

NEPAL

**STRENGTHENING REGIONAL COOPERATION FOR
WILDLIFE PROTECTION IN ASIA PROJECT**

OPERATIONS MANUAL



DECEMBER, 2011

PROJECT OPERATIONS MANUAL

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NEPAL: STRENGTHENING REGIONAL COOPERATION FOR WILDLIFE PROTECTION

PROJECT OPERATIONS MANUAL

I. PROJECT OBJECTIVES AND SCOPE

1.1 Project Development Objectives

The long-term vision of the regional program is, first of all, to stabilize and if possible increase the population and habitats of critically endangered animals in South Asia. Since wildlife and habitats cross administrative boundaries and because knowledge and capacity vary widely across and within countries, a regional approach is needed to address cross-border issues, build synergies, share skills, knowledge and experiences and build regional collaboration for the conservation of critical habitats and ecosystems. The *higher level objective* of this project is to reduce illegal wildlife trade, address other regional threats and so enhance *in situ* conservation outcomes.

The project development objective (PDO) is to assist the participating governments to build or enhance shared capacity, institutions, knowledge and incentives to jointly tackle illegal wildlife trade and other select regional conservation threats. The project will focus on a selected set of country-specific initiatives, as well as key mutually agreed regional activities that are crucial to meeting the regional strategic goals.

A. Project Beneficiaries

The main objective of this project is to tackle a global public good (conservation of endangered species) by addressing (its inverse) the illegal wildlife trade (which is a global public bad). Because of the global public good aspect of this project, it would not be technically or theoretically feasible to identify any particular project beneficiaries. It is clear that, once the project objectives are met, then global benefits will be generated as described in paragraph 1. In addition, countries will benefit through more effective utilization of their budgets on wildlife crime enforcement and, in so far as there are presumed links between the wildlife crime and other crime, there would be additional benefits in terms of the interdiction of other global crimes.

Insofar as Component 2 leads to improved wildlife management and knowledge, the stock of natural capital in these countries will increase. Recent economic analysis conducted by the World Bank demonstrates that increases in natural capital are vital for fueling sustainable increases in national wealth, again suggesting the scope for national benefits. In addition, since many of the poor rely on these natural resources for their livelihoods, increasing natural capital productivity would have positive development outcomes too.

B. PDO Level Results Indicators

Key Performance Indicators

Progress towards the development of regional mechanisms for addressing illegal wildlife trade and other conservation threats would be indicated through proposed indicators such as:

- (i) Joint review and implementation of 50% of shared protocols for regional wildlife crime control
- (ii) Development of at least 3 joint PA management plans (MPs) for PAs with interconnected habitats and ecosystems crossing national borders and implementation of 30% of short to medium-term actions
- (iii) Implementation of pilot projects in select Tiger Human Conflict and Human Elephant Conflict areas aiming to reduce the impacts of the conflict by 30%

1.2 Project Components

A. Landscape approach for regional cooperation in wildlife conservation and protection

The project applies a two-pronged approach: (i) capacity building to address the illegal wildlife trade through regional cooperation; and (ii) habitat protection and management to generate regional conservation benefits and address the human-wildlife conflict, thereby ensuring the conservation of flagship species such as the tiger, rhinoceros, snow leopard and elephant in increasingly fragmented habitats. The interventions would enhance the capacity of the relevant agencies in the participating countries to carry out conservation based on a landscape approach and also to address wildlife trafficking. The landscape approach would lead to improved management of the national PA networks¹ – that are essential to the long-term conservation of the tiger and other flagship species – and would control against the adverse impacts of the illegal trade. Although the ecological and behavioral traits of such species require vast habitats for effective, long-term conservation, many of them – including the tiger, rhinoceros, snow leopard and elephant – are confined to small, isolated and fragmented PAs with uncertain long-term viability.² Population and development pressures are the main causes of PA fragmentation and isolation that threaten the survival of flagship species. Therefore, it is critical that such species are managed not only in the designated PAs within the participating countries but also along the wildlife corridors in order to ensure connectivity between PAs and contiguous ecosystems that transcend national borders. Conservation of South Asia’s flagship species would yield broader benefits in the form of improved natural habitats for all species within the PAs and corridors and, ultimately, healthy ecosystems for the entire region.

The implementation of specific project components or sub-components under the mentioned two-pronged approach would be carried out in a sequential manner. Specifically, the institutional building activities that comprise Components 1 and 3 as well as Sub-component 2.1

¹ National protected area (PA) networks consist of national parks and forests as well as forest reserves (FRs) or reserve forests (RFs).

² Eric Wikramanayake, Anil Manandhar, Shyam Bajimaya, Santosh Nepal, Gokarna Thapa and Kanchana Thapa, 2009, “The Tarai Arc Landscape: A Tiger Conservation Success Story in a Human Dominated Landscape”, *Tigers of the World*, Second Edition, Elsevier Inc.

would be implemented soon after project effectiveness. Specifically, those activities would build capacity and strengthen institutions to combat illegal wildlife trade and crime, improve staff skills for better management of protected areas and forest reserves or reserve forests³, develop and sustain knowledge sharing and partnerships across agencies and institutions in South Asia and enable them to act with common standards and communicate a shared message on the regional threats to wildlife conservation. As progress with institution building is proceeding, those activities would be followed and supported by investments in PAs and other wildlife habitats under Sub-component 2.2 that would lead to improved management of connected habitats. Those investments would address the human-wildlife conflict through engagement with the local communities and civil society, thereby fostering an enduring culture of wildlife stewardship and protection. Implementation of Sub-component 2.2 may commence approximately one year after effectiveness.

B. Project components

Component 1: Capacity building for addressing the illegal trans-boundary wildlife trade (Nepal US\$1.0 million)

For Nepal, Component 1 would address the capacity constraints of the Department of National Parks and Wildlife Conservation (DNPWC) and Department of Forests (DOF) by improving their ability to conserve wildlife and to collaborate with neighboring countries in addressing trans-boundary illegal wildlife trade. With strengthened institutional capacity that includes wildlife crime control, among others, and enhanced opportunities for conservation, protection and management of the PA network, the project's PDO can be achieved.

TRAFFIC International based in Cambridge, United Kingdom and TRAFFIC South Asia contributed substantially to the design of Component 1. Established in 1976, TRAFFIC is a research-driven and action-oriented global network aimed at delivering innovative and practical conservation solutions based on the latest information. Among its many roles, TRAFFIC organizes and assists training and other capacity-building initiatives for officials involved in the regulation of wildlife trade. It provides technical advice and often mediates or facilitates multi-sector and inter-governmental consideration of solutions to trade-related conservation challenges.

Sub-component 1.1 Institutional strengthening in wildlife conservation and illegal wildlife trade control (US\$0.8 million)

Nepal's regulatory framework and Wildlife Crime Control Bureau (WCCB)

Nepal has a long history of wildlife conservation having enacted various policies, legislation and regulations to enable conservation and management of wildlife. However, weak institutional capacity and inadequate financial resources have resulted in lapses in enforcement of regulations and poor management of PAs. A 2006 assessment of the country's policy, legislative and regulatory framework identified critical gaps that thwart Nepal's effectiveness in conservation, protection and management of wildlife.⁴ Since Nepal has porous boundaries with neighboring

³ Forest reserve (FR) and reserve forest (RF) are used interchangeably throughout this document.

⁴ Winrock International, 2006, *Environmental Policy and Institutional Assessment*.

countries, an enhanced framework would facilitate regional cooperation in wildlife management and control of illegal trade. This sub-component would support a critical review and revision of Nepal's legislative framework and strengthen the capacity of institutions responsible for wildlife management and illegal wildlife trade control.

The Government of Nepal (GON) would establish the Wildlife Crime Control Bureau (WCCB). The project would support the creation of WCCB and assist the bureau in acquiring the specialization and developing the expertise to tackle national and cross-border wildlife crime. WCCB's functions would be identical to those of Bangladesh's WCCU listed above. Unlike WCCU, hiring of new staff is not envisaged for Nepal's WCCB. Staff from existing public agencies will be assigned to WCCB.

Nepal is also a signatory to CITES but lacks local laws and regulations to ensure effective compliance of its obligations under CITES. The project would support: (a) preparation of appropriate legislation; (b) establishment of a National CITES Secretariat under WCCB which will be responsible for ensuring Nepal's compliance with CITES responsibilities; and (c) development of analytical protocols, operational protocols and meeting CITES requirements.

In addition, TA, operational support and training would be provided for field-level rapid response cells responsible for controlling wildlife crime, carrying out anti-poaching operations and developing intelligence networks among officials, guards and communities. Effective communication is critical to undertaking the mentioned operations and the project would support information gathering and dissemination as well as intra- and inter-country sharing of crime data and information that would enable quick action on the ground. The project may support the establishment of secure real-time/live online interface for sharing crime data and information.

In view of the high priority conferred by GON to the control of illegal wildlife trade, with a particular focus on control of poaching of tigers and trade in tiger parts, a high level National Tiger Conservation Committee was established recently. It is chaired by the Prime Minister, with the Minister of MOFSC serving as Member Secretary. The project would support the establishment of a Secretariat for the National Tiger Conservation Committee within MOFSC. The Secretariat would be responsible for the preparation of policy papers, notes on issues regarding tiger conservation and illegal trade control and other relevant matters for deliberation of the Committee.

Sub-component 1.2 Staff capacity building and training toward regional collaboration (US\$0.3 million)

With the absence of collaborative wildlife conservation and management among the countries in the region, a paradigm shift is needed to encourage regional collaboration. This sub-component would support staff training and re-orientation. Interaction with regional agencies responsible for wildlife conservation and control of illegal wildlife trade will be an important aspect of the re-orientation. Knowledge exchange tailored towards regional cooperation in PA management and illegal wildlife trade control would pave the way for cooperation among the countries participating in the project such that their collaboration would be consolidated with the future formalization of SAWEN.

As mentioned above, the development of training, education and awareness programs for the public stakeholder agencies in Bangladesh and Nepal have benefited from recommendations provided by TRAFFIC. Soon after project launch, more detailed assessments of the existing capacity in wildlife law enforcement and identification of the gaps in capacity and knowledge would be conducted. The results of those assessments would inform the structure of the capacity building program and highlight new ways to improve the ability of WCCU and WCCB to combat illegal wildlife trade and strengthen conservation. These may include the establishment of a focal point within each agency, setting up of national multi-agency task forces or conducting cross-country, multiple agencies training which would encourage intra-agency cooperation. While the detailed assessments for specialized capacity building needs would proceed on an ongoing basis, the provision of basic training for the relevant agencies would commence at the time the project is launched.

As mentioned above, this sub-component would support staff training and re-orientation, regional interaction by agencies engaged in conservation and illegal trade control, study tours tailored towards regional cooperation.

Training would be provided to staff in Nepal on habitat and wildlife population management, biodiversity monitoring, smart patrolling and more effective law enforcement techniques, forensics, legal literacy of frontline staff for better crime scene recording, making and building case profiles, knowledge management in areas such as forensic literacy and geographic information system (GIS) as well as CITES compliance, confiscated wildlife stock management, wildlife crime control and intelligence work related to wildlife crime control. A few opportunities would be provided for staff to pursue higher education in fields related to wildlife conservation and wildlife crime control. Transparent mechanisms will be introduced for the selection of staff for international study tours, exposure visits and higher education opportunities.⁵ GoN or NTNC employees, who have participated in an international training course or study visit, will be expected to remain in their posts for the minimum period specified by Clause 40 (c) of the Civil Service Act, 2049 (1993).

Component 2: Promoting wildlife conservation in Asia (Total US\$27.0 million, including contingencies, of which: Bangladesh US\$25.3 million and Nepal US\$1.7 million)

Sub-component 2.1 Virtual Regional Center of Excellence (VRCE) for wildlife conservation (Nepal US\$0.3 million)

An important objective of this project is to fill crucial knowledge and information gaps in addressing the many regional threats to conservation. With contiguous boundaries and similar habitats, problems are often shared. This component would support the creation of a virtual regional center of excellence (VRCE) for wildlife conservation. VRCE would include a network of scientists and practitioners in wildlife conservation whose mission would be to expand the scope and quality of research in wildlife conservation needed for more effective management of PAs and to develop a common response against illegal wildlife trade in and outside the region as

⁵ Civil service regulations specify the length of time that trained staff are required to remain in their positions following the completion of their training.

well as to address other regional issues to be agreed by the participating countries. The exclusive focus would be either on promoting a conservation-related regional public good or addressing a regional public bad. Given the existence of national institutions with expertise in this area already, it is critical for VRCE to bring value-added and not duplicate existing efforts.

VRCE would provide the first (and only) coordinated response for research and knowledge dissemination on wildlife conservation in South Asia. By playing the role of coordinator and facilitator of knowledge and expertise, VRCE could become a vehicle for promoting dialogue and good practices as well as disseminating knowledge. Because VRCE will be virtual and will not have a central physical facility, it will rely heavily on state-of-the-art ICT to conduct its business and attain its objectives. Specifically, it would combine face-to-face meetings, online presence through a website, social media to reach broad audiences and video-conferencing. VRCE would build on existing regional and global environmental initiatives and projects, such as SAARC, SACEP, SAWTI and CITES and benefit from established experience, mechanisms and protocols. It would also draw on strategic partnerships with renowned wildlife conservation institutions in the region and elsewhere. At a meeting in November 2010 among conservation officials from Bangladesh, Bhutan, India and Nepal – as the project’s principal stakeholders – the participants discussed the project’s regional issues and agreed to adopt specific mechanisms for collaboration in addressing the threats to wildlife and habitats. In recognition of the need to share and promote knowledge and research, the participants at the regional meeting expressed their commitment to the establishment of the VRCE.

Governance and management of VRCE. The Regional Operational Steering Committee (ROSC), would assist in the development of VRCE’s overall program and objectives. VRCE would be managed by a director and this position is envisaged to rotate among the participating countries to assure appropriate ownership and representation. VRCE’s director would be responsible for coordinating the development and implementation of the regional work program for the VRCE and developing, in conjunction with the national counterparts, the country programs that would give VRCE its added value at the local level. VRCE’s directorate would be housed within the PMU of each participating country during its tenure in managing VRCE that would coincide with its turn to chair the ROSC.

Knowledge dissemination. VRCE would develop an active knowledge dissemination program that would include: (a) publication of research and pilot project results; (b) sponsorship of workshops, lectures and seminars; (c) special seminars aimed at decision makers in the participating governments (legislators, administrators and policy makers); (d) training modules and teaching materials for wildlife managers; and (e) development of protocols for informing policy and wildlife managers in the field. Knowledge generation or research within the VRCE would focus primarily on conservation and species management research. Better management of PAs and their species as well as stronger conservation measures would enable the establishment and maintenance of systems and mechanisms to address the threats to wildlife due to poaching and illegal trade.

VRCE could be used for coordination and collaboration at the country level in addition to the regional level. While Bangladesh has research bodies and universities undertaking wildlife research, there is little coordination and collaboration among the institutions due to the absence

of a local networking forum. The Bangladesh Forest Research Institute, University of Dhaka, Jahangir Nagar University and Chittagong University are some of the institutions involved in wildlife conservation research. The need to strengthen the Forest Research Institute's ability to expand its research focus from forestry to wildlife conservation and PA management is essential. The Forest Research Institute and the universities involved in wildlife conservation and PA management research would be able to access research funds under the project which will be administered through the Wildlife Center. Assistance to upgrade the library facilities in BFD and WC, including provision of on-line access to technical journals would be useful for staff capacity building and could be supported under the project. For all participating countries to benefit from the mentioned efforts, VRCE could sponsor the creation of a local networking forum in each country VRCE to facilitate exchange of research information, collaboration and coordination of country level institutions involved in wildlife conservation research. The coordination would be facilitated by the country-based Project Implementation and/or Project Coordination Units (PIU/PCUs).

South Asia Wildlife Enforcement Network (SAWEN). During the first meeting of the South Asia Experts Group on Illegal Wildlife Trade in Kathmandu in May 2010, the participating countries agreed on the structure, functions, and operational parameters for SAWEN along the lines of the Association of South East Asian Nations Wildlife Enforcement Network (ASEAN-WEN). The establishment of SAWEN was formally announced in January 2011 in Paro, Bhutan. SAWEN would strengthen regional law enforcement activities through bilateral and multilateral arrangements. If requested by the participating countries, support would be provided under the project for the institutional development of SAWEN.

Sub-component 2.2 Competitive funding to support the management of protected areas (PAs), forest reserves (FRs) or reserve forests (RFs) and national forests (NFs) with regional conservation benefits (US\$1.5 million)

Geographically, the inter-connectedness of habitats and ecosystems between the countries in the region is well known – Nepal and India in the Tarai region; India and Bangladesh in the Sundarbans; and Bhutan and India in the Eastern Himalayas. The large mammals and flagship species are not confined according to administrative and national boundaries. Furthermore, population and development pressures are threatening the connectivity and integrity of wildlife corridors and linkages between PAs. Wildlife management and habitat conservation efforts undertaken in countries sharing ecological boundaries, including patrolling or interdiction of illegal activity and anti-poaching/trafficking operations need to be coordinated among countries to ensure that no actions in one country are detrimental to its neighbors. Therefore, a landscape approach to conservation planning would enable regional countries to move beyond focusing on their national PAs and boundaries.

While the project would provide TA and training to strengthen institutions in the participating countries to better address wildlife conservation and control illegal wildlife trade under Component 1, actual conservation and protection of the country's wildlife in general and its charismatic flagship species, in particular, will not take place unless prudent investments are made in the landscapes consisting of PAs, FRs and NFs for conservation, protection and management of ecosystems. The focus of project support would be on investments that would

result in regional conservation benefits, such as implementation of flagship species conservation and recovery plans and provide safe havens for wildlife in the region.

To foster ownership, efficiency and commitment on the part of the field based managers of the implementing agencies, a competitive demand-driven approach to interventions in PAs, FRs and NFs, would be applied. Funds would be allocated through an annual competitive call for: (i) proposals submitted from respective PAs, FRs and NFs that promote demand-driven and decentralized approaches to conservation and management of natural ecosystems and would bring about regional conservation benefits; and (ii) proposals submitted for innovative pilot projects with regional applicability that address endangered species conservation, innovative research in wildlife conservation, human wildlife conflict management and ecotourism development, by the implementing agencies of the participating countries either individually, or in collaboration with other stakeholders. Funds can be accessed through a funding window in accordance with their respective objectives DNPWC and DOF.

Window 2: Innovative pilot projects with a regional dimension (US\$1.5 million)

Following the demand-driven approach for competitive funding, a second window would be established for innovative research projects in wildlife conservation and PA management; pilot programs in conservation of endangered flagship species; piloting human wildlife coexistence models and incentive schemes, such as payments for environmental services for those affected by human-wildlife conflict; development of ecotourism plans with regional conservation benefits; and implementation of priority activities under the ecotourism plans. The focus of Window 2 would be on activities that result in regional conservation benefits. In addressing conservation of endangered flagship species, human-wildlife conflict management and ecotourism development, a landscape approach is necessary and must be considered during the preparation of project proposals for funding under Window 2.

Innovative research projects in wildlife conservation. Effective wildlife conservation and management must be based on solid scientific information. While there is a reasonable amount of wildlife research undertaken in South Asian countries, research efforts need to be accelerated and made more adaptive for use in wildlife conservation and management. Window 2 would provide opportunities for implementing agencies to identify critical research needs that would lead to better wildlife management and submit proposals in collaboration with universities, research organizations and individual researchers. Partnerships with regional and international researchers and organizations will be encouraged.

Pilot programs in conservation of endangered flagship species. Conservation and species recovery plans have been prepared for most of the endangered flagship species, such as tiger, rhinoceros, snow leopard and elephant. But, in most cases, implementation of critical activities under these plans has not taken place due to lack of funding. Currently, there is no procedure or framework for the systematic assessment of priorities for endangered species management, development of management strategies, the linkages of in-situ and ex-situ conservation etc. Climate change has also resulted in reducing the habitat of the snow leopard and its prey species, severely endangering the future of the snow leopard in Nepal. Window 2 will provide an opportunity for the development of a framework for a systematic assessment of priorities for

endangered flagship species management and funding for pilot programs in priority areas of conservation of endangered species. Implementing agencies are encouraged to propose pilot programs in partnership with other stakeholders to demonstrate the potential for scaling up conservation models.

Human-wildlife conflict management. With population growth and development demands of regional countries, PAs, FRs and NFs are no longer large contiguous habitats as in the past. Fragmentation of ecosystems has resulted in significant human wildlife conflict, which has become a key social, political and environmental concern. It has also become a leading threat to the long-term survival of endangered flagship species like the tiger, elephant and rhinoceros. The need for undertaking innovative pilot projects to address the human-wildlife conflict issue is a priority for the participating countries. Tiger-human conflict (THC) is a serious concern in both countries given the increasing trend of buffer zone communities affected by THC. Pilot projects to address the conflict are urgently needed if the tiger population is to be protected. Community participation in implementing the pilot projects is critical for long-term success. This would involve raising the awareness of communities on the importance of tiger conservation, training on techniques of handling stray tiger intrusions to villages without harming the tiger, establishment of an effective communication system between the community and the response teams, exploring the possibility of training select community members in basic immobilization techniques and containment until the tiger response teams arrive, training for the response teams on safe tranquilizing and capture methods, etc. With the experience gained from implementing the pilots, suitable replicable models can be developed to address the tiger-human conflict elsewhere in the country.

