

NATURE FOR PROSPERITY

STRATEGIC PLAN 2020-2025



National Trust for Nature Conservation

NATURE FOR PROSPERITY
STRATEGIC PLAN (2020–2025)

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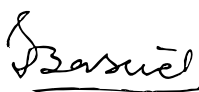
Foreword

Nepal is a biodiversity rich country which is also home to a great unity of people with diverse ethnic backgrounds. Our national priority to achieve equitable economic growth by managing biodiversity and embracing sustainable development as a core value also aligns with the spirit of the Convention on Biological Diversity and other global commitments to which Nepal is a party. Although Nepal is relatively a small landlocked country, it shares 3.2% and 1.1% of the world's flora and fauna, respectively. The value of the wealth of natural resources we possess is deeply connected with our national prosperity. Covering about a quarter of its land by protected areas (PAs), Nepal has achieved pronounced success in conservation. Increase in the forest cover to 44.74%, growth in population of globally rare wildlife such as tiger, rhino and snow leopard, enabling rural communities to benefit from biodiversity conservation are some of the major achievements. However, as we enter into a new decade, there are eminent threats and challenges ahead of us. Climate change, habitat degradation, human-wildlife conflict, illegal wildlife trade, underachieved nature-based economic potential, environmental pollution, social injustice, and inadequate knowledge and awareness amongst the public are some of the challenging areas where we will be focusing our efforts in.

The National Trust for Nature Conservation (NTNC), established in 1982 with a mandate to support the Government of Nepal in biodiversity conservation piloted the Integrated Conservation and Development Programme (ICDP), a holistic approach to conservation by prioritising landscape level conservation. With over three decades of experience in managing and promoting community-based conservation in low lands and mountains, NTNC has demonstrated success in taking conservation and development together. The Government of Nepal shares numerous success with NTNC and other conservation partners, where their support towards increasing tiger and rhino population; implementing

community-driven conservation in PAs; reviving population of the almost extinct vultures and crocodiles; reforestation degraded forests and barren lands; and mainstreaming PA buffer zone communities in our conservation activities have been significant. With advent of the new devolved system of governance in the country, there are ample opportunities to involve the provinces, local governments and the communities in conservation efforts, and we are prepared for this new journey. As we step into this new decade, our contribution towards the path leading to prosperity will continue to recognise sustainable development as the core value and we will aspire to contribute significantly towards achieving the sustainable development goals.

NTNC has developed this Strategic Plan (2020-2025) with its vision aligned with the national vision for prosperity. The five thematic areas have been consolidated from the existing thematic areas. The objectives of this Strategic Plan will be met by extending our efforts, cultivating inclusive practices, garnering wider support, capacitating stakeholders and strengthening NTNC's institutional capacity. I thank the NTNC Strategic Plan development team composed of members of the Governing Board of Trustees, Mr. Shambhu Prasad Dangal and Mr. Ram Raj Regmi, and the Executive Director, Dr. Siddhartha Bajra Bajracharya. I wish NTNC for successful implementation of this plan.



Hon. Shakti Bahadur Basnet

Minister
Ministry of Forests and Environment
and
Chairperson
National Trust for Nature Conservation



Preface

This Strategic Plan (2020-2025) comprises five thematic areas and has been developed with an aim to streamline NTNC's conservation efforts in the next five years. The five strategic goals aim at providing greater contribution to species conservation, improve protected area (PA) and ecosystem management, promote nature-based economy, address climate change issues, and generate robust scientific knowledge and create public awareness. Effective and efficient implementation of this Strategic Plan will generate on-the-ground results in wildlife well-being and human welfare leading to human-wildlife coexistence, enhance ecosystem integrity, create new science-based knowledge, provide impetus for NTNC's institutional development, and offer clear insights for policy making.

Our continuous effort towards Species Conservation aims at conserving keystone species with greater focus on undertaking research of less studied species and formulating conservation plans to facilitate the Government of Nepal's (GoN) conservation initiatives. Conservation breeding of both threatened and commercially viable species will be our major attempt in this area and aims at establishing scientifically managed breeding facilities. PAs and Ecosystem Management efforts will strengthen the management of PAs where we will make more investment in promoting good governance, reduce threats, and capacitate communities for sustainable resource management. Likewise, Promotion of Conservation Economy will put emphasis on promoting nature-based tourism and green economic opportunities. Our efforts in Collaborative Climate Action aim to minimise the effects of changing climate on biodiversity and vulnerable communities. This will involve multiple approaches in order to meet climate adaptation needs while at the same time, undertake mitigation measures. Finally, our strategies on Research, Education and Knowledge Management aim to enhance our capacity in generating, capturing and transferring knowledge through state-of-the-art tools and platforms. In order to achieve the strategic goals, NTNC will transform its organisational modality into theme-based units that ensure both vertical and horizontal coordination, and incorporate gender mainstreaming, fund raising, and M&E dimensions into its new organisational structure.

In the next five years, NTNC will work closely with the GoN, conservation and development partners, donor organisations and communities to achieve better results and fulfil its role as a leading conservation organisation in Nepal. We also anticipate contributing to broader global conservation goals. We are confident that this Strategic Plan will give us a clear direction in meeting our goals in line with the GoN's priorities and Nepal's international obligations in the coming years.

Lastly, I would like to take this opportunity to thank the Strategic Plan development team composed of members of the Governing Board of Trustees, Mr. Shambhu Prasad Dangal and Mr. Ram Raj Regmi, and the Executive Director, Dr. Siddhartha Bajra Bajracharya, for the preparatory work and finalising this strategic document. I would also like to thank all the stakeholders and the NTNC team for their invaluable support and inputs.



Yajna Nath Dahal
Member Secretary
National Trust for Nature Conservation



Acknowledgement

This Strategic Plan (2020-2025) has been developed in support from the individuals who have provided their valuable inputs throughout the course of its development. We would like to thank the NTNC's members of the Governing Board of Trustees and the NTNC team for their valuable inputs. Special thanks go to the following core team members;

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EXECUTIVE SUMMARY

The National Trust for Nature Conservation (NTNC) was established in 1982 as an autonomous institution nationally mandated to conserve and manage nature and natural heritage. Henceforth, NTNC has pioneered the Integrated Conservation and Development Programme (ICDP) model which has been a mainstream approach today in promoting community-based conservation initiatives. NTNC plays a key role in supporting the Government of Nepal (GoN), particularly Ministry of Forests and Environment (MoFE), and Department of National Parks and Wildlife

Conservation (DNPWC), in protected area (PA) management and conservation of flagship species, promoting local development in buffer zone communities, and has been providing its expertise in areas of wildlife protection, problem animal handling and research. This Strategic Plan (2020-2025) will be guiding NTNC for the next five years to build on its past successes, engage in newer avenues, and better align with the national and global priorities. The thematic areas have been re-organised in order to allocate resources more efficiently to create greater impacts in broader conservation issues that will drive NTNC towards its organisational vision. The five themes of NTNC are: (i) Species; (ii) PAs and ecosystem; (iii) Conservation economy; (iv) Climate action; and (v) Research, education and knowledge management.



The cross-cutting themes include gender, equality and social inclusion (GESI) and governance.

In the strategic front, a pressing need to grip the orthodoxy of institutional functioning and remodelling into a more responsive, fluid and accountable entity was realised. Towards this end, the Strategic Plan spells out some fundamental ambitions to realise such a quantum leap. Past achievements, future challenges, and opportunities have been thoroughly discussed and streamlined to fit our next outlook. We are optimistic in realigning and consolidating our past thematic areas into five broader themes and extend our efforts during this period. Gender and

governance aspects will be alongside our activities as cross-cutting themes. NTNC has delved into delivering effective programmes, producing positive results and spotlight the relevance of nature conservation, and garner support from all concerned actors. NTNC is currently at the crossroads of past achievements and new avenues for opportunities, and will strive to fulfil its role as a leading institution to drive nature conservation and development mutually astride. It will also strive to contribute in setting Nepal as a global example, where nature and people grow in harmony. This Strategic Plan is our commitment to maximise our efforts in delivering meaningful results in the next five years.

Acronyms & Abbreviations

ACA	Annapurna Conservation Area	KfW	Kreditanstalt für Wiederaufbau (German Development Bank)
ACAP	Annapurna Conservation Area Project	Km	Kilometre
ADB	Asian Development Bank	LAPA	Local Adaptation Plan of Action
BCC	Biodiversity Conservation Centre	LDRMP	Local Disaster Risk Management Planning
BCP	Bardia Conservation Programme	M&E	Monitoring and Evaluation
BZCFUG	Buffer Zone Community Forest User Group	MCA	Manaslu Conservation Area
BZMC	Buffer Zone Management Committee	MCAP	Manaslu Conservation Area Project
CAMC	Conservation Area Management Committee	MoCTCA	Ministry of Culture, Tourism and Civil Aviation
CBAPU	Community-based Anti-Poaching Unit	MoFE	Ministry of Forests and Environment
CBD	Convention on Biological Diversity	MoU	Memorandum of Understanding
CFUG	Community Forest User Group	NBSAP	National Biodiversity Strategy and Action Plan
DFID	Department for International Development	NGOs	Non-government Organisations
DFO	Division Forest Office	NRs	Nepalese Rupees
DNPWC	Department of National Parks and Wildlife Conservation	NTB	Nepal Tourism Board
DoFSC	Department of Forests and Soil Conservation	NTFP	Non-timber Forest Product
FoZ	Friends of Zoo	NTNC	National Trust for Nature Conservation
GCA	Gaurishankar Conservation Area	PAs	Protected Areas
GCAP	Gaurishankar Conservation Area Project	SAWEN	South Asia Wildlife Enforcement Network
GESI	Gender, Equality, and Social Inclusion	SCP	Shuklaphanta Conservation Programme
GoN	Government of Nepal	SDGs	Sustainable Development Goals
GTF	Global Tiger Forum	SEAH	Sexual Exploitation, Abuse and Harassment
HTF	Himalayan Tiger Foundation	UNDP	United Nations Development Programme
INGOs	International Non-Government Organisation	USAID	United States Agency for International Development
ICDP	Integrated Conservation and Development Programme	USFWS	United States Fish and Wildlife Service
ICIMOD	International Centre for Integrated Mountain Development	WWF	World Wide Fund for Nature
IUCN	International Union for Conservation of Nature	ZSL	Zoological Society of London

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Introduction

The National Trust for Nature Conservation (NTNC) is an autonomous, not-for-profit organisation governed by the Governing Board of Trustees and supported by its international chapters. NTNC, the first conservation organisation of its type, was established by the Legislative Act of Nepal – King Mahendra Trust for Nature Conservation Act, 1982 (now, National Trust for Nature Conservation Act) – to conserve and manage nature and natural heritage. With its mandate to support the government in the management of protected areas (PAs) and national conservation efforts, NTNC is authorised to self-generate funds from national and international sources to finance its activities.

NTNC is recognised globally for its innovative conservation approaches such as the Integrated Conservation and Development Programme (ICDP) model that have substantially improved conservation and livelihoods of communities including women, and marginalised and vulnerable groups. Such efforts have generated income and created employment opportunities thus developing a positive attitude of people towards nature conservation while at the same time largely contributing to the national economy. Fully managed by national professionals, NTNC has been successful in addressing national and global conservation issues and priorities, while also incorporating concerns of local communities into its conservation actions. NTNC works closely with the Ministry of Forests and Environment (MoFE), Department of National Parks and Wildlife Conservation (DNPWC) and other relevant organizations, and is a key contributor

to the Government's conservation efforts. NTNC manages three conservation areas covering one-third of the total PA area coverage and supports the government with its research and conservation programmes in national parks and wildlife reserve in Nepal. NTNC plays a lead role in rescue and rehabilitation of orphans, injured and problematic wildlife across Nepal. It is also involved in ex-situ conservation by managing the Central Zoo and species conservation breeding centres.

NTNC has been a key partner of the government in spurring paradigm shift in conservation approaches in Nepal, mainly, from a strict to participatory conservation, and species-based to landscape level conservation. Today, Annapurna Conservation Area (ACA) is a global example of a participatory conservation model where the natural, social and human capitals are thriving with a successful self-financing mechanism. Baghmara Community Forest in the lowlands is another successful initiative where the habitats of key wildlife species are restored while improving the local economy through wildlife tourism. Similarly, enhancing biological connectivity through corridor management approach such as the Bardia - Katarniyaghat trans-boundary corridor (now known as the Khata Corridor) and Barandabhar corridor are examples that showcase achievement in growth of keystone species such as tigers, rhinos and elephants.

NTNC, with its proven technical capacity and experience, demonstrates high credibility in government's effort in the translocation of wild animals such as rhino, blackbuck and wild water

buffalo. NTNC has also been long since working in collaboration with DNPWC and Department of Forests and Soil Conservation (DoFSC) to manage human-wildlife conflict and carryout problem animal control and rescue. Ecological research and development with the application of cutting-edge technology and due recognition to local knowledge remains one of the major strengths of NTNC. Its research coverage and interests will continue to closely inform local and national level policy that help drive critical conservation plans, strategies and decisions for the future.

