PROJECT PREPARATION AND APPRAISAL GUIDELINES

Guidelines for Project Cycle Management

National Trust for Nature Conservation

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CHAPTER ONE: INTRODUCTION

The National Trust for Nature Conservation (NTNC) was established in 1982 by a Legislative Act as an autonomous and not-for-profit organization in order to conserve and manage nature and natural heritage. It is dedicated towards mitigating the threats to biodiversity and harmonizing the relationship of people with the nature and environment. It is mainly engaged in research and protected area management adopting integrated conservation and development approach. Through its wide network of field offices (figure 1), NTNC implements diverse activities from wildlife monitoring, livelihood enhancement, tourism management, women empowerment and climate change to community infrastructure development. The organization structure as well as the working modality of NTNC is unique. As such project development and implementation process is varied. In general, two distinct mechanisms for the project development can be identified within NTNC:

1. **Internally Funded Regular Projects:** These are the projects that are funded with internal funds. The process of project development is bottom up. At the field level, local communities identify the need for the projects which is communicated to the field offices. The field offices incorporate the projects in regular annual planning process if the projects need immediate attention and are feasible with currently available resources. If such projects are not feasible just with internal resources, they are developed to seek external funding.
2. **Externally Funded Projects:** This process is usually donor driven, where the projects are fully developed in response to the call for the projects. In this process the donors' opportunities are explored to seek financing for those projects that are not feasible with internal resources alone.

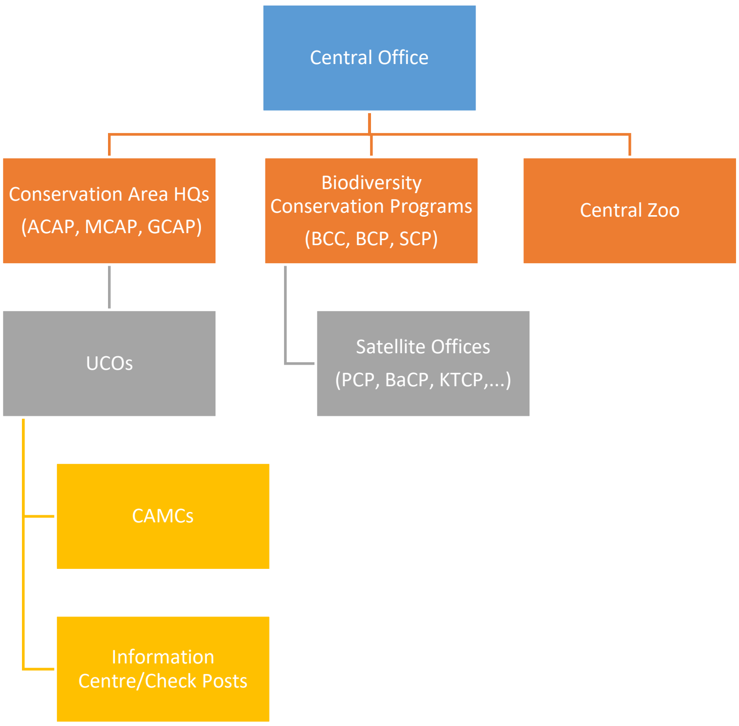


Figure 1. Organizational structure of NTNC

1. Scope and Objective of this Guideline

The aim of this guideline is to provide insight into the project development process in NTNC that helps in the design, development and appraisal of projects. This guideline addresses the need for a uniform process and system in place for project development and to ensure such projects to be conceptually coherent, viable, relevant, and within the thematic focus and priority of NTNC and also in line with the national priority. This is a basic guideline for the project development in NTNC; however, depending on the requirement of the financing agency, the modalities and approaches may differ accordingly. This guideline is in line with the NTNC Act, 1982, NTNC Regulation, 1984 and NTNC Bye-laws, 1996.