Human-elephant conflict (HEC) is another serious problem. HEC is escalating in both countries with serious repercussions for both humans and elephants. Current approaches have done little to address the problems effectively. Translocations and elephant drives used as a HEC management tool in many countries have proven to be a costly failure to both humans and elephants. They have largely failed because the approach neglects the root causes of the problem. Most PAs are already at or even beyond carrying capacity and hold the maximum number of elephants they can support. Additionally, PAs are generally primary or mature forests and they provide sub-optimal habitat for edge species, such as elephants that prefer degraded forest habitats. There is a need, therefore, to find a new approach for HEC management by developing mechanisms that turn wild elephants from economic liabilities and the foes of local farmers to wild, living, communal and economic assets.

Through telemetry data on elephant movements and socio-economic assessments that can be supported under the project, human-elephant coexistence models will be developed. This will provide the governments of the participating countries with a tremendous opportunity to pioneer new science and observation-based adaptive management approaches with the potential to convert HEC to one of human-elephant coexistence. The exact locations of the pilots would be determined during project implementation since telemetry data and socio-economic assessments need to be undertaken first to determine the most suitable pilot sites.

Population expansion and development have reduced the habitat of the rhinoceros, invariably leading to a conflict with humans in the non-forest areas of Nepal. With reduced habitat for the

rhinoceros, the destruction of farm crops and the human casualty toll are serious concerns in the Tarai region of Nepal. Understanding the ranging patterns of rhinoceros as well as community education and awareness could go a long way towards reducing the conflict.

Moreover, the project would provide TA to examine the current compensation schemes for those affected by THC and HEC and propose revisions or modifications, if required. Incentive mechanisms such as crop substitutions, payments for environmental services etc., may be explored under THC/HEC management pilot projects.

To minimize THC and HEC, community participation is crucial. Community consultations, education and awareness creation is of paramount importance to the success of the pilots. The pilots will be designed in consultation with the affected communities. Consultations will be an ongoing activity throughout project implementation.

Ecotourism development. Wildlife is often seen as an economic liability and a drain on development. Numerous examples from places as diverse as Namibia to Australia have demonstrated that ecotourism can be used as a tool for turning wildlife from a liability to an economic asset that creates a powerful constituency in support of conservation. South Asia with its immense endowment of rare and charismatic species and unique ecosystems has much to offer by way of ecotourism potential.

However, experience suggests that great caution must be exercised in the design of such systems to ensure that they contribute to conservation and do not degrade the habitats upon which they depend (e.g., highly intrusive and poorly planned structures). A further risk emerges from the familiar “resource curse” phenomenon – where tourism acts like an enclave industry with revenues being exported out of the region and minimal benefits accruing to local populations. Communities need to be important beneficiaries of a sustainable and environmentally beneficial system. Well developed ecotourism can generate dual benefits in the form of improved conservation, a community of support for conservation and livelihood benefits, but there are also many examples of tourism depleting local resources and contributing little to conservation.⁶

Countries in the region recognize the significance of developing regional, environmentally beneficial ecotourism. In view of the diversity of wildlife tourist assets, the typical pilot projects submitted to Window 2 could support assessments of the potential to develop ecotourism in ways that generate clear environmental benefits and create a pool of local support for conservation (for example, through benefit sharing, employment, etc.) in the areas identified. Good practices from elsewhere would inform the assessments. If the assessments indicate the potential for regional conservation benefits, the project could invest in developing such identified potential.⁷ As it is,

⁶ Through the Critical Ecosystem Partnership Fund (CEPF, currently in its 10th year) and the Save Our Species program, the World Bank has identified the types of enabling conditions and articulated meaningful M&E structures that foster successful biodiversity sub-projects in large landscapes. In fact, CEPF is currently engaged in the Indo-Burma hotspot (Eastern Himalayas). The consensus-driven and participatory ecosystem profile that CEPF led to drive its investments and decision-making about priorities for conservation could provide guidance.

⁷ This may include the creation of regional wildlife networks or “trails” i.e., NOT roads (pathways or other built intrusive structures) but information about opportunities and wildlife viewing towers across national boundaries that may include: a mammal trail (in a range of habitats across the countries to include tiger, rhino, elephant, red panda, leopard); bird-watching trails; botanical trails with a focus on the wild flowers of the Himalayan ranges.

unplanned ecotourism is taking place already in sites adjacent to PAs, FRs and NFs. Pilot projects under Window 2 could assist in developing environmentally friendly ecotourism plans for those sites. Window 2 would support: (i) development of ecotourism plans with demonstrated regional environmental and conservation benefits; and (ii) implementation of priority activities under such plans with ensuing regional benefits for conservation.⁸ Depending upon the tourism potential and local circumstances (e.g., security, NGO opposition), not all countries and sub-regions within countries may participate in submitting pilot project proposals for funding.

A transparent and independent process would be established for reviewing and approving proposals submitted to both windows for funding described elsewhere in this Operations Manual. The specific eligibility criteria (including a negative list of activities) under each funding window has been stated.

Component 3: Project coordination and communication (US\$0.2 million)

Sub-component 3.1: National and regional project coordination (US\$0.2 million)

GON would form its National Project Steering (NPSC) chaired by Secretary, MOFSC to provide policy guidance and review project progress. GON and the implementing agencies have determined that project coordination would be undertaken by the National Trust for Nature Conservation (NTNC). NTNC has prior experience in managing projects on behalf of DNPWC and DOF. The implementation responsibility will remain with the two implementing agencies – DNPWC and DOF – while NTNC will have responsibilities on fiduciary, overall coordination, monitoring, evaluation and reporting functions under the guidance of a Project Management Committee (PMC) responsible for ensuring coordination among the participating agencies and routine decision making. The PMC will be comprised of the heads of the two implementing agencies, their deputies, NTNC's Executive Officer and the Project Coordinator as Member Secretary. Through a Memorandum of Understanding with NTNC, GON will arrange for the retention of staff during project implementation to ensure continuity.

The project would require financial support for regional coordination because of the participation of several countries and the need to closely coordinate the regional activities.

At the November 2010 meeting among conservation officials from Bangladesh, Bhutan, India and Nepal (as the project's primary stakeholders), the participants discussed the project's regional issues and agreed to adopt specific mechanisms for collaboration in addressing the threats to wildlife and habitats. The officials from Bhutan and India have committed to join the proposed Regional Policy Steering Committee aimed at ensuring regional coordination as soon as the Committee is established during the first phase of the APL.

⁸ Such activities are likely to include small-scale ecotourism pilots and support for better regulation and management of existing facilities.

1.3 Project Cost and Financing

Total project financing requirements are estimated at US\$ 3 million for Nepal (100% financed by IDA). Project costs by components are outlined in Table 1 below.

Table 1. Project Costs by Component

Project Cost by Component	Project cost (US\$ million)	IBRD or IDA Financing (US\$ million)	% Financing
Nepal			
Component 1: Capacity building and cooperation for addressing the illegal trans-boundary wildlife trade	0.9	0.9	100
Component 2: Promoting wildlife conservation in South Asia	1.6	1.6	100
Component 3: Project coordination	0.2	0.2	100
Total Baseline Costs	2.7	2.7	100
Price contingencies	0.3	0.3	100
Total Project Costs	3.0	3.0	100

NEPAL: STRENGTHENING REGIONAL COOPERATION FOR WILDLIFE PROTECTION

II. IMPLEMENTATION ARRANGEMENTS

2.1 Regional Project Coordination

The participating countries have agreed that a strong regional coordination mechanism would need to be in place to ensure the achievement of the PDO. Regional coordination would be exercised at two levels: (i) the policy level; and (ii) the operational level. At the policy level, a Regional Policy Steering Committee (RPSC) would be established. The RPSC would comprise the Secretaries of the Ministries responsible for wildlife and forestry in the participating countries and the heads of the project implementing agencies. The RPSC's main responsibility is to ensure collaboration and coordination in regional wildlife conservation and wildlife protection policies. It would be the forum for resolving operational issues with regional implications that arise during implementation. Its chairmanship would be assigned to the ministerial Secretary of a participating country for one year and would be rotated among the participating countries. IDA may be invited to participate in the RPSC meetings as an observer. The RPSC would meet once every six months in the country chairing the committee.

At the operational level, an Operational Steering Committee for Regional Coordination (OSCRC) of the project would be established. Membership in the OSCRC would include the heads of the agencies responsible for wildlife and forestry (i.e., the project implementing agencies) of the participating countries, project managers from each country and one non-government technical expert in the field of wildlife conservation nominated by each participating country. The OSCRC's main responsibility is to ensure effective coordination of project activities that have regional implications and develop dialogue between the participating countries on wildlife conservation issues. Any contentious issues that cannot be resolved by the OSCRC may be elevated to the RPSC for recourse. The OSCRC would be chaired by the head of the agency responsible for wildlife conservation and management in each participating country for one year and chairmanship would be rotated among the countries. IDA may be invited to participate in the OSCRC meetings as an observer. The OSCRC would meet every quarter in the country chairing the committee.

The project management/implementing units (PMU/PIU) in the participating countries chairing the RPSC and the OSCRC will serve as the secretariats to both committees.

2.2 Implementation Arrangements in Nepal

The main responsible agency for the implementation for the "Strengthening Regional Cooperation for Wildlife Protection Project" will be the Ministry of Forests and Soil Conservation (MOFSC). The MOFSC will direct the Department of National Parks and Wildlife Conservation (DNPWC) and the Department of Forest (DoF) to implement their respective project components. The Director Generals of the DNPWC and DoF will report to the Secretary of the MOFSC.

National Project Steering Committee: The MOFSC will also create a National Project Steering Committee (NPSC) responsible for overall project oversight. The NPSC will be chaired by the Secretary of the Ministry of Forests and Soil Conservation and will include members from all relevant implementing agencies (DNPWC and DoF), Ministry of Finance, National Planning Commission, World Wildlife Fund, Nepal, the National Trust for Nature Conservation (NTNC), and a Bank staff member as an observer. The secretariat support will be provided by the NTNC, who will act as the Project Coordination Unit (PCU– see below). The main responsibilities of the NPSC will be as follows:

- To meet semi-annually to review project implementation;
- To provide oversight, policy guidance and approve the project’s annual work plan and budget;
- To facilitate inter-agency coordination so as to ensure compliance and adherence to the project development objectives;
- To resolve disputes or conflicts related to the project if any;
- To endorse all changes in the project implementation arrangements; and
- To review and endorse any policy, and regulatory institutional recommendations from the project.

Project Management Committee (PMC): Under the National Steering Committee, there will be a Project Management Committee (PMC), chaired by DG, DNPWC and DoF, including DDGs of DNPWC and DoF, Executive Director of NTNC and other invited guests. The main responsibilities of the PMC will be as follows:

- DGs will serve as National Project Directors.
- Regional Coordination and spokes person for the project
- Make management decisions related to project implementation
- Submit annual programs and budgets to NPSC for final approval
- Guide the PCU (see below) in the implementation of the approved activities.
- Meet on a quarterly basis to review implementation of project activities and provide guidance/feedback to the PCU
- Monitor and evaluate project progress and report to the NPSC at least every six months
- Implement directions and guidance of the NPSC

Project Coordination Unit (PCU): For implementation of the project, a project management unit (PCU) will be established. The PCU will be responsible for the day to day implementation of the various components, which will include both technical and fiduciary responsibilities and will be housed at the premises of the NTNC. The National Trust for Nature Conservation (NTNC) was established in 1982 by a Legislative Act as an autonomous and not-for-profit organization, mandated to work in the field of nature conservation in Nepal. For over two decades, the Trust has successfully undertaken over 200 small and large projects on nature conservation, biodiversity as well as cultural heritage protection, ecotourism, and sustainable development. NTNC, under a MoU, will provide necessary staff and services to the PCU for the effective implementation of the project. Core staff will consist of a project manager, project

coordinator, finance/disbursement officer and a procurement officer to handle the fiduciary responsibilities.

The PCU will have the following responsibilities:

- The full freedom to make decisions related to the implementation of approved plan as well as financial management decisions independently within the financial powers delegated to the PCU under the “Delegation of Financial Powers for Development Projects” issued by the GON and NSC;
- Ensuring compliance with the fiduciary and safeguards requirements of the GON and the World Bank;
- Approving the work plan and budgets in coordination with the Field Implementation Units (FIUs – see below) to be submitted to the PMC and subsequent submission to higher authorities for approval
- Executing project activities approved by the PMC;
- Ensuring the provision of adequate and qualified staff for project execution at the PCU level;
- Approval of tender and proposal dossiers and calls for tenders and proposal dossiers;
- Carry out project procurement and financial management activities as required by the Bank. Executing payments from the project account, ensuring that the project activities are well coordinated and that the necessary preconditions are met concerning post-project ownership, operations, maintenance and sustainability of project assets;
- Review the implementation of project activities on a monthly basis and report to the PMC and the Bank, including submission of reports required by the authorities and the Bank;
- Informing the co-Chairman of the PMC of any events which might jeopardize the success of the project;
- Carry out the audits of the project accounts and submit the reports to the Bank
- Coordinating project activities with the relevant implementing agencies.

The responsibilities of the core staff of the PCU would be as follows:

Project Manager will be responsible for the following:

- Coordinate day-to-day implementation of tasks under the project by the various implementing teams and agencies, as specified in the Project Implementation Plan (PIP).
- Ensure that the PMC and evaluation committees (where these committees exist) and the project teams have the necessary knowledge and expertise to conduct their work, including, for example to draft technical specifications and evaluate technical bid proposals. Procure necessary *ad hoc* TA to support these project groups.
- Prepare and distribute consolidated, periodic reports of the project teams and consultants to the relevant government and other participating institutions, including the semi-annual and annual reports to the World Bank, reflecting: (i) the status of implementation progress, problems encountered, corrective actions needed, rationale for actions; and (ii) current costs of each project component and estimated costs of completion.

- As required, take actions to expedite project activities, including, but not restricted to, decision-making and document processing by the relevant governmental agencies. Monitor official documents and contracts as they pass through the approval processes.
- In a timely fashion, prepare and submit to relevant government institutions and the Bank of annual audit reports of project expenditure and accounts.
- Ensure accurate and timely compilation of project indicators by each implementation team.
- Facilitate the preparation of the World Bank standard Project Implementation Completion Report (ICR).
- Carefully manage the records and official documents of the project, including the project audit.

In order to perform these tasks, the incumbent should have the following qualifications: (i) Extensive experience in managing and administering large, multi-million dollar projects, involving multiple sub-projects, contractors and agencies; (ii) Experience in project management in both the public and private sectors; (iii) Experience with competitively bid procurements; (iv) Experience in disbursement and audit procedures; (v) Experience with World Bank financed projects.

Project Coordinator will be responsible for the following:

Project coordinator will be also responsible for ensuring environmental and safeguards assessments and documents are in place and conduct overall technical, fiduciary, governance and accountability and safeguards monitoring.

Overall project management support:

- Provide support to the Project Manager in overall areas of coordination and in managing project-related activities
- Assist the DNPWC and DOF to prepare progress reports and consolidate these reports for reporting purposes to the IDA and NPSC
- Ensure day to day work operations are scheduled and completed on time
- Assist the Project Manager to coordinate work planning with DNPWC and DOF
- Represent the Project during absence of the Project Manager

Project monitoring and evaluation support:

- Take the lead in operationalizing the project monitoring and evaluation system
- Monitor the project according to the project M&E framework, obtaining data necessary on the project indicators and produce trimester reports to PMC and IDA
- Plan and deliver the mid-term and terminal independent monitoring of the project
- Develop formats for monthly work plans and progress reporting by the implementing agencies

Project environmental and social safeguards support:

- Liaise with the World Bank environmental and social staff
- Ensure environmental and social safeguards are in place under the agreed activities by the implementing agencies (EAs, EMPs, IPPs, GAP, SMP, etc)

- Ensure that the implementing agencies are putting adequate level of due diligence in the implementation of safeguards through regular monitoring and consolidating updated reports on various plans produced under the safeguards and shared with IDA bi-annually

Coordinating the Governance and Accountability Action Plan (GAAP):

- Coordinate with relevant individuals in the PCU, NPSC, MOFSC, DNPWC and DOF to ensure the activities identified under the GAAP are implemented
- Produce trimester or bi-annual reports on the progress of GAAP activities
- Act as the lead Information Officer of the project and ensure all project related information and documents as agreed with the NPSC are shared with public through the project website, implementing agencies and projects sites

Procurement Officer will be responsible for ensuring that procurement under the project is conducted in accordance with the procedures and timetables agreed with the Bank and co-financiers. In so doing, he/she will:

- Liaise with the World Bank procurement staff;
- Collaborate closely with other concerned agencies on procurement matters, especially on technical matters, such as preparation of technical specifications, etc.;
- In conjunction with project teams, prepare advertisements, bidding documents, letters of invitation, draft contracts, evaluation reports, etc.;
- Submit advertisements, bidding documents, letters of invitation, evaluation reports, contracts to the Bank for those items subject to prior review;
- Obtain timely World Bank no-objections for procurement documents;
- In conjunction with the project teams, organize and help manage bidder conferences. In due time for bid evaluations, organize and support evaluation committees (as appropriate, economize evaluation efforts by identifying standing members to serve on various evaluation committees under the project). Ensure proper documentation of committees' deliberations and findings. Ensure timely ministerial approval of evaluation committees' recommendations (including, as appropriate, Steering Committee review) and of prospective contracts.
- Initiate and complete internal approvals and contract signatures;
- Submit signed contract, completion/delivery certificates, etc., to the financial official for payments;
- Track progress of procurement activities against the plans set forth in the PIP. Highlight variations in progress, record reasons and identify remedial actions.
- Collect data on procurement from other agencies concerned and contribute to periodic progress reports to be submitted to the PCU Manager, and the Bank; and
- Maintain up-to-date and accurate project procurement records.
- Prepare and submit for Bank review periodic procurement progress reports

In order to perform these tasks, the incumbent should have the following experience and qualifications: (i) A thorough knowledge of World Bank procurement procedures; (ii) Experience in working on World Bank financed projects; (iii) A University degree in a relevant field such as engineering, law or public procurement.

The Finance/Disbursement Officer will be responsible for financial management of the project, including the following:

- Develop and implement an accounting and financial planning system;
- Manage short and long-term financial planning of the project;
- Carry out financial performance reviews of project activities, in accordance with Bank requirements;
- Review and approve all requests for payment for project activities;
- Keep up-to-date and accurate project accounts;
- Sign off on monthly and annual budget and financial management reports prepared for the project and present them as required to the World Bank and to donors;
- Verify invoices, bills and documents received from suppliers, contractors and consultants in order to ensure correct payments;
- Manage the special account; Verify disbursement information in signed contracts against Credit Agreement (the disbursement schedule and disbursement letter).
- Prepare withdrawal applications and obtain authorizing signature from MOF/MOE (or of designated persons including, as appropriate, the PMU Manager).
- Arrange payments for against statement of expenses (SOEs).
- Track disbursements of the Bank loan and government funds.
- Monitor project expenditures and costs (local and foreign).
- Liaise with key ministries and organizations concerned with the project implementation – such as the Ministry of Finance, Ministry of Economy and other participants.
- Preparation of documents for the audit of the project account
- Preparation of required reports (FMRs) on the basis of the Finance Management System

In order to perform these tasks, the incumbent should have the following qualifications and experience: (i) A university degree in finance, accounting or economics; (ii) A thorough knowledge of World Bank financial management and disbursement procedures; and (iii) Experience with World Bank financed projects.

Field Implementation Units: Field Implementation Units (FIUs) will be headed by the respective Chief Wardens of (i) the protected areas (PAs) in Parsa WR, Chitwan NP, Banke NP, Bardia NP and the Suklaphanta WR; and (ii) the DFOs of the corridors and connectivity (Kanchapur – Laljhand, Kailali – Basanta, Bardia – Khata, Banke – to Sohelwa, Dang, and Chitwan – Barandabhar). The responsibilities of the FIUs will be as follows:

- Prepare annual project activities in coordination with the PCU.
- Prepare proposals for the Window 2 in close coordination with DNPWC and DOF
- Implement approved project activities in coordination with the NTNC field staff
- Coordinate with relevant organizations as required.
- Maintain field level financial, procurement, safeguards and technical data and submit to the PCU on a monthly basis.

- Provide site status and management data to the M&E unit of the MOFSC to be included in the MIS system

2.3 Proposal Review Committee

I. Tasks and Responsibilities

A Proposal Review Committee (PRC) is a team of experts tasked with providing scientifically based wildlife conservation expertise to the Project⁹ on Proposals¹⁰ submitted under the Window 2 of sub-component 2.2 of the Project. The PRC is an advisory body, which will ensure value addition to the Proposals that will be funded through the project. The PRC will:

1. Review the Proposals submitted, taking into account the criteria and indicators established under the Window 2.
2. Provide guidance to the Project Proponents (PPs) in the form of recommendations and critical requirements to ensure technical value addition to the Proposals to improve the design and quality of the Proposals, including assessing the appropriateness of outcome indicators
3. Serve as Peer Reviewers for Proposals submitted by the participating regional countries and provide written comments and suggestions to ensure the proposals have trans-boundary wildlife benefits

II. Membership

The PRC is broadly constituted, comprising of Members with expertise in the wildlife conservation aspects of the Project. It shall comprise the following members: (i) Director General, Department of National Parks and Wildlife Conservation, (ii) Director General, Department of Forests, (iii) representative from the NTNC, and (iv) two representatives from non-governmental institutions involved in wildlife conservation activities in Nepal. The Project Coordinator and PCU will act as the Secretary and Secretariat to the PRC.