NTNC has been engaging with diverse stakeholders/partners in conservation which include government agencies -MoFE/DNPWC/ DoFSC, Ministry of Culture, Tourism and Civil Aviation (MoCTCA), bilateral and multilateral agencies and multilateral agencies (e.g., DFID, USFWS, UNDP, USAID, World Bank, ADB, ICIMOD, SAWEN, GTF), I/NGOs (WWF, ZSL, IUCN, HTF, Taronga Zoo, The Fund for The Tiger), academic institutions, Nepal Tourism Board (NTB), tourism institutions, entrepreneurs, provincial governments, local governments, private sectors (e.g. KfW bank), Conservation Area Management

Committees (CAMCs), Buffer Zone Management Committees (BZMCs), Women's/Mother's Groups, Community Forest Users Groups (CFUGs), Friends of Zoo (FOZ) teachers' committee, eco-clubs, Community-based Anti-poaching Unit (CBAPU), youth groups, local institutions and local communities. Our stakeholders are involved as i) donors; ii) collaborators; and iii) joint implementers, who are directly, or indirectly, affected by our actions and policies, that are crucial for achieving our conservation goals.

The Strategic Plan for 2020-2025 is a roadmap to position NTNC as the leading conservation organisation in Nepal. NTNC, through the five strategic goals aims at addressing local, national and global conservation and development priorities, and will also support in achieving the national prosperity agenda. Moreover, it will support GoN/MoFE/DNPWC in achieving the international conservation obligations that Nepal is part of. Implementation of this plan will help maintain ecosystem integrity, species conservation, attain conservation benefits, and enhance climate resilience of the people and nature.



NTNC's Major Projects

Annapurna Conservation Area

Launched in 1986, the **Annapurna Conservation Area Project (ACAP)** is the largest undertaking of NTNC. The area was declared as the first "Conservation Area" of Nepal in 1992. It is also the largest protected area in Nepal. ACA covers an area of 7,629 km² which includes 5 districts of 15 rural municipalities. ACA is rich in biodiversity and is a treasure house of 1,352 plants, 128 mammals, 518 birds, 40 reptiles and 23 amphibians species. It is also home to some of the most well known mountains in Nepal where diverse cultures and people reside. It is in ACA where NTNC pioneered the ICDP model which integrates biodiversity conservation and sustainable development through community engagement.

Manaslu Conservation Area

Manaslu Conservation Area (MCA), declared on December 28, 1998 became the second conservation area under the NTNC management. MCA encompasses an area of 1,663 km² covering Tsumnubri Rural Municipality. Manaslu, a mountainous region in the northern part of the Gorkha District, has a fragile but diverse natural resource base and a rich cultural environment. NTNC has replicated the successful ICDP model of ACA in MCA.

Manaslu Conservation Area Project (MCAP) was launched in 1998.

Gaurishankar Conservation Area

Gaurishankar Conservation Area (GCA), declared on January 11, 2010 became the third conservation area under NTNC management. GCA covers an area of 2,179 km² encompassing 2 municipalities and 8 rural municipalities of three districts, namely, Sindhupalchok, Dolakha and Ramechhap. GCA has outstanding biodiversity that also serves as a biological corridor connecting two crucial protected areas of the country, Sagarmatha National Park and Langtang National Park. NTNC has replicated the successful ICDP model of ACA in GCA.

Gaurishankar Conservation Area Project (GCAP) was launched in 2010.

Biodiversity Conservation Centre

Biodiversity Conservation Centre (BCC) conducts biological research and monitoring of flora and fauna in the lowland protected areas of Nepal. The centre is among the largest and oldest undertaking of NTNC and over time, it has been at the forefront of Nepal's milestone achievements in conservation - increase in threatened and endangered wildlife species such as Royal Bengal tiger, Greater one-horned rhinoceros, Asian elephant, among others; restoration of wildlife habitats and key biological corridors; and significant increase in participation of local communities in conservation.

Bardia Conservation Programme

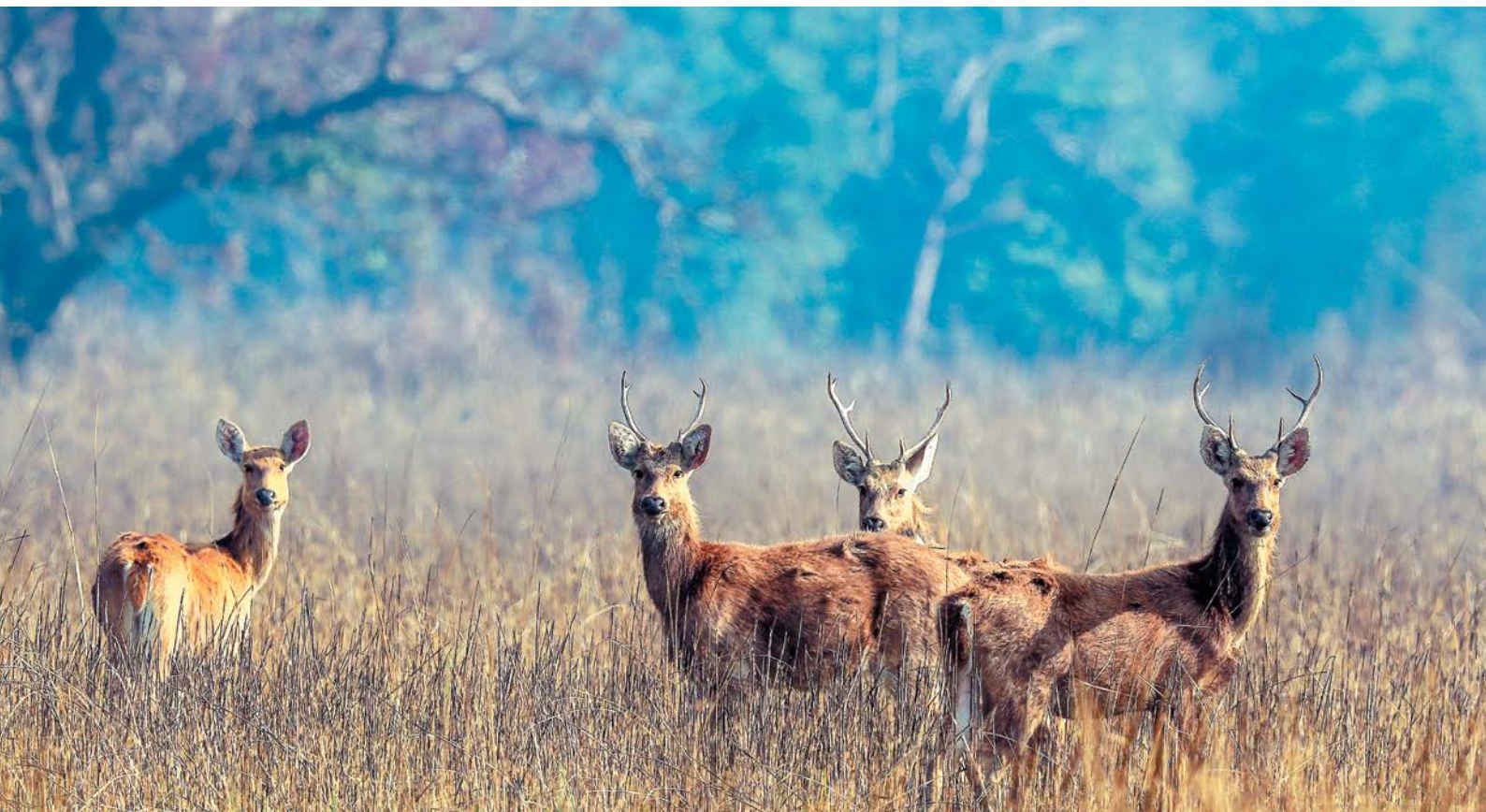
NTNC started engaging in Bardia National Park in 1986 to monitor the first batch of translocated rhinoceros from Chitwan National Park. Subsequently, **Bardia Conservation Programme (BCP)** was launched in 1994 as a regular project of NTNC focusing on biodiversity research and sustainable community development in the western lowlands. BCP has been active in wildlife research, biodiversity conservation and strengthening the capacity of local institutions in and around Bardia and Banke National Parks.

Shuklaphanta Conservation Programme

NTNC started its conservation activities, mainly wildlife research and monitoring, in the Shuklaphanta National Park (ShNP) in 1999. **Shuklaphanta Conservation Programme (SCP)** monitors and conducts research on the natural resources. SCP also strives to enhance the capacity of the local people to safeguard endangered wildlife species, mainly the tigers and their habitats and prey base in and around the park along with improving the livelihood of marginalized communities, mainly *Janajati* and *Dalits* in the Buffer Zone (BZ) area.

Central Zoo

The **Central Zoo**, located in Jawalakhel, Lalitpur is the oldest zoo in Nepal, its origination dating back to 1932 as a private collection of late Rana Prime Minister Juddha Shumser JBR. After it came under the Government of Nepal in 1956, its management was eventually entrusted to NTNC in 1995. Covering an area of 6 ha, today, the zoo houses more than 1000 animals of 117 different species of mammals, birds, reptiles and fish. The zoo is a centre for recreation, conservation education and wildlife research.



NTNC in the Changing Context

Nepal's transition to the new federal governance system offers power devolution to the local and provincial governments. Not only has this created several opportunities, but has also brought new issues and concerns in the conservation front. Devolution of power to the local level has brought changes in people's aspirations where new needs and priorities have emerged. At the same time, there are challenges in terms of linking these priorities into NTNC's goal towards maintaining a balance between economy and environment. Conservation efforts in Nepal still face challenges in terms of habitat fragmentation, human-wildlife conflict, illegal wildlife trade, and a growing strain on natural resources, further aggravated by climate change. It has been imperative to combine local level capacities with our expertise in generating positive results in biodiversity conservation and local development. In this context, this Strategic Plan is developed to strengthen NTNC's position on effective collaboration with different levels of government.

Moving ahead, NTNC will continue to contribute in maintaining balance between conservation and sustainable development by carrying on with its achievements and broadening its efforts in meeting new challenges and opportunities. It will lay its efforts to ensure that nature conservation meets local ambitions, national priorities and global perspectives, hence contributing to prosperity through sustainable development.



Steering through the impacts of COVID-19

The coronavirus disease 2019 (COVID-19) is a global crisis. The COVID-19 pandemic is having a dramatic impact on the global community; on people's lives and health, livelihoods, economies, and behaviours. The COVID-19 pandemic in Nepal is part of the worldwide pandemic of COVID-19. The first case in Nepal was confirmed on 23 January 2020. It was also the first recorded case of COVID-19 in South Asia. In March 2020, stringent measures were imposed by GoN to contain the spread of COVID-19 with a country-wide lockdown, including travel restrictions. As a result, Nepal had to cancel all of its international promotional activities in relation to Visit Nepal Year 2020. Nepal's economy is expected to be severely affected by the pandemic due to its impact on foreign employment, tourism, manufacturing, construction and trade among other sectors. Considering the unintended economic crisis due to the pandemic, the Government relaxed the lockdown in the country effective from 22 July 2020.

Globally, the COVID-19 pandemic has led to the closure of many protected areas in many countries including Nepal. Consequently, NTNC had to close all three PAs – Annapurna Conservation Area, Manaslu Conservation Area and Gaurishankar Conservation Area; the Central Zoo; and Museums and Display Centres under its management for the national and international visitors. This has resulted in a dramatic decline in wildlife tourism in all PAs including visitors in the Central Zoo and other facilities, which is an important source of revenue for NTNC and local people residing in PAs. As a result, the field activities have to be significantly slowed down or partially suspended.

There have been growing concerns over the loss of funding which could result in the loss of momentum in the NTNC's work in conservation. Moreover, there have been reports of wildlife poaching in some PAs of the country during the COVID-19 induced lockdown.

It is an exceptional opportunity for NTNC to look into the future. NTNC will develop a crisis management strategy that will define protocols, regulations and rules to operate in the post-COVID situation. Since NTNC works with various stakeholders ranging from the governments, communities and donor organisations, it will be imperative to follow their expectations and concerns. This would not only be limited to focusing on health and safety, but efforts will equally concentrate on moving ahead along with the stakeholders in achieving our conservation targets. Nevertheless, there will certainly be complexities in engaging in different areas of the work we do. Our major focus amid the difficulties as a result of this pandemic will be to ensure the prevention and reduction of the virus transmission with compliance to the guidelines for health and safety recommended by the World Health Organisation (WHO) and GoN, in carrying out our activities. These will require some restrictive measures, protocols for operations and guidelines to ensure safety of everyone. NTNC and its activities will have to align and act accordingly with the local, national and global trends in regards to addressing the pandemic. The pandemic has brought big setbacks at all levels, and NTNC is even more committed to be adaptive, continue engaging, and bring results that will contribute to recovering from the losses of the

pandemic, and define a new way forward to work in this situation of uncertainty.

