eastern Cluster										
1	Dhankura	94					94	52	42	94
2	Terathum	138					138	43	95	138
3	Sankhuwasabha	137					137	45	92	137
4	Bojpur	196		2			198	76	122	198
	Sub Total	565	-	2	-	-	567	216	351	567
Center Eastern Cluster										
5	Ramechhap	182		194			376	376	-	376
6	Okhaldunga	127		56			183	183	-	183
7	Khotang	169		107			276	276	-	276
	Sub Total	478	-	357	-	-	835	835	-	835
Western Terai										
8	Rupandehi	77	115				192	162	30	192
9	Kapilbastu	88	117		2	1	208	178	30	208
10	Nawalparasi	128	122	58		1	309	198	111	309
11	Palpa			35			35	35	-	35
	Sub Total	293	354	58	2	2	744	573	171	744

#	District	Number of Local Forestry Groups (LFG) supported by MSFP					Total	Level of MSFP Support		
		Community Forest	Public Land Management	Leasehold Forestry	Collaborative Forest Management	Religious Forest		Intensive	Non intensive	Total
Western Cluster										
12	Baglung	254					254	198	56	254
13	Parbat	217					217	152	65	217
14	Myagdi	173					173	154	19	173
	Sub Total	644	-	-	-	-	644	504	140	644
Mid Western Cluster										
15	Rolpa	283		27			310	310	-	310
16	Salyan	252		82			334	333	1	334
17	Pyuthan	148		49			197	197	-	197
18	Dang	231					231	231	-	231
19	Rukum	238		49			287	287	-	287
	Sub Total	1,152	-	207	-	-	1,359	1,358	1	1,359
Mid/Far Western Cluster										
20	Dailekh	136		23			159	108	51	159
21	Accham	159		1			160	146	14	160
22	Bajhang	118		14			132	131	1	132
23	Kalikot	64		9			73	73	-	73
24	Jajarkot	78		3			81	81	-	81
	Sub Total	555	-	50	-	-	605	539	66	605
	Grand Total	3,687	354	674	2	2	4,754	4,025	729	4,754

Note: The concerned partner did not provide detailed information for 7 LFGs in Nawalparasi District - these have been defined, rightly or wrongly, as Public Land Management Groups (PLMGs)

## 4.4 Database Summary: the Livelihood Improvement Plan (LIP)

#	District	Households Supported	MSFP Support NRs.	Implementing Agencies
1	Dhankuta	1200	18,000,000	RRN
2	Terathum	991	14,865,000	
3	Sankhuwasabha	1195	17,925,000	
4	Bojpur	1673	25,095,000	
	<b>Sub Total</b>	<b>5,059</b>	<b>75,885,000</b>	
5	Ramechhap	3351	33,976,040	ECARDS
6	Okhaldunga	3501	37,172,560	
7	Khotang	4530	41,833,609	
	<b>Sub Total</b>	<b>11,382</b>	<b>112,982,209</b>	
8	Rupandehi	2,470	22,781,000	RIMS
9	Kapilbastu	2,111	22,358,000	
10	Nawalparasi	1862	18,443,500	
	<b>Sub Total</b>	<b>6,443</b>	<b>63,582,500</b>	
11	Baglung	3404	31519656	LIBIRD
12	Parbat	3985	29699000	
13	Myagdi	2915	28611500	
	<b>Sub Total</b>	<b>10,304</b>	<b>89,830,156</b>	
14	Rolpa	2124	21,317,500	Rupantaran
15	Salyan	2,181	21,395,000	
16	Pyuthan	2212	19,381,670	
17	Dang	2,540	22,463,389	
18	Rukum	2,356	22,981,320	
	<b>Sub Total</b>	<b>11,413</b>	<b>107,538,879</b>	
19	Dailekh	501	7469000	Everest Club and SAEWCC
20	Accham	747	11,205,000	RUDEC and MDO
21	Bajhang	314	4700000	SDC
22	Kalikot	210	3,150,000	SADDA
23	Jajarkot	410	6150000	HRDC
	<b>Sub Total</b>	<b>2,182</b>	<b>32,674,000</b>	
	<b>DFOs</b>	<b>14,174</b>		
	<b>Innovation Fund/Micro Projects</b>	<b>1,071</b>		
	<b>IDS</b>	<b>5,292</b>		
	<b>Grand Total</b>	<b>67,320</b>	<b>482,492,744</b>	

Note. Data from the IAs in their programme completion reports records a total of 79,468 hhs having received support for livelihood improvement activities through MSFP. This differs from the total above by 12,148 hhs, due to a major gap in the databases received from three of MSFP's Partners.