(i) Term of Office

PRC Members shall be appointed by the Chief, Foreign Aid Coordination Division Ministry of Forest and Soil Conservation (MoFSC) for the entire duration of the Project. They shall be appointed as individuals on the basis of their technical expertise, and serve on the PRC as knowledgeable individuals in the subject area, while representing their organizations or affiliations mainly to ensure when providing technical recommendations to the project.

(ii) Remuneration and Reimbursement of Expenses

⁹ “Project” means Adaptable Program Loan on Strengthening Regional Cooperation for Wildlife Protection in Asia.

¹⁰ A Proposal is a document developed using the format on Project Proposals under the Window 2 of sub-component 2.2 that will be reviewed by the PRC for its technical soundness and by the NTNC for its operational standards.

PRC Members shall receive an honorarium for their services and if invited to review the implementation progress that requires traveling to proposal sites, travel expenses and per diems will be provided in accordance with NTNC established rules and procedures.

(iii) Resignation or Termination of Membership from the PRC

A PRC Member may resign or withdraw from the PRC at any time upon written notification to the Chief, Foreign Aid Coordination Division of MoFSC. Membership from the PRC may be terminated at any time based on a majority recommendation of the TRC membership with the concurrence of the World Bank upon which written notification of termination will be made by the Chief, Foreign Aid Coordination Division MoFSC.

(iv) Appointment of Alternate Members to the PRC

The Chief, Foreign Aid Coordination Division of MoFSC will appoint a suitable replacement to the PRC with concurrence of the World Bank. The replacement member should possess equivalent or better technical expertise and experience than the original member.

III. Working Procedure

PRC Members shall review Proposals and related information made available to them by the NTNC, and provide advice on the Proposals. Members may be asked, in relation to Proposals, to identify key issues, conduct further investigation, or to seek counsel from others as required. From time to time, Members may be asked to comment on written drafts pertaining to the subjects within the mandate of the PRC.

The PCU shall provide secretarial support to the PRC, which would include calling for Proposals, timely dissemination to PRC Members for desk review, reviewing the operational requirements of the Proposals, organizing the PRC Meetings and related logistics and making payments, coordinating with PRCs of the participating countries of the Project to obtaining timely comments for Proposals, taking minutes and disseminating the minutes to the Members, sending PRC Members review comments to the project proponents, organizing site visits for the PRC Members during implementation and making related logistical arrangements and payments.

IV. Transparency and Confidentiality

The membership, terms of reference and operating procedures of PRC and evaluating criteria shall be published on the NTNC project website.

While PRC meetings are not open to the public, Project staff of the Secretariat (i.e. PCU) shall be allowed to attend the meetings as observers, but may be asked to rescues themselves from any part of the discussion by the PRC Chairperson. The PPs shall be given the opportunity to present their proposals to the PRC committee and respond to any clarifications that PRC Members may require and provide additional details of the proposal. The Chairperson may grant observer status, for all or part of the PRC deliberations, to selected individuals including Project staff whose attendance would benefit the deliberations of the PRC.

If a non-governmental entity who are part of the PRC have partnered in a given Proposal, he/she shall rescues himself/herself from reviewing documents and in the deliberations.

V. PRC Proposal Review Processes

(a) Scope and Call for Proposals

Call for Proposals (CFPs) process shall take place once a year. The Secretariat shall send out CFPs to the DNPWC and DoF for project areas pre-determined by the National Project Steering Committee (NSC). The submission of proposals will follow a two stage process: (i) a project concept; and (ii) a detailed project proposal. DNPWC and DOF shall ensure the field-base staff develops the Proposals within the guidelines of Window 2 based on the priorities of each department within the pre-determined areas approved by NSC and submit the Project Concept to the Secretariat within one month from the time of CFPs. Upon approval of the project concept by the PRC, the PP will submit a detailed project proposal which includes a procurement plan and environmental and social safeguards assessments in accordance with the ESMF, within five months of the date of approval of the project concept.

(b) Review Process

The PCU shall undertake an initial screening of Proposals for completeness of the required information at both stages of the proposal review process such as ensuring that the basic eligibility criteria for the Project Concept Note and requirements of the Detailed Project Proposals such as technical and operational (financial, procurement and safeguards) information are met. If there are any significant gaps, particularly on operational sections of the Proposal, the PCU shall send out written comments to the PPs to complete the gaps and re-submit the Proposal. The PPs shall be given maximum of 2 weeks for the re-submission.

STAGE 1: The first stage of the proposal review process is for review of Project Concept Notes (PCN). The PCU shall send out the PCN and evaluation criteria for each PCN 1 to PRC Members. The PRC Members shall be given maximum of 2 weeks to carry out a desk review.

PRC Members shall undertake a comprehensive assessment against evaluation criteria provided in the end of this section for PCN review.

PRC Members shall be called in for the PRC meeting within 10 working days of the desk review period to interact with the PPs for further clarifications and information and to discuss the PCN among the PRC Members. Each reviewer shall present their comments and other PRC Members shall contribute to the discussion to reach consensus on the PCN outcome.

In addition, the PCN will be sent to the Secretary of PRC of the other participating countries for peer review and they will be given 10 working days for submission of comments. The Secretary to the PRC shall present the comments received from other countries, which the PRC Members shall take into consideration during the discussion.

The PRC shall agree on the final recommendations for each proposal at the end of the discussions and the PCU shall note down the recommendations in detail to be provided to the PPs.

The PCU shall send out written recommendations to the PPs requesting for further improvements to the PCN where necessary. The Secretariat shall submit the PRC endorsed PCNs for World Bank concurrence.

The PP shall submit a Detailed Project Proposal based on the approved PCN, incorporating the comments received from PRC and WB within 5 months of receiving formal clearance of the PCN.

STAGE 2: The second stage of the proposal review process is for review of Detailed Project Proposal (DPP). The PCU shall send out the DPP and evaluation criteria for each Proposal to PRC Members. The PRC Members shall be given maximum of 3 weeks to carry out a desk review. Each DPP shall be reviewed by all Members of the PRC.

PRC Members shall undertake a comprehensive assessment against evaluation criteria provided at the end of this section for DPP review.

PRC Members shall be called in for the PRC meeting within 10 working days of the desk review period to interact with the PPs for further clarifications and information and to discuss the DPP among the PRC Members. Each reviewer shall present their comments and other PRC Members shall contribute to the discussion to reach consensus on the DPP outcome. In addition, the Secretary to the PRC shall present the comments received from other countries, which the PRC Members shall take into consideration during the discussion.

The PRC shall agree on the final recommendations for each proposal at the end of the discussions and the PCU shall note down the recommendations in detail to be provided to the PPs. The DPP (with the final recommendations from the PRC) will be submitted to the World Bank for comments and concurrence at this stage and the World Bank shall respond within 2 weeks.

The PCU shall send out written recommendations to the PPs requesting for further improvements to the DPP where necessary. The PP shall submit a revised DPP within 2 weeks of receiving written comments from the PCU.

The PCU shall re-circulate the final DPP among the PRC Members for a final desk review to ensure recommendations are taken into account for which the PRC members shall be given one week to respond back. At this stage, the final Proposals shall be divided among the PRC Members randomly to reduce the time needed for the final endorsement.

The Secretariat shall submit the PRC endorsed final Proposals to the World Bank for record purposes.

(c) Proposal Review Criteria

STAGE 1 (Project Concept Review):

Relevance of Project Concept: This set of criteria assesses the relevance of the project concept to the priorities of Window 2.

- Project Concept should address a key priority identified for Window 2
- Project Concept should address a conservation issue that contributes towards improving the management of wildlife or a protected area with regional benefits
- Project Concept should have elements of innovativeness and potential for upscaling

Organizational Capacity: The criteria below should assess the ability of the of the PP to successfully implement the activity.

- The main implementing agencies should play a key role in implementing the proposed project
- If partnerships are proposed, the partners should have the key expertise and experience to implement the proposed project

Environmental and Social Safeguards: The criteria below should assess the potential environmental and social impacts of the proposed project.

- The proposed project should not result in significant or irreversible environmental impacts
- The proposed project should not result in adverse impacts on project affected communities, indigenous and vulnerable groups.

STAGE 2 (Detailed Proposal Review):

Organization capacity criteria: This set of criteria assesses the ability or readiness of the PPs and partners to accomplish the work proposed. The Proposal must demonstrate that the PP can complete the proposed activities, which are likely to succeed in bringing out national and regional conservation benefits and have potential for up scaling.

- Proposal includes coordination and cooperation between other stakeholders and identifies the actions that are priorities to the area
- Proposal describes how the applicant manage all aspects of work, including use of common procedures, data sharing, monitoring, and reporting
- Proposal identifies dedicated staff in place to implement the Proposal activities
- Proposal identifies existing processes or protocols that will be used to implement actions and monitor outcomes
- Proposal describes how GON and World Bank compliance requirements can be addressed in a reasonable time and provides an estimated timeline

- Proposal identifies mechanisms of institutionalization of the Proposal activities within the relevant conservation agency

Technical Criteria: This set of criteria assesses the Proposal on its benefit to the overall Project, and the overall technical merit of the proposed activities. The Proposal must provide a clear description of how the proposed actions would address a larger conservation issue that contributes towards addressing the respective Department(s) priorities towards improving the management of wildlife or a protected area.

- Proposal describes the reason or unique opportunity for completing the proposed actions. PP should describe how the proposed actions are part of a broader-scale conservation effort at landscape level
- Proposal implements priority conservation actions, which are in line with Window 2.
- Proposal identifies methods/procedures used in conservation action
- Proposal describes distinct, obtainable, and quantifiable or verifiable outputs and outcomes to be accomplished
- Proposal describes how the activities will benefit targeted species or their habitats (short and long-term)
- Proposal describes regional conservation benefits of the proposed activities (short and long-term)
- Proposal makes substantial effort to improve and monitor the status of habitats and/or threatened/endangered species

Operational criteria: This set of criteria assesses the fiduciary and safeguards operational requirements in place for the Proposal to be implemented.

- Proposal includes a realistic procurement plan
- Proposal includes a realistic cost break down of activities
- Proposal identifies the likely environmental and social impacts of the proposal and provides steps that will be taken to mitigate negative impacts as outlined in the ESMF
- Proposal describes a monitoring plan to ensure the Proposal activities are adequately monitored and evaluated to determine the effectiveness of conservation actions and provide for adaptive management for future efforts. The monitoring plan may include identifying appropriate monitoring protocols and establishing baselines, developing monitoring standards, timeframes for conducting monitoring activities, and expectations for monitoring
- Proposal describes how performance reports will clearly document monitoring results and operating standards

2.4 Results Monitoring and Evaluation

Monitoring and evaluation (M&E) will be embedded in the various components of the project and technical assistance provided through the project will include support for M&E. The capacity of the implementing agencies (DNPWC and DOF in Nepal's MOFSC) in M&E is weak. The PCU in Nepal, i.e., NTNC, has some experience in managing projects but will need support in M&E. As South Asia's first regional operation, the project poses unique challenges in

implementation and, in particular, M&E. Hence, it emphasizes strong technical support for M&E at participating countries and regional levels and tries to achieve a balance among the outcomes, outputs and process indicators to track project progress.

The PCU will work closely with the Monitoring and Evaluation Division of the MOFSC on the monitoring and evaluation of the project. A detailed MIS system will be developed to maintain the database on biodiversity status and management efforts of protected areas and sensitive ecosystems. The PCU would recruit an independent firm to carry out baseline surveys, especially of the biodiversity status, populations and habitats of flagship species, management information at the site level using Management Effectiveness Tracking Tool (METT) to establish baselines, where applicable, by the end of year one of implementation. Participation of government staff (rangers) in the baseline surveys would be encouraged in order to build local capacity for monitoring. Mid-term and end-of-project evaluations will be carried out by independent consultants subcontracted by the PCU. The PCU will also carry out technical, environmental and social audits through independent consultants during project implementation. The PCU will ensure that the following cross-cutting issues are embedded in the project activities and are regularly monitored and reported: (i) women's participation and gender equity; (ii) compliance with the environmental and social safeguards; and (iii) good governance.

In addition to the MIS system which will be developed and maintained mainly to improve conservation and management efforts of protected areas and sensitive habitats outside protected areas, the PCU will ensure information and data are collected on the M&E requirements (**Attachment 7**) of the project bi-annually to report to the NSC and IDA.

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III. FINANCIAL MANAGEMENT AND DISBURSEMENT ARRANGEMENTS

3.1 Planning and Budgeting

The proposed operation will follow the procedure of NTNC as provided in its Financial Administrative Byelaws. The Byelaws has a well-defined procedure for planning, budgeting and budget control. With the inputs of the FIUs, the PMU will prepare annual work program and budget, which will be submitted to the Project Management Committee (PMC) for review. The PMC will then submit the annual work program and budget to the National Steering Committee for endorsement. Once the program and budget is approved, NTNC will then submit to the National Planning Commission and the Ministry of Finance for inclusion in the Government's Budget "Red Book". A separate identifiable budget head will be defined for the Project in the Red Book so that the program implementation could be tracked and monitored. On a quarterly basis, program implementation will be reviewed by the National Steering Committee, and on a trimester basis, it will be reviewed at the National Planning Commission.

Funds Management

Financial Administrative Byelaws also describe arrangements for fund release, fund transfers and cash management system. Roles and responsibilities for fund management are clearly described and adequate control system arrangements are in place. NTNC is adequately staffed with personnel that have the requisite qualification and experiences needed for project implementation. A dedicated team of accounts staff will be assigned for the implementation of the Project.

Project Financial Accounting, Reporting and Internal Controls

In order to ensure that project financial statements are consolidated, the NTNC will ensure that separate books of accounts are maintained for the project and accounts are prepared on an accrual basis. NTNC will prepare trimester Implementation Progress Reports (IPR) which will include Financial Monitoring Report (FMR). Accounting information will be regularly updated to timely generate financial reports. NTNC will maintain required ledgers including the Special Designated Accounts Ledger. Internal control process of the NTNC will be applied to monitor the progress of the project in accordance with sound accounting practices. The accounting systems contain the following features: (i) application of consistent accrual accounting principles for documenting, recording, and reporting its financial transactions; (ii) a well-defined chart of accounts that allows meaningful summarization of financial transactions for financial reporting purposes; (iii) maintenance of various ledgers including the Designated Accounts register; (iv) the asset register; (v) monthly closing and reconciliation of accounts and statements; and (vi) the production of annual financial statements.

Accounting Policies

General Provisions: The accounting and internal control systems of the PMU will be maintained according to international accounting standards acceptable to the World Bank. The PMU financial reporting for the Bank will be done according to international standards.

Currency: The functional currency of the project is US Dollars and the accounting records for the Project are maintained in US Dollars (USD) and Nepali Rupee.

Foreign Currency: Transactions denominated in currencies other than US Dollar are translated at the National Bank of Nepal established rates ruling when they occur. Foreign currency monetary assets and liabilities are translated at the rates ruling at last day of the reporting period. Foreign currency non-monetary assets and liabilities are translated at historical rates

Fixed assets and Capital Items: The fixed assets held by PMU are shown in the financial statements (FMRs) at cost at the moment of purchase. No depreciation will be provided in these statements as per WB FM requirements. The internal control of fixed assets such as furniture, equipment, machinery and any other capital assets to be used in the project, will be maintained by the PMU. All employees are responsible and accountable for fixed assets in their possession. Any acquired or donated assets will be recorded in a Fixed Asset Register, if the item has a value of \$xx or more. This record will include a description of the asset, date received, cost or estimated value, location, and an indication if it was purchased or donated. The Fixed Asset Record will be maintained by the Accountant who should be notified about worn out or obsolete assets with no cash value

Cash Control: A Petty Cash Fund will be established

PMU Travel Guidelines {If Any}: All project related travel will be approved by the Manager. The project will cover hotel/accommodation expenses of the employees during travel for business purposes within the territory of Nepal based on the NTNC's rules and regulations. . The receipt should be presented by the employee to the accountant within 15 days after the business trip. The travel guidelines will also imply the local employees while traveling for business purposes within the territory of Nepal. The request for the per diems can be made within 30 days after the business trip took place.

Accounting Guidelines – The possible transactions, which could take place during implementation of the Project and their treatment from the point of view of National Legislation and WB requirements, could be summarized in the following table **Needs to be amended as appropriate**.

Category of expenditures	Description of nature and treatment of the transactions in order to reflect them in Local financial statements as well as in WB financial reports
Consultant Services	Nepali Accounting Standards approach. In general consulting contracts are treated as expenditures of the period the services were provided. In some cases when the contracts are generating tangible or intangible assets – they are reflected in PMU's records as respective asset at cost. WB approach. In order to reflect consulting contracts expenditures in WB

	financial statements they are considered expenditures at the moment they are paid.
Goods	<p>NAS approach. Goods are recorded as fixed (or other) assets. By the time depreciation expenses are accrued, the same amount of revenue is recognized in order to match using of source of funds with actual using of fixed (or other) asset.</p> <p>WB approach. The goods purchased are reflected as uses of funds at the payment date. The register of goods is maintained.</p>
Workshops / Training / Study Tours	<p>NAS approach. Workshops and Local Training –are treated as expenditures of the respective period, the possible expenditures that could be accepted are described in the respective agreements with funding agents. Training abroad and study tours – the logistical travel expenditures are accepted in accordance with respective GoM decision (norms for per diem, housing, etc.); the costs of training contracts are reflected as expenditures in the period they occur.</p> <p>WB approach. Are treated as uses of funds as of payment day. The possible expenditures are defined in accordance with the Legal Agreement.</p>
Operating Costs	<p>NAS approach. Operating costs are expended in the period they occur. Some of the operating costs should be verified if they match within the limits of fiscal legislation.</p> <p>WB approach. Expenditures are reflected as of the payment day.</p>

Internal Control: The PMU internal control systems will ensure that financial records are reliable and complete. In particular, the internal control systems, will ensure proper recording and safeguarding of assets and resources, adherence to management policies and orderly and efficiently conduct of business.

- A) **Control Environment** – PMU has a good competence and organizational methods to ensure control environment at the necessary level.
- B) **Control activities** – authorization procedures: all the transactions are authorized by 2 people – Manager and accountant, this is suitable for such small organization; segregation of duties: the main segregations should be performed between Manager, procurement officer and accountant. Procurement officer should be responsible for procurement arrangements, including delivery of goods and services, accountant – should be responsible for preparation of payment arrangements and proper recording and maintaining records, preparation of financial reporting, Manager – should approve all the transactions, monitor activity of the procurement officer and accountant, monitor reports, etc.
- C) **Information and communication** – the management should organize timely and appropriate information about the project implementation, projects expenditures, sources of funds. This information should be delivered to relevant agencies (WB team, project beneficiaries, etc.)
- D) **Monitoring** – The proper monitoring of the project will be organized by the WB supervision team as well as by financial management specialists and report any weaknesses, which could appear.

Financial Control System: All transactions will be reflected by supporting documentation, which will provide objective and verifiable data. The process of registering the supporting documents is the first step for record keeping and providing an audit trail. Support documents are normally received from external source but are in some cases prepared internally. It is suggested that the source documents are to be registered by Reference Codes with the following format:

ID YY MM NNN

ID a two character alphanumeric code that represents the type of source document
YY a two character numeric code that represents the current year
MM a two character numeric code that represents the current month
NNN a three character numeric sequential number

Source documents can be classified as invoices, purchase orders, travel expense forms, etc. All transactions are registered into Transaction Log.

Accounting System: During the initial stages of Project preparation, the PMU will maintain its accounting system in a manual form (supported by XL database). By Project effectiveness, the PMU will use a fully operational computerized accounting system. It is expected that the PMU will select software used by other Bank financed projects in Nepal (if applicable). This system will meet all international accounting standards and requirements.

Project Books and Records: Transactions will be posted through a journal. The journals are books of original entry for records and contain information including the account number, a description of the transaction, reference information (no.), and the transaction amount. The PMU will have separate ledgers for each source of Funds. The Chart of Accounts developed for the project will follow the same logical framework structure used for activity scheduling, work product definition, procurement planning, loan disbursement planning and cost estimates of the Project. Journalizing is the process of entering the transactions into a journal based on a source documents. The proper journal entry is recorded by posting the data into a journal one at a time. Reverse Journal Entries are used to correct errors.

The following books of original entry (journals) will be maintained:

- General Ledger
- Fixed Assets Register
- Procurement Records
- Budget

1. General Ledger

Maintains account balances used for standard reporting. It should contain the following information:

Date

Transaction number

Description (with quantity/no. Of items, as appropriate)

Source document reference number

Account number

Amount (debit or credit)

All transactions that are posted in the general ledger will show expenses made and sources received.

2. Fixed Assets Register

The Fixed Assets Register is used for identifying and controlling equipment purchased under the project.

3. Budget

The budget journal is used to record the original budget amounts for the accounts and to make corrections in those amounts after appropriate decisions. For the Project the original budget information is recorded in the legal agreement between the Government of the Republic of Moldova and the IDA as a "Summary Project Cost Estimate". However, this is a budget for the duration of the Project. The annual budget figure for each of the project accounts will be recorded before the beginning of each fiscal year of the CEP, and will be based on the Project Implementation Plan and the Procurement Implementation Plan for the Project, among other information. The budget figures provide a basis for performance evaluation and taking actions in the event that budgeted figures do not match actual figures.

