

# PROJECT EVALUATION

**Food Security through Local Efforts Programme (FSP)**

Jointly executed by  
**Group of Helping Hands (SAHAS) - Nepal**  
And  
**Evangelischer Entwicklungsdienst (EED) - Germany**

Submitted To  
**Group of Helping Hands (SAHAS) -Nepal**

January 2010

**Submitted by**



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**Organisation Development Centre (ODC)**  
*Developing Healthy Organisations through People*

**January 2010**

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## ABBREVIATIONS

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CBO	Community Based Organisation
CDO/r	Chief District Office/Officer (District Administrative Officer of each district)
CPN (Maoist)	Communist Party of Nepal – Maoist
DDC	District Development Committee
DAO	District Administration Office
DEO/r	District Education Office/Officer
LDO	Local Development Officer
DFO/r	District Forest Office/Officer
DHO/r	District Health Office/Officer
DHS	Department of Health Services
EC	Executive Committee
ED	Executive Director
FSP	Food security through Local Efforts Programme
GoN	Government of Nepal
HP	Health Post
IG	Income Generation
INGO	International Non-Governmental Organisation
M&E	Monitoring and Evaluation
NFE	Non-Formal Education
NGO	Non-Governmental Organisation
NRs.	Nepali Rupees
ODC	Organisation Development Centre
PHCC	Primary Health Care Centre
S/C	Saving and Credit
SPA	Seven Party Alliance
ToR	Terms of Reference
US/\$	United States / Dollar
VDC	Village Development Committee
VHW	Village Health Worker
DG	Dalit Group(s)
MG	Mixed Group(s)
JG	Janajati Group(s)
WG	Women's Group(s)
SFG	Small Farmers Group(s)

## ACKNOWLEDGEMENT

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The Team would like to sincerely thank Dr. Surendra Kumar Shrestha, Chairperson, of Group of Helping Hands (SAHAS) – Nepal for initiating and trusting us in carrying out the Project Evaluation of the Food Security through Local Efforts Programme (FSP) implemented by SAHAS Nepal in partnership with Evangelischer Entwicklungsdienst (EED) - Germany.

We are grateful to the Executive Committee (EC) Members and all staff members of SAHAS Nepal who actively participated in the process. The Team thanks them for open interaction and warm hospitality during the process. The feedback and suggestions provided by the Chairperson and the General Secretary and the entire staff members during the evaluation process and in the report write-up have been greatly appreciated.

We would like to express our special thanks to the community for providing their time and inputs in this process.

Evaluation Team  
January 2010.

## EXECUTIVE SUMMARY

The Group of Helping Hands (SAHAS) Nepal, a non-governmental social development organisation working for community development in rural areas of Nepal, and Evangelischer Entwicklungsdienst (EED) - Germany jointly executed a programme titled “Food Security through Local Efforts Programme (FSP)” in five VDCs of Ilaka 9 in Okhaldhunga district. The purpose of the project was to bring ‘sustainable livelihoods’ of the poor and marginalised communities in the society so that they become capable in participating in political and social sphere and thus prevented from various unjust practices. The programme was executed from July 2004 to June 2009. The project period has now ended. With the end of the project implementation, SAHAS-Nepal aimed to solicit services of external consultants to undertake the end of the project evaluation. The outcome and learning of the evaluation would also be providing key insights and strategic direction in implementing the project agreement in other Ilakas.

Organization Development Center (ODC) was requested to submit a proposal to carry out a final evaluation of the project.

## THE ACHIEVEMENTS OF THE PROJECT

Social mobilization involving the formation different groups was the main success of the programme. A clear indicator was the building of the capacity of the groups to plan and implement income generating activities with the project’s support. These programmes were found helpful in the process of engaging them in different sphere of activities. It has helped them to develop unity of purpose and come together as a community. The project provided income generating activities with income generating relevant trainings which were well received by the community groups. Through a series of trainings (e.g. skill and knowledge training for vegetable farming) conducted and initiatives (e.g. distribution of farm animals and seed) under the project there was a marked increase in income of the participating farmers. The distribution of improved breed animals and seed money to more than 90 small farmer members has increased the numbers of animals and food, thereby helping the beneficiaries in income generation.

The functioning of the groups (strengthening group governance) was strengthened. The group members had started to be inclusive in their decision-making processes. All the groups have developed rules/policies and also have action plans. The groups were clear on their role in the development of their community. They conduct regular meetings, discuss problems with each other to come up with practical solutions and share ideas on how to optimally utilise their funds and mobilise local resources.

The project developed linkages/networks between the groups and schools, local government line agencies, and major service providers at the VDC, district and Ilaka level for access to better services and tangible benefits. Each of the CBOs is also linked to the MCs in their VDC, ultimately linking to the Ilaka level Sunkoshi Kakani network.

Awareness and capacity building activities through trainings, awareness campaigns and educational tour were provided to enhance required knowledge, skills, and change attitudes for the sustainability and success of the group. As a result of the awareness activities, gradual changes in behaviour were observed among the community members on issues relating to gender and caste discrimination and other social issues.

The project improved the community people’s health and hygiene by supplying portable drinking water. Under the Drinking Water Scheme the project constructed and maintained 12 drinking

water schemes. This also contributed to making it easier for farmers to start vegetable farming near their homes due to the accessibility of water. Similarly construction of toilets and awareness on other health issues such as eye and women health camps has had a positive impact.

## CONCLUSIONS

Post conflict Nepal urgently needs programmes that will mitigate the negative impacts of the destruction of life and property by conflict and other harsh social practices. The most vulnerable groups are the social outcastes, marginalised ethnic communities, women, youth, and children. Therefore the project was designed according to the baseline study carried out in all the VDCs of Ilaka 9.

The project provided trainings of different kinds, relating to awareness, skills, leadership and management. Along with those, it also provided technical and material support to the community. These helped them to realise the strength of getting united for a cause and enhanced the knowledge of the community members and encouraged them to talk about the issue openly. They can now identify their own problems, collect funds, save and seek out solutions by coordinating with local and district level line agencies.

Different training programmes were designed and provided to build capacities for livelihood sustainability. Capacity building activities on managing saving and credit schemes, enterprise development, leadership, account keeping and organisation management were organised. Through the training and capacity building activities women were able to come out of their homes and take part in community decision making process and speak up in public. Adult learning class has made a significant impact on the illiterate community members, especially the women. Earlier they just used their thumb prints if signature was needed for any work. Now, almost all of them can read and write. The adult women who took the literacy classes, started to teach the others voluntarily. They conducted several classes in their own vicinity.

SAHAS Nepal is very highly regarded among the district stakeholders for its commitment towards marginalised people. It has earned goodwill amongst beneficiaries in creating awareness and opportunities to improve livelihood. The groups deeply appreciate SAHAS Nepal's immense guidance and support in boosting their confidence to take matter into their own hands and try to seek solutions to address these.

# 1. BACKGROUND INTRODUCTION

## 1.1 *The Group of Helping Hands (SAHAS) – Nepal*

The Group of Helping Hands (SAHAS) Nepal is a non-governmental social development organisation. Since its inception in 1996 it has been working for community development in rural areas of Nepal, extensively in Okhaldhunga district. Building on the successes and learning from the United Mission to Nepal's (UMN) Okhaldhunga Rural Development Project's (ORDP) previous work, SAHAS-Nepal has been implementing various community development projects. Of late, they have directed their development efforts towards strengthening the capacities of the communities and local development partner organisations (i.e. CBOs Network Organisations) to build a culture of peace and creating an enabling environment for sustaining the development activities by the communities themselves.

## 1.2 *Food Security through Local Efforts Programme (FSP)*

Sahas-Nepal carried out an assessment in Okhaldhunga district in 2003, surveying the food security, drinking water, education, sanitation and local development organization/institution and livelihood of families in remote VDCs of Ilaka 9. Following issues were identified (as per the ToR):

- Lack of food security at the household.
- Discrimination against women and Dalit (e.g. wage rates, untouchables, lack of education/literacy)
- Lack of sanitation and poor health conditions
- Low participation of women and Dalit in public spheres
- Inadequacy of social and political assets of women and Dalit
- Vulnerabilities arising from social erosion and other natural hazards
- Behaviour that is wasteful (food, time and money)
- Post conflict reconciliation and building peaceful environment

The purpose of the project was to bring 'sustainable livelihoods' of the poor and marginalised communities in the society so that they become capable in participating in political and social sphere and thus prevented from various unjust practices. The project was implemented in five VDCs of Ilaka 9 in Okhaldhunga district (Katunje, Chainam, Mulkharka, Sisneri and Balakhu). The programme was executed from July 2004 to June 2009 through the funding of the EED Germany.

Specific objectives of the project were to (*As per the ToR*):

- To increase sustainable food production and consumption of the marginalized groups- (women, Dalit and poor)
- To promote the concept of rights to food among the marginal groups and increase their social and political capacity (social mobilization, literacy, and skill training) so that they can lobby for their rights

- To reduce discrimination (both legal and practices) across caste and gender to reduce their vulnerability arising from these
- To abolish (with sensitivity to culture) the wasteful habits like over production, consumption of alcohol and consumption of fast food at the cost of staple and nutritious food.
- To increase the access of marginalized people to natural resources like land, water, forest, and uncultivated food

Organisation Development Centre (ODC) was entrusted to carry out this final external evaluation of the project. The evaluation was carried out in the four VDCs of Ilaka 9 (Chainam, Mulkharka, Sisneri and Balakhu) of Okhaldhunga district. The evaluation activity started on the last week of November and completed on December 18, 2009 (time period of writing report excluded). *Please refer to Annex 1 for the ToR and Annex 2 for the Proposal*

The activities in the evaluation included clarification of the scope of work, literature evaluation and tools design; field visits to the 4 VDCs; analysis and synthesis; drafting of a draft report; and final preparation of the report including the feedback and comments on the draft report.

## **2. PURPOSE AND SCOPE OF THE EVALUATION**

The aim of the evaluation was to document and evaluate project impact, program success, feelings of the communities, changes in skills and knowledge that have occurred, sustainability of the activities and institutions and how effectively the project has met its overall and specific objectives and expected results.

The primary purpose of this evaluation was to reveal the results of the EED - Germany funded “Food Security through Local Efforts Programme” in the four VDCs of Ilaka 9 of Okhaldhunga district. The evaluation was to assess program effectiveness, impact, organisation management, partnership relationship, identifying the best practises and future roles in the changing context.

The specific scope of Terms of Reference (ToR) asked the evaluation team to assess:

- Explore the level of progress/changes made by the programme and analyze the extent to which the achievements have supported the programme goals and their objectives
- Evaluate the project effectiveness -- longitudinal effect and continuity of the programme activities/services as well as the scope and extent of the institutionalisation of the programme
- Identify the target and level of achievements as specified in the programme document and agreement,
- Explore the coordination between the concerned line agencies in the programme district
- Examine the financial management in accordance with the project resources mobilisation
- Assess the good lessons to be replicated in other projects and aspects to be improved in the days ahead

### **2.1 Approaches and Methodology**

The approach chosen for the evaluation has been guided by participation, inclusion, and transparency. The evaluation team has tried to ensure that the communities, SAHAS - Nepal and



the funding partner feel a sense of ownership to the findings and recommendations. Other principles have been:

- ***Designed to lead to action:*** The evaluation has attempted to give advice and recommendations that are realistic, feasible, and doable, so that the communities and SAHAS - Nepal will take action where there is room for improvement.
- ***Evidence-based and in accordance with ethical standards:*** All findings are substantiated by documented or anecdotal evidence from relevant sources using triangulation.
- ***Communication and transparency:*** The consultants tried to ensure that the evaluation was undertaken in a gender sensitive, participatory and transparent manner towards all stakeholders, in addition to ensuring that information was managed in a sound manner.

With regards to the methodology utilised, the evaluation process has been divided in four phases namely; (i) Preparatory phase, (ii) Field survey, (iii) Analysis (iv) Report - writing and presentation of report. The overall time allocated for this assignment was in total rounded to 30 days shared between the two consultants. *Please refer to Annex 3 for the Questionnaire*

The programme evaluation commenced with a desk study of relevant project documents. Then the team developed indicative interview questionnaire checklist based on the evaluation criteria proposed in the ToR discussed above and the information gathered through document evaluation. *Please refer to Annex 4 for the list of documents/reports evaluation.*

After a formal agreement between ODC and SAHAS - Nepal, they discussed on the selections of the sites based on the project activities, accessibility, and the nature of groups in the district and the specific activities to be carried out. The meetings were vital for the ODC team and SAHAS - Nepal to get to know each other while sharing issues which needed to be incorporated in the evaluation. The two sides also discussed vital aspects of the evaluation design and delivery. It also enabled ODC team members to clarify the objectives, discuss possible constraints that could affect the evaluation.

The external team members conducted interviews and focus group discussions from 13th to 18th December, 2009 on the project site i.e. Chainam, Mulkharka, Sisneri & Balakhu VDCs. The interactions were carried out with women's groups, farmers groups, network groups, teachers, Village Development Committee (VDC), Sub/Health Post staff, Dalit groups, mixed groups, Janajati groups, drinking water user groups, the project staff and a number of direct as well as indirect beneficiaries. *Please refer to Annex 5 for list of individuals and groups interacted with and Annex 6 for field schedule*

During the field visit to the four selected VDCs, the evaluation team, while interacting with the community members, carried out observations of the activities carried out by the communities with the support of the project. Specific observations were made of the micro - hydro, goat rearing, cultural activities of various groups, vegetable farms, and numerous community members' homes while moving around the VDCs.

Information obtained from interview/interaction, meetings and field visits are analysed and presented in the form of an evaluation report as per the evaluation framework.

After the field visit, the evaluation team presented preliminary findings for discussion and clarification to SAHAS - Nepal staff. Critical comments, suggestions, and inputs obtained on the

draft report from SAHAS - Nepal has been incorporated in the report. Prior to the finalisation of the report, the draft report was circulated once again to SAHAS - Nepal for additional comments, suggestions, clarifications and inputs.

## **2.2 *Limitations of the Evaluation***

Initially it was agreed upon to visit all the five VDCs of Ilaka 9. However, continuous flight cancellations led to difficulty in communicating (rescheduling) with remote area beneficiaries in addition to their prior engagement. Eventually in consultation with the field staff and the beneficiary communities, one VDC, Katunje, was left out, which was beyond the control.

The presence of Project staff during interaction with groups might have affected the responses of the groups interacted with though it was ensured that their involvement was limited to meeting arrangements and taking notes.

## **3. FINDINGS**

The evaluation team have presented the findings of the evaluation in this report as defined in the objectives of the ToR, providing answers to the 5 specific questions relating to the project implementation mechanism in achieving intended results.

### **3.1 *Project overview***

Nepal is one of the poorest countries in the world and is among the 50 “least developed countries”, as defined by the UN General Assembly. Per capita income in 2009 was US\$ 400.<sup>1</sup> In terms of human and social development, Nepal ranks 144 out of the 182 countries in the Human Development Index.<sup>2</sup> Nepal is driven by political, economic and social crisis. The combination of poverty, social exclusion and political conflict systematically undermines the rights of women and children, particularly in rural areas. The escalation of the conflict since 2001 has increased and diversified the vulnerability of children and women (e.g. separation from families, extended periods for women as heads of households, poorer access to basic social services, and the threat of recruitment into Maoist forces).

The country has been facing a shortage of food in different parts for many years now. Eastern hilly regions, Okhaldhunga being one of them, are affected by food scarcity problem. The problem becomes particularly serious when considering that Nepal’s population has been increasing at a rate that is faster than the increase in agricultural output. Demand for a balanced diet has also made the problem all the more acute. There are many reasons behind the declining trend of food production in the country. Deforestation is making the land less fertile. Decline in the land’s productivity, degradation of the soil due to excessive use of fertilisers, pesticides and insecticides, periodic scarcity of water for irrigation, water logging and salinity due to insufficient water management are other factors causing food production to fall.

In this context, it was proposed that the project focus in this area. Lack of food security was also seen as one of the main causes for other related problems such as heavy work burden for women, health and hygiene issues, access of income generating opportunities, etc. The

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<sup>1</sup> World Bank data 2009 ([http://devdata.worldbank.org/AAG/npl\\_aag.pdf](http://devdata.worldbank.org/AAG/npl_aag.pdf))

<sup>2</sup> UNDP, Human Development Report 2009  
([http://hdrstats.undp.org/en/countries/country\\_fact\\_sheets/cty\\_fs\\_NPL.html](http://hdrstats.undp.org/en/countries/country_fact_sheets/cty_fs_NPL.html))

beneficiaries of the project were women, Dalits, marginalized indigenous communities such as Tamang, Magar, Bhujel and Rai and landless or marginal cultivators.

Prior to the initiation of the project in the selected VDCs of this district, SAHAS – Nepal carried out a baseline assessment focusing on food, health and hygiene, livelihoods, and other social development needs of the conflict affected communities in the target VDCs. The findings of the baseline study were used to decide on the programme and target communities in the VDCs of the two districts. *See below the map of Nepal with the two district market and also the target VDCs of the two districts.*

In comparison to other eastern areas of Nepal, Okhaldhunga district is severely impoverished. A recent study by the community health team, found that less than 3% of all people in this district have any extra resources left after meeting the basic needs of feeding their family. The poor and excluded communities



suffer from lack of opportunities and access to and ownership of sustainable income, food, education, and health. The conflict further exacerbated the existing deprivation of the people. The problem of food grains availability and nutritious food has persisted in remote hill areas. Food security has deteriorated due to reduction in the access of means and resources, inequality within households, shortfalls in emergency assistance, and consumption of easily available but unhealthy food.<sup>3</sup>

The FSP project was designed with the purpose of promoting and supporting the improvement of quality of life in communities through positive changes in gender relations and social inclusion for the marginalised via intervention of programme activities, awareness campaigns on food, health and livelihoods issues. The project was launched in 5 VDCs of Okhaldhunga district.



*Maps of Nepal and Okhaldhunga (in both maps - yellow mark indicating the project district and VDCs)*

The project undertook a thorough survey at the community level prior to the start of the project activities. The base line survey gave a detailed picture of the social and economic situation of the communities and households, their accessibility, the existence of programme of other donors and their groups and the development opportunities available locally.

<sup>3</sup> Development profile of Nepal 2008

The analysis formed the basis for specific activities to support the community groups in all stages of their development. The survey served as a means of targeting specific support activities and eventually as a baseline to evaluate the changes that are attributable as outcomes of the program activities.

The targeting typically involved the processes through which SAHAS - Nepal ensured that its interventions for social inclusion contributed to the identification of the most disadvantaged communities.

### 3.2 *Activities and Achievements*

In assessing the results of the planned activities described above, a significant tangible achievement was community empowerment, with a special focus on the women; many women have participated in various programmes. The programme has conducted numerous trainings. The details of the activities are provided in the table below:

**Table 1 Activities and achievement of FSP:**

Targeted Activities	Activities	Achievements/Outputs
Group Concept Training – 3 days in each VDCs	<ul style="list-style-type: none"> <li>Conducted 5 trainings in each VDC</li> </ul>	<ul style="list-style-type: none"> <li>Participants understood the group importance</li> <li>129 groups are formed in Ilaka 9</li> </ul>
Group Management Training – 3 days to the all groups of each VDC	<ul style="list-style-type: none"> <li>Conducted 5 trainings in each VDC</li> </ul>	<ul style="list-style-type: none"> <li>Groups' members showed interest to do collective activities</li> <li>Started to conduct meetings, regular fund collection and mobilisation regularly</li> <li>Developed written rules &amp; regulations to mobilise groups</li> </ul>
Group Strengthening Training – 3 days in each VDC	<ul style="list-style-type: none"> <li>Conducted 5 trainings</li> </ul>	<ul style="list-style-type: none"> <li>Groups started to do the activities on their own initiation</li> <li>Developed written action plans</li> <li>Built confidence to mobilise the groups</li> </ul>
Accounting Keeping Training 2 days in three VDCs	<ul style="list-style-type: none"> <li>Conducted 3 trainings</li> </ul>	<ul style="list-style-type: none"> <li>Participants know about the book keeping system</li> <li>Keep their account in systematic way</li> </ul>
Adult Literacy (NFE) Facilitator Training	<ul style="list-style-type: none"> <li>Conducted 7 day NFE facilitator training</li> </ul>	<ul style="list-style-type: none"> <li>Participants know the technique of adult literacy class</li> <li>Increased confidence &amp; commitment to conduct class in their own area</li> </ul>
Main Committee (MC) Concept Training – 3 days in each VDC	<ul style="list-style-type: none"> <li>Conducted 5 trainings</li> <li>Formed main committee in each VDC</li> </ul>	<ul style="list-style-type: none"> <li>Understood about the Main Committee concept</li> <li>Selected a representative from each group to form the Main Committee</li> <li>5 Main Committees are formed</li> </ul>
MC strengthening Training – 3 days in each VDC	<ul style="list-style-type: none"> <li>Conducted 10 trainings</li> </ul>	<ul style="list-style-type: none"> <li>MC started to implement the activities in resources sharing in cooperation and coordination with different GOs and NGOs</li> </ul>
MC Study Tour – 10 days	<ul style="list-style-type: none"> <li>One time(25 members were</li> </ul>	<ul style="list-style-type: none"> <li>Got opportunity to observe and discuss with community based network organisations</li> </ul>

