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NEPAL: Hill Community Forstry
Project (Cr. 2028-NEP)

ICR

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Archives

1748293

R2002-230 Other #: 32 180871B

Hill Community Forestry Project - Nepal - Credit 2028 - P010330 - Implementation
Completion Report [ICR]

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WBG Archives

This PIF was posted on April 13, 2000

OED ID :	C2028
Type :	ES
Country :	Nepal
Project Description :	Hill Community Forestry
Sector :	AX / Agriculture
Subsector :	AT / Forestry
Lending Instrument :	Specific Investment
L/C :	C2028

Operations Evaluation Department
PROJECT INFORMATION FORM

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A1. General Project Information

OED ID : C2028
 Type : ES
 Country : Nepal
 Project Description : Hill Community Forestry

Sector : AX / Agriculture
 Subsector : AT / Forestry
 Lending Instrument : Specific Investment
 L/C : C2028

3. Key Dates

	Original	Latest
Departure of Appraisal Mission		04/30/1988
Approval		05/30/1989
Signing/Agreement		08/18/1989
Effectiveness	11/16/1989	05/14/1990
Physical completion	06/30/1997	06/30/1999
Closing	06/30/1997	06/30/1999
ICR receipt in OED		12/15/1999
Review date		02/07/2000
ES posting or PAR approval		04/13/2000

1. Reviewer: Nalini Kumar

2. Do you agree with the assigned primary Sector and Subsector? Yes No

Sugg. Sector:

Sugg. Subsector:

4. Key Amounts (\$US million)

Original Commitment	30.5
Total Cancellation	22.08
Total project cost	
Original	45.39
Latest	18.41

5. Cofinanciers

	First	Second	Third
Name	DANIDA	UNDP	
Original Commitment (\$US million)	6.03	0.64	
Total Cancellation (\$US million)	0.82		

6. Distribution of latest cost among component types (\$US million):

Physical	4.34
Technical assistance	6.03
Balance of payments	0
Line of credit	0
Other	8.04

7. Applicable disbursement profile (no. of years):
10

8. Number of supervision missions: 18

9. Name(s) of primary author(s) of ICR (indicate if not known):
Ethel Sennhauser

10. Names of managers

	At entry	At exit
Task manager	Ai Chin Wee	Ethel Sennhauser
Division chief	Chaim Helman	Sector Director: Ridwan Ali
Department director	Shinji Asuanama	Cty Dir: Hans Rothenbuhler

A2. Project Objectives Evaluation

<p>1. Were the project objectives substantially revised during implementation? <input style="width: 100px;" type="text" value="No"/></p> <p>If Yes, did the Board approve the revised objectives as part of a formal restructuring? <input style="width: 100px;" type="text"/></p> <p>Date of Board approval <input style="width: 100px;" type="text"/></p> <p>Note: If objectives were substantially revised, base the ratings in sections B1 and B2 on the revised objectives.</p>	<p>3. Did the project include a monitoring and evaluation system for the implementation phase? <input style="width: 100px;" type="text" value="Yes"/></p> <p>If Yes, rate the extent to which the system met each of the following five criteria for a good M&E system:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">Clear project and component objectives verifiable by indicators</td> <td style="width: 20%;"><input style="width: 100%;" type="text" value="Negligible"/></td> </tr> <tr> <td>A structured set of indicators</td> <td><input style="width: 100%;" type="text" value="Negligible"/></td> </tr> <tr> <td>Requirements for data collection and management</td> <td><input style="width: 100%;" type="text" value="Negligible"/></td> </tr> <tr> <td>Institutional arrangements for capacity building</td> <td><input style="width: 100%;" type="text" value="Negligible"/></td> </tr> <tr> <td>Feedback from M&E</td> <td><input style="width: 100%;" type="text" value="Not Available"/></td> </tr> </table>	Clear project and component objectives verifiable by indicators	<input style="width: 100%;" type="text" value="Negligible"/>	A structured set of indicators	<input style="width: 100%;" type="text" value="Negligible"/>	Requirements for data collection and management	<input style="width: 100%;" type="text" value="Negligible"/>	Institutional arrangements for capacity building	<input style="width: 100%;" type="text" value="Negligible"/>	Feedback from M&E	<input style="width: 100%;" type="text" value="Not Available"/>																
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<p>2. Taking into account the country's level of development and the competence of the implementing agency, to what extent did the project design have the following characteristics:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">Demanding on Borrower / Implementing Agency</td> <td style="width: 20%;"><input style="width: 100%;" type="text" value="Substantial"/></td> </tr> <tr> <td>Complexity</td> <td><input style="width: 100%;" type="text" value="Substantial"/></td> </tr> <tr> <td>Riskiness</td> <td><input style="width: 100%;" type="text" value="Substantial"/></td> </tr> </table>	Demanding on Borrower / Implementing Agency	<input style="width: 100%;" type="text" value="Substantial"/>	Complexity	<input style="width: 100%;" type="text" value="Substantial"/>	Riskiness	<input style="width: 100%;" type="text" value="Substantial"/>	<p>4. For this particular project, rate the importance of the project's objectives:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 45%;">Physical</td> <td style="width: 10%;"><input style="width: 100%;" type="text" value="Substantial"/></td> <td style="width: 40%;">Institutional</td> <td style="width: 5%;"><input style="width: 100%;" type="text" value="Substantial"/></td> </tr> <tr> <td>Financial (interest rates; pricing / tariff policies; cost recovery)</td> <td><input style="width: 100%;" type="text" value="Substantial"/></td> <td>Social</td> <td><input style="width: 100%;" type="text" value="Substantial"/></td> </tr> <tr> <td>Economic</td> <td></td> <td>Environmental</td> <td><input style="width: 100%;" type="text" value="Substantial"/></td> </tr> <tr> <td> Macro-economic policies (fiscal; monetary; trade)</td> <td><input style="width: 100%;" type="text" value="Modest"/></td> <td>Private sector development</td> <td><input style="width: 100%;" type="text" value="Not Applicable"/></td> </tr> <tr> <td> Sector policies</td> <td><input style="width: 100%;" type="text" value="Substantial"/></td> <td>Other (specify): <input style="width: 150px;" type="text"/></td> <td><input style="width: 100%;" type="text"/></td> </tr> </table>	Physical	<input style="width: 100%;" type="text" value="Substantial"/>	Institutional	<input style="width: 100%;" type="text" value="Substantial"/>	Financial (interest rates; pricing / tariff policies; cost recovery)	<input style="width: 100%;" type="text" value="Substantial"/>	Social	<input style="width: 100%;" type="text" value="Substantial"/>	Economic		Environmental	<input style="width: 100%;" type="text" value="Substantial"/>	Macro-economic policies (fiscal; monetary; trade)	<input style="width: 100%;" type="text" value="Modest"/>	Private sector development	<input style="width: 100%;" type="text" value="Not Applicable"/>	Sector policies	<input style="width: 100%;" type="text" value="Substantial"/>	Other (specify): <input style="width: 150px;" type="text"/>	<input style="width: 100%;" type="text"/>
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B1a. Outcomes — Relevance