The allocation of Credit proceeds is given in the Table above, which also indicates the financing for the various categories of expenses. The project will be executed over a period of five years when the Credit/Grant amount of \$ 9 million would be disbursed. The proposed closing date for the project would be xxx, 200x. The IDA funds will be disbursed either as direct payments, or to the Special Account. All replenishments for transactions above the prior-review threshold will be fully documented. Supporting documentation for all transactions, including completion reports, goods received noted and acceptance certificates, will be retained by the PMU and made available to the Bank during project supervision. There is no plan to move to forecast-based periodic disbursements.

Commitments: A contract constitutes the basic document for accounting of commitments and disbursements. When a contract is signed, the Accountant establishes a Contract Payment Record with an initial commitment equal to the contract price. As each payment is made, its date and amount are noted on the contract payment record; at any given moment the undisbursed portion of the amount committed shall be the difference between the initial commitment and the sum of the payments already made.

Purchases. Invoices from suppliers and consultants are matched by the Accountant to an approved goods delivery note or similar document and to the original purchase order, and contract, if necessary. The procurement officer as well as Accountant and Manager approve the invoice. Payments are effected in two ways, depending upon the source of financing: (i) from IDA – a bank payment order from the relevant SA is prepared and funds are transferred from the SA either directly to the foreign supplier or via the Transit account to the local supplier/consultant.

Presentation of Invoices: Invoices are submitted by the contractor or supplier as specified in the contract. Each invoice shall clearly specify the corresponding work performed, or be supported by a statement of works, as appropriate. The invoice shows the costs, taxes shown separately, of the work done, the amount of any withholding for the mobilization advance, the total to be paid, the contractor's/supplier's bank account to which payment should be made, and the pertinent reference to the accompanying statement(s) of work. Invoices are dated and signed by the contractor's/supplier's authorized representative.

Checking of Invoices: The Procurement Officer will verify the invoice and attached statements of work, certify the service performed, and then transmit the file to the Accountant for payment. The PMU may commission a confirmation (certification) of the statement of works by an external consultant, as required. The Accountant will check the breakdown of the invoice against the undisbursed portion of the commitment shown on the contract payment record, and shall authorize the payment. Except in the event of duly proven *force major*, the total time that elapses between receipt of the invoice by the PMU and the issuance of the payment order to the bank (regarding payment to the contractor/supplier) shall not exceed 15 working days. Compliance with this rule is a factor in evaluation of the performance of PMU staff concerned, as well as the performance of the PMU.

Authorization of Payments: Authorization of a payment involves the following operations:

- (1) Preparation of a payment order for the net amount to be paid to the contractor's/supplier's bank account as specified in the corresponding invoice;
- (2) Recording of the payment in the contract payment record.

Payment Orders: Payment orders shall be signed by the accountant and countersigned by the Manager of the PMU. A photocopy of the signed payment order and, if signature authority has been delegated, of the instrument incorporating such delegation, shall be attached to the invoice before it is placed in the file of supporting accounting documentation kept by the Accountant for use by the auditors.

Closure of Contract: Upon final acceptance of the works and services performed, all retention moneys or the balance thereof will be released. The contract at that time is closed, and any undisbursed commitment voided.

Internal Audit

NTNC has a practice of appointing the internal auditor for a period of three years. Internal auditors are appointed on a competitive basis from the national market from amongst the reputed professional accounting firm. Currently, JB Rajbhandary & DiBins (Chartered Accountants) is the internal auditor of the NTNC. Internal auditors review all the programs and projects under NTNC and provide separate observations by project.

External Audit

NTNC activities are audited by the Office of the Auditor General of Nepal (OAG/N). An annual audit report of the proposed project will be submitted within six months after the end of the fiscal

year. Final audits are produced normally within six to eight months of the end of the financial year.

3.2 Progress Reporting, Monitoring and Disbursement

As part of progress reports, NTNC will submit the Implementation Progress Report (IPR) on a trimester basis of which “Financial Monitoring Report” will form the basis of disbursement based on cash forecasts for two trimesters. The interim financial report of the project IPR will report total investments to be separated by specific category and/or component so that total investments as envisaged can be tracked and monitored. The project IPR will be prepared from outset, showing the sources and uses of funds, output monitoring report, procurement management report and narrative progress report in formats agreed with the Bank. To match the government planning and reporting cycle, the IPR will be produced on a trimester basis and submitted within 45 days from the end of the preceding trimester. The financial monitoring report will include (a) transfers of funds to and from the special designated accounts, (b) expenditure statements against each budget head by detail classification according to the chart of accounts, as funded for the project, (c) a cash forecast statement for the following two trimesters accounting for the current balance in the Special Designated Accounts, (d) an output based progress report, and (e) an update on the procurement plan.

The following audit report would be monitored in the Audit Report Compliance system (ARCS):

Implementing Agency	Audit	Auditors	Audit Due Date
NTNC	Project Financial Statements (including Special Designated Accounts)	Office of the Auditor General of Nepal	6 months after the end of fiscal year (January 15th)

3.3

Direct Payment requests are sent from the PMU to the World Bank Loan Department when circumstances require. The payment request is prepared on Form 1903 and authorized as for normal Withdrawal Applications (see above). The World Bank makes direct payment to the suppliers as directed.

The designated accounts will be operated under joint signatures of the Project Chief and the Finance Director.

NTNC will ensure that the bank/cash books are reconciled with bank statements every month. They will separately submit applications documenting the expenditures from the previous advance and requesting for additional advance based on cash forecast to be deposited in the Designated Accounts on a trimester basis. The withdrawal application will be accompanied by reconciled statements from the bank in which the account is maintained, showing Designated Account transactions. Supporting documentation will be maintained by NTNC for at least one

fiscal year after the year in which the last disbursement from the project took place, and will be available for review by IDA staff and independent auditors.

NEPAL: STRENGTHENING REGIONAL COOPERATION FOR WILDLIFE PROTECTION

IV. PROCUREMENT ARRANGEMENTS

Procurement for the proposed project for strengthening Regional Cooperation for Wildlife Protection will be carried out in accordance with the World Bank's "Guidelines: Procurement under IBRD Loans and IDA Credits, dated May 2004, revised in October 2006 and May 2010" and "Guidelines: selection and Employment of Consultants by World Bank Borrowers dated May 2004, revised in October 2006 and May 2010" and the provisions stipulated in the Legal Agreement.

A Project Coordination Unit (PcU) formed in the National Trust for Nature Conservation shall be responsible for managing the overall project procurement.

The PCU has prepared a Procurement Plan (dated) which has been reviewed and agreed to by the Bank. The final Procurement Plan will be posted in the project's website. The Procurement Plan will be updated annually or as required to reflect the project's progress, its implementation needs and improvements in institutional capacity.

4.1 Procurement Methods

Procurement of Goods and Works: The project will support minor works contracts required for the construction or maintenance of foot trails, watch towers, guard posts etc. in the various wildlife reserves/national parks that comprise the Field Implementation Units (FIUs) and procurement of minor office IT equipment, furniture etc. for the PMU and FIUs, and possibly vehicles/motorcycles for supervision needs. Most of these are expected to be small value contracts and not meriting ICB, hence these shall be procured through National Competitive Bidding using local procedures subject to the following exceptions, and using documents approved by the Bank:

- i) Bid documents shall be made available, by mail or in person, to all who are willing to pay the required fee;
- ii) Foreign bidders shall not be precluded from bidding and no preference of any kind shall be given to national bidders;
- iii) Registration shall not be a precondition for purchasing or submitting bids. If a registration process is required by law, a foreign firm declared as the lowest evaluated responsive bidder shall be given a reasonable opportunity of registering, without let or hindrance;
- iv) There shall not be any restrictions on the means of delivery of the bids;
- v) Bids shall be submitted and opened in public in one place, immediately after the deadline for submission of bids;
- vi) Qualification criteria (in case pre-qualifications were not carried out) shall be clearly stated in the bidding/proposal documents;
- vii) Evaluation of bids/proposals shall be made in strict adherence to the criteria disclosed in the bidding/proposal documents. The report shall be prepared in a

- format prescribed by the Association and shall be completed before the initial bid/proposal validity period;
- viii) Rebidding shall not be carried out without the prior concurrence of the Association; and
 - ix) Extension of bid validity shall not be allowed without the prior concurrence of the Association (A) for the first request for extension if it is longer than four (4) weeks, and (B) for all subsequent requests for extensions irrespective of the period.

Works estimated to cost less than the equivalent of US\$ 15,000 and Goods estimated to cost less than the equivalent of US\$10,000 may be procured through shopping, in accordance with the procedures described in Section III, Clause 3.5 of the Guidelines: Procurement under IBRD Loans and IDA Credits (May 2004, revised October 2006 and May 2010).

Procurement of non-consulting services: Non-consulting services procured under this project would include those for preparation and organization of seminars and workshops, limited printing of materials etc. and are not expected to exceed US\$ 10,000 per contract. Such services shall usually be procured through shopping procedures.

Procurement of Consultants: Activities relating to development and operationalisation of a MIS, carrying out baseline surveys, mid-term and end-term evaluations; technical, environmental and social audits shall be carried out using the services of consultants. Based on the nature of the assignment, such contracts shall be procured through QBS, QCBS, CQS Least Cost, or Fixed Cost methods as appropriate following the procedures described in the Guidelines: Selection and Employment of Consultants by World Bank Borrowers (May 2004, revised October 2006 and May 2010).

Single source selection may be employed with prior approval of the Bank using procedures described in paragraphs 3.9 to 3.12 of the Consultant Guidelines.

Services of individual consultants shall be procured following the procedures described in paragraphs 5.1 to 5.4 of the Consultant Guidelines.

For contracts with consultant firms that are expected to cost less than the equivalent of US\$ 200,000 per contract, the shortlist may comprise entirely of national consultants subject to the Bank's approval.

Terms of reference (TOR) for the selection of firms and individuals and all direct contracts regardless of value, shall be subject to the Bank's prior review.

Prior review: The procurement plan (or its updates) approved by the Bank shall set forth those contracts that are subject to the Bank's prior review based on the thresholds described in the Table under paragraph 15. Procurement under the project will be limited only to the items listed in the approved plan. All other contracts shall be subject to the Bank's post review.

Capacity assessment and remedial actions: A detailed capacity assessment of NTNC that was carried out on September 07, 2010. The assessment revealed the following major shortcomings:

- Though NTNC has its operating manual that includes a section on procurement, many of its provisions are in conflict with those prescribed in the national procurement Law.
- The bid documents used lack many standard clauses – also one sample document for goods that was reviewed did not specify any qualifications criteria. However, nominal qualification criteria are prescribed in documents used for the procurement of works.
- Bid evaluation for goods is done simply on the basis price comparison.
- Procurement Plans are not prepared – only a listing of activities is done.
- The designated procurement official has limited procurement experience.
- The system of maintaining procurement documentation and record keeping is reasonable but can be improved.

To address these shortcomings, the following measures shall be taken:

- The PCU at NTNC shall include a procurement consultant hired from the market or delegated from another Government agency who has proven hands-on experience of carrying out public procurement. This official shall be in place by project appraisal.
- The designated procurement official shall prepare the detailed procurement plan and sample bid documents for Goods and Works for review and approval by the Bank by project negotiations.
- Throughout the life of the project, procurement filing shall be done in accordance with the checklist provided by the Bank.
- All procurement related actions shall be subject to prior review based on the stipulations in the Table below.

Thresholds for Procurement Methods and Prior Review

Category	Threshold (US\$ equivalent)	Procurement Method	Prior Review
1. Works	>500,000	ICB	All contracts
	>15,000 but < 500,000	NCB	First two contracts each year
	< 15,000	Shopping	None
		Direct contracts	All
2. Goods and non-consulting service	>250,000	ICB	All
	>10,000 but < 250,000	NCB	First two contracts each year
	<10,000	Shopping	None
		Direct contracts	All
3. Consultants			
a) Firms	>200,000	QBS, QCBS	All
	<200,000 and	QBS, QCBS,	First one under each

	>50,000	LCS, CQS	method
	<50,000	QCBS, CQS, LCS, FCS	None
		Single source	All
b) Individuals	>10,000	IC	All
	<10,000	IC	None

With the measures described in paragraph 14 being put in place, and with the application of the review thresholds stated in paragraph 15, the residual procurement risk for the project is considered SUBSTANTIAL. Supervision: In addition to regular monitoring and support, procurement supervision missions will take place at least twice a year including procurement supervision for post-review.

General guidelines on the responsibilities of the procurement officer:

Responsibilities of the Procurement Officer for the purchase of goods exceeding US\$100,000

Goods (information systems and computers, etc) exceeding US\$100,000 will be procured by International Competitive bidding (ICB) (see [Credit Agreement, Schedule 4, Section xx., Part xx, page --](#)) in accordance with the World Bank Guidelines in this respect and the “Standard Bidding Documents” related to Procurement of Goods.

Responsibilities of the Procurement Officer for the purchase of goods under US\$100,000

Purchase of goods under US\$100,000 but above US\$50,000

Goods (office equipment, computers and xxx) in this price range will be procured by Shopping (see [Credit Agreement, Schedule 4, Section xx., Part xx page --](#))

In this case, the Responsibilities of the Procurement Officer are to:

- Organize the advertisement of the procurement of the goods, as required by the Guidelines, in Development Business and/or the local press
- Collect the subsequent Expressions of Interest received and file/copy them properly
- Prepare the short list of the firms and the Request for Quotations/Letter of Invitation (LOI)
- Receive World Bank’s no objection on the shortlist and the Request for Quotations/Letter of Invitation (LOI) for the firms in the short list
- Issue the RFP/LOI to the shortlisted firms
- Receive the price quotations from the shortlisted firms
- Organize the evaluation committee
- Organize the evaluation of the proposals by the evaluation committee
- Forward the evaluation reports and all other documents related to the procurement activity and the award of the contract to the winner (draft contract included), to the World Bank for review and no objection

- Enter into negotiations and conclude the contract agreement with the winner
- Inform the Finance Section of the disbursement planning associated to the contract in order for this Section to organize via appropriate Requests for Withdrawals the replenishments of the Special Account, if necessary, or Direct Payment(s) from the Credit Account
- Register the contract at the Custom Service to ensure duty waiver.
- Issue the memo requesting payment to the PIU Director by submitting the whole package of documents related to the procurement activity.

Purchase of goods under US\$50,000

Goods (office equipment, computers, and supplies) can be procured by Shopping (see [Credit Agreement, Schedule 4, Section xx., Part xx page --](#)). International Shopping may also be used for these purchases if recommended by the World Bank.

In case of National Shopping, the responsibilities of the Procurement Officer is to

- Prepare the shortlist of firms and the letter of invitation (LOI) to bid
- Receive World Bank's no objection on the shortlist and the Letter of Invitation (LOI) for the firms in the short list
- Issue the request for quotations to the shortlisted firms
- Receive the bids from the shortlisted firms
- Organize the evaluation committee
- Organize the evaluation of the bids by the evaluation committee
- Forward the evaluation reports and all other documents related to the procurement and the award of the contract to the winner (draft contract included), to the World Bank for review and no objection
- Enter into negotiations and conclude the contract agreement with the winner
- Inform the Finance Section of the disbursement planning associated to the contract in order for this Section to organize via appropriate Requests for Withdrawals the replenishments of the Special Account, if necessary, or the Direct Payments from the Loan Account
- Register the contract, if payments will be made out of the Special Account, at the commercial bank where the Special Account is for the payment
- Issue the memo requesting payment to the PIU Director by submitting the whole package of documents related to the procurement activity.

Responsibilities of the Procurement Officer for the employment of Consultants under QCBS

Consultant's services will be procured by the Quality- and Cost - Based Selection method (see [Credit Agreement, Schedule 4, Section xx., Part xx, page --](#))

In this case, the Responsibilities of the Procurement Officer is to

- Organize the advertisement of the procurement of Consultant's services, as required by the Guidelines, in Development Business and the international press, if appropriate)

- Collect the subsequent Expressions of Interest received and file/copy them properly
- Prepare the short list of the firms and the Request for Proposals/Letter of Invitation (LOI)
- Receive World Bank's no objection on the shortlist and the Request for Proposals (RFP)/Letter of Invitation (LOI) for the firms in the short list
- Issue the RFP/LOI to the shortlisted firms
- Receive the proposals from the shortlisted firms
- Organize the evaluation committee
- Organize the evaluation of the proposals by the evaluation committee
- Forward the evaluation reports and all other documents related to the procurement and the award of the contract to the winner (draft contract included), to the World Bank for review and no objection
- Enter into negotiations and conclude the contract agreement with the winner
- Inform the Finance Section of the disbursement planning associated to the contract in order for this Section to organize via appropriate Requests for Withdrawals the replenishments of the Special Account, if necessary, or Direct Payments from the Loan Account
- Transfer to the PIU Director the whole package of documents related to the procurement for final transmission to the Finance Section and subsequent payment(s).

Responsibilities of the Procurement Officer for the employment of Consultants under LC

In this case, the Responsibilities of the Procurement Officer is to

- Prepare the shortlist of firms and the letter of invitation (LOI) to bid
- Receive World Bank's no objection on the shortlist and the Letter of Invitation (LOI) for the firms in the short list
- Issue the LOI to the shortlisted firms
- Receive the bids from the shortlisted firms
- Organize the evaluation committee
- Organize the evaluation of the bids by the evaluation committee
- Forward the evaluation reports and all other documents related to the procurement and the award of the contract to the winner (draft contract included), to the World Bank for review and no objection
- Enter into negotiations and conclude the contract agreement with the winner
- Inform the Finance Section of the disbursement planning associated to the contract in order for this Section to organize via appropriate Requests for Withdrawals the replenishments of the Special Account, if necessary, or the Direct Payments from the Loan Account
- Transfer to the PIU Director the whole package of documents related to the procurement for final transmission to the Finance Section and subsequent payment(s).

Responsibilities of the Procurement Officer for the employment of Consultants when selection is based on consultant's qualifications

This selection method will be used for assignments under US\$100,000 only, when the need for preparing and evaluating competitive proposals is not justified. In such a case, the PIU will review the TOR (prepared by the technical unit of the relevant component), request expressions

of interest and information on the consultant's experience and competence, establish a shortlist and propose to the World Bank no objection the consultant with the most appropriate qualifications and references. A technical and financial proposal is required. The World Bank will also have to issue its no objection on the terms and conditions of the contract, if required by the Credit Agreement.

NEPAL: STRENGTHENING REGIONAL COOPERATION FOR WILDLIFE PROTECTION

V. ENVIRONMENTAL AND SOCIAL SAFEGUARDS

The implementing agencies will be responsible for implementing the Environmental and Social Management Framework of the project. The environmental and social safeguards requirements for this project are outlined in detail in the Environmental and Social Management Framework (ESMF) and it should be used as a template for undertaking environmental and social analysis.

5.1 Environmental Safeguards Management

Activities selected under the project could fall into two categories for carrying out environmental assessments; (a) activities falling within EIA regulations of the country (b) activities that do not fall within the EIA regulation but still require environmental analysis in complying with OP 4.01 of the World Bank Safeguard Policies.

Activities that fall under (a) above have to follow the EIA/IEE clearance and approval process of the Government of Nepal and subsequently get clearance from IDA. For such activities, the initial step after identification of the activity is to develop a TOR. The TOR needs to be approved by the MOFSC, Ministry of Environment (MOE) and IDA in case of having to undertake an EIA. In the event that an IEE is the only requirement, the TOR has to be agreed with MOFSC and IDA. Thereafter, the sub-project implementing agency (DONPWC or DOF) will carry out the EIA and submit the same initially to MOFSC and then subsequently to MOE for evaluation and approval. At the same time the report should be submitted informally to IDA for review and comment. All EIAs are required to undergo the public consultation process required under the law. If the sub-project is required to undergo an IEE, the TOR is agreed with MOFSC and IDA. Upon completion of the IEE the sub-project proponent will forward the IEE to MOFSC for review while submitting a copy to IDA informally. IDA comments may be incorporated into the documents before it is cleared by the respective government agencies—MOFSC for the IEE and MOE for the EIA. Upon receiving formal approval from the MOFSC and MOE for the EIA and MOFSC for the IEE, the finalized EIA/IEE/EMP will be forwarded to IDA for formal concurrence, as IDA is unable to provide formal clearance until the required national clearances are obtained. IDA clearance of the EAs is a pre-requisite for disbursement of funds for the civil works and any other activity that is deemed to have a potential for adverse environmental impacts. Once the project is approved and implemented, monitoring of implementation progress of each sub-project will be carried out periodically by the implementing agency, MOFSC (if it's different from the implementing agency) and IDA. Monitoring progress will be fed back to IDA and MOFSC by the implementing agency through monitoring reports.

For those activities falling under category (b) above, the respective agency will be responsible in preparing the TOR and for carrying out the assessments, with or without public consultation as the need may be, with concurrence from IDA. The EAs, EMPs or checklists will be formally approved by IDA prior to fund disbursements for the specific activities.

The EMP should consist of a set of mitigation, management, monitoring, and institutional measures to be taken during implementation and operation to eliminate adverse environmental and social impacts, offset them, or reduce them to acceptable levels. The plan should also include the actions needed to implement these measures. In preparation of an EMP, the EA consultant should:

- (a) Identify the set of responses to potentially adverse impacts;
- (b) Determine requirements for ensuring that those responses are made effectively and in a timely manner
- (c) Describe the means for meeting those requirements.