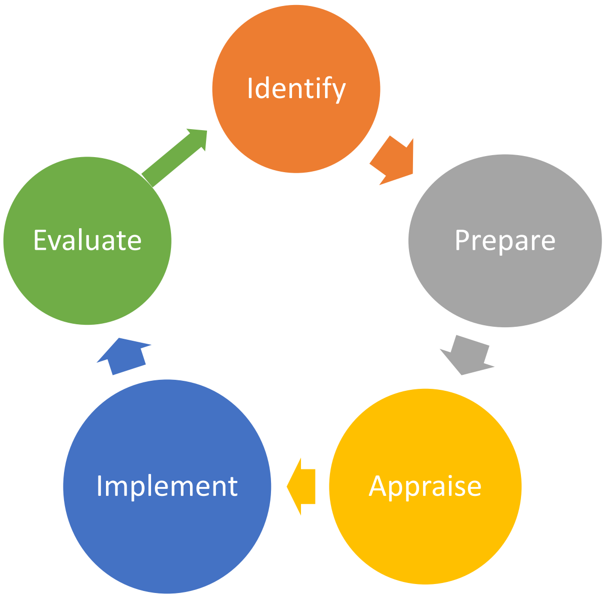


Figure 2. Standard steps of project cycle

CHAPTER TWO: PROJECT DEVELOPMENT CYCLE

2.1 Project Identification

NTNC implements multidisciplinary projects, therefore the project concepts are developed in many different ways. Sometimes they are the outcome of a formal planning process, of sectorial analysis, a sector study or of a general project identification exercise which sets priorities for financing which are consistent with clearly defined organizational policies. Alternatively, NTNC might follow the policies of donor agencies, which supports NTNC to directly access resources for the priority sectors. However, the concepts may emerge from the less systematic recognition of problems or opportunities either by people working in the concerned institutions or by partners or stakeholder groups. Generally, following steps shall be considered during this phase:

a) Diagnose the issues and understand the constraints, problems and opportunities for developing potential projects
b) Identify project sites
c) Estimate the total fund required to identify realistic and attainable project goal
d) Define project objectives and scope at the degree of details necessary to justify commitment of the resources
e) Define potential activities to achieve the objectives and goals
f) Identify different approaches, methods or options for addressing the identified issues and challenges and achieving the recognized opportunities
g) Assess the current financial policies of the potential/intended funding institutions

Key Questions to Consider

- ✓ Is the idea innovative and is there really a need for a project?
- ✓ Does the concept fit with NTNC's prioritized working area and expertise?
- ✓ Are the constraints, problems or opportunities to be addressed properly diagnosed and understood?
- ✓ Can the concept be tied up with existing projects?
- ✓ Does it address the concerns of local communities?
- ✓ What are the opportunities and barriers?

Concept note (See annex 2 for template of concept note) shall be prepared based on the preliminary field diagnosis and on the contextual information as well as issues identified above.

Once a project concept is considered to have been positively identified, discussions on the concept within the organization shall be held. These concepts, if developed at the community level, shall be properly identified, documented and forwarded to the project development team in central office for revision. A pre-feasibility study can be conducted after a full concept has been developed. This study shall seek to collect data and information on the feasibility of the project, identification of project sites, beneficiaries and potential stakeholders. Additionally, this will also be used as opportunities to cross-validate available information.

Critical Elements for a Concept Note Development

Setting Project Priorities and objectives

Project priorities and objectives shall be set based on the following sequence:

- Review the national and sectoral analyses, plans and priorities both of the government and of the potential financing agency and other relevant information.
- Identify the opportunities and associated problems which the project is intended to overcome.
- Diagnosis of the underlying causes of the problems which underpin the opportunities.
- Develop alternative solutions and strategies based on the review of past and current conservation and development initiatives.
- Evaluate and compare promising options for the project and outline of the preferred solution.

Setting Objectives

Setting objectives is an important aspect of a project design. The broad goals for the project are progressively narrowed down to specific and attainable objectives for each of its components. Conceiving alternative solutions for achieving the objectives might be considered the most important step of all in the design process. It is certainly the one in which the design team needs to be at its most creative and imaginative, and where an interdisciplinary approach and consultation is required.

Formulating Concepts and Comparing Options

The project development team has to develop a concept note against the strength of the organization and the priority of the financing agency. The team engaged in project identification has to provide adequate information on the possible components, the scope, the costs and the benefits. The identification report shall:

- clarify the rationale behind the concepts and strategies which is relevant to the concept development,
- highlight the possible strength of the concept based on the present state of knowledge, and
- develop a draft concept with scale, costs and benefits.

Responsibility Matrix

What	Who
Issue Identification	Communities, CAMCs, BZMCs, User groups, Government, NTNC and NTNC field offices
Issue Documentation	NTNC and NTNC Field offices
Concept Note Preparation	Project Development Team at NTNC in coordination with field offices

2.2 Project Preparation

Assessment of Concept Note and project development

The project preparation stage starts with the evaluation of the concept note against the following key points:

- Government's policies and priorities
- NTNC's strategic and thematic priorities
- NTNC's Acts, regulations and policies including
  - Environmental and Social Management
  - Gender Equality and Social Inclusion policy
- NTNC's capacities
- Innovativeness
- Technical robustness
- Addresses the identified issues
- Operationally and managerially workable
- Financially viable, and
- Sustainability

This stage leads to either acceptance or rejection of the concept note. If the concept note is accepted, the proposal preparation shall be initiated. Depending on the size of the project, either feasibility study (>US$100,000) or field verification (<US$100,000) shall be carried out. This study can also be determined by the requirements of the intended funding institutions.

Feasibility study/Field verification

- Develop a ToR for the study team
- Identify a study team
- Orientation on pre-proposal
- Agree on field study methodology
- Conduct field visit
- Stakeholder consultation meeting
- Prepare detail and analytical draft field report
- Finalize the study report

Key Questions to be considered

- ✓ Does the proposal clearly describe what the project is about?
  - the context
  - the desired impact, outcome and outputs and their linkage
  - the beneficiaries and other stakeholders
  - account of external risks and assumptions
  - procedures established for monitoring and evaluation
  - the project fit with interests of local government and donor
- ✓ How will the project be operationalized?
  - implementing agency: goal, structure, staffing, previous experience
  - financial management system
  - work plan, duration, personnel, other resource requirements
- ✓ How much will it cost? How will it be financed?
  - financial viability
  - duration of project
  - exposure to risk
  - sustainability of benefits beyond the life of the project

Approaches and Tools of Analysis

The project development team shall review and update various methods and tools. Some of the tools and techniques for proposal development are:

Results-based Framework

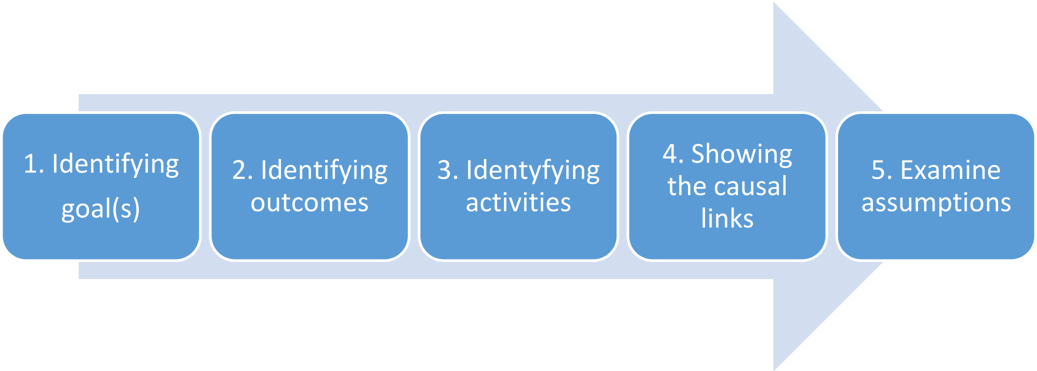
The results-based framework captures the essential elements of the logical and expected cause-effect relationships among inputs, outputs, intermediate results or outcomes, and impact through explicit articulation (graphic display, matrix, or summary) of the different levels, or chains, of results expected from a particular intervention—project and program. Following tools can be used:

- ✓ **Logical Framework Approach**

Logical frameworks (LOGFRAMES) are used in project identification and preparation. The LOGFRAME provides a mechanism for the step by step conceptualization of these elements, and of the assumptions or uncertainties lying outside the direct control of the project which shall be fulfilled or contained for the project process to succeed.

- ✓ **Theory of Change Approaches**

A Theory of Change is a diagram that explains how a project has an impact on its beneficiaries. A Theory of Change explains how the activities undertaken by an intervention (such as a project, program or policy) contribute to a chain of results that lead to the intended or observed impacts. A Theory of Change requires the following five core elements or processes:



Tools

- ✓ **SWOT Analysis**

SWOT (strengths, weaknesses, opportunities, and threats) analysis is a framework used to evaluate organization's competitive position and to develop strategies. SWOT analysis assesses internal and external factors, as well as current and future potential.

- ✓ **PEST Analysis**

PEST (Political, Economic, Social and Technological) analysis is used to describe a framework for the analysis of macro-environmental factors that are important for strategic management.

- ✓ **Trend Analysis**

Trend Analysis is a technique that uses historical results to predict future outcome. Quantitatively, the trend of interventions and achievements on biodiversity conservation, livelihood improvement and climate change can provide useful analytical information on future interventions.

- ✓ **Stakeholder Analysis**

Stakeholder Analysis is an important technique for stakeholder identification & analyzing their needs. It is used to identify all key (primary and secondary) stakeholders who have various interests in the issues with which the project is concerned.

Writing a draft proposal

- Review and expand the approved concept in a format of the proposal (See Annex 1)
- Review the requirements of the potential donors/financing agencies
- Refine goals, objectives and activities
- Define implementation modality
- Prepare detailed budget of the listed activities
- Develop results-based framework (e.g. Logical framework, Theory of Change for project)

Responsibility Matrix

What	Who
Develop Concept Note	Project Development Team/Field Office
Approve/Reject Concept	Member Secretary or as specified by Member Secretary
Check Formats/ Eligibility	Project Development Team
Feasibility Study	Project Development Team/Field Office/Consultant
Develop Draft Proposal	Project Development Team
Theory of Change/RBM	Project Development Team/Consultant
Review Impacts, Outcome Outputs, Activities	Executive Director
Prepare detailed budget	Project Development Team in coordination with Finance department
Establish M&E indicators	Project Development Team in coordination with M&E team
Review Proposal	Executive Director
Finalize the Proposal	Project Development Team
Approval for next step	Member Secretary

2.3 Project Appraisal

In this phase, the proposal is structurally assessed for its viability by comparing various options and critically analyzing the findings of feasibility studies. The proposed project proposal is appraised against following criteria:

Site appropriateness: Is the proposed site appropriate for the particular project? Given the landscape, socio-cultural settings and environmental factors matches with the proposed outcomes of the project. Are there other similar ongoing projects?

Technical Robustness: Has due attention been paid to technical factors affecting the project design? Given the human and material resources identified, can the project activities be undertaken and outputs achieved within the time available and to the required standards?

Financial Soundness: Has the expenditure requirements during the life of the project been figured out adequately? Will the project benefits be greater than the project costs over the life of the investment?

Key Questions to Consider

- ✓ Is the proposed site appropriate?
- ✓ Is the project technically feasible?
- ✓ Has the financial calculation been done adequately and in enough details?
- ✓ Have enough precautions been made to avoid environmental, social and gender related risks?
- ✓ Are the institutional arrangements for project?
- ✓ Has the stakeholder engagement been adequately identified for projects success?

Gender and Socially Acceptable: What will be the effect of the project on different groups, at individual, household and community levels? How will the project safeguard the rights of vulnerable communities including women and children? How will they participate in various stages of the project cycle? Will the social benefits of the project be greater than the social costs over the life of the investment?

Environmentally Friendly: Will the project have any adverse effects on the environment? Has the project development team reviewed NTNC's ESMP? Have adequate remedial measures been included in the project design?

Institutional and Legal Arrangements: Are the supporting institutions in place? Can they operate effectively within the existing legislative and policy environment? Has the project identified opportunities for institutional strengthening and capacity building?

Sustainability: Will the project be compatible with government policy, at federal, provincial and local levels? Will the project be exposed to any undue risks? Will the project benefits be sustainable beyond the life of the project?

Process for Appraisal

Technical assessment: The technical assessment shall look into the appropriateness of the project design, its consistency with national priorities and financial agencies' requirements, NTNC's capacity and needs, the robustness of cost estimates, and the realistic implementation schedule.

Economic/financial analysis: It confirms the economic feasibility and rationale of the project as presented by the NTNC. If needed, the team shall also assess the financial soundness of the project. The objective of the evaluation is to ensure that the proposed project is sufficiently sound financially/economically to undertake the project and to ensure the project results' sustainability (operation and maintenance).

Institutional capacity and implementation arrangements: It establishes whether the proposed arrangements are likely to support an efficient project implementation and/or identify key weaknesses, which can be addressed during project preparation and implementation. These assessments would normally look into the organizational structure, governance, managerial, administrative, M&E, and legal frameworks governing the sector in which the project shall intervene.

Financial management (FM) assessment: It determines the adequacy of the FM arrangements proposed at the implementation level. Based on the project's requirements in terms of flow of funds, reporting and external auditing, the design team shall look into the NTNC's budgeting, accounting, internal controls, funds flow, financial reporting, and auditing arrangements to determine whether they (a) are capable of recording correctly and completely all transactions and balances relating to the project; (b) are able to facilitate the preparation of regular, timely, and reliable financial statements; (c) can safeguard the project's assets; and (d) are subject to auditing arrangements acceptable to the donors.

Procurement assessment: It determines the adequacy of the procurement arrangements in terms of the capacity of NTNC to manage procurement activities during project implementation in a timely and cost-efficient way and in accordance with the procurement policy and guidelines. Based on the project procurement needs (project activities that require procurement, timing, costs, etc.), the design team (a) analyses whether the processes and resources to procure such activities efficiently, and (b) proposes oversight and monitoring arrangements to assess progress, including a confirmation that an acceptable procurement plan framework for the initiation of the project implementation is available.

Social and environmental assessment: This processes (a) determine the project's potential impact (positive and negative) on the environment and society; (b) confirm the adequacy of the implementation arrangements (systems, capacity, resources, etc.) to identify and manage environmental and social issues during implementation; (c) identify key weaknesses and propose actions to address such weaknesses during project preparation and implementation; (d) confirm that appropriate environmental and social management plan has been envisaged; and (e) confirm that appropriate grievance-handling procedures and arrangements for monitoring the implementation of the specific management plans are in place, as appropriate.

Risk assessment: Using the inputs from the various assessments, the design team re-assess the project's risks and discuss with the donors as required and any necessary adjustments to the project design to manage the key risks and updates the project's risk assessment.

Readiness for implementation: Readiness for implementation is vital for successful implementation of the project and in achieving objectives and effectiveness of the operation. Ensuring the project readiness for implementation is essential to avoid unanticipated delays, unforeseen lags in implementation and disbursements, difficult and costly implementation support efforts geared toward correcting design-related issues; and unnecessary dispute between the donors and NTNC. For this reason, during project preparation, the teams assess whether a project is ready to be implemented or not. Toward this decision, the project development team can refer to the following checklist to determine the extent to which a project is ready:

- Implementation entities and mechanism are in place, staffed, trained and operational.
- Procurement and financial management arrangements are in place with (as necessary) agreed manuals of procedures, recommendations for capacity development, procurement plan, and audit arrangements, etc.
- M&E systems are in place with baseline data, indicators, and specified data collection strategy.
- Project implementation support plan is in place.
- Counterpart or matching funds for implementation are agreed (if required).
- Impacts on environment and social as well as proposed management/mitigation measures have been clearly identified, with key assessments and plans are in place.
- Develop ToR for key contracts for activities during first year of the project implementation (if required).

Responsibility Matrix

Table 1 Project Proposal Appraisal Template for Reviewers

	Reviewer 1	Reviewer 2	Reviewer 3
Eligibility (Yes/No)			
Technical Robustness			
○ **Adequate review of literatures**			
○ **Valid Statement of problem**			
○ **Appropriate methods proposed**			
○ **Deliverables and timeframe**			
Financial Soundness			
Alignment with NTNC's priority			
○ **Contributes to NTNC's mission**			
○ **Lies within NTNC's Thematic area**			
Strength of Project Team			
Sustainability			

What	Who
Technical Appraisal	Executive Director or as specified by Member Secretary

Financial Appraisal	Executive Director or as specified by Member Secretary
Authorize & Approve Appraisal	Member Secretary

2.4 Implementation and Monitoring

Implementation of activities and financial management shall be undertaken in accordance with all the established guidelines, procedures, and regulations guiding the project together with the donor's compliances. Following points shall be considered during implementation:

Key Questions to Consider

- ✓ Is there a clear implementation plan with detail breakdown of milestones and targets?
- ✓ Have the roles and responsibilities for implementation clearly defined?
- ✓ Are the formats, manuals, guidelines and templates for documentation and reporting developed, shared and uniformity in understanding attained?

- **Legal arrangements**
    - Acceptance of the project for funding
    - Negotiations and approval of program and activities
    - Signing of Memorandum of Understanding or Agreement (if necessary)
- **Establish an implementation team**
    - Formulation of a competitive team based on the requirement of the project
    - ToR development for different positions
    - Responsibility assignment and/or hire
- **Preparation of detailed implementation and monitoring plans**
    - Periodic plans with milestones and targets
    - Detailed Implementation Plans (DIPs) (annex 4)
    - M&E plans
    - Develop Manuals, Templates and Formats
- **Financial and Administrative plan**
    - Procurement Plans (Tender Documents, Detail Project Report, etc.)
    - Approved budget
    - Disbursement of funds
    - Accounting for activities
    - Budget revisions

Execution

An annual work-plan with clear milestones for different phases of projects shall be developed to guide the execution process. Preparation of a detailed project implementation plan including activities, targets, milestones, budget and time frame shall be defined to track and report progress.

Reporting

In the implementation phase, various reports shall be produced including inception, technical, financial and periodic reports as per the requirement of financing agencies and NTNC.

Monitoring

Monitoring shall be carried out by reviewing reports and field visits against the set milestones and desired results. Visit to the project implementation sites with a set of checklists shall be as per the M&E plan. The NTNC's Monitoring and Evaluation Framework and Guidelines shall be referred for effective monitoring of the project.

Project closure: An exit plan according to the size, duration and nature of the project shall be in place. This involves submission of the completion reports including results achieved, lessons learned, recommendation for improvement, financial report and other relevant documents. The final and phase out report shall be prepared with ways forward for future planning.

Operational closure: Once the final input has been provided and all project activities have ended, the project operation shall be closed. Upon the closure or final report has been submitted, the items recorded under project inventory shall be transferred as agreed.

Financial closure: The financial closure shall follow the operational closure. No further financial obligations shall be entertained after the closure. No further provisioning of the budget shall be required unless subsequent phases of the project is deemed necessary.

Consulting the Beneficiaries and Adapting Multi-stakeholder process

Community consultation is an important feature of a project design. Such practices and other participatory community-based planning approaches used in conservation area and buffer zone management, community forestry, irrigation and alternative energy not only generate useful primary data on the current situation in the project area, but also provide the project development team with both local and official views of issues, challenges and opportunities. In particular, it:

- gives the team access to indigenous knowledge and practices, which often helps in identifying resource optimization along with potential and constraint,
- contributes to a dynamic view of changes taking place in the community which helps to identify trends in land use, input, output, forestry, farming system, water use, energy, population, sources of income, and so on.
- enables the team to apprehend government policies, technical strategies and proposed project actions, and aspirations of different stakeholders.
- helps to understand community dynamics (eg. power structures, decision making processes) and their capacity.

Table 2 Implementation and Monitoring Matrix

What	Who
Prepare Detailed Implementation Plan	Field/project offices in coordination with the Project Implementation Team and Finance Department
Prepare M&E Plan	M&E team in coordination with the Project Implementation Team
Prepare Procurement Plan	Procurement unit in coordination with the Project

	Development Team
Approval of Project Plans	Member Secretary
Report preparation	Field/project Offices/Project Implementation Team
Project Closure Approval	Member Secretary

2.5 Evaluation

The evaluation and monitoring process shall be as per the NTNC's Monitoring and Evaluation Framework, and Guidelines. It has an inbuilt process for systematic collection, analysis and use of information to assess the degree of success/failure, and at the same time explore reasons for success/failure. This will further develop recommendations to guide future strategies and interventions needed to achieve the desire results.

Process for evaluation

- Evaluations shall be conducted during implementation ("mid-term"), at its end ("final evaluation") or afterwards ("ex-post evaluation"), either to help steer the project or to draw lessons for future projects and programming.
- Evaluations broadly focus on issues of the impact of the project and its relevance, its efficiency and the coherence of the project design. The specific criteria used for evaluation purposes may vary as per the project agreement.
- Evaluations are usually led by people external to the project management (for example, from relevant ministries, local stakeholders, financing or donor agencies).
- Evaluation shall follow the logical framework/theory of change and appraisal documents prepared during the design including cost benefit analysis.