<p>1. Indicate the relevance of each of the project's objectives in terms of the Bank's / Borrower's current country or sectoral objectives:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Physical</td> <td style="width: 20%; text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Financial (interest rates; pricing / tariff policies; cost recovery)</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td colspan="2">Economic</td> </tr> <tr> <td> Macro-economic policies (fiscal; monetary; trade)</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td> Sector policies</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Institutional</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Social</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Environmental</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Private sector development</td> <td style="text-align: center;"><input type="text" value="Not Applicable"/></td> </tr> <tr> <td>Other (specify):</td> <td style="text-align: center;"><input type="text"/></td> </tr> <tr> <td><input style="width: 100%;" type="text"/></td> <td style="text-align: center;"><input style="width: 100%;" type="text"/></td> </tr> </table>	Physical	<input type="text" value="Substantial"/>	Financial (interest rates; pricing / tariff policies; cost recovery)	<input type="text" value="Substantial"/>	Economic		Macro-economic policies (fiscal; monetary; trade)	<input type="text" value="Substantial"/>	Sector policies	<input type="text" value="Substantial"/>	Institutional	<input type="text" value="Substantial"/>	Social	<input type="text" value="Substantial"/>	Environmental	<input type="text" value="Substantial"/>	Private sector development	<input type="text" value="Not Applicable"/>	Other (specify):	<input type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<p>2. Summary Rating of Relevance</p> <p>Rate the extent to which, as a whole, the project's goals were consistent with the Bank's / Borrower's strategies, taking account of the relevance and relative importance of each of the project's objectives: <input type="text" value="Substantial"/></p> <p>Average rating (weighted by scores on relative importance) <input type="text" value="Substantial"/></p> <p>If your overall rating differs from the average rating, please comment on reasons for this difference:</p> <div style="border: 1px solid black; height: 80px; width: 100%; margin-top: 10px;"></div>
Physical	<input type="text" value="Substantial"/>																						
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Private sector development	<input type="text" value="Not Applicable"/>																						
Other (specify):	<input type="text"/>																						
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>																						

B1b. Outcomes — Efficacy

<p>1. Indicate the extent to which each of the following objectives was in fact accomplished:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Physical</td> <td style="width: 20%; text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Financial (interest rates; pricing / tariff policies; cost recovery)</td> <td style="text-align: center;"><input type="text" value="Modest"/></td> </tr> <tr> <td colspan="2">Economic</td> </tr> <tr> <td> Macro-economic policies (fiscal; monetary; trade)</td> <td style="text-align: center;"><input type="text" value="Modest"/></td> </tr> <tr> <td> Sector policies</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Institutional</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Social</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Environmental</td> <td style="text-align: center;"><input type="text" value="Substantial"/></td> </tr> <tr> <td>Private sector development</td> <td style="text-align: center;"><input type="text" value="Not Applicable"/></td> </tr> <tr> <td>Other (specify):</td> <td style="text-align: center;"><input type="text"/></td> </tr> <tr> <td><input style="width: 100%;" type="text"/></td> <td style="text-align: center;"><input style="width: 100%;" type="text"/></td> </tr> </table>	Physical	<input type="text" value="Substantial"/>	Financial (interest rates; pricing / tariff policies; cost recovery)	<input type="text" value="Modest"/>	Economic		Macro-economic policies (fiscal; monetary; trade)	<input type="text" value="Modest"/>	Sector policies	<input type="text" value="Substantial"/>	Institutional	<input type="text" value="Substantial"/>	Social	<input type="text" value="Substantial"/>	Environmental	<input type="text" value="Substantial"/>	Private sector development	<input type="text" value="Not Applicable"/>	Other (specify):	<input type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<p>2. Summary Rating of Efficacy</p> <p>Rate the efficacy of the project, taking account of the relative importance of the objectives and the extent to which they were accomplished: <input type="text" value="Substantial"/></p> <p>Average rating (weighted by scores on relative importance) <input type="text" value="Substantial"/></p> <p>If your overall rating differs from the average rating, please comment on reasons for this difference:</p> <div style="border: 1px solid black; height: 80px; width: 100%; margin-top: 10px;"></div>
Physical	<input type="text" value="Substantial"/>																						
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Other (specify):	<input type="text"/>																						
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>																						