Targeted Activities	Activities	Achievements/Outputs
	included)	<ul style="list-style-type: none"> <li>Increased confidence and became committed for organisational development</li> </ul>
Leadership Development Training – 3 days(In each VDC)	<ul style="list-style-type: none"> <li>Conducted 5 trainings</li> </ul>	<ul style="list-style-type: none"> <li>Capable to lead the groups</li> <li>Managed conflicts within the groups</li> </ul>
Ilaka wise Gender Training - 5 days (To the MC and Group members)	<ul style="list-style-type: none"> <li>Conducted one time</li> </ul>	<ul style="list-style-type: none"> <li>Participants conducted gender sensitisation trainings in their own groups and MC after 5 days of training</li> <li>Participants gained knowledge about gender and development</li> </ul>
Registration of a Community Based Network Organisation	<ul style="list-style-type: none"> <li>Registered a CBO in district administration</li> </ul>	<ul style="list-style-type: none"> <li>Sunkoshi Kakani Community Development Forum-Nepal is legally registered in DA and affiliated to the Social Welfare Council</li> </ul>
CBO will run activities in its initiation	<ul style="list-style-type: none"> <li>A six months work plan is prepared</li> </ul>	<ul style="list-style-type: none"> <li>CBO started running community development activities on its own initiation by preparing a six months plan</li> </ul>
Radio Programme on CIVIC & Human Rights	<ul style="list-style-type: none"> <li>Conducted twice a month; on the 1<sup>st</sup> and 16<sup>th</sup> of the Nepali month</li> </ul>	<ul style="list-style-type: none"> <li>Community is made aware of their basic rights</li> </ul>
Improved Maize Seed distribution to the communities	<ul style="list-style-type: none"> <li>Distributed two times to 700 farmers</li> </ul>	<ul style="list-style-type: none"> <li>Comparatively, improved maize seeds gave more yield than local seeds</li> </ul>
Food Storage Training 2 days –In each VDC	<ul style="list-style-type: none"> <li>Conducted 5 trainings</li> </ul>	<ul style="list-style-type: none"> <li>Participants are using homemade organic pesticides to protect grain from pest</li> </ul>
Vegetable Farming Training - 3 days in each VDC and seeds distribution	<ul style="list-style-type: none"> <li>Conducted 10 trainings</li> </ul>	<ul style="list-style-type: none"> <li>Started to produce different kinds of vegetable and eat healthy</li> </ul>
Packaging Vegetable Training – 3 days (To a group in Sisneri VDC)	<ul style="list-style-type: none"> <li>One training conducted</li> </ul>	<ul style="list-style-type: none"> <li>All group members got skills, knowledge and seeds for vegetable farming</li> <li>Increased income selling vegetable products</li> </ul>
Kitchen Garden started, where water is available	<ul style="list-style-type: none"> <li>People managed themselves</li> </ul>	<ul style="list-style-type: none"> <li>Almost everyone has started to grow some vegetable in their gardens</li> </ul>
Citrus Cutting Training (Trimming of Fruit Trees)	<ul style="list-style-type: none"> <li>Eight 2 days training were conducted</li> </ul>	<ul style="list-style-type: none"> <li>Community members have started to grow fruits</li> </ul>
Seed Capital given to Porter Group – NRs.5,000 each in a group(44 households of 15 groups)	<ul style="list-style-type: none"> <li>Supported</li> </ul>	<ul style="list-style-type: none"> <li>By adopting alternative way for IG, porters increased their income monthly NRs.500-3000/-</li> </ul>
Village Animal Health	<ul style="list-style-type: none"> <li>35 days (for 8</li> </ul>	<ul style="list-style-type: none"> <li>5 of VAHW are still providing services to</li> </ul>

Targeted Activities	Activities	Achievements/Outputs
Worker (VAHW) Training	persons from 5 VDCs)	animals and increasing their income <ul style="list-style-type: none"> <li>• 7 persons participated in the training</li> <li>• One VAHW in every VDC and able to provide support to villagers and also VAHW earns by providing services</li> </ul>
Improved Goats and Pigs distribution to 90 small farmer members	<ul style="list-style-type: none"> <li>• Distributed goats and pigs to 90 farmer members</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing income of small farmers yearly NRs.500-13000/- supported in food security</li> </ul>
Saving habit established within the CBOs, which help members get loan with lower interest rate within the group	<ul style="list-style-type: none"> <li>• Most of the groups started to collect and mobilise fund</li> </ul>	<ul style="list-style-type: none"> <li>• Due to the saving habit established within the groups, taking loan from upper class people is reduced</li> <li>• Being easy to perform groups' activities.</li> </ul>
Ilaka wise eye camp – Once	<ul style="list-style-type: none"> <li>• Organised eye camp</li> </ul>	<ul style="list-style-type: none"> <li>• 364 people got opportunity for free check and got medicine</li> </ul>
Built Drinking Water Scheme	<ul style="list-style-type: none"> <li>• Constructed and maintained 12 drinking water schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Community peoples' health and hygiene improved due to supply of portable drinking water</li> <li>• Started vegetable farming near home</li> </ul>
Roofing, Furniture and Toilet Support to Community Schools	<ul style="list-style-type: none"> <li>• Supported roofing in 13 schools, furniture in 5 schools and toilet in 2 schools</li> </ul>	<ul style="list-style-type: none"> <li>• Became convenient in teaching and learning process to students teachers</li> <li>• Improved hygiene in schools premises</li> </ul>
Drinking Water Maintenance Training – 7 days (where DWS will build)	<ul style="list-style-type: none"> <li>• Conducted 2 trainings and 17 drinking water maintenance workers participated</li> </ul>	<ul style="list-style-type: none"> <li>• Regular water supply</li> </ul>
Support provided to Micro Hydro power scheme	<ul style="list-style-type: none"> <li>• Supported in 4 micro hydro schemes</li> </ul>	<ul style="list-style-type: none"> <li>• 1100 households are getting light facility</li> <li>• They are paying cheaper cost than kerosene</li> </ul>
Support provided to Irrigation system -2 (According to prioritisation)	<ul style="list-style-type: none"> <li>• 2 irrigation canals maintained</li> </ul>	<ul style="list-style-type: none"> <li>• 270 Ropani land irrigated and increased in production</li> <li>• Supported in food security of 1200 members of 60 households</li> </ul>
Support provided to Suspension bridge	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Mobility has increased</li> </ul>
Disaster Support – (To the fire and Koshi victim ) Emergency support)	<ul style="list-style-type: none"> <li>• Supported 4 fire and 1 Koshi victims</li> </ul>	<ul style="list-style-type: none"> <li>• Solved food crisis of victim families even for short term</li> </ul>

Source: Compiled Project Report by SAHLAS - Nepal, January, 2010

Going beyond the quantitative outputs of the project activities as achievements, this evaluation process has attempted to get a better sense of the overall outcome and level of achievement of the project as reflected in the behaviour of the communities at the individual, family, community and society level.

- a. Women's mobility, which in many rural communities is still considered a "men's prerogative", for something other than household chores, to participate in community events; interacting with people outside the family, which is socially unacceptable especially if it is with other male members of the community.
- b. Women gaining the confidence to speak up in public, not shying away and developing the courage to announce their names in forums/gatherings and also to articulate their concerns in public meetings. Prior to the project interventions, almost all the women could not even say their names out loud. The situation has drastically changed for good, as a result of increased confidence. Now, they are aware of their rights and make themselves heard and their male counterparts see them as a power to reckon with.
- c. The confidence to access the VDC office and other local agencies to seek and demand to access services is as another concrete example of empowerment and enhanced civic awareness of group members, especially of women groups.
- d. The community involvement and participation in the village is admirable. Earlier on, people did not believe in the concept of "coming together" to take up collective issues. They were convinced that it is a waste of time and nothing productive would come out of it. However, this has changed. There have been numerous group formations and a sense of unity and trust has developed amongst them.
- e. Community is aware of the risks and challenges involved in the sector of sanitation; especially with access to household toilets. They are sensitised about health and environmental hazards that defecating in the open causes. This is step forward towards improving the health of the communities.
- f. There is decline in community's prejudice against Dalits. The so called "upper caste" people i.e. Bahuns and Chhetris have started to change their attitude towards them. Though the complete transition will only happen over a period of time, the practice of entry denial into private homes, temples and teashops has improved. Even Non- Dalits have started to take part in their (Dalits) cultural spheres.

### **3.3 *Project Effectiveness***

In order to achieve its objectives, FSP implemented activities such as health camps, providing revolving funds and materials for income generation purposes, providing different trainings, holding awareness campaigns etc. There is a clear indication that the project has had a positive impact on improving livelihood, awareness and building confidence, networking system and the capacity of local community institutions.

Since the project was focused in involving the most marginalised community members, activities involved women in the groups, health camps, and different kinds of trainings, awareness and income generation activities.



### 3.3.1 Improve community livelihood and food security - agriculture, livestock, and income generation activities

The project provided seed money and livestock to various groups for income generation. 129 savings and credit groups of 20 - 32 members each were formed. The project provided seed money of NRs. 5, 000 to each porter group. With the assistance of the fund, they initiated small scale business, buying and selling of locally available goods, and thus started to earn profits ranging from NRs. 1,000 to 12, 000.



The distribution of improved breed animals to more than 90 small farmer members has increased the numbers of animals, thereby helping the beneficiaries in income generation. By rearing them properly, they have managed to increase the number and sell it off for profits. The system of passing on a she – goat to another person once it produces off – springs was also found.



**Box 1: Case Study to illustrate how people have benefited from the distribution of livestock**

Ms. Man Maya Sunuwar is a resident of Katunje VDC. She has been able to prove that a single piglet can be of huge help to a person's financial situation. She is a member of Pathibhara Pariwartansil group and is also the head of her family, which consists of 16 members. With the aid of the project, she was provided with a pig (initially she did not think much of it). She was able to generate an income of NRs. 4000 just after 7 months of rearing. She has wisely spent the money on buying food and other piglets. She thinks of selling the pigs for upcoming Dashain festival. Community manager Kul Bahadur Sunuwar says: 'Manmaya has progressed and done well with the ability to provide income generation. Along with her, she has included 9 other members in the community.'

**Box 2: Story of a farmer who made the most out of goat distribution**

Mr. Sukre Tamang (farmer) is a resident of Okhaldhunga district, Mulkhark VDC, Ward No. 3. He owns 3 ropanis of land and has a family of 4 (his wife and 2 daughters).

Strange as it may sound, Mr. Tamang has added a buffalo by rearing a goat! During these past 3 years, he has become a member of the Shanti group which was established with the help of the project. Their group started to save and hold meetings on a regular basis. When their group got selected for small farmers' assistance by the project, he was chosen by rest of his group members. Thus he acquired one goat pair. After some time of breeding, he managed to return that pair to his group and also sold 2 goats for NRs. 4000 and at the same time buy a buffalo. Right now he has 2 female goats and a male goat worth NRs. 3000. He had a keen interest to raise the buffalo and since he owes one now, he is thinking of adding one more.

Says, Mr. Dhan Kumar Tamang, manager of the community, "Our target is to bring forth people like Shukrey." Shukrey on the other hand is thankful to the project for having fulfilled his wish to own a buffalo.

Vegetable farming, including kitchen gardening and distribution of improved maize seed has helped food production to increase to some extent. This also has made a variety of food options possible, which has positive health implications. Now they do not have to travel to the next market to buy vegetables which was not available to them earlier. Though commercial vegetable farming training was organised with the aim of increasing income, most group members engaged in vegetable production limited the production for home consumption rather than as an alternative source of income. In addition to this, 1107 saplings of different kinds of fruits were distributed in collaboration with the District Agriculture Development Office. After receiving the cash crop farming training, the locals have started to deal in chilly and ginger production. Some of them have already sold dry chillies at the rate of NRs. 1,000 per Kg.

**Box 1: Case Study to illustrate how people have benefited from the distribution of improved maize seeds**

Mr. Badi Tamang is a farmer by profession and a resident of Balakhu VDC, Ward No-7. He has four members in his family and spends his days working as a wage labourer. His brother was a victim of the Maoist insurgency, which has left him heartbroken. Yet he is compelled to move on with his life.

He was one of the beneficiaries during the seeds exhibition. He owns a land (total of 10,953 sq feet) which is not enough to feed the family, but he thinks that double production from the land is possible if good quality seeds are provided for plantation. He used the improved maize seeds instead of the local seeds, and to his surprise the production level of the maize was doubled. If famine is to take place, Badi plans to keep the maize seeds for next year's plantation instead of feeding the family.



Another component of the project is saving and credit groups. All the CBOs are savings and credit groups as well. NRs. 5 to 10 per month is collected by every member of the group. The collected fund per group ranges from NRs. 20,000 to 30,000. At times of need, loan at a very low interest rate (2-3%) is given out of this fund. However, the loan is extended only to the group members. This loan system has proven to be a big help, especially to the poorest of them who, no longer have to fall prey to the traditional village money lenders.

### **3.3.2 Enhance the process of economic, social, political and cultural empowerment of the marginalised**

The project has been successful in terms of empowering the women, Dalits and Janajatis economically and socially through social mobilisation, numerous trainings and activities. All groups have received awareness raising, skills development and educative programmes. Trainings on leadership, facilitation skills, gender trainings, non-formal education, hygiene and sanitation awareness, nutrition tests, grain storage trainings, enterprise development, leadership and management, village animal health training, radio programme on civic and human rights (twice a month, 1<sup>st</sup> and 16<sup>th</sup> of the Nepali calendar) were organised for the members of the different groups.

These programmes were found helpful in the process of engaging them in different sphere of activities. It has helped them to develop unity of purpose and come together as a community. It has also provided them with a forum for coming out in a social domain where they can discuss, share each others problems/issues and find their own solutions and also develop their leadership skills.



### Box 1: Case study of women empowerment

“So much has changed. We now have a platform to discuss and share. Before, if we went out of the house, it was either to collect fire-wood or fodder for the animals. Except for those activities, our mobility was restricted. There was no such thing as getting together with other women. Even at the earlier stage of the project, village men used to ask us what good is it to form groups. Will they give us employment? It is just a waste of time. We felt so de-motivated,” says Bimala Bhujel.

Now, she is one of the most active women in her group. Though in her pregnancy stage, she is very much mobile. Says, “now when I look back, it seems like a life time, when in fact it has just been a couple of years. We have made so much progress. We used to shy away even from telling our names, but now we feel confident to collaborate with VDC officials and ask for government resources.”

The animal health training (conducted in Pokhara) has made it possible for the locals to receive treatment service for their livestock without having to travel distant places and spend more than they can afford. The account keeping training has been helpful, which is evident from the accounts maintained by the groups. The leadership skills are evident in the way members take their role proactively and the change in leadership is natural without any problem emerging in the process. The effectiveness of gender sensitisation training could be observed through the large number of women participants who were active, keen and inquisitive to share and learn. However, this sharing and learning was found relatively lower in the Janajati groups, which could be due to the fact that their time and productivity is lost in wasteful drinking habits.

The social and cultural empowerment of the excluded through these various activities provided to the different groups has been a vehicle for social behavioural change whereby the untouchables (Dalits) are much more socially accepted and hence their self confidence is enhanced. This applies for the women as well, who seem the most responsive to the support provided by this project. This could be due to a deeper appreciation and realisation of the interventions taken relating to their family and livelihood.

### 3.3.3 Build capacity of the grassroots beneficiaries and their network organisations

Organising community members into groups and helping them to identify their needs and develop self – help capacity to work collectively to improve their socio – economic condition has been the entry point of this project. All groups have received awareness raising, skills development and educative trainings. A few representatives from each group have participated in the group management/strengthening and networking of the group’s resources to enhance their socio-economic condition. