



Government of Nepal  
Ministry of Forests and Environment  
Adaptation for Smallholders in Hilly Areas  
(ASHA) Project



# SUSTAINABILITY & EXIT STRATEGY



DECEMBER 2020

## Foreword



Building on the successes of previous International Fund for Agricultural Development (IFAD) assisted projects, in the field of community development, agriculture development and environmental protection in Nepal, the Adaptation for Smallholders in Hilly Areas (ASHA) Project is being implemented with the support of the IFAD and Adaptation for Smallholder Agriculture Programme (ASAP) funds. It is a joint undertaking of Government of Nepal (GoN) and IFAD. Having an overarching goal of "reducing rural poverty in the hilly regions impacted by climate change", project has been working in seven (former six) climate vulnerable districts including 5 districts of Karnali and 2 districts of Lumbini province. It aims at strengthening the adaptive capacity of communities and institutions to better contend with climate change risks in the communities and districts. The project is being implemented for a period of seven years (with an extension of one year), effective from 26 February 2015 to 31 March 2022. Ministry of Forests and Environment (MoFE) is the lead ministry for project implementation and works in close coordination with line ministries namely Ministry of Livestock and Agriculture Development (MoLAD) and Ministry of Federal Affairs and General Administration (MoFAGA), Province government and Local government.

As the project is towards end of its project duration, ASHA project team has prepared this sustainability and exit strategy. Originally drafted as exit strategy, grasping the opportunity of project extension by IFAD, this strategy has captured unique opportunity for institutionalization and sustainability of project interventions and results while also ensuring decent exit of the project. Detail in-house exercise of ASHA team, consultation with stakeholders at different level, virtual workshop with stakeholders at different level, sharing and inputs from project steering committee, ministry of forests and environment and IFAD supervision mission were some of the crucial steps followed to enrich and finalize this strategy. It is also noteworthy to mention that IFAD supervision mission 2020 has appreciated it as 'a solid Exit and Sustainability Strategy coupled with a detailed implementation plan'.

I would like to appreciate the contribution of all participants/contributors who were involved in different stages of this strategy preparation including PCU, TSU and all DPCU team. Special thanks go to Ms. Shila Gnyawali, Mr. Bhakta Raj Giri and Mr. Ashok Khatri, Mr Madhu Mijar, Mr Bal Bahadur Bhakri, Mr.Chandra Chaulagain, Ms Engila Mishra, Mr. Akash Upadhyaya, Ms. Draupadi Subedi, Mr. Basanta Acharya, Mr Suresh Man Joshi, Mr. Shankar Neupane & Mr Prakash Gnyawali all District Project Coordinators and Specialist from ASHA project districts.

Let me take this opportunity to also thank Mr B.N. Oli, honorable secretary of Ministry of Forests and Environment, PSC members, IFAD country director Tarek Kotb, Program Officer Basu Aryal and IFAD supervision mission 2020 team for their guidance, appreciation and feedbacks in due process.

Last but not least, I am grateful to Mr Bal Krishna Jamarkattel, Climate Change Specialist and Mr. Shrikanta Adhikari Agriculture Specialist for taking lead to review the previous draft, enrich and finalize it following rigorous participatory and consultative way.

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**Sustainability and Exit Strategy**

## **1. Introduction of Project:**

The Government of Nepal (GoN) and the International Fund for Agricultural Development (IFAD) entered into an agreement on 26 February 2015 to implement Adaptation for Smallholders in Hilly Areas (ASHA) Project in the seven districts under Karnali Province and Province five. Ministry of Forests and Environment is the lead project agency. ASHA aims at strengthening the adaptive capacity of the smallholders and institutions to better contend with climate change risks in the project districts.

**Project Goal:** Rural poverty reduced in the hilly regions facing consequences of climate change.

The anticipated main outcomes at the goal level are:

- i. 100,000 direct beneficiary households (HHs) (70% of target HHs) reporting at least 25% improvement in HH asset index, as compared to baseline (disaggregated by gender, caste and ethnicity of HH-head)
- ii. 15% reduction in the prevalence of child malnutrition, as compared to baseline

**Development Objective:** Vulnerability of local communities to climate related risks reduced and enabling institutional environment for climate change adaptation strengthened.

The anticipated main outcomes at the development objective level are:

- i. 100,000 direct beneficiary HHs (70% of target HHs) moved down the climate change vulnerability scale by at least one step (disaggregated by gender, caste and ethnicity of HH-head)
- ii. Each US\$1 of Adaptation for Smallholder Agriculture Program (ASAP) financing leverages at least US\$2 from other sources for LAPA implementation in at least 6 ASHA districts; and
- iii. 560,000 tons of greenhouse gas emissions (CO<sub>2</sub>-e) avoided and/or sequestered.

**Project Duration:** ASHA is a six-year period project and extended one year up to March 2022

**Target Area and Beneficiary:** The seven districts; Kalikot, Dailekh, Jajarkot, Salyan, Rolpa East and West Rukum have been selected based on the vulnerability mapping of the National Adaptation Plan of Action (NAPA), Government of Nepal and the United Nations Human Development Report – 2014. The project has covered 200 wards from the selected districts based on selected indicators and serving at least 100,000 smallholder's households. The Project targets climate vulnerable households (V4, V3 and V2) of project districts.

**Project Components:** ASHA has two technical components:

- (i) Framework for local-level climate adaptation strengthened; and
- (ii) Climate resilience of vulnerable smallholder farmers improved, in addition to Project Management and Coordination component.

**Cost and Financing:** The total costs of the project are estimated at USD 37.6 million. This includes beneficiary contribution of USD 6 million equivalents primarily in the form of labour and materials,

USD 6.6 million equivalents as counterpart funding from the government, IFAD ASAP grant 15.0 million USD and IFAD PBAS grant 10.0 million USD.

## **2 Current Status of the Project:**

By now, the project has already spent its 5<sup>th</sup> year of its official inception. However, due to series of unpredicted challenges, it is only 3 years the project is in effective implementation. Moreover, the recent COVID-19 pandemic has also adversely affected its progress in crucial period of project implementation. Recently, the project has also got conditional extension.

### **2.1 Challenges faced by the project:**

Right from its startup, the project has faced series of unpredictable hindrances that caused the project to delay its delivery. The start of the project was stricken just as it started in February 2015 by two major earthquakes (25 April and 12 May 2015), which affected millions of people and caused around 9,000 casualties. Ministries and Local Governments (LGs) focused on recovery effort, with little attention for project implementation roles. Similarly, the change in institutional design to Federal structure (new constitution from September 2015) created uncertainty in the civil service as Ministries were to be merged or discontinued, and government functional roles and responsibilities especially at the LG level were not well developed. This appears to have ‘paralyzed’ project work as Government staff were anticipating transfers to new functions within the State level.