### 5.1 The Multi Stakeholder Approach

Key stakeholders were provided capacity building in order to ensure that they participated more meaningfully, confidently and equally in all the processes of policy deliberation as well as programme planning, implementation and monitoring. These key stakeholders included GoN staff members, civil society members, communities and private sector representatives. Full and equal participation of all categories of stakeholder is a key to formulation of any policy and to create and maintain ownership by all. This eventually enhances effective implementation of the policy.

The multi-stakeholder approach has been extended to sub-national and local levels, and has strengthened gradually during the 4 years of MSFP implementation – see Reference 1 on policy and governance.

Key to the establishment of this approach at the local and community level has been the support provided by the Programme to the establishment of the Agriculture Forestry and Environment Committees (AFECs) at the Village Development Committee (VDC), and capacity enhancement to the AFEC members, who are residents of the local community. In MSFP's 43 districts since project inception, a total of 559 new AFECs at local level have been formed and supported, while 846 existing but somewhat dormant AFECs have been provided support in capacity building, planning, budgeting, monitoring and implementation. The AFECs are found to be effective in coordination and monitoring of the programme activities and improving governance at the local level.

Despite being a time consuming approach, the MoFSC has now adopted and institutionalized the multi-stakeholder approach in policy and planning procedures at all levels, due to its effectiveness in increasing stakeholder ownership. The multi-stakeholder mechanism at district level, the District Forest Sector Coordination Committee (DFSCC), is now functional in 32 MSFP districts, following MSFP support and facilitation. The Multi Stakeholder Steering Committee (MSSC) and the DFSCC are good examples of improving governance through collaboration between key stakeholders both at the policy level as well as in implementation, monitoring and evaluation at field level.

As a result of the MSFP efforts to institutionalize the multi stakeholder approach in forest management, the collaboration between the government and private sector has noticeably improved. For example, the Forest Enterprise Division (FED), established within the Federation of Nepalese Chambers of Commerce and Industry (FNCCI), and the MoFSC are engaged together in the forestry sector policy development process - see Reference 2 on the Private Sector. The MoFSC has recently amended the Forest Regulations (1995, 5th Amendment in 2015) – which is considered as a policy breakthrough in relation to private sector involvement. The amended regulations have created a more enabling environment for private foresters to harvest, transport and sell their forest products. Similarly, the GoN has revised the *distance from forests* rule for enterprise establishment in 2014, creating a more favourable environment for the establishment of forest based enterprises in rural areas.

## 5.2 The Value Chain Approach

MSFP has found the value chain approach to be valuable in terms of establishment of new links between the GoN forestry authorities, the private sector and the local producer groups. The MSFP working paper *Forest-based Value Chains in Nepal* (see Reference 3) provides considerable detail on the potential of various forest products for both national and international markets.

Some of Nepal's forest-based products are well-known on international markets – for example, cardamom, which has increased in popularity over the past decade due to the good price. In this case, the international market demand already has a strong pull effect on the cardamom value chain. The roots of the value chain, however, are in the local understanding of the qualities of the product, and in the skills of the farmers. However, there are issues in the cultivation efforts - for example, finding a solution to dealing with plant diseases, which is another opportunity for joint or public effort.

Additionally, success of value chain upgrading depends on the knowledge of needs and end-uses, among other factors. For example, the various end-use values require different types of knowledge and skills: construction (technical and physical), nutrition and fodder (chemical and nutritional), medicine (chemical, pharmaceutical), fibre (physical and weaving properties), and energy (physical, energy values, health).

The value chain approach and the value chain development fund are also promising developments in relation to enterprise promotion. The establishment of a Value Chain Development Fund in three districts of MSFP lot IV namely Baglung, Parbat and Myagdi, in collaboration with a local bank and the District Chamber of Commerce and Industries (DCCI), was a solid programme initiative by Li-Bird to enhance private sector engagement in forestry. Likewise, successful efforts to export 2,750 kg of Dhatelo oil (*Prinsepia utilis*), an almost neglected but abundant species from the high mountains, to Europe and Japan under the leadership of the private sector is another breakthrough, enhancing international trade of a non-timber forest product. MSFP was able to create 23,817 jobs (70% accessed by the disadvantaged) through forest-based enterprises and sustainable forest management against a planned target of 32,000 for the initial phase. Much could have been done to increase the number of jobs but political uncertainties and unrest, and subsequent blockades, delayed enterprise establishment and strengthening activities.