NTNC will develop guidelines and protocols that will be followed at the project levels and community levels. The COVID-19 adaptive strategy will include

- Protocols and guidelines for the NTNC staff in carrying out their day-to-day work
- Protocols and guidelines for conducting events that involve gathering of people
- Protocols and guidelines for carrying out surveys and studies
- Protocols and guidelines for the tourist check posts staff in ACA, MCA and GCA
- Protocols and guidelines for hoteliers and other tourism service providers in ACA, MCA and GCA
- Protocols and guidelines for operating the Central Zoo



VISION

A prosperous country where development flourishes by valuing, respecting and conserving nature

MISSION

To conserve, manage and promote nature in all its diversity that cultivates innovation, and enhance social equity and quality of life



GUIDING PRINCIPLES

To achieve its vision and mission, NTNC is guided by the following key principles. The Guiding Principles determine methodologies

employed to optimise its results and build on the rich experiences it has over the past three decades. The guiding principles are:

1 Strive for a balance between human needs and the environment to foster sustainable development

2 Ensure meaningful community participation with people recognised both as principal actors and beneficiaries

3 Value innovation, science and technology with emphasis on evidence-based decisions

4 Management based on zero tolerance to corruption and other prohibited practices

5 Safeguard quality, transparency and accountability in all activities

6 Ensure gender equality and social inclusion

7 Leverage mutual strengths of the government and conservation partners

8 Align with national and international conservation goals and priorities

Contributions to SDGs, National Policies and Global Priorities

The successful implementation of the NTNC Strategic Plan (2020 – 2025) will contribute towards achieving the Sustainable Development Goals (SDGs) in Nepal (2016-2030), notably SDG 1 (Ending Poverty), SDG 3 (Healthy Lives), SDG 5 (Gender Equality), SDG 6 (Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 8 (Sustainable Economic Growth), SDG 13 (Climate Change) and SDG 15 (Terrestrial Ecosystems). The Strategic Plan has been developed in line with the 15th Plan (2019/20 - 2023/24), Nepal National Biodiversity Strategy and Action Plan (NBSAP 2014-2020), Nature Conservation National Strategic Framework for Sustainable Development

(2015 -2030), National Parks and Wildlife Conservation Act (1973), National Forest Policy (2019), Climate Change Policy (2019) and Tourism Vision 2020. The Strategic Plan also aligns with the international treaties and agreements signed by Nepal such as the Convention on Biological Diversity (CBD), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), United Nations Framework Convention on Climate Change (UNFCCC), the Ramsar Convention on Wetlands of International Importance (Ramsar), and the United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage Site.



Theory of Change



Securing biodiversity involves overcoming challenges that relate to addressing loss of vital resources, ecosystems, habitats and species. Conservation and management of biodiversity creates a win-win situation where on the one hand, it is sustainably utilised, and on the other hand the intrinsic and instrumental value of nature is preserved. Interventions in conserving species, managing PAs, responding to impacts of climate change, promotion of conservation economy, and investment in research and knowledge will benefit in various fronts. These benefits include maintaining viable wildlife populations, effective

PA management, advanced socio-economic standard and gender equality, enhanced climate resilience, and strengthened education and knowledge. Biodiversity conservation will equally contribute to maintaining quality of life of rural communities and ensure long term impacts, both converging to national prosperity. As biodiversity is a global good, its conservation has overreaching contributions to attaining the sustainable development goals. Through this, it is envisioned that nature in all its diversity is conserved and quality of life is enhanced.



Strategic Goals

Globally, natural and anthropogenic threats constantly put species and ecosystems under pressure. The impacts are not limited to a fixed space and time, but tend to have wider implications, thus impacting biodiversity, livelihood and economy. Considering the complexity of problems, they can be addressed through our strategic goals that are linked to actions on the ground. Ultimately, it will enhance biodiversity conservation, empower communities and promote economic development.

NTNC's goals have been framed taking into consideration the opportunities and challenges in terms of linking species conservation to managing ecosystems, promoting local economy and livelihood opportunities, tackling climate change and addressing knowledge gaps. Moreover, it gives due recognition to gender and social equality, and governance. Based on these goals, NTNC projects the following five strategic goals for the period 2020-2025.



STRATEGIC GOAL 1

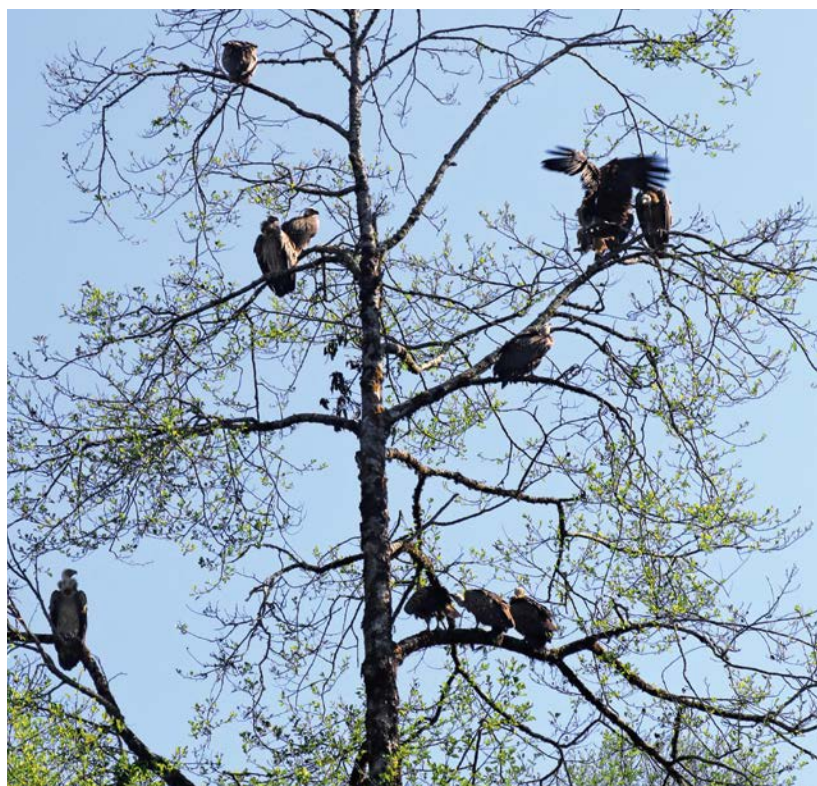
Conserve Species



STRATEGIC GOAL 1: CONSERVE SPECIES

Species-based approach to conservation is a widely adopted practice in conserving ecologically, culturally and economically important species and their habitats. NTNC has been practicing both *in-situ* and *ex-situ* conservation to ensure protection of both valuable and vulnerable species. NTNC, as the nation's leading institution supporting GoN/MoFE/DNPWC in conserving species, is committed to ensuring the survival of some of the most iconic species such as the Royal Bengal tiger (*Panthera tigris*), greater one-horned rhinoceros (*Rhinoceros unicornis*), snow leopard (*Panthera uncia*) and Asian elephant (*Elephas maximus*), in their natural habitat. Some of the notable contributions of NTNC to government's major conservation efforts include: i) doubling the tiger number by 2022; ii) successful recovery of greater one-horned rhinoceros population (from approximately 385 in 1986 to 645 in 2015); and iii) establishment of new blackbuck population (>80).

NTNC draws on state-of-the-art science and technology, and utilises innovative tools that not only focuses on the welfare of species but also wellbeing of humans and their co-existence with the wildlife. Restoring wild populations of at-risk species through captive breeding is another important aspect of species conservation. NTNC, in collaboration with GoN and conservation partners, is providing best breeding facilities and recovery plans that continue to contribute in securing the future of declining species such as the blackbuck (*Antilope cervicapra*), gharial crocodile (*Gavialis gangeticus*) and white-rumped vulture (*Gyps bengalensis*). In addition, NTNC's research on other at-risk species such as the musk deer (*Moschus sps*), pangolin (*Manis sps*), river dolphin (*Platanista gangetica*) and wild water buffalo (*Bubalus arnee*), has been crucial in terms of having a better understanding of the threats and identifying conservation measures. It also paves way for expanding NTNC's species



focused conservation efforts over diverse taxonomic groups. The research efforts have had significant contributions in discovering new species for Nepal such as Tibetan argali (*Ovis ammon*), Tibetan wild ass (*Equus kiang*), Tibetan sandgrouse (*Syrrhaptes tibetanus*), rusty-spotted cat (*Prionailurus rubiginosus*) and steppe polecat (*Mustela eversmanii*) among others. NTNC also collaborated with the Global Tiger Forum (GTF) together with DNPWC and DOF to conduct a high altitude tiger monitoring. Besides, NTNC manages the Central Zoo in Kathmandu, which provides its visitors with a different, yet exciting experience on wildlife of Nepal, and also serves as a platform for conservation education in addition to promoting captive breeding.

Human-wildlife conflict poses challenges to conservation of large mammals. NTNC's engagement with the communities in minimising human-wildlife conflicts in and around the



affected areas have demonstrated encouraging results in terms of developing positive attitude towards wildlife conservation and promoting local livelihoods. In this line, mitigation of human-elephant conflict in Jhapa district of eastern Nepal, through innovative technology and involvement of local communities has demonstrated success and a replicable model. Notably, NTNC is the country's only institution equipped with human resources and facilities for handling animal rescue and rehabilitation. In this effort, NTNC has supported GoN - DNPWC and DoFSC in rescue of more than 2,300 wild animals of 99 species over the last five years.

In efforts to reduce wildlife loss from poaching and illegal trade, NTNC works closely with GoN in strengthening capacities of the frontline law enforcement agencies to combat wildlife crime and engages local communities as 'community-based anti-poaching units

(CBAPUs)' to stop poaching. As a milestone achievement, NTNC played a key role in establishing and institutionalising the South Asia Wildlife Enforcement Network (SAWEN) - a regional institution to coordinate wildlife crime enforcement in South Asia.

In the next five years, NTNC will implement programmes that will contribute in maintaining viable wildlife populations, address challenges to species protection, and enhance community's tolerance to wildlife. This will be achieved through cutting-edge technology, using proven science and generating innovative ideas. Strategic actions under this goal are underlined below.

Objective 1.1 Maintain viable populations

Strategic Actions

- 1.1.1 Species-specific conservation
- 1.1.2 Conservation genetics and breeding
- 1.1.3 Species monitoring and translocation
- 1.1.4 Habitat management – grassland/ rangeland, wetland and forest corridor

Expected Outcomes

- At least five species-specific conservation plans developed
- DNA Barcoding of at least 20 species



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- At least ten species regularly monitored and ecological research conducted on additional ten species or more
- Conservation breeding of at least one additional species initiated
- Two endangered species translocations facilitated
- 10,000 hectares of grassland/rangeland managed and maintained
- 200 waterholes constructed

Objective 1.2: Address the challenges to protect species

Strategic Actions

- 1.2.1 Capacity building
- 1.2.2 Animal rescue and rehabilitation
- 1.2.3 Combat wildlife crime
- 1.2.4 Wildlife health
- 1.2.5 *Ex-situ* conservation

Expected Outcomes

- At least 5,000 individuals trained out of which at least one-third involves women and excluded groups
- More than 600 wild animals rescued and rehabilitated

- At least one Wildlife Rescue and Rehabilitation Centre established
- At least 200 staff from the law enforcement agencies capacitated on wildlife and wildlife parts identification
- One functional wildlife hospital established
- At least three provincial zoo developments technically supported

Objective 1.3: Enhance human-wildlife co-existence

Strategic Actions

- 1.3.1 Human-wildlife conflict mitigation
- 1.3.2 Community engagement
- 1.3.3 Capacity building

Expected Outcomes

- At least two innovative initiatives with appropriate technological intervention initiated
- 20% reduction in human casualties due to wildlife attacks in selected PAs
- 500 households engaged in income generating activities (at least one-third women- led household)
- At least 5,000 livestock insured
- At least 50% of wildlife victim families supported for livelihood

