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Strategic Plan

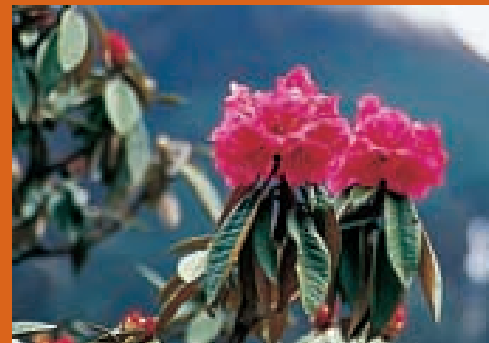
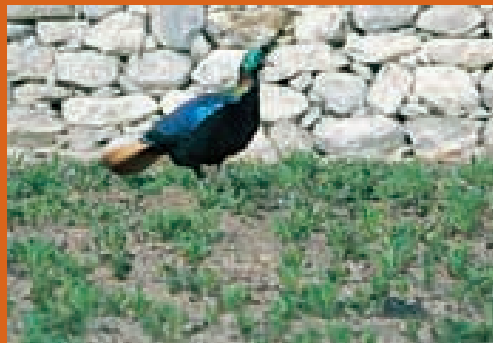
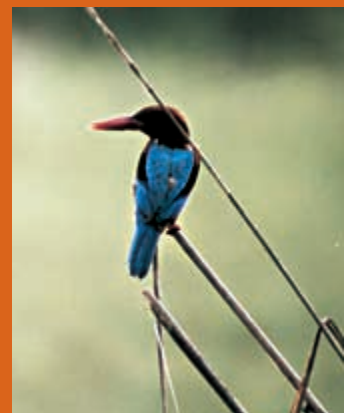
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The first part of the paper discusses the importance of the research and the objectives of the study. It highlights the need for a comprehensive understanding of the subject matter and the role of the researcher in this process. The second part of the paper presents the methodology used in the study, including the data collection methods and the analysis techniques. The third part of the paper discusses the results of the study and the conclusions drawn from the findings. The final part of the paper provides a summary of the key points and offers suggestions for future research.

The research was conducted in a systematic and rigorous manner, following the principles of scientific inquiry. The data was collected from a representative sample of the population, and the analysis was performed using advanced statistical techniques. The results of the study are presented in a clear and concise manner, allowing for a thorough understanding of the findings. The conclusions drawn from the study are based on the evidence presented and are supported by the data.

The study has several limitations, which are discussed in the paper. These limitations include the sample size, the duration of the study, and the potential for bias. Despite these limitations, the study provides valuable insights into the subject matter and contributes to the existing body of knowledge. The findings of the study have important implications for practice and policy, and they provide a basis for further research in this area.

In conclusion, the study has shown that the research objectives have been achieved and that the findings are significant. The study has provided a comprehensive understanding of the subject matter and has identified key areas for further research. The findings of the study are presented in a clear and concise manner, allowing for a thorough understanding of the results. The conclusions drawn from the study are based on the evidence presented and are supported by the data.



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Prepared by WWF Nepal Programme Office

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Acronyms

ADB	Asian Development Bank
BDS- MaPS	Business Development Services and Marketing and Production Services
CBOs	Community-based organizations
CR	Country Representative
DDCs	District Development Committees
DHM	Department of Hydrology and Meteorology
DNPWC	Department of National Parks and Wildlife Conservation
DoF	Department of Forests
EHEC	Eastern Himalayan Ecoregion Complex
F&A	Finance and administration
FY	Fiscal year
GAA	Government aid agency
GDP	Gross domestic product
GIS	Geographic information system
GLOF	Glacier lake outburst flood
HR	Human resources
ICDP	Integrated Conservation and Development Programme
ICIMOD	International Center for Integrated Mountain Development
INGOs	International non-governmental organizations
IUCN	The World Conservation Union
Km	Kilometer
Km²	Square kilometers
MAPs	Medicinal and aromatic plants
MFSC	Ministry of Forests and Soil Conservation
MoEST	Ministry of Environment, Science and Technology
MoU	Memorandum of Understanding
NBS	Nepal Biodiversity Strategy
NGOs	Non-governmental organizations
NM	Northern Mountains
NTFPs	Non-timber forest products
OA	Organizational assessment
PC	Personal computer
SHL	Sacred Himalayan Landscape
SPNP	Shey Phoksumdo National Park
Spp	Species
SWC	Social Welfare Council
TAL	Terai Arc Landscape
TMI	The Mountain Institute
UN	United Nations
VDCs	Village Development Committees
WTLB/CP	Western Terai Landscape Building/ Complex Project
WWF	World Wide Fund for Nature

Foreword

There is but one way to face the future – with optimism and confidence that we can do what we aim for if we have a strong and true foundation.

The WWF Nepal Strategic Plan (2006 – 2011) is not only our roots for the next five years but is also the dream that will guide us to important gains for biodiversity conservation in Nepal. In more than four decades that WWF has been in the nation, we have thought big, started strong and seen things through.

This is apparent in our recent past when we contributed to the vision and implementation of the Terai Arc Landscape. Innovation means a certain amount of risk and WWF Nepal has taken on several challenges so that future generations too will benefit from nature that is still vibrant and rich.

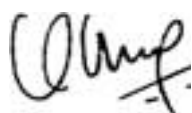
The conflict situation that marked more than a decade of Nepal's recent history impacted people and nature, often in ways that were linked together. Despite adverse situations, we were able to forge ahead because of strong partnerships and grassroots support, which remains of vital

importance. Conservation, like democracy, must be of the people and for the people to truly succeed.

Along with our major areas of work in species, forests, and freshwater conservation, WWF Nepal will continue to work in the areas of climate change and sustainable livelihoods. We remain committed to acting locally, thinking globally, and introducing innovative approaches to deliver conservation results that will have impacts from local to global.

WWF Nepal journeys into the next five years with a set of goals and a plan that has been put together through extensive consultations among stakeholders and partners as well as in consultation within the WWF Network.

Together we can and will make a difference *for a living planet*.



Chandra P Gurung, PhD
Country Representative

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Executive Summary

I. Although Nepal accounts for only 0.09 per cent of the Earth's land mass, it is endowed with an amazingly rich and varied biodiversity. This is largely attributable to its unique geographic location and wide altitudinal and climatic variations. Nepal also has a unique and diverse population made up of more than 100 ethnic/caste groups with a variety of cultures, languages, and religions.

II. Nepal is predominantly an agrarian country. Irrigation methods are almost entirely traditional and little modern infrastructure is available. The fertility of Nepal's agricultural lands depends largely on the health of water retention and other ecological services provided by the country's vast natural resources, predominantly its mountains and forests. WWF Nepal strongly believes that efforts to conserve these critical resources should be an integral part of any serious development initiative in Nepal.

III. This view is largely shared by policy makers and development agencies in Nepal. Despite being one of the least developed countries, Nepal has conceived of and implemented some of most unique and effective management models for harnessing and protecting natural resources. The management of conservation areas and a significant proportion of

Nepal's national forests by local communities is one example of the innovative approaches taken by the Government of Nepal.

IV. However, the forests in Nepal are constantly under threat from unsustainable practices. Uncontrolled grazing, the over-harvesting of timber and fuelwood, encroachment due to population pressure, lack of awareness about conservation issues due to high levels of poverty and illiteracy, and the lack of economic stimuli in recent times all threaten Nepal's forests. Such overexploitation eventually increases the vulnerability of dependent populations of both wildlife and humans.

V. For wildlife, the challenges do not stop just at fragmentation and loss of habitat. Conflict with humans leading to retaliatory killings and wide-scale poaching fuelled by the illegal wildlife trade further endanger their existence.

VI. Freshwater ecosystems are being contaminated by the use of in-organic fertilizers and by toxic residue from chemical pesticides used to enhance short-term agriculture productivity. This is fast reaching a situation that could seriously imperil the fertility of agricultural land in Nepal and have a far-

reaching negative impact on biodiversity in general. In addition, global warming and climate change are likely to have a devastating effect on Nepal's fragile mountain ecosystems. The threat of major glacier lake outburst floods (GLOFs) already appears imminent. GLOFs in Nepal have the potential to devastate, not only adjoining mountain areas, but also the fertile plains of Nepal's Terai and a large part of Northern India.

VII. Conservation experts have seen these challenges on the horizon for a long time. WWF Nepal and its partners have been undertaking programs to address these challenges. While these efforts have significantly helped to prevent the situation from spiralling out of control, nonetheless, much more remains to be done. Programs must continue to address the root causes of biodiversity loss in ingenious and innovative ways. Financial and technical resources are urgently needed now and over the long term to support such programs.

VIII. The Terai Arc Landscape (TAL) Program is one such ambitious initiative embarked on by WWF Nepal, together with the Government of Nepal. The TAL Program is based on a grand vision to bring about the sustainable and peaceful co-existence of a significant portion of Nepal's biodiversity with one-quarter of its human population. This is a fascinating program capable of setting yet another example for the world to follow. The Terai is home to

magnificent endangered species like the Bengal tiger, Asian elephant, and Greater One-horned rhinoceros. Accordingly, a high degree of significance has been tagged to this program and WWF Nepal and several other agencies have been able to mobilize sizeable support. The program is producing exciting results well ahead of target, paving way for WWF Nepal to replicate similar ambitious landscape level initiatives.

IX. Towards the end of the last troubled decade (1996–2006) most of the development efforts of the government and various international agencies came to a virtual standstill. Security became the top priority for the government. International agencies struggled to maintain their neutrality and to keep the momentum going so as not to lose many decades of work. WWF Nepal held steady, against the odds. Its projects continued with even more vigour, involving communities and empowering them to be in control of the natural resources in their vicinity. However, WWF Nepal was unable to prevent several setbacks to biodiversity. The challenges were simply overwhelming.

X. Today, as we give the final touches to our Strategic Plan (2006–2011), a great deal of optimism is in the air. The people of Nepal, previously reduced to a passive state, have bounced back with a vengeance. But, this is also a very delicate time. As an agency working in Nepal for many decades and staffed by hundred percent Nepali staff, we know that the

country can ill afford any more chaos and conflict. Still, we firmly believe that some of the attributes of Nepali society have changed irreversibly in the past decade or so. As a consequence, people are now at the centre of development dialogue and interventions and will remain so in the future.

XI. This vindicates the long-held view of WWF Nepal that development efforts, in general, and conservation initiatives, in particular, can be effectively executed only if they win the confidence of the people affected. For conservation initiatives it is vital that people are educated as to the significance of conservation to their current and future livelihoods, while also provided with tangible benefits and relief in the short term. For this to take place efficiently, all development players should ensure the establishment and involvement of right, able, and representative community institutions.

XII. These considerations were fundamental to the evolution of WWF Nepal's program implementation models in Nepal. As an international organization we remained engaged with the Government of Nepal in all of our endeavours. WWF Nepal has tirelessly continued to institutionalize community based organizations in the locations in which we work and to build their capacity for sustained and effective delivery of conservation results on the ground.

XIII. Our Strategic Plan (2006–2011) builds on the same logic, enriched by the experiences of the last five years and the lessons learned. It is mindful of our limited institutional capacity. It factors in the global challenges and opportunities that conservation organizations including WWF Nepal are expected to face in coming five years. It also takes into consideration the priorities set forth by the Government of Nepal in its various policies and plans. This plan is the outcome of comprehensive discussion with stakeholders and staff.

XIV. During 2006–2011, WWF Nepal's major conservation actions will take place in targeted areas within its three priority landscapes: Terai Arc Landscape (TAL), Sacred Himalayan Landscape (SHL), and Northern Mountain Landscape (NML). Together, these landscapes constitute over 38% of Nepal's land mass. These landscapes have been identified as biologically outstanding wildlife habitats and fall within the Global 200 Ecoregions.

XV. Within these landscapes, WWF Nepal will strive for: (i) the protection of 1.3 million hectares of representative forest ecosystems under the Protected Areas system, (ii) the sustainable management of 310,000 hectares of critical forests in identified corridors, bottlenecks, and biodiversity hotspots, and (iii) the restoration of 50,000 hect-

ares of degraded forests. WWF Nepal will also strive to maintain ecologically, demographically, and genetically viable populations of key species and species of special concern. Strong efforts will be made to minimize the human-wildlife conflict. WWF Nepal, through livelihood based conservation initiatives, will try to reduce the threat to species from adjoining human populations. Focused and concerted efforts will be made, in collaboration with the government and other partners, to minimize the illegal wildlife trade and overexploitation of key species and species of special concern.

XVI. In addition, WWF Nepal will work towards maintaining critical environmental processes at three Ramsar sites within Nepal supporting the habitats of key freshwater species. An integrated river basin management approach will be piloted to manage critical areas in the Koshi river basin. WWF Nepal will endeavour to increase awareness about the impact of global warming and climate change in Nepal among national and global stakeholders and audiences. Proactive measures will be taken to minimize the impacts of climate change on the most vulnerable communities and ecosystems in Nepal.

XVII. WWF Nepal will identify and promote safer alternatives to the hazardous chemicals currently being used to increase agricultural productivity. WWF Nepal will provide affordable and environ-

mentally sustainable alternative energy sources to the communities that it works with.

XVIII. Social inclusion, good governance, and transparency will be harnessed to meet WWF Nepal's overarching goals of biodiversity conservation and sustainable development. Promotion of non timber forest products (NTFP) and ecotourism will be used as vehicles to implement livelihood strategies. All projects and programs of WWF Nepal will be geared towards social reconciliation and peace-building among the multiple and varied stakeholders in Nepal's natural resources.

XIX. WWF Nepal will educate the communities that it works with and the Nepali population at large about environmental issues. Thousands of WWF Nepal developed eco-club members will be involved in educating the youth on environmental issues and solutions. WWF Nepal will engage business and industry in Nepal and make them partners in conservation.

XX. WWF Nepal will engage in dialogue with government agencies and development organizations whose work could otherwise negatively impact on biodiversity in Nepal. Strong efforts will be made to emphasize the need to recognize and address environment perspectives and concerns in development work in general.

XXI. The goals that WWF Nepal has set are ambitious, considering our limited organizational capacity. However, they are attainable if we effectively leverage the combined capacities of relevant organizations and projects working in the same geographic and thematic areas. Some such organizations may not have conservation on their agenda, yet their work could have a significant impact on conservation. Engaging these agencies in conservation efforts will also increase our influence on them, harnessing in the bargain a much greater recognition of the conservation issues at hand. WWF Nepal will duly recognize the expertise and contribution of such partner organizations and share its success generously.

XXII. WWF Nepal has been privileged to work closely with the Government of Nepal ever since it started working in Nepal. The Government of Nepal has been immensely supportive of conservation, bringing out consistently path-breaking policies and regulations. It has also directed its agencies to implement conservation projects with us. It was the efficient and result-delivering combination of: (i) the authority and mandate of government-led projects, (ii) the accommodative financial and technical support of WWF Nepal, and (iii) the active involvement of communities that formed a winning combination ensuring implementation even during the last troubled decade. For obvious reasons, WWF Nepal plans to continue this model in the years to come.

WWF Nepal, along with its partner organizations, will continue to engage the government in policy dialogue paving the way for an even more progressive framework and policies.

XXIII. Many of the community based organizations (CBOs) that WWF Nepal has been instrumental in establishing have come of age. These CBOs can now independently implement a variety of conservation activities concerning and impacting on the communities they represent. These and other similar organizations will be a much more prominent part of WWF Nepal's project implementation strategy and business model in this strategic plan period. WWF Nepal expects that this development will considerably increase the effectiveness and efficiency of its projects and programs.

XXIV. The consistent exposure of WWF Nepal's front-line field-based staff to the realities on the ground and their skill in adapting to situations quickly, combined with the expertise of the professional staff in Kathmandu in resource mobilization, has proved to be a winning combination. This formula has helped keep WWF Nepal's conservation initiatives afloat during the turbulent past. Efforts to build staff capacity and create an enabling environment for staff to perform optimally and prosper have paid rich dividends. WWF Nepal will continue these endeavours with increased vigour.

XXV. This strategic plan will aim for a clearer accountability structure throughout the organization. Incentives and growth within the organization will be linked more objectively to performance and effectiveness. The current Advisory Board will be reconstituted and activated to provide strategic guidance and direction to WWF Nepal. Intra-office fundraising and audit teams will be formed to effectively lead the resource mobilization and transparency drives.

XXVI. While a degree of donor diversification was achieved during the last plan period, WWF Nepal will continue to work hard to bring on board even more diverse donors. WWF Nepal will also make an effort to secure long-term commitments from institutional donors for conservation in Nepal.

XXVII. Comprehensive monitoring and evaluation mechanisms will be further strengthened, based on WWF Nepal's experience and lessons learned, to monitor activities, output, purpose, impact, etc., at various levels. Monitoring will be con-

ducted at regular and practical intervals following our Monitoring and Evaluation Framework and WWF Network Standards so as to bring to the fore lessons learned and change the course of action where needed in a timely manner. A central database management system will be developed to help with this process.

XXVIII. Despite all the excitement, goodwill, and proven institutional commitment, the business of biodiversity conservation in Nepal is not devoid of risks. Power politics can at times force hasty decisions pushing aside environmental concerns under the guise of public interest. Opening up the economy further might encourage an onslaught of foreign investors wishing to exploit Nepal's natural resources without consideration of the impact of their deeds on its fragile ecology and ecosystems. This would clearly add to the already intimidating list of challenges facing conservation in Nepal. As a leading conservation organization in Nepal we will prepare ourselves to take on these challenge and any other challenges that may arise.

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Introduction

1 WWF Nepal's Strategic Plan (2002-2006), which concluded in June 2006, took place in one of the most turbulent periods in Nepal's history. The scale and intensity of the conflict between the Maoist insurgents and the state took a toll on the entire nation. Although WWF Nepal is a neutral organization, our work was not completely invulnerable to the effects of the conflict.

2 Recent events in Nepal have heralded positive changes in the political situation. The nation is ready to move on, challenging age-old social and cultural norms that held back progress, and addressing the aspirations of a diverse population. The hopes of the entire Nepali population have been rekindled at this juncture. WWF Nepal's new Strategic Plan (2006-2011) could not have come at a better time.

3 WWF Nepal must seize every opportunity to put the conservation agenda at the centre of development efforts which will be initiated by the Government of Nepal and its international

supporters. The state of biodiversity and the environment in Nepal is intertwined with the wellbeing of the Nepali people and WWF Nepal will apply our resources to address the major causes and challenges to loss of biodiversity. As systemic problems cannot be solved by cosmetic measures, in the coming years, organizations like ours will play an important role in leading and inspiring changes that will create a better future for the nation.

4 The new strategic plan not only shows what needs to be done, but also addresses how it can be achieved. It forwards clear goals for WWF in Nepal in the next five years, and what resources are required to realize this vision. Our principles and strategies to deliver conservation results on the ground have evolved with changes in Nepal's working environment. Despite the odds, in the last five years the capacities of WWF Nepal's partners as well as our own have been significantly enhanced. The new strategic plan endeavors to capitalize on these gains and lessons learned.

The Nepali Context

THE COUNTRY

5 Nepal is a country of contrasts. Located between two giants, India and China, Nepal stretches 145–241 kilometres north to south and 850 kilometres east to west, with a total land mass of 147,181 square kilometres. For its relatively small size, Nepal has wide altitudinal and climatic variances, from the high mountains in the north, to the Terai in the south. Nepal lies between latitudes 26°22' to 30°27' N and longitudes 80°04' to 88°12' E.

6 Nepal can be divided into three ecological regions: the Terai (below 300m), the hills (300–3,000m), and the mountains (above 3,000m). The Terai is an extension of the Gangetic plains of India and constitutes approximately 18 per cent of Nepal's total land area. The Terai is often called the 'rice bowl' of Nepal due to its fertile land. The hill region is physiographically the most diverse, with ridges and valleys, and constitutes about 48 per cent of the total land area. The mountain region covers about 34 per cent



of the land area and is characterized by rugged terrain and a harsh climate.

7 Nepal comprises only 0.09 per cent of the Earth's global land mass, but it possesses a much richer diversity of flora and fauna at the genetic, species, and ecosystem levels than many other countries. It supports 2.6 per cent of the total number of globally known butterflies (640spp), 1 per cent of freshwater fish species (182spp), 1 per cent of amphibians (43spp), 1.6 per cent of reptiles (100spp), 9.3 per cent of birds (852spp), and 4.5 per cent of mammals (181spp) (NBS 2002). Nepal is home to some of the world's rarest animals and plants including 3 critically endangered, 14 endangered, and 42 vulnerable animal species, and two endangered and four vulnerable plant species (2000 IUCN Red List of Threatened Species). This wealth of biodiversity and high level of endemism is due to Nepal's location, at the intersection of the Palearctic and Indo-Malayan biogeographical realms, and its diverse physiography, high altitudinal variation within a short latitudinal distance, climatic contrast, and seasonal rainfall pattern.

8 To complement its natural biodiversity, Nepal has what is popularly known as 'a garden of peoples'. Over 100 different ethnic/caste groups make up a population of more than 27 million people (estimated 2005 Census). The Terai has the highest population (48.5%), followed by the hills (44.2%), and the mountains (7.3%). The average population density and growth follows the same order as above with the Terai in the lead. The annual population growth rate indicated by the Census of 2001 is 2.27 per cent.

POLITICAL CONTEXT

9 Change has been an all too familiar constant in Nepal's political history. There have been eight changes of Prime Minister in the past five years. The locally elected bodies at the village, municipal, and district levels have been absent since July 2002. Nepal's Maoist insurgency began in a handful of districts in February 1996 and spread rapidly to other parts of the country. In the last decade, Nepal has been entangled in a three-way tussle between the monarchy, the political parties, and the Maoists. In the most recent political development, the parliament that was dissolved on 22 May 2002 was reinstated on 25 April 2006 after 19 days of protest by the people. A proclamation by the revived House of Representatives on 18 May 2006 established the people of Nepal as the sole source of state power and sovereignty. This political development has paved the way for conflict resolution and peace building in Nepal.

10 The impact of the insurgency has been enormous. The main physical targets have been infrastructure, industrial production, trade, and tourism, all of which affect people and nature. As national security became the primary concern, there was a corresponding decrease in the intensity of enforcement activities. Protection units inside protected areas shrank and forests and wildlife became vulnerable to illegal activities like poaching for the illegal wildlife trade and the illegal harvest and sale of timber and non-timber forest products (NTFPs). Many protected areas and District Forest Office infrastructure

were destroyed. Revenue from tourism in many protected areas dropped as Nepal's popularity as a travel destination waned. Many community forests went unattended because of the poor security situation and a high risk of being caught in crossfire. People were unable to access forests for their daily needs, to protect natural resources, or conduct silvicultural operations.