The value chain approach can make a significant contribution to the success of international marketing of Nepal's forest products, for example: cardamom, rosin, paper, herbs, bael, chirato, satuwa, rudraksha, allo, amriso, lokta, chiuri, khair, khote salla, uttis, and bamboo, which have been successfully introduced to India and/or China. Where MSFP made little progress was on the value chains of timber products, which has huge potential in Nepal, both nationally and internationally, as the supply is far less than the demand, and the pricing is extremely skewed due to inappropriate local pricing systems, and the enduring and underlying belief that the forests should be conserved, not managed commercially. Value chains for different timber products should be a major element in future MoFSC sector-wide development programmes.

## 5.3 The Targeting Approach

MSFP has taken a systematic targeting approach to reach disadvantaged and poor households, based on the single wellbeing ranking of the Local Governance and Community Development Programme



(LGCDP) where available; in other cases, the local forestry groups (LFGs) own wellbeing ranking was used. Livelihood improvement plans were prepared on the basis of the targeting approach, and financial, technical and social mobilization support was provided through the LFGs. Due to the targeting approach, the MSFP LIP interventions have been very effective in reaching the poor, women and disadvantaged people and households – see Reference 4.

One of the key achievements of the targeting approach through the MSFP livelihood programme includes reaching of 79,468 disadvantaged, poor and women-headed households who have been directly benefitted by finance, skill training and technical support. Results are visible in: a) the decreased interest rate applied by LFGs from 30% to 6% - this is a direct contribution of MSFP through enforcement of MSFPs *How to Note* procedural guideline on LIP, as well as the social mobilization support from the implementing agencies and their local partners; and b) in household income which has already increased in some cases by more than 5 times of the amount of the livelihood support.

Many LFGs have now institutionalized livelihood improvement activities for the poor and disadvantaged through institutionalization of revolving fund mechanisms, supported by both MSFP funds and internal 'matching' funds from the LFG itself. For example, additional resource mobilization from the LFGs has provided livelihood improvement support to poor and disadvantaged group hhs in a range from 5% to 35% (across all 6 MSFP clusters) of annual LFG income – this is very positive in terms of the sustainability of the programme.

In addition, MSFP has mainstreamed best GESI principles in all 4 outcomes, and through all of its activities. In the 4 year period, MSFP has provided the opportunity to 319,085 poor, disadvantaged and women-headed hhs to gain direct access to programme finances for both livelihood support and climate change adaptation related activities; 66% of hhs were disadvantaged, 80% hhs poor, and 45% women-led hhs. Through a financial flow analysis, the direct access of target groups to programme funds was 31% for the disadvantaged and 35% for women beneficiaries over the 4 years - see Reference 8 for further details.

## **5.4 Building Climate Resilient Communities through Preparation and Implementation of Adaptation Plans**

MSFP has prepared its own manual for vulnerability assessment, but preparation and implementation of the CAPA (community based) and LAPA (VDC based) at local level has largely followed the GoN guidelines for local adaptation documented in the "Framework for Local Adaptation Plan of Action" (LAPA), the National Adaptation Programme of Action (NAPA) 2010, and the Climate Change Policy of 2011. The Framework has clearly mentioned a 7 step planning process for local adaptation, and MSFP has taken this as a guiding document.

In the 4 year period of MSFP, vulnerability to climatic events of 239,617 hhs has been reduced through 1,960 implemented local and community adaptation plans of action, LAPAs and CAPAs – more details are documented in Reference 5.

On 12<sup>th</sup> May 2016, Mustang, one of the MSFP's thematic programme districts, was formally declared as a first LAPA district of Nepal – the first district in which there was a LAPA for all the VDCs in a single district. More than 500 community people and stakeholders took part in a rally

organized before the formal declaration, during which the MP Mr Romi Gauchan Thakali said, *“this has been an impressive initiation of awareness creation on climate change adaptation –we need more programmes like this and they should start from today”*. This declaration of a LAPA district in Mustang is a successful example of a small budget achieving a successful outcome because of the multi stakeholder approach – and inclusion of ACAP through its Hariyo Ban programme, the VDC, civil society and other NGOs working on climate change.

## 5.5 Collaborative Forest Management (CBFM)

CBFM in the Nepalese context is an approach promoting sustainable forest management in collaboration with the local people from near and far to achieve multiple benefits, maintaining ecological balance, generating economic returns and improving livelihoods from the government managed forests – further details are provided in References 6 and 7.

The CBFM Directive in 2003 defined collaborative forest as a sustainable forest management system for attaining livelihood and economic development and other benefits through a forest management plan jointly approved by both the GoN and the stakeholders. The CBFM practice involves close co-ordination between the central government (MoFSC) through its district officials, local government (the VDCs and the DDC) and the close and distant users.

