

Final Evaluation Report
of
Gender Responsive Recovery for Sustainable Peace (GRRSP)
Project
in
Kavre, Ramechhap and Sindhuli Districts
(October 2012 – March 2015)

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ABBREVIATIONS

A4D	Action for Development
BPfA	Beijing Platform for Action
CAW	Conflict Affected Women
CAHW	Community Animal Health Worker
CBO	Community Based Organization
CDO	Chief District Officer
CDP	Commission on Disappeared Persons
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CVICT	Centre for Victims of Torture
CPA	Comprehensive Peace Accord
CPN-M	Communist Party of Nepal - Maoist
CSIO	Cottage Small Industry Office
DADO	District Agriculture Development Office
DAO	District Administration Office
DCC	District Coordination Committee
DDC	District Development Committee
DLSO	District Livestock Service Office
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus Group Discussion
GBV	Gender Based Violence
GE	Gender Equality
GEWG	Gender Equality Watch Group
GOs	Government Organizations
GON	Government of Nepal
GRRSP	Gender Responsive Recovery for Sustainable Peace
GBV	Gender Based Violence
HHs	Households
HRBA	Human Rights-based Approach
HANDS Nepal	Human National Development Society Nepal
LDO	Local Development Officer
LPC	Local Peace Committee
IDI	In-Depth Interview
ILO	International Labour Organization
INGOs	International Non-Governmental Organization
INSEC	Informal Sector Service Centre
KII	Key Informant Interview
KMDC	Kantipur Manpower Development Center
LDTA	Local Development Training Academy
LPC	Local Peace Committee
MFI	Micro Finance Institution
MoAD	Ministry of Agricultural Development
MoFALD	Ministry of Federal Affairs and Local Development
MoHA	Ministry of Home Affairs
MoPR	Ministry of Peace and Reconstruction
MoWCSW	Ministry of Women, Children and Social Welfare
NAP	National Action Plan
NGOs	Non-Governmental Organizations

NIDS	Nepal Institute of Development Studies
NPTF	Nepal Peace Trust Fund
NSSA	Nepal Social Service Association
PSOs	Private Sector Organizations
RPRB	Right Place Right Business
SESDC	Sustainable Enterprise and Social Development Center
SIDS	Sindhuli Integrated Development Society
SIYB	Start and Improve Your Business
ToR	Terms of Reference
TRC	Truth and Reconciliation Commission
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNPBF	United Nations Peace Building Fund
UNSCRs	United Nations Security Council Resolutions
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence Against Women
VDCs	Village Development Committees
WCDO	Women and Children Development Office
WHR	Women for Human Rights, Single Women Group

EXECUTIVE SUMMARY

BACKGROUND

The armed conflict in Nepal, from February 1996 to November 2006, took the lives of 10,297 men and 1,013 women. As with any conflict around the world, the decade long armed conflict in Nepal affected women and children the most. In order to address the issues of women and ensure their full participation as agents of peace and security in the country, Nepal has developed a National Action Plan (NAP) to implement United Nations Security Council Resolutions (UNSCRs) 1325 and 1820.

The “Gender Responsive Recovery for Sustainable Peace” (GRRSP) project was developed to support the provisions of NAP, focusing mainly on participation, protection and prevention, and promotion linked with relief and recovery, based on UNSCRs 1325 and 1820. GRRSP is a joint project of UN Women, Food and Agriculture Organization (FAO) and International Labour Organization (ILO). The lead agency is UN Women with support from the UN Peace Building Fund (PBF) in three conflict affected districts (Kavre, Ramechhap and Sindhuli) of Nepal. The GRRSP project aimed to benefit primarily conflict affected women (CAW), including female ex-combatants. Through capacity development of local stakeholders, including the government line agencies, the project promoted improved and targeted economic and social services to the CAW. The project as a whole was developed to contribute to further strengthening of national commitment to the peace-building process. The project period was initially from October 2012 to March 2015, however was extended till July 2015.

The project has two priority areas/ main objectives:

- (1) Promotion of co-existence and peaceful resolution of conflict, and
- (2) Early economic recovery and immediate peace dividends

PURPOSE OF THE EVALUATION

As per the Terms of Reference (See ToR in Annex 1), the purpose of the evaluation is to obtain evidence of good practices that will support implementation of NAP and provide policy related feedback on feminisation of agriculture and rural enterprise.

- i. The evaluation findings and recommendations will be used by UNW/ILO/FAO country offices to replicate the lessons learnt and good practices in future projects of a similar type.
- ii. The evaluation report will be shared with the government and civil society partners to inform them of the results and lessons learnt from the GRRSP project.

OBJECTIVES OF THE EVALUATION

The objectives of the evaluation were:

- to assess performance of the GRRSP project using five evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability;
- to assess the effectiveness of the coordination of all agencies (UN Women, FAO and ILO) in providing support interventions for conflict affected women in three districts;

- to document main lessons learnt and propose recommendations to deliver services to conflict affected women in a more effective and efficient way, in particular suggesting options for more integrated programming and further harmonisation.

METHODOLOGY

This evaluation was based on mixed methods, utilising both qualitative and quantitative data collection techniques. Whereas the qualitative method was used for collecting primary information following purposive sampling, a review of quantitative data was used for measuring outputs and outcomes. Three Village Development Committees (VDCs) were selected in consultation with the Reference Group, one VDC from each district, selected on the basis of being representative of the three districts. Consultation meetings, that is, 25 key informant interviews (KIIs), 6 in-depth interviews (IDIs) and 6 focus group discussions (FGDs) were conducted with the stakeholders and beneficiaries in the three districts in order to understand from them the relevance, effectiveness, efficiency, impact and sustainability of the project. FGDs were conducted among the CAW and IDIs with women involved in enterprise development who had participated in skill development training. KII was conducted with the stakeholders and project implementers. A desk review of relevant project documents and stakeholder consultations was conducted during the course of the evaluation study. Quantitative data was reviewed through existing secondary sources from project documents, progress reports and other relevant documents.

KEY FINDINGS AND CONCLUSIONS

The project period was relatively short and resources limited. However, the GRRSP project was able to harness the expertise of different UN agencies and have them work together effectively. Implementing a project in Nepal requires a range of expertise working in concert. In this respect, GRRSP has been a success, and therefore, it is recommended that future projects use a similar approach.

GRRSP is a model for other projects with regard to the process of designing project activities aligned with the needs of the beneficiaries. As per the FGDs and KIIs, the project made the right choice of interventions and focused on the right groups of people in the right situations.

Right Place Right Business (RPRB) was a strong feature of the project. The potentiality of entrepreneurship based on locally available resources and the interest of target groups in appropriate locations was recognised. The project sites were feasible as availability of raw materials and the interest of the beneficiaries and the social environment coincided. The participants also learned the basics of saving and credit that has assisted them in becoming economically independent.

Adopting a strategy of project management using low cost mechanisms has made the project efficient.

The GRRSP project has made a positive impact on the beneficiaries through meeting its objectives as shown by this performance assessment using five evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. The evaluation also shows the effectiveness of the coordination of UN Women, FAO and ILO in providing support interventions for conflict affected women in the three districts.

The major impact of the project has been the combining of different groups of beneficiaries and enabling them to work together. Development of self-confidence among conflict affected women, entrepreneurship development, value chain upgrading, business start-ups, vocational skills training and development of new skills, self-employment, and income generating opportunities were other impacts of the project.

The project duration was short, 24 months, but in the project implementation areas actually ranged from 12-18 months. However, it has been beneficial to the target groups. The target groups, their families, and communities have realised the importance of employment and income generating activities. That communities are now eager to work together with the target groups, is an important indicator of the sustainability of the project. As the district implementing partners are local organisations that have been working in the area for many years, they are expected to continue working there, utilising the lessons learned from the GRRSP project.

LESSONS LEARNT

The GRRSP project has demonstrated many best practices for development projects, including the creation of synergy through the involvement of multiple partners, identification of target groups through set selection criteria, selection of appropriate production items and activities suited to local conditions, value addition in production leading to increased income and a participatory approach that helped build ownership among the stakeholders. Valuable lessons have been learnt regarding the need for an additional project preparation period, the positive results of including sensitisation to conflict affected women on violence against women (VAW), women's rights, UNSCRs 1325 and 1820 and the NAP during training courses, the need to provide economic support to the participants through production and training, linkages with regular sources of inputs to sustain the programme and direct input support to the target groups.

RECOMMENDATIONS

The GRRSP project has been successful in meeting its objectives. However, in order to achieve a tangible and sustainable impact, such projects should be designed for a longer period in future.

- This model should be replicated in other UN Women, FAO and ILO project areas.
- In future, similar projects should be designed based on a multi-stakeholder approach where agencies with proven diverse expertise come together in synergy.
- There is a need to establish an effective coordination mechanism among multiple stakeholders to ensure that new staff knows about the project and to hold regular meetings.
- The project should establish a clear definition of CAW and the process of beneficiary selection should be clearly stated.

A. INTRODUCTION

1. Background

From the early days of democracy in Nepal, concerns were raised about discrimination against the poor and vulnerable. A number of political parties came together in the 1990s to launch a protest in order to abolish the one party Panchayat rule and establish a multiparty democracy in the country. The massive People's Movement of the 1990s succeeded in doing this, raising the expectations of the poor and vulnerable. However, due to poor governance and other reasons, there was little improvement in living conditions, thus a situation favourable to armed conflict was created.

Between 1996 and 2006, the internal conflict between the Government of Nepal and the Communist Party of Nepal CPN (Maoist) left over 13,000 people dead and 1,300 missing (OHCHR, 2012). Tens of thousands were widowed, wounded, handicapped, or tortured. Displaced people became homeless. Many were abducted by the state government or rebels, accused of supporting the other side. As a result, violence became commonplace with widespread destruction of property and sexual harassment. Separation of families gave rise to psycho-social problems within families. (GRRSP Baseline Report, 2013).

By signing the Comprehensive Peace Accord (CPA) on 21 November 2006, the Government of Nepal and the CPN (Maoist) committed to establishing the truth about the conduct of the war and to ensuring that the victims of the conflict would receive both justice and reparation. To that end, the CPA references commitments to form two transitional justice mechanisms: a Truth and Reconciliation Commission (TRC) and a Commission on Disappeared Persons (CDP) (OHCHR, 2012).

After the CPA, the conflict ended and Nepal entered an era of conflict transformation. However, during this transitional stage, further conflict movements emerged, and for those who lost family members, life is miserable. Women and children remain the most vulnerable groups in Nepalese society.

Although some positive changes in the area of gender empowerment have been observed, loss of lives and property, sexual harassment/violence, displacement and loss of livelihood continue. There has been a widespread increase in foreign migration, especially of young men, resulting in women becoming heads of households, leading to feminisation of the rural economy. Victims of gender based violence (GBV) during the conflict continue to suffer from stigmatisation and physical and mental conditions (GRRSP Baseline Report, 2013). The ensuing labour shortage has had an adverse effect on the economy, and ultimately on the livelihood of rural Nepalese people. Although the post conflict period has seen remarkable changes in respect of gender and social inclusion, domestic and gender based violence and social/public discrimination continue.

1.1 United Nations Security Council Resolutions 1325 and 1820 and NAP

Nepal is party to a number of UN and international conventions and frameworks including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the ILO, Equal Remuneration Convention No. 100 and Discrimination (Employment and Occupation) Convention No. 111, the Beijing Platform for Action (BPfA) and United Nations Security Council Resolutions (UNSCRs) 1325 and 1820. To address the security concerns specific to women and adolescent girls, and to ensure meaningful participation of women in all stages of peace building, the Government of Nepal (GoN) adopted the NAP on implementation of the UNSCRs 1325 and 1820 in February 2011. The NAP presents the contextual framework and analysis of the peace and security situation, paving the way for implementation of UNSCRs 1325 and 1820. Nepal, as a member state of the UN, is accountable for implementation of these particular resolutions and developed the NAP as its main implementation tool.

The NAP aims to address women's issues and protect women from conflict and post conflict incidents, and emphasises the importance of their equal and full participation as active agents in peace and security. Thus the NAP is one of the national instruments to empower women during conflict and during the peace process. Resolutions 1325 and 1820 also require states to pay special attention to the needs of women and girls during repatriation and resettlement, to their rehabilitation, reintegration and post-conflict reconstruction.

The NAP contains five pillars: Participation, Protection and Prevention, Promotion, Relief and Recovery, Resource Mobilization and Monitoring, and Evaluation. Even though these pillars are equally important, Relief and Recovery is the main demand of the stakeholders, forming the base with which the other pillars are linked. It clearly emphasises the implementation of relief and recovery programmes, focusing on the needs of conflict affected women and girls, targeting in particular, women from marginalised communities who are not generally involved in mainstream development processes, economic opportunities or sharing of benefits.

1.2 Gender Responsive Recovery for Sustainable Peace (GRRSP) project

The Gender Responsive Recovery for Sustainable Peace (GRRSP) project was developed to support the provisions in NAP, focusing mainly on four pillars, *viz.* participation, protection and prevention, promotion, and relief and recovery. Of these, the Relief and Recovery Pillar clearly emphasises the implementation of relief and recovery related programming, focusing on the needs of conflict affected women and girls, targeting particularly women from marginalized communities severely affected by the conflict who are excluded from meaningful and informed participation in the mainstream development processes, economic opportunities, and sharing of benefits.

GRRSP, an inter-agency project of FAO, UN Women and ILO, with support from the UN Peacebuilding Fund (PBF), operated for 31 months from October 2012 in the three districts of Kavre, Ramechhap and Sindhuli. The project was led by UN Women with the aim of benefitting 2,000 CAW including female ex-combatants.

The project has two priority areas:

- (1) Promotion of co-existence and peaceful resolution of conflict, and
- (2) Early economic recovery and immediate peace dividends

Through capacity development of local stakeholders, including the government line agencies, the project promoted improved and targeted economic and social services to the CAW. In total 2,062 CAW have received psycho-social counselling services and out of 2,062 CAW, 1,000 women received economic assistance in both the agriculture and non-agriculture sectors. The project was developed to contribute to further strengthening of national commitment to the peace-building process.

The project has the following outcomes:

Outcome 1: Conflict affected women and their families are recovered from psycho-social hardship.

Outcome 2: Gender-responsive community-based economic recovery initiatives are designed and implemented.

In order to achieve these outcomes, the project designed the outputs to be delivered by the respective executing agencies as shown in Table 1:

Table 1: Output distribution by executing agencies

Outcome	Output	Responsible executing agency
Outcome 1: Conflict affected women and their families are recovered from specific post conflict hardships	Output 1.1: Increased access of conflict affected women to psycho-social services	UN Women
	Output 1.2: Increased community awareness on issues of VAW, human rights and gender equality	
	Output 1.3: Enhanced capacity of conflict affected women on organizational, leadership and social harmonization	
Outcome 2: Gender responsive community-based economic recovery initiatives are designed and implemented	Output 2.1: Improved knowledge and skills of conflict affected women and their families for improving agricultural productivity	FAO
	Output 2.2: Enhanced technical/vocational and entrepreneurial skills of conflict affected women and their families	ILO
	Output 2.3: Increased capacity of local bodies and concerned service delivery agencies for gender responsive planning and implementation mechanisms	UN Women

Source: Mid Term Review, 2014

2. Evaluation purpose

As per the ToR (refer to Annex 1), the purpose of the joint evaluation is to obtain evidence of good practices that will support implementation of NAP and provide policy related feedback on feminisation of agriculture and rural enterprise.

- i. The evaluation findings and recommendations will be used by UN Women, ILO and FAO country offices to replicate the lessons learnt and good practices in future projects of a similar type.
- ii. The evaluation report will be shared with the government and civil society partners to inform them of the results and lessons learnt from the GRRSP project.

3. Evaluation objectives

- i. To assess the performance of the GRRSP project using five evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability;
- ii. To assess the effectiveness of all agencies (UN Women, FAO and ILO) in providing support interventions for conflict affected women in three districts; and
- iii. To document main lessons learnt and propose recommendations to deliver services to conflict affected women in a more effective and efficient way, in particular, suggesting options for more integrated programming and further harmonisation.

4. Scope

This final evaluation assesses all aspects of the work that has been delivered by the GRRSP project since October 2012. This includes performance of output delivery under the two outcomes of the project:

Outcome 1: Women are empowered: Conflict affected women and their families are recovered from psycho-social hardships.

Outcome 2: Communities affected by conflict: Gender responsive community-based economic recovery initiatives are designed and implemented.

The evaluation also assesses the implementation of the recommendations provided by the mid-term review.

4.1 Time frame

The final evaluation covers the project implementation from October 2012 to 31 March 2015.

4.2 Geographical coverage

The final evaluation focuses on the three project districts, including 14 Village Development Committees (VDCs) (4 in Sindhuli district, 5 in Ramechhap district and 5 in Kavre district), and two municipalities (Kamalamai in Sindhuli and Banepa in Kavre districts) within these three districts. The number of VDCs covered by the evaluation team was decided based on discussion between the consultant and UN Women, FAO and ILO and other members of the Reference Group. Three VDCs were purposively selected, one from each district, based on their ease of access and similarity with other project VDCs.



Map of Nepal indicating GRRSP Project Districts

4.3 Target groups and stakeholder coverage

As stated in the GRRSP project document, the final evaluation has reached out to the key stakeholders: conflict affected women in the targeted VDCs of the three districts, government officials from local level line agencies and local bodies, District Coordination Committee (DCC) and Local Peace Committee (LPC) members. The national level stakeholders, including the Ministry of Peace and Reconstruction (MoPR), Ministry of Women, Children and Social Welfare (MoWCSW), Ministry of Agricultural Development (MoAD) and Local Development Training Academy (LDTA) were also consulted throughout the evaluation process.

5. Methodology

As per the ToR, the consultants determined the research design and methods for the evaluation during the initial inception period after consultation with UN Women, FAO and ILO. The evaluation was based on mixed methods, utilising both qualitative and quantitative data collection techniques. Whereas the qualitative method was used for collecting primary information following the purposive sampling, a review of quantitative data was used for measuring outputs and outcomes. A variety of data collection methods and sources aimed at achieving data triangulation. The consultants designed the tools for data collection ensuring that these were participatory, and would provide gender responsive, contextual and culturally disaggregated data. In this respect, the evaluation is based on primary information sources using FGD and IDI, KII and Case Study and where appropriate, quantitative data has been used from secondary sources such as project documents, progress reports and other sources. For comparing the findings on outcome and output, the project log frame, the baseline study, mid-term review, progress report and final project report have been used.

The evaluation used the following data collection methods and sampling:

5.1 Desk review

A desk review of the available documents (listed in Annex 5) has helped to develop the required tools based on literature relevant to the project. Key documents in this regard include:

- I. Project document of the GRRSP project and project reports
- II. Baseline study report
- III. Mid-term review report of the GRRSP project
- IV. Donor's report
- V. Meeting minutes of the SC
- VI. United Nations Development Assistance Framework (UNDAF) 2013-2017
- VII. CEDAW and National Action Plan on UNSCR 1325 and 1820 and Peacebuilding Priority Plan 2008
- VIII. Evaluation norms, guidelines and standards United Nations Evaluation Group (UNEG) website
 - Standards for Evaluation in the UN System
 - Norms for Evaluation in the UN System
 - Quality Checklist for Evaluation Reports
 - UNEG Ethical Guidelines
 - UNEG Code of Conduct for Evaluation in the UN system
 - UNEG HR and GE evaluation guide

For the section on analysis of outcomes and outputs, all the data were taken from the log frame, baseline study, project documents and final progress reports.

5.2 Consultation with stakeholders

A reference group meeting convened in the inception phase of the evaluation allowed the evaluation team to clarify expectations about the evaluation from the relevant stakeholders at central level. In the meeting, the inception report and potential

stakeholders to meet in the district were discussed, evaluation questions were reviewed and further information about the project was received. The list of reference group members is attached in Annex 13.

Consultation meetings, i.e., KIIs and FGDs, were conducted with the stakeholders and beneficiaries in the three districts in order to understand from them the relevance, effectiveness, efficiency, impact and sustainability of the project. FGDs were conducted among the CAW and IDI with women involved in enterprise development who had participated in skill development training. KII was conducted with the stakeholders and project implementers. The list and timetable for meeting these people is annexed (Annex 2). The FGDs with the CAW were mainly focused on the major changes brought about in their lives by the project. A list of the KIIs by district and types/agencies is presented in Table 2.

Table 2: Key informant interviews taken

Agency/Type	District			Total
	Kavre	Ramechhap	Sindhuli	
District Coordination Committee (DCC)				
Chief District Officer (CDO)	1	1	1	3
Local Development Officer (LDO)	1	1	1	3
Women and Children Development Office (WCDO)		1	1	2
Other GOs				
District Agriculture Development Office (DADO)	1	1	1	3
District Livestock Service Office (DLSO)	1	1	1	3
Local Peace Committee (LPC)		1	1	2
Non-governmental Organizations (NGOs)				
Women for Human Rights, Single Women Group (WHR)	1	1		2
Center for Victims of Torture (CVICT)		1	1	2
Sindhuli Integrated Development Society (SIDS) Nepal			1	1
Action for Development (A4D)		1		1
Skill Nepal	1			1
Sustainable Enterprise and Social Development Center (SESDEC)	1			1
Nepal Social Service Association (NSSA)		1		1
Male members of the family	1	1	5	7
GRAND TOTAL	8	11	13	32

Note: Details of field visit plan is included in Annex 6.