B1b. Outcomes — Efficacy (cont'd)

3. Rate the extent to which each of the following factors affected the achievement of this project's objectives:

World markets / prices	<input type="text" value="Positive"/>	Performance of contractors / consultants	<input type="text" value="Negative"/>
Natural events	<input type="text" value="Not Applicable"/>	War / civil disturbance	<input type="text" value="Not Applicable"/>
Cofinancier(s) performance	<input type="text" value="Positive"/>	Other (specify):	<input type="text"/>

B1c. Outcomes — Efficiency

1. Is an **Economic Rate of Return (ERR)** available for this project? Yes No

If No, is a **Financial Rate of Return (FRR)** available? Yes No

If a rate of return is available, provide the following information (in percent):

	Point Value	Range	Weighted Average	Coverage / Scope
At Appraisal <input type="radio"/> Not Available <input type="radio"/> Not Applicable	<input type="text" value="+36 %"/>	From : <input type="text"/> To : <input type="text"/>	<input type="text"/>	<input type="text" value="+50 %"/>
At Completion <input type="radio"/> Not Available <input type="radio"/> Not Applicable	<input type="text" value="+18 %"/>	From : <input type="text"/> To : <input type="text"/>	<input type="text"/>	<input type="text" value="+100 %"/>

2. Was another measure of efficiency provided? Yes No

If Yes, then answer the following:

Measure used	<input type="text" value="Financial Analysis"/>
Coverage / scope of measure	<input type="text" value="+100 %"/>
Comparison to appraisal estimate	<input type="text" value="Not Applicable"/>

3. If no measure of efficiency was provided for this project, would it have been reasonable to expect one? Yes No

If Yes, explain:

4. Rate the quality of the ex-post economic analysis according to the following criteria:

Soundness of analysis	<input type="text" value="Substantial"/>	Overall rating of quality of analysis	<input type="text" value="Substantial"/>
Conduct of sensitivity / risk analysis	<input type="text" value="Not Available"/>	Average rating	<input type="text" value="Substantial"/>
Consideration of institutional constraints to achieving results	<input type="text" value="Substantial"/>	If your overall rating differs from the average rating, please comment on reasons for this difference: <div style="border: 1px solid black; height: 60px; width: 100%;"></div>	
Extent to which benefits accrue to target population	<input type="text" value="Substantial"/>		
Consideration of environmental externalities	<input type="text" value="Substantial"/>		
Consideration of fiscal impact	<input type="text" value="Not Applicable"/>		
Consideration of alternatives to meeting objectives	<input type="text" value="Not Applicable"/>		

B1c. Outcomes — Efficiency (cont'd)

5. Summary Rating of Efficiency

Rate overall to what extent the project accomplished its goals efficiently:

Average rating

If your overall rating differs from the average rating, please comment on reasons for this difference:

B1d. Outcomes — Summary

1. SUMMARY OUTCOME RATING

Rate the project's outcome (i.e., the extent to which it achieved relevant objectives), taking account of its relevance, efficacy, and efficiency:

Average rating

If your overall rating differs from the average rating, please comment on reasons for this difference:

(i) Cancellation of the research component; (ii) inadequate M&E which could not be addressed despite the recommendations at MTR; (iii) mixed achievements under the forest resource management component.

B2. Sustainability

1. Rate the project's sustainability in terms of the following:

Technical viability	<input type="text" value="Positive"/>	Policy environment	<input type="text" value="Positive"/>
Financial viability	<input type="text" value="Positive"/>	Institution / management effectiveness	<input type="text" value="Positive"/>
Economic viability	<input type="text" value="Positive"/>	Local participation	<input type="text" value="Positive"/>
Social conditions	<input type="text" value="Positive"/>	Other (specify):	<input type="text"/>
Environmental concerns	<input type="text" value="Positive"/>		<input type="text"/>
Government commitment	<input type="text" value="Positive"/>		<input type="text"/>

2. SUMMARY SUSTAINABILITY RATING

Rate the probability of maintaining the project's relevant development achievements generated or expected to be generated:

Average rating

If your overall rating differs from the average rating, please comment on reasons for this difference:

B3. Institutional Development

1. Was this project directed primarily toward Institutional Development? Yes No

2. If not, did the project contain components with significant Institutional Development objectives? Yes No

3. Did the project's Institutional Development activities include each of the following:

Establishment of a new organization	Yes <input type="text"/>
Elimination of an existing organization	No <input type="text"/>
Restructuring / privatizing of an organization	Yes <input type="text"/>

4. For this particular project, rate the relevance of the following Institutional Development objectives:

National capacity

Economic management	<input type="text" value="Modest"/>
Civil service reform	<input type="text" value="Not Applicable"/>
Financial intermediation	<input type="text" value="Not Applicable"/>
Legal / regulatory system	<input type="text" value="Substantial"/>
Sectoral capacity	<input type="text" value="Substantial"/>
Other (specify):	<input type="text"/>

Agency capacity

Planning / policy analysis	<input type="text" value="Modest"/>
Management	<input type="text" value="Substantial"/>
Skills upgrading	<input type="text" value="Modest"/>
MIS	<input type="text" value="Not Applicable"/>
Other (specify):	<input type="text"/>