Tilaurakot Collaborative Forest, Kapipvastu district is an good example of an SFM initiative as it has resulted in improved forest management, coordination between stakeholders, forest production, biodiversity, employment opportunities, access to forestry products, and an improved local economy. The initiative has also balanced the interests and needs of all the stakeholders, through the establishment of platforms for consultation and negotiation at community, group, village and district level. This multi-stakeholder approach for CBFM has been successful in efficient planning and effective implementation, and in creating trust and transparency, especially in the handling of funds and the forest resources.

This is a practice that needs further support in future forestry programmes to remove the mindset of forest conservation as a blanket approach across Nepal, and to promote the management of some selected forest areas for business, enterprise and employment opportunities, as well as for enhancing the contribution of the forestry sector to the national GDP.

## 5.6 Consultative and Action Learning Approaches

MSFP has followed an action learning approach while implementing policy and governance related interventions. Key stakeholders from village, district and central levels have been engaged in the policy processes, have learnt from ongoing practices, and fed those learnings directly into the policy. These learnings from the field enable policy to be more realistic, which in turn means they will be more likely to be implemented – see Reference 1 for further details.

The process through which the policies were developed followed participatory and consultative approaches - though this is a time consuming process, it is essential for better outcomes and impacts from the implementation. Policies may be drafted initially by an expert and an experienced support team on the basis of previous experiences and reflections, but such drafts should be taken through the consultation process at all levels with the relevant constituencies for their inputs to ensure further improvement and down to earth realism.

## 5.7 Social Mobilization

Many of the implementing agencies have highlighted the importance of the social mobilization approach as a central part of the delivery mechanism for many of the planned activities – this was especially the case with the LFG, LIP and LAPA/CAPA sub-programmes. In the LFGs, social mobilization played a significant role in the improved governance and leadership skills within the community, the LFGs and the VDCs/AFECs. The role of the IAs social mobilizers was also important in the LIP and LAPA/CAPA activities, especially in relation to the targeting approach, the mainstreaming of GPSE principles, and in the establishments of funding mechanisms at the local level during programme implementation.

It is essential however, that the social mobilizers and field facilitators are well coached, trained, supervised and managed, as an unmotivated, muddled, and uncommitted social mobilizer is worse than no social mobilizer, and rather than no result, can even have a negative impact.

## 6.1 General Overall Lessons

- a. The multi-stakeholder approach is effective for increasing ownership but is time consuming to implement. The establishment of a multi stakeholder platform was found to be an effective tool for stimulating dialogue and collective learning, prioritizing the interventions, and sharing roles between and amongst stakeholders of similar interests and common goals. This platform also resulted in decision making for collaborative action and innovations for mutual growth and prosperity. The multi stakeholder approach has been especially effective in the MSFP's private sector component as it has helped the entrepreneurs to develop linkages, reach the market, and access inputs and related services from service providers and enablers;
- b. the programme focused more on targets rather than quality delivery; it would have been easier and more effective if MSFP had been started at a smaller scale, with gradual up-scaling – this would have helped to build confidence of the frontline workers, improve technical support, encouraged more focused monitoring, and would have embedded a workable multi-stakeholder approach more effectively;
- c. clear targets and approaches with sufficient timeframe are needed for visible results. The effective time frame for the IAs to meet the target was less than 4 years, including the cost extension of 18 months; this was clearly not long enough to reach targets or to ensure impacts.

## 6.2 Lessons from the Private Sector Promotion Programme

- a) A blanket approach, followed by MSFP initially, with common market-based solutions to address the constraints of all the diverse and unique subsectors was soon found to be impractical; a flagship product approach is needed. At one stage, MSFP and its IAs were focusing on 38 different sub-sectors, and as a consequence efforts were diluted - identifying and prioritizing the subsector for each area or district is very important in order to focus efforts and generate impacts. The road map and flagship product approach were developed in 2015, and proved to be encouraging in focusing efforts to a few products in each cluster; MSFP experiences suggest that the prioritization of the subsectors, and the sound design and implementation of activities in a value chain approach is both very necessary and workable;
- b) project duration, particularly for the thematic programmes, has proved to be too short to successfully establish new rural enterprises, which requires much training, investment, and a change in entrepreneurial mind-set, all of which take time; the timeframe for MSFP and its IA partners to meet the target of 32,000 additional jobs in the initial phase was only 3½ years - this was clearly not long enough to ensure impacts or even design long term interventions;