In designing this sampling, as far as possible a purposive method was used dependent upon the time frame (22 March -7 April 2015) for the evaluation, availability of the KIIs on stipulated days and the FGD/IDI participants. The mixed method approach for data collection using various sources, aimed to obtain a diversity of perspectives.

A list of the FGDs taken is presented in Table 3 by district and type.

Table 3: Number of FGDs conducted

Type of FGD	District			Total
	Kavre	Ramechhap	Sindhuli	
FGDs with CAW	1	1	1	3
FGDs with GE	1	1	1	3
TOTAL	2	2	2	6

Table 4: Number of IDI

IDI	District			Total
	Kavre	Ramechhap	Sindhuli	
Interview with women involved in enterprise development	1	1	1	3
Interview with women who participated in skill development training	1	1	1	3
TOTAL	2	2	2	6

5.3 Interview questions

The evaluation adopted the following types of interview questions which are annexed in this report (See Annex 3). Four types of interview questions have been utilised for the evaluation:

- i. FGD guideline: This tool was used particularly to obtain information from CAW and the GE.
- ii. KII checklist: This tool was used with the stakeholders (LPC, DCC, NGOs), Private Service Organisations (PSOs), GE, VDCs, UN Women, FAO, ILO, GOs.
- iii. KII checklist with male members: KIIs were taken with the male family members of the target groups. They were interviewed to identify major changes in the lives of CAW resulting from the project activities.
- iv. In-depth Interview guideline: Information gathered from IDI was used for case studies in order to present the overall impact of the project.

5.4 Data analysis

The qualitative data was analysed using the content analysis technique to help synthesise the responses provided by the key stakeholders. The evaluation first categorised information collected from various stakeholders by results. This was synthesised into thematic areas to fulfil the objectives of evaluation. This was then analysed and triangulated to draw findings as per the criteria of relevance, effectiveness, efficiency, impact and sustainability.

6. Evaluation ethics

During the project evaluation, the team adhered to a human rights-based approach (HRBA) and results-oriented and gender responsive monitoring. The evaluation encompassed the principles of UNEG guidance on gender equality and human rights. The aim was to progressively realise these standards by respecting, protecting and

fulfilling the obligations of non-discrimination, access to information, and ensuring participation through a combination of consultative and participatory evaluation approaches.

The evaluation team consisting of a team leader, an expert in women's economic empowerment and a member with evaluation experience (refer to Annex 7 for information on evaluation team members) followed the principles outlined in Norms and Standards for Evaluation in the UN System issued by the UNEG, "Ethical Guidelines for Evaluation." The evaluation, including its processes, methodology and presentation of achievements and challenges, was conducted impartially. Evaluators were sensitive to the beliefs, behaviour and customs of the social and cultural environment during the evaluation.

7. Limitations of the evaluation

The evaluation was limited in that it had to cover all three districts within a short period of time. Although the project covered 14 VDCs of three districts, due to the limited timeline, the evaluation covered only one VDC from each district.

Even though only three out of 14 VDCs were selected, the evaluation team met and held discussions with all three district level implementing agencies, beneficiaries and DCC members who were the main stakeholders of the project. Thus the team was able to gather all the qualitative information needed in order to fulfil the objectives of the evaluation.

Due to external factors such as strikes of the political parties and the devastating earthquakes, data collection and completion of the study have been delayed.

B. FINDINGS

The overall findings obtained from the evaluation study are presented in this section:

- i. Analysis of the situation with regard to the outcomes and outputs
- ii. Analysis of opportunities to provide guidance for future programming
- iii. Findings including best practices and lessons learned

1. Analysis of Outcomes and Outputs

The first outcome set by the project envisions recovery of women and their families; and the second relates to communities affected by conflict.

1.1 Projected outcomes

- i. Conflict affected women and their families are recovered from psycho-social hardship; and
- ii. Gender-responsive community-based economic recovery initiatives are designed and implemented.

1.2 Indicators and achievements

The extent to which the project remained in scope and the extent to which planned outcome has been achieved

Finding 1: The project is able to achieve the set targets of indicators at outcome level.

1. *2,000 conflict affected women including ex-combatants, to recover from psycho-social trauma.*
This target was exceeded, as 2,062 CAW were provided with psycho-social counselling by 12 counsellors in the three project districts. Of this total, 1,633 CAW received individual counselling and 429 received group counselling.
2. *All district level LPCs and at least 80% of village level LPCs in the project areas have adopted gender responsive institutional practices.*
All district level LPCs and 33% of village level LPCs in the project areas have adopted gender responsive institutional practices. There are poor institutional practices at village level LPCs about adoption of gender responsive institutional practices in comparison to district level LPCs.

The available reports, Mid Term Review (MTR), 2014 and Project Completion Report, 2015, showed that 33% (12.2% data from baseline + 20.8% increased number), of the conflict affected women have access to government compensation in the project Districts. The number of CAW receiving compensation has increased during this reporting period. The number of victims receiving compensation has reached 32%, 35% and 32% in Kavre, Ramechhap and Sindhuli Districts respectively.

3. *The incidence of GBV in the project area decreased by 20%*
The available reports, particularly the MTR and project report, show that the incidence of GBV has decreased by 2% in comparison with the baseline result of 1.3%. The project report further revealed that there is an increase reporting of violence related cases as 85 new cases of VAW were documented by Gender Equality Watch Groups (GEWGs). Though villagers were previously reluctant to report cases of VAW, they have now started to do so.
4. *Income of at least 1,000 conflict affected families increased by 25%*
Income levels of conflict affected women increased by 30% (compared to the baseline study). As producers, traders and entrepreneurs, the women were able to generate income from various enterprises established with support from the project, and agricultural productivity (crops: mushroom, ginger, turmeric, potato, tomato, green peas/beans, groundnut etc., and livestock: goat and pig) increased by 35% (compared to the baseline study) resulting in increments in income at the household level.
5. *Incidence of employment, including self-employment, increased by 30%*
Total 178 beneficiaries initiated enterprises at the community level, whereas 650 beneficiaries' wage/self-employment reported at the project completion stage. Progress of 48.5% has been reported against the target of 30%. In addition, 796 households (HHs) have initiated agro-based enterprises creating self-employment at local level.
6. *Enhanced technical/vocational and entrepreneurial skills of conflict affected women and their families increased by 50%*
A total of 650 beneficiaries trained among them 485 beneficiaries had received entrepreneurship training, 460 had received technical business start-up training and 190 had received vocational skills training. 65% of the beneficiaries received technical, vocational and entrepreneurial skills training, exceeding the target of 50%.
7. *At least 50% of target households adopt recommended agriculture practices:*
The achievement exceeded the target. On average, 75% of target households adopted recommended agriculture practices.
8. *Agriculture productivity of target communities increased by 30 %.*
Overall agricultural productivity increased by 35.05% against the target of 30 percent.
9. *At least 25% of the budgets of local bodies and concerned service delivery agencies are allocated for gender responsive initiatives.*
The baseline survey reported that 10% of the programme budget had been allocated for women. Presently 30% (NRs 50,000) is being allocated for single women and conflict affected women in some VDCs. Ministry of Agricultural Development, through its district level offices (DADO and DLSO) has allocated more than 30 percent of the total programme budget (which is more than NPR 6.0 million per district) for gender responsive initiatives.

1.3 Additional indicators to measure these outcomes

Finding 2: Additional indicators are: development of CAW as potential trainers for psycho-social counselling, male member involvement in CAW activities, and female members as decision makers in family matters.

These additional indicators seem to be sufficient to measure the two outcomes set. As the CAW in the field have provided psycho-social counselling to other needy groups, there is a possibility to develop them as potential trainers in similar activities related to psycho-social counselling in future. Male members of the CAW families have greater appreciation of the capacity of women and seek their cooperation in family matters and mutual activities. They are convinced that female members can be decision makers in the family on an equal basis with males. These direct observations can be noted as additional outcomes.

1.4 Output Level

Altogether there were 15 output indicators in the project documents. These are compared with planned and achieved outputs below:

Achievements of Outputs (Sufficiency of quality and quantity of outputs)

Finding 3: Quality and quantity of outputs have been found satisfactory as 13 indicators out of 15 have 100% or more achievement against the target.

Of the 15 indicators, 13 achieved an output of 100%. While the project log frame (Refer to Annex 4) initially targeted for six counsellors to be trained and mobilised in the three districts, 12 were trained and mobilised. According to the project completion report, though 80% of community members were targeted to identify key gender equality issues, 85 % was achieved. Likewise, 50% of local body and concerned agency staff were targeted to be sensitised and trained, and to be capable of using gender responsive tools for planning and budgeting. The final progress report showed that 60.5% has been achieved.

Of the targeted community, 50% were expected to adopt recommended agricultural practices; 75% was achieved. Agricultural productivity was expected to increase by 30% and 35% was achieved. In wage earning/self-employment activities, 48.5% of beneficiaries were employed in the local labour market against the target of 30%. It was planned to identify 80% of GBV by community members; the result was 88% as mentioned in GRRSP Annual report 2014.

For the indicator that incidences of social conflict should be reduced by 50%, the achievement was 41%.

Thus, with the exception of two indicators, the GRRSP project, has achieved its planned activities as shown in Annex 4,

Factors associated with delivery of outputs

External

Implementation of planning of the NAP on UNSCR 1325 and 1820 at governmental level was one of the major challenges observed in the course of project implementation. Consequently, it was somewhat difficult to sensitise the DCC members about the importance of the empowerment activities related to CAW. Frequent changes of government officials, particularly the members of the DCC, affected the delivery of output. This resulted in the project staff in the field having to inform new officials about GRSSP time and again. Government responsibilities were found to have been given to the Women Development Officer (WDO) who is the member secretary of the DCC, and thus she was burdened with coordination for meetings, correspondence and other secretarial work that contributed to limiting her leadership in gaining knowledge and transferring it to other stakeholders. Knowledge transfer from government officials was also diminished due to the frequent transfer of officials.

Contributing to these shortcomings is the fact that the MoPR responsible for peace building and conflict transformation/resolution does not have its own structure at district level. Among the DCC members, the CDO is accountable to the Ministry of Home Affairs (MoHA), the LDO is responsible to the Ministry of Federal Affairs and Local Development (MoFALD), and the WDO to MoWCSW. Having multiple roles and responsibilities, the CDO is responsible for overall coordination and leadership in the district. Lack of specific monitoring and evaluation mechanisms for project is also a challenge to meeting the set outputs.

Internal

<p>Finding 4: Despite a time consuming process for the preparatory phase, the output indicators chosen are sufficient to measure the output.</p>

Generally six months is considered a reasonable time for the preparatory phase. However, in this project, it took longer than expected to identify target VDC/people, assess needs, and to carry out a feasibility study. Many prerequisite activities, such as hiring of staff, collaboration with government agencies, identifying service providing organisations, formation of groups and a scoping/feasibility study had to be designed before implementation of project activities. Preparatory work was conducted after the project was approved in October 2012, thereby reducing the time available for actual implementation.

The budget approved for the entire project, USD 898,800 for the three agencies, was comparatively low considering that the activities were many and ambitious. However, the activities were conducted successfully, though some require further follow up and investment. For example, 85% of the cases related to psycho-social counselling have recovered GRRSP Annual Report 2014, but severe cases remain untreated due to the need for experienced doctors and high financial investment.

Despite these shortcomings, the delivery outputs show that the outputs planned by the project have contributed significantly to the achievement of the planned outcome. The

results shown in Annex 8 validate this claim: out of 15 output indicators, 13 have achieved a result of more than 100%. However, it is very difficult to determine which output indicator can transform into outcomes due to the short time period of the project implementation.

Nevertheless, the defined outputs were sufficient to achieve the outcomes, and have relevance for similar interventions in the future.

2. Guidance for Future Programming

As mentioned above, the GRRSP project has provided opportunities to improve the design of similar joint UN projects in future. The factors noted below should be analysed in relation to the particular context and situation of the project to be undertaken.

Most agencies, including UN agencies, have their own fields of expertise and are mandated accordingly. A single agency may not have all the expertise needed. In Nepal, when targeting particular beneficiary groups, a range of expertise may be required in order to meet the objectives of the project, while also creating synergy within the programme in accordance with the needs of the beneficiaries. The GRRSP Project was jointly designed by three UN agencies: UN Women, FAO and ILO. It provided an opportunity to learn that if a project aims to reach vulnerable groups like CAW, it is preferable that more than one agency be involved in the design of future projects.

In future programme planning, project design and document preparation need to take into account the role and responsibilities of all stakeholders within a clearly defined timeline in order to avoid confusion.

The project period is a key consideration. In the UN system, there are certain rules and regulations stipulated in its central policies that determine the time frame of a project. For example, when hiring a Project Manager, certain procedures are carried out within a fixed time frame. Similarly, the process of contracting the partners must comply with the time allocation set out. The time required to carry out these procedures should be considered when the project period is set.

It was found that conflict affected women had no experience of business. The inclusion in the project design of professional incubation services (an entity to provide services to assist entrepreneurs when they start), would have been beneficial to these women as they needed time to understand and undertake entrepreneurship.

The most important activity of the GRRSP project was agricultural production, and given the project period of 12-14 months, it was difficult to include all seasonal agricultural activities. Ideally, the programme should start before the planting season in order to cover the harvest. Therefore, the agricultural calendar should be considered during future project programming.

Ensuring occupational health and safety of the participant's was an essential component of this project. This should be given importance in future planning.

3. Findings including best practices and lessons learnt

3.1 Relevance

The extent to which GRRSP project's work was relevant in addressing the needs of the beneficiaries at the beginning of the project as well as for the entire project cycle

Positive feedback from the beneficiaries, stakeholders, and the project implementing partners, demonstrates the relevance of the GRRSP project. As the beneficiaries, CAW, are one of the most vulnerable groups of people in the country, they need an efficient and effective support system.

Overall, it was observed that the GRRSP project has been able to place appropriate interventions at the right place for the right target group.

Discussions with the beneficiaries and related stakeholders were conducted at the district level in order to identify the needs of the target groups. As with any other project, the demands of the beneficiaries were either too big or too ambitious. The implementing partners from each district were invited to a workshop where priority interventions were selected, based on the criterion that results could be achieved in a short time and with limited resources.

A study, 'Scoping potential business and income-generating opportunities for conflict affected women through participatory rapid market survey', was conducted by ILO to identify beneficiary need and market demand in the three project districts.

Whereas FAO chose bee keeping, mushroom growing, vegetable farming and livestock raising, ILO trained the beneficiaries in all three districts for entrepreneurship development i.e. Start and Improve Your Business (SIYB), technical and vocational skills for business start-up such as Turmeric Processing and Packaging, Milk Processing and Product Development, Nettle Powder Making and Packaging, Building Electrician, Dress Making, Snacks and Sweets Making, Beauty Parlor, Quilt Production, Dhaka Cloth Weaving, Pickle Production and Packaging, and Community Animal Health Worker training (CAHW) with tools and equipment support for the businesses and enterprises. UN Women was primarily involved in psycho-social counselling services and providing capacity development training courses on VAW, gender equality, human rights, and the NAP on UNSCRs 1325.

As Kavre is one of the most productive agricultural areas in the region, assisting CAW with agriculture and related income generating activities was particularly relevant. However, the concern of the beneficiaries was the availability of business services after the phase-out of the project. The service providers were trained to deliver business services to the beneficiaries but were not able to provide regular free business services to entrepreneurs within the community in the long-term. The technology and skills needed for businesses were very simple and the beneficiaries were trained adequately to run their businesses with minimum service support. As the beneficiaries do not have good market exposure, they may need advice and support services regarding new product development, supply chain, business ethics and market development.

In ward number 9 of the same VDC, where goat raising was prioritised by the beneficiaries, there was no shed for their goats prior to the project. Materials for shed improvement were provided. One beneficiary, Sunita Lama, also received CAHW training, and is now able to help the villagers with immunization and treatment of minor livestock illnesses. Improved goat breeds, Boer and Jamunapari, were introduced. According to the beneficiaries, the training they received for out-breeding of goats has been beneficial as the goats they are producing now are better, healthier, and have a higher market demand. As this village has a competitive advantage in growing mustard that produces flowers that attract bees, honey production was identified as a means of income generation and employment creation.

In Sindhuli, high prioritisation of ginger and turmeric production coincided with the priority of the DADO, and the fact that Sindhuli is well known for its ginger and turmeric production. An interview with a DADO official revealed that revenue of NRs 1,800,000 was raised in the district from ginger and turmeric export. FGD participants in Bhadrakali VDC said that it was difficult to sell their ginger before, but with the project they can grow more and find a market for their production. Turmeric processing and packaging training with equipment and tools support was provided to the beneficiaries for business start-up in Sindhuli district.

The beneficiaries did not look for a market themselves; instead businessmen came to purchase their products. An increasing number of businessmen are contacting the beneficiaries for their production. However, concern was expressed regarding the market for turmeric being poor (See Box 1 for similar response from a DADO Official).

The extent to which GRRSP project has been able to cater to the needs of the beneficiaries in the changing context of peacebuilding

Psycho-social counselling has been very successful. Although counselling does not always produce immediate results, about 85 percent of the beneficiaries who have received counselling have recovered, but it is difficult to cure the 10-15 percent of critical cases through general counselling. During consultation meetings with beneficiaries and stakeholders, they agreed that before the project started, CAW would not even go out of their houses as they still bore the trauma of conflict, living in constant fear, even after the conflict had ended. With counselling from the project, they have now started to come out in groups and make their voices heard. Those who used to harbour revenge now believe they are all humans with the same needs. They have reconciled and started working together.

Overall, the GRRSP project is an example for other projects in terms of the process of selecting relevant projects that correspond with beneficiary needs. While the demands of the target beneficiaries were too big and ambitious, the project helped them realise that small things can lead to bigger endeavours. The interventions chosen were small, but as they showed positive results in a very short time, the beneficiaries are very satisfied. Psycho-social counselling has enabled them to recover from trauma. Training in agriculture and livestock raising and development of entrepreneurial, technical and vocational skills with equipment and tools support, has prepared the beneficiaries for business and enterprise start-up, wage earning and self-employment, enabling them to become economically self-reliant. The project was relevant because

it chose the right interventions, focused on the right groups of people in inappropriate locations.

It would have been ideal if the beneficiaries had been consulted before the project was launched. However, prior consultation was not held. The project was initiated because there were many CAW in a post conflict situation in the project districts, and it set out to address the issues raised under UNSCRs 1820 and 1325.

During implementation, beneficiary needs were identified through consultation. Service providing agencies and three UN agencies drew on their earlier experience of workshops in Dhulikhel, which also helped the project understand the needs of the beneficiaries.

Most of the beneficiaries the evaluation team met in the three districts, confirmed that their needs had been fulfilled by the GRRSP project activities.

Respondents in the field said that activities chosen earlier were just as relevant at the end of the project period as they had been at the beginning. The only request made was for more training courses and more inputs.

Although there are many similar sites in Nepal to address the issues of conflict, the project was relevant in terms of the site and beneficiaries selected. All three districts, Kavre, Sindhuli and Ramechhap, are conflict hit areas that were acceptable for all three agencies in terms of their previous activities, being demand based and recommended by the government agency, MoPR.

Box 1: Participatory process in demand based products

Demands were collected from the target groups; the demands were either too big or too ambitious and not possible with the limited resources of the project. The Project implementers called the district partners for a workshop where the interventions were selected. In the context of Sindhuli, ginger and turmeric farming, along with livestock improvement, was chosen. Ginger and turmeric farming coincided with the priorities of the DADO.

Dev Raj Adhikari, DADO Officer, Sindhuli

3.2 Effectiveness

Factors responsible for effectiveness of the project's capacity building activities

Finding 5: The expertise of the three UN agencies contributed to improving the capacity of both the beneficiaries and the implementing partner organisations.

Use of local resources and cost sharing by women was found to be effective in creating a sense of ownership. The project covered part of the cost of the activities requested by the CAW groups, including plastic for roofing mushroom tunnels, materials for mushroom production and tools. For beekeeping, the women received hives and other necessary items. The cost of locally available resources, such as bamboo and rope, was borne by the women themselves.

"We received grass and crop seeds and seedlings as well as vegetables - cauliflower, cabbage, tomato - from DADO; plastic, medicines and spray from FAO." – Response from target groups in Kavre.

Box 2: Life changing new skills

After learning about the GRRSP project, 30 year old Mama Maya Karki of Tilpung-4, Ramechhap opted for vocational skills as tailoring training. She received 3 months training with sewing machine support and soon opened her own shop in a small rented room. After years of hardship during the conflict and recent demise of her father, Mama Maya is growing in confidence as she works towards a brighter future for her three children. She plans to learn more about tailoring and even teach her children the skills involved. She cuts the cloth at home and does the sewing at her shop.