NGO Capacity

5. For this project, rate the extent to which each of the following ID objectives was achieved:

National capacity

Economic management	<input type="text" value="Substantial"/>
Civil service reform	<input type="text" value="Not Applicable"/>
Financial intermediation	<input type="text" value="Not Applicable"/>
Legal / regulatory system	<input type="text" value="High"/>
Sectoral capacity	<input type="text" value="Substantial"/>
Other (specify):	<input type="text"/>

Agency capacity

Planning / policy analysis	<input type="text" value="Substantial"/>
Management	<input type="text" value="Substantial"/>
Skills upgrading	<input type="text" value="Modest"/>
MIS	<input type="text" value="Not Applicable"/>
Other (specify):	<input type="text"/>

NGO Capacity

Overall ID Efficacy

6. SUMMARY INSTITUTIONAL DEVELOPMENT IMPACT RATING

Rate the extent to which, as a whole, the project resulted in improvement of the country's/sector's ability to effectively use its human, organizational, and financial resources:

Average rating

If your overall rating differs from the average rating, please comment on reasons for this difference:

C1. Bank Performance

1. To what extent did each of the following apply during project identification / preparation:

Involvement of government	<input type="text" value="Substantial"/>	Overall rating on identification / preparation	<input type="text" value="Satisfactory"/>
Involvement of beneficiaries	<input type="text" value="Not Available"/>	Average rating	<input type="text" value="Satisfactory"/>
Project consistency with Bank strategy for country	<input type="text" value="Substantial"/>	If your overall rating differs from the average rating, please comment on reasons for this difference:	
Grounding in economic and sector work (ESW)	<input type="text" value="Substantial"/>	<div style="border: 1px solid black; height: 60px;"></div>	
Other (specify):	<input type="text"/>		

2. Indicate how well the Bank took account of the following during project appraisal:

Technical analysis (inc. alternatives)	<input type="text" value="Modest"/>	Overall rating on appraisal	<input type="text" value="Satisfactory"/>
Financial analysis (inc. funding provisions, fiscal impact)	<input type="text" value="Modest"/>	Average rating	<input type="text" value="Satisfactory"/>
Cost-benefit analysis (incl.ERR)	<input type="text" value="Substantial"/>	If your overall rating differs from the average rating, please comment on reasons for this difference:	
Institutional capacity analysis	<input type="text" value="Substantial"/>	<div style="border: 1px solid black; height: 100px;"></div>	
Social and stakeholder analysis	<input type="text" value="Substantial"/>		
Environmental analysis	<input type="text" value="Substantial"/>		
Risk assessment (inc. adequacy of conditionalities)	<input type="text" value="Substantial"/>		
Incorporation of M&E indicators	<input type="text" value="Substantial"/>		
Incorporation of lessons learned	<input type="text" value="Modest"/>		
Readiness for implementation	<input type="text" value="Substantial"/>		
Suitability of lending instrument	<input type="text" value="Substantial"/>		

3. Considering the identification / preparation and appraisal processes discussed above, rate the overall quality of the project at the time of Board approval (Quality at Entry):

4. Indicate the adequacy of Bank project supervision in the following areas:

Reporting on project implementation progress	<input type="text" value="Substantial"/>	Overall rating on supervision	<input type="text" value="Satisfactory"/>
Identification / assessment of implementation problems	<input type="text" value="Substantial"/>	Average rating	<input type="text" value="Satisfactory"/>
Use of performance indicators	<input type="text" value="Negligible"/>	If your overall rating differs from the average rating, please comment on reasons for this difference:	
Enforcement of Borrower provision of M&E data	<input type="text" value="Negligible"/>	<div style="border: 1px solid black; height: 80px;"></div>	
Advice to implementing agency	<input type="text" value="Substantial"/>		
Enforcement of loan covenants / exercise of remedies	<input type="text" value="Substantial"/>		
Flexibility in suggesting / approving modifications	<input type="text" value="High"/>		
Other (specify):	<input type="text"/>		

C1. Bank Performance (cont'd)

5. SUMMARY RATING OF BANK PERFORMANCE

Rate the Bank's overall performance, taking account of identification / preparation, appraisal, and supervision activities:

Average rating

If your overall rating differs from the average rating, please comment on reasons for this difference:

C2. Borrower Performance

1. Rate the Borrower / Implementing Agency performance on the preparation of this project:

2. Rate the extent to which government / implementing agency performance on the following dimensions supported project implementation:

Dimensions generally subject to government control

Macro policies / conditions	<input type="text" value="High"/>	Administrative procedures	<input type="text" value="Substantial"/>
Sector policies / conditions	<input type="text" value="High"/>	Cost changes	<input type="text" value="Modest"/>
Government commitment	<input type="text" value="Substantial"/>	Implementation delays	<input type="text" value="Not Applicable"/>
Appointment of key staff	<input type="text" value="Substantial"/>	Other (specify):	<input type="text"/>
Counterpart funding	<input type="text" value="Modest"/>		<input type="text"/>

Dimensions generally subject to implementing agency control

Management	<input type="text" value="Substantial"/>	Use of technical assistance	<input type="text" value="Substantial"/>
Staffing	<input type="text" value="Substantial"/>	Beneficiary participation	<input type="text" value="Substantial"/>
Cost changes	<input type="text" value="Not Applicable"/>	Other (specify):	<input type="text"/>
Implementation delays	<input type="text" value="Modest"/>		<input type="text"/>

C2. Borrower Performance (cont'd)