More specifically, the EMP should include the following components:

- The EMP should identify feasible and cost-effective measures that may reduce potentially significant adverse environmental impacts to acceptable levels. The plan includes compensatory measures if mitigation measures are not feasible, cost-effective, or sufficient.
- The EMP should define monitoring objectives and specify the type of monitoring needed, with linkages to the impacts assessed in the EA report and the mitigation measures described in the EMP.
- To strengthen the project sponsor's environmental management capability, EMPs should mention any technical assistance that may be needed by the borrower.
- For all three aspects (mitigation, monitoring, and capacity development), the EMP should provide (a) an implementation schedule for measures that must be carried out as part of the project, showing phasing and coordination with overall project implementation plans; and (b) the capital and recurrent cost estimates and sources of funds for implementing the EMP.
- The EMP must be integrated into the project's overall planning, design, budget, and implementation.

During project implementation, the project sponsor should report on compliance with:

- (a) Measures agreed with World Bank on the basis of the findings and results of the EA, including implementation of any EMP, as set out in the project documents
- (b) The status of mitigation measures; and
- (c) The findings of monitoring programs.

Project Component-specific review process

All relevant activities under components 1 and 2 will require the preparation of activity-specific/sub-proposal-specific EA/EMPs/checklists. All EA/EMPs/checklists has to be reviewed and cleared by IDA prior to commencement of activities on the ground. The environmental mitigation requirements identified in EA/EMPs/checklists will have to be reflected in contractual documents wherever it is necessary.

Based on the preliminary assessment, the following list identified activities are expected to be financed under the project and requirements tool to be used for environmental management.

Component 1:

Activity	Safeguards Action	Approvals Needed
Renovation of buildings	Simple EMPs will be developed and included in the construction contractor's contract documents	IDA

Component 2:

Activity	Safeguards Action	Approvals Needed
Window 2 - components	Concept stage - Site and activity specific checklist will be completed (Attachment 2) Proposal stage - Site and activity specific EAs including EMPs will be done based on TORs agreed with IDA under each proposal (Attachment 3)	IDA

Guidelines for developing EMPs

Having identified the potential impacts of the relevant sub-component, the next step of the EA process involves the identification and development of measures aimed at eliminating, offsetting and/or reducing impacts to levels that are environmentally acceptable during implementation and operation of the project (EMP). EMPs provide an essential link between the impacts predicted and mitigation measures specified within the EA and implementation and operation activities. World Bank guidelines state that detailed EMP's are essential elements for Category A projects, but for many Category B projects, a simple EMP alone will suffice. While there are no standard formats for EMPs, it is recognized that the format needs to fit the circumstances in which the EMP is being developed and the requirements, which it is, designed to meet. EMPs should be prepared after taking into account comments from the PAA and IDA as well as any clearance conditions. Annex C of OP 4.01 (see main report for annex C) of the World Bank safeguards outlines the important elements of the EMP and guides its preparation. Given below are the important elements that constitute an EMP.

a. Identification of impacts and description of mitigation measures

Firstly, Impacts arising out of the project activities need to be clearly identified. Secondly, feasible and cost effective measures to minimize impacts to acceptable levels should be specified with reference to each impact identified. Further, it should provide details on the conditions under which the mitigation measure should be implemented (ex; routine or in the event of contingencies) The EMP also should distinguish between type of solution proposed (structural &

non structural) and the phase in which it should become operable (design, construction and/or operational).

b. Enhancement plans

Positive impacts or opportunities arising out of the project need to be identified during the EA process. Some of these opportunities can be further developed to draw environmental and social benefits to the local area. The EMP should identify such opportunities and develop a plan to systematically harness any such benefit.

c. Monitoring programme

In order to ensure that the proposed mitigation measures have the intended results and complies with national standards and donor requirements, an environmental performance monitoring programme should be included in the EMP. The monitoring programme should give details of the following;

- Monitoring indicators to be measured for evaluating the performance of each mitigation measure (for example national standards, engineering structures, extent of area replanted, etc).
- Monitoring mechanisms and methodologies
- Monitoring frequency
- Monitoring locations

d. Institutional arrangements

Institutions/parties responsible for implementing mitigation measures and for monitoring their performance should be clearly identified. Where necessary, mechanisms for institutional co-ordination should be identified as often monitoring tends to involve more than one institution.

e. Implementing schedules

Timing, frequency and duration of mitigation measures with links to overall implementation schedule of the project should be specified.

f. Reporting procedures

Feedback mechanisms to inform the relevant parties on the progress and effectiveness of the mitigation measures and monitoring itself should be specified. Guidelines on the type of information wanted and the presentation of feedback information should also be highlighted.

g. Cost estimates and sources of funds

Implementation of mitigation measures mentioned in the EMP will involve an initial investment cost as well as recurrent costs. The EMP should include costs estimates for each measure and also identify sources of funding.

h. Contract clauses

This is an important section of the EMP that would ensure recommendations carried in the EMP will be translated into action on the ground. Contract documents will need to be incorporated with clauses directly linked to the implementation of mitigation measures. Mechanisms such as linking the payment schedules to implementation of the said clauses could be explored and implemented, as appropriate.

Consultation with affected people and NGOs in preparing the EMP will be an integral part of all is recommended and the final documents should be made available for public to review and comment.

Format for Environmental Management Plan - Construction

Stage	Activity	Environmental Issues	Mitigation measures	Locality	Frequency of Implementation / Application	Cost	Implementation Responsibility	Monitoring Responsibility	Monitoring Frequency	Implementation Progress
Pre-construction / design / planning										
Construction										
Operational										

5.2 Social Safeguards Review Process

While major social impacts are not anticipated by the project, there is a possibility that the project will impact the livelihoods of people. In order to ensure that such negative impacts are responded to these impacts need to be identified, documented and response measures developed. The project will conduct a social impact assessment (refer to the TOR given below) within the first 6 months of the project as soon as the project specific sites are identified for sub-component 2.2 which are activities financed from the two funding windows.. The responsibility to conduct the assessments would be within the principle implementing agency of a given site. In addition, a continuous social impact assessment (TOR is provided in below) will be conducted at mid term and prior to project closure.

The project will also ensure that component-specific mitigation measures identified in the Social Management Framework are implemented during the project period.

Generic Guidelines for Continuous Social Impact Assessment (CSIA)

CSIA refers to an overall SIA conducted in Years 2 and 4 on the whole project. Through direct interaction with the local population in the project areas, the CSIA is expected to provide an independent assessment of the wider social impacts of the project interventions, implementation of the safeguards framework, functioning of local GRMs, impact on land tenure in the project areas and of development of local entrepreneurship and investments. The CSIA helps to monitor the social dimensions of the Strengthening Regional Cooperation for Wildlife Protection Project and in doing so highlight the risks, challenges, opportunities and problems within the project.

Objectives

Through direct interaction with the local population in the project areas, the CSIA is expected to provide an independent assessment of the wider social impacts of the project interventions, implementation of the safeguards framework, livelihood restoration and socio-economic impact of sub-projects, in particular due to activities funded through component 2.2 windows 1 and 2, functioning of local GRMs, impact on land tenure and overall livelihood in the project areas. The CSIA helps to monitor the social dimensions of the overall project and in doing so highlight the risks, challenges, opportunities and problems within the project.

Scope of Work

The CSIA will be implemented during the second and the fourth year of the project. After the first round, the TOR will be reviewed and adjusted according to the evolving project needs. The consultants are expected to cover all sub-projects funded under the project and the majority of consultancy time will be spent interacting with local communities in the sub-project areas.

The CSIA reports will provide an overall social impact assessment, and in particular on any Indigenous Peoples living in project areas, assess livelihood impact of project interventions on local communities, highlighting implementation weaknesses, social/ethnic issues, land issues, other grievances and provide feedback with specific recommendations for actions. The reports will cover, but not be limited, to the following:

1. Assess the implementation of the Social Management Framework in general and any Indigenous Peoples' Plans in particular.
2. Assess each sub-project and their impacts on the communities separately, in particular the livelihood and general socio-economic impact and compare to the initial SIA conducted. Assess the effectiveness of measures taken to improve (or at minimum restore) incomes and livelihood.
3. Assess the human wildlife conflict management and ecotourism pilots implemented and their impact on the affected communities – in particular the livelihood and general socio-economic impact and compare to the initial SIA. Assess the effectiveness of measures taken to improve (or at minimum restore) incomes and living standards
4. Assess the level and nature of community participation in sub-project implementation. Assess the social inclusion of minorities/vulnerable/women in consultations and in distribution of sub-project benefits and compensations/livelihood restoration.
5. Assess the transparency and efficiency of the Grievance Redress Mechanism under the project incl. a review of issues, adequacy and speed of resolution, and satisfaction of complainants.
6. Review compliance with social safeguard issues and general social impact in terms of gender, vulnerable groups, social exclusions, demographic change, and monitor/update the Project Risks and Mitigation Measures.

On request of the Bank, the CSIA reports may also include additional issues in the agreed scope of services, which may emerge during implementation.

Methodology

The CSIA will be conducted prior to the midterm review of the project and prior to project closure by an independent consultant firm. The CSIA will include all areas covered by the project. The consultancy firm will annually conduct detailed surveys sampling at least 10 percent of the population from each project area and submit the report within three month after the completion of a given phase.

Apart from conducting a Household survey to monitor livelihood impact of the project regulations of access to natural resources, the CSIA will also comprise a community audit of the project, gathering the perceptions and feedback from local communities regarding project implementation and impact. Hence, the consultants will also need to combine community facilitation skills with those of independent analysis. The methods employed may include,

- Individual stakeholder interviews and community discussion forums.
- Participatory rural analysis
- Household interviews in designated project areas

Consultants are expected to interact closely with Project Staff, relevant government officials at the national and local levels and relevant NGOs, CBOs and other development agencies active in the project areas to obtain necessary information required to complete the scope of services.

Outputs

Inception report: A report at the outset of the consultancy that details final methodology derived from field visits and discussions with local communities, Project Management Unit, local authorities in project area, DNPWC and DOF and other relevant stakeholders.

Final report: The consultants will produce a final report on the overall social impacts of the project with three months after project completion.

Project Component-specific review process

All relevant activities under components 1 and 2 will require the preparation of activity-specific/sub-proposal-specific SIA/checklists. All SIA/checklists has to be reviewed and cleared by IDA prior to commencement of activities on the ground. The social mitigation requirements identified in SIA/checklists will have to be reflected in contractual documents wherever it is necessary.

Based on the preliminary assessment, the following list identified activities are expected to be financed under the project and requirements tool to be used for environmental management.

Component 1:

Activity	Safeguards Action	Approvals Needed
Renovation of buildings	Social screening checklist (Attachment 5) to be completed	IDA

Component 2:

Activity	Safeguards Action	Approvals Needed
Window 2 - components	Concept stage - Site and activity specific checklist will be completed (Attachment 5) Proposal stage – Based on the findings of the checklist, SIA will be conducted that would include IP assessment (where necessary) and gender-based assessment including IP plan and gender action plan. Grievance redressal mechanism will be set up as described below at each proposal location and nationally	IDA

Grievance Redressal mechanism

Each implementing agency with the support of the PCU will establish grievance redressal systems at the sites of Window 2 proposals. The implementing agencies will make efforts at project level to resolve grievances through negotiations *involving community leaders and PAP's representatives*. In case dispute is not resolved at local level, the matter will be placed before a Grievance Resolution Committee to be established at the national level under the MoFSC.

The Grievance Resolution Committee (GRC) at the site shall be constitute a panel of at least four Members, one of whom shall be the field-based project staff (at the respective sites), to be selected by the implementing agency. S/He will be responsible to provide secretarial support to the panel. It will include a representative from the residents of the project area, who would be publicly known to be a person of integrity, good judgment and commands respect, who can be considered independent and will chair the GRC. Other persons would be at least one representative from local Government bodies or NGO/CBOs and a representative from the PAPs in the area.

The designated project staff shall:

- Convene meetings of the committee as necessary at such place or places in the project area as s/he considers appropriate; and
- Provide all necessary secretarial support to the committee including recording of the committee meeting discussions and dissemination of deliberations and decisions taken to all concerned parties.

The chair of the GRC shall:

- Conduct the proceedings in an informal manner as s/he considers appropriate with the object to bring an amicable settlement between the parties;

The report of the members shall be recorded in writing and attested copies thereof shall be provided to the parties. In case of continuing differences and notwithstanding the provisions of nationally applicable legislation, the GRC can take a decision regarding entitlement and compensation. The decision taken during negotiations and GRC meetings shall be formally recorded for future reference and presentation in the court, if necessary.

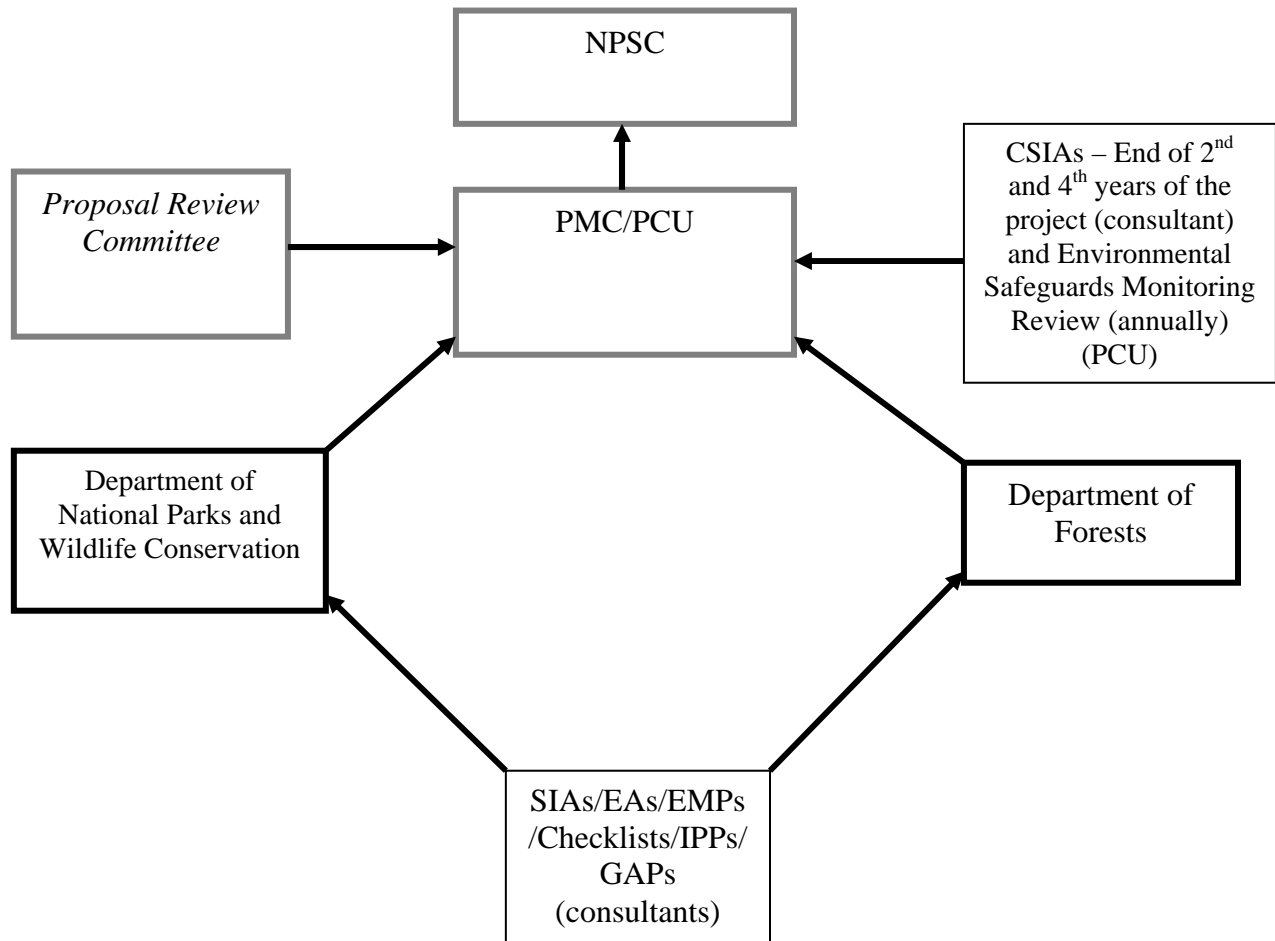
If the matter cannot be resolved at the local level, complaints will be referred to the Secretary, MoFSC, who will head a committee that includes the Social Management Specialist, the respective PAP representative and members of well-known national level NGO/Community-Based Organization (CBOs). All expenses incurred in arranging grievance negotiations and meetings of GRC as well as logistics required, shall be arranged by PCU.

The aggrieved PAP, if not satisfied with the decision of Grievance Resolution Committee, has the right to refer his / her petition to court of law.

5.3 Safeguards Implementation, Reporting and Monitoring Responsibilities

The two implementing agencies are responsible for conducting necessary safeguards assessments and management plans as defined in the Environmental and Social Management Framework (ESMF). Both the DNPWC and DOF are also required to conduct their own monitoring of safeguards compliance of their activities and report to PCU on an agreed reporting schedule. In addition, PCU will also conduct monitoring of environmental and social safeguards compliance annually and manage the CSIA consultancy to ensure compliance and report to NPSC, PMC and the World Bank.

- ESMF Implementation
- ESMF Monitoring/Review
- Reporting



NEPAL: STRENGTHENING REGIONAL COOPERATION FOR WILDLIFE PROTECTION

VI. INFORMATION DISCLOSURE, STAKEHOLDER CONSULTATION AND GOVERNANCE AND ACCOUNTABILITY

6.1 Information Disclosure

The project recognizes that transparency and accountability are of fundamental importance to the development process and to achieving project objective to conserve and manage the environment and natural resources in Nepal. Transparency is essential to building and maintaining public dialogue and increasing public awareness about the project. It is also critical for enhancing good governance, accountability, and development effectiveness. Openness promotes engagement with stakeholders, which, in turn, improves the design and implementation of projects and policies, and strengthens the project development outcomes. It facilitates public oversight of project operations during their preparation and implementation, which not only assists in exposing potential wrongdoing and corruption, but also enhances the possibility that problems will be identified and addressed early on.

All project-related documents will be made available for public access at the PCU in hard copies and can be reviewed on request. All final reports related to project will be uploaded to a project website. Deliberations made at PMC and other implementation committee meetings do not required to be disclosed. However, minutes of all NPSC and Project Review Committee meetings will be disclosed to public. This Operations Manual will be also available for public through the PCU, 2 implementing agencies and the offices of the project sites and the project website.

6.2 Stakeholder Consultations

Stakeholders for this project include communities in the buffer areas of PAs, government department staff, entities such as NTNC, an active environmental conservation NGO lobby, wildlife enthusiasts and private sector involved with ecotourism. In keeping with consultation requirements of the World Bank, the project will require to conduct extensive consultations with the stakeholder groups as part of project implementation in order to obtain a wide spectrum of views, ideas and concerns about conservation priorities in the participating country. In addition, during implementation the relevant agencies will need to consult with such groups as necessary to address mandatory project -related issues that affect them. Project will be guided by the Social Impact Assessment and Continuous Social Impact Assessment to conduct targeted consultations.

6.3 Governance and Accountability

The project has prepared a Governance and Accountability Action Plan (**Attachment 8**), which will be closely monitored by the PCU, NPSC and the World Bank to ensure potential governance and accountability issues are mitigated at all times.

Attachment 1: Sample TOR for Audit of the Project Accounts

Audit Objectives

The objective of the audit of the Project Financial Statement (PFS) is to enable the auditor to express a professional opinion on the financial statements of the project and to issue a report on the adequacy of the internal controls and the Implementing Agency's (IA) compliance with the covenants of the Grant agreement and applicable laws and regulations as of December 31, 2002. The audit will cover the period ending December 31 of each year, as reported by the PFS, as well as an opinion on the Statement of Expenditures (SOE) or Replenishment Reports used as the basis of disbursements and Special Account (SA). The engagement will include: (1) a special purpose audit of the Project, including the resources provided by the Bank, those of other co-financing institutions, if any, and counterpart funds provided by the Governments; (2) an audit of the financial statements of the PIU on the financial position of Project.

The project accounts (books of account) provide the basis for preparation of the PFS and are established to reflect the financial transactions in respect of the project, as maintained by the Project Management Unit (PMU).

The specific objectives of the audit are to:

- Issue an opinion as to whether the Statement of Sources and Uses of Funds, corresponding expenditure detail and the supplementary financial information for the Project present fairly, in all material respects, the funds received and the disbursements made during the period audited, as well as the cumulative investments (expenditures) as at the closing date, in accordance with the requirements of the respective agreement with the Bank.
- Issue an opinion as to whether:
 - (a) the expenditures included in the requests for reimbursement supported by Statements of Expenditure (SOEs) are eligible, and if the information presented in the SOEs is reasonably dependable;
 - (b) the accounting and the internal control procedures used for the preparation of the SOEs are adequate; and
 - (c) Project funds have been used only for Project purposes, in accordance with the requirements established in the corresponding agreement with the World Bank.
- Issue an opinion as to whether the Special Account and Advance Accounts used for managing the funds provided by the Bank present fairly the availability of funds at the end of the period audited, as well as the transactions made during the period audited, in accordance with the provisions for the use of the funds established in the corresponding agreement with the Bank.
- Report on the adequacy of the internal control structure of the implementing institution in regard to the project. For this, the auditor should evaluate and obtain a sufficient understanding of the internal control structure of the institution as it relates to the Project,

evaluating control risks and identifying reportable conditions, including material weaknesses in the internal control structure. This evaluation should also include the internal controls related to the contribution of counterpart funds for the Project. Deficiencies and weaknesses, including those that do not affect the financial statements, will be discussed in a "Management Letter" which should report to the IA such weaknesses in the internal control system, the deficiencies observed and other findings.