11 On a positive note, the insurgency brought home the importance of inclusiveness. It necessitated the adoption of good governance practices, which translated into greater transparency and accountability of organizations and projects in Nepal.

ECONOMIC CONTEXT

12 Nepal falls far behind on the global list in relation to economic health. A major contributor to the economic stagnation is undoubtedly the long conflict. According to a report by the Asian Development Bank (ADB), physical infrastructure worth at least \$250 million has been destroyed since the conflict began. Conflict related disruptions such as strikes, security checks, blockades, shutdowns, and extortion have increased the cost of economic activities and contributed to an economic slowdown. The economy has also suffered from a decline in development expenditure, which has fallen by one-third since 2001. In contrast, government security expenditure almost doubled from 1.6 per cent to 3 per cent of the GDP during the same period (ADB). Inflation rose by 9 per cent (2005) as the industrial, trade, and tourism sectors were increasingly paralyzed. The aggregate GDP

growth was 5.3 per cent per year between FY 1999–2001, but is now predicted to grow by only 3.7 per cent in FY 2005.

13 The slowdown in the economy has led to an increase in unemployment rates and prices. With few or no alternative employment opportunities, people have become increasingly involved in the unsustainable extraction of natural resources. Capitalizing on their economic vulnerability, middlemen are luring Nepali people into these illegal activities. The situation is compounded by a weak legal system and lack of enforcement, placing Nepal's biodiversity under extreme pressure.

14 There is hope that Nepal's strategic position between two of Asia's fastest growing economies (India and China) will stimulate the economy, if Nepal can capitalize on the opportunities presented by its location as a transit country and by free trade in the region. The danger lies in the possible over-exploitation of Nepal's natural resources. For example, in the race to harness Nepal's water resources, energy-hungry economies could persuade Nepal to invest in large hydro-electricity projects without proper environmental impact mitigation measures. This may have an adverse impact on the environment. The promise of economic benefits could override environmental considerations.

SOCIO-CULTURAL CONTEXT

15 Approximately 85 per cent of Nepalis live in rural areas. In 2003–2004, poverty in Nepal was estimated at 31 per cent (NPC 2004) with large variations

between regions. Forty-four per cent of the rural population lives on less than US \$1 a day, compared to about 23 per cent in urban areas. Of the country's ecological regions, poverty in the mountains is significantly above the national average, at about 55 per cent, as it is in the remote Mid- and Far-Western districts where poverty is as high as 70 per cent. Nepal is predominantly an agrarian society. The vast rural population depends on indigenous knowledge and traditional technology. The natural resource base is intricately linked with traditional agricultural technology.

16 Migration to the Terai from other parts of Nepal, by people in search of better living conditions and opportunities, is a common phenomenon. The intactness of the forests in the Terai is a major attraction. Political instability and the insurgency has left nearly 400,000 rural families internally displaced, while thousands of others have crossed over to India in search of work. The in-migrants and the internally displaced people tend to settle in the fringe areas around the forests and place tremendous pressure on natural resources. With the influence of globalization, the traditional Nepali lifestyle is being transformed into one that demands more natural resources.

17 The education of Nepal's future generations will enable them to be more aware of their role in the conservation of biodiversity. Advances in telecommunications and information technology will help WWF Nepal to promote an active and ethical approach to the environment.

POLICY CONTEXT

18 Nepal is signatory to a number of major international conventions on the environment, confirming its commitment to protect its biological wealth. It has made significant investments in conserving its natural spaces. Nepal is among a handful of nations that has more than 18 per cent of its land mass under protected areas systems. It has developed an institutional capacity for the protection and management of valuable biological resources and formulated various policies to this effect. Most notable among them are the National Park and Wildlife Conservation Act 1973, the Water Resource Act 1992, the Forest Act 1993, and the Environment Protection Act 1996.

19 Although Nepal's policies are conducive to biodiversity conservation, the cohesiveness and consistency between sectoral policies must be improved. Some policies are contradictory, leading to difficulties in enforcement. The policy reform process is slow and the enforcement part of existing policies is weak.

20 Major guiding policies like the Millennium Development Goals (MDGs), Nepal's Tenth Plan, the Sustainable Development Agenda for Nepal (SDAN), and the Nepal Biodiversity Strategy (NBS) recognize the conservation of biological resources as an important strategy for the overall development of the nation.

CONSERVATION CHALLENGES IN NEPAL

21 Despite untiring conservation efforts, Nepal's rich biodiversity is being threatened by a range of issues—from genetic erosion to the degradation of ecosystems. A rigorous exercise during WWF Nepal's strategic planning process identified the following as major conservation issues in Nepal:

i. Forest Degradation

Forests are under great pressure from degradation and depletion in Nepal. Many studies suggest that more than one-third of Nepal's forests have been converted to other land uses, largely agricultural, over the last 40 years. The factors leading to forest loss and degradation are multiple and complex. They include the conversion of forests to other land uses, the unsustainable extraction of timber and fuelwood, uncontrolled grazing, forest fires, slash and burn agriculture, lack of secure tenure of local communities, and ambiguous and contradictory policies. Moreover, forests are sometimes threatened by the unintended consequences of development efforts, particularly when the importance of forests for biodiversity conservation, ecological services, and revenue generation are not recognized.

ii. Overexploitation of NTFP/MAPs

Natural habitats, mainly in high altitude areas, are being depleted of high value NTFP and MAP species because of unsustainable harvesting for trade. Some of the underlying causes are the lack of enforcement of anti-poaching restrictions, the policy obstruction of legal trade in NTFPs and MAPs, external market demand, lack of community ownership and management, and

unsustainable grazing practices, especially in alpine meadows. Policy reform in relation to NTFPs/MAPs has been relatively slow.

ii. Species Loss

Key species in Nepal face threats from habitat degradation and loss, which is caused by encroachment, conversion of forests for agriculture and other uses, livestock grazing, forest fires, floods, and landslides. Habitats are also impacted on by the overexploitation of natural resources, invasive alien species, and natural succession in grasslands and wetlands. The decline in the population of species is attributed to poaching, the retaliatory killing of wildlife, and an imbalance between prey and predator species. Population growth, poverty, exploitative traditional uses, low awareness, and institutional weaknesses, such as inadequate capacities and resources, are a few of the underlying causes of species loss in Nepal.

iv. Wildlife Poaching and Illegal Trade

Nepal has been identified as a transit country for the illegal trade of wildlife, wildlife parts, and their derivatives. The poaching of key species like rhinoceros has increased in the Terai, mostly due to poor security measures. In the mountains, the poaching of musk deer is on the rise. Weak law enforcement and the lack of sectoral coordination are the main challenges that must be faced in order to curb wildlife poaching and the illegal trade in wildlife. Nepal's open borders with India and China have further aggravated the problem. Some of the underlying causes are lack of awareness, traditional practices, international market demand, and a chance to make extra money.

v. Human-wildlife Conflict

Human-wildlife conflict is an emerging issue in Nepal. An increasing number of wildlife in protected areas are coming into contact with humans because of conservation measures and/or low prey-predator ratios. The depredation of crops and livestock in surrounding areas sometimes results in retaliatory killings and a negative attitude among locals towards conservation initiatives.

vi. Climate Change

Climate change in Nepal poses a threat to biodiversity and to people. The high rate of glacier retreat in the Himalayas caused by climate change has increased Nepal's vulnerability to catastrophic events such as glacier lake outburst floods (GLOF). These events can have devastating consequences for infrastructure, property, and communities living downstream. Unfortunately, information about the impact of climate change on biodiversity and humans remains low on the national agenda. Ecosystems, habitats, and species are all vulnerable to climate change. Other impacts of climate change include unpredictable weather patterns, changes in freshwater resources, and an increase in the intensity and frequency of landslides and flooding.

vii. Degradation of Freshwater Systems

Excessive use of fertilizers and the toxic residue from chemical pesticides has diminished soil fertility, contaminated freshwater sources, and threatened public health. The unsustainable use of freshwater resources is a serious threat to habitat degradation and species loss. The wetlands of Nepal are threatened by the

invasion of alien species, siltation, agricultural runoff, encroachment, and the unsustainable extraction of wetland resources.

viii. Unregulated Tourism

Protected areas in Nepal are major tourist destinations for mountaineering, trekking, and wildlife viewing. An increase in the number of tourists visiting these areas will exert pressure on the already depleted natural resources. Solid waste pollution, forest resource depletion, habitat degradation, and the detrimental impact on wildlife are some of the adverse consequences of unregulated tourism in Nepal.

ix. Security

The past decade of conflict in Nepal has led to a rapid decline in security. As the violence escalated, people, property, and infrastructure, as well as natural resources and biodiversity, became increasingly threatened. The impact of the conflict on rural Nepal was especially acute, resulting in a growing tide of internally displaced people. As national security became the main agenda, the need to sustain the conservation gains already made became more apparent.

x. Other Issues

Weak governance and institutional mechanisms, corruption, inequality, discrimination on the basis of gender and ethnicity, and ambiguous policies are seen as challenges for effective conservation initiatives. The increasing population pressure, rampant poverty, and low level of awareness among local communities about the sustainable management of natural resources are some of the other issues facing conservation in Nepal.



WWF in Nepal

22 As environmental awareness took the world by storm in the 1960s, WWF recognized the importance of safeguarding Nepal's rich and unique biodiversity. Starting with support for the conservation of the severely depleted population of greater one-horned rhinos and Bengal tigers, WWF Nepal has always been strongly committed to ensuring that both wildlife and people live in harmony.

23 WWF takes pride in its achievements over the last four decades since it started work in Nepal. What began as purely species conservation and habitat management through endangered species research and the establishment of national parks has evolved slowly into a more conciliatory approach that acknowledges the role of local communities in conservation. This concept led to the design and implementation of the Integrated Conservation and Development Program (ICDP), which focuses on building the capacity of conservation partners and local communities, strengthening protected area management, community-based resource management, and conservation education.

24 Nepal has been a leader in conservation with some truly astounding conservation models. WWF Nepal has been at the forefront of conservation in Nepal introducing the latest conservation concepts and practices. The most recent example is the shift from site-based conservation in isolated protected areas, to a vast landscape level approach that ensures not only a better future for wildlife but also takes into account the sustainable livelihoods of people and the provision of ecological services. This landscape approach

has guided WWF Nepal's close partnership with the Government of Nepal to conserve all facets of biodiversity and ecological processes, cultural integrity, and local livelihoods in the Terai Arc Landscape, Sacred Himalayan Landscape, and Northern Mountain Landscape.

25 In 1993, the WWF Nepal Program Office was established in order to increase and coordinate conservation efforts in Nepal. Since then, WWF Nepal has played an important role in imparting technical and financial inputs to the Government of Nepal in biodiversity-related policy making, planning, and in the implementation of projects. With WWF Nepal's involvement in some of the most successful conservation programs, it is now considered to be among the key organizations involved in conservation in Nepal. WWF Nepal functions as an international non-governmental organization based on an agreement with nodal government agencies as per the requirements of the Government of Nepal.

26 Some of WWF Nepal's major conservation successes in the past four decades include bringing the Greater One-Horned rhinoceros back from the brink of extinction, stabilizing the population of Bengal tigers, the establishment of functional corridors for wildlife, conserving traditional knowledge and practices for the sustainable use of natural resources, establishing and strengthening community-based organizations such as anti-poaching operations and youth groups, and piloting a project for a community-managed conservation area—the first of its kind in Nepal.



Progress Made **(2002-2006)**

27 The organizational goal in the last strategic plan period (2002–2006) was to shift from project-based conservation to a more ambitious programmatic approach linked directly to WWF’s global targets for species and forests. Today, all of WWF Nepal’s projects in the field contribute to the global mission of stopping the degradation of the Earth and ensuring a future where humans live in harmony with nature.

28 A noteworthy achievement during the last strategic plan period was the successful implementation of the first phase of the Terai Arc Landscape (TAL) Program, the largest and most ambitious conservation endeavour in Nepal’s conservation history. The Terai Arc Landscape has been identified as a priority landscape for conservation in the Tenth Plan (2002–2007) of the Government of Nepal. WWF Nepal supported the government in the preparation of the Terai Arc Landscape–Nepal Strategic Plan and Implementation Plan (2004–2014) to produce effective conservation results from the synergistic efforts of partners. WWF Nepal has also been successful in restoring and establishing functional wildlife corridors. Research provides compelling evidence that these restored areas are being used by mega-fauna like rhinos and tigers. This increases the probability of the long-term survival of key species. Rhinos from the source popula-

tion at Chitwan National Park were successfully translocated to the Shuklaphanta Wildlife Reserve to establish a third breeding population. The regular monitoring and research of key species and their habitats is undertaken by WWF Nepal in protected and critical areas. The gains made in the Terai inspired the initiation of a similar landscape approach for the mountains called the Sacred Himalayan Landscape.

29 WWF Nepal pioneered the concept of a community managed conservation area and supported its realization in the Kangchenjunga Conservation Area. Another significant achievement of WWF Nepal is the conservation and sustainable use of endangered medicinal and aromatic plants in Dolpo through the use of traditional knowledge and practices.

30 WWF Nepal has made significant advances in climate change through the Climate Change Program and the Climate Change Network Nepal. The Climate Change Network Nepal is a network of nine different agencies working in climate change in Nepal. Through this network, WWF Nepal played an important role in persuading the Government of Nepal to ratify the Kyoto Protocol. The understanding of glacier retreat in Nepal has also been enhanced through a regional project on climate change research on Himalayan

glaciers. Recognizing the growing international concern for the future of our water resources and the increasing national concern for the degradation of freshwater sources, WWF Nepal began the Freshwater Program. The Freshwater Program aims to safeguard Nepal's freshwater systems and the biodiversity they support, which has significant implications for South Asia.

31 WWF Nepal's conservation-based livelihood initiatives, such as alternative energy schemes, income generating activities, and skill development trainings, have directly benefited 25,000 households in Nepal. The communities in WWF Nepal working areas have also benefited from improved community infrastructures, community services, health facilities, and drinking water and sanitation schemes. To further enhance WWF Nepal's conservation-based livelihood initiatives, a sustainable livelihoods mainstreaming strategy was prepared and is currently being implemented.

32 Strategic partnerships were critical to these achievements. WWF Nepal has succeeded in forging diverse new partnership like the Business Development Services–Marketing Production and Services (BDS–Maps) partnership, which was formed to promote business entrepreneurship; the Strengthening Actions for Governance in Utilization of Natural Resources Program (SAGUN), which promotes good governance; and the Western Terai Landscape Building/Complex Project (WTLB/CP) in the Terai Arc Landscape–Nepal. WWF Nepal was also successful in developing an effective implementation modality, in partnership

with the Government of Nepal, to share resources and ownership. WWF Nepal has developed and strengthened community based organizations to sustain these interventions.

33 WWF Nepal has improved its documentation, research, and monitoring to be more accountable, not only to the global conservation community and the WWF Network, but also to our local partners and stakeholders. WWF Nepal has initiated a central database of our projects and programs and is overhauling its Conservation Resource Centre, which will benefit other organizations and individuals.

34 Two key areas where WWF Nepal fell short in the last strategic plan were ecotourism and the launch of the Toxic and Pollutants Program. Ecotourism has been identified as an effective way to improve local livelihoods and conserve nature. Although WWF Nepal was able to gain the support and participation of local communities, a rapidly changing political context, especially in rural Nepal where the Maoist insurgency found fertile ground, proved to be a formidable challenge. Coupled with a decrease in overall tourist arrivals, ecotourism did not take off as planned. The Toxic and Pollutants Program, an important area of WWF's global work, could not be implemented according to the strategic plan because many of the program activities were linked to ecotourism.

35 A detailed examination of past strategic plans shows that, although WWF Nepal has made important gains in conservation, it was not far-sighted

enough to plan for the recent turbulent times in Nepal. During the period of the last strategic plan the Maoist insurgency intensified, affecting the implementation of many field activities. The volatile political situation saw numerous governments come and go. WWF Nepal's emphasis on community-led conservation and the incorporation of sustainable development activities were among the most important factors allowing WWF Nepal to continue working in the field.

36 As part of a global conservation organization, WWF Nepal is not immune to changes on the international front. The effects of September 11 have reached as far as Nepal and are impacting on revenue. WWF Nepal has learnt to adapt quickly and diversified its donor portfolio. Since 2002, WWF Nepal has succeeded in bringing in new donors from the WWF Network and significant GAA donors.

37 During the past strategic plan period WWF Nepal did not revisit its strategy as often as required by the evolving programmatic priorities within the WWF Network and the rapidly changing operating environment. Critical revisions to reflect how WWF Nepal continued to work in a conflict situation would have helped WWF Nepal to focus on strategic directions in a proactive manner. This would also have contributed to a global comprehension of how to deliver conservation results in a conflict situation. As a result of this learning WWF Nepal's Strategic Plan (2006–2011) will be dynamic and serve as a useful and practical guide to the implementation of our initiatives.

LESSONS LEARNED

38 As a science based organization WWF places a lot of value on lessons learned and knowledge. Therefore, regular reflection sessions on programs are structured to document best practices and lessons learned. Below are the main lessons learned by WWF Nepal during the last strategic plan period.

- Restorative measures alone are not enough to ensure ecosystem integrity in degraded forest corridors. Scientific planning is necessary for the management of biological corridors with the objective of conservation at the landscape level.
- Livelihood support cannot be effective unless packaged with skill development, finance, business development, and marketing linkages.
- Building on indigenous institutions and knowledge will provide an innovative approach to biodiversity conservation.
- Involving community based organizations in an implementation role will increase local ownership of project activities while also building their capacity.
- Partnerships between different multi-sectoral partners are crucial to address the root causes of biodiversity loss. Strategic partnerships with non-funding institutions are also important.
- Staying alert to the external environment and equipping the organization with appropriate strategies to overcome challenges will help in the implementation of projects, especially during crisis or conflict situations.



VISION

WWF Nepal envisions a prosperous Nepal with a society possessing an ethic of stewardship and responsibility towards nature.

By 2050 Nepal will have:

- Conserved biodiversity and the natural processes that sustain it in the Global 200 Ecoregions within Nepal.
- Established social and economic development patterns that assure the sustainable and equitable provision of natural goods and services, improving livelihoods and quality of life for current and future generations.
- Eliminated or mitigated critical threats to species, habitats, and ecological processes that derive from climate change, over exploitation of resources, unsustainable consumption, and pollution.

MISSION

WWF Nepal's Mission is to stop the degradation of Nepal's natural environment, and to build a future in which people live in harmony with nature by:

- Conserving biological diversity
- Ensuring the sustainable use of renewable natural resources
- Reducing pollution and wasteful consumption
- Securing sustainable livelihoods

GOAL

By 2015 WWF Nepal shall conserve at least 3 priority landscapes within the Global 200 Ecoregions by:

- Reducing threats to species, habitat and ecological processes
- Improving the livelihoods of local people

CONSERVATION PRIORITIES

39 “We shan’t save all we should like to, but we shall save a great deal more than if we never tried,” remarked Sir Peter Scott, the founder of WWF. In the years since WWF was founded, WWF has refined a set of global priorities to help save as much as possible and in the best possible way. These priorities cover six important issues and some of the most important places in the world for biodiversity conservation (The Global 200 Ecoregions).

40 WWF Nepal bases its program development on the global issues within the prioritized Global 200 Ecoregions. In addition, WWF Nepal will also work on issues and/or areas of regional and national importance.

PRIORITY THEMATIC PROGRAMS

41 WWF works for the conservation of forests, freshwater, and marine ecosystems globally. These ecosystems encompass the bulk of the world’s biodiversity and provide the environmental goods and services upon which all life ultimately depends. WWF has identified a small number of flagship species whose conservation is of special concern and which act as powerful icons for the conservation of other species and habi-

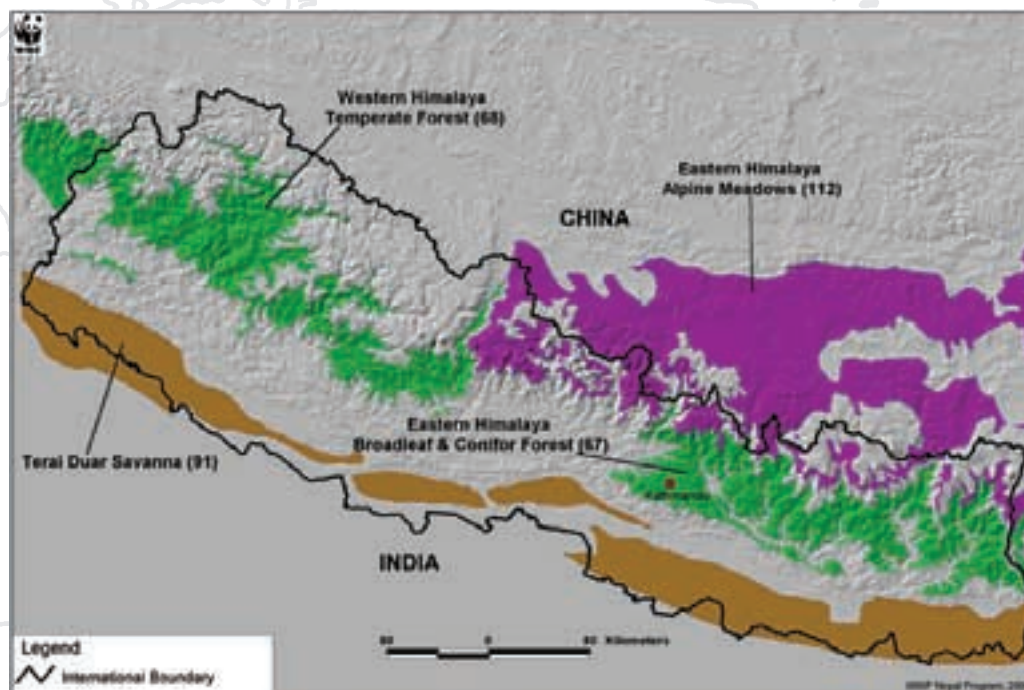
tats. WWF has also targeted the most globally pervasive and insidious of all threats to biodiversity: the phenomenon of climate change.

42 Among the five thematic programs of global priority, WWF Nepal will concentrate its efforts on four. WWF Nepal will work to conserve flagship and priority key species and their habitats, forests, freshwater, and to mitigate the pervasive threat of climate change to species and their habitats. WWF Nepal’s work will contribute to the following global thematic programs:

- Forests
- Species
- Climate Change
- Freshwater

43 The effective delivery of conservation results under the four thematic areas will be supported by crosscutting programs on policy and advocacy, sustainable livelihoods, communications and marketing, and education.