- c) the value chain approach and the value chain development fund (VCDF) appear to be promising for enterprise promotion;
- d) encouraging financial institutions to invest in the forestry sector was a challenge, as they need secured collateral to safeguard their investment. The results of the innovation like the VCDF are yet to be visible but this may well be a good example of one avenue for ensuring entrepreneurs have access to finance;
- e) MSFP placed much focus on promoting and establishing private NFTP enterprises, and ignored timber based enterprises. Given more time, much could have been done to create an enabling environment for attracting private investment in the timber trade, which may in the medium to long term have an impact on import substitution. Veneer is a timber-based product on which little work was done by MSFP, but which has great potential both in the internal and export markets;
- f) there is a chronic shortage of service providers for providing quality seed, laboratory services, certification companies, for example, which presents problems to the private sector entrepreneurs - it is important that private service providers in this field are developed with accreditation of the government.

Reference 2 and 3 provide further details on the value chain approach and MSFP's private sector programme.

### 6.3 Lessons from the Livelihood Improvement Programme

- a) Support through the livelihood improvement plan has been a means of economic and social empowerment, and worked as a safety net for women, the poor and the disadvantaged;
- b) due to the targeting approach, these LIP interventions have been very effective in reaching the poor, women and DAGs;
- c) the programmes designed and implemented by local institutions, such as the LFGs, are more effective in improving the livelihoods of beneficiaries than programmes designed from the centre, due to an increase in the level of ownership, responsibility and appropriateness;
- d) offering multiple and customized livelihood options, and matching these with the specific needs and interests of the households and individuals, increase the commitment and likelihood of success and impact;
- e) monitoring of the benefits and impacts from livelihood improvement programmes at the household level is a big task and needs a substantial budget and a very considerable time investment and data expertise – this was not foreseen or envisaged at the design phase of the programme;
- f) in the area of skill development and technology support, the NGO implementation partners input was not very effective – this may have been due to lack of assigned staff, thin spread of the programme over a wide area, and the lack of process orientation. Skill development and technology support for all beneficiaries - whether it be for goat rearing, polytunnels cultivation, mushroom production or carpentry - should be an integral part of livelihood improvement support – and this requires a significant budget;

- g) where different institutions provide different levels of support to the recipient households, misunderstandings and conflicts can occur – proper guidance must be provided to the implementing agencies, and local government needs to ensure that levels of support are realistic, fair and uniform;
- h) as pro-poor initiatives on public land still lacks legal charter due to the absence of clear, comprehensive and secure tenure rights, there is an urgent need that public land and community forest land allocation and use are institutionalized within the Forest Act and Regulations for the poor, who need legal rights to both use of the areas, and the products deriving from these areas;
- i) multi-stakeholder engagement (eg. by the DFSCC, the VDCs and AFECs, and the DFOs), in the livelihood improvement programme has increased the awareness of, and accountability towards the poor, women and the disadvantaged.

Reference 4 provides further details on MSFP's livelihood improvement programme.

## 6.4 Lessons from the Climate Change Adaptation Programme

- a) The LAPA/CAPA programme needs to be harmonized and linked with the policies and programmes of the Ministry of Population and Environment (MoPE);
- b) forest groups, with support from the AFECs, are the most effective local institution to implement the LAPA/CAPAs - added effectiveness derives from integrating climate adaptation plans into the LFGs operational plans;
- c) undertaking the CAPAs through the LFGs is beneficial as it ensures bottom-up planning, and some of the groups have considerable funds - a few local communities have established the climate change adaptation emergency response fund to prepare the community for supporting vulnerable households from climate induced disasters; the idea is that such funds would be utilized to provide some support for immediate relief to the victims. The establishment of such a fund should be extended to other communities with sufficient resources;
- d) despite contributing to achieving the objectives of both LAPA and NAPA, the CAPAs are yet to be recognized by the adaptation policy instruments. In fact, as the CAPAs are broadly owned by the LFGs which have their own resources, are more ground realistic, and are owned by local communities, there is greater potential that they will be implemented utilizing their own resources with minimal external assistance. Hence, recognizing CAPAs as a separate adaptation plan at the community level, or at least as a part of the larger scale LAPA, would expedite socio-ecological resilience in a shorter time period;
- e) the LAPA/CAPA programme has largely been driven by the skills and knowledge of the IA facilitators for the climate change adaptation programme; these facilitators vary in their competency. Exposure and capacity building of the local climate experts and facilitators, both GoN and civil society, on climate change as well as the adaptation planning process would contribute to the development of more realistic, authentic and practical adaptation plans, and improved prioritizing of climate change threats and adaptation options;
- f) the MSFP and IA experience during the implementation of this programme has been that integrating proven scientific theory and local knowledge, during both planning and implementation of adaptation activities, has proven most effective – it increases local

ownership, and has been demonstrated to be more cost effective, as local ideas and technology are rarely expensive;

- g) successful implementation of adaptation plans requires holistic, participatory, and multi-stakeholder approaches and multi-sectorial support, thus mechanisms to ensure proper co-ordination, co-operation, and coherence are of great importance, as are periodic joint monitoring and evaluation efforts and the closing public audits.