The auditors should also follow up and report on the status of deficiencies reported in prior years and/or the actions taken by the IA on the audit recommendations made in prior years.

Coverage of the Audit

The audit would cover the project financial statements as well as PMU financial statements as of December 31, of each year.

Scope of the Audit

The audit should be performed in accordance with International Standards on Auditing (ISA) issued by the International Federation of Accountants (IFAC). Therefore, the audit must include adequate planning, the evaluation and testing of the internal control structure and systems, and obtaining sufficient objective evidence to allow the auditors to reach reasonable conclusions on which to base their opinions. The auditors must be alert for situations or transactions that may indicate fraudulent, wasteful or illegal acts and expenditures. If such evidence exists, the auditors must contact a duly authorized representative of the Bank, and exercise caution and due professional care in expanding their audit steps and procedures related to fraudulent or illegal acts.

In conducting the audit, special attention should be paid to the following:

- (a) All external funds have been used in accordance with the conditions of the relevant financing agreements, with due attention to economy and efficiency, and only for the purposes for which the financing was provided. Relevant financing agreement is the IDA Credit Agreement xx signed , 200x between IDA and the Government of Nepal and the Credit Agreement signed on xx, 200x, between IDA and the Government of Nepal;
- (b) Counterpart funds have been provided and used in accordance with the relevant financing agreements, with due attention to economy and efficiency, and only for the purposes for which they were provided;
- (c) Goods and services financed have been procured in accordance with the relevant financing agreement;
- (d) All necessary supporting documents, records, and accounts have been kept in respect of all project ventures including expenditures reported via SOEs, FMRs or SAs. Clear linkages should exist between the books of account and reports presented to the Bank.

- (e) Where Special Accounts have been used, they have been maintained in accordance with the provisions of the relevant financing agreement;
- (f) The Project accounts have been prepared in accordance with the MSP rules and give a true and fair view of the financial situation of the project at December 31, 200x and of resources and expenditures for the year ended on that date.
- (g) The financial statements give a true and fair view of the financial situation of the Project as at December 31, 200x

Project Financial Statements

The Project Financial Statements should include:

- (a) a Summary of Funds received, showing the World Bank, project funds from other donors, and counterpart funds separately;
- (b) a Summary of Expenditures shown under the main project headings and by main categories of expenditures, both for the current fiscal year and accumulated to date.

As an annex to the Project Financial Statements, the Project's reconciliation between the amounts shown as "received by the project from the World Bank" and that shown as being disbursed by the World Bank should be included. The mechanism for the disbursement, i.e. Special Accounts, Statements of Expenditures, Project Management Reports or direct reimbursement should be indicated.

Statements of Expenditures (SOEs) and Replenishment Reports (RR)

In addition to the audit of the PFS, the auditor is required to audit all SOEs used as the basis for the submission of withdrawal applications, or the expenditures incurred as reported in the RRs, if used in lieu of SOEs as the basis for the submission of withdrawal applications. The auditor should apply such tests and controls as the auditor considers necessary under the circumstances. These expenditures should be carefully compared for project eligibility with the relevant financing agreements, and with reference to the Project Brief and the related Project Operational Manual (POM) for guidance when be considered as necessary. In case of identified ineligible expenditures as having been included in withdrawal applications and reimbursed against, these should be separately noted by the auditor. Annexed to the Project Financial Statements should be a schedule listing individual SOE withdrawal applications by specific reference number and amount. The total withdrawals under the SOE procedure should be part of the overall reconciliation of Bank disbursements described above. Where RRs are used in lieu of SOEs as the basis for the submission of withdrawal applications, the relevant extracts all such RRs should be annexed to the Project Financial Statements (i.e. the parts of the RRs reporting actual expenditures incurred).

Special Account

In conjunction with the audit of the Project Financial Statements, the auditor is also required to audit the activities of the Special Account and the Transit Accounts associated with the Project. The Special Accounts usually comprise:

- deposits and replenishments received from the Bank
- payments substantiated by withdrawal applications
- interest that may be earned from the balances and which belong to the borrower; and
- the remaining balances at the end of each fiscal year.

Transit Accounts mean the accounts opened by the Borrower for the purpose of making payments in the local currency to local suppliers/contractors/consultants, as well as for operating costs. Review of management of Transit Accounts should focus on compliance with requirements stated in the World Bank Disbursement Handbook, Chapter 6 – “Withdrawal Arrangements for Special Accounts, and, in particular paras 6.6 - 6.8.

The auditor must form an opinion as to the degree of compliance with the Bank's procedures and the balance of the Special Account at year-end. The audit should examine the eligibility and correctness of financial transactions during the period under review and fund balances at the end of such a period, the operation and use of the SA in accordance with the financing agreement, and the adequacy of internal controls for this type of disbursement mechanism.

For this project, the Special Account refers Section 2.02 (b) of the relevant financing agreements. Special Account statements and the auditor's report should be submitted with the Project Financial Statements.

Audit Opinion

Besides a primary opinion on the Project Financial Statements, the annual audit report of the Project Account should include a separate paragraph commenting on the accuracy and propriety of expenditures withdrawn under SOE- or, if appropriate, RR- procedures and the extent to which the Bank can rely on SOEs or, if appropriate, RRs, as a basis for grant disbursement. The auditor should also include a separate opinion on the project's Special Account(s). The financial statements, including the audit reports, should be received by the Bank no later than **FOUR/SIX** months after the end of the accounting period to which the audit refers. The auditor should submit the report in bound form, including the audit check list to the borrower's designated agent rather than to any staff member of the project entity. The agent should then promptly forward two copies of the audited accounts and report to the Bank.

Management Letter

In addition to the audit reports, the auditor will prepare a "management letter", in which the auditor will:

- (a) give comments and observations on the accounting records, systems, and controls that were examined during the course of the audit;
- (b) identify specific deficiencies and areas of weakness in systems and controls and make recommendations for their improvement;
- (c) report on the degree of compliance of each of the financial covenants on the financing agreement and give comments, if any, on the internal and external matters affecting such compliance;
- (d) communicate matters that have come to attention during the audit which might have a significant impact on the implementation of the project; and
- (e) bring to the borrower's attention any other matters that the auditors consider pertinent.

Audit Reports

The auditor should deliver the final audit report to the IA before April 30, 2003. The reports are to be issued in English and Romanian, duly signed and bound, in original and 6 copies. The report for the Project should contain at least:

- A. A title page, table of contents, a transmittal letter to the IE, and a summary that includes: (a) a background section with a general description of the Project, the period covered, the Project objectives, and a clear identification of all the entities mentioned in the report; (b) the objectives and scope of the audit, and an clear explanation of the procedures performed (including alternate procedures when it was not possible to apply normal ones) and any limitation to the scope of the audit; (c) a brief summary of the audit results; costs or expenses questioned; internal control deficiencies; compliance with laws, regulations and terms of the agreements; and the status of recommendations made in prior audits; and (d) a brief summary of the comments made by the Entity's management with respect to the findings reported by the auditors.
- B. The opinion (auditor's report) on the Project financial statements, their corresponding notes and supplementary information. If applicable, any costs that are not supported by adequate records or that are not eligible under the terms of the grant agreement (questioned costs) should be identified. This section should include the financial statements along with their corresponding notes and attachments.
- C. The opinion (auditor's report) on the Statements of Expenditure (SOE Schedule) for the period audited. The auditor must issue an opinion on the eligibility of the expenditures submitted for reimbursement, the adequacy of the control procedures and the correct use of the Grant funds.
- D. The opinion (auditor's report) on the Special Account Statement and Advance Accounts Statements for the period audited. The auditor must issue an opinion as to whether the SA Statement and Advance Accounts Statements adequately reflect the flow of funds for the SA and AAs during the period audited, and if this activity has been only for purposes of the project.

- E. The opinion (auditor's report) on the PIU financial statements for the period audited. The auditor must issue an opinion as to whether the financial statements adequately reflect the financial position of PIU during the period audited, and other activities (other sources of financing and Projects implemented by PIU NGO) do not damage the MSP activities.
- F. A report on the auditor understands of the internal control structure for the Project (and PIU's Entity). At a minimum the report, often referred to and identified as "Management Letter" should include: (a) the scope of the work performed by the auditor to obtain an understanding of the internal control structure and to evaluate the control risk; (b) a discussion of the most important internal controls of the IA, including controls established to ensure compliance with the terms of the agreements and applicable laws and regulations that could materially impact the financial statements or the contribution of counterpart funds; (c) the reportable conditions, including the identification of material weaknesses in the internal control structure of the implementing unit. Conditions that do not affect the financial statements should also be included in the report. This report satisfies the requirements of International Standard on Auditing No. 400.
- G. A report on the IE's compliance with the terms of the grant agreement and applicable laws and regulations related to the Project's financial activities. All reportable instances of noncompliance must be reported and discussed along with the corresponding findings, and communicated to the IE's management in writing. This report may be part of the management letter.

Inspection and Acceptance of the Audit Work and the Reports

The Bank is responsible for inspecting and accepting the audit report of the Project, and may appoint an individual or company to carry out these activities, including the review of the working papers and the corresponding quality controls. During the review of the report, a representative of the Bank may contact the auditors directly to request any additional information related to the audit or the Project financial statements. The auditors must satisfy such requests promptly.

After the review, the Bank will communicate to the IA the results of the review. If the audit report is not fully satisfactory, the Bank will indicate the deficiencies identified, and will request that the Bank be informed of any corrective actions taken. The IA will also be informed of any aspects of the audit report that are not in compliance with the Terms of Reference, and whether the auditor needs to take corrective action immediately or for subsequent audits.

If the Bank does not accept a report due to deficiencies in the audit work, the auditor will carry out the necessary additional work at no additional cost to the IE, the Project or the Bank.

General

The auditor should be given access to all legal documents, correspondence, and any other information associated with the project and deemed necessary by the auditor. Confirmation should also be obtained of amounts disbursed and outstanding at the Bank. The Bank Task Team can assist in obtaining these confirmations.

It is highly desirable that the auditor become familiar with the Financial Accounting Reporting and Auditing Handbook (FARAH), and Financial Monitoring Reports for World Bank-Financed Projects: Guidelines for Borrowers (November 30, 2001), which summarize the World Bank's financial reporting and auditing requirements. The auditor should also be familiar with the Bank's Disbursement Handbook and the Project Brief, and Project Implementation. These documents will be obtained from the Task Team or the IA.

Attachment 2: Window 2 Concept Format

Project Title:

Applicant

Name of the Primary Department/Organization:

Mailing Address:

Physical Address:

Telephone:

Fax:

Email:

Principal Officer: *(name, position and contact telephone number)*

Project Contact: *(name, position and contact telephone number)*

If the proposal contains field-based activities, contacts of the responsible staff in the field: *(name, position and contact telephone number)*

Name of the Secondary Department/Organization: *(relevant only for joint proposals; if there are more than two, please extend this section and provide this same information for them)*

Contact Details:

Project Contact: *(name, position and contact telephone number)*

Note: Concept Note's main body should not exceed more than 10 pages and should include the following information.

1. Background and Context
2. Objective(s)
3. Proposed outline of project components and activities
4. Budget breakdown
5. Environmental and Social Safeguards Assessment Requirements

Annex 1: Map of the site

Annex 1: Environmental Screening Checklist (**Attachment 4** of OM)

Annex 3: Social Screening Checklist (**Attachment 5** of OM)

Annex 4: Any other information relevant to justify the concept

Attachment 3: Window 2 Proposal Format

I PROJECT PROPOSAL COVER SHEET

Project Title:

Applicant

Name of the Primary Department/Organization:

Mailing Address:

Physical Address:

Telephone:

Fax:

Email:

Principal Officer: *(name, position and contact telephone number)*

Project Contact: *(name, position and contact telephone number)*

If the proposal contains field-based activities, contacts of the responsible staff in the field: *(name, position and contact telephone number)*

Name of the Secondary Department/Organization: *(relevant only for joint proposals; if there are more than two, please extend this section and provide this same information for them)*

Contact Details:

Project Contact: *(name, position and contact telephone number)*

II PROJECT DESCRIPTION

1. Project Background (maximum 3 pages and the map page)

This section should provide the background to the site including the analyzed data on the status of biodiversity. If species lists are to be included, please include them as annexes at the end of the proposal. This section should identify the key threats to the well-being of the PA/ecosystem. The proposal should indicate the level of degradation/land use change in the PA/ecosystem selected, pressure to the PA/ecosystem and its fauna and flora, level of support from the stakeholders in the areas, etc. A reasonably detailed map of the site should be also provided in the annex.

2. Project Objectives and Results (maximum 2 pages)

This section should contain a clear and specific statement of what the proposed project will accomplish. Where it is available, the proposal should be linked to the Management Plan (MP) of the site. In addition, provide justifications based on defined selection and indicate the regional conservation benefits of the proposal. This section should address:

- (i) the project goal or impact - a statement of intention describing the purpose of the proposed project

- (ii) the problem(s) or challenge(s) the project intend to address and the rationale of the project – the importance of the project for biodiversity conservation and environmental management in the country; human dimension of the project--i.e., how will it impact people, including those from disadvantaged groups like IP, women, *dalits*, etc.;
- (iii) the objective(s) of the proposed project – the outcomes the project intend to achieve at the end of the project or measurable changes which will have occurred at the end of the project;
- (iv) the results of the project – measurable changes which will have occurred at the end of the project including tangible products and services that will be delivered by the project.

3. Description of Project Activities (maximum 5 pages)

This section should describe what will actually be done to produce the expected results and accomplish project objective(s) described in the earlier section. There should be a clear and direct linkage between the activities and the results.

Activity descriptions should be specific as possible, identifying what will be done, who will do it, when it will be done and where it will be done. This section should also provide the outputs expected at the completion of the activities.

4. Partnerships (maximum 1 page)

Describe how the stakeholders will be involved in the project. If it is a joint proposal, describe the reason behind the partnership and the role(s) played by each partner. If co-financing is secured or planned to be mobilized, provide details of it. Please note the project will not provide finances for overhead cost of partnering agencies.

5. Sustainability of the Project (maximum 1 page)

Sustainability is a critical aspect to ensure long-term benefits of the project efforts. The project should outline the steps that have been already taken or steps that will be taken during the implementation to ensure the sustainability of the project results. This could include efforts to create partnerships for management and monitoring, development of strategies to leverage resources, commitments to operations and maintenance, contingency plans for key personnel and partnerships changes, methods to monitor long-term changes to the biodiversity of the site and threats, marketing plan for the site, etc.

6. Risks to Successful Implementation (maximum 1 page)

Identify and list major risk factors that could result in the project not producing the expected results. These should include both internal factors and external factors. This section should also provide possible management measures that can be taken to mitigate the effects of these factors.

7. Implementation Plan and Time Frame (maximum 3 pages)

This section may be presented in graphical form and should indicate the sequence of all major activities and implementation milestones, including targeted beginning and ending dates for each step. Provide as much detail as possible.

8. Monitoring and Evaluation Plan (maximum 2 pages)

This section should contain description of how monitoring and evaluation will be done within the project, both during its implementation and at completion. Among the key issues to be addressed are:

- (i) how the performance of the project will be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan;
- (ii) how the impact of the project will be assessed in terms of achieving the project objective(s);
- (iii) how corrections and adjustment of the project design and plans will be facilitated on the basis of feedback received; and
- (iv) how the participation of various stakeholders in the project monitoring and evaluation process will be achieved.

Propose specific and measurable indicators relating to project performance and impact which can form the basis for monitoring and evaluation.

III PROJECT BUDGET

The project budget is an integral part of the project proposal. The development and management of a realistic budget is important in order to improve management effectiveness. Careful attention to issues of financial management and integrity will enhance the effectiveness and impact of the project.

The following important principles should be kept in mind in preparing and managing the project budget:

- (i) Funds should be spent according to the agreed budget. Changes should be communicated to the Project Management Committee (PMC) for approval with a revised budget prior to implementing the changes.
- (ii) All relevant financial records should be maintained properly as per the overall project agreement of the Regional Wildlife Project.
- (iii) An inventory of the assets procured through the project should be also maintained at the project site and will be used as a monitoring tool.

Addition information:

- (i) A proposal that was funded partially at the first round will be eligible to request for additional funding for the remainder of the activities at the end of 80 percent of financial delivery with the submission of a revised budget for approval to the PRC. In addition, an updated Procurement Plan should be also submitted with the budget submission.

- (ii) Implementing Agency with a proposal that was fully funded at the first round will be eligible to submit a new proposal, if the first proposal has completed 80 percent of financial delivery and 80 percent of physical performance (based on the achievement of milestones).

1. Project Funding Summary (in Rupees)

Funding Source	Year 1	Year 2				Total
Amount requested from IDA Project (Regional Wildlife Project)						
Department budget						
Other contributions (specify including in-kind)						
...						
...						
Total Cost						

2. Project Expenditure (in Rupees)

Expenditure Category	Year 1	Year 2	TOTAL
Civil works			
Goods			
Consultancy services			
Training			
Workshops			
Operational Costs			
TOTAL			

If the proposed project is running over 2 years, please include columns for additional years.

IV PROCUREMENT PLAN

In this section, the project proponent should identify the procurement needs for the entire project. It can be updated based on the changing requirements with the agreement from the World Bank. This is just preliminary information for the purpose of proposal reviewing and monitoring.

Year 1

#	Description	Quantity	Estimated Cost
1	Goods		
1.1		
1.2	...		
2	Works		
2.1			

2.2			
3	Non-Consultancy Services		
4	Consultancy Services		

Year 2

#	Description	Quantity	Estimated Cost
1	Goods		
1.1		
1.2	...		
2	Works		
2.1			
2.2			
3	Non-Consultancy Services		
4	Consultancy Services		

V ENVIRONMENTAL & SOCIAL ASSESSMENT

Environmental Assessment:

The project proponent is expected to carry out an Environmental Assessment (EA) and produce a report as given below in the ecosystem selected based on the environmental check list completed and the guidance of the Project Review Committee. This assessment should evaluate the likely impacts due to proposed project activities, particularly concentrating on infrastructure work such as buildings, rehabilitation of water bodies, roads, etc., land-use changes such as invasive species removal, fire belt establishment and habitat enrichment and identify required mitigations measures for any negative impact to be also supported by the project.

Sample Format for an Environmental Assessment (to be presented as a separate report)

Introduction: *[Insert short description of project, component/sub-component,/subproject]*

Objective: The overall objective of this exercise is the production of an Environmental Assessment (EA) report including Environmental Management Plan (EMP) for the *[subproject]* to be submitted to *[name of national EIA regulator – if applicable]* and IDA as part of the application for environmental clearance for the proposed subproject.

The EA preparation and report must comply with the relevant regulatory requirements of GON, World Bank Operational Policy (OP) 4.01 and with Environmental Assessment and Management Framework.

Scope of Work: Required Activities & Report Sections are given below

Sub-project/activity description

- Nature and scope of sub-project
- Location and site description, with maps showing site / location, noting salient environmental attributes
- Technical descriptions of key project components, including materials, equipment, machinery and maps or drawings showing their specific locations at the site
- Description of pre-construction, construction, post-construction and operation and maintenance and benefit realization activities, including technical details of earthworks, fuel and water use, discharges, wastes, and pollution prevention equipment (only relevant if construction-related activities are taking place)

Environmental baseline description

- Determine appropriate boundaries for the potentially impacted area, and for the source area of any potential environment-on-project impacts
- Determine environmental components and parameters to be characterized , focusing on those relevant to e.g.
 - Sub-project/activity siting, design, construction, operation, decommissioning and abandonment
 - Sources of effects of potential impacts
 - Existing and proposed infrastructure
 - Quality of life
- Ensure that the components/parameters chosen allow characterization of the environment with respect to the following general areas:
 - Physical environment (topography, geology, soil type, seismology, weather, climate, gradients and discharge patterns, ambient noise, hydrology, etc.)
 - Resource quality and exploitation (air/water quality, land use, water abstraction and discharge, fisheries, agriculture, mineral resources and exploitation, etc.)
 - Biological (biodiversity, habitats species, threats, etc.)

Environmental impacts and mitigation measures

- Assess the future with project scenario
 - Screen each preconstruction, construction, operation-phase and abandonment, other activities for their potential beneficial and adverse impacts to each identified environmental component / parameter. Impact significance should be categorized as low, medium or high and beneficial, adverse or neutral/mixed/unknown.
 - Consider secondary (knock-on) impacts. E.g. if one of sub-project/activity impacts is increased visitation what are the impacts of increased visitation?
 - Discuss for each potentially significant identified impact whether the impacts is reversible or irreversible, its scale and duration, and any synergy or cumulative effects with other sub-project/activity impacts
- Identify, devise and describe mitigation measures to
 - Reduce, offset or compensate to insignificant levels where impacts identified as significant and adverse

- Enhance sub-project benefits and other valued environmental components
- Prepare EMP. For each mitigation measure, EMP must fully document the exact location, schedule, implementation responsibility, methodology, mitigation implementation and operation monitoring and costs.
- Prepare text for inclusion in bid documents that provide specifications for each mitigation measure to be implemented by contractors during each sub-project/activity stage (pre-construction, construction, operation and abandonment)
- Public consultation – Include adequate consultation with potentially affected people and other relevant stakeholders in the beginning and at the end in the EA process, to provide opportunity for them to communicate their views and concerns to the sub-project/activity design. Document the public views and concerns and responses to them as part of the EA report.

While the EA will be presented separately to the Proposal, based on the information generated from the EA an Environmental Management Plan will be included in the proposal in the format provided below.