44 To bring about solid conservation results with larger impacts, other emerging and incessant threats to species and their habitats, such as agricultural intensification, water quality degradation, unsustainable development patterns (high dams and mega hydropower), unregulated tourism, wildlife trade, and human-wildlife conflict, will also be addressed.



PRIORITY WORKING AREAS

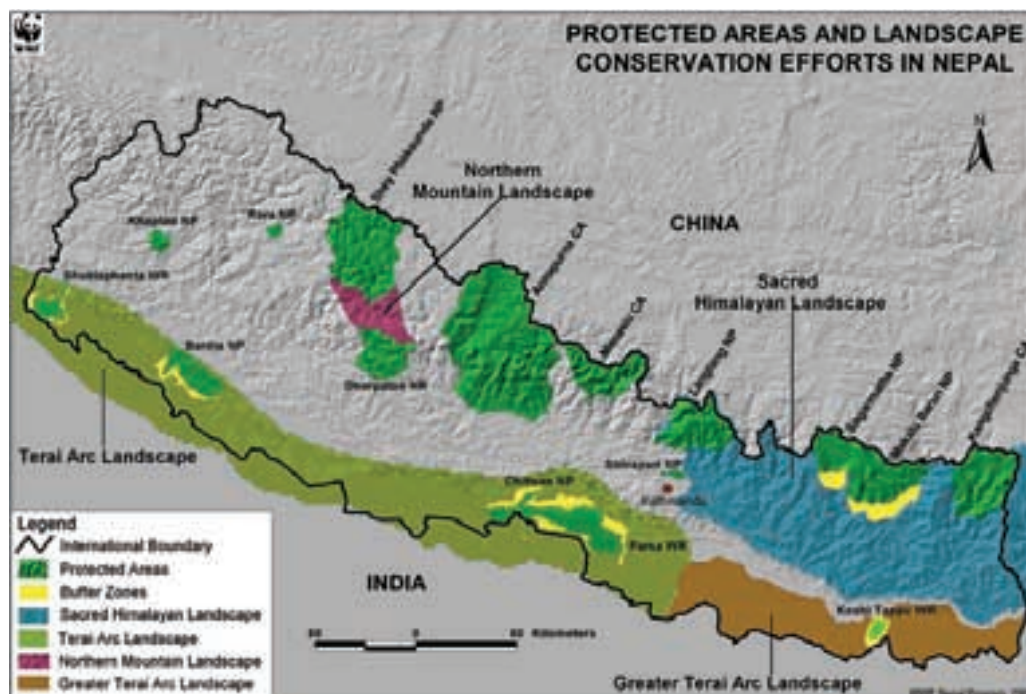
45 WWF has identified the most valuable and sometimes vulnerable ecoregions¹ in the world that best represent the breadth of biodiversity and ecological processes. The list of priority ecoregions identified by WWF scientists is known as 'The Global 200 Ecoregions'. Four of the Global 200 Ecoregions are in Nepal:

- Eastern Himalayan Alpine Meadows (112)
- Eastern Himalayan Broadleaf and Conifer Forests (67)
- Terai Duar Savannas and Grasslands (91) and
- Western Himalayan Temperate Forests (68)

46 The first three ecoregions combined are referred to as the Eastern Himalayan Ecoregion Complex (EHEC)—a priority set of ecoregions for WWF to achieve a greater impact from its conservation programs.

47 WWF Nepal has adopted the ecoregion approach to conservation. In this approach an ecoregion is regarded as the unit for conservation planning to ensure the representation of biodiversity, and conservation landscapes are the units for conservation action. WWF Nepal will concentrate its interventions on the three priority landscapes covering the four Global 200 Ecoregions in Nepal: the **Terai Arc Landscape (TAL)**, the **Sacred Himalayan Landscape (SHL)**, and the **Northern Mountain Landscape (NML)**.

¹ Biodiversity is not spread evenly across the Earth but follows complex patterns determined by climate, geology and the evolutionary history of the planet. These patterns are called 'ecoregions'.



48 In Nepal, conservation in the field is complemented and aided by WWF Nepal's central office in Kathmandu. In addition to its field work, WWF Nepal will work in Kathmandu and surrounding areas on issues like corporate social responsibility, policy reform, conservation education, and urban environment conservation.

TERAI ARC LANDSCAPE

49 The Terai Arc Landscape (TAL) is the biggest and most ambitious conservation endeavour ever undertaken in Nepal. It covers approximately 49,500 square kilometres from Nepal's Bagmati River in the east to India's Yamuna River in the west, linking a network of 11 trans-border protected areas, national forests, agricultural lands, settlement areas, and water bodies in both countries.

50 In Nepal, the TAL encompasses 23,199 square kilometres and covers part or whole of the 14 Terai districts. The landscape also harbours four protected areas, two World Heritage Sites, and three Ramsar sites. The strain on this fertile landscape is enormous, with a population of 6.7 million people and livestock including 4.5 million cattle.

51 What began as a vision of ensuring the long-term survival of flagship species like the Bengal tiger, greater one-horned rhinoceros, and Asian elephant, today has become a mandate to conserve biodiversity, forests, soils, and the watershed of the Terai and Churia hills in order to ensure the ecological, economic, and socio-cultural integrity of the region. The TAL Program in Nepal is jointly implemented by WWF Nepal, the Ministry of Forests and Soil Conservation, Depart-

ment of National Parks and Wildlife Conservation, and Department of Forests under the Terai Arc Landscape–Nepal Strategic Plan, an umbrella document for implementing conservation and sustainable livelihood interventions for all agencies working in the Terai.

52 In the course of this strategic plan period, TAL will look into an eastward expansion in order to include biodiversity hotspots like the Koshi Tappu Wildlife Reserve, Trijuga, and Jhapa district. This will help to conserve all representative ecosystems in the Nepal Terai.

SACRED HIMALAYAN LANDSCAPE

53 Based on the success of the Terai Arc Landscape Program, a similar landscape level conservation approach was envisaged for the mountains. The Sacred Himalayan Landscape (SHL) is a transboundary landscape that builds upon the existing priorities of national and regional governments for landscape level conservation in the Eastern Himalayas. The SHL covers an area of 39,021 square kilometres from Langtang National Park in central Nepal, through the Kangchenjunga region in Sikkim and Darjeeling in India, to the Toorsa Strict Nature Reserve in western Bhutan. This landscape is globally significant both biologically (in terms of genetic, species, and ecosystem diversity and endemism) and because it includes two of the Global 200 Ecoregions (Eastern Himalayan Broadleaf and Conifer Forest and Eastern Himalayan Alpine Meadows). In addition to the species-related features of biodiversity, the SHL

contributes significantly in terms of ecological processes and services. It is an important repository of water towers (glaciers) and contains the headwaters and sources of major Himalayan rivers. The SHL is also important in terms of cultural diversity. Hence, the SHL aims to conserve this globally important biodiversity by fostering the diverse indigenous cultures and traditions that nurture and revere nature, as reflected in its conservation vision. In Nepal, the Ministry of Forests and Soil Conservation is leading the SHL initiative in partnership with WWF Nepal, ICIMOD, TMI, and IUCN, among others.

NORTHERN MOUNTAIN LANDSCAPE

54 The Northern Mountain Landscape will build upon the achievements of the work carried out in Shey Phoksundo National Park (SPNP), the largest National Park in Nepal (3,555 km²). The SPNP and its surrounding area represents the Northern Mountain region of north-west Nepal. It is part of the trans-Himalayan ecosystem and contains many unique flora and fauna including rare, endangered, and endemic medicinal plants. This is the prime habitat for snow leopards, Tibetan wolf, musk deer, and blue sheep. It is equally unique for its diverse sociological and cultural resources including practitioners of Bon, the oldest Tibetan religion, and the highest human settlement in the world in the Dho-Tarap valley. Due to its rich natural, social, and cultural diversity, the SPNP has been proposed as a World Heritage

Site. WWF Nepal will not only consolidate its efforts in SPNP, but also aims to develop connectivity with the Dhorpatan Hunting Reserve for the long-term survival of flagship species such as the snow leopard.

55 The goal of WWF Nepal's work in the Northern Mountain Landscape is to conserve the pristine ecology of the Shey Phoksundo National Park and Buffer Zone and the surrounding areas by strengthening the capabilities of local user groups, NGOs, and park staff to implement and sustain integrated conservation and development initiatives.

KATHMANDU VALLEY

56 Kathmandu is the political and economic hub of Nepal. WWF Nepal will utilize its presence in Kathmandu to coordinate field-based projects, and policy and advocacy work. In this strategic plan period, WWF Nepal will strengthen partnerships with the private sector, corporations, organizations, policy makers, and civil society. Activities will be targeted at the improvement of the urban environment and environmental awareness in Kathmandu.

GUIDING PRINCIPLES

57 The implementation of the strategies in the conservation plan will be guided by the following set of principles:

i. Ensuring equitability:

Working to ensure that access to and

benefits from biodiversity conservation are more equitably distributed.

ii. Empowering women, the poor, and disadvantaged:

Focusing particularly on gender and social inclusion.

iii. Building partnerships:

Creating and building partnerships among a wide range of stakeholders and partners including local communities, government agencies, national and international non-governmental organizations, and donor agencies.

iv. Being adaptive and holistic:

Being sensitive to the wider context, adapting to changing circumstances, and working in a way that is responsive to the causes and effects of the conflict.

v. Sustainability:

Aiming for economic, social, and environmental sustainability



CONSERVATION FOR THE PEOPLE

58 Around the world, WWF works with local communities and peoples to find solutions to save nature. WWF's Statement of Principles on Indigenous People and Conservation, which was formulated about a decade ago, focuses on partnerships and engagement with indigenous people. The statement fully endorses provisions about indigenous people contained in all relevant international instruments, such as Agenda 21, Convention on Biological Diversity, ILO Convention 169, and UN Declaration on the Rights of Indigenous Peoples. The statement highlights the principle that, without recognition of the rights of indigenous peoples, no constructive agreements can be drawn up between conservation organizations and indigenous peoples groups.

59 Drawing on this principle and its own experiences since commencing field projects in 1996, WWF Nepal has been working together with indigenous and local communities in conservation. Since 1997, WWF Nepal has promoted the traditional knowledge and practices of Amchis (traditional medical doctors) for conservation and the sustainable use of medicinal plants. In the Kangchenjunga Conservation Area, WWF Nepal has been working to hand over the management of the protected area to the local communities living within the protected area. This is a new and revolutionary approach to protected area management in the region and aims to transfer management authority of protect areas to the local communities.

60 WWF Nepal aims to develop clear guidelines on indigenous peoples to serve

as a critical entry point and foundation for more inclusive conservation policies, programs, and activities, and to foster dialogue and partnerships.

61 WWF Nepal has three principal objectives for partnerships with indigenous peoples:

- i. To conserve biodiversity combined with recognition that indigenous peoples have often been stewards and protectors of nature and that their knowledge, social, cultural, and livelihood systems are closely attuned to the natural laws operating in local ecosystems.
- ii. To foster an enabling environment that promotes the integration of indigenous peoples' perspectives and concepts of conservation into WWF Nepal's work.
- iii. To develop capacity and raise awareness in order to build more inclusive policies and programs on indigenous people and conservation.

62 In the upcoming strategic plan period, WWF Nepal will support policy work to redress the lack of a conducive national policy environment for indigenous people to apply and transmit indigenous knowledge, skills, technologies, and practices in biodiversity conservation. WWF Nepal will continue to promote traditional knowledge, skills, innovations, and practices and their linkage to biodiversity conservation. WWF Nepal will also raise awareness of indigenous peoples' knowledge and practices and their relationship to biodiversity conservation. Finally, WWF Nepal will invest in inclusive capacity building at the local and national level to strengthen partnerships for conservation.

WORKING IN CONFLICT

63 WWF Nepal is aware of the enormous responsibility of delivering conservation services at a time of conflict. We recognize that, now more than ever, partnerships and concerted efforts will be required to safeguard the gains of the past and uphold the future integrity of conservation in Nepal. It also falls to WWF Nepal, and other organizations working in Nepal, to contribute to peace and security within each organization's capacity.

64 WWF Nepal is not immune to or above Nepal's trials. It is with respect for the nation and in adherence to our principles as an international non-governmental organization that we will adopt the following strategies to cope with the ongoing conflict situation:

i. Adherence to BOGs

WWF Nepal is affiliated with the Association of International NGOs (AIN) and will present its position in alignment with AIN in the context of the conflict. WWF Nepal will adhere to the Basic Operation Guidelines (BOGs) prepared by AIN.

ii. Neutrality

WWF Nepal will maintain its non-political, non-religious, and non-affiliated position, which will be highlighted in all forms of communications. WWF Nepal will always be neutral and impartial.

iii. Program Implementation

- **Implementation through local community based organization (CBO) partners** will be highly emphasized to mitigate the adverse impact of

the conflict. WWF Nepal aims to spend more than 80 per cent of each program budget through CBOs. These partners will be involved right from the needs identification and prioritization stage through to planning, implementation, and monitoring.

- WWF Nepal will **avoid a large operational structure in the field** in terms of staff and infrastructure (office buildings, logistics) and maintain a low profile in Nepal.
- WWF Nepal will manifest its sensitivity towards local communities, especially indigenous communities, and **priority** will be given to **local and indigenous communities when hiring field level support staff**.
- WWF Nepal will place great emphasis on **efficient and quick delivery of services** and avoid unnecessary delays in fund disbursement and other support.
- **Transparency** in planning, budgeting, and financial transactions will be maintained in all WWF Nepal's programs. WWF Nepal will promote good governance through public hearings and public auditing exercises at the program, as well as CBO, level.

iv. Planning and Monitoring

- The **participatory process** has been strongly internalized and practiced in the planning, implementation, and monitoring of programs. Activities to be implemented at the community level will continue to be planned through participatory processes ensuring the sensitivity of the program to local needs, threats, and issues. Such planning exercises will strongly

focus on the inclusion of marginalized communities.

- **Strong links between conservation activities and sustainable livelihoods** will be ensured at all stages of interventions. WWF Nepal will mitigate the adverse impact of the conflict through increased peoples' participation and perceived livelihood benefits.

v. Flexible and Adaptive

WWF Nepal will continue with **contingency planning** to cope with the conflict. This will be supplemented by regular analysis of the situation based on reliable information collected through

various means. Staff, especially at the field level, will be instructed to stay vigilant and will be more independent in adapting to rapidly changing circumstances.

vi. Collaboration within and between sectors

WWF Nepal will continue to work to strengthen partnerships, collaboration, and functional coordination within and between sectors to ensure the effective delivery of services. WWF Nepal will focus on developing goodwill and building trust among stakeholders and sectoral partners, largely based on the identification of common goals.



CONSERVATION STRATEGIES

This section of the strategic plan deals with the strategies that WWF Nepal will employ to respond to the conservation challenges identified and discussed in the preceding chapters. A description of the strategies and a logical framework is provided in Annexes I and II.

I. FORESTS

65 WWF Nepal will follow three complementary approaches to forest conservation: protect, manage, and restore. Under the protect approach, WWF Nepal will work towards creating an ecologically representative network of effectively managed protected areas. Forest protection will be complemented by efforts to integrate conservation with development for local communities. The forests outside protected areas will be managed through various mechanisms to ensure environmental balance while at the same time contributing to human

wellbeing, poverty alleviation, and sustainable livelihoods. Non-timber forest products will be promoted as the major livelihoods improvement strategy. The restoration approach will focus on re-establishing functions and key ecosystem processes through specific interventions within the context of the whole landscape. As such, a mosaic of land uses in the critical areas will be promoted based on scientific land use planning.

The following table depicts the five year (2006–2011) objectives for the forest thematic program and the strategies devised to achieve those objectives.

TABLE 1: Forest thematic program—Objectives and strategies (2006–2011)

OBJECTIVES	STRATEGIES
<p>OBJECTIVE 1: PROTECT To protect 1.3 million hectares of representative forest ecosystems under the protected areas system (PAS) in the three priority landscapes of the Global 200 Ecoregions by 2011.</p>	<p>Strategy 1: Develop and implement a methodology for the systematic planning of protected areas. Strategy 2: Assess the management effectiveness of protected areas. Strategy 3: Support community-managed protected areas. Strategy 4: Ensure stakeholder involvement in and support for protected areas.</p>
<p>OBJECTIVE 2: MANAGE To manage 0.31 million hectares of critical forests in identified corridors, bottlenecks, and biodiversity hotspots in the three priority landscapes of the Global 200 Ecoregions by 2011 to ensure the regular supply of forest products and support the maintenance of the environmental balance.</p>	<p>Strategy 5: Support the preparation and implementation of a district forest sector plan. Strategy 6: Promote appropriate modes of management of forest resources. Strategy 7: Protect forests from illegal activities and forest fires. Strategy 8: Promote integrated livestock management. Strategy 9: Promote alternative energy and the use of alternative construction materials. Strategy 10: Diversify livelihood options through the sustainable use of forest resources. Strategy 11: Ensure the sustainability of local institutions engaged in resource management. Strategy 12: Pilot community-based biodiversity registration and mechanisms for accessing benefit sharing. Strategy 13: Support the forest certification process. Strategy 14: Conduct periodic monitoring of forest resources.</p>
<p>OBJECTIVE 3: RESTORE To restore 50,000 hectares of degraded forests in identified corridors and bottlenecks in three priority landscapes of the Global 200 Ecoregions by 2011 facilitating the free and safe passage for wildlife dispersal.</p>	<p>Strategy 15: Lobby for a special portfolio of critical forests. Strategy 16: Restore degraded forests in the critical areas through appropriate interventions. Strategy 17: Pilot the in-situ conservation of plant species in critical areas.</p>

II. SPECIES

66 The species work of WWF Nepal will contribute to the establishment of ecologically, demographically, and genetically viable populations of key species: i.e., the Bengal tiger (*Panthera tigris*), the Greater One-horned rhinoceros (*Rhinoceros unicornis*), the Asian elephant (*Elephas maximus*), and the snow leopard (*Uncia uncia*). Populations of species of special concern will be stabilized or increased: i.e., the Gangetic river dolphin (*Platanista gangetica*), gharial crocodile (*Gavialis gangetica*), swamp deer (*Cervus duvauceli*), black buck (*Antelope cervicapra*), red panda (*Ailurus fulgens*), and musk deer (*Moschus moschiferus*). Towards this end, the habitats of

these species will be protected, managed, and restored as discussed under the forest thematic program. Poaching and retaliatory killings will be tackled using a spectrum of strategies, such as strengthening anti-poaching operations, minimizing human-wildlife conflict, and enhancing law enforcement. The illegal trade in wildlife, wildlife parts, and their derivatives will be controlled using a two-pronged approach addressing both demand and supply. Key species management interventions will be complemented by long-term research and wildlife monitoring. Recognizing the substantial role that people-based conservation activities play in achieving species and habitat conservation outcomes, specific species conservation actions focused on sustainable livelihoods will be prioritized.

TABLE 2: Species thematic program—Objectives and strategies (2006–2011)

OBJECTIVES	STRATEGIES
<p>OBJECTIVE 4: SPECIES POPULATION To stabilize or increase the population (compared to 2006 baseline) of key species and species of special concern in the three priority landscapes of the Global 200 Ecoregions in Nepal by 2011.</p>	<p>Strategy 18: Strengthen anti-poaching operations. Strategy 19: Manage key species. Strategy 20: Manage problem and orphan animals. Strategy 21: Support the protection/re-establishment of populations of key species and species of special concern.</p>
<p>OBJECTIVE 5: HABITAT To protect, manage, or restore the critical habitat of key species and species of special concern in the three priority landscapes of the Global 200 Ecoregions in Nepal by 2011.</p>	<p>Strategy 22: Promote the scientific management of habitats based on the ecology of species. Strategy 23: Eliminate/reduce invasive and exotic species. Strategy 24: Conduct long-term scientific research on key species and species of special concern.</p>
<p>OBJECTIVE 6: THREAT REDUCTION To reduce human-wildlife conflict and/or establish livelihood-based conservation initiatives in the three priority landscapes of the Global 200 Ecoregions in Nepal by 2011 to reduce the threat to key species and species of special concern.</p>	<p>Strategy 25: Develop and implement a comprehensive human-wildlife conflict mitigation strategy. Strategy 26: Adopt human-wildlife conflict mitigation strategies to benefit local livelihoods. Strategy 27: Pilot livelihood-based conservation initiatives. Strategy 28: Promote ecotourism. Strategy 29: Pilot community-based compensation schemes to address human-wildlife conflict.</p>
<p>OBJECTIVE 7: LAW ENFORCEMENT To enhance law enforcement and other measures to encourage compliance with laws and regulations aimed at eliminating the overexploitation of priority species and species of special concern in Nepal by 2011.</p>	<p>Strategy 30: Promote transboundary coordination and cooperation. Strategy 31: Control the illegal trade of wildlife, wildlife parts, and their derivatives. Strategy 32: Support the implementation of CITES. Strategy 33: Revise/develop appropriate policy frameworks.</p>

III. CLIMATE CHANGE AND ENERGY

67 WWF Nepal's response to the impact of climate change will focus on four main areas: increasing the understanding of the impacts of climate change, implementing adaptation measures, international negotiation, and raising awareness. The information gap in relation to the impact of climate change on biodiversity, ecosystems, and people will be addressed through the initiation of long-term research projects. The findings of this research will also contribute to the formulation of appropriate national level policy frameworks. Adaptation measures will include resilience activities focused on safeguarding humans and

ecosystems in vulnerable sites. The revenue generated from a gold standard CDM project will be channelled into interventions targeted at reducing the vulnerability of people to the impact of climate change. The capacity of key government institutions will be enhanced so that they can represent Nepal credibly in international negotiations. Awareness of the impact of climate change and adaptation and mitigation measures will be widely disseminated to national and international audiences through the intelligent use of communication channels.

The following table depicts the 5 year (2006–2011) objectives for the climate change thematic program and strategies devised to achieve those objectives.

TABLE 3: Climate change thematic program—Objectives and strategies (2006–2011)

OBJECTIVES	STRATEGIES
OBJECTIVE 8: IMPACT To have a clear understanding of the impact of climate change on biodiversity (key flora and fauna), ecosystems (forests, water towers), and people (livelihoods, tourism, disasters, food security/agriculture) in Nepal by 2011.	Strategy 34: Conduct and consolidate climate change impact research and data. Strategy 35: Use research findings for effective national and international negotiations. Strategy 36: Strengthen multi-stakeholder forums to advocate for policy recommendations and to share information.
OBJECTIVE 9: ADAPTATION To reduce the climate change impacts and vulnerabilities of 2,000 households in two sites in the Sacred Himalayan Landscape (SHL) by 2011.	Strategy 37: Identify climate change vulnerable sites. Strategy 38: Implement resilience building activities in vulnerable sites. Strategy 39: Support the formulation of a National Level Adaptation Strategy.
OBJECTIVE 10: INTERNATIONAL NEGOTIATION To identify Nepal to global communities as one of the most vulnerable countries to climate change impacts by 2011.	Strategy 40: Establish a coordination platform between vulnerable countries. Strategy 41: Support and strengthen Ministry of Environment, Science and Technology (MOEST) and relevant civil society organizations to institutionalize the climate change issue. Strategy 42: Enhance the negotiation capacity of MOEST and concerned government and civil society organizations. Strategy 43: Strengthen communication with international audiences.
OBJECTIVE 11: AWARENESS To effectively communicate and build awareness and understanding among various national target audiences (students/teachers, academic institutions, journalists/media house, donors, I/NGOs, government, communities, public) to take action to reduce the impacts of climate change in Nepal by 2011.	Strategy 44: Increase awareness of climate change among national audiences.

IV. FRESHWATER

68 The freshwater system of Nepal will be sustainably managed to ensure healthy environmental processes and the wise use of wetland resources. Freshwater habitats of key species will be managed and the integrity of the environmental processes will be maintained in partnership with other stakeholders. Community management of wetlands will be promoted with a special focus on the sustainable livelihoods of wetland dependent communities. The management of ecologically important high altitude wetlands and their designation as Ramsar sites will be a priority. Transboundary

initiatives devoted to the conservation of the freshwater dolphin and its habitat will be realized. The concept of integrated river basin management will be utilized in the management of the Koshi River Basin. Policy feedback and advocacy to harmonize water sector policies and incorporate provisions will be conducted. Appropriate alternatives to chemical fertilizers and pesticides will be identified and promoted to reduce the threat to aquatic biodiversity and wildlife.

The following table depicts the 5 year (2006–2011) objectives for the freshwater thematic program and strategies devised to achieve those objectives.

TABLE 4: Freshwater thematic program—Objectives and strategies (2006–2011)

OBJECTIVES	STRATEGIES
<p>OBJECTIVE 12: ENVIRONMENTAL PROCESSES</p> <p>To ensure healthy environmental processes in at least three wetlands supporting habitats of key freshwater species and to pilot integrated river basin management in one river basin by 2011.</p>	<p>Strategy 45: Develop multi-stakeholder partnerships.</p> <p>Strategy 46: Develop a database of key species and environmental processes.</p> <p>Strategy 47: Manage the habitats of key species and manage environmental processes.</p> <p>Strategy 48: Monitor and maintain the status of priority wetlands.</p>
<p>OBJECTIVE 13: POLICIES</p> <p>To promote at least two government policies (wetland policy and IRBM) to safeguard freshwater resources and reduce poverty for dependent communities by 2011.</p>	<p>Strategy 49: Propose high altitude wetlands as Ramsar sites.</p> <p>Strategy 50: Review water related policies from a biodiversity perspective.</p> <p>Strategy 51: Promote policy dialogue on dams nationally and at the transboundary level.</p> <p>Strategy 52: Build the capacity of representatives from government line agencies.</p> <p>Strategy 53: Promote the community management and wise use of wetlands.</p>
<p>OBJECTIVE 14: SUSTAINABLE MANAGEMENT</p> <p>To protect and sustainably manage three Ramsar sites by 2011.</p>	<p>Strategy 54: Strengthen participation and institutional coordination.</p> <p>Strategy 55: Raise awareness at various levels.</p>
<p>OBJECTIVE 15: THREAT REDUCTION</p> <p>To reduce the threats to biodiversity from hazardous chemicals, especially those used in agriculture, and identify safer alternatives where possible by 2011.</p>	<p>Strategy 56: Enhance the knowledge base on the impacts of toxics pollutants.</p> <p>Strategy 57: Promote safer alternatives.</p> <p>Strategy 58: Raise awareness.</p>

V. POLICY AND ADVOCACY

69 A conducive policy environment is essential for the implementation of successful conservation initiatives. Similarly, institutions are essential elements in translating the provisions of policies and applying them at the grassroots. The synergy among like-minded institutions not only facilitates the conservation process, but also minimizes the resource input and reduces duplication of efforts.

70 Policy and advocacy are the key areas on which WWF Nepal will focus during this strategic plan period. Many of WWF Nepal's goals and objectives in practicing conservation will bear results and become sustainable only if certain government policies are revised or formulated. With four decades of experience in field implementation, this is the most opportune time for WWF Nepal to be part of the policy and advocacy setting in Nepal.

71 At first, WWF Nepal will concentrate on building its own organizational capacity to deal with policy and advocacy issues. The existing policy and advocacy thematic team will be strengthened. Policy orienta-

tion and analysis workshops will be conducted on a regular basis involving WWF Nepal staff and external experts. Policy feedback workshops at different levels with wider stakeholders will also be organized. WWF Nepal will ensure that the feedback received from these consultative workshops reaches the appropriate policy-making authorities in the Government of Nepal. This will follow an advocacy plan for appropriate revision of the existing policies.

72 WWF Nepal will support the government in the effective implementation of multi-lateral environmental agreements relevant to its work to fulfil Nepal's international commitments. WWF Nepal also sees this as an opportunity to establish local to global linkages for biodiversity conservation initiatives in Nepal. WWF Nepal will explore opportunities to influence environmental policies at the regional level through South Asian Association for Regional Cooperation (SAARC) and its enhanced regional strategic partnerships.

73 Other strategies relevant to the policy and advocacy work of WWF Nepal are reflected in the appropriate thematic program.

VI. SUSTAINABLE LIVELIHOODS

74 WWF Nepal and the global network have moved beyond working in and around the 'safe' enclaves of protected areas and are addressing conservation challenges at the landscape and ecoregion level. This entails covering a larger spatial area and tackling complex issues that impact upon biodiversity and local livelihoods such as population growth, global markets, agriculture, trade, and industry.

75 In July 2005, WWF Nepal published a strategy document for mainstreaming sustainable livelihoods into conservation programs. It underscores the importance of addressing people's livelihood needs and responding to people's strengths and constraints in order to sustain conservation achievements. The sustainable livelihoods approach builds on and promotes people's strengths, skills, assets, and potential, rather than viewing them as a liability.

76 The strategies relevant to sustainable livelihoods recommended in this plan recognize that interventions in the field alone are inadequate to tackle the complex socio-economic drivers of biodiversity loss. Therefore, the developed strategies emphasize the need to demonstrate strong linkages between field work and the policies that drive national development.

77 One of the key issues that may hinder the achievement of WWF Nepal's objectives is social inequity. Social inequity has excluded disadvantaged groups (women as well as indigenous

peoples) from mainstream development processes in Nepal. Social exclusion and inequity are key causal factors of the current political conflict. Governance practices at all levels of society lack transparency and accountability. Even relatively participatory processes, such as community forestry, are challenged by issues such as elite capture, inequitable benefit sharing, and the exclusion of women and disadvantaged groups from decision-making processes.

78 Meeting the livelihood needs of local communities becomes an issue when the extraction of resources for subsistence becomes unsustainable due to the increasing demands of trade and inequitable sharing of benefits. The poor and marginalized are often the ones who are most negatively affected by a decrease in resource availability. The main factors behind the limited livelihood options is a lack of access to education and employment opportunities, limited financial capacity for technological inputs, and limited entrepreneurial skills and access to markets. There is also limited institutional capacity to support people in adapting to livelihood constraints.

79 Sectoral policies often contradict each other, which prevents effective implementation. There is limited information and awareness among communities about rights and limited consultation during the process of policy formulation.

80 WWF Nepal's strategies in relation to sustainable livelihoods are reflected in the various strategies of the relevant thematic areas and are guided by the

sustainable livelihoods mainstreaming strategy of WWF Nepal. In addition to the thematic strategies, the following strategies will be adopted by WWF Nepal in the implementation of its sustainable livelihoods interventions.

Strategies

- Promote social inclusion (women, indigenous peoples, Dalits and good governance in every stage of the program and project cycle in order to sustain conservation.
- Transform traditional institutions compatible with the principles of good governance and conservation, and building their capacity to adapt to ecological processes and social and economic trends.
- Promote social capital networks and safety nets to help people and communities to adapt to livelihoods constraints.
- Work with the private sector and other stakeholders to build positive micro-macro linkages that benefit biodiversity and communities (e.g. the sustainable commercialization of NTFPs).
- Enhance cross-sectoral coordination and partnerships that build upon local empowerment for increased investment in sustainable livelihoods (eg. implementation of APP).
- Promote livelihood diversification through increased off-farm livelihood opportunities (e.g. sustainable commercialization of NTFPs with equitable benefit sharing through entrepreneurial development and marketing; ecotourism for revenue generation; and employment in and around protected areas).
- Advocate for policies that promote sustainable livelihoods, reduce vulnerability, recognize local rights, and provide communities with legal and regulatory support.
- Integrate peace building and conflict transformation into conservation programs to ensure sustainability and efficacy.
- Promote traditional knowledge and practices that are conducive to biodiversity and indigenous and local communities.
- Support the development of community-based response mechanisms, including local knowledge, in order to reduce vulnerability to natural disasters (eg. improved vulnerability assessment and vulnerability monitoring; livelihood diversification; early warning systems; integrated land use; and watershed management).
- Support the revision and formulation of policies to enable local communities to sustainably harvest forest resources, particularly NTFPs/MAPs, and wildlife.

VII. EDUCATION AND CAPACITY BUILDING

81 WWF Nepal's education and capacity building programs seek to engage and encourage the participation of local communities and stakeholders in biodiversity conservation and sustainable development. These activities build on awareness to enable people to act from a better understanding of the importance of biodiversity conservation and sustainable development in Nepal. WWF Nepal's strong commitment to conservation education and capacity building programs makes it distinct from most biodiversity conservation initiatives in Nepal. WWF Nepal has learned that the success of conservation depends largely on the effective integration of education and capacity building in programs and projects.

82 Education is an integral part of all the projects and programs at WWF Nepal. At the local level, WWF Nepal, together with various partners, has initiated and promoted awareness and capacity building programs among local people to conserve Nepal's biological diversity in a way that is ecologically viable, economically beneficial, and socially equitable. The conservation education programs are designed for school children, teachers, community members, and other target groups to enhance their decision-making capabilities for conservation and sustainable development.

83 WWF Nepal and its conservation partners jointly implement school-based environmental education programs

through the formation of Eco Clubs, which are independent groups of students that work collectively to support the conservation of their natural and cultural heritage. Awareness and extension programs are organized at the local level. Non-formal education and capacity building programs are implemented in project areas to improve literacy and create conservation awareness, especially among women. The education of girls in the project areas with the girl students' stipend aims at the long-term empowerment of women through education.

84 In addition to providing knowledge and skills in relation to the sustainable management of resources, conservation education broadens people's understanding of the environment, fosters positive attitudes towards the environment, and teaches skills that enable people to analyze and make educated decisions about how they interact with the environment and, ultimately, helps them to take better actions to improve and maintain the environment.

Strategies

The education unit shall have a separate strategy ready for implementation with WWF Nepal's Strategic Plan to:

- Strengthen conceptual and program linkages and relationships.
- Enhance future conservation leadership and advocacy for conservation.
- Strategically strengthen and focus outreach and education activities.
- Enhance monitoring and evaluation systems.

VIII. COMMUNICATIONS AND MARKETING

85 Communications and marketing aims to effectively promote WWF Nepal as a proactive grassroots conservation organization with a global reach by highlighting field successes to enrich our credibility, share our results, and raise funds.

86 Communication has always been an important part of WWF Nepal's projects and programs. In the next five years WWF Nepal's focus will be guided by an emphasis on marketing our conservation gains in the field. For different purposes, our target audiences will include those who work on the ground, CBOs, the Government of Nepal, the WWF Network, international government aid agencies, and individual donors. Marketing will play an important role in fostering new partnerships for fundraising. Plans for this are reflected in the business plan. On the national and regional stage, communications will seek to reinforce WWF Nepal's credibility as an organization that works with people for conservation and environmental protection.

87 In addition, the Communications and Marketing Unit will be involved in communicating in conflict situations, improving documentation and access to information through the WWF Nepal Resource Centre, and will seek innovative ways to communicate conservation and sustainable development for maximum impact. Given the global concerns of the WWF Network, WWF Nepal will be a strategic and active contributor in linking sustainable livelihoods with conservation wins, highlighting

the issues of illegal wildlife trade on local, regional, national, and international platforms, and indigenous knowledge and participation in conservation.

88 The main communication activities in WWF Nepal involve print, broadcast, and interactive tools. In the past, the communications program has been successful in highlighting conservation issues of national and local importance through the features service, newsletters, reporting, and other publications; by establishing a presence on radio, television, and the Internet; and by developing a core group of media people who are sensitized to environment and development concerns. Communications materials are developed in English, Nepali, and other regional languages. This is critical for target audiences to recall conservation issues. We also utilize conservation days of importance like World Environment Day, World Wetland Day, and Wildlife Week to highlight our work through environmental awareness programs.

Strategies

Strategic objectives for the communications and marketing unit with priority actions for the future have been developed with the broad aim of enhancing our external and internal communications. This will be achieved by focusing on the following strategic objectives or goals:

- Increase awareness and influence attitudes on conservation in Nepal.
- Enhance WWF Nepal's working relationship with the media leading to positive media coverage on conservation and, in particular, on WWF Nepal's work.

- Ensure transparency and accountability in WWF Nepal's work in Nepal.
- Contribute to WWF Nepal's work to build public and international support for conservation and fundraising.
- Improve information sharing, knowledge, and team-work in Nepal and with the WWF Network.

EXPECTED OUTCOMES

89 In the five year period from 2006–2011, WWF Nepal will work with indigenous and local communities, grassroots organizations, like-minded institutions and donors, and the Government of Nepal to further consolidate conservation gains in Nepal by delivering the following results:

- I The landscape approach will be utilized in the management of more than one-third (38 per cent) of the total land cover of Nepal, conserving biodiversity in four Global 200 Ecoregions. This will include the endorsement and implementation of the Greater Terai Arc Landscape–Nepal, Sacred Himalayan Landscape–Nepal, and Northern Mountain Landscape.
- II More than half the area under the protected area system (53 per cent) will be effectively managed to maintain ecologically, demographically, and genetically viable populations of key species like the Bengal tiger, greater one-horned rhinoceros, Asian elephant, snow leopard, Gangetic river dolphin and red panda.
- III The livelihoods of more than 100,000 households in Nepal will be enhanced through the sustainable management of natural resources and livelihood initiatives in the Global 200 Ecoregions.
- IV Five or more major businesses and industries in Nepal will pledge their long-term support of conservation.
- V A minimum of US \$10,000,000 will be leveraged to support conservation initiatives in the working areas of WWF Nepal.

TABLE 5: Program Areas and Expected Outcomes

PROGRAM AREAS	EXPECTED OUTCOMES
FORESTS	<ul style="list-style-type: none"> ■ 1.3 million hectares of representative forest and alpine meadow ecosystems under the protected areas system in three priority landscapes of the Global 200 Ecoregions are protected ■ 0.31 million hectares of forests in three priority landscapes of the Global 200 Ecoregions are under effective management ■ 50,000 hectares of degraded forests in the critical areas of the three priority landscapes of the Global 200 Ecoregions are under restoration ■ 50 per cent reduction in illegal activities in national forests, compared to a 2006 baseline, through the mobilization of community-based anti-poaching operations in three priority landscapes ■ 70,000 households directly benefited from improved livelihood opportunities based on forest products and non-timber forest products and alternative energy schemes
SPECIES	<ul style="list-style-type: none"> ■ 150+ breeding tiger population maintained through habitat management, reduction of threats, and enhanced knowledge base ■ 550+ rhinoceros population maintained with the establishment of a second viable population at Bardia National Park (100+) and a third breeding population (20+) at Shuklaphanta Wildlife Reserve ■ 80 per cent reduction in poaching and the retaliatory killing of snow leopards, compared to a 2007 baseline ■ 30,000 households directly benefited from livelihood-based conservation initiatives like eco-tourism, wildlife farming, and farming of alternative crops ■ 80 per cent reduction in the illegal trade of wildlife, wildlife parts, and their derivatives through an integrated approach with the active support of the WWF Network ■ Rhino, tiger, elephant, red panda, and river dolphins conservation actions plans prepared, endorsed, and implemented
CLIMATE CHANGE	<ul style="list-style-type: none"> ■ A centralized data/information-based system established on climate change impacts on biodiversity, ecosystems, people, and the economy ■ 1 gold standard CDM project formalized with the revenue from carbon trading invested in reducing the climate change vulnerability of people in the Terai Arc Landscape ■ 5 communities' livelihoods secured against glacier lake outburst flood through early warning systems ■ Global recognition obtained for Nepal as one of the most vulnerable countries to climate change impacts ■ Climate change policy and national level adaptation strategy developed and implemented in Nepal
FRESHWATER	<ul style="list-style-type: none"> ■ 1 high altitude wetland designated as a RAMSAR site and a Gift to the Earth ■ 1 river basin managed through Integrated River Basin Management to maintain healthy environmental processes ■ 3 Ramsar sites protected and sustainably managed to conserve the freshwater biodiversity and meet the livelihood needs of the wetland dependent communities ■ A transboundary level Ramsar site (Karnali river system) designated between Nepal and India ■ 2 water sector policies amended to advantage biodiversity conservation ■ The status of the river dolphin in Nepal established, and a conservation action plan prepared, endorsed, and implemented ■ 30 percent reduction in the use of chemical fertilizer and pesticides in pilot sites as a result of adopting eco-friendly agricultural technologies ■ 2 agricultural and environmental sector policies of Nepal including an APP Implementation Plan influenced to minimize the use of chemical fertilizer and pesticides



BUSINESS PLAN

This section of the WWF Nepal Strategic Plan provides ways and means to achieve the conservation goals. This includes designing implementation models, organizational structure, setting accountability structures, developing human resource strategies and a preparing a fund-raising and financial plan.

Program Implementation: Improved Paradigms

90 WWF Nepal is an international non-governmental organization (INGO). It operates in Nepal according to the covenants of a General Agreement with the Social Welfare Council (SWC), the statutory and nodal agency authorized by the Government of Nepal to facilitate the work of INGOs. This General Agreement governs WWF Nepal's overall operations in Nepal and facilitates the running of its projects and programs through local partners including non-governmental organizations (NGOs), community based organizations (CBOs), and government agencies.

91 Of the government agencies, WWF Nepal's closest long-term partner is the Ministry of Forests and Soil Conservation (MoFSC). The MoFSC is responsible for the conservation of biodiversity in Nepal including the management of forests, national parks, and protected areas. Among MoFSC departments, WWF Nepal is closely associated with the Department of National Parks and Wildlife Conservation (DNPWC) and the Department of Forests (DoF). While continuing its relationship with these agencies, WWF Nepal plans to

strengthen its partnership with other Ministries of Government of Nepal. WWF Nepal also intends to work closely with recognized universities in Nepal during the coming strategic plan period.

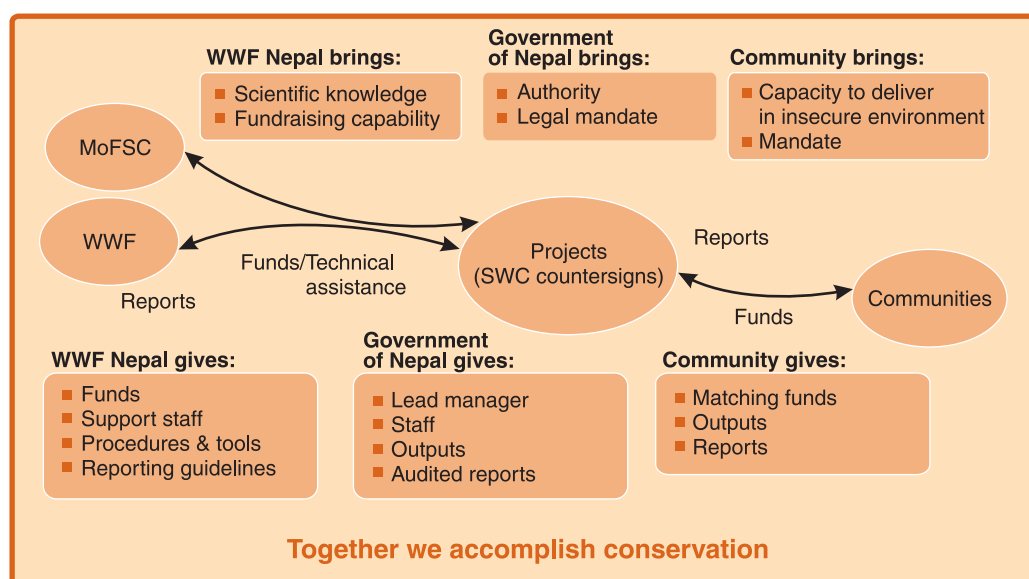
92 The WWF Network is supported by some five million individual members. Yet a large part of its funding comes from government aid agencies (GAA) and private foundations. These donors expect WWF Nepal to deliver results and, to that end, they expect WWF Nepal to have effective systems and processes in place. The management of WWF Nepal is accountable to these donors, as well as to its own board of directors, to ensure the application of due-diligence in selecting implementing partners, as well in supporting these partners throughout the project implementation process.

93 It was with this sense of responsibility that WWF Nepal began helping MoFSC to build its capacity, and that of its subordinate agencies, to develop and effectively execute biodiversity projects. Over the years, WWF Nepal and MoFSC have jointly

created institutional mechanisms involving senior staff from both organizations to enable projects to effectively function on the ground. These critical mechanisms will be fine-tuned during the next five years in

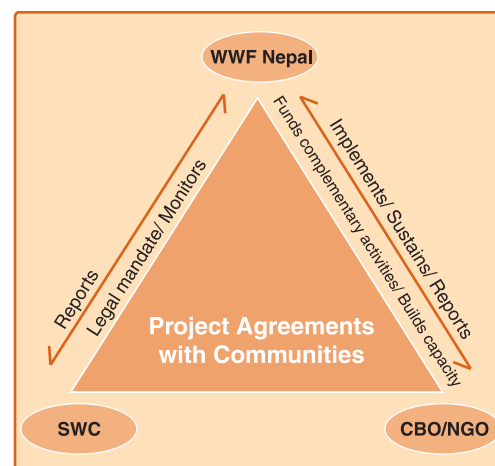
active consultation and engagement with MoFSC. Figure 1 shows the respective contributions made by WWF Nepal, the MoFSC, and the community to project implementation.