"If the shop does well, I will leave farming. Now I earn enough and hope to pay for my children's education and clear my debts. But who knows what changes the future may bring."

Major factors influencing the effectiveness of the project capacity building activities were:

- i. The target groups were first given capacity development training on VAW, human rights, UNSCRs 1325 and 1820 and the NAP and various skill development training courses.
- ii. This led to the idea of utilising local resources and opportunities based on the concept of Right Place Right Business (RPRB).
- iii. Psycho-social counselling became a powerful tool for traumatised beneficiaries to help them concentrate on positive development so that they could live a normal life in society. This allowed them to participate in entrepreneurship training and ultimately led to Business Start-up which they learned through a series of technical/vocational training courses.
- iv. The project sites were identified on the basis of feasibility, availability of raw materials, and interest of the beneficiaries and suitability of the environment.

Effectiveness of economic recovery initiatives

Finding 6: Women affected by conflict have accessed the labour market for wage earning and self-employment.

The target groups were first given entrepreneurship development training, Start and Improve Your Business- Level 1.485 beneficiaries were provided entrepreneurship training followed by technical skills training that included tools and equipment for business start-up to 460 beneficiaries. The ILO provided a Community Animal Health Worker training course and post training support for two women from each VDC, a total of 30 beneficiaries from 3 districts, to provide paid animal health services and to establish a local market for this service. In addition, 390 hours of vocational skill training with post training tools and equipment support was provided to 160 beneficiaries for business and enterprise start-up.

Right Place Right Business (RPRB,) was an important feature of the project. The potential for developing businesses with locally available resources with interested target groups was recognised by the project and implemented accordingly. Business Start-up Technical/vocational Training was provided as shown in Annex 10, the sites identified on the basis of feasibility, availability of raw materials, interest of the beneficiaries, and suitability of the environment.

Box 3: GRRSP training empowers Pancha

Pancha Maya Tamang is the sole breadwinner of her family, looking after her mother and two younger sisters. Aged 25, she resides in Kusadevi-3 of Kavre district. After attaining her School Leaving Certificate, she was employed in domestic work and farming.

During the conflict, Pancha Maya went to Kathmandu with her sisters to avoid the threatening demands of the rebels to join their cause. Their financial condition worsened due to the disruption caused by the conflict.

Then Pancha Maya attended a GRRSP 390 hour entrepreneurship and vocational skills training course for sweets & snacks making training course. She received training and equipment support for the preparation of a wide range of healthy food popular with tourists and travellers. Along with two friends, she opened a restaurant; the furniture, tablecloths and menu chart being provided by the project. The restaurant now makes Rs 3,000-5,000 per day. She regards herself as a successful young entrepreneur in the village.

Pancha Maya feels empowered and motivated by the training. However, she wishes to gain more training on making other popular food items like pizza. She feels proud to be associated with the GRRSP project as it gave her the opportunity to gain experience in the eatery business and helped change her life.

“I am confident to raise my voice in any issues and live independently.”

Banepa in Kavre was selected for soap making as soap was already being produced there. Bee keeping was based on the three plantings of mustard per year in Kushadevi, Kavre. Doramba in Ramechhap was selected for milk production due to the existing availability of milk and high demand for milk and milk products.

As Sindhuli and Ramechhap districts produce high quality turmeric, training for turmeric processing and packaging and equipment support were provided in these districts. Vocational skills training and post training support were provided based on market demand and the aspirations of beneficiaries in the three districts. Preference was given to existing products and agriculture based enterprises that need low technical supervision and to supporting value addition and food product upgrading to create a local niche market for goods with a long shelf life.

Women affected by conflict and gender-based violence have accessed technical/vocational and entrepreneurial training courses. Technical and vocational skills, and entrepreneurship development training courses organised in the project area were received by the respective beneficiaries. Annex 11 shows the distribution of technical and vocational skills, and entrepreneurship development training courses and their beneficiaries.

As far as possible, selection of activities was based on local production so that the target groups do not have to take the risk of importing raw materials and goods from outside.

Saving and credit is a regular feature in these groups where each member was found to be saving NRs 50 – 100 per month, though the amount differed from one group to another. Savings were invested at an interest rate of 10 – 20%, the financial deals taking place among group members only.

Entrepreneurship and technical training for business start-up was beneficial as the group members could earn by promoting local products and also contribute to the community by providing ideas and good practices. One group member said, *"I can sell goods from my shop for NRs 4,500 – 5,000 per day and earn NRs 1,500 – 2,000 out of this"*.

Respondents also stated that entrepreneurship development, technical skills with tools and equipment support, including business support service, was important as it gave them confidence and enabled them to run their business in a more sustainable and professional way, ultimately creating wage earning possibility and self-employment in the local labour market.

Effectiveness of psycho-social counselling

Finding 7: Counselling brought conflict affected people from both sides together to share their realities and plan for a better future.

Psycho-social counselling was held for six months; it was a successful and effective activity. Five day training courses were conducted for the CAW beneficiaries on topics related to UNSCRs 1325 and 1820. One of the counselling trainers, Nirmala Kafle said, "Both sides did not associate before but after the programme they got on better. Wounds are healing with time as this project has helped a lot. But formation of a Truth and Reconciliation Commission (TRC) may only open up old wounds."

Batuli Gautam, CVICT Counsellor, took part in a 6month training course on psycho-social counselling organised in the CVICT office in 2013. Afterwards, she served in Madankudari and Pokhari Chautari of Kavre where 185 people received counselling, individually first, then in groups. She noted how people responded to counselling, becoming active, confident and socialising with others as they managed bad memories.

FGD participants of almost all the selected areas commented, "After the skill development training, we were organized in a group. Before the project we were alone and didn't realise our collective strength." Now they regard themselves as friends helping each other, and with their collective strength and new skills, they are more confident.

The GEWG realised the benefits of working as a group: "Group meetings allow us to share our knowledge with each other." Whereas before they could not travel, now they are able to go as a group to the district headquarters to receive services regarding CAW.

As expressed by FGD participants in Sindhuli, "We felt huge relief after sharing our stories and grief. As we are now earning our own income, we feel independent and don't depend economically on our husbands anymore."

Extent to which project objectives were met and stakeholders were involved for this purpose

Finding 8: Right place, right business with the utilisation of local resources contributed to the project's success in achieving its objectives.

The project has achieved most of its planned objectives. The stakeholders were involved in the project as experts, alongside DADO and DLSO staff, establishing linkages with the market through local partner organisations. Capacity building contributed by ILO training courses and UN Women leading psycho-social counselling not only helped the beneficiaries to improve their situation, but also contributed to the increased expertise of the implementing partner organisations. The HR/GE approach used in the project can be replicated or scaled up. This approach relates to the dignity of the people, creating change by promoting a sense of equality in both thinking and ownership of resources.

Another area for replication is the expertise developed for right place right business with proper training. The selection of activities was based on locally available natural resources and raw materials, thereby avoiding the risk of importing raw materials and goods from outside. Most of the products developed by businesses were based on market demand focusing on the competitive advantage of the locality and value chain upgrading of agriculture products. Knowledge and understanding of the beneficiaries had a positive influence on the economic recovery initiatives.

Utilization of lessons learned from mid-term review

The main lessons learned by the MTR were related to coordination gaps, simplifying the formats, capacity building of the project implementing partner organisations, and dissemination of information to the public/beneficiaries. Based on the MTR recommendations, the project steering committee meetings were held more regularly, timely decisions were made on the gaps identified and changes were agreed. The three agencies improved their information sharing according to the principle of "UN as a one".

3.3 Efficiency

The extent to which financial, human, institutional and technical resources have been strategically allocated

Finding 9: The project has demonstrated the advantages of having three UN agencies deliver the planned outputs, thereby reducing transaction costs and increasing the efficiency of GRRSP implementation.

Each UN agency had a different mandate according to their respective expertise: UN women for capacity development through awareness raising and counselling, FAO for production of goods, and ILO for entrepreneurship and technical and vocational skills

training courses that generated confidence in wage earning and self-employment while promoting fair wages and income.

The three agencies' cost saving ideas to manage the reduced budget as proposed during the drafting phase of the project design was found to be the best strategy. However, the project could do little to diversify local production in terms of marketisation as well as expanding the product ideas in a larger community.

Selection of the implementing partners by making an open call for proposals in national newspapers and a bidding process was an efficient method of identifying project implementing partners. Selection of service providers/NGOs was established through networks in the respective districts, utilising their experience and expertise in dealing with the issues and target groups. This contributed to identifying the right partners and fulfilling the project objectives.

Despite the low budget and ambitious targets of the three agencies, significant achievements were made. Now the concern is how to diversify production. The project was found to be strategically managed, practising cost saving mechanisms such as sharing of financial and physical resources, and pooling resources from other projects of the executing agencies to this project, and especially, sharing human resources. All three agencies went together in a single vehicle to monitor in the field, thus saving resources and increasing coordination. The GRRSP Project was monitored regularly by the three UN agencies collectively, a coordinated effort to reach the beneficiaries that proved to be cost efficient.

All three agencies agreed that the same results could not have been delivered with lower financial resources. The UN agencies and other implementing partners were convinced that it was not possible to produce the expected results with lower funding. Even though the available money was much less than agreed in the original plan, the activities were not correspondingly reduced and so the project achieved its original targets.

The resources - financial, human, institutional and technical - allocated for this project, used a "low cost budget approach." However, the outputs were delivered in a timely manner and the GRRSP project utilised the comparative advantages of the three UN agencies in delivering the planned outputs.

Factors influencing decisions to fund certain proposed activities and not others

It was possible to achieve these outputs because human, institutional and technical inputs were strategically placed in appropriate locations (Kavre, Ramechhap and Sindhuli), and also, because the project targeted CAW beneficiaries who were very much in need of support.

It should be noted that several factors influenced decisions to fund certain activities planned earlier in the document in preference to others. These factors were previous experience of stakeholders in rural villages of Nepal, need assessment, stakeholder consultations and availability of resources for the project activities.

The project includes gender responsive practices in that the whole programme was targeted towards women, focusing on the needs and priorities of women deprived of the opportunities that men have in rural communities of Nepal. This also addressed the demands of the district line agencies to have gender related programmes targeted towards CAW on a regular basis within their concerned offices.

There are certain risks mentioned in the project log frame. In order to manage these risks properly, the project sought ideas and techniques for dealing with conflict affected women. As capacity development of conflict affected women and girls were the focus of UN Women, this organisation was mandated to lead the project. Thus the project was catalytic in terms of unleashing peace relevant processes and creating synergies among agencies to achieve a concerted effort to optimise results and avoid duplication.

Actual synergies among agencies and concerted efforts to optimise results and avoid duplication

The evaluation team found that joint planning and reviews by the three agencies involving implementing partners, both at the central and district levels, and joint selection of beneficiaries are factors that help in risk management.

Psycho-social counselling, including capacity development training courses for CAW, was allocated to UN Women, based on UN Women's experience in working with women to ensure their rights. The ILO used its expertise in decent work and improving conditions to develop occupational safety and health awareness, as well as income generation through enterprises and vocational skills training. The FAO led in agriculture and livestock raising through its permanent agencies and existing partnerships with local government bodies, DADO and DLSO.

3.4 Impacts

Positive or negative, intended or unintended effects of the intervention on human rights and gender equality

Finding 10: Psycho-social counselling has enabled CAW to return to normal life. Agricultural and livestock training, along with entrepreneurial, technical and vocational skills training, have provided the beneficiaries with an opportunity for wage earning and self-employment. The combined effect of these interventions has brought economic and social empowerment for the target groups.

The major impact of the project has been on how it has enabled different groups of beneficiaries to work together. Development of self-confidence, relevant skills, self-employment and income generating opportunities are other major impacts of the project.

Women in different groups also noted that the relationship between women and men has changed.

"Previously, we had very little chance to speak to each other openly with confidence. We used to be afraid of new ideas and using them for the benefit of the family because we thought our

ideas were no good. We thought that whatever new work done in the family was the role of our husbands and male family members. But the situation has totally changed in our family now. We share ideas, and have the opportunity to discuss them and work together to make them a success.”FGD in Ramechhap

Box 4: Psycho-social healing

Sunita Sharma of Sindhulimadi received three months training from CVICT as a counsellor for psycho-social healing of conflict affected women. She worked for 9 months in the selected VDCs counselling 132 women. She even counselled men who approached her for help. Despite the difficult nature of her work, Sunita was determined to help those affected like her. She found satisfaction in her role of showing victims that they are not alone. Her own painful experience during the conflict gave her a unique understanding of her patients’ grief.

“We had no incentive to work and few people supported us. Many did not understand the benefits of counselling and we had to convince them as they were fearful of strangers. Gradually people themselves sought counselling, for themselves and their relatives after they heard about us from our older patients.”

Positive change in the lives of conflict affected women

Finding 11: Understanding gender roles in the family was found to be one of the major changes in the lives of conflict affected women.

GRRSP focused on economic empowerment of CAW, and to a large extent, it has been able to achieve its objectives. Through the skills they have developed, CAW have been able to earn their own living and become economically self-reliant. One FGD participant in Sindhuli said she is not scared of her husband anymore. He is more helpful now and her family is much happier. Women’s empowerment is the basis of social and family harmony. Through its interventions, GRRSP has effectively supported socio-economic relationships within the family.

“Skills mean work and work means income. After having tailoring training, we have been able to earn our own living and have become self-reliant. We do not have to ask for money from our husbands or the head of the household. Also, we have a much happier family now that we have better income.”

- FGD Participants, Tilpung, Ramechhap

Many members of the CAW groups under the GRRSP project have started their own businesses - turmeric processing and packaging, honey production, nettle powder production packaging, small hotels, tea shops and beauty parlours. A very successful example of self-employment was seen in Kamalamai-9 of Sindhuli where three ex-Maoist combatants have established a beauty parlour after the vocational skills training on beauty parlour training from GRRSP. When they came back to their village after the peace process, they were torn between family and the party, and needed to earn a living.

Box 5: Making peace with the past

Twenty-eight year-old Sanu Maya Lama of Bhadrakali – 4 in Sindhuli district, still has a strong desire to succeed and make something meaningful of her life, despite the numerous hardships she faced after being married at the age of 16 then left alone with a baby daughter. With the help of the GRRSP project, Sanu Maya received training in entrepreneurship development and also as a Community Animal Health Worker. She also started her own farm, named in memory of her sister who was killed in the conflict, rearing a mix of goats and pigs with GRRSP aid. Now she is very active within the community and vocal about the rights of women.

“The GRRSP project was life saving for me. I have learnt a lot from it. It helped me overcome the anger and grief from my past. Now I have set higher goals for the farm and myself and I will fight to achieve them.”

Through the GRRSP project, the three took a general beautician training course for 3 months then established their own beauty parlour cum cosmetics shop, Subham Beauty Parlour and Cosmetics, on January 18, 2015 with assistance provided through the GRSSP project. Although they thought that projects were rarely effective, they have been very impressed by the commitment of the project implementers. They now realise that there are organizations who actually work. The beneficiaries know that the income level they have generated for themselves is not enough for their daily livelihood, but they are optimistic that with more advanced training, they can improve their income.

Box 6: Helping fellow villagers

Sanu Budathoki, aged 24 of Tilpung-4, witnessed the killing of a neighbour and wounding of another during the decade-long conflict. When the GRRSP project was implemented in her district of Ramechhap, she became a Community Animal Health Worker (CAHW).

Sanu received 35 days training in Jiri through ILO under the GRRSP project. She received an equipment grant of medicine, injections, cotton wool, thermometers, scissors, kit boxes and a bag to carry out her new role as the local animal vet. She has also opened a small shop where she keeps some general veterinary medicines. From her service provided to the villagers, she makes around NRs 2,000-5,000 monthly as part time work. She has become involved in turmeric and vegetable production and marketing since joining the group. She has also received psycho-social counselling and leadership training.

“Now I feel I am utilising my time to the utmost, helping the villagers, also being self-employed and having some income. My husband is happy with my new work and supports me. It would be better if I had received more training as a vet.”

Later they received refresher training in specific skills as per the demand of the market, which increases the possibility that their income will gradually increase.

Psycho-social counselling has been particularly successful. Although there are cases where results cannot be seen immediately, about 85 percent of the beneficiaries who

received counselling said they are now able to face their past. Approximately 10-15 percent of the critical cases were difficult to cure with general counselling. During consultation meetings with beneficiaries and stakeholders, there was agreement that before the project started, CAW would not even come out of the house, as they were still traumatised by their experiences during the conflict. They lived in constant fear, even after the conflict had ended. With counselling, the beneficiaries have now started to come out in groups and make their voices heard.

Positive change for peace

Finding 12: The impacts of the GRRSP project are noticeable among the beneficiaries and the project has been able to meet, or even exceed, its expectations. Development of self-confidence among the CAW has led to their increased exposure.

The project has also united people from opposing sides of the conflict. The situation before the project was dire; people from the two sides, Maoist and the Government, did not want to deal with each other. There were differences between the two groups, each living at a distance from the other, but when the project started, the situation changed completely. The project has treated beneficiaries from both sides in the same way so that they have developed a sense of humanity and harmony towards one another, hatred no longer exists. Both sides think of each other as equals and that in order to develop, all have to engage and work together.

Revenge has disappeared; the former opposing groups have reconciled and started working together.

Another major impact of the project can be observed in the developing self-confidence of the beneficiaries. During consultations at the field level, they were very confident and open. They did not hesitate to speak and were also very open about the project, pointing out the positives and negatives, and

Box 7: Learning to Forgive

“My father was killed during the conflict and my family members were tortured. Due to this, I had developed a feeling of revenge. When I received psycho-social counselling from the project, it made me think differently. Now I don’t have any sense of revenge; instead I understand we are all together and should work together if we are to go forward.”

A GRRSP beneficiary from Kavre

what could be improved. During formal and informal discussion with stakeholders and the general public, the observations of the evaluation were supported. The stakeholders made it clear that the beneficiaries who had lived in constant fear and were not even able to say their names properly, have now embarked on leadership roles. Being in a group has been the main factor in the development of increased self-confidence. They now believe that women are not different from men. What men can do, women can do as well. Through their collective strength, women can handle adverse situations.

Now that the beneficiaries act as a group, they have been able to go to different agencies to access services. Many governmental and non-governmental agencies are

now aware of such groups and their strengths, and are willing to assist when requests are made.

Networking has been another impact that the project has brought to the beneficiaries. The project trained women to think creatively, to become more open and unified. A beneficiary in Kushadevi-5 of Kavre district opened a small hotel and teashop after receiving snacks making vocational training through the project. Since starting this small business, she has been able to network with many people from outside the village and is now thinking of starting a “home stay” at her house. The beneficiaries are in contact with various government and other organisation officials more often now and have greater access to information about available services.

Unintended impacts

Finding 13: Social and economic needs are merged with empowerment. And the major basis for them is the knowledge of NAP that created the environment for psychological healing, relief and recovery.

The project has also seen some unintended impacts. The DLSO in Sindhuli found that when they reached project VDCs for livestock related activities with the project beneficiaries, there were a number of villagers other than the beneficiaries who came to seek DLSO services. DLSO could not refuse such requests and provided services to community people who were not initially targeted.

The project has had both intended and unintended impacts on the lives of the beneficiaries and the general population of the project areas. The beneficiaries have become more empowered, both socially and economically. Without economic empowerment of the family, it is not possible to have a household that is happy and content. They have become more vocal and better able to put forward their demands and ask for their rights with the concerned governmental authorities. The beneficiaries have become self-reliant and independent.

A documentary prepared by the project shows men praising women within the family and community for their work. According to the men, the ideas, techniques and knowledge learnt by the women have enabled the men to relate with the female members, and their working together has increased economic activity and monetary return.

Box 8: Beneficiaries other than targeted

“Drenching and vaccination were done for the project but all villagers have benefitted too as there were people other than project beneficiaries who came for the services provided by GRRSP. We provided them with our services as well.”

Dr. Raghu Shrestha, DLSO Chief, Sindhuli

Stakeholders in Ramechhap, including LDO, WDO and DADO officers, feel that the project has been successful in uniting people from the two sides in joint efforts. “Women became aware of their potential.” Overall, group formation boosted their confidence. As Gyan Bahadur Thapa, DLSO, Ramechhap said, “Many lost their breadwinners in the conflict. Such projects help boost their lost confidence through income generating activities.”

The GRRSP Project provided training on UNSCRs 1325 and 1820 including gender and human rights and gender responsive budget planning to DCC, LPC, line agencies, community members and other stakeholders. This impacted stakeholders in terms of their improved awareness in planning activities. District line agency officers said they would give special attention to these activities of which they were unaware before training, demonstrating the change in awareness before and after the training courses. Also, some government offices have already started to allocate budget for gender responsive initiatives in regular programmes funded by the Nepal Government, demonstrating that they are already internalising learning from the training courses and putting it into practice.

The project activities were actually launched in the project sites for a short period, for only 12 months in some areas. Despite this, there has been a sustained impact on the lives of beneficiaries through bringing different groups to work together. It has developed self-confidence with relevant skills for self-employment and income generating opportunities.