Sample Format for Environmental Management and Monitoring Plan

Project Activity	Environmental Issues	Mitigation Measures	Location	Cost of Mitigation Measure	Implementation Responsibility	Monitoring Frequency and Responsibility

Social Assessment:

The project proponent is expected to carry out a Social Assessment and produce a report as given below in the ecosystem selected based on the environmental check list completed and the guidance of the Project Review Committee. The assessment may need to include an Indigenous Peoples Plan (IPP) and Gender Action Plan (GAP) in addition to a Social Management Plan based on the findings of the social screening checklist.

Sample Format for a Social Impact Assessment

Social Impact Assessment (SIA) involves the collection of data related to measurable change in human population, communities, and social relationships resulting from a development project or policy change; in this case protection of wildlife in Nepal. The SIA must gather data on the following variables prior to the implementation of the project (planning/ policy development stage).

- Population Characteristics- present population and expected change, ethnic and racial diversity etc.

- Establish Socio-economic baseline: Household survey including a description of production systems, labor, and household organization; and baseline information on livelihoods (including, as relevant, production levels and income derived from both formal and informal economic activities) and standards of living (including health status) of the affected population;
- Assess the magnitude and nature of the expected livelihood impact of proposed sub-project, and basic data on vulnerable groups or persons for whom special provisions may have to be made
- Community and Institutional Structures- the size, structure, and level of organization of local government including linkages to the larger political systems. They also include historical and present patterns of employment and industrial diversification, the size and level of activity of voluntary associations, religious organizations and interests groups, and finally, how these institutions relate to each other.
- Political and Social Resources- the distribution of power authority, the interested and affected publics, and the leadership capability and capacity within the community or region. Potential impact of project interventions on inter-community relations and local minorities in the wider locality.
- Individual and Family Changes- factors which influence the daily life of the individuals and families, including attitudes, perceptions, family characteristics and friendship networks.
- Community Resources- patterns of natural resource and land use; the availability of housing and community services to include health, police and fire protection and sanitation facilities. A key to the continuity and survival of human communities are their historical and cultural resources. Possible changes for indigenous people and religious sub-cultures also fall here.

Scope of work:

- Gather data on all variables and during all the stages specified above. Mobilization of research assistants in this venture.
- Use participatory tools in data gathering.
- Public involvement- Develop an effective public plan to involve all potentially affected publics.
- Identification of alternatives- Describe the proposed action or policy change and reasonable alternatives.
- Baseline conditions- Describe the relevant human environment/area of influence and baseline conditions: The baseline conditions are the existing conditions and past trends associated with the human environment in which the proposed activity is to take place.
- Scoping- After obtaining a technical understanding of the proposal, identify the full range of probable social impacts that will be addressed based on discussion or interviews with numbers of all potentially affected.
- Projection of estimated effects.
- Predicting community responses to impacts- Determine the significance to the identified social impacts.
- Indirect and cumulative impacts- Estimate subsequent impacts and cumulative impacts. Indirect impacts are those caused by the direct impacts; they often occur later than the direct impact, or farther away. Cumulative impacts are those impacts which result from the incremental impacts of an action added to other past, present, and reasonably foreseeable future actions regardless of which agency or person undertakes them.

- Changes in alternatives- Recommend new/ changed alternatives and estimate/ project their consequences: Each new alternative or recommended change should be assessed separately.
- Mitigation- Develop a mitigation plan.
- Develop a Indigenous Peoples Plan and Gender Development Plan according to the guidelines provided in **Attachment 9 and 10** of the Operations Manual respectively
- Monitoring– Develop a monitoring program.

VI ANNEXES

1. Map of the project area

Please provide a fairly detailed map of the project area

2. Logical Framework

Description with intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal or Impact – The long-term development impact (policy goal) that the activity contributes at a regional and national level What are the overall broader change to which the action will contribute?	How the achievement will be measured including appropriate targets (quantity, quality and time)	Sources of information on the Goal indicator(s) including who will collect it and how often	
Purpose or outcome – The medium-term results the project aims to achieve What specific objective(s) that will contribute to the overall impact?	How the achievement of the purpose will be measured including appropriate targets (quantity, quality and time)	Sources of information on the purpose indicator(s) including who will collect it and how often	Assumptions concerning purpose to goal linkages What factors and conditions outside the project responsibility are necessary to achieve the purpose (external conditions)? What risks should be taken into consideration?
Expected outputs – The outputs or	How the achievement of the	Sources of information on the	Assumptions concerning outputs

tangible products or services that will be delivered by the project What are the outputs envisaged to achieve the specific objectives?	outputs will be measured including appropriate targets (quantity, quality and time)	output indicator(s) including who will collect it and how often	to purpose linkages What external conditions must be met to obtain the expected results on schedule?
Activities What are the key activities to be carried out and in what sequence in order to produce the expected results? (group the activities by the results)	What are the means required to implement these activities – e.g. personnel, equipment, training, studies, supplies, operational facilities, etc.	Sources of information about activity progress	What pre-conditions are required before the action starts?

3. Any other information

Use this section to provide any additional information that will further justify the proposal, as well as additional information that may be useful for proposal reviewing the sub-project proposal.

Attachment 4: Sample Structure of the Independent Monitoring Report

Executive summary

- Brief description of project
- Context and purpose of the independent monitoring of the project
- Main conclusions, recommendations and lessons learned

Introduction

- Purpose of the monitoring
- Key issues addressed
- Methodology of the independent monitoring
- Structure of the independent monitoring

The Project and its Development Context

- Project background
- Problems that the project seek to address
- Immediate and development objectives of the project
- Main stakeholders
- Expected results

Findings and Conclusions

- Project implementation
 - financial management
 - procurement management
 - monitoring and evaluation
 - execution and implementation of project activities
 - coordination and operational issues
 - stakeholder participation
- Project Results
 - country ownership/drivenness
 - attainment of objectives
 - attainment of indicator targets
 - contribution to upgrading skills of project beneficiaries
- Recommendations
 - corrective actions for implementation, monitoring and evaluation of the Project
 - actions to follow up or reinforce initial benefits from the Project
 - -proposals for future directions underlining main objectives, particularly on project effectiveness, efficiency and sustainability
 - lessons learned
 - desirable and undesirable practices in addressing issues relating to relevance, performance and success

Annexes

- List of Persons Interviewed and Consulted
- Summary of Field Visits

- List of Documents Reviewed

Attachment 5: Environmental screening checklist

INTRODUCTION				
1	Does the site /project require any;	Yes	No	If yes, give the extent in ha
	Reclamation of land/wetland	<input type="checkbox"/>	<input type="checkbox"/>	
	Clearing of forest	<input type="checkbox"/>	<input type="checkbox"/>	
	Felling of trees	<input type="checkbox"/>	<input type="checkbox"/>	
2	Distance from coastline (m) (high water mark)			
3	Minimum land area required for the proposed development (based on urban guidelines) (ha)			
4	Available total land area within the identified location (ha)			
5	Expected construction period (for infrastructure projects)			
6	Anticipated Date of Completion			
7	Present Land Ownership	State <input type="checkbox"/>	Private <input type="checkbox"/>	Other (specify)
8	Total approximate Cost of the Project			

DESCRIPTION OF THE ENVIRONMENT						
PHYSICAL						
9	Topography & Landforms (map): Attach an extract from relevant 1: 50,000 topographic sheet/ if detailed maps are available provide them. If this information is unavailable, please describe the location.					
10	Relief (difference in elevation)	Low <20m <input type="checkbox"/>	Medium 20-40m <input type="checkbox"/>	High 40-60 <input type="checkbox"/>	>60m <input type="checkbox"/>	
11	Slope	Low <30% <input type="checkbox"/>	Medium 30-40 % <input type="checkbox"/>	High 40-60 % <input type="checkbox"/>	Very High > 60% <input type="checkbox"/>	
12	Position on Slope	Bottom <input type="checkbox"/>	Mid-slope <input type="checkbox"/>	Upper-slope <input type="checkbox"/>		
13	Soil Type					
14	Depth of top soil	Shallow < 20cm <input type="checkbox"/>	Moderate 20 – 100 cm <input type="checkbox"/>	Deep >100cm <input type="checkbox"/>		
15	Soil Erosion (this information will be based on the site and surrounding environment)	Low <input type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>		
16	Climate	Wet <input type="checkbox"/>	Dry <input type="checkbox"/>	Arid <input type="checkbox"/>		
17	Annual dry period					
18	Source of fresh Surface Water	Spring/ canal <input type="checkbox"/>	Tank/Rese rvoir <input type="checkbox"/>	Perennial Stream <input type="checkbox"/>	Seasonal Stream <input type="checkbox"/>	None <input type="checkbox"/>
19	Surface Water Use (at the site and/or surrounding environment)	Domestic <input type="checkbox"/>	Washing/B athing <input type="checkbox"/>	Irrigation <input type="checkbox"/>	Animal use <input type="checkbox"/>	Other <input type="checkbox"/>

DESCRIPTION OF THE ENVIRONMENT						
PHYSICAL						
20	Surface Water Quality	Poor <input type="checkbox"/>		Moderate <input type="checkbox"/>		Good <input type="checkbox"/>
21	Ground Water Availability	Dug Well <input type="checkbox"/>		Tube Well <input type="checkbox"/>		Other (specify) <input type="checkbox"/>
22	Ground Water Use	Domestic <input type="checkbox"/>	Washing/Bathing <input type="checkbox"/>	Irrigation <input type="checkbox"/>	Animal use <input type="checkbox"/>	Other <input type="checkbox"/>
23	Ground Water Quality	Poor <input type="checkbox"/>		Moderate <input type="checkbox"/>		Good <input type="checkbox"/>
24	Incidence of Natural Disasters	Floods <input type="checkbox"/>	Prolonged droughts <input type="checkbox"/>	Cyclones/ tidal waves <input type="checkbox"/>	Other (specify) <input type="checkbox"/>	
25	Geological Hazards	Landslides <input type="checkbox"/>	Rock falls <input type="checkbox"/>	Subsidence <input type="checkbox"/>	Other (specify) <input type="checkbox"/>	

ECOLOGICAL						
26	Habitat Types in the Project Site (indicate the approximate % of each habitat type)	Natural forest	degraded forest	natural scrubland	riverine forest	abandoned agricultural land
		marsh	lagoon	estuary	coastal scrub	mangrove
		salt marsh	home-gardens	grassland	degraded scrubland	Other (list)
27	Habitat types within 500m radius from the site periphery (indicate the approximate % of each habitat type)	Natural forest	degraded forest	natural scrubland	riverine forest	abandoned agricultural land
		marsh	lagoon	estuary	coastal scrub	mangrove
		salt marsh	home-gardens	grassland	degraded scrubland	Other (list)

Screening Questions	Yes	No	Scale of impacts			Remarks
			High	Medium	Low	
A. Siting of the Activity / Sub-project						
Are there any environmentally and culturally sensitive areas within the project site and 500 meters from the project boundary?						
• Protected Areas / Forest Reserve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Migratory pathways of animals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Archeological sites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Wetlands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Mangroves strands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Estuarine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Bufferzone of PAs/FRs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Special area for protecting biodiversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Screening Questions	Yes	No	Scale of impacts			Remarks
			High	Medium	Low	
Are there any plants (endemic and threatened species) of conservation importance within the project site and 500 meters from the project boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are there any animals (endemic and threatened species) of conservation importance within the project site and 500 meters from the project boundary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
B. Potential Environmental Impacts						
Will the activity / sub-project cause						
▪ land disturbance or site clearance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ negative effects on rare (vulnerable), threatened or endangered species of flora or fauna or their habitat?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ negative effects on designated wetlands?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ spread of invasive plants or animals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ negative effects on wildlife habitat, populations, corridors or movement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ negative effects on locally important or valued ecosystems or vegetations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ destruction of trees and vegetation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ impact on fish migration and navigation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ obstruction of natural connection between river and wetlands inside project area or natural drainage system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ water logging due to inadequate drainage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ insufficient drainage leading to salinity intrusion?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ negative effects on surface water quality, quantities or flow?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ negative effects on groundwater	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Screening Questions	Yes	No	Scale of impacts			Remarks
			High	Medium	Low	
quality, quantity or movement?						
▪ increased demand of water requirements leading to reduction of water supply for competing uses?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ increase probability of spread of diseases and parasites?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ significant sedimentation or soil erosion or shoreline or riverbank erosion on or off site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ loss of existing buildings, property, economic livelihood?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ negative impact on soil stability and compactness?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ impacts on sustainability of associated construction waste disposal?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ changes to the land due to material extraction?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ traffic disturbances due to construction material transport and wastes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ increased noise due to transportation of equipment and construction materials?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ increased noise due to day-to-day construction activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ increased wind-blown dust from material (e.g. fine aggregate) storage areas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ degradation or disturbance of historical or culturally important sites?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ health and safety issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Will the activity / sub-project require						
▪ setting up of ancillary production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Screening Questions	Yes	No	Scale of impacts			Remarks
			High	Medium	Low	
facilities?						
▪ significant demands on utilities and services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ accommodation or service amenities to support the workforce during construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Next Steps

- An Environmental Management Plan needed
- An Environmental Assessment needed
- No further action necessary

Approved by the Chair, Proposal Review Committee

Name:

Signature:

Date:

Approved by Environmental Specialist, IDA

Name:

Signature:

Date:

Attachment 6: Social Screening Checklist

A. General Information

Title of the Subproject:

Site Locality:

Screening Date:

B. Project Related Information

B1 Activities includes: **(described in brief regarding subproject activities)**

B2. Describe existing land use/occupancy of site and surroundings in brief and accordingly draw a free-hand map **(Please use separate sheet)**

C. Socio-economic Information

C1 What are the asset(s) that would be affected due to Subproject Interventions? **Yes or No**

- Land
- Physical Structure (dwelling or commercial).....
- Trees/crops.....
- Natural Resources (Water bodies/ Forest/ Public Pond)....
- Community Resource Property.....
- Others (please specify)....

C2 Land

C.2.1 Ownership of Land: Public/Private.....

C.2.2 Type of Land: Agricultural/ Homestead/ Low Land /Fallow/ Pond/Others
Please specify.....

- Does the subproject require additional land permanently or on a temporary basis?
- Sometimes as part of road/canal/community resource property upgrading interventions, subprojects may require small parcels of land permanently to meet engineering design requirements. In such case what would be the land procurement policy?
Direct Purchase... Yes/no.....; voluntary donation.....yes/no...;
acquisition Yes/no.....?
- To except voluntarily donated land what would be the legal procedure?
- In case of land acquisition, will there be physical and/or economic displacement of people?

C2.3 Is there any **squatter/ encroacher/ leaseholder** residing on public lands? **Yes/ No** and specify type

If yes.

- What would be the total numbers of Affected Families?
- Is there any possibility of physical displacement?
- How will their livelihoods be affected? (example: due to loss of shelter and housing structure, loss of income source, loss of grazing field/ social network/ family bondage etc) Do the affected families have school going children? Yes/no If yes,.....how many such children are there?
- Among the affected household, is there any person holding long term lease? Yes/no..... if yes, Land uses for what purpose?....., Till how many years remains out of total leasing period?.....

C3 **Structure (Housing/Commercial)**

C 3.1 Type and total number of Housing structure that would be affected:

C 3.2 Is there any commercial/ business structure that would be affected?

C 3.3 Ownership types of the affected structures: Private/ Leaseholder/squatter/encroacher Please specify

C 3.4 Is there any tenant identified using the affected structure? Yes/No

C 4. **Trees and Crops**

C 4.1 Is there any tree/plant that might be affected? Yes/no..... Total estimated number by size.....?

C 4.2 Is there any social forestry /plantation project that would be affected? Yes/no.....

C 4.3 Is there any common fruit bearing tree that would be affected? Yes/no..... Species.....

C 4.4 Any agricultural land included within the subproject footprint? Yes/no.....

If yes, please provide necessary information regarding productivity of land, type and quantity of Crop that might be affected and market value

.....
.....

C 5. Is there any **Community Resource Property** that would be affected? Yes/No..... Please Specify..... Who are the beneficiaries of the affected Community Resource? What is their reaction- Positive/negative?.....

Did they support the project?. Yes/No.....What are the reasons to support/stand against the project?

C6. Is there any **Natural Resource** that might be affected? Yes/No.....

If yes, please describe regarding dependency on the Affected Resources

C7. **Indigenous Peoples**

C 7.1 Is there any community of Indigenous Peoples residing within or adjacent the project site? Yes/No.....For how long

C 7.2 Any Households of Indigenous Peoples would be affected? Yes/No.....
If yes, how many families would be affected?.....

C 7.2 Is there any way that proposed project may pose any threat to cultural tradition and way of life of indigenous Peoples? Yes/No.....

C 8 **Beneficiaries**

C 8.1 Who are the Beneficiaries? How they would be benefited by the subproject?

- Access to health facilities/services? Yes/No.....
- Better access to schools, education and communication? Yes/No.....
- Project activities would provide income generating source. Yes/No..... Please describe
- Subproject shall promote marketing opportunities of the local products? Yes/No..... If yes, how would that happen? Please elaborate
- Are people ready to co-operate with the project? Yes/No..... Please elaborate the reasons

C 9 How will the subproject create opportunities for Beneficiaries?

Next Steps

A Social Impact Assessment needed
No further action necessary

Approved by the Chair, Proposal Review Committee

Name: Signature: Date:

Approved by Social Development Specialist, IDA

Name: Signature: Date:

Attachment 7: Project Results Framework and Monitoring

Project Development Objective (PDO): To assist the participating governments to build or enhance shared capacity, institutions, knowledge and incentives to collaborate in tackling illegal wildlife trade and other selected regional conservation threats to habitats in border areas.										
PDO Level Results Indicators*	Unit of Measure	Baseline	Cumulative Target Values**					Frequency & Data Source/ Methodology	Responsibility for Data Collection	Description (indicator definition etc.)
			YR 1	YR 2	YR3	YR 4	YR5			
Indicator One: Progress towards the development of sustainable regional mechanisms for addressing illegal wildlife trade and other conservation threats.	Regional coordination forum	No regional mechanism is in place for addressing illegal wildlife trade and other conservation threats at present, but there is agreement among regional countries to establish the South Asia Wildlife Enforcement Network (SAWEN) with similar objectives.	Establishment of a regional project coordination mechanism between Tiger Range Countries (TRCs) as an interim measure, while monitoring the progress of the establishment of SAWEN.	At least two regional coordination meetings among the TRCs held.	If SAWEN is operational, a plan developed to integrate the regional coordination undertaken through the project into the broader SAWEN mandate.	If SAWEN is not operational, a regional coordination forum agreeable to the TRCs is developed.	Establishment of the regional coordination forum agreed to in Year 4 by the TRCs.	Bi-Annually M&E Report	Implementing agencies of participating countries and regional coordination committee	Demonstrate value of a coordinated approach to addressing illegal wildlife trade and other conservation threats
Indicator Two: Development of at least one protocol each on a common research agenda, knowledge sharing, collaboration and division of labor.	No. of protocols	No protocols in the areas identified at present.	Agreement in principle between participating countries that at least one protocol is needed on: (i) a common research agenda; (ii)	Protocol on knowledge sharing developed.	Protocol on a common research agenda developed.	Protocol on collaboration and division of labor developed.	Implementation of protocols commenced.	Bi-Annually M&E Report	Implementing agencies of participating countries and regional coordination committee	Demonstrate regional cooperation in research, knowledge sharing and collaboration

			knowledge sharing; and (iii) collaboration and division of labor.							
Indicator Three: Agreement among the enforcement agencies on at least two regional protocols, including approaches and solutions.	No. of protocols	No regional protocols in place at present.	Dialogue among regional enforcement agencies on the need for regional protocols commenced.	Agreement reached on at least two regional protocols and approaches and solutions finalized for implementation of protocols with enforcement agencies of regional countries.	Formal agreement reached between countries to implement the regional protocols developed.	Implementation of agreed protocols commenced.	Implementation effectiveness of regional protocols renewed and revisions made as necessary.	Bi-Annually M&E Report	Implementing agencies of the participating countries.	Assess the effectiveness of regional protocols.
Indicator Four: Implementation of at least three regional pilots or initiatives in wildlife enforcement and conservation	No. of pilot projects or initiatives	No such regional pilots or initiatives in place.	Consultations on and planning of pilot projects and initiatives undertaken.	Suitable sites, design of pilot projects and/or initiatives selected.	Implementation of at least one pilot program or initiative is underway.	Implementation of balance pilots and initiatives is underway.	Progress of regional pilots and initiatives reviewed.	Bi-Annually M&E Report	Collaborated efforts among implementing agencies	Assess the effectiveness of coordinated approaches to regional enforcement and conservation .
INTERMEDIATE RESULTS										
Regional										
Intermediate Result:										
<i>Intermediate Result indicator One:</i> Development of a common conservation research program for regional wildlife	Outputs	Common research and conservation program is absent.	National consultations to identify common research and conservation needs undertaken.	Regional consultations to agree on common research and conservation needs and finalizing of program	Implementation of program is underway.	-	-	Bi-Annually M&E Report	Implementing agencies of the participating countries	Build synergy between research institutions and conservation groups to provide