STRATEGIC GOAL 2

Protected Areas and Ecosystems Management



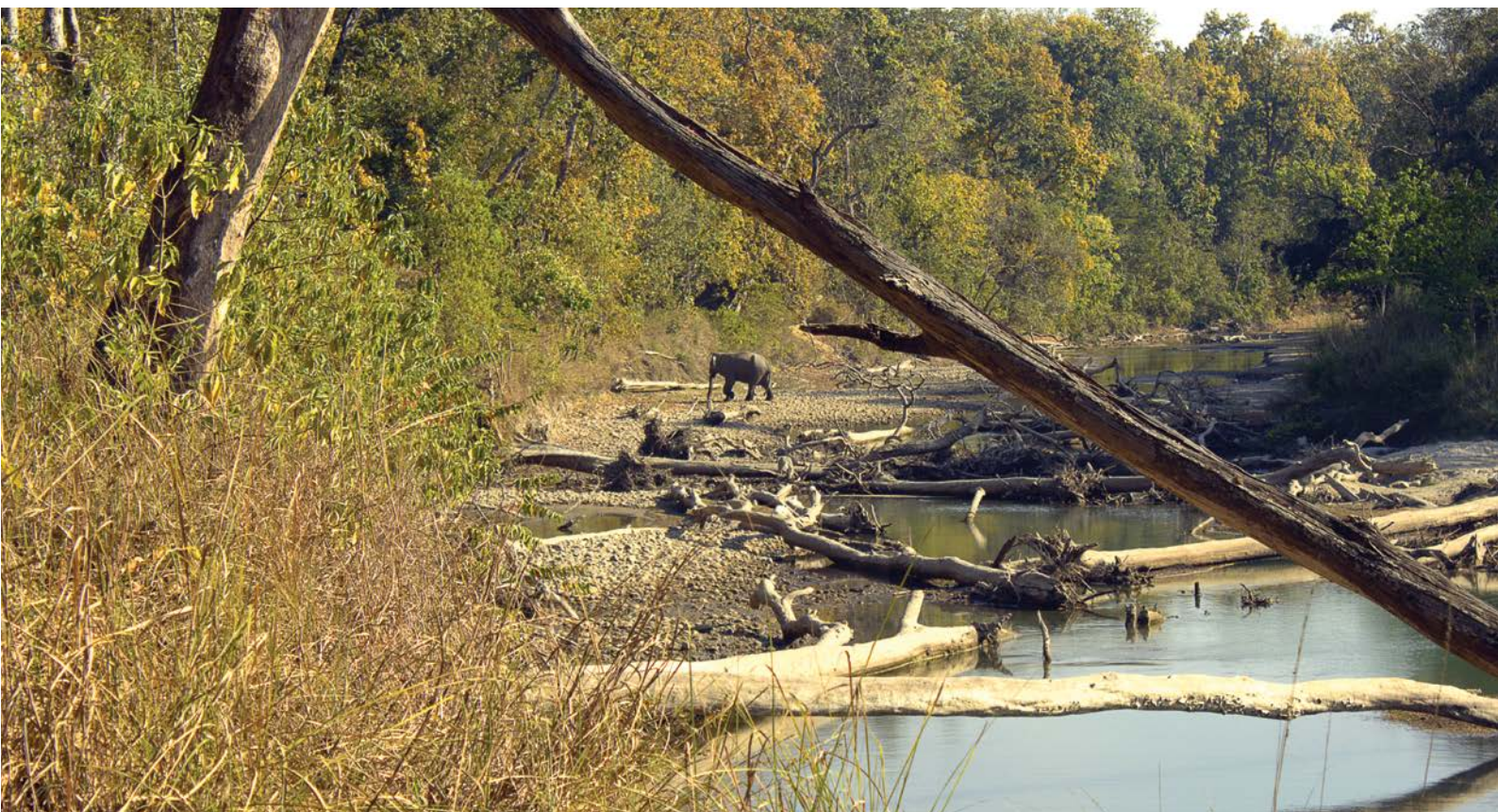
STRATEGIC GOAL 2: PROTECTED AREAS AND ECOSYSTEMS MANAGEMENT

Protected areas have been established for protection of species, ecosystems and biological processes. Globally, establishment of PAs such as national parks, wildlife reserves and conservation areas are one of the most important ways of conserving biological diversity. Nepal, at present, has a fairly extensive network of PAs that cover 23.39% of its total land area which is equivalent to 34,419 square kilometres. This includes twelve national parks, one wildlife reserve, six conservation areas, one hunting reserve and thirteen buffer zones. Major challenges in the PA management include degradation of habitats, wildlife-crime, human encroachment and human-wildlife conflict.

NTNC works closely with GoN/MoFE/DNPWC in management of PAs by directly managing three mountain PAs namely Annapurna Conservation

Area (ACA), Manaslu Conservation Area (MCA) and Gaurishankar Conservation Area (GCA), in addition to supporting the management of low land parks. The three conservation areas cover more than a quarter of the country's total PA coverage. NTNC, as a change agent in the PA management, has introduced and successfully implemented community-based conservation and landscape level biodiversity conservation models. These initiatives have involved local communities in the PA management, ensuring them as beneficiaries of conservation, both within and beyond the PA system. In fact, NTNC pioneered the conservation area concept thereby bringing a paradigm shift in the conservation philosophy of the country.

NTNC comprises experts in the field of research, conservation and community mobilisation and has its physical presence in Chitwan, Parsa, Bardia,



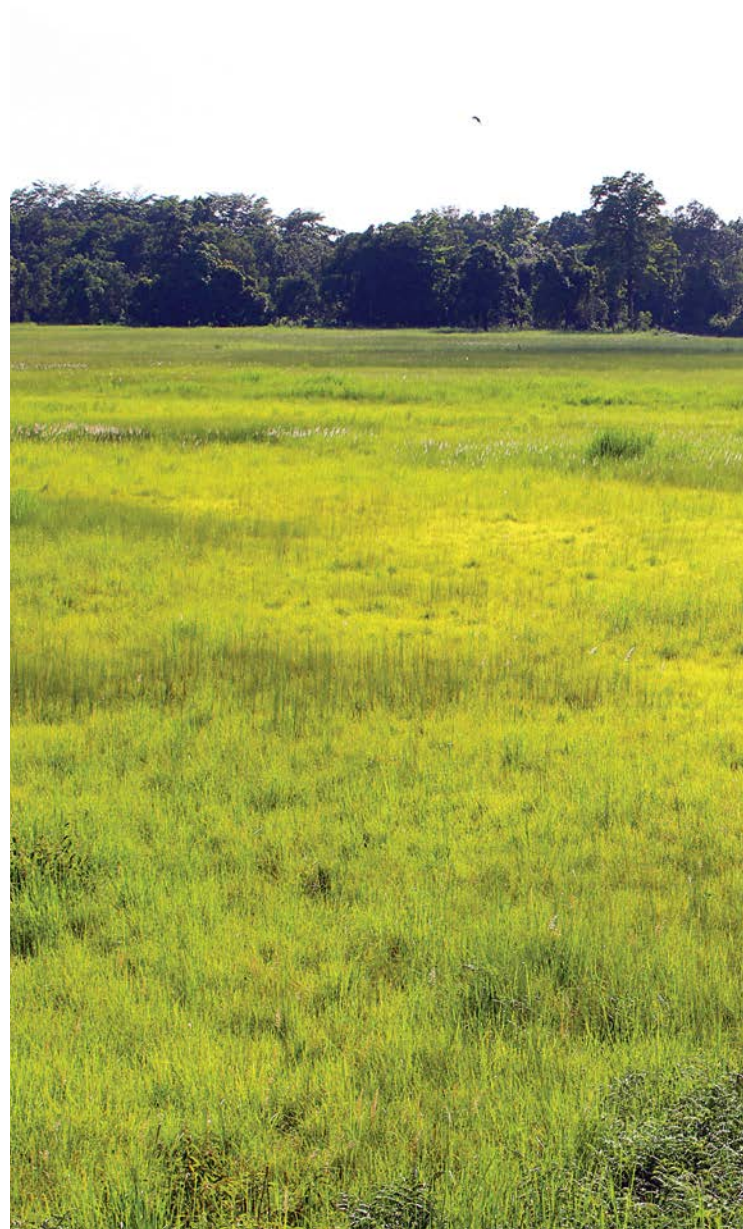
Banke, Shuklaphanta National Parks, and Koshi Tappu Wildlife Reserve. NTNC supports the GoN/MoFE/DNPWC in evidence-based decision-making process by generating scientific knowledge crucial for the PA management and conservation effectiveness. The organisation works with DNPWC and the park authorities for effective management of PAs in low land through technical backing to ensure habitat management, monitoring species dynamics, community mobilisation and capacity development. Further, it has extended its specialised service beyond PAs to wild elephant affected areas such as Bahundangi in Jhapa and assessment of biodiversity status in Chure region.

NTNC is involved in restoration and rehabilitation of degraded areas through afforestation/ reforestation programmes, river and wetland restoration in areas like Orahi river in Bardia National Park, Beeshazaar lake and associated lakes in the Barandhabar corridor and buffer zone of Chitwan National Park, and management of invasive plant species. In addition, it has supported sustainable forest management in buffer zone/community forests around PAs by assisting them in preparing their operational plans and providing training to the forest user groups. Further, support is provided to the PA authorities in management of grassland and catchment area restoration. Similarly, NTNC manages forest corridors aimed at increasing connectivity which facilitates movement of species and contributes to their genetic flow. With development priorities outpacing our conservation efforts and the increasing impacts of climate change on habitats and ecosystems, there is a need for more efforts in improving the management and conservation effectiveness of PAs. Strategic actions under this goal are underlined below.

Objective 2.1: Strengthen PA management

Strategic Actions

- 2.1.1 PA governance
- 2.1.2 Threat reduction (direct and indirect threats)



2.1.3 Community-based conservation

2.1.4 Operation plan development and revision

Expected Outcomes

- Management effectiveness of three PAs improved to 75%
- Institutional capacity strengthening of conservation units of three PAs
- 50% increase in PA management effectiveness of selected PAs
- Increased access in five PAs for surveillance (through construction/upgrading of 600 km road)



- Three Conservation Areas management aligned in the federal structure
- Strengthened community-based approach in three Conservation Areas
- 30 operation plans revised and/or prepared

Objective 2.2: Rehabilitate/restore degraded areas

Strategic Actions

- 2.2.1 Degraded forest land and range land management

- 2.2.2 Invasive plant species management
- 2.2.3 Biological corridors and connectivity management
- 2.2.4 Wetlands and waterholes restoration/construction

Expected Outcomes

- 1,000 hectares of degraded land restored
- 10,000 hectares of rangeland managed
- 5,000 hectares of forest land managed to remove invasive species
- At least three forest corridors restored and functional (Barandabhar, Kamdi and Bramhadev)
- 100 wetland sites restored/created

Objective 2.3: Enhance sustainable forest and other resources management

Strategic Actions

- 2.3.1 Operational plan development and revision
- 2.3.2 Capacity enhancement of local communities
- 2.3.3 Non-timber Forest Product (NTFP) management and harvesting plan development
- 2.3.4 Support for implementation of the plans
- 2.3.5 M&E of the plan implementation

Expected Outcomes

- 50 operational plans of forest user groups implemented
- 50 forest user groups capacitated on sustainable forest management
- 20 plant species richness maintained
- 10 NTFP plans implemented

STRATEGIC GOAL 3

Promote Conservation Economy



STRATEGIC GOAL 3: PROMOTE CONSERVATION ECONOMY

Collective actions at the community level are crucial for effective conservation. At the same time, it is important that people feel rewarded for their conservation efforts in order to ensure sustainable conservation. It means that future conservation efforts must seek to strengthen the local economy, and ensure meaningful interaction between people and the environment. Since its initial days, NTNC has adopted a people-centric approach. Adoption of ICDP as a guiding approach has proved to be successful in diversifying livelihood opportunities for thousands of households and families living in and around NTNC's working areas. The resounding success of the Annapurna Conservation Area Project (ACAP) in the mountains and Baghmara Buffer Zone Community Forest in the Terai are some of the examples showcasing the changes that conservation has brought in the lives of people.

Promotion of tourism through ACAP has resulted in a wide range of economic benefits for the local communities. This has also supported in optimising the potential of locally grown products in addition to garnering people's enthusiasm towards nature conservation. Revenue collected through tourism has helped in providing financial stability among the local people, while local entrepreneurs including local hotels and tea shop owners, are able to derive direct income from their services. Moreover, they are also engaged in supporting local businesses in various fronts – agriculture, dairy, fruit production, poultry, and handicrafts – thus maximising benefits across the value chain. Currently, there are more than 1,000 teashops and hotels having skilled human resource, equipped with alternative energy sources, and environment friendly products available from local resources. Tourism is largely responsible for bringing positive changes in the local economy in ACA.



Similarly, NTNC's effort in management of the Baghmara Community Forest in Chitwan is another successful example of community-led management of natural resources. The interventions have resulted in conversion of degraded forests into prime wildlife habitat (especially for rhinos) while at the same time, offering forest products for the local people. The forest has also opened up opportunities for nature-based tourism activities and accommodation services mainly in the form of small scale lodges. Community-led eco-tourism has gradually gained popularity in the buffer



zone community forests, and the CFUGs now provide economic benefits to their communities. The case of Baghmara community forest is a good illustration of attaining dual benefits – conservation and economy – through support in sustainable enterprises. Out of the 71 BZCFUGs, majority are actively involved in eco-tourism and forest-based enterprises (timber and non-timber) thus providing economic benefits to 68,420 households and generating a total annual income of NRs 339 million during the Fiscal Year 2018/19. Not only has this offered the possibility for local development, but has also supported in improving the lives of local people.

Despite immense potential, growth in the tourism industry has been slow. PAs where tourism is gradually flourishing, for example in ACA, however has experienced lesser income generation due to low spending from the tourists. On the other hand, despite the unique landscape, biodiversity, and rich cultural heritage, eco-tourism potential in many PAs have not been adequately realised. Taking this into consideration, efforts will be laid towards encouraging per capita spending, increase satisfaction among the visitors, carry out rigorous environmental management, and increase income opportunity for people living in and around PAs.