The concept of gender equality has been applied in a practical way. Men used not to value the work of women in the household, but now the concept of division of labour has changed. There is increased understanding among male family members that women are capable of earning for the family. The idea that all are human and all humans are equal, and that women's rights are human rights, are some of the major impacts seen among beneficiary families. Evidence of this success was noted during the evaluation study when women expressed their ability to convince their husbands that they could work together. Thus, understanding gender roles in the family was found to be one of the major impacts on the lives of conflict affected women and men.

The CAW groups have started their own businesses - turmeric processing and packaging, honey production, nettle powder production packaging, small hotels, tea shops and beauty parlours. Thus, a very successful example of self-employment was observed in this project. Previously people from the two sides, the then Maoist rebels and the Government, did not want to deal with each other. Psycho-social counselling has been very successful in uniting people from opposing sides of the conflict. There are cases where results cannot be seen immediately, however about 85 percent of the beneficiaries who have received counselling services, said that they are now able to face their past.

3.5 Sustainability

Sustainability of outputs and outcomes

Finding 14: The CAW groups formed under the GRRSP project have been registered at the relevant government line agencies, and businesses were formally registered in the Cottage and Small Industry Office (CSIO) to facilitate obtaining services from the line agencies.

Given the amount of work the project accomplished in a short time, and the positive impacts made, the interventions of the project should become sustainable if follow up support is provided to the beneficiaries.

The Lilawati Conflict Affected Women's Group of Kushadevi-3, Kavre saved approximately NRs 80,000 from the sale of produce through an investment of NRs 50 every month from its group members. The group also provides smaller loans to members at an interest rate of 12%. Currently, 25 members of the group have taken loans. Even though the project has ended, the group has now become sufficiently independent to be sustainable in the long run.

Similar views were expressed by FGD participants of Bhadrakali VDC in Sindhuli district. The chairperson of the Siddhi Binayak Krishak Samuha in Bhadrakali, said that their group had established a cooperative that has savings of NRs 7,400,000 and is able to provide loans of up to NRs 100,000. In line with the views expressed by the FGD participants of Kavre, the chairperson of the farmers' group also said that the project was too short for the beneficiaries. They see the possibilities but need assistance with capacity development and resources.

One of the implementing partners of the project, a DADO official, also expressed concern over the short duration of the project, although the crops selected enabled the project to achieve results in a short time frame. If other crops had been used instead of ginger and turmeric, it would have taken much longer to see the results. The project has enabled the beneficiaries to interact with service centres on a regular basis, leading to a long term bond between the beneficiaries and service providers.

Registration of groups like CAW has created a situation where the beneficiaries are in contact with government service providers more than they used to be. This is positive in terms of sustainability, as it leads to the beneficiaries obtaining government services even after the project phases out. Besides, formation of a group and being registered at relevant government agencies, allows the beneficiaries to receive agricultural and livestock materials at subsidised prices. This is an incentive for them to keep on using government services for generating income in the long term, even after the project phase out.

Creation of capacities for sustainable results

Another positive aspect of the project is that all except a few partners chosen by the implementing agencies were local and had worked in the same area for a number of years. Since the project supported capacity building in terms of their knowledge on NAP and provided technical services, it is expected that they will continue working in the project area, thus helping effective follow-up of the project, even after it phases out. This is important in making GRRSP a sustainable project.

Over all, the project has been very beneficial to women. The creation of employment opportunities and income for women has had a positive impact on the lives of the beneficiary families. Improvement in the economic status of the family has created an environment for both men and women of the household to work together.

Project ownership

Finding 15: The amount collected from saving and credit is becoming large enough to invest in production activities. Demanded by many women groups in the study area, this needs to be given priority in future programme design.

Although the women groups carried out activities initiated by the project, they intend to expand their activities, whether the project continues or not, saying they will at least continue their efforts of saving and credit.

The project, implemented over 12 to 14 months for one of the most vulnerable groups in the country in locations that are hard to access, requires a follow-up mechanism to ensure transfer of ownership and sustainability. Future revision of the project should take account of this.

Necessity for project revision

Finding 16: Ensuring a market for goods such as honey, mushrooms, tomatoes, pickles, and milk products is the future area for project intervention, drawing on lessons learned and demand of the beneficiaries. Any future project needs to think about provision of insurance for goods, and for the people involved in their production.

The beneficiaries claim that due to a competitive market, their goods are not selling at satisfactory prices. However, creating a market is a gradual process, dependent on the quantity and quality of the goods produced. In this context, it is argued that the market depends on the supply chain of goods which usually requires large scale production to feed into the regular supply chain to tap a niche market, as well as enhanced risk bearing capacity on the part of the beneficiaries. Enterprises established by beneficiaries are being registered in the Cottage and Small Industry Office (CSIO), a positive step initiated by the project in the formalisation process of businesses.

However, equally important is the quality control mechanism created by the joint efforts of the partner organisations and beneficiaries. Full time labour investment of the beneficiaries in the production of goods is equally important, but entails having appropriate market opportunities, which in turn, raises expectation of the market. The goods produced so far are based on part-time inputs by the beneficiaries. The grinding mill provided to the beneficiaries has a capacity to grind up to 30 kg per hour but is not running at full capacity because the beneficiaries are not sufficiently aware of the advantages of larger scale production.

Box 9: Women involved in the project have become much more active and confident.

“The project has done a great job. There are still a number of women in the village who are afraid to or cannot put their views forward, but those involved in the project have become much more active and confident. They have also become economically secure. I help my wife’s group with anything they need. The project has not only impacted my wife, but also me. I think if we all work together like this, we can go forward very effectively for many years to come.”

- Govardan Thapa, Husband of a CAW group member, Kushadevi-3, Kavre.

Group members have requested project facilitation to link their products with established markets so that they can continue production activities. According to one beneficiary, *"This has been just a half full pot of water, which can empty any time with any kind of inertia."* Their suggestions regarding this issue were two-fold: increase the project period and continue activities, and second, provide linkage with a loan providing institution that can guarantee cheap-interest loans. In making requests for financial linkages, one has to be careful that the products will be competitive at the local level. Supplying goods to the market requires adequate resources, and market prices are highly competitive.

Both production and demand exist, but market access is lacking. Therefore, products have not always received their full market value. Lack of market access, along with lack of facilities to store excess production, has led to products either going to waste or being sold at a very low price. Kushadevi VDC of Kavre, which is relatively close to Banepa and Kathmandu, is an example of this. This discourages entrepreneurs and may cause them to abandon their business. For a business to be sustainable there should be mechanisms in place so that excess production can be stored.

Another major constraint to sustainability of the project is production risk. Both excess production and competition from external sources can affect the market price and this may lead to entrepreneur reluctance to continue their enterprise.

The project activities were carried out over a short period. *"Within one year, we have just learned how to crawl. Such a project needs to continue for at least 2-3 years to enable us to be independent and attain economic prosperity and social development."* Extension of the project with improved activities, techniques and tools was requested in almost all the study sites.

The need to establish cooperatives for promoting sustainable entrepreneurship has been suggested by the respondents of the study.

Future programmes should also avoid more dependence by increasing awareness, and training and capacity building relevant to the enterprises people are involved in. One of the main tools for this approach is collaboration between the beneficiaries and project implementers and/or funders. At least some contribution by the beneficiaries, in cash or kind, gives a sense of ownership and responsibility as clearly stated in the project document. Another possibility is to establish a change agent who facilitates the dissemination of ideas, views and resources to promote self-reliance.

The project can be sustainable provided there is a follow up or monitoring system in place.

The CAW groups may be sufficiently established to run independently for a few years, though it is uncertain if they have the ability and resources to do so. The beneficiaries have been strengthened with guidance, training on market search, marketing and effective investment opportunities.

The project has also increased the capacity of the implementing partners. They can utilise the knowledge and techniques learned in future programming. The

implementing partners and UN agencies have had the opportunity to learn from each other and to draw on their shared expertise in future programmes. The project has also increased the level of beneficiary awareness, skill development and income generation, and has developed self-reliance.

3.6 Best practices and lessons learned

Synergy of partners with different sets of comparative advantages led to comprehensive benefit for the target groups but need to consider timeframe

- There was a clear advantage in having three UN organisations and ten service providers combining to form a total package for a vulnerable group such as CAW. It was realised that the approach of integrating rights based training courses linked with entrepreneurship development, and technical and vocational skills with equipment and tools support, was an instrumental tool for economic empowerment. Agricultural/livestock productivity enhancement and other benefit schemes synchronised with the above interventions created a spiralling effect for the marginalized women in a much better way than standalone activities. If there had been a single UN organisation, it would not have been so effective, and only part of the beneficiary needs would have been met. The project also proved that three UN agencies can work together despite limited resources.
- Each of the three UN agencies had their own procedures for hiring staff, partner selection, preparation of working guidelines, needs assessment through a baseline survey, a scoping study and target beneficiary identification that took place within a fixed time frame in order to comply with the rules and regulations of these organisations. Such a timeframe should be envisioned during the project design stage so that repeated “no cost extensions” are not required during implementation.

It was possible to reach out to target beneficiaries who are most marginalised in rural areas, however alternative livelihood options need to be planned for landless

- The target beneficiaries of this project were women with little or no idea of GRRSP activities, living in scattered rural areas and not organised as groups. They were conflict affected women, some of whom are still suffering from the effects of conflict. The target beneficiaries were a very needy and vulnerable group. Even reaching such beneficiaries was itself a challenge. However, this was achieved and the project has benefited one of the most vulnerable groups of people in Nepal.
- There were a few CAW families without land, or with very little land, for whom agricultural production had little or no meaning. Alternative livelihood options should have been planned for these families.

Right products in right locations was essential for business to be successful

- One of the best aspects of the project was that products with competitive advantages were identified and promoted in appropriate locations. For example, business related to yoghurt and *CHHURPI* in Doramba (Ramechap

District), turmeric in Bhadrakali (Sindhuli District) and bee keeping in Kusadevi (Kavre District). Already popular in these areas, the crops and products were suited to these locations. By organising the women in groups and providing new skills and technology, the GRRSP project encouraged systematic production.

Value addition to local products could substantially increase income that can be sustained through registering with local service providers

- The project has succeeded in adding value to local products, and coherence with FAO agriculture production interventions such as turmeric, ginger, tomato, potato, mushrooms, other vegetables and livestock in response to local market demand, has increased the price of products such as honey, turmeric and *saal* leaves.
- Producers were asked to register with the district agriculture and livestock offices in order to continue obtaining services and inputs after the project period ended. Through the district agriculture office, group members receive a 50% government subsidy on inputs. Enterprises were registered in CSIO to run as formal businesses and get business and other support services from various agencies. Beneficiaries are linked with sources from where they can obtain inputs and services on a regular basis, thus contributing to sustainability of the benefits.

A participatory approach in selection of target areas and groups increased ownership and coordination among stakeholders

- As far as possible, the project has adopted a participatory approach in the selection of villages, beneficiaries, and the use of local technology and needs assessment that has resulted in increased ownership and sustainability of the programme.
- Due to the use of a participatory approach, many stakeholders joined in the project. Although this could have proved challenging, coordination among them worked very well.

Support to victims from both sides helped put the past behind them

- Although the CAW group members were directly involved in or affected by the armed conflict, either as combatants or victims of physical, sexual and mental violence, the project did not treat them differently. Women no longer see themselves as combatants or victims, as they have become part of the community where development is more important for their wellbeing than continuing the mind-set of conflict.

Regular and joint monitoring visits are important

- Monitoring visits were carried out at regular intervals by the stakeholder agencies, including DCC and MoPR, enabling them to observe and comment on project progress on the ground. This helped the stakeholders understand and take ownership of the project. The Chair of the Steering Committee (Joint Secretary of MoPR), said, *“Even though I couldn’t visit the project sites, my*

staff representing MoPR reported that the project has met the needs of the beneficiaries, and the conflict affected women have benefited greatly.”

Seasonality need to be considered when planning for agriculture related trainings

- Seasonality plays a vital role in agriculture in Nepal, with specific activities being conducted in each of the four seasons. Training courses for rural participants cannot be conducted during the cultivation period (June–August), with planting mostly taking place in June and July during the rainy season. Therefore, when starting a project, timing of the agricultural activities must be considered in order to avoid delaying project activities until the following season.

Special provisions are required for farmers at subsistence level

- As CAWs are farming at subsistence level, their risk bearing capacity is low and they are in a vulnerable situation. It was argued that they should not be provided with micro-finance loans but be given direct support, and once they progress from this low risk-bearing situation, micro-credit would be appropriate.

C. CONCLUSIONS

The GRRSP project has been successful in meeting most of its objectives. The project has provided a number of useful guidelines for future planning and programming of similar projects by defining clear roles and responsibilities in respect of project preparation time, recommending incubation services and awareness of seasonal factors, and indicating the importance of occupational health and safety.

The project has specifically targeted those in need, a matter of particular relevance in Nepal's post conflict situation, and it has done so in an effective and efficient way.

GRRSP has had a significant impact, changing the lives of conflict affected women in the three project districts, especially in raising their income level through agricultural production, livestock raising, entrepreneurship development, value addition, business start-up, training and developing new skills.

Of the various types of needs-based and women-friendly training programmes that were effective in improving the lives of these conflict affected women, psycho-social training programmes were particularly useful in changing their perspectives on life.

The GRRSP project has demonstrated many best practices for development practitioners, including the creation of synergy through involving multiple partners, identification of appropriate target beneficiaries, selection of appropriate commodities, enterprises and activities suited to local conditions, value addition in production and a participatory approach.

The project has also taught valuable lessons regarding the need for a project preparation period. This would include sensitisation training courses, economic empowerment through linkage with regular sources of inputs to sustain the programmes, periodic monitoring visits, consideration of seasonal factors and direct input support to CAW until they are capable of taking risk.

D. RECOMMENDATIONS

- Continued support to the project is strongly recommended so that the gains made during the last two years can be consolidated. The kind of changes envisaged by the project requires sustained inputs over a longer period. The project has the potential to make significant gains.
- In order to achieve a tangible and sustainable impact, it is recommended that such projects should have a longer duration considering the project preparation period.
- The multi-stakeholder approach (UN, CSO and local bodies) of specialised agencies, working in synergy enhanced outcomes, which was one of the best features of the GRRSP project. Therefore, it is recommended that this joint project approach be adopted in future and replicated in other areas.
- Coordination of multiple stakeholders can be a major challenge, due to frequent changes of government staff, resulting in a delay of understanding of the programmes and the project itself. In future, coordination mechanisms should be established and strengthened at the district level to inform staff about the project as soon as they assume office and engages them in all stages of project implementation.
- There may have been fewer concerns over the definition of CAW if this had been displayed in the project partner organisations and VDC offices from the initial stage. The definition and selection process of the beneficiaries should be clearly stated at the initial stage of the project.

ANNEXES

Annex 1: Terms of Reference

**TOR for National Agency/Consultancy Firm/Institution to carry out the
Final Evaluation of Gender Responsive Recovery for Sustainable Peace
(GRRSP) Project
A joint project of UN Women, FAO and ILO**

1. Background

To address the security concerns specific to women and adolescent girls, and to ensure meaningful participation of women in all stages of peace building, the Government of Nepal (GoN) adopted the National Action Plan (NAP) on implementation of the United Nations Security Council Resolutions (UNSCRs) 1325 and 1820 in February 2011. The NAP presents the contextual framework and analysis of the peace and security situation paving the way for the implementation of UNSCRs 1325 and 1820. Nepal, as a member state of the UN, is accountable for implementation of these particular resolutions, and developed the NAP as its main implementation tool.

The NAP contains five pillars: Participation, Protection and Prevention, Promotion, Relief and Recovery, Resource Management and Monitoring and Evaluation. The Relief and Recovery Pillar clearly emphasizes the implementation of the relief and recovery related programming focusing on the needs of the conflict affected women and girls, targeting women from marginalized communities particularly badly affected by the conflict and mostly excluded from meaningful and informed participation in the mainstream development processes, economic opportunities, and sharing of benefits.

In order to reinforce the ongoing efforts, especially with respect to the implementation of the NAP on UNSCRs 1325 and 1820, a joint project of UN Women, FAO and ILO Gender Responsive Recovery for Sustainable Peace (GRRSP) is being implemented. The project is led by UN Women. The project was developed to strengthen the implementation of national commitments to women's empowerment and gender equality in the context of Nepal's peacebuilding process. The project is focused on addressing the economic, social and psychological hardships of conflict affected women and their families in three districts of central development region: Kavre, Ramechhap and Sindhuli. It is being funded by UN Peacebuilding Fund (UNPBF). The duration of the project is from 1 October 2012 to 30 April 2015. The total budget of the project is USD 898,800 (UN Women USD 340,260, FAO USD 265,000 and ILO USD 293,540).

The GRRSP project intends to benefit 2,000 conflict affected women in three targeted districts, including female ex-combatants through capacity development of the local stakeholders, including the government line agencies for improved and targeted economic and social services to the conflict affected women. Approximately 1,000 of them are recipients of economic initiatives both in agriculture and non-agriculture sectors. The project has two outcomes and outputs. They are:

Outcome 1: Conflict affected women and their families are recovered from psycho-social hardships

Output 1.1: Increased access of conflict affected women to psycho-social services

Output 1.2: Increased community awareness on issues of GBV, human rights and gender equality

Output 1.3: Enhanced capacity of conflict affected women on organizational, leadership and social harmonization

Outcome 2: Gender responsive community-based economic recovery initiatives are designed and implemented

Output 2.1: Improved knowledge and skills of conflict affected women and their families for improving agricultural productivity

Output 2.2: Enhanced technical and entrepreneurial skills of conflict affected women and their families

Output 2.3: Increased capacity of local bodies and concerned service delivery agencies for gender responsive planning and implementation mechanisms

The lessons learned and good practices generated from the project will contribute to scaling up the implementation of pillars of the NAP, and the policy feedback from the project will help address the challenges of feminization of agriculture and rural enterprise that remains the main source of livelihood for the rural population in Nepal.

The project officially started in October 2012 and will end in March 2015. A baseline of the project has been established during December 2012-April 2013. The project is implemented through the partners that include both the government and non-government organizations (NGOs) of the three executing UN agencies. A project Steering Committee (SC), led by Ministry of Peace and Reconstruction (MoPR) has been formed. MoPR is the lead ministry for the implementation of the NAP on UNSCRs 1325 and 1820. Other relevant Ministries such as Ministry of Women, Children and Social Welfare (MoWCSW), Ministry of Agricultural Development (MoAD), Ministry of Foreign Affairs (MoFA) etc. are also the members of the SC. The role of the SC is to provide strategic guidance to the project. The project contributes to the following UNDAF outcome 9 and outcomes and outputs of the Strategic Plan of UN Women 2013-2017

The GRRSP project addressed the Priority Area B “Catalyze progress on the long-term structural transformation agenda embedded in the CPA” of the UN Peace-Building Strategy for Nepal (2011-12) and the key priorities of Nepal PBF Priority Plan such as strengthening state capacity to sustain peace for accelerated recovery; fostering the accelerated recovery of conflict affected women and excluded groups and leveraging UN’s comparative advantage vis a vis other actors when the project was developed. Though the recent Priority Plan of the PBF does not include the economic recovery component, the project still contributes to recent Priority Plan outcome—an inclusive and gender-representative culture of dialogue and conflict transformation is expanded and strengthened, contributing to conflict prevention and social cohesion during Nepal’s transitional peacebuilding process

UNDAF outcome

Outcome 9: National actors and institutions have managed conflict risk and are progressively consolidating the peace

UN Women 2013 – 2017 Strategic Plan

DRF output 4.1.1: Government officials (MoPR, MoWCSW and District Coordination Committee (DCC)) have capacity to implement and monitor NAP on UNSCRs 1325 and 1820 commitments at the national and local level in collaboration with CSOs

DRF output 4.1.2: Conflict affected women in select districts have increased capacity and opportunity to influence local decision making processes to sustain peace and demand accountability

OEEF output 2.3: A clear evidence base generated from high quality evaluations of Annual Work Plan (AWP) implementation for learning, decision-making and accountability

A mid-term review of the project has been carried out in the third and fourth quarters of 2014. Mid-term review aimed to determine the extent to which objectives of the project have been met; and assess and recommend the changes/revisions needed in project strategy, project outputs and activities in order to achieve the expected results. The mid-term review report is recently finalized.

The project is coming to an end in March 2015. As provisioned in the project document, UN Women as the lead agency of this joint project, is managing the final evaluation from February 2015. The final independent evaluation will follow up on the implementation of recommendations made by independent mid-term review conducted in third quarter of 2014 based on assessed criteria of relevance, design, management, impacts and sustainability.

In this context, UN Women Nepal is seeking the services of highly qualified, competent and prospective national agency to carry out the final evaluation. The evaluation team will work with the concerned programme staff, partners and other stakeholders to undertake the necessary analysis and prepare a final evaluation report of the project.

2. Purpose and objectives of the evaluation

The purpose of the evaluation is to provide accountability for the project implementation as well as to generate substantial evidence to support policy related feedback to the relevant government agency to feminization of agriculture and rural enterprise while demonstrating best practices on implementation of NAP.