Reference 5 provides further details on MSFP's climate change adaptation programme.

## 6.5 Lessons from the Forest Management Initiatives

- a) With the help of a number of DFOs, it has been demonstrated that scientific forest management has significant potential to contribute to the local economy, and is a good option to improve both the quality and productivity of diminishing over-mature forests. Field experiences have also demonstrated that SFM provides much opportunity for local employment, small enterprise establishment, and provision of fuelwood, poles and timber for the group members;
- b) the MSFP-SFM intervention experience further emphasizes the need for mutual collaboration between government bodies, local communities, and other relevant stakeholders for effective implementation – further support for the multi-stakeholder approach;
- c) a common understanding and collaborative milieu among stakeholders is important for effective implementation and increased ownership to ensure the sustainability of SFM;
- d) LFGs are now in the position to lead the SFM process but only if technical facilitation is ensured by the DFOs and other proficient stakeholders;
- e) clear provisions are needed in policy and guidelines to expand SFM to different ecological zones, forest types, and with different management modalities – current policies and guidelines need amending to encourage this expansion, rather than imposing a blanket approach across the country;
- f) considering the economic potential of SFM, both political and bureaucratic commitment is crucial at all levels to achieve the anticipated results from SFM – at the grass roots VDC and AFEC level, through the district level, to the policy level at the Ministry;
- g) before scaling-out of SFM can really take hold, many OPs, the main document providing legal authority to local communities to manage the forests, are in need of revision; currently there is a significant backlog, and the Ministry needs to put emphasis on the revision process to encourage the expansion of SFM practices;
- h) as the establishment of SFM in an LFG requires much capital, it is necessary to establish a loan mechanism that can be used specifically by LFGs for initiating SFM;
- i) there are inadequate human resources, within both public and private sectors, that have the necessary updated technical knowledge, and this is a challenge to scaling out of SFM. The Ministry must ensure that a significant proportion of future funding for SFM supports capacity building of both GoN staff, the private sector, and selected LFG members so that there is the essential human resource to support expansion. Training LFG members in the fine arts of scientific forest management may be a challenge, but LFG members would be very effective trainers of other groups.



References 6 and 7 provide further details on MSFP's sustainable and scientific forestry management programmes.

## 6.6 Lessons from Mainstreaming GESI Values and Approaches

- a) The forestry sector specific GESI Policy provisions have created an enabling environment for the GoN and non-state actors to take GESI perspectives and issues into account in the sector's activities. However, there remains a strong need to strengthen institutional capacity and human resources in the sector to implement the policy. Moreover, it is essential that the MoFSC allocates regular annual budgets to implement the GESI policies, and to develop and implement GESI-responsive human resource strategies, and programme implementation procedures;
- b) the GESI unit at the Ministry headed by a Joint Secretary, explicitly needs to be strengthened with dedicated GESI technical experts, as well as full time GESI Focal Persons in all 5 Departments; monitoring and evaluation would be an important focus for these units;
- c) gender analysis, gender audit, gender budgeting approaches and tools need to be institutionalized in the GoN and non-governmental forestry institutions in order to capacitate them for meaningful GESI integration, and to capitalize on the sector's strengths demonstrated at the community forest user level – only in this way, will gender equality and social inclusion outcomes be seen at the national level;
- d) GESI transformational change and empowerment of women and other discriminated social groups require joint leadership and strong commitment of both the Government and the development partners in the sector. MSFP staff recognized a gap in the inadequate provision for gender equality and social inclusion perspectives and activities in the programme document itself. Similarly, a lack of GESI specific objectives and key result targets to monitor achievements at the outcome and impact level of the results chain, was a key reason for missed opportunities in moving towards GESI transformational change;
- e) for promotion of GESI values and implementation in the field, it is necessary to utilize all development partners with similar goals in sharing resources and workplans, to enhance efficiency and avoid duplication. Many different district level organizations are involved in GESI promotion but coordination and collaboration could be much improved. MoFALD, MoWCSW, other programmes and projects, civil society groups and NGOs need to meet several times a year at district level to ensure plans are synchronized, and resources shared. Similar harmonization should also take place at the VDC level through the appropriate committee;
- f) workforce diversity and positive discrimination policies of the GoN need to be implemented and monitored to foster women's advancement, opportunities, leadership skills and meaningful participation in the forestry sector. Women should be considered as a specific and important target group in the GoN and donors policy approaches, and especially in terms of interventions in the forestry sector. Labelling women as a disadvantaged group ignores gender specific interests, needs and constraints, and reinforces existing gender inequalities;
- g) as pointed out in the MTR of the MSFP, transformational change is a long term process. The MSFP has laid down a strong foundation for this process at multiple levels from

policy to practice, and from implementing agencies to the beneficiary level. Capitalization of these good practices on GESI integration processes and methodologies by donors and GoN agencies in future forestry and climate change related policies, programmes and projects would make a solid contribution to the process of change in the sector.

Reference 8 provides further details on MSFP's GPSE mainstreaming programme.

## 6.7 Lessons of a Financial Nature

Financial lessons learnt from the 4 years of MSFP include the following:

- a) Large budget but small work force: the budget of NPR 4.45 billion increased to NPR 6.82 billion with exchange rate gain - considering bureaucratic procedures, the high fiduciary risks in Nepal and the high number of national and local partners, and the poor transparency in some sectors, the project should have begun on a smaller scale. Moreover, until the last 6 months of the programme, the finance team deputed to manage, monitor and review over 300 Programme contracts consisted of a finance team of 3 technical staff, far too small for efficient and watchful management.
- b) Involvement of a finance expert on the procurement committee: with a very large budget of NPR 4.45 billion, it is inconceivable that decisions made on large contracts and procurements were taken without a finance expert on the procurement committee. Moreover, the contracts for some of the innovation fund projects were awarded without any financial proposal, a serious lapse of normal financial protocol.
- c) Uniformity, a rule book and use of software for database management: MSFP used the operational manual of the Swiss Embassy as the basis for programme operations. However, this had some gaps in it in relation to MSFP programme operation. An operational manual, in both English and Nepali, in line with the JFA and the SDC operational manual applicable for the SSU, the PCO, the implementing partners (national and local, government and private), and the beneficiaries was essential but was never prepared. Moreover, preparation of uniform contract formats, and other applicable sheets, from the start would have created clarity among the implementing partners, the SSU and the PCO. In addition, instead of forwarding data on paper and excel sheets, having an integrated electronic database for linking both technical and financial data would have assisted enormously in monitoring progress. This could have been accessed and updated by all the main IAs, and would have led to improved accuracy and reliability of the data.
- d) More audits and financial reviews than trainings and monitoring: over the period of MSFP implementation, there were more audits and financial reviews than there were trainings and monitoring. Regular financial training was essential throughout the 4 years, but especially in the first 2 years, and this needed to be followed by regular monitoring - this would have undoubtedly reduced the amounts of disallowable expenses, so prevalent in the final year of the project, the damaging degree of friction between the SSU, the donors and the implementing and contracted partners, and the fiduciary risk in general.
- e) Contributions from the Innovation Fund partners: as was required by both the Operational Framework for the IF projects, and as mentioned in the contract agreements, the IF partners were obliged to provide a contribution of the costs of the projects that they were contracted to undertake. However, no system of verification was developed by the SSU for ensuring that: a) funds were genuinely contributed, and b) on what these contributions were spent. As a result,

figures were presented by the IF partners, but no documentation or proof of expenditure was ever presented or requested, thus none of this expenditure could be verified, which was a major weakness. If such stipulations are made in future operational frameworks or agreements, there must be some system put in place to both substantiate and then verify the reported expenditures.

- f) Extreme work pressure and chance of fiduciary and reputational risks because of very limited time for closing such a large programme. The JFA expired on 15 July 2016, as did all the contracts with the implementing partners – this created extreme work pressure amongst all concerned during settling of the accounts and making final payments. The problems ranged from inaccurate data, human resource limitations as key SSU and IA personnel left both central and cluster and district offices, thus creating further tension between the IAs, the SSU and the donors. As there was little monitoring undertaken post-final settlements, this created further fiduciary and reputational risks. It was a major challenge closing down such a large programme in such a short period of time.

## 6.8 The Main Difficulties and Challenges

The main difficulties and challenges faced during programme implementation and in reaching the outcomes are listed below.