Annexes:

Annex 1: Requirements for Project Phases

Based on the type, size, and nature of the project, following documents are required at different phases of the project, however, this could differ as per the specific requirement of financing agencies and nature of projects

Project Phases	Documents Required
Project Identification	
• Identification of donors and requirements • Meetings of project development team • Funding and management considerations • Pre-feasibility study (if required) • Submission of the concept notes	• Concept note • Pre-feasibility study report (if required)
Project Preparation	
• Literature review • Define project objectives and scope • Logical framework/Theory of Change • Consultation meetings and workshops • Field verification/Feasibility study and baseline data generation • Develop ESMP • Develop project operation manual • Submission of full proposal	• Field verification/Feasibility report • Baseline study report (if required) • Environment and social management plan (if required) • Letter of environmental and social screening • Letter of environmental and social clearance • Support/consent letter of relevant stakeholders • Free, prior and informed consent (if applicable)
Project Implementation	
• Entering into the project agreement • Submission of annual work plan • Request for disbursement of fund • Project inception • Manage project staffs (may be in-house or external) and consultants • Procurement and office establishment • Management of project activities • Documentation and reporting • Monitoring and evaluation	• Project agreement document • Annual work plan (annex 3) • Detailed project implementation plan • Project inception report • M&E plan • Procurement plan

Project Completion and Closure	
• Project results and knowledge products dissemination • Project completion reports (technical and financial) • Fixed assets disposal • Terminal evaluation	• Project completion reports (Technical and financial) • Audit reports • M&E reports

Annex 2: Template for Project Concept Note Development

Project Title:		
Thematic Area		Species
		Protected Area and Ecosystem
		Conservation Economy
		Climate Change
		Research, Education and Knowledge Management
		Cross-Cutting (GESI, Governance)
Project Area		
Total Fund		
Project Period		
Applicant Name		
Applicant Address		
	Principal Contact	**Project Contact**
Contact Information	Name: E-Mail: Phone:	Name: E-Mail: Phone:
Other Information		

1. Introduction (*Please introduce the project concept, provide the context and background to the project and the rationale for the project; Limit to maximum of 2 pages*)

2. Objective(s)

3. Proposed outline of project component and activities (*Outcomes, Outputs, Impacts and Intended Interventions/Inputs/Activities; Include Result-based framework*)

4. Provide the budget breakdown and timeline

5. Annex:
   5.1. Include the map of the proposed project area
   5.2. Field verification/Feasibility Study Report (if applicable)
   5.3. Environmental and Social Screening Checklist (if applicable)
   5.4. Other relevant Information

Annex 3: Annual Work Plan Template

National Trust for Nature Conservation

Project Name, Address

Annual Work Plan (Fiscal Year)

S.N.	Description of Activities	Activities / Targets(T) / Budget (B)					Source of Fund	Location	Responsible Person	1st Qtr.		2nd Qtr.		3rd Qtr.		4th Qtr.	
		No. of Activity	Target	Unit	Beneficiaries	Total Budget				T	B	T	B	T	B	T	B
1.1.0	**PERSONNEL EXPENDITURE**																
1.1.1	SALARY AND WAGES																
1.1.2	ALLOWANCE																
1.1.3	WELFARE																
	Sub-Total																
1.2.0	**ADMINISTRATIVE EXPENDITURE**																
1.2.1	TRAVELLING AND PERDIEM EXPENSES																
1.2.2	REPAIR AND MAINTENANCE																
1.2.3	OFFICE MATERIALS AND EXPENSES																
1.2.4	PUBLIC RELATION																
1.2.5	PUBLICITY AND ADVERTISEMENT																
1.2.6	MISCELLANEOUS																
	Sub-Total																
1.3.0	**ASSETS**																
1.3.1	LAND																
1.3.2	BUILDING																
1.3.3	EQUIPMENT																
1.3.4	FURNITURE AND FIXTURE																
	Sub-Total																