Figure 1: Project Implementation by MoFSC, WWF Nepal, and Communities



94 To further enhance the effectiveness of our projects and programs, and to make them sustainable, WWF Nepal has been forming community based organizations (CBOs) and helping them to build their capacity to run conservation and livelihood activities. Unlike the Ministries of Government of Nepal or international agencies like WWF Nepal, CBOs will exist in communities perennially. In the coming strategic plan period, WWF Nepal will work directly with CBOs and NGOs to compliment the ongoing projects. WWF Nepal will continue to build the capacity of CBOs, assisting them financially and technically in the process. Figure 2 shows how CBOs small implement activities with the support of WWF Nepal and the SWC.

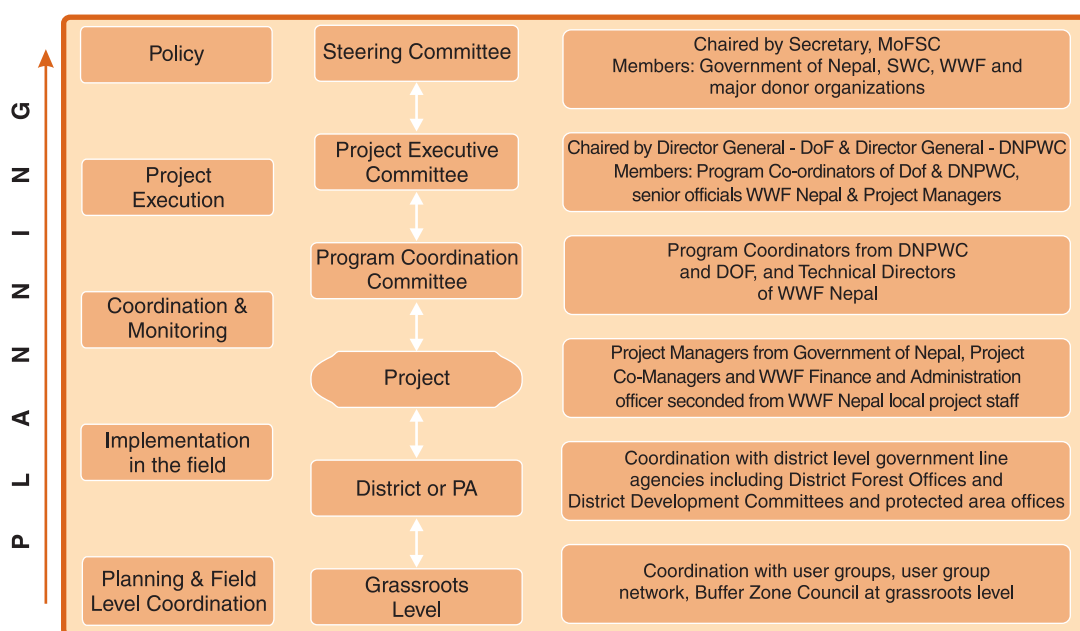
Figure 2: Implementation by CBOs



95 The last decade's conflict has had an overall negative impact on Nepal's biodiversity and on conservation efforts. At the same time, the conflict has focused attention on transparency and accountability. Organizations and agencies working in the public domain have been forced to be more transparent, accountable, and inclusive in the way that

they operate, as well as in their decision-making processes. WWF Nepal is aware of the need for such processes and over the years has developed very inclusive and open processes and modes of operation as described in Figure 3 that will continue to be improved, and made more inclusive and effective in the coming strategic plan period.

Figure 3: Inclusive Process in Project Planning and Implementation



96 WWF Nepal's professional staff operating from its central office in Kathmandu implement some program activities directly by procuring goods and services (consultants), running small grant programs (for travel, small but urgent conservation activities, research and studies), and hiring human resources. Program activities targeted at urban audiences shall be implemented by central office professional staff. WWF Nepal is soon to open regional offices,

which will help the central office in Kathmandu to share some of these responsibilities, as well as work directly with local communities.

97 There are a number of international and national organizations active in Nepal whose work has a substantial impact on biodiversity and on the sustainable development efforts of WWF Nepal. Many of these organizations are actively engaged in the same geographical areas

and thematic programs as WWF Nepal. Collaboration with these organizations is not only critical to the success of WWF Nepal's own projects and programs, but also has the potential to increase the impact of WWF Nepal's projects and programs exponentially. WWF Nepal, through memorandums of understanding (MOUs) and various other partnership agreements, intends to maximize the benefits from such synergies and leverage them for its overarching goals.

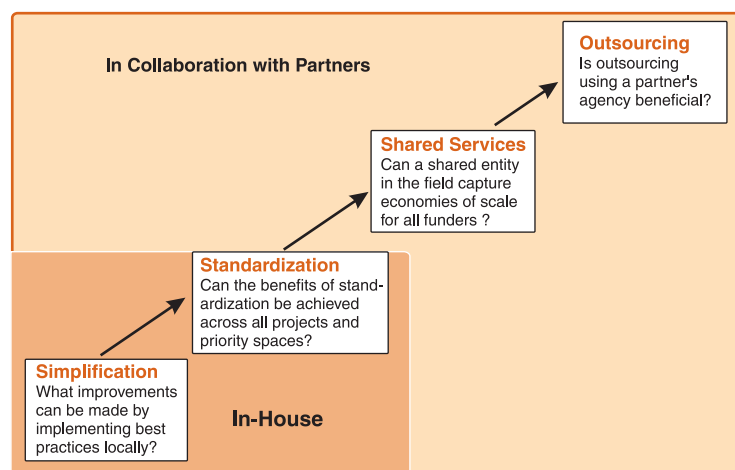
98 In the past five years, WWF Nepal has signed a number of MOUs with various partner organizations for a variety of purposes. However, the implementation of these MOUs has not always been effective. In the coming strategic plan period, WWF Nepal will review these MOUs, extend them where expedient, and optimise their use.

99 Although in the past WWF Nepal has been able to make good use of its partners' resources through leveraging, this has not been well reflected in its

reports. Leveraging is an effective way for WWF Nepal to broaden the impact of its work. Hence, in this strategic plan period WWF Nepal will develop institutional systems and processes to facilitate leveraging.

100 WWF Nepal will also make good use of the expertise and competencies of its local and international partners to implement activities. By sharing resources with its partners, WWF Nepal hopes to reduce operational overheads through economies of scale. For example, WWF Nepal may outsource micro-financing activities in Terai to a local partner NGO skilled in this area. This will give WWF Nepal an opportunity to focus on other activities that it is more suited to. One of the areas that WWF Nepal intends to focus on in the coming strategic plan period is the simplification and standardization of its program activities. This is expected to substantially enhance efficiency in service delivery. Figure 4 elaborates how this crucial transformation will take place in coming five years.

Figure 4: Standardization, Synergy, and Outsourcing



101 WWF Nepal's existing project implementation modalities with the Government of Nepal might not suit the needs of some of Nepal's unique conservation challenges. Issues like curbing the wildlife trade and measuring and adapting to climate change impacts need tailored solutions. WWF Nepal will remain flexible while developing solutions to these challenges.

102 In the coming strategic plan period WWF Nepal will work closely with business and industry leaders in Nepal to positively impact on their functioning in the interests of conservation. Through such relationships WWF Nepal will be able to spread conservation awareness to business houses and their customers. Similarly, the eco clubs with tens of thousands of student member develop over last several years by WWF Nepal will be galvanized to spread awareness among the communities that they belong to.

103 WWF Nepal places a lot of value on lessons learned and knowledge. However, the organization is yet to engineer a reflexive system to ensure that lessons learned reach the scene of action in a timely manner. WWF Nepal will endeavour to improve this in the coming strategic plan period.

104 WWF Nepal also intends to put each planned project and activity through a rigorous 'do-ability' test. Failing to undertake this test can seriously affect the spending capacity of projects. Effectiveness in project implementation is

crucial to WWF Nepal's credibility in the international donor community and, therefore, will be given due significance in the coming strategic plan period. Last, but not least, all the efforts of WWF Nepal will be orchestrated to bring about a culture of 'execution' of jobs, projects, and programs.

HUMAN RESOURCES DEVELOPMENT: MAKING WWF NEPAL THE BEST PLACE TO WORK

105 Quality human resources and their continuous development is the key to the success of WWF Nepal. This fact is well recognized within the organization. To take the organization to the next level in human resource management and development, WWF Nepal has developed a Human Resources Strategy as elaborated in Table 1 that covers all facets of this discipline. These strategies shall be implemented in the next five years.

106 WWF Nepal truly takes pride in its staff. Over the years it has been able to attract, recruit, and retain many capable Nepali professionals, many of them passionate about the work that WWF Nepal does. Recent salary surveys suggest that the organization is well placed among national and international NGOs operating in Nepal in terms of salaries and benefits. However, a good part of the human resources that WWF Nepal needs also have a market outside conservation organizations. These people could be absorbed by UN agencies,

bilateral donors, and even by the private sector. It is, therefore, important for WWF Nepal to offer benefits packages that are competitive with these varied organizations. In the coming strategic plan period, efforts will be made to survey these agencies at regular intervals to ensure that WWF Nepal remains a competitive employer.

107 In addition to monetary benefits, WWF Nepal also plans to provide great working conditions for its staff, both physical and culturally, to enable staff to prosper as individuals and as a part of their respective teams. Team spirit and leadership will be encouraged through formal and informal processes. Efforts will also be made to further improve the performance evaluation system to ensure that it is even more fair and measurable in consultation with WWF US. In the coming strategic plan period an even more comprehensive 360 degree evaluation system will be put in place. Under this system, weight will be given to learning and sharing. As a knowledge based organization, the dynamism of key staff, as well as of the organization itself, could not be achieved without consciously making an effort to strengthen the learning attitude within the organization. Opportunities within the WWF Network and outside shall be explored and utilized for staff development.

108 A special effort will also be made to create a safe and secure working environment, especially for those staff who work outside Kathmandu at the project sites. The staff at the project sites are on the front-line and work much closer to the action than the staff in Kathmandu. Hence, their significance to WWF Nepal's conservation initiatives can not be overestimated. Policies and procedures should be fine-tuned to recognize the special significance of our field-based staff.

109 Years of working in Nepal have led WWF Nepal to believe that in order to be effective as a conservation organization in Nepal it must work in partnership with the right organizations. One such partner is the Government of Nepal. While working with the government, it is highly effective for projects to use the leadership of government employees, in due consultation of course with their employers. This is because government employees have a legal mandate that professional employees of agencies like WWF Nepal lack. In addition, government employees are expected to work with the government for a long period of time and are, therefore, worthy of investment from the perspective of long-term conservation benefits. WWF Nepal shall continue to leverage the capacities of such partners' employees for the benefit of its projects.

TABLE 1: WWF Nepal Human Resources Strategy

OVERALL GOAL: To make WWF Nepal not just a good but a great place to work by attracting, motivating, and retaining a workforce capable of helping the organization meet its overarching goals of biodiversity conservation and sustainable development.

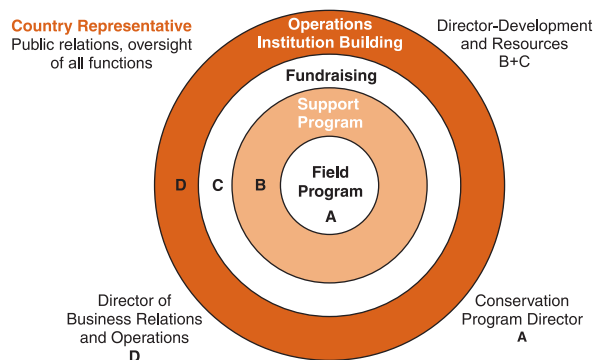
STANDARDS	STRATEGY	STANDARDS	STRATEGY
1. RECRUITMENT	A. Attract the interest of qualified and passionate candidates by being a fair and credible organization that cares about its workforce.	5. LEARNING, SHARING, AND DEVELOPMENT	A. Encourage continual learning of staff to maintain a professional competitive edge as an organization. Provide right platform to staff to learn in team setting from outside experts and inhouse resources.
	B. Establish a right mix of well informed interviewing panel involved in a fair and objective selection process that helps ensure presence of right skills and attitude in the successful candidate.		B. Ensure regular coaching and mentoring by supervisors. Play an active role in the development of staff by means of relevant training and change in job responsibilities based on appraisal outcomes, and through leveraging network resources.
	C. Outsource as much support functions in a cost effective manner as available through professional service providers locally.		
2. WORKING CONDITIONS AND POLICIES	A. Create a comfortable, healthy, and safe physical work-place, and an enabling work-culture that brings out the best in our employees.	6. CRISIS MANAGEMENT AND SECURITY	A. Have a well structured and documented crisis management plan (including disaster recovery plan) well rehearsed by, and well known to, the staff to minimize damage and risk to the organization and its staff.
	B. Establish clear, equitable, and fair policies well understood by employees and adhered to by the management.		B. Establish relevant security systems and guidelines that makes the working environment secure for staff.
3. APPRAISALS	A. Establish well structured, interactive, and effective annual appraisal system that allows staff to build on their respective strength thereby enhancing performance.	7. CAPACITY LEVERAGING WITH PARTNERS	A. Make intelligent use of the un-utilized HR capacity of implementing partners to achieve greater conservation results.
	B. Establish policies that ensures incentives tied to performance.		B. Send our staff temporarily to work with our partners to complement their ability to execute and report back on complex projects that have multiple donors with diverse reporting requirements.
4. COMPENSATION AND BENEFITS	A. Provide competitive compensation and attractive benefits that are internally equitable, rational, and comply with local legislation and practices.		
	B. Ensure continuity of competitiveness of our compensations and benefits.		

STAFF ACCOUNTABILITY SETTING

110 WWF Nepal believes that the authority should remain with the people who are accountable for doing the job. This belief has led to the delegation and devolution of a great deal of authority from the top management in WWF Nepal to the people who are closest to the action. During this strategic plan period, for the first time, a concerted effort will be made to delineate the accountability and authority of our staff in a formal and systematic manner within the organization's systems and processes.

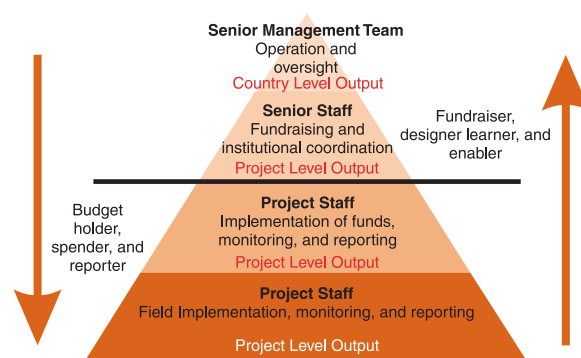
111 This process will start at the very top by making the senior executives of the organization accountable for key functions like fundraising, operations, and public relations. This will be followed by an overall accountability setting for the entire organization. Accountability for 'spending' versus 'fundraising', 'enabling' versus 'doing', and 'lessons-learned' versus 'adaptive-change' shall be clearly split across the organization so as to make it more effective. Figure 5 elaborates this broadly.

Figure 5: Leadership Accountability Setting



112 Despite this division of accountability, WWF Nepal recognizes that, being a small and sleek organization, we need to develop certain skills, like communication skills, across the board. Similarly, all employees, no matter what they do within the formal setting of the organization, must contribute in some way to certain activities such as fundraising. The arrow and reverse arrow on either side of the accountability setting in Figure 6 signifies this characteristic of the process.

Figure 6: All Staff Accountability Setting



ORGANIZATIONAL STRUCTURE

113 The organizational structure of WWF Nepal shall be further developed in the first year of the coming strategic plan period to better tie the objectives of this plan with individual positions, units, and departments according to the overall direction provided by the accountability setting structure (Figures 5 and 6). The Country Representative will be freed from responsibilities that others in the organization can take care of, given their increased experience and skills. For example, the involvement of the Country Representative in field project implemen-

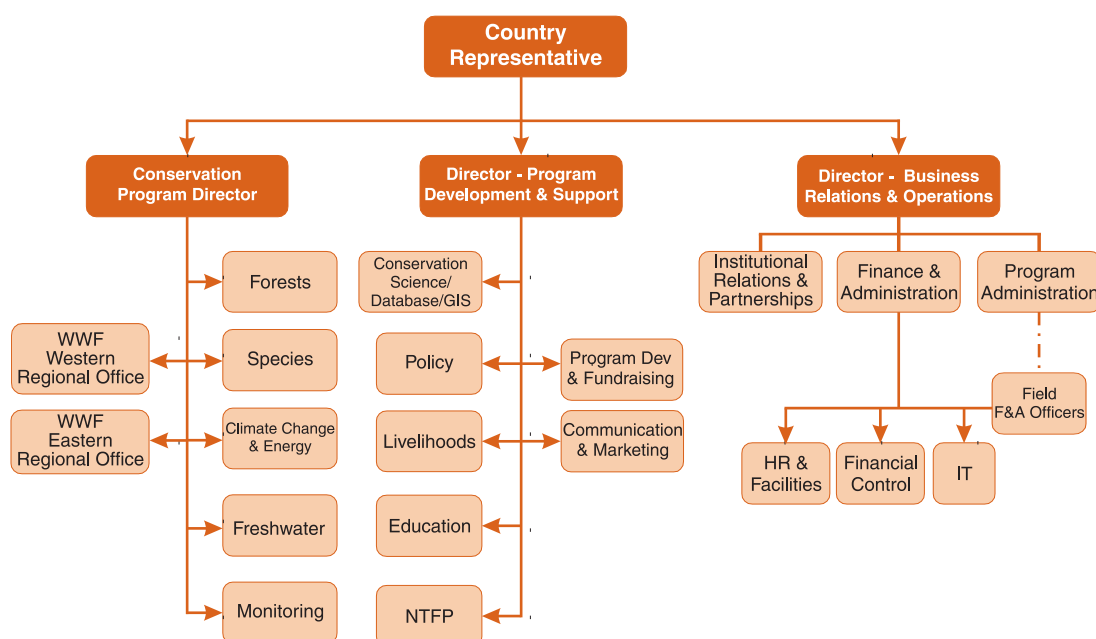
tation will substantially decrease and the Conservation Program Director will become totally accountable for this area. As head of the organization, the Country Representative will continue to be answerable to the outside world for all facets of WWF Nepal's work, but the internal division of responsibility described above will leave the Country Representative with precious additional time to build institutional and public relations both within and outside Nepal.

114 In the new structure, there will be three pillars supporting the Country Representative and taking care of critical organizational functions: (i) Conservation Program Department, (ii) Program Development and Resources Department, and (iii) Business Relations and Operations Department. Each of these

departments will be headed by a Senior Director. The Program Development and Resources Department and Business Relations and Operations Department will provide support to the field programs/projects. Figure 7 gives a broad overview of the organization structure in the coming five years.

115 The heart of the organization will be its field programs/projects led by the Conservation Program Director. During the coming strategic plan period, two new regional offices will be opened by WWF Nepal (Eastern Regional Office and Western Regional Office) to be closer to the action and to enable WWF Nepal to work directly with communities. Program officers and other staff will work from Kathmandu with frequent travel to the field.

Figure 7: Organization Structure WWF Nepal



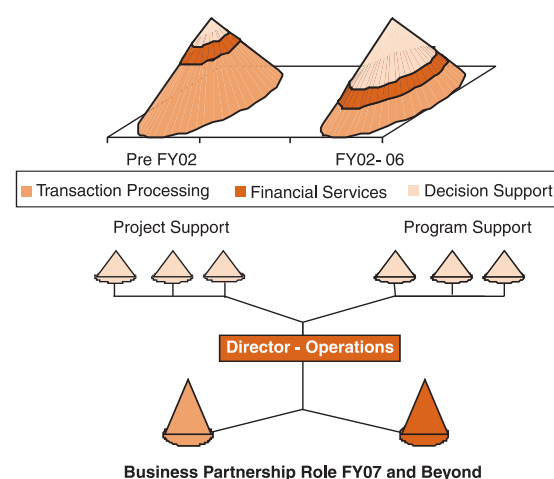
116 WWF Nepal will have standing thematic groups to spearhead organizational discourse on subjects of critical importance like species and forests, etc. These teams will be led by WWF Nepal staff with professional and academic expertise in these disciplines. Relevant staff will be members of these thematic groups.

117 Each regional office will be led by a director and supported by adequate professional staff. The regional offices will gradually become more independent through the delegation of requisite authorities. The Western Regional Office will be opened in Nepalganj at the beginning of this strategic plan period.

118 The Director of the Program Development and Resources Department will be responsible for running all support programs including livelihood programs, policy/advocacy programs, conservation science and database programs, and education/awareness programs. The Program Development and Resources Department will also be responsible for communications, marketing, and fundraising functions of WWF Nepal. This department will take care of new programs until they become strong enough to be amalgamated with the field programs. This department will support the Director of Business Relations and Operations while dealing with the Private Business Sector in Nepal.

119 The operational support function of WWF NP has been undergoing a transformation. Over the last decade the department has increased its capacity to take up a 'business partnership' role in

FIGURE 8: WWF Nepal Changing Shape of Operational Support



supporting all project and programs within the office. During the coming strategic plan period, the Business Relations and Operations department will take a much more proactive role than in the past to achieve better results for the organization. Figure 8 explains the transformation that it went through in the last five years, and aiming for in the coming five.

120 The Director of Business Relations and Operations shall be responsible for financial management, reporting and control, human resources and facilities management, contracts management, information technology usage, program administration, and security and safety of the offices and staff. The Director of Business Relations and Operations will also be responsible for forging partnerships with business and industry in Nepal for the support of conservation initiatives. The function of institutional development, both by developing adequate policies, procedures and systems, and enabling work

environment to augment WWF Nepal's effectiveness to deliver conservation results shall continue to be the responsibility of this department. The regional and Project Finance and Administration Officers shall report indirectly to this department while continuing to report directly to their respective head of offices. External audits and tax audits will continue to be handled by this department while efforts shall be made to put in place good practices like public audits at locations where project activities are implemented. The project operations manual and other administrative manuals will be periodically updated to address the needs of the day .

121 The WWF Nepal Advisory Board, which has been in existence for more than

five years, will be made more active by including appropriate WWF network leaders. Terms of reference will be developed for this purpose soon, making the Advisory Board responsible for providing strategic direction and guidance to WWF Nepal. Several intra-office standing teams will be created to provide cross-sectional expertise for important functions. The Senior Management Team will be expanded to take in senior staff as appropriate. A fundraising and audit team will be created to bring about a more concerted and inclusive process to ensure better resource mobilization and greater accountability. Table 2 enumerates some of the cross-cutting teams that will help WWF Nepal in coming five years.

TABLE 2: Standing Teams to Support Management

STANDING BODIES	MEMBERS	SCOPE OF WORK	MEETING FREQUENCY
Advisory Board	Advisors, Country Representative	To give strategic guidance and advise on institutional issues from external perspective	At least once a year
Senior Management Team	Country Representative, Directors, and Senior Officers	Management decisions	Once a month
Fundraising Team	Senior Management Team and Senior Officers	For situational analysis, addressing funding gaps, and action planning	Once a quarter
Audit Team	Conservation Program Director, Director Business Relations and Operations, Senior Officers	Internal and external audits, transparency and accountability checks, and assimilating best practices	Twice a year
Crisis Management Team	Country Representative, Conservation Program Director, Director Operations and Business Relations, and Security focal point at the office	Crisis management and security, emergency responses, and disaster recovery plans	Quarterly

FUND MOBILIZATION AND STRATEGY

122 September 11, 2001 and its aftermath had a negative impact on WWF Nepal's fundraising ability. It is not exactly clear why, but it is probably due to the shifting priorities of donors in the west following that gruesome incident. However, the end result of this, as of today, looks more positive than negative. The fundraising is now more robust as the organization was forced to look beyond the United States for the financial support of our projects. Today, as we write this plan, we have secured financial support from the governments of Netherlands, Finland, and Britain, alongside several of our conventional donors. In nutshell, WWF Nepal has significantly diversified its funding during the last five years, and plans to diversify this even more in the coming five year time.

123 However, we can not afford to be complacent. Support from the WWF Network still constitutes a pre-dominant part of our funding. The proportion of funds at our disposal backed by a long-term commitment is also minimal. These are serious challenges. In the coming strategic plan period, WWF Nepal will endeavour to overcome these challenges by taking a much more strategic approach. WWF Nepal's spending has consistently been less than funds raised. This indicates some issues within our systems and processes. WWF Nepal will be analyzing this and implementing corrective measures as elaborated in the earlier section of this plan. A scientific cost recovery system will also assist in this process.

124 WWF Nepal has set itself a target of 30 million USD to be raised and spent on projects and programs in the coming five years. If achieved, this will be three times its current capacity. Obviously this target is very ambitious and a strategic approach is needed to reach it. Accordingly, WWF Nepal intends to develop a dynamic fundraising strategy during the first year of this strategic plan. This will provide a much needed sense of direction and set realistic targets and milestones for fundraising. Accessing funds for non-core programs will be given less priority, as it takes attention away from strategic initiatives. Only funds that can be realistically spent will be accessed and donors will be kept up-to-date on potential under-spending.

125 This fundraising strategy will also approach the issue of leveraging in a focused manner. Realistic targets will be set and ways to capture actual leveraging will be identified for implementation. The focus will be on the further diversification of our donor profile, as well as on acquiring a higher proportion of long-term funding commitments. A separate analysis will be done on the practicality and possibility of bringing unconventional donors into WWF Nepal's fold.

126 Unlike in the past, the Nepali business community will be harnessed as a substantial source of funding in future. Institutional mechanisms will be developed and increasingly used to engage leaders in business and industry and sensitize them to environmental issues. The language and mediums of communi-

cation used will be tailored to suit these prospective donors' world view.

127 WWF Nepal has already taken some steps to strengthen its fundraising efforts by increasing institutional support for this function. The staff responsible for fundraising will now report directly to the Country Representative. A fundraising team has been constituted of members from all disciplines within the organization to provide support to the fundraising staff. The Communication function will now become part of Marketing and Fundraising. The use of the Internet for this purpose will also be tested.

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

128 WWF Nepal has been a reasonably good user of conventional information technology in its business. It has Internet connectivity for every single PC used by its staff. E-mails are the preferred means of communication for many routine matters. Data back-up for staff is managed in an efficient way. Staff to a large extent use shared files and resources in their day to day business. The accounting systems at the Kathmandu office and in all of the project offices are totally computerized. A website at www.wwfnepal.org is maintained and offers handy information on conservation and WWF Nepal led projects. It also provides access to our global network of offices. A database on biological and socio-economic information as well GIS is maintained at the Kathmandu office. The

data/maps provided by this are used extensively for WWF Nepal's proposals and technical reports.

129 In the coming five years, WWF Nepal plans to take all of these current activities to a higher level of usefulness, thereby bringing about a much higher degree of efficiency (in terms of both time and money). The technology, both hardware and software, is available within Nepal to allow us to achieve a much greater degree of automation in our work. The support extended by service providers is also, by and large, dependable.

130 A strategic approach will be applied to this end as well. Some of the immediate measures that WWF Nepal will take to increase the degree of automation and use of Internet-based solutions are elaborated in the following paragraphs.

131 The official WWF Nepal website will be made even more user-friendly by the addition of features that allow users to receive regular updates on conservation issues, WWF Nepal eco-circulars, and updates on new publications by WWF Nepal and its partner organizations. The possibility of using the website to receive funds from friends of conservation worldwide will also be tested.

132 WWF Nepal also plans to further automate the transaction processing of accounting information and financial reporting. Online accounting software will be tailored to enable Kathmandu based staff to access budget information on

funds spent at project offices and other accounting information in real-time. This will also replace the current practice of sending and receiving thick financial reports to/from the project offices, as they will be readily available in Kathmandu. A simple certification page from the project/regional offices will satisfy the financial reporting needs. An effort will also be made to provide activity-based financial reports to program staff using the same software.

133 Software will also be developed to facilitate the charging of staff-time to the correct cost centre. This software will allow staff and supervisors to manage time sheets electronically without having to physically prepare, deliver, and authorize time sheets. The same software will be used to create a database of staff for real-time use by management. This will also reduce the manual work currently being done by Accounts and Human Resources staff.

134 A programmatic and operational database will be maintained in a much more structured manner. The use of network resources will be given a standardized structure by developing and implementing a quality intranet solution. The programmatic database will be developed in wide consultation with staff and partners over the coming two years.

PRACTICING WHAT WE PREACH

135 WWF Nepal will nominate a small Environmental Management Systems (EMS) Group to monitor and reduce the environmental footprint of the office. The group will meet at fixed regular intervals to discuss and implement mechanisms to reduce waste, the use of resources, the release of pollutants into the environment, and to promote environmental awareness among staff. Percentage reductions in each of these areas will be specified and aimed for.

136 Staff will be made aware of WWF Nepal's environmental policies, objectives, and targets and be trained to use energy-saving equipment, methods, and procedures, particularly in relation to the use of electricity, heating, ventilation, and waste management. As a conservation organization, WWF Nepal will strive to ensure that all procurement is 'green' and will reduce, reuse, and recycle in order to have a lighter environmental footprint.

REDRESSING RISKS AND SCENARIOS

137 Hardly out of the turbulent and bloody past, the mere mention of the word 'risk' in Nepal calls to mind the physical risk to personnel and the organization posed by the Maoist insurgency. WWF Nepal has been exposed to its share of risk. By some accounts it will take some time before one would declare Nepal a safe place to work. While the leaders of the insurgency seem all too eager to embrace peace, it is uncertain how they will control their cadres on the ground. A whole generation has been raised amidst terror and violence. Hardened by past experience, WWF Nepal is currently well placed to take on these challenges. WWF Nepal has a contingency plan in place for staff safety and security. It also regularly assesses the risk at each of its project locations. This preparedness and some further fine-tuning will hopefully keep staff safe and secure.

138 The insecure working environment also seriously affects the efficiency of our service delivery and program implementation. The past several years have led our program planning and budgeting function to work on a number of scenarios. A best estimate of the reduction in attainable targets and resulting under-spending under each of these scenarios has been prepared and is periodically reviewed. Donors are informed of extraordinary scenarios. WWF Nepal plans to continue these practices during the coming strategic plan period.

139 The return of peace and order in Nepal is a welcome change and, as an

institution, WWF Nepal is excited about the possibilities that these enabling conditions will offer. However, the underlying causes of the conflict will not change overnight. The overwhelming poverty, denial of rights of the poor to natural resources, and lack of inclusive governance all need years of concerted action on everyone's part to be solved. WWF Nepal will continue to support Nepal's growth in this direction.

140 There is, of course, a chance that the current peace talks will be unsuccessful and that the political interests of the different controlling parties will take precedence over peace and order. While this situation is unthinkable, it still must be considered. If this scenario eventuates, WWF Nepal will continue to apply its now proven strategy of maintaining a low institutional profile in rural areas, working through local partners and communities, and maintaining a high degree of accountability and transparency in its dealings.

141 Conservation works in Nepal have traditionally been supported and patronized by Nepal's elite. This could lead some to conclude that conservation merely serves the rich and powerful. The current delicate political environment might preclude WWF Nepal, and other conservation organizations, from denying such unfounded insinuations. It is, therefore, important for conservation organizations working in Nepal, and their friends, to work pro-actively to communicate the facts to the right audience. WWF Nepal will work towards this as a priority.

142 With major changes in Nepal's state structure on the horizon, it is likely that in a few years time there will be a totally or substantially new structure and system of government. WWF Nepal will remain neutral to such changes, as long as they are not detrimental to conservation. WWF Nepal will keep engaging with government partners, irrespective of how they are constructed and their composition, and such engagement will continue to be critical to our success.

143 WWF Nepal will be wary of commercial interests that are not environmentally friendly that might arise in the coming months and years as the result of power changes. Advocacy against such

interests can only be done in partnership with like-minded organizations. WWF Nepal shall lead and facilitate such concerted actions.

144 The destruction of physical infrastructure and large scale displacement of people as a result of the conflict have brought immense misery to the already deprived population in rural Nepal. It is expected that the Government of Nepal, duly supported by international community, will give foremost priority to these issues. WWF Nepal will see to it that environmental concerns are considered by the government while addressing these issues.

The WWF Nepal Strategic Plan (2006-2011) is a work in progress. As an ambitious, adaptive, and innovative organization we aim to deliver not only on the contents of these pages but also on the overall promise to safeguard a living planet for future generations.

We are here to find solutions to save nature by working with people and WWF Nepal faces the future with optimism.

Summary of Financial Projections

FINANCIAL PLAN 2006-11

Summary by Objective/Program

Figures in USD

OBJECTIVES/PROGRAM	TERAI ARC LANDSCAPE	SACRED HIMALAYAN LANDSCAPE	NORTHERN MOUNTAIN LANDSCAPE	AROUND KATHMANDU VALLEY	OTHER PRIORITY PROGRAMS AND AREAS	FINANCIAL RESOURCES REQUIRED
OBJECTIVE 1: By 2011 to Protect, Manage and Restore representative forest ecosystems in the four G200 ecoregions of the Eastern Himalayan Ecoregion Complex to conserve biodiversity and meet the livelihood needs of the people	6,930,694	4,740,505	1,174,040	30,000	-	12,875,239
	4,567,625	1,217,504	490,926	347,000	-	6,623,055
OBJECTIVE 2: By 2011 to stabilise and manage populations of focal species as metapopulations in the EH EC Complex, with the goal of managing ecologically and demographically viable metapopulations	498,000	4,331,000	70,000	822,000	-	5,721,000
	2,916,156	707,626	-	686,000	43,125	4,352,907
OBJECTIVE 3: By 2011, to reduce the vulnerabilities of biodiversity, ecosystems and people to climate change impacts in Nepal and to implement adaptation strategies						
OBJECTIVE 4: By 2011, to champion the cause of conservation and management of fresh water resources to maintain their integrity/biodiversity and bring benefits to the nation and local communities						
	14,912,475	10,996,635	1,734,966	1,885,000	43,125	29,572,202

Figures in USD

OBJECTIVES- FINANCIAL YEAR	FY07 (2006-07)	FY08 (2007-08)	FY09 (2008-09)	FY10 (2009-10)	FY11 (2010-11)	FINANCIAL RESOURCES REQUIRED
OBJECTIVE 1: By 2011 to Protect, Manage and Restore representative forest ecosystems in the four G200 ecoregions of the Eastern Himalayan Ecoregion Complex to conserve biodiversity and meet the livelihood needs of the people	2,815,907	2,996,048	2,666,554	2,215,034	2,181,697	12,875,239
	1,091,500	1,232,625	1,356,750	1,481,550	1,460,630	6,623,055
	568,000	1,065,000	1,482,000	1,336,000	1,270,000	5,721,000
OBJECTIVE 2: By 2011 to stabilise and manage populations of focal species as metapopulations in the EHEC Complex, with the goal of managing ecologically and demographically viable metapopulations						
OBJECTIVE 3: By 2011, to reduce the vulnerabilities of biodiversity, ecosystems and people to climate change impacts in Nepal and to implement adaptation strategies						
OBJECTIVE 4: By 2011, to champion the cause of conservation and management of fresh water resources to maintain their integrity/biodiversity and bring benefits to the nation and local communities						
	391,039	751,148	1,240,539	1,064,024	906,156	4,352,907
	4,866,446	6,044,821	6,745,843	6,096,609	5,818,483	29,572,202

FINANCIAL PLAN 2006-11

Summary by Financial Year/Program

Figures in USD

FINANCIAL YEAR (FY)- PROGRAM	TERAI ARC LANDSCAPE	SACRED HIMALAYAN LANDSCAPE	NORTHERN MOUNTAIN LANDSCAPE	AROUND KATHMANDU VALLEY	OTHER PRIORITY PROGRAMS AND AREAS	FINANCIAL RESOURCES REQUIRED
FY07 (2006-07)	2,405,571	1,544,125	529,000	387,750	-	4,866,446
FY08 (2007-08)	3,099,096	1,957,250	392,850	590,625	5,000	6,044,821
FY09 (2008-09)	3,461,233	2,466,400	358,585	444,625	15,000	6,745,843
FY10 (2009-10)	3,116,499	2,479,541	223,943	261,625	15,000	6,096,609
FY11 (2010-11)	2,830,076	2,549,319	230,588	200,375	8,125	5,818,483
	14,912,475	10,996,635	1,734,966	1,885,000	43,125	29,572,202





APPENDICES

Nepal – Country Profile

AREA	147,181km ²
POPULATION	27 Million (2005 est.)
ANNUAL POPULATION GROWTH RATE	2.4%
ETHNICITY	100 ethnic groups
PER CAPITA INCOME	240 US\$
GDP GROWTH	4.8% (2003-2007, WB)
POVERTY	31%
HUMAN DEV. INDEX	0.526 (136th)
AREA UNDER PA SYSTEM	19%
FOREST AND SHRUBS	39.6%

PROTECTED AREAS OF NEPAL

CATEGORY (YEAR OF ESTABLISHMENT)	AREA (KM ²)	ALTITUDE (M)
NATIONAL PARKS (NP)		
Chitwan NP (1973)	932	150 – 815
Bardia NP (1976/1988)	968	152 – 1494
Shivapuri NP (2002)	144	1366 – 2732
Khaptad NP (1984)	225	1000 – 3276
Makalu Barun NP (1991)	1,500	435 – 8463
Sagarmatha NP (1976)	1,148	2800 – 8848
Langtang NP (1976)	1,710	792 – 7245
Shey Phoksundo NP (1984)	3,555	2000 – 6885
Rara NP (1976)	106	1800 – 4048
TOTAL	10,288	
WILDLIFE RESERVE (WR)		
Koshi Tappu WR (1976)	175	90
Parsa WR (1984)	499	150 – 815
Shuklaphanta WR (1976)	305	90 – 270
TOTAL	979	

CATEGORY (YEAR OF ESTABLISHMENT)	AREA (KM ²)	ALTITUDE (M)
HUNTING RESERVE (HR)		
Dhorpatan HR (1987)	1325	2850 – 7000
TOTAL	1325	
CONSERVATION AREA (CA)		
Kanchenjunga CA (1997)	2,035	1200 – 8598
Manaslu CA (1998)	1,663	1360 – 8163
Annapurna CA (1986, 1992)	7,629	1000 – 8092
TOTAL	11,327	
BUFFER ZONE		
Chitwan NP	750	
Bardia NP	328	
Makalu Barun NP	830	
Langtang NP	420	
Shey Phoksundo NP	449	
Sagarmatha NP	275	
Parsa WR		
Koshi Tappu WR		
TOTAL	3,051	
Total Area Protected (% of Nepal Territory)	26,970 (18.32)	

WWF Factsheet



THE GLOBAL CONSERVATION ORGANIZATION

WWF is one of the world's largest independent conservation organizations, with close to 5 million supporters and a network active in more than 100 countries on five continents. Since its creation in 1961, it has maintained a constant record of success. Today, WWF funds close to 2,000 projects and employs more than 4,000 people worldwide. It has a global income of about CHF 600 million.

MISSION AND PRIORITIES

WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by:

- conserving the world's biological diversity
- ensuring that the use of renewable resources is sustainable
- promoting the reduction of pollution and wasteful consumption.

To achieve its mission, WWF:

- works in partnership with governments, local communities, international agencies, and business and industry, identifying realistic solutions to the world's most pressing environmental problems

- reinforces its program of field projects with policy work specifically designed to address the root causes of environmental degradation
- uses a rational and science-based approach to conservation, which focuses on key issues and priorities
- carefully stewards all funds received and, through global leadership, endeavors to obtain maximum value from these donations through leveraging the support of conservation partners
- promotes the replication of its conservation achievements through education and local capacity building, in partnership with other organizations, and through worldwide communications.

Through its Global Conservation Program, WWF has contributed significantly to the development of the world conservation movement and to sustainable development in a period of great pressure on the planet's natural resources.

In carrying out its work, WWF cooperates with many partners, including UN organizations and IUCN–The World Conservation Union, as well as development agencies such as government aid agencies or the World Bank, with which WWF has formed an alliance to address forest issues.

WWF Network income originates from individuals (53%), governments and aid agencies (22%), corporate donations

(10%), trusts and foundations (6%), and other sources (9%).

Programs

WWF's Global Conservation Program covers the full spectrum of conservation activities, both at field and policy level. It encompasses ecoregion conservation in the "Global 200" – areas that WWF scientists have identified as the Earth's most biologically outstanding terrestrial, freshwater, and marine habitats – and global thematic programs on key issues. This is supported by a series of "cross-cutting" initiatives (for example on trade, agriculture, etc.) to eliminate the root causes of biodiversity loss.

Ecoregion conservation is achieved through Ecoregion Action Programs (EAPs), an ambitious, broad-scale and integrated approach where WWF, together with many partners, aims to conserve and, where necessary, restore the biological diversity of an entire ecoregion.

WWF's thematic programs address key biomes (forest, freshwater, and marine), global threats (climate change and toxics), as well as priority endangered species.

Finally, delivery of conservation results is assisted by WWF's high visibility international campaigns, which help spotlight crucial environmental issues and influence national and international policy decisions.

WWF online

www.panda.org is the organization's global website: an information backbone providing a wealth of data, news and publications about WWF's work both on the ground and in the corridors of power. The site is also home to WWF's global campaigning tool "Passport". It gives visitors the licence to take action around the world on environmental issues from their homes, in their offices, at their desks.

WWF's presence worldwide

Australia, Austria, Belgium, Bhutan, Bolivia, Brazil, Canada, Caucasus (Georgia), Central Africa (Cameroon), Central America (Costa Rica), China, Colombia, Danube/Carpathian (Austria), Denmark, Eastern Africa (Kenya), European Policy Office (Belgium), Finland, France, Germany, Greater Mekong, Greece, Guianas, Hong Kong, Hungary, India, Indonesia, Italy, Japan, Macroeconomics for Sustainable Development (USA), Madagascar, Malaysia, Mediterranean (Italy), Mexico, Mongolia, Nepal, Netherlands, New Zealand, Norway, Pakistan, Peru, Philippines, Poland, Russia, South Africa, Southern Africa (Zimbabwe), South Pacific (Fiji), Spain, Sweden, Switzerland, Tanzania, Turkey, United Kingdom, United States, Western Africa (Accra, Ghana, and Dakar, Senegal).

Associates

Argentina (Fundación Vida Silvestre), Ecuador (Fundación Natura), Latvia (Pasaules Dabas Fonds), Nigeria (Nigerian Conservation Foundation), Venezuela (Fudena)

The Biological Basis of Ecoregion-based Conservation

WWF tries constantly to improve its effectiveness in conserving biological diversity. Increasingly, we find ourselves working at multiple scales: from saving an endangered species that is confined to a single forest fragment to ameliorating the effects of global climate change. Most of our field efforts to date have been with country or subregional programs, consisting typically of projects that are restricted to relatively small areas (e.g., a community-based project, buffer zone program, or protected area) for relatively short periods of time (1-3 years). These projects are the building blocks of conservation. However, to halt the global extinction crisis that we now face, we must conduct conservation planning over larger spatial scales and longer time frames than ever before. This task requires analysis and planning at the level of landscape or larger scales, with most actions implemented locally.

The ecoregion concept

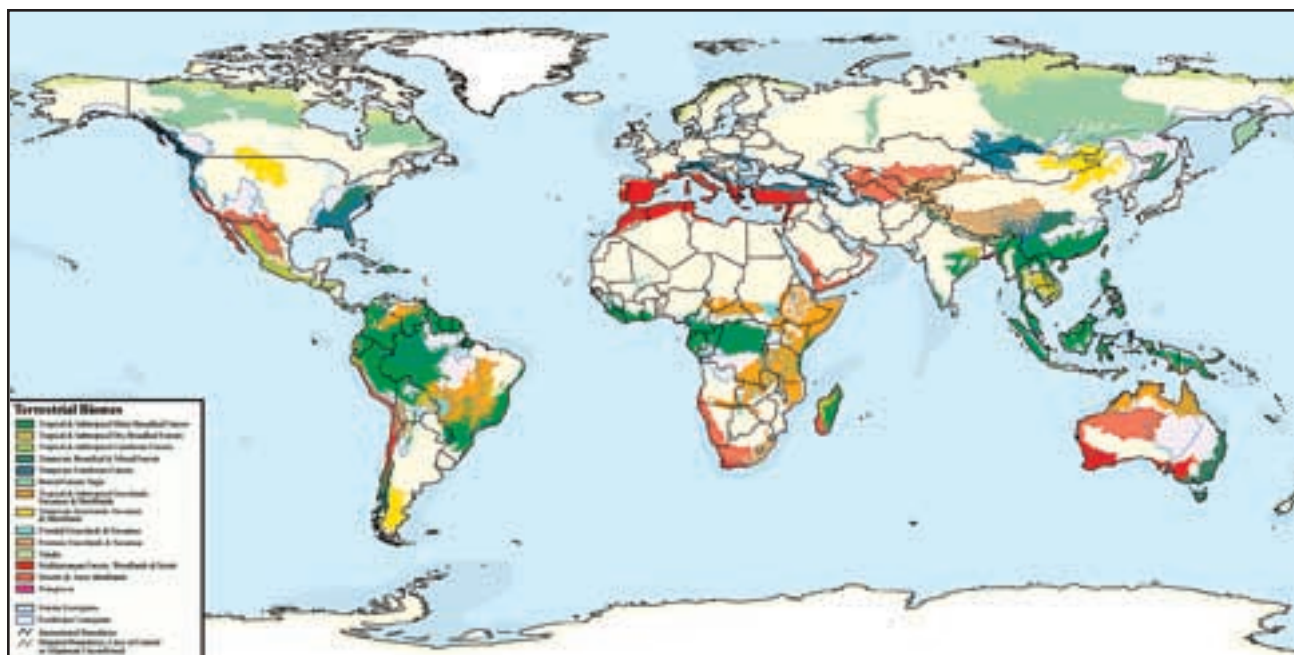
What is an ecoregion? An ecoregion is a relatively large unit of land or water that contains a distinct assemblage of natural communities sharing a large majority of species, dynamics, and environmental conditions. A terrestrial ecoregion is characterized by a dominant vegetation type, which is widely distributed—although not universally present—in the region and gives a unifying character to it. Because the dominant plant species

provide most of the physical structure of terrestrial ecosystems, communities of animals also tend to have a unity or characteristic expression throughout the region.

Ecoregions are more suitable units for conservation planning because they

- correspond to the major driving ecological and evolutionary processes that create and maintain biodiversity;
- address the maintenance of populations of the species that need the largest areas, an element of biodiversity that cannot be accommodated at the site scale;
- encompass a logical set of biogeographically related communities for representation analyses; and
- enable us to determine the best places to invest conservation efforts and to better understand the role that specific projects can and should play in the conservation of biodiversity over the long term.

Finally, analyses and planning at these large scales provide the best basis for establishing conservation priorities. “Act locally, but think globally” is a useful motto because, although we invariably



have to act locally, without thinking more broadly at global or regional scales, we lack a context (biological, social, and economic) for specific local actions that will produce long-term conservation benefits.

The Global 200 Ecoregions

Biodiversity is not spread evenly across the Earth but follows complex patterns determined by climate, geology and the evolutionary history of the planet. These patterns are called 'ecoregions'. In 1997, WWF embarked on ecoregion conservation as a response to the increased pace of degradation of the world's endangered habitats and species.

To begin with, WWF identified the most valuable and sometimes vulnerable ecoregions in the world which best represent the breadth of biodiversity and ecological processes. The list of priority

ecoregions identified by WWF scientists is known as 'The Global 200 Ecoregions' (see map).

The Global 200 recognize the fact that, whilst tropical forests and coral reefs harbour the most biodiversity and are the traditional targets of conservation organizations, unique manifestations of nature are found in temperate and boreal regions, in deserts and mountain chains, which occur nowhere else on Earth and which risk being lost forever if they are not conserved.

The Global 200 is a science-based global ranking of the Earth's most biologically outstanding terrestrial, freshwater and marine habitats. It provides a critical blueprint for biodiversity conservation at a global scale.

THE GLOBAL 200 REFLECTS THREE MAJOR INNOVATIONS

- It is **comprehensive** in its scope - it encompasses all major habitat types including freshwater and marine systems as well as land-based habitats. It ranges from arctic tundra to tropical reefs, from mangroves to deserts, to include species from every major habitat type on Earth.
- It is **representative** in its final selection. The most outstanding examples of each major habitat type are included from every continent and ocean basin. Thus it includes, for example, the most important tropical and temperate forests from each continent, and the most important coral reefs from each ocean.
- It uses **ecoregions** as the unit of scale for comparison and analysis. Ecoregions are large areas of relatively uniform climate that harbour a characteristic set of species and ecological communities. By focusing on large, biologically distinct areas of land and water, the Global 200 sets the stage for conserving biodiversity.

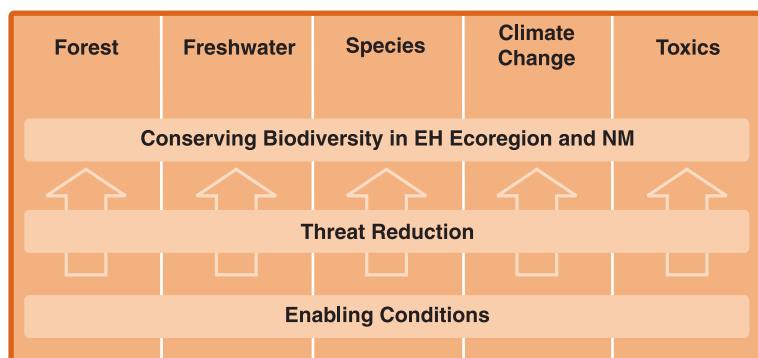
WWF has selected a subset of the Global 200 where it is best placed to carry out

conservation programs at an ecoregional scale. WWF encourages others to take up the challenges of conserving the rest of the Global 200 ecoregions.

Tying it up: Thematic Programs and the Global 200 Ecoregions

There is a clear synergy between and amongst the six thematic programs and the Global 200 Ecoregions. The six thematic programs are a set of globally important processes which are WWF's priorities for conservation action; the Global 200 Ecoregions identify those large landscapes WWF has prioritized for broad-based conservation action.

Work on the global thematic programs both inside and outside ecoregions, for example in the area of sustainable forest management or improving the way in which freshwater is used in agriculture, will support the conservation of ecoregions. Conservation of the Global 200 Ecoregions will address the long-term security of biodiversity by integrating the six thematic programs with other conservation approaches. In turn, this will address the full range of socio-economic factors that are the root cause for biodiversity loss, leading to concrete conservation solutions.



Like building blocks, all the interventions undertaken by WWF Nepal are designed to contribute to a larger goal. As depicted in the diagram above, our work in WWF's five thematic areas will concentrate on creating enabling conditions that will reduce threats to biodiversity. This will, in turn, achieve conservation on a larger, ecoregional level.

Poverty, Security, and Biodiversity

Since the Maoists began their insurgency in 1996, its rapid spread and escalation across Nepal has resulted in losses made for national development in the last few decades. Infrastructure has been destroyed, community institutions have broken down, there is diminished confidence in the political system, and the natural environment has not escaped unscathed.

While Nepalis hope for a resolution to a decade-long Maoist conflict, the reality is that there will always be fertile ground for an insurgency if issues like endemic poverty, regional and ethnic imbalances of power, unequal access to and control over processes of development, limited awareness of rights, limited livelihoods opportunities, and increased vulnerability of local communities are not addressed. An important often underplayed issue in this conflict is access to and use of natural resources, which is a source of conflict particularly among poor, subsistence communities. This has led to an increase in the degradation of natural resources, leading to devastating long-term repercussions for livelihoods and biodiversity.

Access to livelihood strategies is largely diminished, especially among remote rural communities who suffer several months of food scarcity during the year. People become ever more dependant upon the use of natural resources for their livelihoods. The decimation of wildlife populations takes generations to recover, if it is capable of recovery at all. The degradation of the environment and resource depletion can lead the country into a vicious cycle of poverty, political instability and environmental degradation.

Although natural resources are fundamental to national development, security and peace, it has taken a backseat in terms of national and donor priorities. The government, donors and non-government organizations have failed to prioritize development and long-term outcomes in remote rural areas where spatial and social marginalization and inequities bred the current conflict. The escalating violence between the insurgents and the security forces has diverted funds indispensable for health, education, environment and vital social services into national security programs. Rural communities have been the most affected by the conflict and a degrading natural environment that puts their lives and livelihoods at risk, creating conditions for further political instability and conflict.

It is in this context that WWF Nepal will adopt a multi-pronged approach to contribute to reconciliation and peace-building among multiple actors, most of whom have the use of natural resources at stake for their livelihoods. We believe that the conflict can bring about progressive socio-economic and political changes as well as new development opportunities. Individuals and groups from different social, economic and political backgrounds and interests can engage in reconciliation, peace-building and development initiatives.

For the conservation community working in conflict affected areas, and for WWF in particular, this is an opportunity to sustain biodiversity conservation and address the conflict's causes and impacts.

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Logical Framework

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES
VISION: WWF Nepal envisions a prosperous Nepal with a society possessing an ethic of stewardship and responsibility towards nature. By 2050 Nepal will have: <ul style="list-style-type: none"> ■ Conserved biodiversity and the natural processes that sustain it in the Global 200 Ecoregions ■ Established Social and economic development patterns that assures the sustainable and equitable provision of natural goods and services, improving livelihoods and quality of life for current and future generations ■ Eliminated or mitigated critical threats to species, habitats and ecological processes that derive from climate change, over exploitation of resources, unsustainable consumption and pollution 				
GOAL: By 2015 WWF Nepal shall conserve at least 3 priority landscapes within G 200 ERs by: <ul style="list-style-type: none"> ■ reducing threats to species, habitat and ecological processes, and ■ improving the livelihoods of local people 				
OBJECTIVE 1: By 2011 to Protect, Manage and Restore representative forest ecosystems in the four G200 ecoregions of the Eastern Himalayan Ecoregion Complex to conserve biodiversity and meet the livelihood needs of the people				
OBJECTIVE 2: By 2011 to stabilise and manage populations of focal species as metapopulations in the EH EC Complex, with the goal of managing ecologically and demographically viable metapopulations				
OBJECTIVE 3: By 2011, to reduce the vulnerabilities of biodiversity, ecosystems and people to climate change impacts in Nepal and to implement adaptation strategies				
OBJECTIVE 4: By 2011, to champion the cause of conservation and management of fresh water resources to maintain their integrity/biodiversity and bring benefits to the nation and local communities				

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
OBJECTIVE 1: By 2011 to Protect, Manage and Restore representative forest ecosystems in the four G200 ecoregions of the Eastern Himalayan Ecoregion Complex to conserve biodiversity and meet the livelihood needs of the people TARGET 1 1.4 million hectares of representative forest and alpine meadows ecosystems under the Protected Areas system in 3 Priority Landscapes of G200 eco-regions are protected by 2011.	By 2010, habitat area (within protected areas) in 3 priority landscapes of G200 ecoregions at least equal to 2006 measured by habitat use of flagship species and evidence of expanding distribution of wildlife.	Study on Habitat use of flagship species	<ul style="list-style-type: none"> Promoting scientific management of habitat based on ecology of species Eliminating/Reducing invasive and exotic species in Protected Areas 	MILESTONE F1.1 By 2009, 270,000 ha under effective protected area management system in TAL MILESTONE F1.2 By 2009, 296,334 (SNP, LNP, KCA core areas without alpine meadow) ha under effective protected area management system in SHL MILESTONE F1.3 By 2010, 192,966 ha of alpine meadows under sustainable grazing regimes in SHL (SNP, LNP, KCA core areas) MILESTONE F1.4 By 2009, 355,500 ha under effective protected areas management system in NML MILESTONE F1.5 By 2009, an additional 55,000 ha forest area under protected area management system as an extension area of Bardia National Park in TAL MILESTONE F1.6 By 2010, 40,000 ha (50% of the total 81,000 ha of BZ forests) of forests in Buffer Zones of Terai Protected Areas under effective community management in TAL MILESTONE F1.7 By 2009, 84,515 ha of forests in Buffer Zones of LNP and SNP in SHL and SPNP (15015ha) under community management	12,875,239 393,750 610,510 305,255 122,102 231,250 125,000 305,255

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2010, Protected Areas in 3 priority landscapes of G200 ecoregions adopts systematic planning of protected areas and system for assessing management effectiveness	Management Plans, RAPPAM reports	<ul style="list-style-type: none">■ Developing and implementing a methodology for systematic planning of protected areas■ Assessing management effectiveness of PAs	MILESTONE F1.8 By 2009, 15015 ha of forests in Buffer Zones of SPNP under community management	91,577
				MILESTONE F1.9 By 2010, 50% of alpine meadows (122, 260 ha) in SPNP BZ under sustainable grazing regime/pasture management	15,000
				MILESTONE F1.10 By 2010, Survey on degraded range/pasture land completed and protection sites for forage and species development in NML and SHL Nepal	22,210
				MILESTONE F1.11 By 2007 Management Plan of LNP prepared	6,000
				MILESTONE F1.12 By 2009, Support for Implementation of Management Plan of 4 Protected areas in SHL and NML	122,102
				MILESTONE 1.13 By 2010, 3 management plans of PAs/BZ in TAL revised	46,250
				MILESTONE 1.14 By 2010, Support Implementation of Management Plan of 5 Protected areas/Buffer Zone in Terai	427,357
				MILESTONE F1.15 By 2009 Management effectiveness of all protected areas in 3 priority landscapes of G200 ecoregions assessed using RAPPAM	24,250

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2010, 25% involvement of local communities increased in the protection of protected areas	Case studies	<ul style="list-style-type: none"> Supporting community managed protected areas Ensuring stakeholder involvement in and support for protected areas 	<p>MILESTONE F1.16 By 2009, government policy influenced, supported, and implemented to empower KCA Council to manage conservation area of 2,035 sq km in SHL Nepal</p> <p>MILESTONE F1.17 By 2010, income level of 10,000 households in Buffer Zones of Terai Protected areas increased from ecotourism</p> <p>MILESTONE F1.18 By 2010, income level of 2,000 households in SHL increased from ecotourism</p> <p>MILESTONE F1.19 By 2010, income level of 500 households in NML increased from Ecotourism</p> <p>MILESTONE F1.20 By 2010, Awareness and knowledge of 80% of people in focal areas raised on key issues of biodiversity conservation and sustainable development</p>	<p>70,000</p> <p>174,038</p> <p>91,577</p> <p>30,526</p> <p>610,510</p>
TARGET 2 0.31 million ha of forests in 3 priority landscapes of G200 ecoregions under effective management by 2011,	By 2010, 80,000 tonnes of fuelwood saved annually as the result of alternate and efficient energy use and private forestry	change in household consumption of fuelwood	<ul style="list-style-type: none"> Promoting alternative energy 	<p>MILESTONE F2.1 By 2010, pressures on forest resources decreased by 30 - 40% as a result of 40,000 HH adopting alternative energy schemes (10000 biogas+30000 ICS) in TAL Nepal</p> <p>MILESTONE F2.2 By 2010, pressures on forest resources decreased by 30% as a result of 3,000 HHs adopting affordable alternatives in SHL Nepal</p>	<p>1,896,745</p> <p>1,660,000</p>

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2011, effective management of 340,000 ha of forest under various decentralised forest management modes (community, collaborative, Leasehold)	Area of forests under community management	<ul style="list-style-type: none"> Supporting preparation and implementation of district forest sector plan with integrated landuse planning Promoting appropriate modes of management of forest resources Protecting forests from illegal activities, forest fires Ensuring sustainability of local institutions engaged in resource management 	<p>MILESTONE 2.3 By 2009, 2171 households (remaining 1045) in BZ area of NML adopt affordable alternatives.</p> <p>MILESTONE F2.4 By 2010, 500 hectare of private forest/agro forest established and meet the daily need of forest products of 2500 Households in TAL, SHL and NML.</p>	632,000
				<p>MILESTONE F2.5 By 2010, 230,000 ha of forest under effective management as a result of implementation of District Forest Sector Plan in 3 districts (Banke, Sunsari, and Jhapa) in Terai</p> <p>MILESTONE F2.6 By 2009, 200 ha area of TAL forest leased to poor and marginalized households</p> <p>MILESTONE F2.7 By 2010, 40,000 ha (10% of priority forest management area 396,160 ha) under Community management in SHL Nepal</p> <p>MILESTONE F2.8 By 2010, 45,000 ha (250 CFUG) under community forestry management in TAL Nepal</p> <p>MILESTONE F2.9 By 2009, 24,032 ha of critical riparian forest under effective management in SHL</p>	200,000
				<p>MILESTONE F2.6 By 2009, 200 ha area of TAL forest leased to poor and marginalized households</p> <p>MILESTONE F2.7 By 2010, 40,000 ha (10% of priority forest management area 396,160 ha) under Community management in SHL Nepal</p> <p>MILESTONE F2.8 By 2010, 45,000 ha (250 CFUG) under community forestry management in TAL Nepal</p> <p>MILESTONE F2.9 By 2009, 24,032 ha of critical riparian forest under effective management in SHL</p>	45,625
				<p>MILESTONE F2.6 By 2009, 200 ha area of TAL forest leased to poor and marginalized households</p> <p>MILESTONE F2.7 By 2010, 40,000 ha (10% of priority forest management area 396,160 ha) under Community management in SHL Nepal</p> <p>MILESTONE F2.8 By 2010, 45,000 ha (250 CFUG) under community forestry management in TAL Nepal</p> <p>MILESTONE F2.9 By 2009, 24,032 ha of critical riparian forest under effective management in SHL</p>	122,102
				<p>MILESTONE F2.6 By 2009, 200 ha area of TAL forest leased to poor and marginalized households</p> <p>MILESTONE F2.7 By 2010, 40,000 ha (10% of priority forest management area 396,160 ha) under Community management in SHL Nepal</p> <p>MILESTONE F2.8 By 2010, 45,000 ha (250 CFUG) under community forestry management in TAL Nepal</p> <p>MILESTONE F2.9 By 2009, 24,032 ha of critical riparian forest under effective management in SHL</p>	152,628
				<p>MILESTONE F2.6 By 2009, 200 ha area of TAL forest leased to poor and marginalized households</p> <p>MILESTONE F2.7 By 2010, 40,000 ha (10% of priority forest management area 396,160 ha) under Community management in SHL Nepal</p> <p>MILESTONE F2.8 By 2010, 45,000 ha (250 CFUG) under community forestry management in TAL Nepal</p> <p>MILESTONE F2.9 By 2009, 24,032 ha of critical riparian forest under effective management in SHL</p>	305,255

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
				<p>MILESTONE F2.10 By 2010, 30% reduction in illegal activities in the national forests compared to baseline of 2006 as a result of mobilization of Community based anti-poaching operation units in 3 priority landscapes</p> <p>MILESTONE F2.11 By 2009, improved capacity of government and local institutions for coordinated, effective and efficient delivery of sustainable resource management and improved livelihoods</p>	305,255
	By 2009, 3 critical forest areas in TAL and SHL managed scientifically in the interest of biodiversity under special portfolio	annual reports, field visits	<ul style="list-style-type: none"> ■ Lobbying for special portfolio of critical forests 	<p>MILESTONE F2.12 By 2008, government designate special portfolio to corridors, bottlenecks and Churia Forests</p> <p>MILESTONE F2.13 By 2010, 2 Functional Corridors in Terai managed scientifically (mosaic habitat, landuse planning, zoning)</p>	12,500
	By 2009 increased income level of 37,000 marginalised households in TAL and SHL from the baseline status as a result of forest and NTFP based IGA.	sample household survey among the marginalised groups	<ul style="list-style-type: none"> ■ Diversifying livelihood options through the sustainable use of forest resources 	<p>MILESTONE F2.14 By 2010, 15,000 poor and marginalised households in TAL, benefit from increased income level through sustainable forest and NTFP based income generating opportunities</p> <p>MILESTONE 2.15 By 2010, 3,000 Households in SHL benefit from increased income level through sustainable forest and NTFP based income generating opportunities</p>	749,053
					213,679

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
				MILESTONE 2.16 By 2010, 600 Households in NML benefit from increased income level through sustainable NTFP harvesting MILESTONE F2.17 By 2010, Provide Business Development Services for 18,600 Households engaged in NTFP enterprises in SHL and NML	61,051 183,153
	By 2010, 2 certified forest product harvested from sustainably managed forest available in the market	Government endorsed Forest certification criteria and Indicator, Biodiversity registration profile	<ul style="list-style-type: none"> Supporting forest certification process Piloting community based biodiversity registration and mechanism of access to benefit sharing 	MILESTONE F2.18 By 2010, National criteria and indicator for forest certification established and piloted in at least 2 sites MILESTONE F2.19 By 2007, community based biodiversity registration initiated in 4 Pilot sites of TAL and SHL	68,750 44,000
	By 2009, 2 forestry sector policies amended to ensure equitable distribution of benefits from biodiversity conservation	Policy recommendation paper	<ul style="list-style-type: none"> Reviewing, revising and formulating policies towards sustainable use of forest resources 	MILESTONE F2.20 By 2008, 5 forestry sector policies analyzed and feedback provided to government for revision making them more inclusive and people focused	63,750
	By 2010, Baseline and database for periodic monitoring of forest resources established and feedback to the planning and management of those forests	Satellite images, database	<ul style="list-style-type: none"> Conducting periodic monitoring of forest resources 	MILESTONE F2.21 By 2010, assessment of forest cover change updated for TAL Nepal MILESTONE F2.22 By 2007, Vegetation analysis of 2 corridors in TAL conducted MILESTONE F2.23 By 2008, forest classification and baseline monitoring database established for SHL-Nepal	12,500 27,750 15,000

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2010, 5,000 households receive better health care from effective management of Medicinal Plants	THCC records	<ul style="list-style-type: none"> Diversifying livelihood options through the sustainable use of forest resources 	MILESTONE F2.24 By 2010, 5000 households in SHL & NML receive better health care facilities from effective management of Medicinal plants and promotion of traditional health care systems	73,000
	By 2010, Natural Resources at 2 sites of SHL managed through revived and strengthened traditional knowledge and practices	annual reports, case studies		MILESTONE 2.25 By 2010, traditional knowledge of land management practices and biodiversity use in 2 communities in SHL identified, documented and promoted MILESTONE 2.26 By 2008, Cultural mapping (including sacred sites, mobility and associated biodiversity use knowledge) in the SHL developed	20,000
	By 2009, 50,000 hectare of forest under restoration measures like plantation and natural regeneration	Area of degraded forest under plantation and natural regeneration	<ul style="list-style-type: none"> Promoting integrated livestock management Restoring degraded forest in the critical areas through appropriate interventions 	MILESTONE F3.1 By 2008, 40,000 ha of degraded forests under restoration in critical area of TAL-Nepal MILESTONE F3.2 By 2009, 10,000 ha (out of total 173,445 ha of priority restoration forest areas) in critical areas under restoration in SHL MILESTONE F3.3 By 2010, 100 Ha (out of 4,359 ha) under restoration in NML	763,138 305,255 3,053
	By 2009, Pilot sites to conserve the genetic base of two endangered plant species established	annual reports, field visits	<ul style="list-style-type: none"> Piloting in-situ conservation of plants species in critical area 	MILESTONE F3.4 By 2009, 4 pilot sites for in situ conservation of plant species that are facing threats of extinction from its ecological range established	138,750
TARGET 3 50,000 ha of degraded forests in the critical areas of 3 priority landscapes of G200 ecoregions under restoration by 2011					

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
				MILESTONE F3.5 By 2009, at least one IPA (Important plant area) designated in the SHL for conserving plant diversity MILESTONE 3.6 By 2010, Floral hotspots in critical areas in the SHL under conservation	15,000 45,000

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
OBJECTIVE 2: By 2011 to stabilise and manage populations of focal species as metapopulations in the EH EC Complex, with the goal of managing ecologically and demographically viable metapopulations					6,623,055
TARGET 4 To stabilize or increase the population (compared to baseline of 2006) of priority species and species of special concern in the three priority landscapes of G 200 ecoregions in Nepal by 2011	From 2007, Tiger population (123 breeding) shown to stabilised and maintained or increased from 2000 (DNPWC) baseline	Park records, research reports, annual report	<ul style="list-style-type: none"> Strengthening Anti-poaching Operations Managing Key Species 	MILESTONE S1.1 From 2007, population of breeding tigers established and maintained at 123+ in TAL MILESTONE S1.2 By 2009, Home range of tigers in areas of high density determined through radio telemetry	312,500 15,000
	By 2009, Second viable population of rhino (>100) established at BNP and third population of rhino established (30+) in SWR while maintaining the source population of rhinos at CNP	Park records, research reports, annual report	<ul style="list-style-type: none"> Strengthening Anti-poaching Operations Managing Key Species 	MILESTONE S1.3 From 2010, the rhino population in Bardia National Park maintained at 100+ rhinos MILESTONE S1.4 From 2010, population of rhinos established and maintained at 20+ in Suklaphanta Wildlife Reserve	250,000 312,500

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2010 80% reduction in the reports of poaching incidents of rhino in TAL from the 2006 baseline as measured against effort	Park records, research reports, annual report	<ul style="list-style-type: none"> Strengthening Anti-poaching Operations Managing Key Species 	MILESTONE S1.5 By 2010, the rhino population in Chitwan National Park stabilizes at its level of 2006 (400+)	312,500
	By 2010, knowledge base on elephants, their behavior and habitat established and feedback to the planning and designing of the interventions	Park records, research reports, annual report	<ul style="list-style-type: none"> Strengthening Anti-poaching Operations Managing Key Species 	MILESTONE S1.6 By 2007, Status survey of elephant population completed in Terai MILESTONE S1.7 By 2010, Ranging pattern of 4 subpopulation of elephants determined through radio collaring	18,750 18,750
	By 2010, estimate of SL population in SHL Nepal established	research reports	<ul style="list-style-type: none"> Conducting long term scientific research on key species and species of special concern 	MILESTONE S1.8 By 2007 SL survey completed in KCA, SNP and LNP MILESTONE S1.9 By 2008, community-based monitoring program for SL established in SHL-Nepal MILESTONE S1.10 By 2008, 3-4 SL radio-collared in SNP MILESTONE S1.11 By 2007, SL habitat mapped in SHL using field data and GIS MILESTONE S1.12 By 2008, database on prey base of SL established/ revisited in NM	20,000 91,577 65,000 16,000 5,000
	By 2010, poaching of snow leopard reduced by 30% of 2007 levels through improved community monitoring and enforcement of national laws	Park records, research reports, annual report	<ul style="list-style-type: none"> Strengthening Anti-poaching Operations Managing Key Species 	MILESTONE S1.13 By 2007, baseline for poaching established MILESTONE S1.14 By 2008, community-based antipoaching mechanisms in place	29,375 30,526

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
				MILESTONE S1.15 By 2007, prescriptions for Snow Leopard Management interventions for key areas outside PAs developed and incorporated in the District Development Periodic Plans	61,051
	By 2010, estimate of Red Panda population in SHL Nepal established	research reports	<ul style="list-style-type: none"> Conducting long term scientific research on key species and species of special concern 	MILESTONE S1.16 By 2009, Red Panda Survey in KCA, SNP and LNP MILESTONE S1.17 By 2010, Community based anti poaching mechanisms in place	15,000 122,102
	By 2010, population of species of special concern maintained through in-situ and ex-situ conservation	Annual report, research report	<ul style="list-style-type: none"> Supporting protection/ reestablishment population of key species and species of special concern 	MILESTONE S1.18 By 2009, Status survey of small mammals/small carnivores in critical areas completed MILESTONE S1.19 By 2009, population of species of special concern (Bison, Water buffalo, blackbuck, gharial, swamp deer) stabilized and maintained MILESTONE S1.20 By 2008, study on interactions between domestic stocks and wild ungulates completed in SHL and NML	20,000 187,500
	By 2010, estimate of Musk Deer population in SHL Nepal established	research reports	<ul style="list-style-type: none"> Conducting long term scientific research on key species and species of special concern 	MILESTONE S1.21 By 2008, Musk Deer survey in KCA, SNP and LNP completed MILESTONE S1.22 By 2009, Community based anti poaching mechanisms in place	15,000 128,207

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2010, Mechanism to manage problem animals in the 4 PAs established	Annual report	■ Managing Problem and Orphan Animals	MILESTONE S1.23 By 2008, Rehabilitation/reintroduction strategy for problem animals prepared and implemented in TAL	125,000
	By 2010, Genetic structure of 2 key species and 1 species of special concern determined	research reports	■ Conducting long term scientific research on key species and species of special concern	MILESTONE S1.24 By 2010, Genetic variability among the population of 2 flagship species determined MILESTONE S1.25 By 2010, Genetic variability among the population of 1 species of special concern determined	31,250 15,000
	By 2010, habitat area within protected areas (TAL+SHL) at least equal to 2006 measured by habitat use of flagship species and evidence of expanding distribution of wildlife	Park records, research reports, annual report	■ Promoting scientific management of habitat based on ecology of species	MILESTONE S2.1 By 2010, 500 ha of grassland habitat inside protected areas managed annually for Ungulates and birds MILESTONE S2.2 By 2009, 15 waterholes/wetlands inside protected areas managed annually MILESTONE S2.3 By 2010, 529,739 (306,573SHL+223,166 NML) hectare of snow leopard habitat under effective management in SHL and NML MILESTONE S2.4 By 2010, 49,092 hectare of Red panda habitat under effective management in NML	312,500 312,500 152,628 91,577
	By 2010, GIS database on the key species and their habitat established and feedback to the planning and designing of the interventions	research reports, Database	■ Conducting long term scientific research on key species and species of special concern	MILESTONE S2.5 By 2008, GIS database on key species distribution, population, and habitat established in Nepal-TAL REFER MILESTONE S1.6 - 1.12	32,500
TARGET 5 To Protect, Manage or Restore the critical habitat of priority species and species of special concern in the three priority landscapes of G 200 ecoregions in Nepal by 2011 (also refer Target 1&2)					

RESOURCES (USD)

WWF NEPAL
STRATEGIC PLAN
(2006-2011)

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2010, 50,000 households are benefited from livelihood based conservation initiatives	annual reports	<ul style="list-style-type: none"> ■ Piloting livelihood based conservation initiatives 	<p>MILESTONE S3.7 By 2009, Community based Wildlife farming piloted at least in 3 CFUG of TAL and 1 Pilot site in SHL</p> <p>MILESTONE S3.8 By 2009, Community based ecotourism piloted at 2 sites outside protected areas</p> <p>MILESTONE S3.9 By 2010, 60% households of the buffer zones and critical areas benefited from enhanced community services in TAL and SHL</p>	<p>181,410</p> <p>265,346</p> <p>902,628</p>
<p>TARGET 7 To enhance law enforcement and other measures to encourage compliance with laws and regulations that are aimed at eliminating overexploitation of priority species and species of special concern by 2011</p>	By 2009, 80% reduction in illegal trade of wildlife, wildlife parts and their derivatives	DNPWC records, research reports, endorsed CITES bill	<ul style="list-style-type: none"> ■ Controlling illegal trade of wildlife, wildlife parts and their derivatives ■ Supporting CITES implementation 	<p>MILESTONE S4.1 By 2007, a watch group to monitor wildlife trade established</p> <p>MILESTONE S4.2 By 2007 a campaign to sensitize and aware specific target groups (judiciary, police, customs, posts, transports) on wildlife trade developed and implemented</p> <p>MILESTONE S4.3 By 2007 a campaign against use of wildlife parts and derivatives for end users with support from WWF Network developed and implemented</p> <p>MILESTONE S4.4 By 2008 CITES bill enacted as law by Government of Nepal and DNPWC supported for its effective implementation</p> <p>MILESTONE S4.5 By 2010, improved capacity of enforcement staff and the judiciary in policy level implementation on wildlife trade like CITES, NPWC Act</p>	<p>291,866</p> <p>123,841</p> <p>105,526</p> <p>68,250</p> <p>71,565</p>

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2009, action plan for at least 3 key species and species of special concern prepared and implemented	Species Action Plans	<ul style="list-style-type: none"> Revising/ Developing appropriate Policy frameworks 	MILESTONE S4.6 By 2007, conservation action plan for tigers updated and implemented in TAL-Nepal	156,250
				MILESTONE S4.7 By 2006, conservation action plan for elephants in TAL-Nepal prepared and implemented	112,500
				MILESTONE S4.8 By 2009, a red panda conservation action plan developed in SHL	15,000
				MILESTONE S4.9 By 2009, Transboundary cooperation between the governments of Nepal India and China enhanced for biodiversity conservation	156,250
	By 2010, Joint initiatives in the boarder region to safeguard biodiversity initiated	Number of transboundary meetings and events at field, district and national levels	<ul style="list-style-type: none"> Promoting Trans-boundary coordination and cooperation 		

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
OBJECTIVE 3: By 2011, to reduce the vulnerabilities of biodiversity, ecosystems and people to climate change impacts in Nepal and to implement adaptation strategies TARGET 8 To have a clear understanding of climate change impacts on biodiversity (key flora and fauna), ecosystem (forest, water towers) and people (livelihood, tourism, disaster, food security (agriculture) of Nepal by 2011	By 2011 comprehensive data/information base on climate change impact on biodiversity, ecosystem and people established for Nepal.	Data base, reports and other documents developed.	<ul style="list-style-type: none"> Conducting and consolidating climate change impact research and data 	MILESTONE C1.1 By 2008, Permanent research plots to study climate change impacts on biodiversity established in 3 ecological zones MILESTONE C1.2 By 2008, Tipping point (time for declined water source) for Ganga River Basin predicted in collaboration with WWF India MILESTONE C1.3 By 2009, Valuation of Climate change impacts on Nepali economy (Agriculture, Tourism, Human Health) conducted MILESTONE C1.4 By 2010, centralized data/information based system on Climate Change impacts established at WWF Nepal	5,721,000 455,000 120,000 100,000 50,000
	By 2007 National level climate change policy formulated based on existing data and ongoing research & consultation	National Climate Change Policy Document.	<ul style="list-style-type: none"> Using research findings for effective national and international negotiations 	MILESTONE C1.5 By 2007, a national Climate Change policy formulated with support of WWF Nepal and endorsed by Government of Nepal	50,000
	By 2010, Strengthening multistakeholder forum (CCNN and Core Group for Climate Change) to share lesson learnt, and advocate for policy recommendations	Minutes of the Forum Meetings	<ul style="list-style-type: none"> Establishing and strengthening multi-stakeholder forum to advocate for policy recommendation and sharing data/information 	MILESTONE C1.6 By 2007, Climate Change identified as an important issues in the 11 th Plan of the government	15,000

RESOURCES (USD)

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
				<p>MILESTONE C2.5 By 2009, 5 Early warning system based on intermediate technology established in vulnerable sites</p> <p>MILESTONE C2.6 By 2010, Reducing water levels in 1 of the potential dangerous Glacier Lake</p> <p>MILESTONE C2.7 By 2010, No regret adaptation activities (Well equipped community building that can serve as rescue shelter at time of hazards) established at 5 Vulnerable sites</p> <p>MILESTONE C2.8 By 2010 Climate Change impact vulnerabilities of 1,000 households reduced through resilience building activities</p>	<p>425,000</p> <p>2,510,000</p> <p>1,000,000</p> <p>100,000</p>
<p>TARGET 10 To identify Nepal as one of the most vulnerable countries to climate change impacts by global communities by 2011</p>	<p>By 2010, Nepal takes a lead among the Least developed countries (LDCs) to form an Alliance of Vulnerable Countries</p>	<p>Alliance of Vulnerable countries</p>	<p>■ Establishing coordination platform between vulnerable countries</p>	<p>MILESTONE C3.1 By 2008, a regional platform of at least 4 vulnerable countries (Tuvalu, Fiji, Indonesia and Nepal) established and a common agenda (position paper) developed for international negotiation at UNFCCC</p> <p>MILESTONE C3.2 By 2010, Coalition of Mountain countries formed to highlight vulnerabilities of Mountain Ecosystem at international negotiation forums</p>	<p>60,000</p> <p>90,000</p>

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2010, Key government institutions are able to represent Nepal credibly (raise issues of concern and advocate with concrete and updated information) in international climate change negotiations	Meeting of Parties Proceedings, reports	<ul style="list-style-type: none"> Supporting and Strengthening Ministry of Environment Science and Technology and relevant civil society organization on climate change Enhancing the negotiation capacity of the MOEST and concern government and civil society organization 	<p>MILESTONE C3.3 By 2009, government representatives from Nepal influence declaration of Meeting of parties/conference of parties in favour of the vulnerable countries</p> <p>MILESTONE C3.4 By 2009, threshold of second commitment period increased under kyoto protocol as a result of strong lobby by Nepal and its alliance</p> <p>MILESTONE C3.5 By 2010, Nepal enlisted in the UNFCCC list of vulnerable countries</p>	65,000
	By 2010, Global communities recognize the climate change priority issues of Nepal through effective international communication and awareness raising programs	Media coverage	<ul style="list-style-type: none"> Strengthening communication means for international audience 	<p>MILESTONE C3.6 By 2009, 5 international media events held to highlight the climate change impact in Nepal</p> <p>MILESTONE C3.7 By 2009, Global Communities sensitized on Impacts of Climate Change through annual climate witness programs</p>	70,000
	By 2010 Climate Change issue is mainstreamed into development, education and media priorities	Government documents, donor country strategies, media coverage	<ul style="list-style-type: none"> Increasing awareness on climate change issue 	<p>MILESTONE C4.1 By 2008, Climate Change issue incorporated in school level curriculum</p> <p>MILESTONE C4.2 By 2010, Organize training and form network for 500 teachers on conducting climate change awareness raising activities in schools of Kathmandu and Project sites</p>	15,000
TARGET 11 To effectively communicate and build awareness among various National target audiences to take action in reducing impacts of climate change in Nepal by 2011					20,000

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
				MILESTONE C4.3 By 2010, 5 Media trips for national media at climate change impact sites organized to investigate and collect climate witnesses and their stories	25,000
				MILESTONE C4.3 By 2010, 3 field visit for donor agencies to climate change impact sites organized	25,000
				MILESTONE C4.4 By 2010, Conduct 5 campaigns targeted at youths and urban population to raise awareness on Climate Change Impacts and disseminating eco tips to reduce the threats	80,000

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
OBJECTIVE 4: By 2011, to champion the cause of conservation and management of fresh water resources to maintain their integrity/biodiversity and bring benefits to the nation and local communities TARGET 12 To ensure healthy environmental processes in at least 3 wetlands and initiate in 1 river basin by 2011	By 2008, projects to conserve biodiversity and ecological processes implemented in partnership with other stakeholders	annual reports, field visits	<ul style="list-style-type: none"> Developing multi-stakeholder partnership 	MILESTONE FW1.1 By 2007, partnership strategy for conservation of biodiversity and ecological process developed for Koshi river basin MILESTONE FW1.2 By 2007, Implementation level partnership fostered with government organization and like minded I/NGOs, CBOs for Koshi river basin	4,352,907 73,125 5,000
	By 2011, Piloting of the Integrated river basin management approach in Koshi river basin	annual reports, field visits	<ul style="list-style-type: none"> Piloting of IRBM 	MILESTONE FW1.3 By 2011, conserving and restoring the ecological processes of at least 3 critical sites (himalaya - Gokyo, mid hills, terai) in 1 river basin (Koshi) to improve freshwater habitat and reduce the vulnerability of downstream communities	174,375
	By 2010 the population of migratory birds visiting key wetlands increases or is maintained at baselines of 2006	Winter water fowl counts, perception of local communities,	<ul style="list-style-type: none"> Developing database of key species and environmental processes 	MILESTONE FW1.4 By 2009, inventory of at least 15 HAWs prepared MILESTONE FW1.5 By 2007, database on aquatic biodiversity of wetlands (ghodaghodi and Geruwa) established and monitored once in every three years	15,000 22,500
	By 2010 Dolphin population in one river system maintained to levels of 2005	Census report, field visit, monitoring report, trends of sighting, local information	<ul style="list-style-type: none"> Managing the habitat of key species and environmental processes 	MILESTONE FW1.6 By 2009, Gangetic dolphins population and habitat conserved through river basin management in Geruwa Karnali river and initiate replication in Koshi Tappu	1,235,250

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
TARGET 13 To promote at least 2 government policies (Wetland policy and IRBM) to safeguard freshwater resources and reduce poverty for dependent communities by 2011	By 2010 water quality of fresh water (wetlands and river basin) sites does not deteriorate from the baseline of 2006	Water quality reports, key informant interview, field observations, key species surveys (crocodile population), participatory monitoring	<ul style="list-style-type: none"> Monitoring and maintaining the status of priority wetlands 	MILESTONE FW1.7 By 2011 trans-boundary level collaboration initiated for dolphin conservation in Geruwa river, Khata Corridor	35,000
	By 2008, provision of biodiversity conservation incorporated in water related policies	Review document	<ul style="list-style-type: none"> Reviewing water related policies from biodiversity perspective 	MILESTONE FW2.1 By 2007, water related policies (hydropower, irrigation, drinking water etc) reviewed from biodiversity perspective for policy feed back	10,000
	By 2010 Government uses IRBM as a major tool in key national water related plans	Policy documents	<ul style="list-style-type: none"> Piloting of IRBM 	MILESTONE FW2.2 By 2010, Policy document for river basin management prepared in the leadership of MoWR/WECS and wider stakeholders	22,500
	By 2010, DNPWC with the support of WWF proposes for the designation of at least 3 HAWs as Ramsar sites	Ramsar Information Sheet	<ul style="list-style-type: none"> Proposing High Altitude Wetlands as Ramsar sites 	MILESTONE FW2.3 By 2008, support the government for proposing at least 4 high mountain wetland as Ramsar sites designation and Gokyo as Gift to the Earth	75,875

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2010, Transboundary cooperation on policy dialogue on dams enhanced	annual reports, field visits, press reports	<ul style="list-style-type: none"> Promoting policy dialogue on dams nationally and at transboundary level 	<p>MILESTONE FW2.4 By 2008, establish strategic partnership with Dams and Development for lobbying no dams or good dams</p> <p>MILESTONE FW2.5 By 2010, Coordinate with WWF India and WWF Network for transboundary cooperation on dolphin conservation in Kamali river</p>	3,000
	By 2010 Key government institutions are able to represent Nepal credibly (raise issues of concern and advocate with concrete and updated information) in regional and national forum on IRBM issues	Proceedings of international negotiations, press reports	<ul style="list-style-type: none"> Building capacity of representatives from government line agencies 	MILESTONE FW2.6 By 2010 relevant government institutions are capable of putting issues of Nepal's interest in regional and global water related forum	174,375
	By 2010 WWF Nepal represented in key water related policy engagements	Policy documents, Meeting minutes	<ul style="list-style-type: none"> Strengthening participation and institutional coordination 	MILESTONE FW2.7 By 2011, increased support and participation in freshwater conservation and management, through capacity building and information sharing	112,500
	By 2010, 3 priority wetlands (at least 2 Ramsar) under effective community management through wise use approach	annual reports, field visits	<ul style="list-style-type: none"> Promoting community management and wise use of wetlands Promoting livelihood benefits to local communities 	<p>MILESTONE FW3.1 By 2009, 14,566 hectare Ramsar site managed by local communities following wise use approach</p> <p>MILESTONE FW3.2 By 2010, 3,000 of poor and marginalized wetland dependent households livelihood improved through wise use approach of the wetlands</p>	276,531
TARGET 14 To protect and sustainably manage 14,566 hectares of representative wetlands by 2011					1,294,876

ACTION PLAN (Intervention Logic)	INDICATORS	SOURCE OF VERIFICATION	STRATEGIES	MILESTONES	RESOURCES (USD)
	By 2010, local peoples participation in wetland conservation increased as a result of increased awareness	Focus group discussion, field observations, field reports	<ul style="list-style-type: none"> Raising awareness at various levels 	MILESTONE FW3.3 By 2011, strengthened awareness and knowledge on key issues of wetland and freshwater indicator species (dolphin) conservation resulting in positive change in attitude and values of key stakeholders.	534,375
TARGET 15 To reduce the threats to biodiversity in critical areas of Terai Arc Landscape from hazardous chemicals especially those used in agriculture and identify safer alternatives where possible	By 2009, studies on use of pesticides and fertilizers in agriculture and their impact in the environment conducted	Study reports	<ul style="list-style-type: none"> Knowledge base enhancement on impacts from Toxics/ Pollutants and lessons learnt leading towards development of alternative technologies 	MILESTONE FW4.1 By 2008, Pesticide levels used in agriculture in 2 sites of TAL and its impact on the biodiversity assessed	21,000
	By 2009, at least 2 communities in the project areas adopt eco-friendly technologies like organic farming, vermiposting	technical reports, field visits	<ul style="list-style-type: none"> Promotion of Traditional practices combined with modern eco friendly technologies in agricultural sectors 	MILESTONE FW4.2 By 2009, Organic farming and other eco friendly technologies in agriculture is piloted in at least 2 sites in TAL	93,000
	By 2009, increased understanding among the targeted audiences on the impacts of toxics and pollutants to the biodiversity	technical reports	<ul style="list-style-type: none"> Multiple Stakeholder sensitization, Awareness raising and education 	MILESTONE FW4.3 By 2008, campaign against over use of fertilizers and pesticides launched at 2 sites in TAL MILESTONE FW4.4 By 2009 campaign on environmental conservation designed and launched in Kathmandu	20,000 59,000



WWF's Mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature by:

- Conserving the world's biological diversity;
- Ensuring that the use of renewable natural resources is sustainable; and
- Reducing pollution and wasteful consumption

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