The election process for the new assemblies and leadership at all levels also disrupted project work, as local elections stretching from May to September 2017 followed by legislative elections in November 2017). The project targeting through LAPAs meant that within the new federal structure the VDC-based LAPAs needed to be adapted to Ward-based LAPAs, with different and often initially unclear administrative boundaries. This required substantial work, including re-development of ToRs and contracts of Service Providers developing the LAPAs.

The project is embedded at the district level, as this was the implementation level of the old Local Government structure. In the federal structure Municipalities have been delegated authority for implementation of development projects. The project team needed to develop new relationships with newly deputed/transferred Municipal staff/representatives and now needs to provide services to multiple Municipalities under each of the districts. The role and delegation of authority of the districts in the new federal structures remains unclear. Already implemented awareness and capacity building activities needed to be repeated due to the consequent staff transfer and the newly elected leadership. Moreover, blockades and political movements have also affected on the project achievements.

The Mid Term Review mission of December 2018 assessed ASHA as a problem project, and indicated that, with the level of implementation and disbursement, it was unlikely that the project would achieve its development objective.

The Covid 19 pandemic is one of the biggest human crises with the great depression, causing simultaneous health and socioeconomic suffering all over the world. The Government of Nepal enforced a lockdown, beginning 24 March to slow the spread of virus. The project area being highly vulnerable to climate change risks, the impact of Covid 19 pandemic combined with those of climate change will hardly hit the most vulnerable people, particularly those who draw their livelihood from climate sensitive sector such as agriculture and natural resources.

### **2.2 Opportunities for the Project:**

Federal restructuring has provisioned three tiers of government with ample power and responsibility to the local government. Similarly, the election and leadership of local government by people’s

representative has also created enabling environment for ownership of the LAPA and associated program at the field level.

The Supervision mission held from 24 November to 6 December 2019 assessed ASHA and graduated from its status as a problem project to Moderately Satisfactory, and discovered the project on the right track to fulfill its development objective. It was possible due to collective efforts of the Project team in response to the recommendations of the MTR and the subsequent Implementation Support Missions

Similarly, On 9 July 2020, the International Fund for Agricultural Development (IFAD) has approved a **conditional extension** for an initial period equivalent to 12 months and an additional 4 months depending on the achievement of the additional milestones. Accordingly, the new completion date and closing date for ASHA are 31 March 2022 and 30 September 2022 respectively. Further, based on the progress of the milestones after an extension of 12 months, the project can also benefit from an additional extension of 4 months i.e. Project completion date: 31 July 2022 and Project closing date: 31 January 2023. This extension avoids hastening for exit and offers an opportunity for ASHA to strengthen programme effectiveness, sustainability and scaling up and closing of the project activities stalled because of the COVID-19 pandemic.

As the mission 2019 also emphasized, there are also opportunities for the ASHA (sustainability and exit strategy) to enhance linkages with other existing and pipeline projects and interventions of government of Nepal, IFAD and other development partners working in the same sector and/or geographical area. Coordination with Nepal Climate Change Support Program (NCCSP) II, Climate Change Adaptation for Food Security Program (CAFS) Karnali Program, Agriculture Sector Development Program (ASDP), Hariyo Ban Program II, Ecosystem Based Adaptation (EBA) II phase are some key projects with which ASHA is in close coordination. The coordination will also enable sustainability and decent exit of the ASHA project.

### 2.3 Achievements made by the Project:

Project has now graduated from the problem to opportunities since November 2019, fighting against the several above-mentioned hurdles. As reflected in the achievements against key performance indicators (Table 1), the project is now taking pace in implementation. Through implementation of all LAPAs, Project succeeded to reach 84,747 vulnerable households making 68% overall physical progress and disbursing about 53.2% (July, 2020) of the appraisal budget.

*Table 1: Achievements against key performance indicators*

Key-Performance Indicators	Unit	Total Target	Achievement in FY 2019/20	Cumulative
LAPAs incorporated into RM/M plans	No	200	200	200
Beneficiary HHs participated in LAPA preparation (200 LAPAs)	HHs	100,000	14,829	108,524
Beneficiary HHs adopting at least one climate resilient agriculture practice.	HHs	100,000	34,145	84,747
Land managed under climate-resilient micro-watershed management practices	Hector	40,000	2,099	5,256
HHs adopting livestock stall-feeding with adapted forage and fodder trees	HHs	25,000	6,373	13,586
HHs apply efficient water use techniques	HHs	22,000	4,591	19,777
HHs adopt renewable energy technologies for domestic purposes (RET)	HHs	7,500	1,843	5,889

Key-Performance Indicators	Unit	Total Target	Achievement in FY 2019/20	Cumulative
Lead farmers contracted by LAPA beneficiary groups	Person	400	95	343

(Source: APR, 2020)

### 3. The Rationale and Purpose of Sustainability and Exit Strategy

The Sustainability and Exit Strategy is a key document of ASHA project that will guide gradual phase out of its programmatic interventions and help in smooth closeout of administrative and financial processes while ensuring sustainability of project impacts.

#### 3.1 Rationale for the sustainability and exit strategy

The prevailing challenge of development projects is that they perform very well but lack effective continuation within few years of the project exit. So, advance planning of Sustainability and Exit Strategy would help to better deliver program outcomes and encourage commitment of stakeholders to program sustainability. It supports the project to gradually handover and local government and stakeholder to take over the ownership and responsibility in a harmonized manner. From the perspective of community resilience, there could be necessity of assurance for some/minimum support in needy areas even when the project phases out. As per the project design document, feedback from supervision mission on draft exit strategy developed earlier, this exit strategy has been prepared to guide gradual phase out of its programmatic interventions and help in smooth closeout of administrative and financial processes.

This strategy has been developed at the stage when the project has been granted conditional extension in addition to challenges to meet its already pending deliverables. Moreover, there is growing impacts and uncertainty on returning back to normal from the COVID-19 pandemic. So, this strategy will be focused on preparing stakeholders for speeding up implementation at one hand and sustainability interventions on another which will ease the project for smooth wrap-up.

#### 3.2 Purpose of the Sustainability and Exit Strategy

As projects are meant for defined period of time, it is natural for project to exit when its duration completes. The purpose of Sustainability and Exit Strategy is to ensure smooth withdrawal/exit of the project as per the project design/modification while also ensuring the sustainability of project approaches, interventions and results/impacts even after the completion of the project. In other words, it is pulling out of all externally supported program resources without losing efforts for continuity of project goals and achievements. This strategy is expected to prepare project team for gradual handover of the program and local government and stakeholders to gradually takeover ownership, and commitments for continuation and/or scale up/out of good practice and learning including commitment for regular operation and maintenance as required.