S.N.	Description of Activities	Activities / Targets(T) / Budget (B)					Source of Fund	Location	Responsible Person	1st Qtr.		2nd Qtr.		3rd Qtr.		4th Qtr.	
		No. of Activity	Target	Unit	Beneficiaries	Total Budget				T	B	T	B	T	B	T	B
2.2.0	**PROGRAMS / ACTIVITIES**																
2.2.1	**INTERNATIONAL PROMOTIONAL CONFERENCES**																
2.2.2	**Thematic Area 1 (SPECIES)**																
2.2.2.1	**PERSONNEL EXPENDITURE**																
	Sub-Total																
2.2.2.2	**ADMINISTRATIVE EXPENDITURE**																
	Sub-Total																
2.2.2.3	**PROGRAMS / ACTIVITIES**																
2.2.2.3.1	Activity 1																
2.2.2.3.2	Activity 2																
	Sub-Total																
2.2.3	**Thematic Area 2** (PROTECTED AREA AND ECOSYSTEM)																
2.2.4	**Thematic Area 3** (CONSERVATION ECONOMY)																
2.2.5	**Thematic Area 4** (CLIMATE CHANGE)																
2.2.6	**Thematic Area 5** (ENVIRONMENTAL EDUCATION, RESEARCH AND KNOWLEDGE MANAGEMENT)																
2.2.7	**Thematic Area 6** (CROSS-CUTTING (GESI, GOVERNANCE)																
2.2.8	**OPERATING ASSETS**																
	General Administrative Expenditure																
	Programmed Expenditure																
	Grand Total in NRs.																

Annex 4: Template for Detailed Implementation Plan

S.N.	Activity Details/Account Headings	Sub-Head Total	Total Budget
1	**Thematic Area 1 (PROGRAMS / ACTIVITIES)**		
2	**Activity 1:**		
What:	*Mention the activity to be conducted*		
Who:	*Name the responsible person/institutions*		
When:	*Mention the date or the quarter of the year of activity*		
Where:	*Mention the location/Provide GPS points and pictures where possible*		
Why:	*Provide the rationale for the activity*		
Target:	*Mention the quantitative and qualitative targets*		
Beneficiaries:	*Mention the No. of Local people/Quantify it*		
Cost Details:			
	Cost 1		
	Cost 2		
	Cost 3		
	Total Cost (TC)1:	*TC 1:*	
3	*Activity 2:*		
What:	*Mention the activity to be conducted*		
Who:	*Name the responsible person/institutions*		
When:	*Mention the date or the quarter of the year of activity*		
Where:	*Mention the location/Provide GPS points and pictures where possible*		
Why:	*Provide the rationale for the activity*		
Target:	*Mention the quantitative and qualitative targets*		
Beneficiaries:	*Mention the No. of Local people/Quantify it*		
Cost Details:			
	Cost 1		
	Cost 2		
	Total Cost (TC) 2:	*TC2:*	*TC1+TC2*

Annex 5: Template for the field verification/feasibility study

1. **INTRODUCTION**

   (Type of project: e.g. research, natural resource management, human-wildlife conflict wildlife crime, nature-based tourism, climate change adaptation, climate change mitigation, livelihood, enterprise, etc.)
   (Rationale and Objectives of the Project)

2. **DESCRIPTION OF THE PROJECT AREA**
   2.1. Project location with coordinates and relevant site maps
   2.2. Environmental, Economic and Social Parameters & Salient features

3. **METHODOLOGY**

   Tools and techniques applied, e.g. key informant interview, focus group discussions, questionnaire survey etc.

4. **RESULTS AND DISCUSSION**
   4.1.STAKEHOLDER ANALYSIS
   - 4.1.1. Key stakeholders
   - 4.1.2. Possible roles and impact of stakeholders on the project
   - 4.1.3. Stakeholder engagement methodology
   - 4.1.4. List of stakeholders/people and institutions consulted (including contact details)
   - 4.1.5. Records of stakeholder engagement

   4.2.ENVIRONMENTAL AND SOCIAL ANALYSIS
   - 4.2.1. Environmental and Social Scoping
   - 4.2.2. Applicable environmental legislation and institutional framework;
   - 4.2.3. Key environmental and social aspects to be addressed in the Environmental and Social Impact Assessment;
   - 4.2.4. Recommendations on specific impact identification and evaluation methodologies;
   - 4.2.5. Time frames and resources needed to carry out the ESIA;

   4.3.FINANCIAL AND ECONOMIC ANALYSIS

   (Preliminary cost/benefit analysis)

   4.4.RISKS AND BARRIERS TO THE PROJECT

5. **CONCLUSION AND RECOMMENTATIONS**

6. **ANNEXES**