- The evaluation findings and recommendations will be used by UN Women country office staff to replicate the lessons learnt and good practices of the project in the future projects of the similar types.
- The evaluation report will be shared with the government and the civil society partners to inform them about the results and the lessons learnt of the GRRSP project. The sharing will also emphasize on use of the key lessons learnt.

The specific objectives of the final evaluation are:

1. To assess performance of the GRRSP project using five evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability).
2. To assess the effectiveness of the coordination of all UN agencies (UN Women, FAO and ILO) including their implementing partners in providing support to the conflict affected women in three districts.
3. To document main lessons learnt and propose recommendations to deliver services to conflict affected women in a more effective and efficient way, in particular suggesting options for more integrated programming and further harmonization.

3. Evaluation scope

Programmatic scope

The final evaluation will assess all aspects of the work that has been delivered by the GRRSP project since October 2012. This includes performance of delivering the outputs under the two outcomes of the project. The evaluation will also assess the implementation of the recommendations provided by the mid-term review. The evaluation will cover all interventions of the project under the duration of the project.

Time frame

The final evaluation will cover the project implementation from October 2012 to 31 March 2015.

Geographical coverage

The final evaluation will focus on the three project districts including fourteen Village Development Committees (VDCs) (4 in Sindhuli district, 5 in Ramechhap district and 5 in

Kavre district) and two municipalities (Kalamamai in Sindhuli and Banepa in Kavre districts) within those three districts. The number of VDCs to be covered by the evaluation team will be decided randomly upon discussion between the consultant and UN Women, FAO and ILO. The name of the selected district will also be discussed during the Steering Committee meeting of the project chaired by the Joint Secretary of the Legal and Communication Division of the MoPR. The Steering Committee meeting is planning to take place in February 2015.

Target groups and stakeholder coverage

The final evaluation will reach out to the stakeholders as stated in the GRRSP project document. In particular, the key stakeholders such as conflict affected women in the targeted VDCs of three districts, government officials from local level line agencies and local bodies, District Coordination Committee (DCC), Local Peace Committees (LPC) members will be covered under the evaluation. The national level stakeholders, including MoPR, MoWCSW, MoAD, Local Development Training Academy (LDTA), UN Peace Fund for Nepal (UNPFN) etc. will also be consulted throughout the evaluation process.

4. Evaluation questions

The evaluation will be based on the standard OECD Development Assistance Committee (DAC) evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability) and United Nations Evaluation Group (UNEG) HR/GE guidance (<http://www.uneval.org/papersandpubs/documentdetail>).

The evaluation questions and their rationale will be further refined by the consultant in consultation with UN Women.

The final evaluation assesses the performance of the GRRSP project implementation against the following criteria and seeks to answer the following questions:

Relevance

- To what extent and in which way the GRRSP project's work is relevant in addressing the needs of the beneficiaries? How can you say that the needs of beneficiaries identified at the beginning of the project remain relevant for the entire project cycle? To what extent GRRSP project has been able to cater the needs of the beneficiaries in the changing context of peacebuilding?
- To what extent was the project relevant to the outcome in the Priority Plan that the project was supporting?
- How relevant was the selection of geographic sites and beneficiaries?

Effectiveness

- Has the project achieved its planned objectives?
- What factors influenced the effectiveness of the project's capacity building activities?
- How have the stakeholders been involved in implementation?
- To what extent GRRSP project increased knowledge and understanding of the beneficiaries on the economic recovery initiatives?

Outcome level:

- To what extent did the project remain in scope and the planned outcome has been or being achieved? Is there enough data to support this?
- Was the theory of change proposed by the project valid?
- Were the outcome indicators chosen sufficient to measure the outcomes? What other indicators can be suggested to measure these outcomes?

Output level:

- To what extent the planned outputs have been or are being achieved?
- Have the quality and quantity of outputs been satisfactory and in line with the project logframe?

- What are the challenges in delivering the outputs?
- What are the factors that are adversely affecting the delivery of the outputs?
- Are the output indicators chosen sufficient to measure the outputs? What other indicators can be suggested to measure the outputs?
- To what extent the planned outputs contribute towards the achievement of the planned outcome and what are the evidences to validate these claims? How have outputs been transformed into outcomes?
- Are the defined outputs necessary and sufficient to achieve the outcome? Are they all relevant to the outcome?
- How were lessons learned, identified in the mid/term review utilized to inform this project?

Efficiency

- To what extent have resources (financial, human, institutional and technical) been allocated strategically?
- Could the activities and outputs have been delivered in fewer resources without reducing their quality and quantity?
- What factors influenced decisions to fund certain proposed activities, and not others?
- Have the outputs been delivered in a timely manner? Has the GRRSP project utilized the advantages of three UN agencies in delivering these planned outputs?
- How has the project managed risks from its risk matrix?
- How catalytic was the project in unleashing peace relevant processes?
- To what extent did the project create actual synergies among agencies and involve concerted efforts to optimise results and avoid duplication?
- To what extent did UN coordination reduce transaction costs and increase the efficiency of GRRSP implementation?

Impact

- What changes, positive and negative, intended and unintended have happened as a result of the programme or project?
- What real difference has the activity made to the beneficiaries?
- To what extent has the project brought positive change in the lives of conflict affected women?
- To what extent has the project brought positive change for peace in Nepal?
- What were the positive or negative intended or unintended effects of the intervention on human rights (HR) and gender equality?

Sustainability

1. How sustainable or likely to be sustainable are the outputs and outcomes of the GRRSP project's interventions (in terms of Capacity, Finance, Ownership, Design, Scale-up)?
2. Have the interventions created capacities for sustainable results?
3. What is the level of ownership of the project by its stakeholders? Who will be able to take over the project after its phase out and are there sources to finance it?
4. Should the project design be revised, in light of one or more of the following areas:
 - Being replicated elsewhere in the other districts
 - Scaled up in the implementing districts
 - Move into a new phase focusing on sectoral interventions?

5. To what extent the project has been able to enhance the partner organizations: i) organizational capacity; ii) self-sustainability of the economic activities by the end of the project period?

5. Methodology

The consultant will determine the specific design and methods for the evaluation during the initial inception period after consultation with UN Women, FAO and ILO. The evaluation will use a variety of data collection methods and sources with a view to data triangulation. The methods should be participatory, ensure the collection of disaggregated data, interrogate gender roles, be context and culturally sensitive and whenever possible, mixed (qualitative and quantitative) methods.

These include, but are not limited to:

- Desk review of relevant documents
- Focus group meetings with project beneficiaries
- Discussions with the relevant programme staff of three UN participating agencies and other implementing agencies
- Interviews with relevant stakeholders both at national and districts level
- Field visit to the programme districts and selected VDCs
- Consultation meetings and/or focus group meetings with the stakeholders in the districts
- Case studies of relationship and results achieved with selected partners
- Analysis of data

Existing information sources: The evaluator will need to make her/himself familiar with project related and other documents to engage with the background of the project and the situation of women's rights in the country.

Key documents in this regard include:

- Project document of the GRRSP project and project reports
- Baseline study report
- Mid-term review report of the GRRSP project
- Donor's reports
- Meeting minutes of the SC
- United Nations Development Assistance Framework (UNDAF) 2013-2017
- CEDAW and National Action Plan on UNSCR 1325 and 1820
- Other relevant documents related to GRRSP project etc.
- Peacebuilding Priority Plan
- Evaluation norms, guidelines and standards (UNEG website)
 - Standards for Evaluation in the UN System
 - Norms for Evaluation in the UN System
 - Quality Checklist for Evaluation Reports
 - UNEG Ethical Guidelines
 - UNEG Code of Conduct for Evaluation in the UN system

6. Evaluation approach and ethics

The evaluation is expected to adhere to a framework supporting human rights-based (HRBA), results-oriented and gender responsive monitoring and evaluation. Towards this purpose, the project evaluation will encompass the principles of gender equality and human rights, ensuring that the evaluation process respects these normative standards, and aims for the progressive realization of same by respecting, protecting and fulfilling obligations of non-discrimination, access to information, and ensuring participation through a combination of

consultative and participatory evaluation approaches. For more details on human rights and gender equality in evaluations, please refer to the UNEG Handbook Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance.

Evaluation in the UN will be conducted in accordance with the principles outlined in both Norms and Standards for Evaluation in the UN System by the UNEG “Ethical Guidelines for Evaluation”. These documents will be attached to the contract. Evaluator is required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation.

The evaluation team is required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the review. The UNEG Ethical Guidelines can be found here: http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=102. The UNEG Code of Conduct for Evaluation in the UN system can be found here: http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100.

7. Duration of assignment and duty station

Duration of assignment: 25 February – 10 April 2015

The evaluation is to be conducted in the months of 25 February – 10 April 2015 with 45 working days

Duty station: The evaluator will be based in Kathmandu with travel to project districts during the consultation with the stakeholders in the districts.

8. Deliverables/Outputs

- Evaluation inception report detailing the evaluator’s understanding of what is being evaluated and why, showing how each evaluation question will be answered (which methodology will be used) in a proposed schedule of tasks (evaluation matrix/framework). The inception report should also include a proposed schedule of tasks, evaluation tools, activities and deliverables. It should also clarify if any of the questions proposed in this ToR cannot be answered due to lack of data or other issues. A presentation of the inception report will be made to and discussed jointly with the Reference Group. The consultant can proceed to the following deliverables after approval of the inception report by the three executing agencies.
- Evaluation debriefing meeting with three UN agencies, government and relevant CSOs where main findings will be presented.
- A draft comprehensive evaluation report to be shared with UN Women, FAO and ILO and relevant stakeholders (government and relevant CSOs) for feedback and quality assurance.
- Final evaluation report

The evaluation team is expected to produce the following deliverables:

The final report is expected to adhere to UNEG Evaluation Report Guidance and cover findings with recommendations, lessons learned and rating on performance. The report will include the following contents:

- Executive summary
- Table of content
- List of acronyms
- Introduction
- Description of the evaluation methodology, including data collection methods, sampling, ethics (UNEG), stakeholders participation in evaluation process, study limitation etc.
- Findings
 - An analysis of the situation with regard to the outcome and outputs
 - Analysis of opportunities to provide guidance for the future programming
 - Key findings including best practices and lessons learned
- Conclusions
- Recommendations
- Annexes: Terms of Reference, field visits, people interviewed, documents reviewed, data collection instruments, etc.

9. Evaluation Work Plan

Time frame for the evaluator/consultant (45working days)

Activity	Product	Number of days (Approx)	25 February – 9 March	10 March – 1 April	2 – 10 April
Preparation & Initial Desk Review					
Initial desk review of relevant documents by evaluation team	Inception report ¹	5	x		
Inception meeting with UN Women and Reference Group		½	x		
Draft an inception report		2	x		
Receive comments from UN Women and Reference Group		3	x		
Finalize the inception report by incorporating the comments		2	x		
Data Collection and Analysis					
Consolidate/collate the data/information collected from desk reviews	Power Point (PPT) presentation on preliminary findings	2		x	
Conduct field trips to collect data according to the evaluation framework in the inception report		15		x	
Data classification, systematization, and analysis		2		x	
Sharing of preliminary findings with UN Women		½		x	
Finalize evaluation report and Dissemination of Evaluation Results					

¹ Refer the guidance note at: http://unifem.org/evaluation_manual/wp-content/uploads/2011/05/Guidance-Note-9-Inception-Report.pdf

Draft the first report	First Draft report	4		x	
UN Women comments on the report and the evaluation team finalise the draft by incorporating the comments		3			x
Prepare the second draft report	Second Draft Report	2			x
The evaluation team conducts a report consultation workshop with the reference group and stakeholders	Workshop and PPT presentation	1			x
Incorporate comments and feedback from the report consultation meeting and finalize the full evaluation report	Final evaluation report	2			x
Submission of final report to UN Women and sharing of report/findings by UN Women among stakeholders		1			x
Total		45			

10. Evaluation Management

The team will work under overall supervision of the Deputy Representative of UN Women and day-to-day guidance and management of the Unit Manager of Women, Peace and Security Unit and M & E Officer. The evaluation team will work from their office and will require partial presence at UN Women Office over the assignment period.

GRRSP is a joint project of UN Women, FAO and ILO. UN Women is the lead agency in terms of implementing the project. The final evaluation will be managed by UN Women.

Management of the evaluation:

The evaluation team will work in close collaboration with UN Women, FAO and ILO as per the management structure presented in the table below:

Who: Actors and Accountability	What: Roles and Responsibilities
Reference group	<ul style="list-style-type: none"> • Safeguard the independence of the evaluation exercise and ensure quality of evaluation • Ensure the quality of the evaluation through participating in inception meeting, and providing comments on a draft inception report and a draft evaluation report. • Ensure the quality of the management response and follow-up actions
Deputy Representative, UN Women	<ul style="list-style-type: none"> • Provide overall all supervision to the consultant to carry out the evaluation • Safeguard the independence of the final evaluation and ensure quality of the evaluation • Responsibility of management responses to the evaluation
Unit Manager, Women, Peace and Security Unit, UN Women	<ul style="list-style-type: none"> • Provide overall guidance to the evaluation process

	<ul style="list-style-type: none"> • Provide inputs in finalization of the evaluation report • Facilitate a management response to evaluation and ensure the implementation of committed actions in the management response
Monitoring and Evaluation Officer, UN Women	<ul style="list-style-type: none"> • Manage the evaluation and ensure that the evaluation is conducted in accordance with the Code of Conduct for Evaluation in the UN System • Safeguard the independence of the evaluation exercise and ensure quality of review
Project Manager of GRRSP Project, UN Women	<ul style="list-style-type: none"> • Get engaged from the beginning till end of the overall final evaluation process • Provide all the documents/ information sources that the consultant requires • Clarify questions raised during the evaluation • Safeguard the independence of the evaluation exercise and ensure quality of review • Coordinate overall process both at national and district level during the evaluation • Coordinate with the local partners for field level meetings/interviews during the evaluation process • Ensure timely submission of the reports by the consultant to UN Women • Help arrange the travel to the project site and other logistic issue • Provide inputs/comments in finalization of the final evaluation report
Focal persons from FAO and ILO	<ul style="list-style-type: none"> • Get engaged from the beginning of the overall evaluation process • Coordinate with the local partners for field level meetings/interviews during the evaluation process • Provide inputs/comments in finalization of the evaluation report
Implementing partners of the three agencies at the local level	<ul style="list-style-type: none"> • Support in coordinating the meetings of the consultant with the stakeholders • Support to organize discussions with beneficiaries
Evaluation Team Leader	<ul style="list-style-type: none"> • Lead the overall evaluation process • Supervise the Team Member • Lead the inception phase including the conceptualization and design of the evaluation, and the consultation process with stakeholders (workshop) • Visit the beneficiaries and other stakeholders in the field and in Kathmandu • Responsible for shaping the findings,

	<p>conclusions, and recommendations of the report,</p> <ul style="list-style-type: none"> • Responsible for the overall editorial quality of the final product • Effectively communicate with UN Women Nepal Office , reference group and stakeholders
Evaluation Team Member	<ul style="list-style-type: none"> ▪ Support the overall evaluation process ▪ Coordinate with the Team Leader ▪ Manage required logistics: office space, administrative and secretarial support, telecommunications, printing of documentation, methodological tools etc. during overall evaluation ▪ Effectively communicate with UN Women Nepal Office, reference group and stakeholders

11. Team composition

The evaluation team should consist of a Team Leader (national consultant) responsible for ensuring the quality of the overall final evaluation and one Team Member (national) with strong evaluation, data collection and analysis skills. The proposal should outline the skills, experiences, qualifications and other relevant competencies such as language capabilities and detail tasks (ToRs) of the team.

12. Qualification, specialized knowledge/experience and skills required

Team Leader

- Masters Degree with minimum 7 years of work experience, specifically in the area of evaluating international peace building and development oriented initiatives and organizations, with preference for peace building evaluation experience
- Strong background in Human Rights Based Approach programming and Results Based Management especially in the area of gender, women's economic empowerment and gender equality
- Extensive knowledge of, and experience in applying, qualitative and quantitative research and evaluation methods
- Experience on qualitative research methods, for example: document reviews, in-depth interviews, focus groups, direct and participatory community-based observation experience with participative evaluation techniques, such as 'the most significant change' evaluation approach, "making the case" and other
- A strong record in designing and leading reviews and evaluations
- Data analysis skills
- Process management skills such as facilitation skills
- Experience in gender analysis and human rights.
- Knowledge of the role of the UN and its programming is desirable
- Excellent analytical skills and communication skills in English and Nepali languages
- Demonstrated excellent report writing skills in English
- Experience on women, peace and security issue would be an added advantage

- Excellent oral and analytical writing skills in English and Nepali
- Excellent computer skills in MS Word and Excel

Team Member

- Masters degree from a recognized university in research/social sciences/development evaluation
- 4 years of work experience, specifically in the area of evaluating international development oriented initiatives and organizations
- Technically sound in collecting quantitative and qualitative data
- Familiarity with the concepts related to gender equality, peace and security
- Experience in supporting evaluation team on administration
- Excellent analytical skills and communication skills in English and Nepali languages
- Demonstrated excellent report writing skills in English

Annex 2: Persons met during evaluation study

S.No.	Name	Sex	Organization	District
1.	Rachana Bhattarai	F	UN Women	Kathmandu
2.	Sama Shrestha	F	UN Women	Kathmandu
3.	Krishna Bhattarai	M	UN Women	Kathmandu
4.	Nabin Kumar Karna	M	ILO	Kathmandu
5.	Arjun Thapa	M	FAO	Kathmandu
6.	Sunita Nehmaphuki Khanal	F	Together for Agriculture	Kathmandu
7.	Jay Lal Tiwari	M	MoWCSW	Kathmandu
8.	Bidya Pandey	F	MoAD	Kathmandu
9.	Yog Maya Sapkota	F	LDTA	Kathmandu
10.	Jamuna Poudel	F	CVICT	Kathmandu
11.	Ujwal Adhikari	M	Action For Development	Kathmandu
12.	Lily Thapa	F	WHR	Kathmandu
13.	Srijana Kafle	F	WHR	Kathmandu
14.	Sunita Nehmafuki Khanal	F	Krishi ra Prawidhi	Kathmandu
15.	Ram Devi Tamang	F	WHR	Kavre
16.	Kanchha Ram Thing	M	SESDEC	Kavre
17.	Sunita Lama	F	Kushadevi-9	Kavre
18.	Suna Tamang	F	Kushadevi-9	Kavre
19.	Sushila Thapa	F	Kushadevi-3	Kavre
20.	Panchamaya Tamang	F	Kushadevi-3	Kavre
21.	Kumari Tamang	F	Kushadevi-9	Kavre
22.	Suni Tamang	F	Kushadevi-9	Kavre
23.	Prem Kumari Tamang	F	Kushadevi-9	Kavre
24.	Sharada Adhikari	F	Kushadevi-9	Kavre
25.	Bhim Neupane	M	Kushadevi-9	Kavre
26.	Deepa Thapa	F	Kushadevi-9	Kavre
27.	Kumari Tamang	F	Kushadevi-9	Kavre
28.	Bishnu Maya Lama	F	Kushadevi-9	Kavre
29.	Bimala Tamang	F	Kushadevi-9	Kavre
30.	Sushila Thapa	F	Kushadevi-3	Kavre
31.	Saraswati Karki	F	Kushadevi-3	Kavre
32.	Ashawati Shrestha	F	Kushadevi-3	Kavre
33.	Deepak Poudel	M	DADO	Kavre
34.	Mukunda KC	M	DADO	Kavre
35.	Tulku Lama	M	LPC	Kavre