management with particular emphasis on tiger conservation				undertaken.						scientific basis for conservation and management of wildlife
<i>Intermediate Result indicator Two:</i> Set up a knowledge sharing mechanism among participating countries	Outputs	Regional knowledge sharing mechanism is absent.	Regional consultations to agree on developing a knowledge sharing mechanism undertaken.	Knowledge sharing mechanism developed.	Implementation of knowledge sharing mechanism is underway.	-	-	Bi-Annually M&E Report	Implementing agencies of the participating countries	Build synergies among research institutions and conservation groups to share knowledge useful for wildlife protection
Nepal										
Intermediate Result (Component One): Capacity built for wildlife conservation and cooperation for addressing the trans-boundary illegal wildlife trade in Nepal										
<i>Intermediate Result indicator One:</i> Review of key policy and legislation to identify and rectify their implementation challenges	Outputs	National Parks and Wildlife Conservation Act, Forest Act and Forest Rules	Review process is underway.	Review process is completed.	Government concurrence for proposed changes attained.	Updated policies and regulations fully operational.	-	Bi-Annually M&E Report	DONPWC and DOF	Verify level of commitment by GON to address issues related to illegal wildlife trade
<i>Intermediate Result indicator Two:</i> Establishment and operationalizing of Wildlife Crime Control Bureau (WCCB) with at least forensic section, legal support arm, wildlife crime	Outputs	No wildlife crime controlling agency exists currently.	Plan for establishment of WCCB including staffing needs assessment is developed.	Staffing of WCCB especially for two key sections and of wildlife crime units in Customs Department and for managing the crime bank; creation of the	Operations of forensic, legal and crime units started.	Wildlife crime bank fully operational.	WCCB fully operational.	Bi-Annually M&E Report	DONPWC and DOF and CD	Demonstrate need for dedicated crime control unit for controlling illegal wildlife trade

units and wildlife crime bank				wildlife crime bank.						
<i>Intermediate Result indicator Three:</i> Establishment of legislation for effective compliance of CITES and set up of national CITES secretariat	Outputs	Signatory to CITES, but country lacks supportive legislation to ensure compliance.	-	Establishment of national CITES secretariat with adequate staffing.	Legislation developed.	-	Legislation completed.	Bi-Annually M&E Report	DONPWC and DOF and WCCB	Demonstrate level of commitment by GON to comply with CITES obligations
<i>Intermediate Result indicator Four:</i> Effective training programs conducted to increase capacity of staff on wildlife conservation and management and respond to illegal wildlife trade	%	Assessment of capacity of DNPWC and DOF staff to be conducted during year 1.			25% greater satisfactory capacity assessment against baseline based on a survey.		50 % greater satisfactory capacity assessment against baseline based on a survey.	Bi-Annually M&E Report	DONPWC and DOF	Provision of incentives and opportunities for committed staff to take over greater responsibilities
Intermediate Result (Component Two): Wildlife conservation in South Asia promoted for improved management of PAs and effective wildlife protection										
<i>Intermediate Result indicator One:</i> Interventions put in place to improve protection and conservation of key flagship species	Nos.	Current interventions are not targeted at conservation of flagship species.	Proposals prepared for funding should make explicit links to conservation of flagship species and show regional conservation benefits.	Proposals prepared for funding should make explicit links to conservation of flagship species and show regional conservation benefits.	Proposals prepared for funding should make explicit links to conservation of flagship species and show regional conservation benefits.	Outcome assessments are linked to regional conservation benefits.	Outcome assessments are linked to regional conservation benefits.	Bi-Annually M&E Report	DONPWC and DOF	Verify level of commitment by stakeholders to promote conservation of wildlife
<i>Intermediate Result indicator Two:</i> Models developed for management of wildlife corridors	Nos. and area	No such practices are in place.	Priority wildlife corridors and buffer zones in project areas identified.	Guidelines developed for smart green infrastructure and biodiversity	Pilot program developed to implement the guidelines in one selected conservation	Implementation of pilot program is underway.	Process of institutionalizing smart green infrastructure	Bi-Annually M&E Report	DONPWC and DOF	Assess impact on public perception and development

and buffer zones according to principles of Smart Green Infrastructure and practices to ensure socio-economic activities are biodiversity-friendly				friendly socio-economic activity for implementation in wildlife corridors and buffer zones.	landscape.		guidelines in buffer zone development initiated.			planners on biodiversity-friendly development guidelines prepared and implemented in the pilots. Assess the level of interest and commitment of development planners and relevant authorities to “buy in” to the proposed planning guidelines
<i>Intermediate Result indicator Three:</i> Development of models based on research information for tiger, rhino and elephant conservation to reduce conflict with humans thereby ensuring long term conservation of the these species	Outputs	No models are in place.	Development of models.	Testing of models.	Testing of models.	Testing of models.	-	Bi-Annually M&E Report	DONPWC and DOF	Demonstrate need for research information to develop successful models and benefits of wildlife human coexistence
<i>Intermediate Result indicator Four:</i> Identification of suitable models, and development of replication strategy and	Outputs	No models have been tested.	-	-	-	Identification of suitable models.	Replication strategy and master plan developed.	Bi-Annually M&E Report	DONPWC and DOF	Assess successful models, their replicability; document evidence based on best

master plan for mitigating tiger human conflict, human elephant conflict and the rhino human conflict										practices and lessons learned and plan for strategy and action plan
<i>Intermediate Result indicator Five:</i> Development and implementation of ecotourism plans to enhance the revenue earning opportunities of PAs and affected communities by 20%	Outputs %	Ecotourism planning is absent. (2010 revenue data and household income)	Identification of potential sites for ecotourism development; assessment of households interested in participating in ecotourism; development of ecotourism plans.	Implementation is underway.	-	10% increase	20% increase	M Bi-Annually M&E Report	DONPWC and DOF	Assess change in revenue data of participating PAs and of household-level incomes of participating communities
Intermediate Result (Component Three): Effective project coordination mechanism in place										
<i>Intermediate Result indicator One:</i> Establishment of Regional Policy Steering Committee (RPSC) and Operational Steering Committee for Regional Coordination (OSCRC) and made operational	Outputs	Regional efforts are absent	Establishment of RPSC and OSCRC.	RPSC and OSCRC are fully operational.	-	-	-	Bi-Annually M&E Report	DONPWC and DOF	Verify level of commitment by stakeholders to contribute towards regional conservation of wildlife

Attachment 8: Governance and Accountability Action Plan

Area of work	Issues likely to affect project performance	Actions to address the issues	Responsible agency	Timeline	Early warning signs
Regional cooperation and collaboration					
Effective regional collaboration in project implementation	<p>Inadequate communication between relevant authorities at the regional level affects coordination between them</p> <p>Operational disputes lead to delays in project activities</p>	<ul style="list-style-type: none"> Regular meetings of regional coordination committees will take place both at the policy and operational levels. Regional committees will have rotating Chair between participating countries to ensure close coordination. The Regional Policy Steering Committee (RPSC) with representation from relevant ministries in participating countries will also function as a dispute handling mechanism. Coordination and cooperation among enforcement agencies at the regional and national levels will be strengthened through better communication and exchange of information. 	RPSC	Throughout implementation	<p>Coordination meetings do not take place on time or representation is not at the appropriate level.</p> <p>Poor exchange of information over a long period</p>
Effective enforcement of policies	Mechanisms to enforce laws/policies to check cross-border wildlife illicit trade are weak in participating countries	<ul style="list-style-type: none"> Vulnerability of enforcement mechanisms for tackling illicit trade will be mapped at national and regional levels. The mapping exercise will seek cooperation from relevant international organizations working on wildlife conservation. Civil society organizations and communities living adjacent to conservation areas will be involved in monitoring project activities to strengthen information and accountability systems. 	PCU	Throughout implementation	<p>Complaints by stakeholders about the lack of opportunities to participate in monitoring</p> <p>Poor response of relevant stakeholders in vulnerability mapping</p>
National institutional governance					
Coordination in project implementation at the national level	Weak interaction between law enforcement authorities.	<ul style="list-style-type: none"> Each participating country will create National Project Steering Committee (NPSC), comprising agencies and institutions responsible for wildlife conservation and control of illegal wildlife trade, which will provide policy directions to ensure necessary inter-agency coordination. 	NPSCs PCU	Throughout implementation	<p>Project entities complain about clarity of roles</p> <p>Poor exchange of information between project entities</p>

Area of work	Issues likely to affect project performance	Actions to address the issues	Responsible agency	Timeline	Early warning signs
		<ul style="list-style-type: none"> • Coordination mechanisms among police, judiciary, park wardens, customs, border control, tax administration, forest offices at the national level would be established. • Accountability relationships between these agencies would be defined clearly. 			
Capacity building	<p>Inadequate implementation capacity of government agencies responsible for wildlife protection.</p> <p>Project staff are transferred frequently (a general problem in Nepal)</p>	<ul style="list-style-type: none"> • Wildlife crime control agencies will be established and strengthened to address both the domestic challenges in wildlife crime and to increase cooperation among project/partner countries to address cross border illegal wildlife trade. • Capacity support will be provided in cross border landscapes covering organizations enforcing national legislation in wildlife protection and illegal wildlife trade control (especially in Nepal and Bangladesh that have sound legislation but poor implementation capacity). • Relevant provisions of Civil Service Act will be enforced to protect project staff. 	RPSC NPSCs PCU		<p>Establishment of crime control agencies is delayed</p> <p>Media reports about weak enforcement of policies</p>
Policy/Political environment					
High-level policy/political support to the project	Undue political influence to protect illegal wildlife trade activities weakens sound management systems	<ul style="list-style-type: none"> • Regular briefing to political leaders across the political spectrum on project activities will be held. • CSOs in project areas strengthened to regularly monitor and report on illegal poaching and trade. 	NPSCs PCU	Throughout implementation	Poor relations between political leaders and project management
Accountability and Anti-corruption	Corruption within participating agencies affects project activities and outcomes in project activities	<ul style="list-style-type: none"> • Corruption mapping will be done to understand the risk of fraud and corruption within enforcement agencies. • Adoption and implementation of mitigation strategies will be undertaken. • Country integrity and accountability mechanisms and institutions (such as anti-corruption, national vigilance mechanisms (e.g. National Vigilance Center in Nepal) will be mobilized in specific cases of corruption depending on their nature. • Social audit of project activities will be encouraged. 	NPSCs PCU	<p>Sept 2011</p> <p>Throughout implementation</p> <p>Throughout implementation</p> <p>Continuous Social Impact</p>	<p>Level of grievances about corruption increases</p> <p>Social audits identify irregularities in project operations.</p>

Area of work	Issues likely to affect project performance	Actions to address the issues	Responsible agency	Timeline	Early warning signs
		<ul style="list-style-type: none"> Grievance handling systems will be put in place their use will be monitored. 		Assessment will be conducted at the end 2 nd and 4 th year of implementation as per the TOR in the OM Sept 2011 (A grievance redressal system that will be put in place at different levels have been included in the OM)	
Support from all communities conservation initiatives	<p>Conflict between local people and project due to varying interpretations of ILO 169</p> <p>Tensions between conservation efforts and traditional forest based livelihood patterns of local communities</p>	<ul style="list-style-type: none"> Periodic consultations and information and education campaigns with relevant stakeholders, including electronic media, will be carried out. MoFSC will conduct policy dialogue on benefits-sharing regime with the goal of shifting benefits to affected communities. 	PCU NPSCs	Sept 2011	Local level public protests or media reports
Procurement					
Procurement capacity	<p>Low capacity within respective agencies slows down procurement processes.</p> <p>Weak monitoring of procurement process.</p>	<ul style="list-style-type: none"> Operations manual will provide guidelines for managing procurement process. The manual will be translated into local languages for easy reference and will be disseminated at all levels of project implementation. Procurement training will be provided to the PIU/PCU engaged in the project. Project-specific training will be provided during the initial stage of project implementation. All procurement related records and documentation shall be filed and made available for internal audit and procurement post reviews by the Bank. 	PCU	<p>Completed</p> <p>Nov 2011</p> <p>Throughout implementation</p>	<p>Delays in procurement</p> <p>Reports about poor competition in procurement</p>
Contract management	Weak contract management may lead to corruption	<ul style="list-style-type: none"> Contract staff will be hired for the PIU in Bangladesh and the NTNC in Nepal who 	PCU	Throughout implementation	

Area of work	Issues likely to affect project performance	Actions to address the issues	Responsible agency	Timeline	Early warning signs
	Missing or weak quality control systems	<ul style="list-style-type: none"> have the requisite experience. The values of contracts are expected to be low in the project and the PIU/PCU will have designated staff to supervise the contract management and shall monitor all procurement activities. Quality inspection of works shall be carried out by the PIU/PCU. All payments will be documented in the CIGAS. 			

Area of work	Issues likely to affect project performance	Actions to address the issues	Responsible agency	Timeline	Early warning signs
Financial management					
Sound financial management systems	<p>Poor capacity to manage finances (e.g. low capacity and high workload in respective agencies) may slow down the overall financial management including timely transactions</p> <p>Asset management is weak so that goods procured may be misused</p>	<ul style="list-style-type: none"> The project will have full-time financial management specialists in the PIU/PCU of the participating countries. Financial management training will be provided to the PIU/PCU staff engaged in the project and a project-specific training will be provided during the initial stage of the project implementation. Payment for goods shall be made only after inspection of goods on receipt. Guidelines for financial management are provided in the operations manual, which will be translated into local languages for easy reference and will be disseminated to all levels of project implementation. Comprehensive asset registers shall be maintained by various levels of the implementing agencies in participating countries. PIU/PCU will undertake periodic reviews of assets. Assets will be also subjected to Bank's post review. All financial transactions of the project will be audited internally and externally. 	PCU	Throughout implementation	<p>Backlog of internal and external audits</p> <p>Weak financial reporting</p>

Area of work	Issues likely to affect project performance	Actions to address the issues	Responsible agency	Timeline	Early warning signs
Monitoring and evaluation					
Results frameworks	Results are poorly defined Inadequate dissemination of results	<ul style="list-style-type: none"> Project outputs and outcomes will be defined clearly with measurable indicators to assess performance. Project outcomes will be publicized widely with lessons learned. 	PCU NPSCs	Throughout implementation	Media reports about poor performance of project activities
Quality assurance systems	Weak quality assurance mechanisms	<ul style="list-style-type: none"> Project beneficiaries will be involved in monitoring project activities. Third party monitoring (e.g. public hearing) will be encouraged in project activities. 	PCU	Throughout implementation	
Time lines	Slipping deadlines for specific outputs	<ul style="list-style-type: none"> Early warning indicators will be put in place for important milestones. 	PCU	Throughout implementation	
Transparency and accountability					
Public access to information	Lack of transparency and access to information hinders citizens' participation in project activities Lack of user-friendly information materials Project authorities are not used to pro-active communication which limits the transparency of the process	<ul style="list-style-type: none"> All project information will be available on project website. Other media, including newspapers and electronic media, will also publicize information Brief, accessible brochures will be available for the public in different languages based on location of project activities. RTI-consistency of project operations will be assessed every six months. The guidance and methodologies for disclosure are captured in the project operations manual Each participating government will designate an Information Officer in accordance with the country's RTI law to facilitate public's access to information 	PCU NPSCs NPSCs	Throughout implementation Sept 2011 (The Project Coordinator will act as the Information Officer)	Public complaints about lack of adequate information on project activities
Stakeholder participation and consultation	There are not enough opportunities for stakeholders to participate Project entities do not formally engage the conservation community within the sector	<ul style="list-style-type: none"> The project will create forums through which stakeholders participate in planning, monitoring and evaluation activities. Project will regularly disclose information and consult with the public during the implementation, including the conservation community. Initial consultations have commenced during project preparation but 	PCU NPSCs	Throughout implementation	The conservation community is explicitly unhappy about project activities Local communities complain about not being consulted on project activities

Area of work	Issues likely to affect project performance	Actions to address the issues	Responsible agency	Timeline	Early warning signs
		<p>much more active consultation is needed.</p> <ul style="list-style-type: none"> • The conservation community may be invited to participate in project decision-making through the NPSC. • Local communities will be consulted and involved in the design of proposals on investments in the protected areas and on innovative projects to address the human wildlife conflicts. 			

Attachment 9: Indigenous Peoples Plan (preparation guidelines)

If the presences of IPs are identified in the sub-project area, then an Indigenous Peoples Plan (IPP) will be prepared based on free, prior, informed consultation. This will serve as the basis for sub-project implementation and monitoring

To avoid or minimize adverse impacts and, at the same time, ensure benefits for IPs, the implementing agencies will apply the following process will be followed in selection and design of particular activity:

- (1) Ensure that IP communities in general and their organizations are not excluded by any means in activities selection, design and implementation processes.
- (2) Together with IPs, carefully screen the activities for a preliminary understanding of the nature and magnitude of potential impacts, and explore alternatives to avoid or minimize any adverse impacts.
- (3) Where alternatives are infeasible and adverse impacts on IPs are unavoidable, the projects together with IPs and others knowledgeable of IP culture and concerns, will immediately make an assessment of the key impact issues.
- (4) The project will undertake the necessary tasks in order to adopt appropriate mitigation measures. The most important in this respect is intensive consultation with the IP communities, community elders/leaders, and formal and informal IP organizations, civil society organizations like NGOs, and others who are interested in and have knowledge of IP issues as per the following guidelines
 - Prepare a time-table for dialogues during activity selection, design and implementation processes, and consult them in manners so that they can express their views and preferences freely.
 - In addition to the communities in general, consult IP organizations, community elders/leaders and others with adequate gender and generational representation; and civil society organizations like NGOs and groups knowledgeable of IP issues.
 - Consultation will include the activity objectives and scope; the likely key adverse impacts on (and benefits for) IPs; IPs' own perception of the impacts and feedback; and a preliminary assessment of economic opportunities which the implementing agency could promote – in addition to mitigation of the adverse impacts.
 - Consultation will in general concentrate on the adverse impacts perceived by the IPs and the probable (and feasible) mitigation measures, as well as exploring additional development activities that could be promoted under the project. The institutes will keep Minutes of these consultation meetings in the activity files and make them available for inspection by World Bank, respective government officials and other interested groups and persons.

Attachment 10: Gender Action Plan

Focusing on gender leads to benefits that go beyond the good project performance. Women have primary roles in the collection, transport, use, and management of fuel, fodder, water and other household activities and yet are hardly involved in decision making in the sector. Gender should be addressed through an approach that is participatory and responsive to the needs of the poor, particularly when it involves natural resources management. Information to be collected as part of the Social Assessment includes:

- Identify key gender and women's participation issues.
- Identify the role of gender in the project objectives.
- Conduct gender analysis as part of overall Social Assessment.
- Draw up a socioeconomic profile of key stakeholder groups in the target population and disaggregate data by gender.
- Examine gender differences in knowledge, attitudes, practices, roles, status, wellbeing, constraints, needs, and priorities, and the factors that affect those differences.
- Assess men's and women's capacity to participate and the factors affecting that capacity.
- Assess the potential gender-differentiated impact of the project and options to maximize benefits and minimize adverse effects.
- Identify government agencies and nongovernment organizations (NGOs), community-based organizations (CBOs), and women's groups that can be used during project implementation. Assess their capacity.

Methodology

- Review available information (e.g., statistics, gender analysis, documents of previous projects) in the project area and the socioeconomic profile of the target population.
- Review the relevant legal (e.g., inheritance law), policy (e.g., R&R policy), and institutional framework (e.g., current administrative system compensation disbursement for livelihoods) and their gender implications.
- Draw up gender-disaggregated socioeconomic and cultural profiles and identify the constraints, and potential needs of the target population within the scope of the proposal
- Define ways in which men and women beneficiaries and other stakeholders, especially poor women can participate in the project.
- Map out the target areas. Which are the most disadvantaged areas in terms of access to services and poverty level?
- Identify major stakeholder groups and their stake.
- Develop a brief *participation strategy* for men and women during project implementation and M & E.
- Avoid overly high expectation of women's participation and develop a practical schedule, as women often have time and financial constraints. The strategy should incorporate the following:
 - *Planning*: Conduct women specific consultation to take their views and suggestions on the design. Any mechanism established during the project design such as grievance mechanisms should have adequate representation from women.

- *Construction*: Ensure work conditions that are conducive to women's participation (e.g., gender-equal wage rates, construction season, toilet and child-care facilities).
- *Monitoring and evaluation (M & E)*: Develop a feedback mechanism in which both male and female have a voice. Identify organizations that could facilitate women's participation during implementation and M & E.
- Consider seasonal labor demand in scheduling civil works.
- If appropriate, set a minimum percentage of female laborers and prohibit the use of child laborers in the civil works contract.
- Document the gender-responsive design features in the sub-project proposals

Data to Be Collected

- Implementing agency's capacity and commitment to participatory approaches and gender focus.
- Composition by gender, ethnicity/caste, age, etc.
- In and out migration trend (male and female) if relevant to the proposed project
- Percentage of households headed by females
- Income level and sources, by gender
- Expenditure patterns and decision making, by gender
- Land tenure and use, by gender
- Broad gender division of labor in productive (e.g., agriculture, income-generating activities) and reproductive (e.g., household chores, child care) responsibilities, and time allocation for each responsibility
- What factors affect the level of men's and women's participation?
- What are the incentives and constraints?
- During which season is the demand for labor highest?
- Which modes of participation do men and women favor (e.g., decision making in planning, cash contribution, labor contribution for construction, training, financial management, organizational management)?
- Do men and women perceive positive and negative impacts of the project differently?
- Are the benefits likely to be distributed equitably? How can negative effects be mitigated?
- Are there any disadvantaged or vulnerable groups? Who are they? Where do they live? What are their socioeconomic characteristics? How will the project affect these groups?
- What is the current level of women's representation in other community decision-making bodies?
- Are there local organizations that address women's constraints and needs? How can the project link up with them?
- What mechanisms can be used to ensure women's active participation in project activities?
- What organizations can be used to mobilize and train women in the project activities and livelihood options?