Besides tourism, there are ample opportunities towards exploring forest and agriculture-based enterprise in the region. Among others, products

such as tea, coffee, cardamom, *Mentha* and other high value cash crops, including NTFPs offer huge economic prospects, and are expected to be a game changer for the local communities aspiring for opportunities. NTNC strongly believes that creating diverse economic opportunities will contribute to natural and social diversity in and around its working areas. Strategic actions under this goal are underlined below.

Objective 3.1: Develop and promote nature-based tourism

Strategic Actions

- 3.1.1 Destination planning and development
- 3.1.2 Tourism infrastructure and facilities
- 3.1.3 Tourism enterprises and services
- 3.1.4 Tourism institutional capacity development
- 3.1.5 Networking, branding and marketing
- 3.1.6 Visitors flow and satisfaction survey

Expected Outcomes

- Six new touristic destinations identified/ developed
- 50% increase in tourism expenditure in selected PAs
- 25% increase in visitors flow in selected PAs
- 30% increase in visitors' satisfaction level
- 20% increase in length of visitors' stay in selected PAs

- 30% women-led tourism enterprises supported

Objective 3.2: Develop and enhance income and employment opportunities

Strategic Actions

- 3.2.1 Nature-based enterprises development
- 3.2.2 Local products and services marketing
- 3.2.3 Sustainable harvesting of NTFPs
- 3.2.4 Value chain development and product diversification {such as cardamom, tea, coffee, Satuwa (*Paris polyphylla*), Chiraito (*Swertia chirayita*), Bamboo, Rattan}
- 3.2.5 Agro-livestock based business promotion
- 3.2.6 Silvo-pasture development and management
- 3.2.7 Enhance accessibility to herders in improved livestock management
- 3.2.8 Integration of indigenous practices to science
- 3.2.9 Capacity building in nature-based business

Expected Outcomes

- 20% increase in nature-based enterprises
- 30% increase in local employment
- 30% increase in employment of women and marginalised groups
- Five economically viable products promoted through GESI sensitive value chain approach
- 5,000 hectares of silvo-pasture developed

Objective 3.3: Develop and enhance community service provision

Strategic Actions

- 3.3.1 Health service and facility development
- 3.3.2 Rural accessibility development
- 3.3.3 Academic environment improvement
- 3.3.4 Community utility services development
- 3.3.5 Tangible and intangible cultural heritage protection and management

- 3.3.6 Specific/multipurpose community centre development

Expected Outcomes

- 10,000 households continue to receive health services
- 1000 km of road network improved benefiting 150,000 visitors and local people
- 100,000 students received improved academic facilities
- 50% community residents have access to waste management facilities, communal biogas and solar energy plants, safe drinking water, irrigation etc.
- 30% of tangible and intangible cultural heritage protected and managed
- At least 10 indigenous technical knowledge (ITK) documented and adopted by at least 200 individuals in and around PAS



STRATEGIC GOAL 4

Collaborative Climate Action



STRATEGIC GOAL 4: COLLABORATIVE CLIMATE ACTION

Nepal is one of the most vulnerable countries to climate change although its contribution to the global greenhouse gas emission is insignificant. As the agricultural system of the country largely depends on monsoon, Nepal's economy is highly sensitive to the impacts of global warming. Mountains are particularly vulnerable to climate change. According to a recent report by the International Centre for Integrated Mountain Development (ICIMOD), the warming trend in the Himalayas is higher than the global average. Some of the major impacts of global warming include rapid glacier retreat, rise in atmospheric temperature, erratic rainfalls, and increase in frequency of extreme events such as floods and drought. These conditions trigger extreme climate induced anomalies and pose uncertainty to the economy and people's wellbeing. However, resilience of communities to climate-induced disasters and climate change depends on response, preparedness and prevention.

The uncertainty over risks brought about by climate change impact increases the vulnerability of social, environmental and economic systems, further marginalising the poor and vulnerable communities in the country. For instance, the flash-flood in Seti River within ACA in 2012 killed over 70 people and swept away two villages. Likewise, heavy snowfall in March 2019 killed more than 1,130 livestock (yaks, goats and sheep) within ACA in Mustang district. More than half of the 16 households in Samjung and 26 households in Dhey village of Upper Mustang were forced to migrate elsewhere due to increasing impacts of climate change. The village springs have dried out and grass has stopped growing in the grazing lands. The villagers in Mustang depend heavily on livestock, mainly yaks, goats and sheep, for their livelihoods. Similarly, the flash-flood in Chitwan in 2017 that killed and swept away wild animals

including 12 rhinoceros, are some of the extreme events linked to climate change. Urban areas are equally vulnerable to climate change and the recent torrential monsoon rains in July 2019 that caused flash floods in Kathmandu is an example. In addition to the increasing human vulnerability, climate change is likely to become one of the most significant drivers of biodiversity loss. More and more empirical evidence from across farming and pastoral communities point to the rapid changing conditions in agriculture and grazing as a result of unpredictable climatic events.

In this context, NTNC's efforts are primarily directed towards climate change adaptation and mitigation approaches. Climate-induced hazards, such as floods, landslides and drought, frequently impact families' lives and livelihoods while also damaging critical rural infrastructure including water supply and drainage, embankments, roads and bridges. NTNC has been supporting vulnerable communities through advocacy, training, and capacity building on adaptation to climate change. It works with the local communities to reduce risk and impact of climate change induced hazards including landslides and floods while also promoting climate-proofing measures for rural infrastructure.

As trees grow, they sequester carbon dioxide (CO₂), a greenhouse gas that is considered as the primary cause of global warming. NTNC has been planting millions of indigenous trees in degraded areas since the last three decades thereby directly contributing to reducing greenhouse gas concentrations in the atmosphere. More than 3,500 hectares of degraded lands have been restored through plantation in ACA alone. Similarly, NTNC is promoting clean energy technologies such as hydropower, biogas, solar energy and improved cooking stove which directly reduce pressure on



natural forests. Declaration of Kumrose village in Chitwan district as the first model biogas village of Nepal is one of such examples. Furthermore, it has supported local communities in preparing and implementing the Local Adaptation Plan of Action (LAPA) and climate induced disaster preparedness plans. However, such efforts are constantly being challenged in the face of changing socio-economic and environmental conditions exacerbated by climate change.

NTNC will build on its previous work particularly focusing on climate change adaptation of vulnerable communities and will also continue its initiatives on climate change mitigation. Vulnerable communities' capacity for disaster preparedness will be enhanced along with developing coping measures or enabling them to gradually adapt to climate change and associated impacts. Reduction of carbon footprint and increasing carbon sequestration capacity will be prioritised in our climate actions. In addition, some of the critical ecosystems will be assessed

and managed to enhance their resilience to climate risks. The following strategic actions will be undertaken for climate adaptation and mitigation.

Objective 4.1: Enhance ecosystem resilience to climate risk

Strategic Actions

- 4.1.1 Ecosystem resilience management
- 4.1.2 Climate-led adaptation innovation
- 4.1.3 Citizen engagement in climate resilience
- 4.1.4 Institutional capacity development for disaster risk reduction

Expected Outcomes

- At least five critical ecosystems assessed and managed
- 500 citizens engaged to safeguard ecosystem in changing climate
- Three climate-smart and GESI friendly



technologies piloted (blended with modern and traditional knowledge in practice)

- Five climate smart management plans of PAs in place

Objective 4.2: Increase resilience of vulnerable communities to climate risk

Strategic Actions

- 4.2.1 Climate-adaptive livelihoods
- 4.2.2 Capacity building and knowledge management for climate responses
- 4.2.3 Strengthen governance and institutional framework
- 4.2.4 LAPA preparation and implementation

Expected Outcomes

- 1,000 households adopted climate resilience and adaptive measures

- Vulnerable households mapping in 10 selected areas targeting poor, single women and disabled person
- Five climate citizen forums established and functional (Rapid Response Team)
- 100 local institutions prepared to cope climate related disasters (preparedness and response)
- 10 traditional knowledge and local solutions on climate response documented and practiced

Objective 4.3: Reduce carbon footprint and enhance sequestration capacity

Strategic Actions

- 4.3.1 Clean energy technology promotion
- 4.3.2 Carbon footprint reduction within NTNC (solar energy, electric vehicle, rain water harvest, recycling)
- 4.3.3 Pilot climate-smart houses, homestays and lodges (solar energy, rain water harvest, waste management, kitchen gardening)
- 4.3.4 Agro-forestry and private forestry improvement
- 4.3.5 Rapid carbon stock assessment in project areas

Expected Outcomes

- 5,000 households adopted clean energy technology
- At least three NTNC offices adopted carbon-free technologies
- 500 houses, homestays and lodges adopted climate-smart housing guidelines
- 1,000 hectares of agro-forestry and private forests managed
- Carbon inventory for at least two project areas in place

STRATEGIC GOAL 5

Research, Education and Knowledge Management



STRATEGIC GOAL 5: RESEARCH, EDUCATION AND KNOWLEDGE MANAGEMENT



Scientific research is a critical tool for successfully navigating the complexities of nature and society. Its importance, especially in terms of making new findings, recreating paradigms and discourses, and finding solutions are central to developing future understanding and knowledge. Any kind of informed decision-making necessitates evidence wherein research is critical for paving paths for effective conservation of nature. Scientific research has been one of the biggest strengths of NTNC, and our ability to disseminate evidence-based knowledge to policy makers and the global scientific community has been widely acknowledged. NTNC's long experience on the ground has attracted large numbers of scientists and partners from both home and abroad, and has served as a useful platform for collaboration

in science and innovation. Among others, NTNC has been successful in finding and recording new species, thus serving as a knowledge hub for Nepal and the global conservation community.

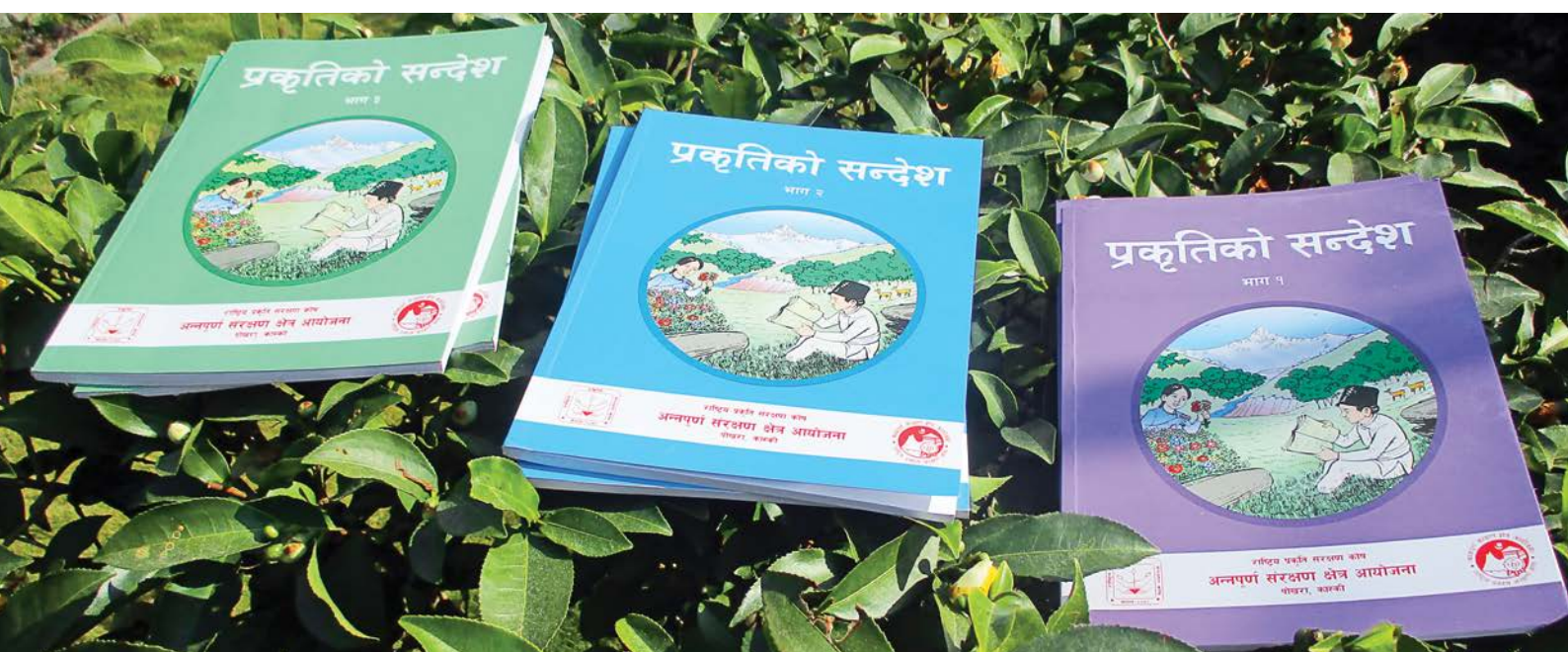
Owing to our research, the most recent discovery of the Kashmir musk deer (*Moschus cupreus*) in ACA has included a new name in the list of species found in Nepal. Similarly, recent research developments confirming the presence of red panda (*Ailurus fulgens*) in MCA and snow leopard (*Panthera uncia*) in GCA continue to be critical in building the corpus of Nepal's wildlife knowledge. Not only are these researches important in terms of discovery of new species, but they are equally crucial for guiding and informing future research and policy positions. Every year, NTNC has been

making significant scientific contributions through publications in various peer reviewed journals. The experts at NTNC have published their work in a range of themes including wildlife, habitat and ecosystem management, human-wildlife co-existence, tourism and culture, and society and economy. Among other initiatives, NTNC's support to the GoN/MoFE/DNPWC efforts in mega species count like tiger, rhino, swamp deer, wild water buffalo has been crucial.