36.	Chiranjivi Timilsina	M	LDO – DDC	Kavre
37.	Sabina Sharma	F	DDC	Kavre
38.	Batuli Gautam	F	CVICT Counselor	Kavre
39.	Nirmala Kafle	F	GE Watch Group	Kavre
40.	Sanjiv Adhikari	M	Skill Nepal	Kavre
41.	Gopal Kumar Paudel	M	SIDS	Sindhuli
42.	Diwakar Pokharel	M	SIDS	Sindhuli
43.	Sunita Sharma	F	CVICT Counselor	Sindhuli
44.	Bishwa Prasad Pokharel	M	CDO – DAO	Sindhuli
45.	Pradip K Niraula	M	LDO – DDC	Sindhuli
46.	Sagar Kumar Dhakal	M	DDC	Sindhuli
47.	Sushil Verma	M	DDC	Sindhuli
48.	Bijay Gupta	M	DDC – Governance Expert	Sindhuli
49.	Kamal Jung Rai	M	Former MP	Sindhuli
50.	Pradip katuwal	M	Politician	Sindhuli
51.	Homraj Bishta	M	DADO	Sindhuli
52.	Devraj Adhikari	M	DADO	Sindhuli
53.	Dr. Hari Raghu Shrestha	M	DLSO	Sindhuli
54.	Sita Khanal	F	Supervisor – WCDO	Sindhuli
55.	Prahlad Pokharel	M	LPC	Sindhuli
56.	Subham Gurmachan	F	Dhungrebas	Sindhuli
57.	Shobha Majhi	F	Dhungrebas	Sindhuli
58.	Mina Dimdong	F	Dhungrebas	Sindhuli
59.	Nirmala Gautam	F	Bhadrakali – GE Watch Group	Sindhuli
60.	Rewati Shrestha	F	Bhadrakali VDC	Sindhuli
61.	Som Maya Dimdong – 48	F	Bhadrakali VDC	Sindhuli
62.	Bishnu Maya Dimdong – 51	F	Bhadrakali VDC	Sindhuli
63.	Ratna Kumari Shrestha – 60	F	Bhadrakali VDC	Sindhuli
64.	Padam Maya Shrestha	F	Bhadrakali VDC	Sindhuli
65.	Liladevi Shrestha	F	Bhadrakali VDC	Sindhuli
66.	Tara Laxmi Shrestha	F	Bhadrakali VDC	Sindhuli
67.	Hastha Maya Shrestha	F	Bhadrakali VDC	Sindhuli
68.	Phul Maya Ghimire	F	Bhadrakali VDC	Sindhuli
69.	Masali Maya Shrestha	F	Bhadrakali VDC	Sindhuli
70.	Nar Maya Shrestha	F	Bhadrakali VDC	Sindhuli
71.	Bishnu Maya Dimdong	F	Bhadrakali VDC	Sindhuli
72.	Laxmi Maya Dimdong	F	Bhadrakali VDC	Sindhuli
73.	Chabi Maya Dimdong	F	Bhadrakali VDC	Sindhuli
74.	Ratna Kumari Moktan	F	Bhadrakali VDC	Sindhuli
75.	Januka Gautam	F	Bhadrakali VDC	Sindhuli
76.	Khina Kumari Dahal	F	Bhadrakali VDC	Sindhuli
77.	Nirmaya Shrestha	F	Bhadrakali VDC	Sindhuli
78.	Manamaya Rao	F	Bhadrakali VDC	Sindhuli
79.	Sanu Maya Lama	F	Bhadrakali VDC	Sindhuli
80.	Hem Kumari Gautam	F	Bhadrakali VDC	Sindhuli
81.	Laxmi Thing	F	Bhadrakali – Single Women Group	Sindhuli
82.	Pemba Yonjan	F	Bhadrakali – Single Women Group	Sindhuli
83.	Sitamaya Waiba	F	Bhadrakali – Single Women Group	Sindhuli
84.	Dhoj Bahadur Dimdong	M	Bhadrakali VDC	Sindhuli
85.	Ram Kumar Gautam	M	Bhadrakali VDC	Sindhuli

86.	Ganga Bahadur Loh	M	Bhadrakali VDC	Sindhuli
87.	Gum Gautam	M	Bhadrakali VDC	Sindhuli
88.	Panchamaya	F	Bhadrakali VDC	Sindhuli
89.	Ramchandra Shrestha	M	Bhadrakali VDC	Sindhuli
90.	Shambhu Prasad Marasine	M	CDO – DAO	Ramechhap
91.	Tekraj Niraula	M	LDO – DDC	Ramechhap
92.	Govinda Kattel	M	DDC – Soc Dev Officer	Ramechhap
93.	Deepak Subedi	M	DDC – Program Officer	Ramechhap
94.	Laxmi B Karki	M	DDC – Section Officer	Ramechhap
95.	Gyan Bahadur Thapa	M	DLSO – Chief Officer	Ramechhap
96.	Santosh Chaudhary	M	DADO – Ag Prod Officer	Ramechhap
97.	Himal Bhusal	M	DADO – Jr Technician	Ramechhap
98.	April Adhikari	M	LPC – Secretary	Ramechhap
99.	Shivaji Ghimire	M	LPC – Former Coordinator	Ramechhap
100.	Laxmi Pokharel	F	WCDO – Supervisor	Ramechhap
101.	Ratna Kadel	M	A4D	Ramechhap
102.	Sanu Budathoki – 24	F	NSSA Trainee	Ramechhap
103.	Mama Maya Karki – 30	F	Tilpung VDC	Ramechhap
104.	Januka Karki – 19	F	Tilpung VDC	Ramechhap
105.	Sumitra Paudel – 24	F	Tilpung VDC	Ramechhap
106.	Urmila Budathoki – 23	F	Tilpung VDC	Ramechhap
107.	Bimala Paudel – 26	F	Tilpung VDC	Ramechhap
108.	Anita – 21	F	Tilpung VDC	Ramechhap
109.	Amrita Budathoki – 29	F	Tilpung VDC	Ramechhap
110.	Sabita Thapa Magar – 19	F	Tilpung VDC	Ramechhap
111.	Nir Maya Magar – 18	F	Tilpung VDC	Ramechhap
112.	Prem Kumari Magar – 32	F	Tilpung VDC	Ramechhap
113.	Bed Kumari Thapa Magar – 18	F	Tilpung VDC	Ramechhap
114.	Rita Ghising – 23	F	Tilpung VDC	Ramechhap
115.	Minu Thapa Magar – 20	F	Tilpung VDC	Ramechhap
116.	Pramila Sapkota	F	WHR	Ramechhap

Persons met for case studies

District	Case Study Name
Kavre	Asha Shrestha
	Shanta Maya Thapa
	Pancha Maya Tamang
Sindhuli	Sanu Maya Lama
	Sunita Sharma
Ramechhap	Sanu Budathoki
	Mama Maya Karki

Annex 3: Interview questions

Final Evaluation of "Gender Responsive Recovery for Sustainable Peace" (GRRSP) Project in Kavre, Ramechhap and Sindhuli Districts

Evaluation Questions/Guideline

1. FGD/IDI Guideline (for CAW)²

A. Relevance

a. Addressing the needs of the beneficiaries

- To what extent and in which way the GRRSP project's work is relevant in addressing the needs of the beneficiaries?

Probing questions:

- Does it fit in the Nepali (your) context? and how was the project initiated? How were you consulted before launching?
- How can you say that the needs of beneficiaries identified at the beginning of the project remain relevant for the entire project cycle?

Probing questions:

- Did you find all the activities important to you? What are the most important project activities to you? What were less important? Why?
- To what extent GRRSP project has been able to cater the needs of the beneficiaries in the changing context of peace building?

Probing questions:

- To what extent did the project activities help your issues? Has it contributed for peace building? How? Do you have increased your economic resources, How?

b. Geographic sites and beneficiaries

- How relevant was the selection of geographic sites and beneficiaries? Do you think, it should have been in other places then your place? Why? Why not?

B. Effectiveness

a. Effectiveness of economic recovery initiatives

- To what extent GRRSP project increased knowledge and understanding of the beneficiaries on the economic recovery initiatives?

² The Team Leader and the Team member will ask relevant further probing questions using their conscience in order to reflect or obtain the essence or sense of the questions or issues raised.

Probing questions:

- What are the economic related training you received and actual benefits from Livestock and agricultural office?
- What trainings did you participate? Such as Gender, GBV, HR? What are the major learning from these trainings? Any other similar training?

C. Impact

a. Major changes

- What changes, positive and negative, intended and unintended have happened as a result of the programme or project?
- What real difference has the activity made to the beneficiaries?

Probing questions:

- What changes have you felt after the implementation of this project in your locality? What are the things that you wished to have change but not felt so far?
- What changes you felt yourself through this project activity? Think about economic, psychosocial and social?
- What changes others has been observed?

b. Changes to the lives of conflict affected women

- What were the positive or negative intended or unintended effects of the intervention on human rights HR and gender equality?
- If the income increased in the household due to this project what was the effect of it in your relationship with your spouse?

Probing questions:

- What types of Human Rights issues were raised in the trainings? What issues were raised during gender training? How have you felt that these have improved in your lives?
- Tell us practically, what changes you found yourself before and after the project activities? Can you compare before and after the project activities? Or compare if there was not these activities through this project, what would not happen?
- Alternatively, can you think of other neighbouring villages in your district or another district where such activities are not running but similarly affected, what difference you have noticed?

G. Sustainability

- Since the project comes to an end soon, how will you continue with income generation? Do you know about local bodies where you can access further support? Do you know if there are services available? What kind of services are available and how you can access them? Have you been linked by the project?
- How have you used the increased income? Who uses and who decides how to use it? How do you decide on where to spend? Do the male members in your family let you make decisions or use it?

2. FGD/IDI Guideline (for GE Watch Group)

A. Relevance

a. Addressing the needs of the beneficiaries

1. To what extent and in which way the GRRSP project's work is relevant in addressing the needs of the beneficiaries?
2. How can you say that the needs of beneficiaries identified at the beginning of the project remain relevant for the entire project cycle?
3. To what extent GRRSP project has been able to cater the needs of the beneficiaries in the changing context of peace building?

b. Geographic sites and beneficiaries

4. How relevant was the selection of geographic sites and beneficiaries?

B. Effectiveness

a. Effectiveness of economic recovery initiatives

5. To what extent GRRSP project increased knowledge and understanding of the beneficiaries on the economic recovery initiatives?

C. Impact

a. Major changes

6. What changes, positive and negative, intended and unintended have happened as a result of the programme or project?
7. What real difference has the activity made to the beneficiaries?

b. Changes to the lives of conflict affected women

8. What were the positive or negative intended or unintended effects of the intervention on human rights HR and gender equality?
9. If the income increased in the household due to this project what was the effect of it in relationship with their spouse?
10. Is there reduction of incidences of SGBV in target areas? If yes, how? What made this changes possible?

3. KII Guideline (UN Women, FAO, ILO, GOS³)

A. Relevance

a. Relevancy of project to the set outcome

1. To what extent was the project relevant to the outcome in the Priority Plan that the project was supporting?
2. To what is the project relevant and contextual during planning and now?

³ District Development Office (DDC), Women and Child Development Office (WCDO), District Administration Office (DAO), District Agriculture Development Office (DADO), District Livestock Service Office (DLSO), District Health Office (DHO), Chief of Women's Cell

E. Efficiency

b. Delivery of outputs

3. Have the outputs been delivered in a timely manner? Has the GRRSP project utilized the advantages of three UN agencies in delivering these planned outputs?

c. Risk management

4. How has the project managed risks from its risk matrix?
5. How catalytic was the project in unleashing peace relevant processes?

d. Synergies

6. To what extent did the project create actual synergies among agencies and involve concerted efforts to optimize results and avoid duplication?
7. To what extent did UN coordination reduce transaction costs and increase the efficiency of GRRSP implementation?

G. Sustainability

a. Sustainability of outputs and outcomes

8. How sustainable or likely to be sustainable are the outputs and outcomes of the GRRSP project's interventions (in terms of Capacity, Finance, Ownership, Design, Scale-up)?
9. Have the interventions created capacities for sustainable results?

b. Project ownership

10. What is the level of ownership of the project by its stakeholders? Who will be able to take over the project after its phase out and are there sources to finance it?

c. Necessity of project revision

11. Should the project design be revised, in light of one or more of the following areas:
 - Being replicated elsewhere in the other districts
 - Scaled up in the implementing districts
 - Move into a new phase focusing on sectoral interventions?

d. Capacity enhancement

12. To what extent the project has been able to enhance the partner organizations: i organizational capacity; ii self-sustainability of the economic activities by the end of the project period?

H. Outcome level

13. To what extent did the project remain in scope and the planned outcome has been or being achieved? Is there enough data to support this?
14. Was the theory of change proposed by the project valid?
15. Were the outcome indicators chosen sufficient to measure the outcomes? What other indicators can be suggested to measure these outcomes?

I. Output Level

16. To what extent the planned outputs have been or are being achieved?
17. Have the quality and quantity of outputs been satisfactory and in line with the project log frame?
18. What are the challenges in delivering the outputs?
19. What are the factors that are adversely affecting the delivery of the outputs?
20. Are the output indicators chosen sufficient to measure the outputs? What other indicators can be suggested to measure the outputs?
21. To what extent the planned outputs contribute towards the achievement of the planned outcome and what are the evidences to validate these claims? How have outputs been transformed into outcomes?
22. Are the defined outputs necessary and sufficient to achieve the outcome? Are they all relevant to the outcome?
23. How were lessons learned, identified in the mid/term review utilized to inform this project

4. KII Guideline (LPC, DCC, NGOs)

A. Relevance

a. Addressing the needs of the beneficiaries

1. To what extent and in which way the GRRSP project's work is relevant in addressing the needs of the beneficiaries?
2. How can you say that the needs of beneficiaries identified at the beginning of the project remain relevant for the entire project cycle?
3. To what extent GRRSP project has been able to cater the needs of the beneficiaries in the changing context of peace building?

b. Geographic sites and beneficiaries

4. How relevant was the selection of geographic sites and beneficiaries?

B. Effectiveness

a. Factors responsible for effectiveness of project's capacity building activities

5. Has the project achieved its planned objectives?
6. What factors influenced the effectiveness of the project's capacity building activities?
7. How have the stakeholders been involved in implementation?
8. How have women affected by conflict and gender-based violence accessed technical/vocational and entrepreneurial trainings? How effective have been these trainings?

b. Effectiveness of economic recovery initiatives

9. To what extent GRRSP project increased knowledge and understanding of the beneficiaries on the economic recovery initiatives?
10. How have women affected by conflict accessed sustainable on-farm and off-farm self-employment opportunities? How effective have these supports been?
11. Have women affected by conflict accessed labour market for wage employment? If yes, where are they? How have they been possible?

C. Efficiency

a. Allocation of resources

12. To what extent have resources financial, human, institutional and technical been allocated strategically?
13. Could the activities and outputs have been delivered in fewer resources without reducing their quality and quantity?
14. What factors influenced decisions to fund certain proposed activities, and not others?
15. What gender responsive institutional practices have the LPCs in project areas adopted?

D. Impact

a. Major changes

16. What changes, positive and negative, intended and unintended have happened as a result of the programme or project?
17. What real difference has the activity made to the beneficiaries?

b. Changes to the lives of conflict affected women

18. To what extent has the project brought positive change in the lives of conflict affected women?
19. To what extent has the project brought positive change for peace in Nepal?
20. What were the positive or negative intended or unintended effects of the intervention on human rights HR and gender equality?

G. Sustainability

21. How do you foresee the activities and benefits from the project to continue after the phase out
22. What are your plans to continue support to CAW, if required?
23. What has been the response of other conflict affected people who have not received support from the project? If positive, how has it been made possible? If negative, what has been done to address these concerns?

5.KII Guideline (for Male family members of the project beneficiaries)

1. What major changes have you felt after the implementation of the project in your area>
2. What changes have you felt in your family after the implementation of this project?
3. Has the agriculture productivity of the communities increased ? If yes, how?
4. Has the agriculture productivity of your family increased ? If yes, how?
5. What other changes have you felt? Education? Health? Family relation?
6. What are the things that you feel have not been changed? Why? Who should do what?

Annex 4: Log frame with analysis of targets and achievements

Expected results / objectives	Measurable indicators/targets	Baseline situation	Mid-term situation	Final Evaluation (Based on project reports, and briefings)
Priority area 2. Promotion of co-existence and peaceful resolution of conflict	No. of women accessing services providing protection including psychosocial support in target areas	0.0		
	Education of incidence of SGBV in target areas	0.0		
	Increased access to economic resources for women in target areas	0.0		
Priority area 3. Early economic recovery and immediate peace dividends.	Number of women affected by conflict and gender-based violence accessing technical, vocational and entrepreneurial training	0.0		
	Number of women affected by conflict accessing sustainable on-farm and off-farm self-employment opportunities	0.0		
	Number of women affected by conflict accessing labor market for wage employment	0.0		
Expected results / objectives	Measurable indicators/targets	Baseline situation		
Outcome 1. Women are empowered Conflict affected women and their families are recovered from psycho-social hardships	2,000 conflict affected women including ex-combatants recovered from psycho-social trauma	0	688 (648 from the group and 40 from outside of the group) conflict affected women have been provided psychosocial counseling by 12 counselors in 3 Districts	2062 conflict affected women (1633 from individual from individual counseling and 429 from group counseling) have been provided psychosocial counseling by 12 counselors in 3 districts
	All the district level LPCs and at least 80% of village level LPCs in the project areas have adopted gender responsive institutional practices.	0.0	29.02% (12.2% data from baseline +16.82% increased number) conflict affected women have access to compensation entitled by government in Ramechhap and Sindhuli districts. The number of conflict affected women receiving the compensation has increased by 16.82% in this reporting period.	29.02% (12.2% data from baseline + 16.82% increased number) conflict affected women have access to compensation entitled by government in Ramechhap and Sindhuli districts. The number of conflict affected women receiving the compensation has increased by 16.82% in this reporting period.

	Incidence of GBV in the project area reduced by 20%.	1.0	Incidences of GBV have been reduced by 2% (0.7% baseline data+1.3% GBV reduced in this quarter). In comparison to baseline results it has reduced by 1.3% in this quarter.	Increase reporting. 85 new cases of VAW documented by GEWGs.
<i>Output 1.1</i> Increased access of conflict affected women to psycho-social services.	At least 3 counseling centers established and functional	1	1 counseling center established under the premise of safe house being run by WCO office in Kavre district.	3 counseling centers established under the premise of safe house being run by WCO office in Kavre District.
	At least six counselors are trained and mobilized	2	12 counselors are trained and mobilized in 3 districts	12 counselors are trained and mobilized in 3 districts
<i>Output 1.2</i> Increased community awareness on issues of GBV, human rights and gender equality	At least 80% of community members are able to identify GBV.	0.0	62.60% community members are able to identify incidences of GBV. The percentage has been increased by 8.9% (62.60% - 53.7% data of baseline) in second quarter in comparison to baseline data.	76.25% community members are able to identify incidences of GBV.
	At least 80 % of community members are able to identify human rights.	International instruments: 3.4 Interim Constitution: 24.8	43% community members are able to identify human rights	58.3% community members are able to identify human rights
	At least 80% of community members are able to identify key gender equality issues	54.4	90% community members are able to identify key gender equality issues	90%
Expected results / objectives	3 GEWG established and functional with the leadership of women	0	3 GEWGs established and functional from December 2013 in three districts.	3 GEWGs established and functional by 2015.

			14 cases have been reported in GEWG as of now.	
	Incidences of social conflict reduced by at least 50%.	7.9	No incidences of social conflict recorded till date	Incidences of social conflict reduced by 41%
	At least 50% of staff of local bodies and concerned agencies are sensitized and trained and are capable of using gender responsive tools for planning and budgeting	37%		60.5%
Expected results / objectives	Measurable indicators/targets	Baseline situation	Mid-term	
Outcome 2. Communities affected by conflict Gender responsive community-based economic recovery initiatives are designed and implemented	Income of at least 1,000 conflict affected families increased by 25%	0.0	30 conflict affected	increased by 30%
	Incidence of employment (including self-employment) increased by 30%	0.0	women farmers have earned additional NPR 630,000 (USD 6517) from the sale of mushroom alone (4.2 MT). Other crops are yet to be harvested and marketed. Further data on HH income will be revealed in next reporting period.	Incidence if employment (including self-employment) increased by 48.5%
	At least 25 per cent of budget of local bodies and concerned service delivery agencies allocated for gender responsive initiatives	10% of programme budget allocated for women.	178 beneficiaries initiated enterprise at the community level.	30% (NRs. 50000 is allocated for single women and conflict affected women in five VDCs.
Output 2.1 Improved knowledge and skills of conflict-affected women and their families for improving agricultural productivity.	At least 50% of target households adopt recommended agriculture practices	9%=72 HHs	In total, 796 HHs are involved in crops and livestock production. In which, a total of 611 HHs (67.5 %) are adopting recommended practices in crops (ginger-110, turmeric-305, mushroom-30, tomato-25,	75%
				Increase agricultural productivity by 35.05%.