Outcome 1: institutional reform of the forest sector was always going to be a challenge, and the foreseen switch toward enhanced multi-stakeholder ownership through the National Forest Entity (NFE) could not be achieved, thus removing the possibility of a legal basis to the multi stakeholder approach before the federalization of Nepal, which is likely to take some years yet before establishment.

Outcome 2: engaging the private sector more effectively in involvement and management of the forestry sector was a challenge, as was encouraging acceptance by some elements in the MoFSC for the enhanced involvement of the entrepreneurs, investors and value-adding processors. Much was achieved in a short period of time, but procedural hurdles in registering and operating enterprises, and transporting the products for trade remain - and these discourage private investors.

Outcome 3: after less than 4 effective years, it is still not clear whether an adequate income effect and poverty reduction impact can evolve from small investments per household through the livelihood improvement programme. There was no doubt, however, that the livelihood improvement programme was very popular both at LFG and VDC level, as well as with the DFOs. In addition, a better grasp of the success of efforts towards reduced climate change vulnerability is needed - this includes the collation of evidence of actual measures that would reduce vulnerability or improve resiliency of the most needy people and communities – something that will take much longer than 3 years.

Outcome 4: the governance of SFM, including benefit sharing, has not adequately addressed demand and supply gaps, especially the distant users since they still have limited access to forest resources. LFGs are highly dependent on DFO authorities to plan and implement SFM; this could risk the re-centralization of the decision-making process for LFGs.

## Implementation Challenges

The SSU of MSFP, which was understaffed both technically and financially for such a large programme, encountered the following main challenges:

- managing over 300 contracts, with at times, more than 60 implementing partners, spread across 42 districts;
- as a result of the large number of contracts, technical staff of the SSU, who were meant to be responsible for technical backstopping and field support and monitoring, had to invest much time on contract preparation and management, for which in some cases they were not adequately competent;
- with so many partners and contracts, the high fiduciary risk – with such a small finance team to oversee all the agreements;
- frequent transfers of government staff;
- capacity of some of the IAs and LIPOs, and research and special study partners;
- the responsible financial absorption capacity of the IAs and LIPOs was under scrutiny throughout the programme;
- challenges were experienced for some outcomes and outputs in relation to the measurement and definition of impacts and indicators;
- ownership and sustainability of some of the programme initiatives is in question due to the absence of elected bodies at local level;
- implementation through both the DFOs and the NGO implementing agencies in the same districts led to coordination difficulties – this situation could have been much improved by regular formal meetings, for trust building, planning, budgeting, and joint monitoring and evaluation;
- discontinuity of the MSFP programme put many initiated activities which were at launching point at risk in the last year of the Programme – these included the forest-based enterprise development, mobilization of funds for livelihood improvement, and implementation of LAPAs and CAPAs.

In the final 18 months of the Programme, the devastating earthquakes of 25<sup>th</sup> April and 12<sup>th</sup> May 2015, and the India-Nepal border blockades during September 2015 to February 2016, hampered delivery in the programme districts to variable extents. However, many of the issues could have been clarified, and the targets met in a 10 year programme. Unfortunately, in many cases, less than 4 years of effective implementation is not long enough to properly and quantitatively assess the real effect of many of the MSFP innovations and activities, and the main implementation phase, despite some support from the MoFSC, will not now occur at a scale anywhere near that envisioned during the design phase.

Nevertheless, a considerable wealth of experience has evolved from MSFP. This booklet has attempted to review the results, the good practices and the lessons learnt so that future GoN initiatives and other donor-supported projects can benefit from the Programme's experiences.

## References

The following references were prepared and published in the last 6 months of MSFP, and summarize the main achievements and learnings of the different fields in which MSFP activities focused.

1. Reflections on the Policy and Governance Component of MSFP (2012-2016)
2. Reflections on the Private Sector Component of MSFP (2012 – 2016)
3. Forest-based Value Chains in Nepal - an MSFP working paper
4. The Livelihood Improvement Programme of MSFP – Achievements, Learnings and the Way Forward
5. Enhancing Resilience of Vulnerable Communities to Climate Change – MSFP Experiences and Lessons Learnt
6. Sustainable Forest Management in Nepal – an MSFP working paper
7. Scientific Forest Management Initiatives in Nepal – MSFP Experiences and Lessons Learnt
8. Gender, Poverty and Social Equity Mainstreaming in MSFP - Achievements, Learnings and the Way Forward

Key MSFP documents, including the above, can be found in electronic format on the MSFP website: [www.msfp.org.np](http://www.msfp.org.np). This website will be available to December 2017, after which it will be housed within the MoFSC website <http://www.mfsc.gov.np/>.







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