Conservation education offers a space for individuals to explore environmental issues, engage in problem solving, and take necessary actions. As a result, individuals get an opportunity to develop a deeper understanding of environmental issues and acquire skills for informed decision making. Both formal and informal conservation education helps to develop a better understanding of how decisions and actions affect the environment. Moreover, it also helps in building knowledge and skills necessary to address complex environmental issues, as well as pave future pathways for taking actions towards maintaining a healthy and sustainable environment. NTNC consistently strives to reach wider groups of stakeholders, including local communities, public, youths and students as

well as international audiences through various events and platforms. In doing so, NTNC applies both print as well as digital media and other mass communication channels, such as web-based platforms, brochures, education materials, training, workshops and exposure visits, national and community-level radio programmes, along with conservation day celebration. Student and youth mobilisation initiatives like the Friends of Zoo (FoZ) in the urban cities, and the Green Force Club (GFC) in rural villages, continues to be an effective approach in raising awareness and building solidarity for nature conservation. Currently, a total of 98 schools and 6,500 students have been active members of FoZ. Increasing public awareness, especially among young students and translating such awareness into action-based engagement is an essential component of NTNC's outreach initiatives. NTNC's outreach activities have helped to build solidarity for conservation success. As a result, there has been an effective engagement of the local community in conservation, promotion of responsible tourism, and better understanding and appreciation for nature and wildlife among students and youths.

NTNC's research on biodiversity generally focuses on species and ecosystems, natural



resources management and social dimensions of conservation. Not only has it generated useful knowledge for strengthening conservation and development initiatives in the country, but also contributes significantly to the global knowledge pool. Moreover, it serves as a repository of knowledge on biodiversity, PA management, tourism, and social and cultural promotion.

NTNC is firm in its commitment towards promotion of conservation research, education and knowledge management and outreach to educate the general public, disseminate scientific knowledge and provide evidence-based solutions for informed planning and policy making at all levels. Yet, in the changing context of emerging issues and global priorities, there are challenges in terms of achieving the goals and further strengthening conservation initiatives. Eminent threats to conservation due to the changing national and international geo-socio-political context, and global warming and other anthropogenic stresses remains. Addressing these challenges will require development of broader and holistic perspectives, advancement in the overall capacity through adoption of emerging tools and technologies, reinvention of skills and knowledge, and extension in collaboration and partnerships would help towards anchoring our actions in the conservation sector. Strategic actions under this goal are underlined below.

Objective 5.1: Adequate knowledge, skill and expertise on biodiversity

Strategic Actions

- 5.1.1 Continue biological surveys and studies on genetics
- 5.1.2 Undertake research to address knowledge gaps such as threatened species, invasive species and human dimensions
- 5.1.3 Assessment of tourism and visitor impacts
- 5.1.4 Develop knowledge and strengthen capacities on research



- 5.1.5 Strengthen the capacity in wildlife rescue, species translocation and problem animal handling
- 5.1.6 Collaborate with stakeholders – government, universities, NGOs, INGOs, etc. to undertake scientific research

Expected Outcomes

- 10 biological surveys and research conducted
- At least 20 scientific papers published in peer reviewed journals
- Two studies on impact of tourism in PAs conducted
- At least two visitors survey in the Central Zoo conducted
- 20 young research professionals developed
- At least five stakeholders collaborated with NTNC in scientific research
- At least 25 young professionals developed in wildlife rescue, species translocation and problem animal handling

Objective 5.2: Contribute to policy and guidelines development process

Strategic Actions

- 5.2.1 Policy development and coordination
- 5.2.2 Policy research and analysis
- 5.2.3 Capacity development of local and provincial governments in conservation

Expected Outcomes

- At least three national policy documents prepared with the support of NTNC
- Six key NTNC institutional governance documents such as financial manual, M&E, project preparation, Code of Conduct, information disclosure, fiduciary procedures, etc. developed
- Two policy researches and analysis completed
- At least 20 local and provincial governments trained in conservation policy

Objective 5.3: Monitoring, evaluation and learning

Strategic Actions

- 5.3.1 Establish e-database management and governing system
- 5.3.2 Develop M&E framework
- 5.3.3 Conduct periodic (monthly, quarterly) monitoring of programme activities
- 5.3.4 Conduct monitoring of outcomes and impact of programme/projects
- 5.3.5 Document success stories and good practices

Expected Outcomes

- E-data base management system developed
- NTNC M&E framework developed and implemented
- Two impact and outcomes evaluation conducted (mid-term and final)
- 10 success stories developed and published

Objective 5.4: Conservation education and outreach

Strategic Actions

- 5.4.1 Create awareness among people on the value of biodiversity conservation
- 5.4.2 Strengthen formal and informal education on conservation
- 5.4.3 Enhance community capacity to participate in conservation

- 5.4.4 Impart knowledge, skills and influence attitudes towards conservation; and prepare them to participate in the current conservation efforts
- 5.4.5 Establish partnerships with the media in spreading awareness on conservation extensively, leading to mass mobilisation

Expected Outcomes

- 30% increase in understanding of the stakeholder groups, and their roles and responsibilities, enhanced in conservation.
- At least two effective and innovative mass communication programmes developed
- 50% of the students appreciated and understood the values of biodiversity
- 30% increase in local engagement towards conservation activities of NTNC
- Conservation messages conveyed to 500,000 people through various means

Objective 5.5: Knowledge Management

- 5.5.1 Knowledge bank establishment and management
- 5.5.2 Communication products development and dissemination such as annual report, syntheses of research outcomes, articles, extension materials, discussion papers, video, audio etc.
- 5.5.3 Establishment of e-library through user friendly websites
- 5.5.4 Establishment/ strengthening of national, regional and international networking of allies
- 5.5.5 Organise events (such as policy forum, process/result demonstration) for policy shapers and makers

Expected Outcomes

- Cloud-based knowledge bank system in place
- At least three new memberships in international/national networks
- 30,000 people reached with various messages on conservation

Cross-Cutting Subjects

Cross-cutting themes (a) gender equality and social inclusion (GESI), and (b) governance align with the NTNC's thematic focuses. Mainstreaming these cross-cutting subjects across the themes is therefore important in order to showcase tangible outcomes. Cross-cutting subjects in the conservation and development sector are critical in terms of organisational design, implementation, M&E of conservation policies, projects and programmes. It also implies that relevant studies and analyses encompass cross-cutting subjects for effective design and implementation of policies, projects, and programmes.



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GENDER EQUALITY AND SOCIAL INCLUSION (GESI)

Gender Equality and Social Inclusion is an integral part of any development initiative wherein conservation efforts too need to be viewed from that perspective. The international conventions and commitments including CBD and SDGs highlight the importance of GESI responsive conservation and development. Recognising the critical roles played by women, locals, indigenous and marginalised people in environmental conservation, NTNC will lay concerted efforts to mainstreaming GESI in its conservation and development initiatives. Towards this line, NTNC's biodiversity conservation endeavours are targeted to strengthen leadership roles of women and disadvantaged groups mainly through economic empowerment, technical capacity building on conservation, and sustainable use and access to equitable sharing of benefits.

NTNC is working closely with the local communities of both lowlands and high mountains on ensuring GESI responsiveness in conservation and management of natural resources. Aligned with SDGs and CBD, NTNC is committed to integrating GESI across its thematic areas. From its very initial days, NTNC has been instrumental in engaging and empowering women and disadvantaged groups by placing them in the forefront of conservation. Efforts in various fronts have been laid, for instance exposure

and capacity enhancement, entrepreneurship development particularly in tourism and green business, institutionalisation of mother's/women's groups and building on indigenous tradition and knowledge for local solutions, in mainstreaming GESI into NTNC-led projects and programmes. The successful example of ACA is particularly a case in point where women continue to remain as primary stakeholders in tourism in the region. NTNC will support towards empowerment of women through targeting gender-specific interventions, and address concerns on gender and inclusion during the development, planning, implementation and evaluation of policies and programmes.

GESI ACTIONS

- Gender Action Plan of NTNC
- Gender sensitisation in project level activities
- Gender media fellowship
- Gender assessment at institutional and programme levels
- GESI responsive actions across all thematic areas
- GESI outcome level thematic reporting – GESI report card
- Capacity development of responsible staff for ensuring GESI mainstreaming
- Regular GESI and Sexual Exploitation, Abuse and Harassment (SEAH) awareness
- Implementation of NTNC's GESI and SEAH policies and guidelines
- Contribute to national level gender initiatives – working groups, workshops

GOVERNANCE

Governance is the process of decision-making by which decisions are implemented (or not implemented). Governance influences how an organisation's objectives are set and achieved, how risk is monitored and addressed, and how performance is optimised. It assures that corruption is minimised, the views of minorities are taken into account and that voices of the



most vulnerable in the society are heard during the decision-making. NTNC is dedicated to strengthening governance within the institution. NTNC has an Oversight Committee led by a member of the Governing Board of Trustees with two independent experts to assist the NTNC's Governing Board and the senior management in its oversight of the (a) integrity of the NTNC's financial reporting, (b) monitoring effectiveness of internal and external audit, (c) assess strength and appropriateness of control processes, (d) ensure consistent and correct application of procurement practices, and (e) assist in its oversight to the values, ethics and good reputation including the code of conduct. The Oversight Committee and the Governing Board of Trustees constantly strive to ensure that the NTNC's management structure and control systems are appropriate and work satisfactorily.

NTNC conducts its internal audit as per the annual audit plan which is monitored by the Oversight Committee. In addition, the financial statements of NTNC are audited by the Office of the Auditor General of the Government of Nepal. The internal auditor is responsible for monitoring the effectiveness of the internal control and risk management systems related to the financial reporting process on an on-going basis. NTNC has a number of policies, guidelines and procedures in key areas of finance and administration, including the (i) NTNC Regulations 1984; (ii) NTNC Personnel Administration and Financial Administration Bye-laws, 1996; (iii) the Financial Management and Control Manual; (iv) NTNC's Fiduciary Procedures to ensure appropriate control on the execution of community managed projects; (v) NTNC's Risk Management System; (vi) Information Disclosure, Grievance Redressal and Conflict of Interest; (vii) Environment and Social Management Framework; (viii) Monitoring and Evaluation Framework; (ix) Project Preparation and Appraisal Guidelines; (x) Guidelines on Prevention and Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment (SEAH), Anti-Human Trafficking (AHT), and Child Safeguard (CS); and (xi) Code of Conduct. The policies and procedures apply to all the NTNC projects, and similar requirements are set out in collaboration with the partners in joint ventures.

NTNC has been playing an important role in governing conservation activities. It has been working closely with other actors including the Federal Government, Provincial Governments, Local Governments (Municipalities and Rural Municipalities), and various local level committees in conservation efforts. Good governance practice will be adopted across NTNC's thematic areas to ensure fair, transparent and equitable conservation outcomes. NTNC ensures good governance in order to maintain legal and ethical standards in addition to cast organisation's positive image among its local communities, stakeholders, and partners.

GOVERNANCE ACTIONS

- Governance assessment of NTNC
- Regularly review policies, guidelines and manuals
- Capacity building on NTNC policies and guidelines including fiduciary procedures, M&E framework, ESMF, etc.
- Develop capability of the local governments and organisations, and the institutional space in which they operate





Thematic Areas

NTNCs' thematic areas cover multiple aspects of conservation. NTNC has developed and customised innovative research ideas to support future programme development through partnership approach. The five thematic areas focus on delivering a range of evidence-based conservation practices, balancing trade-offs between conservation and economic growth, enhancing capacity of local communities to manage PAs, and providing technical assistance measures to support wildlife law enforcement agencies. All the themes are specialised and support collectively to achieve the NTNC's vision.

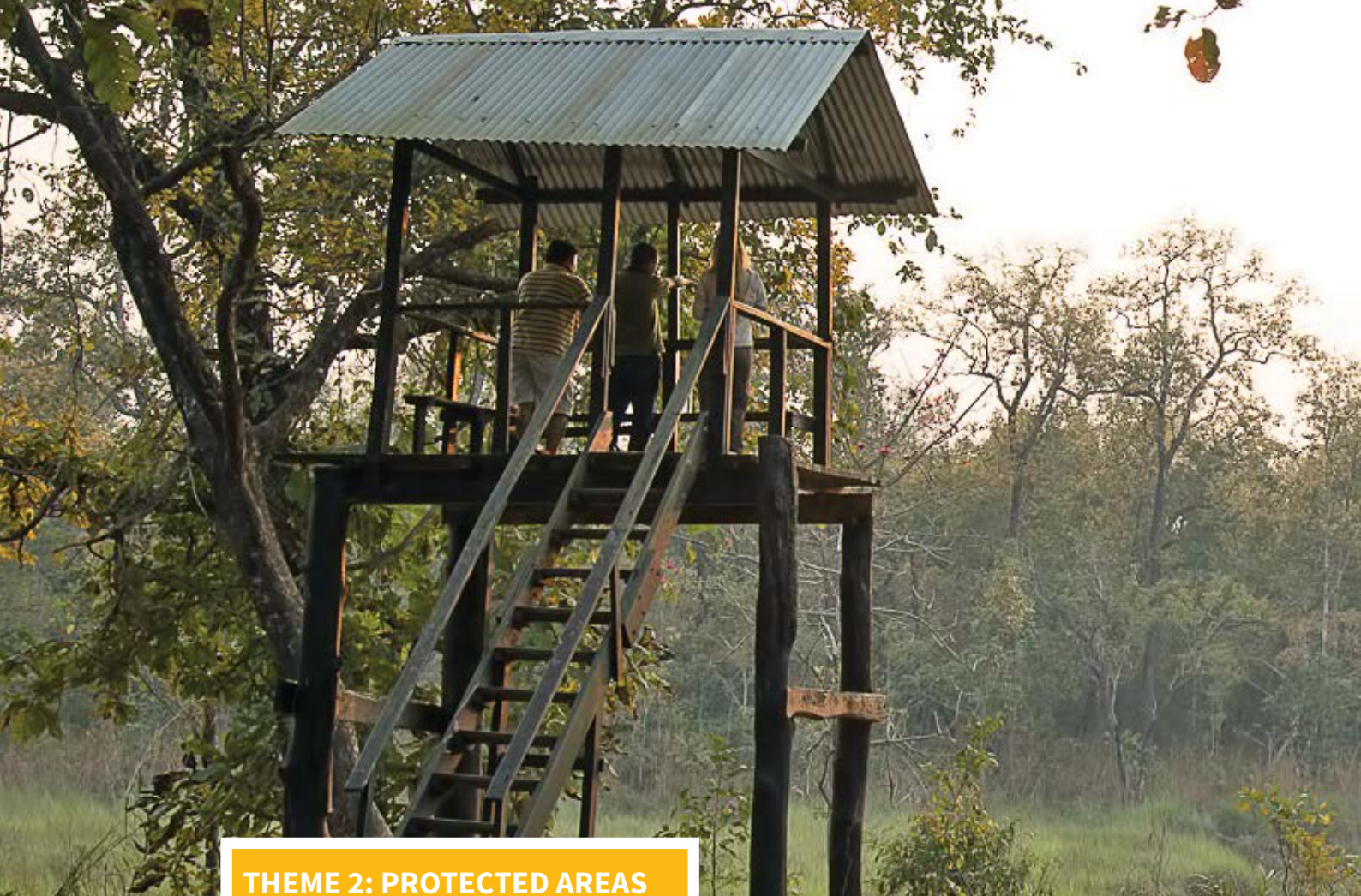
The activities present under each theme are examples based on the past and existing activities. The list of activities may be updated based on the innovative approaches adopted in course of the project implementation.

THEME 1: SPECIES

Strategic Actions

- a. Species-specific conservation
- b. Conservation genetics and breeding
- c. Species monitoring and translocation
- d. Habitat management – grassland/ rangeland, wetland and forest corridor
- e. Animal rescue and rehabilitation
- f. Combat wildlife crime
- g. Wildlife health
- h. Ex-situ conservation
- i. Human-wildlife conflict mitigation
- j. Community engagement
- k. Capacity building



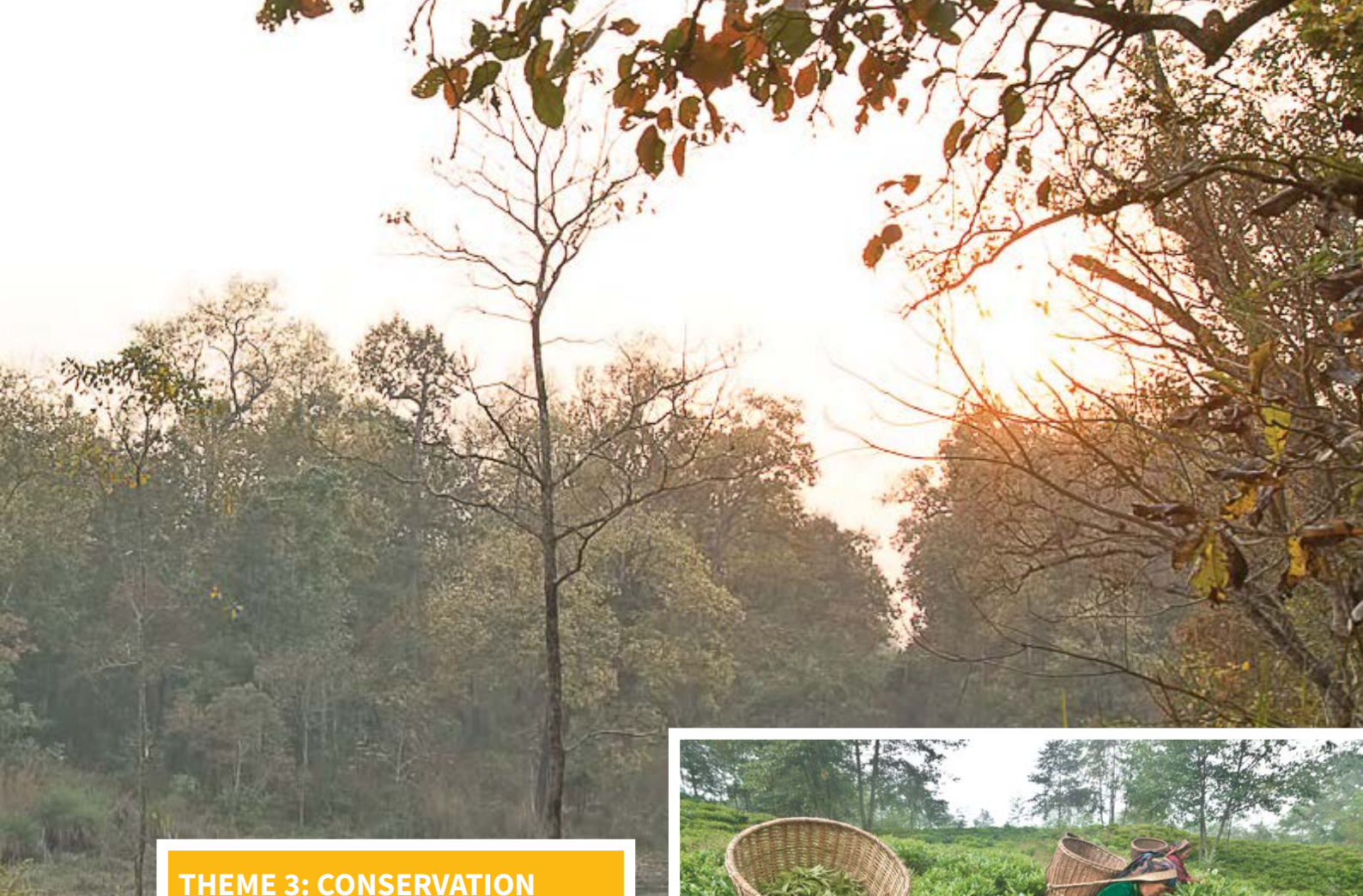


THEME 2: PROTECTED AREAS AND ECOSYSTEM

Strategic Actions

- a. PA governance
- b. Threat reduction (direct and indirect threats)
- c. Community-based conservation
- d. Operation plan development and revision
- e. Degraded forest land and range land management
- f. Invasive plant species management
- g. Biological corridors and connectivity management
- h. Wetlands and waterholes restoration/construction
- i. Operational plan development and revision
- j. Capacity enhancement of local communities
- k. Non-timber Forest Product (NTFP) management and harvesting plan development
- l. Support for implementation of the plans
- m. M&E of the plan implementation





THEME 3: CONSERVATION ECONOMY

Strategic Actions

- a. Destination planning and development
- b. Tourism infrastructure and facilities
- c. Tourism enterprises and services
- d. Tourism institutional capacity development
- e. Networking, branding and marketing
- f. Visitors flow and satisfaction survey
- g. Nature-based enterprises development
- h. Local products and services marketing
- i. Sustainable harvesting of NTFPs
- j. Value chain development and product diversification (such as cardamom, tea, coffee, *satuwu*, *chiraito*, Bamboo, Rattan)
- k. Agro-livestock based business promotion
- l. Silvo-pasture development and management
- m. Enhance accessibility to herders in improve livestock management
- n. Integration of indigenous practices to science
- o. Capacity building in nature-based business
- p. Health service and facility development
- q. Rural accessibility development
- r. Academic environment improvement
- s. Community utility services development
- t. Tangible and intangible cultural heritage protection and management
- u. Specific/multipurpose community centre development





THEME 4: CLIMATE ACTIONS



Strategic Actions

- a. Ecosystem resilience management
- b. Climate led adaptation innovation
- c. Citizen engagement in climate resilience
- d. Institutional capacity development for disaster risk reduction
- e. Climate-adaptive livelihoods
- f. Capacity building and knowledge management for climate responses
- g. Strengthen governance and institutional framework
- h. LAPA preparation and implementation
- i. Clean energy technology promotion
- j. Carbon footprint reduction within NTNC (solar energy, electric vehicle, rain water harvest, recycling)
- k. Pilot climate-smart houses, homestays and lodges (solar energy, rain water harvest, waste management, kitchen gardening)
- l. Agro-forestry and private forestry improvement
- m. Rapid carbon stock assessment in project areas



THEME 5: RESEARCH, EDUCATION AND KNOWLEDGE MANAGEMENT

Strategic Actions

- a. Continue biological surveys and studies on genetics
- b. Undertake research to address knowledge gaps such as threatened species, invasive species and human dimensions
- c. Investigation of tourism and visitor impacts
- d. Develop knowledge and strengthen capacities on research
- e. Strengthen the capacity in wildlife rescue, species translocation and problem animal handling
- f. Collaborate with stakeholders – government, universities, NGOs, INGOs, etc. to undertake scientific research
- g. Policy development and coordination
- h. Policy research and analysis
- i. Capacity development of local and provincial governments in conservation
- j. Establish e-database management and governing system
- k. Develop M&E framework





- l. Conduct periodic (monthly, quarterly) monitoring of programme activities
- m. Conduct monitoring of outcomes and impact of programme/projects
- n. Document success stories and good practices
- o. Create awareness among people on the value of biodiversity conservation
- p. Strengthen formal and informal education on conservation
- q. Enhance community capacity to participate in conservation
- r. Impart knowledge, skills and influence attitudes towards conservation; and prepare them to participate in the current conservation efforts
- s. Establish partnerships with the media in spreading awareness on conservation extensively, leading to mass mobilisation
- t. Knowledge bank establishment and management
- u. Communication products development and dissemination such as annual report, syntheses of research outcomes, articles, extension materials, discussion papers, video, audio etc.
- v. Establishment of e-library through user friendly websites
- w. Establishment/ strengthening of national, regional and international networking of allies
- x. Organise events (such as policy forum, process/result demonstration) for policy shapers and makers

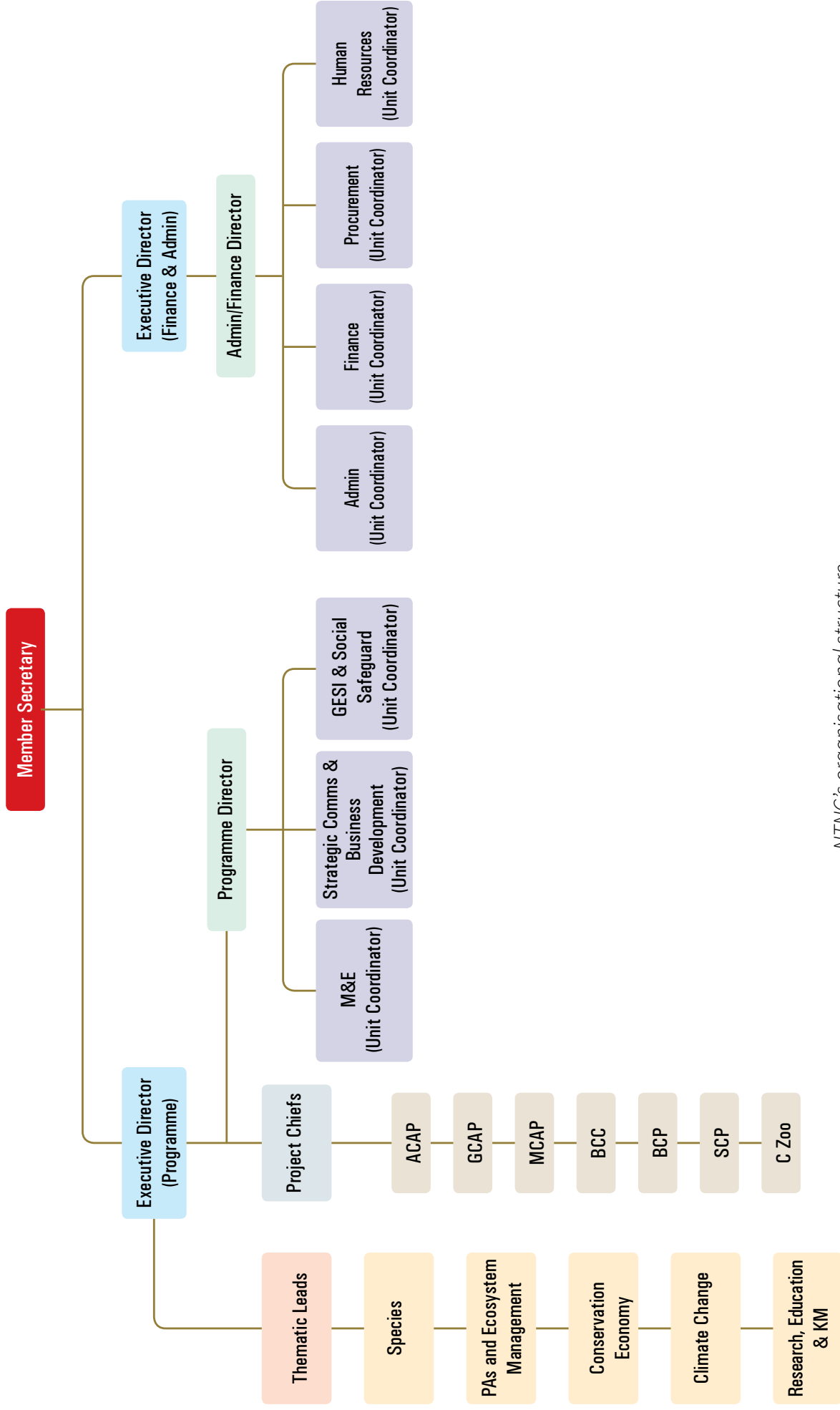
Institutional Development

Effective implementation of this Strategic Plan will require enhancing institutional capacity. To this end, the following are the major institutional development components (i) staff capacity, (ii) efficient allocation of resources, and (iii) comprehensive planning and monitoring practices. Currently, there are a total of seven projects: Annapurna Conservation Area Project (ACAP), Manaslu Conservation Area Project (MCAP), Gaurishankar Conservation Area Project (GCAP), Biodiversity Conservation Centre (BCC), Bardia Conservation Programme (BCP), Shuklaphanta Conservation Programme (SCP) and the Central Zoo. BCC, Chitwan also manages Parsa Conservation Programme and also supports conservation activities in Koshi Tappu Wildlife Reserve. Similarly, BCP manages Banke Conservation Programme. Generally, these projects are led by managers with a number of officers and other supporting staff. The approach of intervention varies across PAs since in the mountain PAs, NTNC's focus is more towards community-based conservation, where as in the low land PAs, our focus is in wildlife research and support GoN/MoFE/DNPWC in wildlife conservation. By virtue of this, it demands strong leadership along with robust knowledge and experience in conservation as well as project management. The central office ensures that regular programme-and technical-level support are available to projects offices, that enable swift implementation of tasks and targets on-the-ground; this, while accommodating new conservation and research initiatives that support national-level policy formulation.

Successful implementation of the five strategic goals will need a well equipped human resource along with knowledge and expertise in certain key areas. This demand restructuring of the current organisational structure. According



to the proposed new structure, the thematic programmes will be managed by a team of experts led by an experienced professional at the central level and the project offices will be led by a project manager, supported by thematic project officers. Likewise, the thematic programmes will have an oversight by the Executive Director – Programme and the finance and administration will be oversighted by the Executive Director – Admin and Finance. These two directors will be supervised by the Member Secretary. Three new wings will be established namely, Strategic Communication, GESI and M&E. The new structure will be effective from 2020. NTNC has a well-equipped facility including research lab, library, office facility and other services, which will be upgraded following new developments.



NTNC's organisational structure

HUMAN RESOURCE DEVELOPMENT

To establish NTNC as a centre of excellence, all the staff will be equipped with necessary knowledge and skills to provide best expertise. Capacity building activities in relevant areas will be targeted to regularly update and advance the knowledge of staff members. These will include training, exposure visits, regular knowledge sharing dialogues, seminars, and short and long courses in the relevant field. In addition, cross learning opportunities will be offered to strengthen collective work, both within and outside the organisation. Capacity building activities will be based on the results of the capacity need assessment. The following activities have been identified as key areas for capacity building.

- Team building
- Capacity need assessment and enhancement
- Orientation on the Strategic Plan
- Orientation on Results Framework and M&E system
- Induction on the role and responsibilities of staff members

FINANCIAL RESOURCE MANAGEMENT

Implementation of this Strategic Plan is estimated to require a total of NRs 13,568 million (USD 119 million). Based on the current trend and prospective projects, a total of NRs 12,019.97 million (USD 105.44 million) is the projected income for the next five years. A deficit of NRs 1,547.74million (USD 13.58 million) will be fulfilled through fund raising.

Breakdown of the Projected Income and Expenditure			
Income	Total projected income in NRs	Amounts in NRs (million)	Total amount in US\$ (million)
Internal income including entry fee, entrance fee, investment etc.	4,519,764,142	4,519.76	39.65
External income including donor support and management fee	350,205,592	350.21	3.07
New donor funding and pipeline projects	6,600,000,000	6,600.00	57.89
Potential upcoming projects (e.g. GCF)	1,100,000,000	1,100.00	9.65
New zoo management, internship programme, and institutional support	15,000,000	15.00	0.13
Total projected Income	12,584,969,734	12,585	110

Major components/activities	Total projected expenditure in NRs	Amounts in NRs (million)	Total amount in US\$ (million)
Theme 1: Species	2,254,500,000	2,254.50	19.78
Theme 2: PAs and Ecosystem	3,846,875,000	3,846.88	33.74
Theme 3: Conservation Economy	3,017,500,000	3,017.50	26.47
Theme 4: Climate Actions	1,056,250,000	1,056.25	9.27
Theme 5: Research, Education, and Knowledge Management	616,250,000	616.25	5.41
Capacity Building and Cross Cutting themes	304,998,250	305.00	2.68
Total Programme Cost	11,096,373,250	11,096	97
Project Management cost	2,482,016,250	2,482.02	21.77
Total cost	13,578,389,500	13,578	119
Surplus (Deficit)	(993,419,766)	(993.42)	(8.71)

Note 1 US\$= NPR 114



COLLABORATION AND NETWORKING

NTNC has been collaborating with national and international conservation partners. At the national level, NTNC will continue and strengthen its partnership with existing partners. Partnership with new relevant partners will be explored and established. The performance on collaboration with partners will be reviewed every two years to enhance the effectiveness of NTNC's partnership. Partnership will be established for fund raising and programme implementation.

NTNC will explore and establish new partnerships with international organisations and networks. Membership and participation in international events and networking will be focused more on establishing NTNC as a global conservation institution in addition to extending the scope of fund raising.

DEVELOPMENT OF ANNUAL ACTION PLAN

As a living document, targets and actions outlined in the Strategic Plan bear degrees of flexibility against future contexts and scenarios, and are envisioned in a sense of not being rigidly established, but rather as resourcefully adaptive and positively accommodating. Every year, an annual action plan along with the resource plan will be developed. Annual planning process starts in March with an overall review of the current and previous year's performance. Subsequently, the planning process will be completed by May every year, then approved by the Governing Board of Trustees.

MONITORING & EVALUATION OF THE PLAN

There will be a series of meetings to track the implementation of programme activities.



Monthly Meeting: All the projects conduct a monthly planning and review meeting in the first week of the month. The meetings are primarily aimed at reviewing achievements from the past month, and to review and revise the action plan for the current month.

Quarterly Meetings: Quarterly meetings are organised among the project and partners at the project level. At the central level, half yearly meetings will be organised to review the performance of the projects.

Annual Planning Meetings: Annual planning meetings will be organised by the projects by the end of April. Central level annual planning meeting will be organised comprising the project chiefs and central office staff in May.

Field Monitoring Team: A field monitoring team led by a member of the NTNC Governing Board of Trustees will be conducted every six months. The monitoring will be against the Annual Plan.



The monitoring team will develop a report from the visits based on the M&E framework of the organisation.

Mid Term and Final Review of Strategic Plan: An independent team will review the progress and achievement of the Strategic Plan. The mid-term review will be done in 2022 whereas the final review will be conducted in 2024. The outcomes of the review will contribute to the next Strategic Plan.



Measuring Performance and Evaluation

Strategic Goals	Strategic Objectives	Outcome Indicators	Means of Verification	Risks/Assumptions
1 Conserve species	1.1 Maintain viable population 1.2 Address challenges to protect species 1.3 Enhance human-wildlife co-existence	≥ five species-specific conservation plans - two endangered species translocated > 600 wild animals rescued and rehabilitated ≥ one wild animals rescue and rehabilitation centre established - DNA Barcoding of ≥ 20 species ≥ 200 law enforcement staff capacitated in wildlife and wildlife parts identification ≥ two innovative mitigation activities initiated 20% reduction in human casualties	- Conservation action plans - Founding generation of new population in new habitat - Wildlife rescue records - Rescue and rehabilitation centre - Training materials, reports - Mitigation measures in place	- NTNC maintains its stable funding - Donor and partner agencies continue to support NTNC - No big scale natural disaster - Political stability continues - No global crisis e.g. COVID-19 - Recovery in new normal in the context of COVID-19
2 PAs and ecosystem management	2.1 Strengthen the PA management 2.2 Rehabilitate/restore degraded areas 2.3 Enhance sustainable forest and other resource management	75% management effectiveness improved in three PAs - Increased road access in five PAs for surveillance 1000 ha of degraded land restored, 100 wetlands restored, 10,000 ha of rangeland and grassland managed 50 forest user groups capacitated on sustainable forest management 50 forest user groups capacitated on sustainable forest management	- Management effectiveness evaluation - Patrolling records, PA's annual reports - Increase in forest, grassland/ rangeland (ha) and waterholes - Operational Plans - Training reports - Technical and monetary support to user groups/ individuals	

Strategic Goals	Strategic Objectives	Outcome Indicators	Means of Verification	Risks/Assumptions
3 Promote conservation economy	3.1 Develop and promote nature-based tourism 3.2 Develop and enhance income and employment opportunities 3.3 Develop and enhance community service provision	– Six new touristic destinations identified/developed – 20% increase in nature-based enterprises, 30% increase in local employment with 30% increase in employment of women and marginalised groups – 30% increase in visitor satisfaction level – 10,000 households continue to receive health service – 50% community residents have access to community utility service e.g. waste management, energy, water, etc.	– Overall state of destinations – infrastructures, services, environmental sustainability, revenue generation, employment rate, various attractions, etc. – Survey with entrepreneurs – No. of local enterprises and institutions – Visitor satisfaction survey – Community utilities in place – Community survey	
4 Collaborative climate action	4.1 Enhance ecosystem resilience to climate risk 4.2 Increase resilience of vulnerable communities to climate risk 4.3 Reduce carbon footprint and enhance sequestration capacity	– ≥ five critical ecosystems assessed and managed – 1000 households adopt climate resilience and adaptive measures – 10 traditional knowledge and local solutions on climate response documented and practised – 5000 households adopt clean energy technology – Rapid carbon stock assessment in NTNC project areas conducted	– Ecosystems under management – Households practicing climate adaptive livelihood – ITK documents – Clean energy technology in practice – Study reports	
5 Research, Education and Knowledge Management	5.1 Adequate knowledge, skill and expertise on biodiversity 5.2 Contribute to policy and guidelines development process 5.3 Monitoring, evaluation and learning 5.4 Conservation education and outreach 5.5 Knowledge management	– Trainings to develop knowledge and strengthen research – ≥ 20 scientific papers published in peer reviewed journals – ≥ five science providers collaborate with NTNC – ≥ three national policy documents prepared with support of NTNC – ≥ 20 local and provincial governments trained in conservation policy – E-database management system developed – two impact and outcomes evaluation conducted (midterm and final) – ≥ two effective and innovative mass communication programmes developed – Cloud-based knowledge management system in place	– Trainings – Journal publications – Joint agreement/MoUs for collaborative research – National policy documents – M&E reports – E-database management system in place – Communication programmes developed and implemented – Cloud-based knowledge in place	

VISION

“A prosperous country where development flourishes by valuing, respecting and conserving nature”

MISSION

“To conserve, manage and promote nature in all its diversity that cultivates innovation, and enhance social equity and quality of life”



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