#### 3.3 Sustainability outcome/indicators cum exit strategy

In order to achieve the purpose of the exit strategy, the project will focus on meeting the following sustainability outcomes or indicators.

1. Enhanced ownership and mainstreaming of the LAPAs from respective local government and stakeholders. Stakeholders are trained on the renewal of the LAPAs as a main tool for participatory development
2. Increased involvement of municipalities/wards in continuation of project promoted activities including climate smart agriculture technologies, permaculture and community infrastructures



3. Project beneficiaries continue to practice and benefit from climate adaptive practices and profitable production. Knowledge acquired by Lead Farmers is capitalized on and they act as resource persons for agricultural extension within their municipalities
4. GESI sensitive project cycle management right from the planning and targeting to monitoring and evaluation
5. Application of climate proofing approach in implementing adaptation activities and its mainstreaming in development planning
6. Effective and inclusive institutional mechanism along with operation and maintenance fund is managed in each and every community infrastructure including RETs
7. Carryout research, studies, and documentation of knowledge product and project legacies
8. Promote replication (scale out and scale up) of successful practices of ASHA
9. Project meets all milestones assigned to ASHA and its MIS/MEAL System is up to date and properly utilized.
10. Promote efficient project management to achieve higher result and get sustainability

### **3.4 Risks and Assumptions**

The existing uncertainty of COVID-19 pandemic is a great risk but while preparing this strategy, we have assumed some positive results within 3-6 months of period. It will take more time to return to normal situation which will eventually impact project interventions and results. So, it is expected that project will require an extended period to deliver its best. In the post-COVID scenario, local government and stakeholders will have more emphasis and interest in quick impact activities. Moreover, there will not be much changes in political and other context having significant impact to the program. Further, Government of Nepal and IFAD will continue backstopping the project team in scaling up and scaling out of best practices.

## **4. Approaches & Methodology for preparation of the Strategy**

### **4.1 Approaches of Sustainability and Exit Strategy**

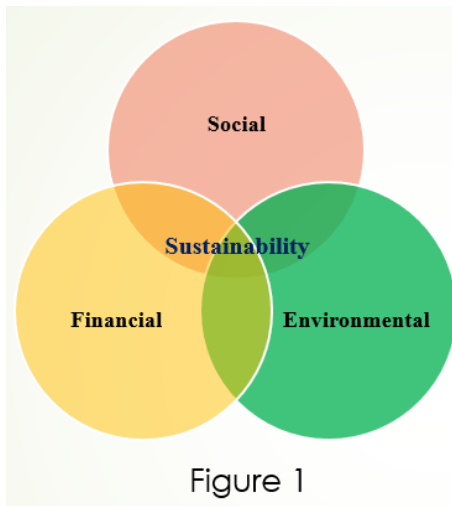
Exit strategy involves driving project interventions to a logical end or level which can be continued even without the project support. It should be planned right from the design phase. In order to reach that level;

- Programs and interventions will require to ensure Sustainability from all aspects particularly 1) Social and Institutional Sustainability, 2) Environmental/ecological sustainability and 3) Financial sustainability (Figure 1)
- Project beneficiaries and stakeholders will require to achieve key elements of sustainability<sup>1</sup> such as capacity, resource (local or external), motivation and linkages (Figure 2)

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<sup>1</sup> <https://www.fantaproject.org/research/exit-strategies-ffp>





- It basically involves 3 approaches viz; phasing down, phasing over and phase out which will be applied cautiously (with some overlaps as necessary) based on the stages of program implementation and locations.

#### **Phasing down:**

Phasing down is often a preliminary stage to phasing over and/or phasing out. In the context of ASHA, **phasing down is gradual reduction of project roles and inputs** (scale or types of interventions and contribution). For example, gradual reduction of support on category A LAPA-of which most of the activities are already implemented, where monitoring and on demand technical input is required.

#### **Phasing over:**

It is like **gradual handing over of project's responsibility** to the beneficiaries, government and concerned stakeholders, who in turn, increase involvement, accepts, owns and express commitments to continue project's interventions and results. A good phase over will reduce any gap from the external /project inputs/intervention. For example, local government's effort in integration and mainstreaming of ASHA's intervention under LAPA into the RM/M planning process of different scale (long term master plan/strategic or annual plans and activities) would provide the effectiveness of ASHA's work and sustainability of climate change adaptation planning and implementation. Permaculture demonstration farms and Lead Farmers continuously supporting smallholders on climate smart farming practices, LAPA groups continuously carrying out maintenance of community infrastructures even after the project tenure and as a result, there is continuous increase in agriculture productivity.

#### **Phasing out:**

In this phase **project's withdrawal/exit of involvement (support and liability) in a program without turning it over to another institution for continued implementation**. For example, close-out of administrative, financial and programmatic liability to the project, closure/expiry of any offices, staffs, contracts or payments.

## **4.2 Methodology for preparation of the Strategy**

In order to create enabling environment for its effective implementation, the project prioritized engagement and realization of staffs and stakeholders at different level during preparation of the strategy. The following are key steps while preparing and finalizing the strategy;

- It was first drafted by the in-house team of PCU and TSU referring the project document, performance reports, findings and recommendation from supervision missions.

- A draft version was also shared to Supervision mission in 2019 for feedback and inputs. The project team also integrated plans for exit from the current year 2020/2021.
- The strategy has been revised and updated in the context when the project has got conditional extension.
- Two days virtual workshops amongst PCU and TSU team for detailing in the strategy and action plan (15-16 Sep 2020)
- Sharing and inputs from District Project Coordination Unit (DPCU) staffs/project team at different level through virtual workshops (18 Sep 2020).
- Consultation with representative stakeholders and beneficiaries (September-October, 2020).
- Sharing and inputs from the ASHA Project Steering Committee meeting dated 20 September 2020.
- Sharing of draft strategy and inputs from a virtual workshop in participation of representatives from the beneficiaries, local governments, stakeholders and line ministries from province and federal level on 19 October 2020.
- Development of final draft of exit strategy and share to PSC/MoFE and IFAD (including supervision mission 2020) for inputs.
- Finalization of strategy incorporating any inputs.