	Agriculture productivity of target communities increased by 30 %.	0.0	<p>potato-101, groundnut-15 and green bean -25) until this reporting period</p> <p>In case of goat and pig rearing, a high majority of HHs are following recommended practices</p> <p>Crops grown with improved practices are still in growing stage. Based on crop stature an increased production is expected. Mushroom farmers have harvested 4.2 MT fresh mushroom from the total area of 450 Sqm. Data on productivity will be obtained and presented in next reporting period.</p>	
Output 2.2 Enhanced technical and entrepreneurial skills of conflict affected women and their families	At least 50% of target groups provided with appropriate technical and entrepreneurial skills	17%	<p>- 485 beneficiaries received entrepreneurship training</p> <p>-178 beneficiaries received business startup training in various enterprise with equipment and other supports</p> <p>-30 beneficiaries trained on CAHW for animal health pay for service</p>	>100%

	Of the women trained, at least 30 % initiate self employment activities	0.0	Data yet to be collected as of now	94%
	Of the women trained, at least 50% are employed in the labor market	11%		65% beneficiaries started business and employed in local labour market after receiving technical and vocational skills training and post training equipment and tools supports
Output 2.3 Increased capacity of local bodies and concerned service delivery agencies for gender responsive planning and implementation mechanism	At least 20% of program budget of local bodies and concerned agencies is allocated for gender focused programmes	10%	Sixty four (64) government officials (Ramechhap (men 20, women 14) and Sindhuli (men 27 and women 3) have been sensitized on using gender responsive tools for programming and budgeting in Ramechhap and Sindhuli districts.	Begins to allocate resources for gender responsive initiative as GFB principle.
	At least 50% of staff of local bodies and concerned agencies are sensitized and trained and are capable of using gender responsive tools for planning and budgeting	37%	60.5% staff of local bodies are sensitized, trained and capable of using gender responsive tools for programming and budgeting. In line with baseline information, this has been an increase of 23.5%	60.5%

Source: Project Baseline Survey Report, 2012, Mid-term Report, 2014 and Runo Annual Project Report-2015

Annex 5: List of documents reviewed for the secondary data

1. Nepal Government, Ministry of Peace and Reconstruction. *National Action Plan On Implementation of the United Nations Security Council Resolutions 1325 and 1820 (2011/12 – 2015/16)*. February 2011.
2. Nepal Government, Ministry of Peace and Reconstruction & SAATHI. *Nepal National Action Plan On Implementation of the UNSCRs 1325 and 1820 – First Year Monitoring Report 2012*. September 2012.
3. Nepal Government, Ministry of Peace and Reconstruction & 1325 Action Group Nepal (Secretariat – Saathi). *National Action Plan on Implementation of United Nations Security Council Resolutions 1325 and 1820 – Mid-term Monitoring Report 2014*. October 2014.
4. Gender Responsive Recovery for Sustainable Peace (GRRSP) Project Document by United Nations.
5. Ojha, GanaPati. Midterm Review Report in Kavre, Ramechhap and Sindhuli Districts for GRRSP project. December 2014.
6. UN Women. *Terms of Reference for National Agency/Consultancy Firm/Institution to carry out the Final Evaluation of Gender Responsive Recover for Sustainable Peace (GRRSP) project – A joint project of UN Women, FAO and ILO*.
7. Institute for Integrated Development Studies (IIDS). *Baseline Survey of Gender Responsive Recovery for Sustainable Peace (GRRSP) in Kavre, Ramechhap and Sindhuli Districts*. June 2013.
8. Nepal Institute of Development Studies (NIDS). *Inception Report for final evaluation GRRSP Project (A joint project of UN Women, FAO and ILO)*. January 2015.
9. District Agriculture Development Office (DADO), Sindhuli. *Gender Responsive Recovery for Sustainable Peace (GRRSP) PROJECT REPORT*. January 2015.
10. INSEC quarterly publication on Human Rights and Social Justice, South Asian Human Rights Solidarity, Vol 26, no. 1. January - March 2009.
11. United Nations Peace Building Support Office (PBSO). *Peacebuilding Fund(PBF): End of Project Report, Nepal*. (Reporting Period: 1 October 2012 – 30 April 2015).
12. United Nations (UN). *United Nations Security Resolutions 1325*. UN: 2000.
13. Gender Responsive Recovery for Sustainable Peace (GRRSP) Annual Project Progress Report 1 January – 31 December 2014
14. United Nations (UN). *United Nations Security Resolutions 1820*. UN: 2008. OHCHR (2012). *Nepal Conflict Report 2012*.

Annex 6: Work plan/time table for the field work

Date	Time	Activity
Day 1	10:30– 11:30	DLSO Kavre: Dr. SamjhanaKafle, Senior Livestock Development Officer, Kavre Tel: 9841 738952 / +11 490266 Email: dr.samjhana@yahoo.com
	14:00– 17:00	Work in KusadeviVDC ,Kavre Case study Interview with women involved in enterprise development FGD with CAW Case study Interview with women participated in skill development training
Day 2	10:00– 12.30	Meeting with DCC members (CDO, LDO and WCDO)
	14:00– 15:00	Kavre-DADO: Mr. Deepak Poudel, Senior Agriculture Development Officer, Kavre Tel: 011 490201 (Mob: 9851191589) Toll free No.:16604854333 Email:dadokavre@gmail.com, Poudel_d@hotmail.com or Mr. Dev Raj Adhikary, Horticulture Officer: 9845079937 FGD with members of GE watch group
	15:30– 17:00	Meeting with WHR
Day 3	13:00– 14:00	Travel to Ramechhap Meeting with district level coordinators of three partner organization who are available in the district 1. Ms. PramilaSapkota/Pramila Nepal (WHR) 2. AnuKhatri (CVICT) 3. RatnaKandel (A4D) 4. ChhesumGhising(NSSA) 5. LDTA
	15:00– 17:00	Work in Tilpung VDC Ramechhap Case study Interview with women involved in enterprise development Case study Interview with women participated in skill development training

Day 4	<p>10:00– 12:00</p> <p>13:30– 14:30</p> <p>15:00– 17:00</p>	<p>Meeting with DCC members (CDO, LDO and WCDO)</p> <p>DLSO Ramechhap: Mr. GyanBahadurThapa Senior Livestock Development Officer District Livestock Services Office, Ramechhap, Tel:+48 540032 Mob: 9841682572 Email: thapagb2011@hotmail.com</p> <p>FGD with members of GE Watch Group</p>
Day 5	<p>10:00– 11:00</p> <p>14:00– 16:00</p>	<p>Work in District HQ of Ramechhap</p> <p>Ramechhap DADO: Mr. KeshavDevkota, Senior Agriculture Development Officer, Ramechhap Tel: 048 - 540063 (Mob. 9841644419) Fax: 048- 540308 Toll free No. : 16601052419 Email: dadoramechhap@gmail.com, keshavdevkota@yahoo.com</p> <p>FGD with CAW</p>
Day 6	<p>15:00– 17:00</p>	<p>Travel to Sindhuli and work in district HQ</p> <p>Meeting with district level coordinators of three partner organization</p> <ol style="list-style-type: none"> 1. Ms. Meena Baniya (WHR) 2. Sarita Thapa(CVICT) 3. Diwakar/Gopal (SIDS) 4. Kamal Upreti (KMDC) 5. BasudevMagarAdhikari (HANDS Nepal) 6. LDTA <p>Case study Interview with women participated in skill development training</p>
Day 7	<p>10:00– 12:00</p> <p>14:00– 17:00</p>	<p>Meeting with DCC members (CDO, LDO and WCDO)</p> <p>Work in Bhadrakali VDC of Sindhuli</p> <p>FGD with CAW</p> <p>FGD with CAW Collect case study of Sanu Lama</p> <p>Case study Interview with women who are involved in enterprise development</p>

Day 8	<p>10:00- 11:00</p> <p>11:00– 12:00</p> <p>13:00– 14:00</p> <p>15:00– 17:00</p>	<p>Meeting with LPC</p> <p>Shindhuli DADO MrBishta, Senior Agriculture Development Officer, Sindhuli Tel: 047 - 520166 (Mob.:9854041142) Fax: 047- 520166 Toll free No.: 16604752000 Email:dadosindhuli@yahoo.com</p> <p>DLSO Sindhuli: Dr. Hari Raghu Shrestha, Senior Vet. Officer, Sindhuli District Livestock Services Office, Sindhuli Tel: 047 - 520185 (Mob. 9841271992) Email: harikumarraghushrestha@yahoo.com, dlso_sdl070@yahoo.com</p> <p>FGD with members of GE watch group</p>
Day 9		Travel from Sindhuli to Kathmandu

Annex 7: Evaluation team

Two main members were in this evaluation team. Firstly, Ganesh Gurung (who has PhD in sociology, former member of the National Planning Commission and has conducted several evaluations) took the lead and he was fully responsible for designing the evaluation task, field visit in all three sites, data analysis, report writing, and present in different forums where needed. Another member Dr. Padma Prasad Khatiwada assisted the team leader and was equally responsible for visiting the sites and writing the report.

CVs of the evaluation team (core members)

CURRICULUM VITAE

Name : **GANESH B. GURUNG**
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E-mail : drganesh.gurung@gmail.com
ganesgrg@mos.com.np
Date of Birth : 5 July 1955
Birth Place : Akrang, Phedikhola, Syangja.
Citizenship : Nepali
Marital Status : Married (Two Children)

POSITIONS IN GOVERNMENT OF NEPAL:

- **Board Member-** Institute of Foreign Affairs (IFA) under Ministry of Foreign Affairs, Nepal Nov 2014-todate.
- **Convener-** Foreign Employment Reform Recommendation Taskforce appointed by the Prime Minister of Nepal, 2012
- **Member-**National Planning Commission, Nepal Government, April 2010 -July 2011.
- **Executive Member-** Pashupati Development Trust (April 2010- May 2011)
- **Member-** Member of a three member committee appointed by the Nepal Government to recommend Vice Chairman of Youth Self Employment Fund headed by the Finance Minister (June 2010- July 2010)
- **Acting Chair/member-** Foreign Employment Promotion Board (January 2010-March 2010)
- **Convener-** Task Force team to include caste/surnames in 2011 census of Nepal, National Planning Commission, 2009-2010.
- **Member of Task Force-** Task Force team on HIV and Mobile Population. Ministry of Labour, 2007.
- **Vice Chair-** Social Welfare Council, January 2003- July 2005.
- **Member of Task Force:** Member of the Task Force on Foreign Employment to prepare guidelines for recruitment company selection process for reward system and migrant selection process from marginalized groups. Ministry of Labour, 2004.

B. ACADEMIC QUALIFICATION:

<u>Institution</u>	<u>Certificate</u>	<u>Year</u>
Tribhuvan University	BA	1997
Tribhuvan University	MA	1986
University of Lucknow	PhD (Sociology)	2009

C. ACADEMIC WORK:

- **Visiting Fellow - University of East Anglia (UK)**
Main Task: Data collection and report writing on remittance economy of Nepal. Visited Tokyo, London, New York, Hong Kong & India to collect data with the collaboration of University of East Anglia, ODG, UK (Feb 1998-Dec 1999).
- **Visiting Fellow - Harvard University (USA)**
Main Task: HIV/AIDS (sex behavior) research design, data collection, analysis & report writing during at the Harvard University, School of Public Health, FXB Center for Health & Human Rights, Boston , USA (Feb 1994-Feb1995).
- **Yonneyama Visiting Fellow (JAPAN)** – Served as Yonneyama Visiting Fellow in Japan, March 1988- February 1989.

D. RESEARCH/CONSULTANCY

- **Consultant** : An Action Research to build up adaptive capacity of the migrants sending households in the flood affected rural communities in Udayapur district, Nepal under HIMALICA Initiative of ICIMOD. From October 2014 to date. (An action research project being implemented by Nepal Institute of Development Studies, NIDS).
 - **Consultant:** Consultant to International Fund for Agriculture Development (IFAD) Rome to prepare seven year long Rural Enterprises and Remittance (RER) project and run Platform for Migration and Development (PMD) in Nepal. Jan 2014 to date.
 - **Team Leader:** Policy brief on foreign employment of Nepal and pre-migration loan. Both studies were conducted for ICIMOD, 2012-2013.
 - **Project Director-** POURAKHI (an association of Returnees from foreign countries) /AWO. Assessment of migration and establishing a benchmark (baseline) data for seven VDCs of Kathmandu, Nepal, Jan 2013- to date.
 - **Evaluator-** Radio Program for Migrants. This is a radio program conducted to create awareness to potential migrants and returnees, where I am conducting assessment of the radio program. April 2013-to date.
 - **Team leader-** for UN Women. Assessment of loan system for migrants in Nepal, October 2012 to Jan 2013.
- A. Team Leader-** Safer Migration Project SaMi/ HELVETAS. Conducting a need identification of SaMi/HELVETAS project for their five year project period, August 2012-September 2012.
- B. Researcher-** UN Women, Nepal Office. Conducting a research on situation of Nepali Women Migrants in destination countries e.g Kingdom of Saudi Arabia, Kuwait, UAE and Lebanon. This study is under the MoU of UN Women, NIDS and Non Resident Nepali Association (NRNA), July 2011 to April 2013.
- **Researcher** – Anti Slavery International, UK. Researcher for Nepali Domestic Workers in Lebanon. Main tasks include study design, data collection in Lebanon, analysis, report writing and presentation, March 2012 -July 2012.
 - **Survey Director-** Nepal Migrants Survey 2009. This is first national survey in 62 districts of Nepal on migration conducted by Nepal Institute of Development Studies (NIDS) and funded by the World Bank, 2009.
 - **Research Coordinator-** Nepal Institute of Development Studies (NIDS) - Main task includes guide and coordinate overall research on land issues, migration, remote area development and public health (2007-todate).
 - **Consultant/Advisor-** Cohen Milstein Sellers & Toll PLLC Law Firm Washington DC, USA (2006- to date)
 - **Team leader-UNIFEM,** Mapping of Migrant Workers (Study) for UNIFEM (2004).
 - **Consulting Sociologist -JICA**

Main Task: Prepare Project document, NGO Profile for Phewa Lake Program implementation, Conduct workshops with various stakeholders of Phewa Lake Project with the collaboration of COMMAT/JICA (Sept – Dec '03)

- **Sociologist-ILO**
Main Task: Prepare an Overview Paper on Foreign Employment (external migration) in Nepal and prepare strategic actions for ILO country program (Jan-Aug'03).
- **Consultant- Trace foundation, USA**
Main Task: Organize observation tour for participants of Tibet to Nepal on development activities and work in Tibet as Consultant in the field of sustainable community based development activities with the Trace Foundation, New York (Jan-Dec 2001).
- **Researcher**
Main Task: Write paper for regional summit on foreign employment and HIV/AIDS, organize national workshop, and prepare documents concerning laws and by laws relating to foreign employment with the collaboration of UNDP (Sept. 2000 – April 2001)
- **Senior Sociologist- NIPPON KOE /JICA**
Main Task: Identification of project, design of the project, negotiation of the project with donor, implementing institutions, monitoring and evaluation during with the collaboration of Japan International Cooperation (Jan-July 1996).
- **Consulting Sociologist- DANIDA**
Main Task: Evaluation of the community forestry training program conducted by the Department of forest (NEPAL) with the collaboration of Danish Embassy, Kathmandu (Aug-Sept 1995)
- **Consultant-SCF**
Main Task: Prepare pretest & finalize an evaluation manual for NGOs working in the field of HIV/ AIDS awareness program with the collaboration of American Foundation for AIDS Research (AM FAR), NY, USA (May- Aug 1995).
- **Country Representative to Nepal - The Development Fund (Norway)**
Main Task: Grant releasing proposal writing, supervision, Coordinate with government offices, negotiation, monitoring & evaluation at The Development Fund, Norway (Feb 1993-Feb 1994).
- **Associate Research Officer –New ERA (a private consulting company)**
Main Task: During fifteen years period, several research programs were conducted with the financial assistance of various donors (such as UN, World Bank, INGOs, Bilateral agencies). The main work includes research issue identification, proposal writing, grant negotiation, research design, data collection, data analysis, report writing, research finding dissemination, and lobbying for policy change. Altogether 20 research studies were completed. Details can be supplied if necessary. Also worked as Board Director and Act Executive Director. (March 1978- Feb 1992).
- **Research Assistant -INAS, Tribhuvan University.**
Main Task: Data collection and analysis on migration in Rolpa district during Aug. '76 July '77 at the Institute of Nepalese & Asian Studies T.U.
- **Research Assistant**
Main Task: Data collection for research during Sept. '74 – Jan. '75 with the collaboration of Dan Edwards from University of Chicago (USA).

E. ELECTED:

- **Chair-** Coordination of Action Research on AIDS and Mobility, CARAM Asia (an INGO working in 15 countries of Asia on AIDS and health issues of mobile population with its headquarter based in Malaysia) for the period of 2005-2007.
- **Chair and acting Chair-** Democracy and Election Watch (DEW Nepal) November 2013- April 2014
- **Chair-** Consortium of Land Research and Policy Dialogue (COLARP) 2013-todate

F. PUBLICATION:

- Ganesh Gurung (Editor)—**Migration From Nepal: Policy and Reality**, Proceedings of First Migration Conference in Nepal, NcoM 2014.
- Ganesh Gurung – **Living the Golden Dreams: The Gulf and Nepalese Women** MAITI Nepal 2013.
- Ganesh Gurung and Padma Khatiwada—**Nepali Women in Middle East** NIDS 2013.
- Ganesh Gurung, Bharat Sharma, Siddhi Manandhar – **Nepalese Women Migrants Workers**, NCCR North South Asia Research evidence for policy, NCCR, N 10/February 2013.
- Ganesh Gurung and Fraser Saunden—**Absentee Landlordism and Agrarian Stagnation, A case from Morang**, NIDS, 2012.
- Editor—**Nepal Migration Year Book**, Year 2008, 2009 ,2010, 2011, 2012, NIDS, Kathmandu.
- Ganesh Gurung, Jagannath Adhikari, Bharat Sharma—**Remittance in Nepal**—NIDS 2011.
- Ganesh Gurung and Jagannath Adhikari—**Migration, Security and livelihood, A Case of Migration between Nepal and India**, NIDS/NCCR 2009.
- Ganesh Gurung- **Water Access to Poor** (in Nepali language) in SWABHIMAN journal edited by Kumar Yatra 2009
- Ganesh Gurung- **Intellectual Prostitution in Nepal** (in Nepali language) in SWABHIMAN edited by Kumar Yatra, 2008.
- Ganesh Gurung- **BHUMI SUDHAR, AUTA NASAKIYAKO ANDHOLAN**(land reform –an unfinished revolution) in Nepali language 2008.
- Ganesh Gurung- **Nepal: A Source for Complete Human Resources**, Dubai Job Fair 2007 Souvenir, Nepal Association of foreign Employment Agencies and Vision Nepal Publication.
- Ganesh Gurung- **An Overview of Foreign Employment in Nepal**, ILO, 2004.
- Ganesh Gurung- **A study of Out-Migration in South Asia**, A country paper for Nepal, November 2003 UNDP Regional office report.
- Ganesh Gurung and Jagannath Adhikari and others- **Nepali Women Workers in Foreign Lands**, UNIFEM, July 2003.
- Ganesh Gurung and Elvira Graner- **ARAB KO LAHURE**, Labour Migration to Gulf in "Contributions to Nepalese Studies", Journal of Centre for Nepal and Asian Studies Tribhuvan University Kirtipur Nepal, CNAS Volume 30, Number 2, July 2003.
- Ganesh Gurung, David Seddon and Jagannath Adhikari- **The New LAHURE**, Migration and Remittance in Nepali Economy, NIDS, 2001 Kathmandu.
- Ganesh Gurung- **Patterns in Foreign Employment and Vulnerability of Migrant Workers**, Country paper in HIV Vulnerability and Migration, UNDP Report, October 2001.
- Ganesh Gurung-**Foreign Employment and Remittance Economy of Nepal**, in Translating Development, The Case of Nepal, Edited by Manfred Dom roes, 2001.
- Ganesh Gurung, David Seddon and Jagannath Adhikari- **Foreign Labour Migration and the Remittance Economy of Nepal**, Himalayan Research Bulletin, volume XVIII, Number 21, 1998.
- Ganesh Gurung- **Children: Catalysts of Change and Development** 1998.
- Ganesh Gurung and others- **AIDS Education and Prevention Project**, Save the Children - Nuwakot District-Final evaluation, Dec 1995.
- Ganesh Gurung- **Review of Programs conducted by Committee for the Promotion of Public Awareness and Development studies** 1995.
- Ganesh Gurung- **Midterm Review of Machhapuchre Development Organization** 1994.

- Ganesh Gurung- **People's Participation and Forest Development in Nepal**, a paper presented to Forest Development seminar Nepal 1986.

G. MEMBERSHIP/ AFFILIATION/COMMITTEES

- Executive Member- Sociological/Anthropological Society of Nepal (2008-2010).
- Chair- Nepal Institute of Development Studies (NIDS)2008- April 2010.
- Chair- National Network for Safe Migration 2007-April 2010.
- Think Tank Member- Think Tank Group of UNIFEM/UN Women Nepal (2005-to date)
- Board of Director- New ERA Pvt Ltd. - A private consultancy group (1986 – 1993 and 2004 to 2007).

H. COUNTRIES VISITED

In Nepal, 75 districts of Nepal travelled during the period of 1978-1995.

Foreign countries-India, Bhutan, Bangladesh, Pakistan, China, Sri Lanka, Thailand, Malaysia, Vietnam, Cambodia, UAE, Qatar, Bahrain, Lebanon, Singapore, Philippines, Australia, Japan, Indonesia, Taiwan, Turkey, Korea, Russia, Kajiaksthan, Uzbekistan, Norway, Sweden, Finland, Spain, France, Italy, Austria,Germany, Denmark, Switzerland, Nicaragua, Costa Rica,UK and USA.

CURRICULUM VITAE

Padma Prasad Khatiwada, PhD



Following are the most recent research/consultancy conducted:

Migration:

2014. Evaluator: Final Evaluation of CARAM Asia Project “The Legal and Social Support Program for Women Migrant Workers): I am responsible for South Asia (Bangladesh, Nepal and Sri Lanka) and the project was implemented in six countries including East Asia (Cambodia, Indonesia and Malaysia)

2014. Team Leader (ongoing): *Skills and Employment Services for Training Migrating Nepali Youth to India*. for NIDS with Support from Oxfam Nepal (Update survey from 2012)

2014. Chapter Writer: International Migration and Citizenship in Nepal. *Population Monograph of Nepal 2014* to be published by Central Bureau of Statistics (CBS).