<p>3. Summary Rating of Borrower Performance on Project Implementation</p> <p>Overall rating <input style="width: 100px;" type="text" value="Satisfactory"/></p> <p>Average rating <input style="width: 100px;" type="text" value="Satisfactory"/></p> <p>If your overall rating differs from the average rating, please comment on reasons for this difference:</p> <div style="border: 1px solid black; height: 80px; width: 100%;"></div>	<p>5. SUMMARY RATING OF BORROWER PERFORMANCE</p> <p>Overall rating <input style="width: 100px;" type="text" value="Satisfactory"/></p> <p>Average rating <input style="width: 100px;" type="text" value="Satisfactory"/></p> <p>If your overall rating differs from the average rating, please comment on reasons for this difference:</p> <div style="border: 1px solid black; height: 80px; width: 100%;"></div>
<p>4. Rate Borrower compliance with loan covenants / commitments:</p> <p><input style="width: 100px;" type="text" value="Satisfactory"/></p>	

D. Special Themes

<p>1. Indicate whether each of the following social concerns was a major project emphasis:</p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 80%;">Gender related issues</td><td style="width: 20%;"><input style="width: 80%;" type="text" value="No"/></td></tr> <tr><td>Settlement / resettlement</td><td><input style="width: 80%;" type="text" value="No"/></td></tr> <tr><td>Beneficiary participation</td><td><input style="width: 80%;" type="text" value="Yes"/></td></tr> <tr><td>Community development</td><td><input style="width: 80%;" type="text" value="Yes"/></td></tr> <tr><td>Skills development</td><td><input style="width: 80%;" type="text" value="No"/></td></tr> <tr><td>Nutrition and food security</td><td><input style="width: 80%;" type="text" value="No"/></td></tr> <tr><td>Health improvement</td><td><input style="width: 80%;" type="text" value="No"/></td></tr> <tr><td>Other (specify):</td><td><input style="width: 80%;" type="text"/></td></tr> </table>	Gender related issues	<input style="width: 80%;" type="text" value="No"/>	Settlement / resettlement	<input style="width: 80%;" type="text" value="No"/>	Beneficiary participation	<input style="width: 80%;" type="text" value="Yes"/>	Community development	<input style="width: 80%;" type="text" value="Yes"/>	Skills development	<input style="width: 80%;" type="text" value="No"/>	Nutrition and food security	<input style="width: 80%;" type="text" value="No"/>	Health improvement	<input style="width: 80%;" type="text" value="No"/>	Other (specify):	<input style="width: 80%;" type="text"/>	<p>3. Was this a Poverty Targeted Intervention? <input type="radio"/> Yes <input checked="" type="radio"/> No</p> <p>Did the project place a major emphasis on poverty alleviation? <input type="radio"/> Yes <input checked="" type="radio"/> No</p> <p>If Yes:</p> <p>Did it emphasize broad-based growth with labor absorption? <input type="radio"/> Yes <input type="radio"/> No</p> <p>Did it emphasize human development (education, health, or nutrition)? <input type="radio"/> Yes <input type="radio"/> No</p> <p>Did it emphasize the provision of a social safety net? <input type="radio"/> Yes <input type="radio"/> No</p>
Gender related issues	<input style="width: 80%;" type="text" value="No"/>																
Settlement / resettlement	<input style="width: 80%;" type="text" value="No"/>																
Beneficiary participation	<input style="width: 80%;" type="text" value="Yes"/>																
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Health improvement	<input style="width: 80%;" type="text" value="No"/>																
Other (specify):	<input style="width: 80%;" type="text"/>																
<p>2. Did the project have an unintended or unexpected effect on social concerns, regardless of the project's objectives?</p> <p><input style="width: 100px;" type="text" value="Yes"/></p> <p>If Yes, was the effect positive or negative?</p> <p><input style="width: 100px;" type="text" value="Positive"/></p>	<p>4. Indicate whether each of the following environmental concerns was a major project emphasis:</p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 80%;">Natural resource management</td><td style="width: 20%;"><input style="width: 80%;" type="text" value="Yes"/></td></tr> <tr><td>Air / water / soil quality</td><td><input style="width: 80%;" type="text" value="Yes"/></td></tr> <tr><td>Urban environmental quality</td><td><input style="width: 80%;" type="text" value="No"/></td></tr> <tr><td>Other (specify):</td><td><input style="width: 80%;" type="text"/></td></tr> </table>	Natural resource management	<input style="width: 80%;" type="text" value="Yes"/>	Air / water / soil quality	<input style="width: 80%;" type="text" value="Yes"/>	Urban environmental quality	<input style="width: 80%;" type="text" value="No"/>	Other (specify):	<input style="width: 80%;" type="text"/>								
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Other (specify):	<input style="width: 80%;" type="text"/>																

D. Special Themes (cont'd)

5. Did the project have an unintended or unexpected effect on environmental concerns, regardless of the project's objectives?

No

If Yes, was the effect positive or negative?

7. Rate the priority of the project for audit

High

8. Rate the priority of the project for impact evaluation

High

6. Indicate whether each of the following private sector development (PSD) concerns was a major project emphasis:

Improvement in legal or incentive framework designed to foster PSD (e.g., trade, pricing) No

Restructuring / privatization of public enterprises No

Financial sector development No

Direct government financial and / or technical assistance to the private sector No

Other (specify):

E. Rating of ICR

1. Rate the quality of the ICR by the following characteristics:

Analysis		Future operation of project	
Coverage of important subjects	<input type="text"/> Satisfactory	Plan for future project operation	<input type="text"/> Satisfactory
Ex-post economic analysis	<input type="text"/> Satisfactory	Performance indicators for the project's operational phase	<input type="text"/> Not Applicable
Soundness of analysis		Plan for monitoring and evaluation of future operation of the project	<input type="text"/> Not Applicable
Internal consistencies	<input type="text"/> Satisfactory		
Evidence complete / convincing	<input type="text"/> Satisfactory	Borrower / cofinancier inputs	
Adequacy of lessons learned	<input type="text"/> Satisfactory	Borrower input to ICR	<input type="text"/> Satisfactory
Aide-memoire of the ICR mission	<input type="text"/> Satisfactory	Borrower plan for future project operation	<input type="text"/> Satisfactory
		Borrower comments on ICR	<input type="text"/> Satisfactory
		Cofinancier comments on ICR	<input type="text"/> Satisfactory