### 4.3 Key steps and actions with timeline:

Table 2: Key steps and actions with timeline

Key steps	Key Actions	Trimester of FY: 2020/021			Trimester of FY 2021/022			FY 2022/023	
		T1	T2	T3	T1	T2	T3	T1	T2
		16 Jul – 15 Nov	16 Nov - 15 Mar	16 Mar - 15 Jul	16 Jul – 15 Nov	16 Nov - 15 Mar	16 Mar - 15 Jul	31 Jul 022	31 Jan 023
<b>Finalize Exit Strategy</b>	<ul style="list-style-type: none"> <li>Review of draft strategy and feedback</li> <li>Consultation/sharing for feedbacks</li> <li>Finalize the strategy</li> </ul>								
<b>Scale-out/up</b>	<ul style="list-style-type: none"> <li>Accelerate active implementation</li> <li>Emphasize on achieving milestones</li> <li>Engagement and mainstreaming in regular planning process</li> <li>Sharing for scale up/out</li> </ul>								
<b>Phase down</b>	<ul style="list-style-type: none"> <li>Gradually reduce the implementation focusing in lagging milestones</li> <li>Increase resources leverages</li> </ul>								
<b>Phase over</b>	<ul style="list-style-type: none"> <li>Handover and takeover of documentation and responsibilities</li> </ul>								
<b>Phase out</b>	<ul style="list-style-type: none"> <li>Formal wrapping up events at different level</li> </ul>								
<b>Closing</b>	<ul style="list-style-type: none"> <li>Final performance report</li> <li>Administration and financial closing</li> </ul>							Completion	Closing

## **5. Strategies and detail Action plan**

Table 3 details strategies, operational strategies, level, responsibility, accountability, timeline and budgetary arrangements for their implementation.

Table 3: Strategies and detail action plan for Sustainability and Exit, ASHA Project

SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/ Concern Stakeholders	Respon- Sibility	Accoun- tability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget	
						T1	T2	T3	T1	T2	T3	T1	T2		
<b>1</b>	<b>Enhanced ownership and mainstreaming of the LAPAs from respective local government and stakeholders.</b>														
1.1	All 200 LAPAs endorsed by concerned municipalities	Facilitate LAPA renewal/revision in leadership of local government with technical support from ASHA (as per guideline) and ensure every LAPA is endorsed from concerned local government, increase joint monitoring practices engaging RM/M, ward and stakeholders and support existing monitoring committee at RM/M and wards for monitoring, backstopping and mainstreaming of LAPA.	Wards (and concerned RM/M as far as possible)	LAPA-C/ DCCS	DPC										Co-financing with local government (technical support ASHA)
1.2	Stakeholders are trained on the renewal of the LAPAs as a main tool for participatory development	Selection of local resource persons, provide them ToT and backstop and/or mobilize them for LAPA renewal through local governments	District/Palika/ ward	D/CCS	DPC/PC										Additional budget required
1.3	Local governments formalize/accept progress and plans of ASHA (enlisting in annual plan book)	Participate in local government planning process and formal sharing of annual progress and plans with concerned M/RM and getting commitments for leveraging	Wards and RM/M	DPC	PC										Non-budget/to be tied up with AWPB event like meeting
1.4	Institutions/Forum for LAPA-established/ Strengthened	Identify/mapping of existing institution/forum, assess gap and capacitate primarily through integration within regular program of ASHA or local government.	Wards and RM/M	LAPA-C /DCCS	DPC										Build on from existing plan as far as possible
1.5	LAPAs received financial support from municipalities/wards for their implementation	Status review and further improvement in co-financing, consider during CAP review, Meeting, lobbying, engagement in planning process and practice of	RM/M	DPC	PC										Non-budget

SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/Concern Stakeholders	Responsibility	Accountability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget
						T1	T2	T3	T1	T2	T3	T1	T2	
		joint decision making of ASHA activities												
1.6	Municipalities/wards and sectoral agencies mobilizes their technical staffs in designing, implementation and monitoring of LAPA activities	Formal/informal meeting for joint planning, commitments and collaboration; Capacity building of technical staffs from local governments and SWMO/River basin management office	Districts	DCCS/ LAPA-C/ Engineer	DPC									Build on exiting plan of capacitating MLTs this FY and plan for any remaining district
1.7	Mainstreaming of climate vulnerability and adaptation in community forest user groups	Facilitate integration of climate vulnerability and adaptation in community forest user group's operation plan; Support capacity building of DFO staffs for the integration.	District/ CFUGs	DCCS/CCS	DPC									Additional budget required
2	<b>Increased involvement of municipalities/wards in continuation of project promoted activities including climate smart agriculture technologies, permaculture and community infrastructures</b>													
2.1	Municipalities/wards have incorporated climate smart technologies promotions in their plans	Project staff participate in RM/M level planning process, facilitate importance of climate smart activities with projects experiences, success stories	RM/M/wards	LAPA, MLTs and thematic specialist	DPC									Palika level workshop
2.2	Strengthening of LAPA groups for extension of climate smart technologies	SM mobilization for regularizing meeting, action and reflections of LAPA groups, Sharing of the project's knowledge products like leaflet/brochure;	LAPA groups	SM/SMO/ MLTs	DCCS/ LAPA-C									Non-budget/build on ToR of respective staffs
2.3	Enlisting of LAPA groups in local bodies	Assess status of past groups in 2.2, facilitation, coordination meeting, follow ups (ward recommendation and enlisting in Palika), empowerment through SM	Ward/Palika	SM/SMO/ MLTs	DCCS/ LAPA-C									Non-budget

SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/Concern Stakeholders	Respon-Sibility	Accoun-tability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget	
						T1	T2	T3	T1	T2	T3	T1	T2		
2.4	Diversification and promotion of climate resilient practices in cereals and fruits	Operate FFS on cereals and fruits as well, incorporate cereals and fruits curriculum in second module of FFS ToT. Make efforts for joint engagement/investment with local government and sectoral agencies	LAPA groups, LFs, Ward	Agri Specialists/ MLTs-Ag/ livestock	DPC										Integrate in FFS ToT
2.5	Develop climate smart cropping calendar suitable to the project districts	Draft cropping calendar as per the district situation, share, get feedbacks and finalize, publish and use, also utilize ToT for participatory development of the crop calendar	District	Agri Specialists/ agri MLTs	DPC										Document preparation and printing - additional budget required
2.6	Linkages of LAPA groups with existing market network/cooperatives in coordination with local government	Explore possible markets, meeting with market representatives together with local government, establish linkages	LAPA groups /market center /outlet	Agri and livestock-MLT/Ag-livestock Specialists	DPC										Non-budget
<b>3</b>	<b>Project beneficiaries continue to practice and benefit from climate adaptive practices and profitable production</b>														
3.1	Smallholders continue to benefit from practice of climate adaptation technology and profitable production practices	Promotion of climate adaptation technology and practices; establishing linkage with market centers for commercialization; provisions of result-based incentives to promising farmers through local government and sectoral agencies	RM/M/wards/o ther projects	Agri-livestock MLTs/Ag-specialist	DPC										Minimum budget required. Integrate in AWPB
3.2	Project beneficiaries getting continued support (on relevant climate smart technologies) from project empowered Lead farmers	Facilitate enlisting of Lead farmer in a roster at local bodies and sectoral agencies	LFs/RM/M and wards and sectoral agencies	Agri-livestock MLTs/ Ag-specialist	DPC										Minimum budget required. Integrate in AWPB
		Provide climate smart technologies promotion certificates to the Lead farmers based on their experience and performances	LFs/RM/M and wards	Agri-livestock MLTs/	DPC										



SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/Concern Stakeholders	Responsibility	Accountability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget	
						T1	T2	T3	T1	T2	T3	T1	T2		
	under ownership of municipalities/wards or			Ag-specialist											Integrate in AWPB
	Knowledge acquired by Lead Farmers is capitalized on and they act as resource persons for agricultural extension within their municipalities	Municipalities/wards allocating funds in mobilizing project promoted Lead Farmers	RM/M/wards	DPC/Thematic specialist	PC										Non-budget
		Other institutions mobilizing Project developed Lead farmers in training and extension of climate smart technologies	RM/M/wards /other projects	Agri-livestock MLTs/ Ag-specialist	DPC										Non-budget
3.3	Eco-friendly plant clinic/camp for natural farming	Coordination with local government and/or sectoral agencies; organize ward level climate clinic/camp (farmers come with problem sample where experts from ASHA and/or local government/sectoral agencies provides the solution based on natural farming principles) as per need	LAPA groups	AS/DPC											Minimum budget required. Integrate in AWPB
3.4	Strengthening private sector (agro-vets), NFGF and linking LF to them-as extension worker	Organize joint capacity building cum interaction workshops for their networking and linkage, meeting with NFGF, local governments and/or sectoral agencies as necessary.	LF/Agro-vets /NFGF/ sectoral agencies for agriculture and livestock	Ag-specialist, CCS, MLTs	DPC										Additional budget required
4	<b>GESI sensitive project cycle management right from the planning and targeting to monitoring and evaluation</b>														
4.1	Enhanced understanding and realization of local governments and stakeholders on GESI sensitive project cycle management including sustainability and exit strategy	1. Conduct rapid need assessment, 2. Organize formal/informal capacity building for staffs, local government and stakeholders	District/RM/M/wards/field staffs	Specialists/SMO	DPC										Informal meeting - non-budgeted. Others as per AWPB events

SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/Concern Stakeholders	Respon-Sibility	Accoun-tability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget
						T1	T2	T3	T1	T2	T3	T1	T2	
4.2	Enhanced capacity of local resource persons (lead farmers, women leaders, social mobilizers) for perpetual services at the local level	Organize need based formal/informal capacity building on the process of empowerment, participatory approaches, GESI mainstreaming as well as women's leadership development, women's participation in decision making and benefit sharing processes.	LFs/WLs/SMs	SM/SMO/M LTs/ Specialist	DPC									Informal meeting - non-budgeted. Others as per AWPB events
4.3	Inclusive institutional arrangement at all level	1. Conduct participatory organizational assessment 2. Inclusive representation in staff recruitments, institutions, events through enabling poicy and procedures 3. Arrangement of GESI focal person and encourage for their effective work 4. Closely work with RM/M focal person for GESI mainstreaming at RM/M level	At all level	SMO/Speci alist /focal person/DPC	PC									Informal meeting - non-budgeted. Others as per AWPB events. Request with concept note/proposal if required
4.4	Establish GESI allies on climate adaptation at M/RM level	1. Conduct alliance/SHs mapping for GESI - existing at different level. 2. Closely work with RM/M focal persons and appropriate institutions/forum for need based GESI mainstreaming at different level. 3. Facilitate forming and strengthening of loose forum like climate change sensitization women's forum on GESI where necessary.	RM/M	SMO/Speci alist /focal person/ DPC	PC									Cover from AWPB
4.5	Gender Responsive budgeting, implementation,	1. Interaction workshops with inclusive representatives in local government for gender responsive	RM/M, grantee and Project	SMO/Speci alist/	PC									As per AWPB events.

SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/ Concern Stakeholders	Respon- Sibility	Accoun- tability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget
						T1	T2	T3	T1	T2	T3	T1	T2	
	monitoring and reporting operational/practiced	budgeting, monitoring and reporting system 2. GESI disaggregated data management, analysis and linkages in reporting system.		focal person/ DPC										Request with concept note if additional budget is required
<b>5</b>	<b>Application of climate proofing approach in implementing adaptation activities and its mainstreaming in development planning</b>													
<b>5.1</b>	Climate proofing is ensured in each and every activity before approval	Continue using climate proofing analysis information and linkage chart while reviewing proposals, get recommendations from concerned technicians before approval	LAPA groups	DCCS/ LAPA-C/ Engineer/A g-Specialist/ MLT	DPC									Non-budget
<b>5.2</b>	Climate proofing is assessed and enabling environment created for implementation of any plans for improvement	1. Orient staffs on climate proofing assessment and its importance 2. Conduct participatory climate proofing assessment and identify area for improvement 3. Encourage respective group/institution to implement improvement through mobilization of local resource or resource leverages 4. Documentation and sharing of good practices and lessons learnt	LAPA groups	DCCS/CCS /Engineers/ Specialist	DPC/PC									Request with concept note/proposal if additional budget is required
<b>5.3</b>	Local governments and stakeholders are motivated/sensitive and practicing on climate proofing	Sensitization of local governments and stakeholders on importance of climate proofing and backstop for its practicing.	District/ cluster of Palikas	DCCS, Engineer, specialist	DPC									Request with concept note if additional budget is required
<b>6</b>	<b>Effective and inclusive institutional mechanism along with operation and maintenance fund is managed in each and every community infrastructure including RETs</b>													
<b>6.1</b>	LAPA groups are institutionalized and inclusive	Facilitate inclusiveness and enlisting of LAPA groups in local government (Municipality/wards)	LAPA group	SM/SMO/L APA-C	DCCS									Non-budget

SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/ Concern Stakeholders	Respon- Sibility	Accoun- tability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget
						T1	T2	T3	T1	T2	T3	T1	T2	
6.2	Operation and maintenance fund established and functional with a designated committee for each community infrastructure activities	1. Prepare and orient on broader guideline on facilitating operation and maintenance committee and fund by the project team. 2. Formation/strengthening of designated committee for operation and maintenance sub-committee under LAPA group 3. Preparation and endorsement of simple guideline for operation and maintenance fund (as per the guideline) 4. Facilitate opening/operation of account of LAPA groups or sub-committee at local bank/cooperative,	LAPA groups	SM/SMO/ MLT- infrastructure /Engineer	DPC									Non-budget
6.3	LAPA groups are backstopped by field staffs	Capacity building and mobilization of field staffs for backstopping LAPA groups	LAPA groups/field staff	SMO/Engineer /SM/MLT	DPC									Non-budget
6.4	Develop local skilled resource person for installation, repair and maintenance of community infrastructure, adaptation technologies and RETS	1. Selection of potential and interested persons (consider GESI as far as possible) 2. Organize skill-based training as per the need (in coordination with local government) 3. Facilitate service buying arrangements (standard rates) through local government decision.	Wards/Palika and district	Engineer/MLT- Infrastructure	DPC									Cover from AWPB
<b>7</b>	<b>Carryout research, studies, and documentation of knowledge product and project legacies</b>													
7.1	Research and studies are conducted to support project outcomes	Study on "impact of ASHA on women empowerment" capturing Gender Equality and Women Empowerment (GEWE) indicators.	Project	GESIS/ focal person	PC									AWPB
		Conduct Carbon Assessment	Project	CCS/PO/MEO	PC									AWPB

SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/Concern Stakeholders	Respon-Sibility	Accoun-tability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget
						T1	T2	T3	T1	T2	T3	T1	T2	
				/Ag-specialist										
		Conduct VFM assessment	Project	Ag-Specialist, PO/MEO/CS	PC									AWPB
7.2	Knowledge and legacy products (report, good practices, process documentation, learning brief etc) at different level are well documented and published/disseminated.	<p>Knowledge Products: Engagement and empowerment of women and differently impacted groups in climate change adaptation, success stories, outcome reports, impact reports, periodic progress reports, video, booklets, flyers, brochures, lead farmer and FFS manual, crop calendar</p> <p>Legacy Products: Enhanced LAPA, permaculture in scale, Modular training for climate smart FFS, GESI screening in CCA,</p>	Project	PO/MEO/Thematic Specialist	PC									As per AWPB events. Request with concept note/proposal if additional budget is required
7.3	Documentation, reporting and handover in line with federal restructuring	Facilitate proper documentations at group level (Group minutes, group registration/enlisting, procedures, sub-project level documentation)	LAPA groups	SM/SMO	DPC									Non-budget
		Preparation and handover of documentations at local level (example; endorsed LAPAs, list of LAPA groups, list/roster or lead farmers, list of tools/equipment supported, useful maps for local government, list of sub-projects, project completion report at the local level)	Respective RM/M or ward	SMO/LAPA-C/DCCS	DPC									Initiate discussions and preparation informally. Final event as per AWPB of respective year
		Preparation and handover of documentations at district level	DCC, DFO and other sectoral	DCCS/DPC	PC									Same as above

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						T1	T2	T3	T1	T2	T3	T1	T2	
		(example; sub-watershed reports, list of sub-projects, district project completion report, district level publication and reports)	agencies and SHs											
		Preparation and handover of documentations at province level (example; project completion report, reports of relevant studies and research)	Province level line ministry and stakeholders	MEO/Speci alist	PC									Same as above
		Preparation and handover of documentations at federal level (example; project completion report, reports of relevant studies and research)	Federal ministry	PO/MEO	PC									Same as above
<b>8</b>	<b>Promote replication (scale out and scale up) of successful practices of ASHA</b>													
<b>8.1</b>	Successful practices of ASHA are scaled-up	1. Assess status of policy formulation/reformulation at different level 2. Engage and provide input/feedback based on the learning of ASHA project in policy documents at different level (eg; organic state development in Karnali, province level adaptation plan-Karnali)	Different level	PO/MEO/ Specialsit	DPC/PC									As per AWPB events. Request with concept note/proposal if additional budget is required
<b>8.2</b>	Successful practices of ASHA are scaled-out	1. Assess status and factors influencing scaling out of ASHA's successful practices 2. Engage in planning process and encourage local government and stakeholders for replicating successful practices of ASHA through their ongoing program eg; GIS map-based planning 3. Participate and sharing of best practices in coordination forum of	Different level	PO/MEO/ Specialsit	DPC/PC									As per AWPB events. Request with concept note/proposal if additional budget is required

SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/Concern Stakeholders	Responsibility	Accountability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget
						T1	T2	T3	T1	T2	T3	T1	T2	
		development partners, IFAD projects, conferences 4. Media engagement at different level for sharing of best practices												
8.3	Engagement with policy makers at different level	Ensure engagement of policy makers primarily elected representatives and concerned staffs through interactions, participation in joint planning and monitoring at different level to share ASHA good practices and lessons learnt	Different level	DPC	PC									Same as above
<b>9</b>	<b>Project meets all milestones assigned to ASHA and its MIS/MEAL System is up to date and properly utilized.</b>													
9.1	MIS and database are up to date and properly utilized.	1. Capacity building of MEAL and other staffs, follow ups and problem solving, regular update of database 2. Reports are enriched with analysis of updated database	Project	MEALO/ MEO/ MEALS/ MIS	PC									As per AWPB events. Request with concept note if required
9.2	Annual Outcome Survey (AOS) conducted regularly and timely	AOS will be conducted every year to measure the positive and/or negative changes/outcomes taking place on relevant indicators and provide feedback for better outcomes.	Project	MEO/MEALS /MIS	PC									Same as above
9.3	End line studies conducted.	End line survey will be conducted at the end of the project cycle. The end line survey will cover project's overall achievement over the project duration and provide recommendation for the future projects	Project	MEO/MEALS /MIS	PC									Same as above
9.4	Conduction of Project evaluation	After project completion a project evaluation will be conducted to capture relevancy, efficiency,	Project	MEO/MEALS /MIS	PC									Same as above



SN	Sustainability outcome/indicators cum Exit Strategy	Operational Strategy/Action (Capacity, Motivation, Resource and Linkages)	Level/Concern Stakeholders	Responsibility	Accountability	FY: 2020/021			FY: 2021/022			FY: 2022/23		Budget
						T1	T2	T3	T1	T2	T3	T1	T2	
		effectiveness, impact and sustainability.												
9.5	Key performance indicators (KPIs) and milestones are well delivered.	KPIs and milestones are extracted and reported in timely manner. KPIs and milestone will guide project to achieve its goal.	Project	MEALO/MEAL/EO/MEALS/MIS	PC									Non-budgetary
9.6	ISM/S Missions	Every year either SM or ISM are conducted to facilitate smooth implementation of the project activities, modalities and relevance of the project. The SM and ISM findings are keys to track the project in right direction.	Project	MEALO/MEAL/EO/MEALS/MIS	PC									As per AWPB events. Request with concept note if required
9.7	MI System handover to MoFE	End of the project closure the MIS system will be handed over to government for archival and continuation purposes. The system allows government and stockholders to analyze meta-data and information to formulate new projects or application in peer projects or government database.	Project	MEALO/MEAL/EO/MEALS/MIS	PC									Non-budgetary
9.8	Governance/Accountability as per project/ministry internal control framework	Institutionalize public audit system, grievance and complaint handling system, project display boards in each sub-projects and relevant forums	At different level	MEALO/MEAL/EO/PO	DPC/PC									As per AWPB events or request with concept note if required
<b>10</b>	<b>10. Promote efficient project management to achieve higher result and get sustainability</b>													
<b>10.1</b>	<b>HR Management</b>													
10.1.1	Effective management of HR for higher result and sustainability	Review and preparation of revised HR Plan	Project	PO/AO/FM PS	PC									Non-budget
		TOR revision or responsibilities assimilation plan for staff reduction or updated responsibility	Project	PO/AO/FM PS	PC									Non-budget