2013. Co- Author:**Nepali Women in the Middle East (A Case Study of Lebanon, Saudi Arabia, UAE and Kuwait). A Situational Research conducted by NIDS with Support from UN Women Nepal Office: Book Published by NIDS and NRNA (online:**

<http://nids.org.np/publications.htm>)

2013. Evaluator:*Impact Assessment Survey of the Family Financial Planning Trainings*. A Mid-term Survey of the Project Combating Trafficking in Persons for NIDS, WE and TAF funded by USAID Nepal Office.

Ageing:

2013. Team Leader: Developing Minimum Standard of Old Age Homes in Nepal: A Research Report Submitted to Ministry of Women, Children and Social Welfare)

2013. Chapter Writer: Situation of Old Age Home in Nepal, *Human Rights of Senior Citizens Yearbook* (online: <http://sankalpanepal.org.np/category/past-event/>)

2012. Chapter Writer: Situation of Elderly People in Nepal, *Human Rights of Senior Citizens Yearbook* (online: <http://sankalpanepal.org.np/category/past-event/>)

2012. Evaluator: *Policy Advocacy for Promotion and Protection of the Rights of the Elderly People* for Sankalpa Nepal.

Others (Human Rights, Gender, Skill Migration)

2014. Evaluator: *Electoral Education for Democratic Governance (EEDG)*. A Mid-term Survey for Jagaran Nepal with Support from European Union

2012. Evaluator: *'Creating Protective Environment for Children' Project* Implemented by Mahila Atma Nirbharta Kendra (MANK), Sindhupalchowk. A Mid Term Review Report for Save the Children.

2012. Evaluator: *Skills and Employment Services for Training Migrating Nepali Youth to India*. for NIDS with Support from Employment Fund.

2010. Evaluator/Team Leader: *Learning Sharings of National Forum for Women's Concern (NFORWC)*: a joint initiative of Care Nepal and Jagaran Nepal. The report is published.

Population, Health and Demographic Estimation:

2014. Team Member: *Health Project (NHSSP)* for Ministry of Health and Population (MoHP):

I. Population projections

II. Decline in fertility (disaggregated by ethnicity and region)

III. Urban rural ratio (internal migration)

IV. Epidemiological transition (Past 15 years. Look at trends in burden of disease to highlight proportional rise in NCDs over Communicable diseases)

V. Progress (time series) for MDG's 4 and 5 (disaggregated by ethnicity and region)

VI. Proportional breakdown of Child mortality (highlights lack of progress on reducing neonatal mortality)

VII. Safe Womanhood – breakdown of causes of mortality for women aged 19-49 years old.

VIII. Time series to show progress on nutritional status

VIX. Access to safe water and sanitation

2014. Team Member: Demographic Estimation Based on Census Data, Central Bureau of Statistics (CBS) Nepal (data analysis made in team for more than 60 demographic measures including CBR, TFR, ASFR, CWR, CDR, MMR, IMR, U5MR, Life Expectancy at Birth, Net Migration Rate, Gross Migration Rate)

2014. Chief Rapporteur: First National Population Conference Organised in Kathmandu, 5-7 June 2014.

2011. Author: *National Census 2011 Citizen Observation Report*. for NCOC 2011 with support from UNFPA.

PhD Topic

Conflict Induced Migration in Nepal: A Social Inclusion Perspective (Fellowship Received from Social Inclusion Research Fund/SNV (Summary online:

www.socialinclusion.org.np)

Educational and professional qualifications
Year

	<i>Qualification</i>	<i>Faculty/University</i>
2012 2011	<i>Online Course Practitioners Course on Local Governance and Decentralisation</i>	<i>Transcend Peace University University of Fribourg, Switzerland</i>
2005-2009 (4 years)	<i>PhD</i>	<i>(Institute of Federalism) Humanities and Social Sciences (Central Department of Population Studies, Tribhuvan University, Kirtipur, Kathmandu)</i>
2007	<i>Diploma</i>	<i>University of Fribourg, Switzerland (Institute of Federalism)</i>
2006	Summer School in Forced Migration	Oxford University (Refugee Studies Centre, Oxford, Britain)
1998-2000 (3 years including 1 year dissertation)	<i>MA in Population Studies</i>	<i>Humanities and Social Sciences (Central Department of Population Studies (CDPS), Kirtipur)</i>
1993- 1996 (2 years and completed in 1996)	<i>MA in English Literature</i>	<i>Humanities and Social Sciences (Central Department of English Literature, Kirtipur)</i>
1991- 1992 (2 years)	<i>B Ed (Major subjects: English and Economics)</i>	<i>Education (Kirtipur Multiple Campus, TU, Kirtipur)</i>
1888- 1990 (2 years)	<i>I.A. (Major subjects: English, Economics and History)</i>	<i>Humanities and Social Sciences (Dhankuta Multiple Campus, Dhankuta, Tribhuvan University)</i>
1981-1987 (8 years)	<i>Lower secondary and Secondary Education</i>	<i>Government of Nepal (Prithvi Secondary High School, Yashok, Panchthar)</i>
1976-1980 (5 years)	<i>Primary Education</i>	<i>Government of Nepal (Shree Singhbahini Primary School, Ranigaon, Panchthar)</i>

Recent/Current Affiliations

Government Delegate (through Cabinet Decision): Participated in 47th Session on Conference on Population and Development, New York, 7-11 April 2014

Trainer for MoHP For regional directors, directors, Local Development Officers (LDOs), district health officers (DHOs), planning officers and focal persons on population issues (I mainly facilitate on migration, population dividend, inter-generational participation)

Coordinator: MA Programme in Population Studies, Padma Kanya Multiple Campus, Bag Bazaar

Editor: Nepal Population Journal, An annual publication of PAN (6 volumes -Vol. 11-16) – A Publication of PAN

General Secretary (09-11)/Life Member: Population Association of Nepal (PAN)

Central Member: Human Rights Alliance (A Coalition of around 1500 Human Rights Organisations in Nepal)

Executive Member:	Institute of Population and Development Studies (IPDS)
Executive Member:	Centre for Social Sciences Studies (COSSS)
Mentor:	Social Inclusion Research Fund (SIRF) (for third & fourth batch)
Founder Member/Vice-president:	Yashok Region Concern Society (YARECSO) (a social forum of people living in Kathmandu who are born in Yashok Region – Ranigaon, Yashok, Syabarumba, Aangsarang, and Mangjabung (5 VDCs of Panchthar district)
Executive Member:	Nepal Institute of Development Studies (NIDS)
General Member:	Informal Sector Service Centre (INSEC)
General Member:	Sankalpa Nepal
Life Member:	Nepal English Language Teachers' Association (NELTA)

Current Working Station

Padma Kanya Multiple Campus (Constituent of Tribhuvan University), Bag Bazaar, Kathmandu

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Major Publications

2013. Lead Author: Nepali Women in the Middle East (A Case Study of Lebanon, Saudi Arabia, UAE and Kuwait). A Situational Research conducted by NIDS with Support from UN Women Nepal Office.

2012. Co-author: *Nepal Poverty Report (2009-12)*. for South Asia Alliance for Poverty Eradication (SAAPE).

2012. Lead Author: State Restructuring under Federal Model. A Paper Presented at Nepal PhD Association (Report online: www.npa.org.np).

2012. Lead Author: *Domestication of Human Rights Treaties: What about Implementation?* A Baseline Survey Report for RDIF Funded Project at Human Rights Alliance (Report online: www.hralliance.org.np).

2012. Author: *NepalmaJesthaNagarikkoSankhyaraRajnitikDwandwa* [Senior Citizens in Nepal and Political Conflict]. for Snakalpa Nepal's Publication – Senior Citizens' Yearbook (Report online: www.sankalpanepal.org.np)

2011. Team Leader, *Update Survey on Women in Politics* (survey conducted among central committees of 21 political parties, established political parties in 17 districts, and civil society federations) for RDIF in affiliation with Jagaran Nepal (Report online: www.jagaranepal.org.np).

2011. Trainer/Manual Developer, *Combating Trafficking in Persons* (three manuals: safe migration, career counselling for child protection and family finance have been drafted in team) for USAID in affiliation with NIDS.

2010. Lead Author: *Knowledge on Civil, Political and Cultural Rights among the Selected Human Rights Organisations in Nepal*, A Baseline Survey Report for RDIF Funded Project at Human Rights Alliance.

2010. Lead Author: Facilitator/Team Leader, *Learning Sharings of National Forum for Women's Concern (NFORWC)*: a joint initiative of Care Nepal and Jagaran Nepal. The report is published.

2010. Lead Author: Editor/Writer, *Opinions for Gender Friendly Constitution*; a booklet published by NFOWRC.
2009. Writer: Nepal Chapter. *Poverty and Vulnerability in South Asia* (Report online: www.saape.org.np).
2009. Editor: *Dalit Human Rights Yearbook*, Published by Jagaran Media Centre.
2009. Co-Author: *Peace, Justice and Demilitarisation in South Asia* published by Human Rights Alliance and South Asia Alliance for Poverty Eradication (SAAPE) (www.saape.org.np).
2009. Co-Author: *Poverty and Vulnerability in South Asia*.
2007. Lead Author: *Women in Politics: A Research Report* published by Jagarn Nepal and Enabling State Programme.

Other Research Articles (some selected ones)

2010. *Federalism: A Learning from International Experience*, in Lok Raj Baral et al (eds) *Nepali Journal of Contemporary Studies*, 6:1, Nepal Centre for Contemporary Studies (NCCS).
2010. Peace Process in Nepal: A Window through IDPs. *Informal*. INSEC.
2010. Human Rights Approach to Peace in Nepal. *Nepal Population Journal*, 15, 14, Population Association of Nepal (PAN).
2009. *Even the Displaced Have a Good Luck to Shape*, Spotlight, September, 2009.
2008. Federalism, Constitutionalism, and Democratic Governance in Multi-cultural Societies: A Case of Nepal. *Nepal Population Journal*, 14, Population Association of Nepal (PAN).
2008. Conflict Induced Migration in Nepal: A social Inclusion Perspective (Executive Summary). *The Organization: A Magazine of Organizational Development Centre* (ODC), Kathmandu, Nepal.
2007. Gendered Aspects of Conflict in Nepal. *Nepal Population Journal*, 13, Population Association of Nepal (PAN).
2006. Forced Migration: Concept and Context. in Lok Raj Baral et al (eds). *Nepali Journal of Contemporary Studies*, 7:2, Nepal Centre for Contemporary Studies (NCCS).
2006. Concept of Conflict, Conflict Transformation and Peace Process. *Nepal Population Journal* 12, Population Association of Nepal (PAN).
2005. Forced Migration: Nature, Type and Impact with Special Reference to Nepal. *Population Magazine*, III, CDPS, TU, Kathmandu.
2004. Internally Displaced Persons (IDPs) in Nepal: Problems and Challenges. in Lok Raj Baral et al (eds) *Nepali Journal of Contemporary Studies*, 5:2, Nepal Centre for Contemporary Studies (NCCS).
2004. Migration Policies in Connection with the Internal Armed Conflict in Nepal. *Population Magazine*, II, CDPS, TU, Kathmandu.
2004. Role of Civil Servants in Strengthening Democracy in Nepal. in, Niranjan Upadhyaya et al (eds) *Civil Servants Journal*, 25, Public Service Commission.
2004. Key to Development. *The Kathmandu Post*, 27 February 2004.
2003. Human Rights Situation in Nepal: Issues and Challenges in DV Gurung (ed). *Nepal Tomorrow: Voices & Visions* (Kathmandu: KosheliPrakashan).
2003. Effort to Peace and Causes of Failure. in Bal Krishna Kattel (ed) *Informal* 16:4.
2003. Human Rights Agenda in Peace Dialogue in Padma Khatiwada et al (eds) *Informal*, 16:3.
2003. Human Rights Situation in Nepal: Executive Summary in Padma Khatiwada et al (eds), *Nepal Human Rights Yearbook 2003* (Kathmandu: INSEC).
2003. Role of International Community for Peace Initiation in Nepal in Padma Khatiwada (ed), *Informal*, 15:2.
2003. Democracy and Security of the People in Asian Region in Padma Khatiwada et al (eds) *Informal*, INSEC, 13:3.
2003. Field Survey Report on Missing Kamaiyas in Padma Khatiwada et al (eds) *Informal* INSEC, 14:1.

2002. Situation of Human Rights in Nepal in 2001 in Padma Khatiwada & Upendra Poudel (eds), *Nepal Human Rights Yearbook 2002* (Kathmandu: INSEC).

Annex 8: Matrix of outputs, indicators, progress and final achievements

Outputs	Indicators	Progress	Final Achievement
Output 1.1 Increased access of conflict affected women to psycho-social services.	1 At least 3 counselling centres established and functional	3 counselling centres established under the premise of safe house being run by WCO office in Kavre District.	100%
	2 At least six counsellors are trained and mobilized	12 counsellors are trained and mobilized in 3 districts	>100%
Output 1.2 Increased community awareness on issues of GBV, human rights and gender equality	3 At least 80% of community members are able to identify GBV.	88% community members are able to identify incidences of GBV.	>100%
	4 At least 80 % of community members are able to identify human rights.	81.36% community members are able to identify human rights	>100%
	5 At least 80% of community members are able to identify key gender equality issues	85% community members are able to identify key gender equality issues	>100%
Expected results / objectives	6 3 GEWG established and functional with the leadership of women	3 GEWGs established and functional from December 2013 in three districts.	100%
	7 Incidences of social conflict reduced by at least 50%.	Incidences of social conflict reduced by 41%	82%
	8 At least 50% of staff of local bodies and concerned agencies are sensitized and trained and are capable of using gender responsive tools for planning and budgeting	60.5% of staff of local bodies and concerned agencies are sensitized and trained and are capable of using gender responsive tools for planning and budgeting	>100%
Output 2.1 Improved knowledge and skills of conflict-affected women and their families for improving agricultural productivity.	9 At least 50% of target households adopt recommended agriculture practices	75% of target households adopt recommended agriculture practices	>100%
	10 Agriculture productivity of target communities increased by 30 %.	Increase agricultural productivity by 35.05%.	>100%
Output 2.2 Enhanced technical and entrepreneurial skills of conflict affected women and their families	11 At least 50% of target groups provided with appropriate technical and entrepreneurial skills	485 beneficiaries' entrepreneurship and business knowledge improved, among them 460 were provided additional technical business skills training and post training support for business start-up. Additionally, 190 beneficiaries were provided technical and vocational skills with post training support for various	>100%

Outputs	Indicators	Progress	Final Achievement
		enterprises and businesses. Altogether 650 beneficiaries were provided appropriate technical, business and entrepreneurial skills.	
	12 Of the women trained, at least 30 % initiate self-employment activities	65% initiated self-employment activities	>100%
	13 Of the women trained, at least 50% are employed in the labour market	more than 80% are self/employed in the labour market	>100%
<i>Output 2.3</i> Increased capacity of local bodies and concerned service delivery agencies for gender responsive planning and implementation mechanism	14 At least 20% of program budget of local bodies and concerned agencies is allocated for gender focused programmes	30% of program budget of local bodies and concerned agencies is allocated for gender focused programmes	> 100%
	15 At least 50% of staff of local bodies and concerned agencies are sensitized and trained and are capable of using gender responsive tools for planning and budgeting	60.5% staff of local bodies are sensitized, trained and capable of using gender responsive tools for programming and budgeting	>100%

Source: Analysis made from log frame of targets and achievements, and progress/final report of GRRSP Project 2015.

Annex 9: Case studies collected through in depth interviews with beneficiaries

Case Study 1: Building new dreams with GRRSP

Shanta Maya Thapa was married at 17 and had two sons by the age of 20. The family was already facing financial difficulty when the civil war began. Her husband was serving in the army when the rebels began targeting her family and threatening them if he did not quit the army. Shanta Maya refused to let her husband quit saying, "What will we eat if he doesn't that? We have nothing else." The rebels constantly forced the family to provide them with food.

Shanta Maya had opened her shop before the advent of the programme, but it was not well set up. When the programme gave her 2 tables, 2 benches, a shelf and a refrigerator, Shanta Maya was able to make NRs 3,000-5,000 a day, and up to NRs 25,000 during festival seasons. With this new earning power, plus her husband's pension, Shanta Maya and her family built their one-floor home with plans to add another floor. Now at 37, she is also engaged in mushroom farming and selling homemade pickles.

Case Study 2: Standing on my own feet: Asha's achievements

Asha Shrestha of Kushadevi-3 was taken hostage by the rebels, at age 11, along with other children and teenagers, to be indoctrinated and recruited as combatants for the rebel army. She was later sent back home because there was no one else to look after her parents as her only sister had already married and left the family home.

Now she serves as the secretary of Lilawati Mahila Samuha, formed with support from the GRRSP project. She has studied up to diploma level and has taken training courses in enterprise development and business start-up technical/vocational skills, mushroom farming, pickle making and beauty parlour management. With this training, she has opened a small beauty parlour in Kushadevi where she earns NRs 1,500 – 2,000 per day. She is also the president of a pickle making group that functions as a cooperative, collecting NRs 50 per month per person as membership fees, and investing the collective savings in further pickle production.

With the training received on 1325 and 1820 from GRRSP, Asha feels that she has gained in confidence. Her improved leadership ability has helped her to become self-employed. With the income earned, she has managed to support her family comfortably.

Case study 3: Feelings of targeted women between before and after the implementation of project activities

"Before implementation of the project activities, we had the feeling as women; we should not walk out of the house without help, guidance or instruction by male family members. We felt that the males, particularly our husbands, are the outside earners and our work in the household has no value because these are our duties. Whatever we earned was spent on the family. But now, we have learned that we women can also go out of the house, be involved in development activities and earn money for the family. We have our own entrepreneurship. We grow vegetables and make pickles to earn money to spend on our children's education, to buy medicine and feed the children. We can save all the money earned by our husbands and other male members of the family so that it can be utilised in house building, buying land and investing in business."

Annex 10: Distribution of business start-up by place with trainings and equipment

SN	Business/entrepreneurship	Place and district	Specialty about the location	No. of beneficiaries
1.	Soap making	Kavre (Banepa)	Feasible for soap production	21
2.	Pickle	Kavre (Kushadevi – 3)	Availability of raw materials and interest of the group	9
3.	Bee keeping/honey production	Kavre (Kushadevi – 9, Bhimkhori) Ramechhap (Daduwa) Sindhuli (Ranichuri, Amale)	Mustard cropping for three times a year (Kushadevi)	146
4.	Nettle powder processing	Kavre (Pokharichauri, Bhimkhori) Ramechhap (Doramba)	Availability of raw materials	65
5.	Turmeric processing	Kavre (Madankudari, Mechhe), Ramechhap (Deurali, Tilpung) Sindhuli (Bhadrakali)	Availability of raw materials and interest of the group	143
6.	Milk processing	Ramechhap (Dorambha)	Availability of raw materials and interest of the group	30
7.	Dhaka weaving	Ramechhap (Tilpung)		16
8.	Duna Tapari making	Sindhuli (Mahadevsthan)	Availability of raw materials and interest of the group	30

Source: Progress report made available by ILO.

Annex 11: Distribution of vocational trainings by types and places with trainings and equipment

SN	Vocational training	District and place	No. of beneficiaries
1.	Dress making	Kavre (Mechhe, Madankudari, Pokharichauri, Bhimkhori)	28
2.	Snacks and sweets	Kavre (Kushadevi,	10
3.	Beauty parlor	Kavre (Mechhe, Kushadevi, Pokharichauri, Bhimkhori, Madankudari, Banepa) Sindhuli (Kamalamai -4, 9)	22
4.	Tailoring	Sindhuli (Ranichuri, Kamalmal, Mahadevsthan)	40
5	Enterprise development (TOSE)	Kavre (Banepa, Kushadevi, Pokharichauri, Mechhe, Bhimkhori, Madankudari) Ramechhap (Tilpung, Deurali, Daduwa, Doramba) Sindhuli (Bhadrakali, Ranichuri, Amale, Mahadevsthan, Kamalamai)	485

Source: Progress report made available by ILO.

Annex 12: Training courses provided by GRRSP project to CAW and Girls

Training on	Districts			Total
	Kavre	Sindhuli	Ramechhap	
Entrepreneurship Development (SIYB)	150	171	164	485
Business Start-Up	150	158	152	460
Technical Skill	60	70	60	190
Vocational	91	60	71	222
Refresher	139	105	127	371
Sensitized on gender responsive planning				

Source: RunoAnnual Project Report- 2015,
VDC Wise Activities of GRRSP Project: ILO Component-2015

Annex 13: Reference group

S.No.	Name	Organization
1	Ms. Brinda Pandey	Ministry of Agricultural Development
2	Ms. Yog Maya Sapkota	Local Development Training Academy
3	Ms. Lily Thapa	Women for Human Rights
4	Ms. Jamuna Paudel	CVICT
5	Mr. Ujwal Adhikary	Action For Development
6	Mr. Arjun Thapa	FAO
7	Mr. Nabin Karna	ILO
8	Ms. Rachana Bhattarai	UN Women