2. SUMMARY RATING OF ICR

Rate the quality of the ICR: Satisfactory

Average rating Satisfactory

If your overall rating differs from the average rating, please comment on reasons for this difference:

E. Rating of ICR (cont'd)

3. Rate the quality of borrower participation in the project completion process on the following:

Analysis	<input type="text" value="Not Available"/>	Focus on lessons learned	<input type="text" value="Satisfactory"/>
Concern with development impact	<input type="text" value="Satisfactory"/>	Self-evaluation	<input type="text" value="Satisfactory"/>
Internal consistency	<input type="text" value="Satisfactory"/>	Evaluation of Bank	<input type="text" value="Satisfactory"/>
Evidence to justify views	<input type="text" value="Satisfactory"/>		

F. Summary of Ratings

1. SUMMARY OF RATINGS

	ICR	ES
Outcome	<input type="text" value="Satisfactory"/>	<input type="text" value="Marginally Satisfactory"/>
Sustainability	<input type="text" value="Likely"/>	<input type="text" value="Likely"/>
Institutional Development efficacy / impact	<input type="text" value="Substantial"/>	<input type="text" value="Substantial"/>
Bank performance	<input type="text" value="Satisfactory"/>	<input type="text" value="Satisfactory"/>
Borrower performance	<input type="text" value="Satisfactory"/>	<input type="text" value="Satisfactory"/>
ICR quality		<input type="text" value="Satisfactory"/>

2. Explain any differences between OED ratings and those in the ICR:

Only the outcome ratings differ. The Evaluation Summary rates outcome as Marginally Satisfactory because of (i) cancellation of the research component as a result of which specific and priority problems emanating from field implementation could not be addressed; (ii) inadequate M&E which could not be addressed despite the recommendations at MTR; (iii) mixed achievements under the forest resource management component.

G. Overall Judgements / Miscellaneous Comments

1. Enter any overall judgements or rationales and miscellaneous comments below.



ICR Review - Evaluation Summary

Operations Evaluation Department

1. Project Data:		ES Date Posted: 04/13/2000	
PROJ ID: P010330 OEDID: C2028		Appraisal	Actual
Project Name: Hill community forestry	Project Costs (US\$M)	45.39	18.41
Country: Nepal	Loan/Credit (US\$M)	30.5	9.17
Sector, Major Sect.: Forestry, Agriculture	Cofinancing (US\$M)	7.36	6.67
L/C Number: C2028			
	Board Approval (FY)		90
Partners involved: DANIDA, UNDP	Closing Date	06/30/97	06/30/99
Prepared by:	Reviewed by:	Group Manager:	Group:
Nalini B. Kumar	Christopher D. Gerrard	Gregory Ingram	OEDST

2. Project Objectives and Components

a. Objectives

The main project objective was to support the implementation of Government of Nepal's forest sector strategy directed towards development of sustainable management of the country's forest resources through community participation. The project was confined to one geographical region in the country (the mid Hills) and covered 38 of the 54 districts.

b. Components

The project had four components: a) an institutional support component to strengthen and build the capacity of the Forest Department (FD) to implement community forestry; b) a forest resource management and restoration component; c) a training and extension component to communicate His Majesty's Government's strategy to FD staff and forest communities; d) a research component to help generate improved silvicultural techniques for conservation, increase the productivity of forest resources and provide socio economic information on resource utilization to enable better planning. In addition the project provided assistance for construction of houses, office buildings, nurseries and training centers.

c. Comments on Project Cost, Financing and Dates

The credit (US \$ 30.5 million) was approved in August 1989 and became effective in May 1990. Credit effectiveness was postponed twice as a number of covenants related to field administration needed amendment. DANIDA financed the Training and Extension Component (US \$ 6.03 million) and UNDP financed technical assistance to the amount of US \$ 640,000. Total project costs equaled US \$ 18.7 million, compared with appraisal estimates of US \$ 45.4 million. This was largely for two reasons: under spending under the forest resource management component which at appraisal accounted for 65 percent of the total project cost; depreciation of the Nepali rupee. MTR was undertaken in December 1993. At the recommendation of the MTR, US \$ 13.34 million was canceled in 1995. A further US \$ 4.87 million was canceled in 1998. Finally an undisbursed balance of SDR 0.43 million was canceled in November 1999. Total disbursements equivalent to 28 percent of the credit amount were made. The project was extended twice from its initial closing date of June 30, 1997 and closed in June 1999.

3. Achievement of Relevant Objectives:

- (i) Project provided support for the government strategy for development and preservation of forest resources in the mid Hill region.
- (ii) It successfully introduced the policy, legal and procedural framework necessary to establish a user-group-based approach to forest management.
- (iii) It contributed towards bringing a change in role and attitude of the FD from a policing body to one promoting and facilitating local community efforts at forest management.
- (iv) It helped create awareness and interest at the community level for preservation and management of forest resources.

4. Significant Outcomes/Impacts:

It is difficult to measure project outcome/impact since the project failed to develop monitoring and impact indicators. However the project helped establish the relevant institutional, policy and procedural framework for promotion of community forestry. A large number of Forest User Groups were established and empowered. The recalculated ERR at 18 percent takes into account the environmental benefits from forests and yields from non traditional forest products.

5. Significant Shortcomings (including non-compliance with safeguard policies):

- (i) Research component of the project was never implemented. As a result specific and priority problems emanating from field implementation could not be addressed.
- (ii) Overemphasis on plantations as a strategy for forest restoration in the early years reduced the effectiveness of the forest restoration and management component. This was deemphasized after the MTR.
- (iii) Poor monitoring of project outcomes and impacts.
- (iv) Inadequate donor coordination which was largely responsible for non implementation of the research component and inadequate arrangements for M&E.
- (v) Weak linkage between field staff and the center and the government policy of frequent staff transfer hindered project implementation.

6. Ratings:	ICR	OED Review	Reason for Disagreement/Comments
Outcome:	Satisfactory	Marginally Satisfactory	(i) Cancellation of the research component; (ii) inadequate M&E which could not be addressed despite the recommendations at MTR; (iii) mixed achievements under the forest resource management component.
Institutional Dev.:	Substantial	Substantial	
Sustainability:	Likely	Likely	
Bank Performance:	Satisfactory	Satisfactory	Given the poor performance of the Bank in the design of the plantation/nurseries activities and the research component, the Evaluation Summary would ideally reduce the Bank Performance rating to marginally satisfactory. However, this option is not available to OED.
Borrower Perf.:	Satisfactory	Satisfactory	Though overall borrower performance may be judged to be satisfactory, delays in providing staff and buildings, together with frequent staff transfers, negatively affected project implementation.
Quality of ICR:		Satisfactory	

7. Lessons of Broad Applicability:

The lessons identified by the ICR are interesting and have important implications for the future management of Nepal's forests. Four lessons from the ICR are repeated here. (i) *Reorientation of government institutions* --the project has demonstrated that given a favorable policy and legal framework, a government department can evolve from one concerned primarily with policing to one working with communities in forest management; (ii) *Restoration of forest ecosystems*--Protection and management of natural regeneration has proven to be a more successful mechanism than plantation establishment to restore forest ecosystems; (iii) *Sustainability and ownership*--community empowerment cannot be accelerated at a pace beyond the capacity of the facilitating institution to manage expansion and the rate of learning and behavioral change required by forest users. (iv) *Monitoring and evaluation*--the weakness in M&E meant that ineffective strategies were supported for longer than they should have been with associated financial costs.

The Evaluation Summary adds the following: (i) Establishment of a sound policy and legal foundation and clear benefit sharing arrangements are essential for the sustainability of a forest management program based on community participation. (ii) Multiple donor involvement in the forest sector in Nepal was a reality before the project. In such situations caution needs to be exercised during project preparation to ensure that donor overload and/or coordination does not become a handicap in project implementation. (iii) Given the potential of forest development to impact the lives of the rural poor it is important to make forest sector development an essential part of the poverty alleviation strategy of the Bank in the country.

8. Audit Recommended? Yes No

Why? (i) To provide lessons of broad applicability for programs based on community participation for the South Asia Region as a whole. (ii) To verify sustainability of the community participation effort given the concern within the FD that as forests improve and incomes increase the effort may be undermined by local elites.

9. Comments on Quality of ICR:

A joint World bank-FAO-DANIDA team carried out the completion mission for the project. The ICR is satisfactory and complete and includes the Borrower's comments and comments from DANIDA. The Aide Memoire is informative and gives a clear account of the project.



ICR Review - Evaluation Summary

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Prepared by:	Reviewed by:	Group Manager:	Group:
Nalini B. Kumar	Christopher D. Gerrard	Gregory Ingram	OEDST

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● Maisha Hyman

03/24/2000 08:36 AM

Extn: 36994 OEDST *** DRAFT ***
Subject: NEPAL: Hill Community Forestry Project (Cr. 2028-NEP)

This ICR has been approved by you and is now ready to go to the Region.

To: Mr. Hans M. Rothenbuhler
Subject: NEPAL: Hill Community Forestry Project (Cr. 2028-NEP)
OED Review of Implementation Completion Report

Attached for your review is OED's Evaluation Summary for the above project. This form contains OED's ratings and comments on the ICR. Any comments you may have should reach me no later than c. o. b. March 31, 2000.

Gregory K. Ingram
Manager
Sector and Thematic Evaluations Group

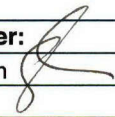
cc: Messrs./Mmes.: P. Garg
R. Thompson
P. Nicholas
R. Ali
E. Sennhauser
N. Kumar

THE WORLD BANK GROUP

ROUTING SLIP		DATE: March 24, 2000	
NAME			ROOM. NO.
Mr. Gregory Ingram, Manager, OEDST			H 3-373
	URGENT		PER YOUR REQUEST
	FOR COMMENT		PER OUR CONVERSATION
	FOR ACTION		NOTE AND FILE
✓	FOR APPROVAL/CLEARANCE		FOR INFORMATION
✓	FOR SIGNATURE		PREPARE REPLY
	NOTE AND CIRCULATE		NOTE AND RETURN
RE: NEPAL: Hill Community Forestry Project (Cr. 2028-NEP) Implementation Completion Report			
REMARKS:			
<p style="text-align: center;">This ICR has passed the OED's Panel review and requires your signature before being sent to the Region.</p> <div style="text-align: center; color: red; font-size: 2em;">✓</div>			
FROM Nalini Kumar, Task Manager <i>nk</i>		ROOM NO. H 3-361	EXTENSION 31743

OED ICR Review - Evaluation Summary
Operations Evaluation Department

Date Created: 01/12/2000 12:57:34 PM
Last Updated: 03/22/2000 02:54:44 PM
Access Delegation List:
Status: Open

1. Project Data:		ES Date Posted:	
PROJ ID: P010330 OEDID: C2028		Appraisal	Actual
Project Name: Hill Community Fores	Project Costs (US\$M)	45.39	18.41
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Partners involved: DANIDA, UNDP	Closing Date	06/30/97	06/30/99
Prepared by:	Reviewed by:	Group Manager:	Group:
Nalini B. Kumar	Christopher D. Gerrard	Gregory Ingram 	, OEDST

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a. Objectives

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Chris Gerrard
22 Mar. 2000

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- (iii) Poor monitoring of project outcomes and impacts.
- (iv) Inadequate donor coordination which was largely responsible for non implementation of the research component and inadequate arrangements for M&E.
- (v) Weak linkage between field staff and the center and the government policy of frequent staff transfer hindered project implementation.

6. Ratings:	ICR	OED Review	Reason for Disagreement/Comments
Outcome:	Satisfactory	Marginally Satisfactory	(i) Cancellation of the research component; (ii) inadequate M&E which could not be addressed despite the recommendations at MTR; (iii) mixed achievements under the forest resource management component.
Institutional Dev.:	Substantial	Substantial	
Sustainability:	Likely	Likely	
Bank Performance:	Satisfactory	Satisfactory	Given the poor performance of the Bank in the design of the plantation/nurseries activities and the research component, the Evaluation Summary would ideally reduce the Bank Performance rating to marginally satisfactory. However, this option is not available to OED.
Borrower Perf.:	Satisfactory	Satisfactory	Though overall borrower performance may be judged to be satisfactory, delays in providing staff and buildings, together with frequent staff transfers, negatively affected project implementation.
Quality of ICR:		Satisfactory	

7. Lessons of Broad Applicability:

The lessons identified by the ICR are interesting and have important implications for the future management of Nepal's forests. Four lessons from the ICR are repeated here. (i) *Reorientation of government institutions* --the project has demonstrated that given a favorable policy and legal framework, a government department can evolve from one concerned primarily with policing to one working with communities in forest management; (ii) *Restoration of forest ecosystems*--Protection and management of natural regeneration has proven to be a more successful mechanism than plantation establishment to restore forest ecosystems; (iii) *Sustainability and ownership*--community empowerment cannot be accelerated at a pace beyond the capacity of the facilitating institution to manage expansion and the rate of learning and behavioral change required by forest users. (iv) *Monitoring and evaluation*--the weakness in M&E meant that ineffective strategies were supported for longer than they should have been with associated financial costs.

The Evaluation Summary adds the following: (i) Establishment of a sound policy and legal foundation and clear benefit sharing arrangements are essential for the sustainability of a forest management program based on community participation.(ii) Multiple donor involvement in the forest sector in Nepal was a reality before the project. In such situations caution needs to be exercised during project preparation to ensure that donor overload and/or coordination does not become a handicap in project implementation. (iii) Given the potential of forest development to impact the lives of the rural poor it is important to make forest sector development an essential part of the poverty alleviation strategy of the Bank in the country.

8. Audit Recommended? Yes No

Why? (i) To provide lessons of broad applicability for programs based on community participation for the South Asia Region as a whole. (ii) To verify sustainability of the community participation effort given the concern within the FD that as forests improve and incomes increase the effort may be undermined by local elites.

9. Comments on Quality of ICR:

A joint World bank-FAO-DANIDA team carried out the completion mission for the project. The ICR is satisfactory and complete and includes the Borrower's comments and comments from DANIDA. The Aide Memoire is informative and gives a clear account of the project.

ICR/PIF COVER SHEET

Run Date: 12/16/99

Proj ID :	<u>P010330</u>	OED ID :	C2028	Group:	10
Country:	Nepal				
Project Description:	Hill Community Forestry				
Sector:	01 / Agriculture				
Subsector:	01.07 / Forestry				
Lending Instrument Type:	SIL				
L/C:	C2028				
Original IDA/IBRD Commitments:	30,500,000		(\$US)		
Total Cancellations:	21,518,723		(\$US)		

Key Dates	ORIGINAL	ACTUAL
Approval		5/30/89
Signing/Agreement		8/18/89
Effectiveness	11/16/89	5/14/90
Closing	6/30/97	6/30/99
ICR Receipt in OED		12/15/99

EVALUATOR NAME: Nalini Kumar

EVALUATOR SIGNATURE: _____

DATE: _____

Please confirm the above information, sign and date this sheet and return a phot to Helen Sioris when the EVM/Regional memo/PIF packet is submitted to OED Direct

***** TO BE COMPLETED BY EVALUATION OFFICER *****

* * * * *

* Date of Review: _____
 * (mm / dd / yy) * * * * *

* Name of Reviewer: _____ * * * * *

* Type of Evaluation: PCR Review PAR Review * * * * *

* If this is a PAR Review, are there major differences in the judgements *
 * from those made in the PCR Review? * * * * *

* Yes No * * * * *

* If Yes, please discuss in detail on page 26 of the PIF * * * * *

* Date of Physical Completion ORIGINAL LATEST *
 * (mm/dd/yy) (mm/dd/yy) * * * * *

* Total Project Cost (\$US mill) _____ * * * * *

* Applicable Disbursement Profile: _____ *
 * (see note 11 in the PIF, page 31) * * * * *

* Number of Supervision Missions: _____ * * * * *

19948
 12/13/99