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						T1	T2	T3	T1	T2	T3	T1	T2		
<b>10.2</b>	<b>Procurement planning and Management</b>														
<b>10.2.1</b>	Detail planning for the Procurement	Preparation of detail procurement plan of the remaining period of project	Project	FMPS/AO	PC										Non-budget
<b>10.2.2</b>	Record update of assets	Record Update at different level	Different level	AO/Admin./FMPS	DPC/PC										Non-budget
<b>10.2.2</b>	Asset handover	Preparation of Assets Handover plan and formal handover		AO/Admin./FMPS											Non-budget
<b>10.3</b>	<b>Financial Management and optimum Grant Utilization</b>														
<b>10.3.1</b>	LAPA assessment	Assess and revise LAPA Cap	Different level	PO/MEO/CS/ FMPS/Engi neer/ Specialists	PC										Non-budget
<b>10.3.2</b>	Budget Management	Cost Tab revision and budget reallocation	Project	PO/AO/FM PS	PC										Non-budget
<b>10.3.3</b>	Physical closing	Physical closing at district level	Project	DPC	PC										Non-budget
		Physical closing at TSU/PCU level	Project	PO/AO/FM PS	PC										Non-budget
<b>10.3.4</b>	Financial closing at different level	Financial closing at district level	Project	Accountant	DPC										Non-budget
		Financial closing at TSU/PCU level	Project	AO/FMPS	PC										Non-budget
		Preparation of budget disbursement plan	Project	FMPS/AO	PC										Non-budget
<b>10.3.5</b>	Project wrap-up workshop at different level	RM/M, District, Provincial and Federal level	Project	DPC, PC	PC										AWPB

## **6. Implementation of the Strategy**

Implementation of the exit strategy will formally be initiated after getting consent of MoFE and IFAD. Strategies and action plans prepared above will be implemented by orientation and mobilizing project staffs at different level.

Brief discussion will be initiated immediately on the sustainability and exit strategy in each of the plan/activities/meeting/workshops- for setting the stage to understand role of respective stakeholders and community after the phase out of the ASHA. At least Palika level event/meeting will be organized formally/informally for clarity on role of each other particularly wards, palika, ASHA and others.

## **7. Monitoring and evaluation of the Strategy**

Regular meeting, monitoring and review reflection events and supervision missions will track progress against the strategy and action plan. Upcoming periodic reports will also include progress against the sustainability plan and exit strategy.

Immediate supervisor and MEAL Officer will monitor and evaluate implementation of the exit strategy. Project Coordinator will be responsible for the overall monitoring of entire exit strategy. MoFE and IFAD shall also monitor it from its part.

## **8. Post Project Follow ups- MoFE and IFAD**

After phase-out of the ASHA project, a joint team of MoFE and IFAD are expected to review its performance and design follow up project as per the need and context. IFAD is expected to ensure a long-term perspective for sustainability, scale up/out of ASHA interventions, results, impacts and learning through linkages with other ongoing or pipeline projects and intervention of IFAD in Nepal. Moreover, being executed by the Government of Nepal, the project shall benefit from minimum post-project follow up support from the MoFE and other line ministries and departments of the ASHA as deemed necessary.

## ASHA Project Staffing during the strategy development

S.N.	Name	Location	Designation
1	Mr. Krishna Prasad Osti	PCU- Kathmandu	Project Coordinator
2	Ms. Shila Gnyawali	PCU- Kathmandu	Planning Officer
3	Mr. Bhakta Raj Giri	PCU- Kathmandu	Monitoring & Evaluation Officer
4	Mr. Madhu Mijar	PCU- Kathmandu	Account Officer
5	Mr. Samir Khand	PCU- Kathmandu	Accountant
6	Mr. Bal Bahadur Bhakri	PCU- Kathmandu	Ranger
7	Ms. Sujata Dahal	PCU- Kathmandu	Na. Su.
8	Mr. Bal Krishna Jamarkattel	PCU- Kathmandu	Climate Change Specialist
9	Mr. Chandra Pd. Chaulagain	PCU- Kathmandu	Financial Mgt & Procurement Specialist
10	Ms. Nilu Maharjan	PCU- Kathmandu	Computer Operator
11	Mr. Samip Karki	PCU- Kathmandu	Computer Operator
12	Mr. Devi Bahadur Budhathoki	PCU- Kathmandu	Office Assistant
13	Ms. Nikhat Khatun	PCU- Kathmandu	Office Assistant
14	Mr. Sahil Adhikari	PCU- Kathmandu	Driver
15	Mr. Ashok Khatri	TSU-Surkhet	Monitoring & Evaluation Officer
16	Mr. Basanta Raj Acharya	TSU-Surkhet	MEAL Specialist
17	Ms. Draupadi Subedi	TSU-Surkhet	GESI Specialist
18	Mr. Shrikanta Adhikari	TSU-Surkhet	Agriculture Specialist
19	Mr. Akash Upadhaya	TSU-Surkhet	Engineer
20	Mr. Suresh Man Joshi	TSU-Surkhet	MIS & Communication-Specialist
21	Ms. Gauri Chand	TSU-Surkhet	Admin and Bookkeeping Assistant
22	Ms. Sharada Chand	TSU-Surkhet	Office Assistant
23	Mr. Khadka Sijali Magar	TSU-Surkhet	Driver
24	Mr. Bishnu Aryal	TSU-Surkhet	Security guard
25	Mr. Chandra B.C.	TSU-Surkhet	Driver
26	Mr. Radha Krishna Das/Mr Nikesh Kathayat	DPCU-Kalikota	District Project Coordinator
27	Mr. Khem Bahadur Pun	DPCU-Kalikota	Accountant
28	Ms. Pabina Shakya	DPCU-Kalikota	District Climate Change Specialist
29	Mr. Binaya Gautam	DPCU-Kalikota	MEAL Officer
30	Mr. Rana Bdr Shahi	DPCU-Kalikota	Sub-Engineer
31	Mr. Naval Kishor Yadav	DPCU-Kalikota	Ranger
32	Mr. Prabananda Chaulagai	DPCU-Kalikota	JT/JTA-Vetenary
33	Mr. Anil Sahakari	DPCU-Kalikota	JT/JTA-Agriculture
34	Mr. Ramesh Shahi	DPCU-Kalikota	Admin and Bookkeeping Assistant
35	Mr. Bhim Prasad Devkota	DPCU-Kalikota	Office Helper
36	Ms. Mitthu Shahi	DPCU-Kalikota	Office Helper
37	Mr. Darmaraj Upadhaya	DPCU-Dailekh	District Project Coordinator
39	Mr. Krishna Bahadur Majhi	DPCU-Dailekh	Accountant

S.N.	Name	Location	Designation
40	Mr. Furbe Lama	DPCU-Dailekh	District Climate Change Specialist
41	Mr. Lok Bahadur Shahi	DPCU-Dailekh	LAPA Coordinator
42	Mr. Ratna Bahadur Budha	DPCU-Dailekh	MEAL Officer
43	Mr. Sushil Jung Shahi	DPCU-Dailekh	Sub-Engineer
44	Mr. Bhupal Nath Yogi	DPCU-Dailekh	Ranger
45	Ms. Suman Rijal	DPCU-Dailekh	Agriculture Technician/JTA
46	Mr. Sandip B.K.	DPCU-Dailekh	Livestock Technician /JTA
47	Ms. Saraswoti Thapa	DPCU-Dailekh	Admin and Bookkeeping Assistant
48	Mr. Chhetra Bdr. K.C	DPCU-Dailekh	Office Helper
49	Mr. Chudamani Paudel	DPCU-Dailekh	Office Helper
50	Mr. Chudamani Khatiwada	DPCU-Salyan	District Project Coordinator
51	Mr. Krishna Prasad Pokhrel	DPCU-Salyan	Accountant
52	Mr. Surdarsan Kharwar	DPCU-Salyan	District Climate Change Specialist
53	Mr. Thir Bahadur Thapa	DPCU-Salyan	LAPA Coordinator
54	Mr. Prakash Bastola	DPCU-Salyan	MEAL Officer
55	Mr. Chandra Prakash K.C.	DPCU-Salyan	Engineer
56	Mr. Chandradeep Khatiwoda	DPCU-Salyan	Ranger
57	Mr. Bikash Gurung	DPCU-Salyan	Agriculture
58	Mr. Thakur Prasad Bhandari	DPCU-Salyan	Livestock
59	Mr. Pradip Chand	DPCU-Salyan	Civil
60	Mr. Topendra Giri	DPCU-Salyan	Forestry
61	Ms. Laxmi Budhathoki	DPCU-Salyan	Admin and Bookkeeping Assistant
62	Ms. Krishna Kumari Basnet	DPCU-Salyan	Office Assistant
63	Ms. Tekendra Basnet	DPCU-Salyan	Office Assistant
64	Mr. Khimraj Oli	DPCU-Rukum	District Project Coordinator
65	Ms. Bharati KC	DPCU-Rukum	Accountant
66	Ms. Rebecca Gurung	DPCU-Rukum	District Climate Change Specialist
67	Mr. Sujan Ghimire	DPCU-Rukum	LAPA Coordinator
68	Mr. Shankar Neupane	DPCU-Rukum	Agriculture Specialist
69	Mr. Gokarna Khadka	DPCU-Rukum	MEAL Officer
70	Ms. Bimala Tharu	DPCU-Rukum	Ranger
71	Mr Ramchandra Oli	DPCU-Rukum	Sub-Engineer
72	Mr. Nar Bahadur Khadka	DPCU-Rukum	JTA-Agriculture
73	Mr. Rim Bahadur Khadka	DPCU-Rukum	Livestock Technician /JTA
74	Ms. Nirmala Khatri	DPCU-Rukum	Admin and Bookkeeping Assistant
75	Mr. Prem Bahadur Malla	DPCU-Rukum	Office Helper
76	Ms. Pavitra Pun	DPCU-Rukum	Office Helper
77	Mr. Ram Balak Yadav/Binod Gnyawali	DPCU-Rolpa	District Project Coordinator
78	Mr.Himal Gharti Magar	DPCU-Rolpa	Accountant

<b>S.N.</b>	<b>Name</b>	<b>Location</b>	<b>Designation</b>
79	Mr. Yuwa Raj Guragain	DPCU-Rolpa	District Climate Change Specialist
80	Mr. Deepak K.C.	DPCU-Rolpa	LAPA Coordinator
81	Mr. Bishal Kumar Rayamajhi	DPCU-Rolpa	District GIS-Specialist
82	Mr. Prakash Gyawali	DPCU-Rolpa	Agriculture Specialist
83	Mr. Lok Prasad Gautam	DPCU-Rolpa	MEAL Officer
84	Mr. Lalmani Acharya	DPCU-Rolpa	Livestock Technician /JTA
85	Ms. Subhadra Giri	DPCU-Rolpa	Agriculture Technician/JTA
86	Mr. Akash Dagi	DPCU-Rolpa	Sub-Engineer
87	Mr. Rajesh Dagi	DPCU-Rolpa	Ranger
88	Ms. Prakriti Thapa Magar	DPCU-Rolpa	Admin and Bookkeeping Assistant
89	Mr. Jeevan Buda	DPCU-Rolpa	Office Helper
90	Mr. Khilanath Dahal/Devendra Gelal	DPCU-Jajarkot	District Project Coordinator
91	Mr. Nirajan B.C.	DPCU-Jajarkot	Accountant
92	Mr. Sanjeet Kandel	DPCU-Jajarkot	District Climate Change Specialist
93	Mr. Dil Kumar Rai	DPCU-Jajarkot	District GIS Specialist
94	Mr. Lakpa Chhiring Tamang	DPCU-Jajarkot	MEAL Officer
95	Mr. Ram Prasad Pokharel	DPCU-Jajarkot	Engineer
96	Mr. Keshav Shrestha	DPCU-Jajarkot	Sub-Engineer
97	Ms. Sujata Khadka	DPCU-Jajarkot	Ranger
98	Ms. Chandra Khatri	DPCU-Jajarkot	Agriculture JTA
99	Mr. Lalit Bahadur Chanara	DPCU-Jajarkot	Vet. JTA
100	Mr. Manoj K.C.	DPCU-Jajarkot	Admin and Bookkeeping Assistant
101	Ms. Chandrakala Pun	DPCU-Jajarkot	Office Assistant
102	Mr. Bishnu Prasad Oli	DPCU-Jajarkot	Office Assistant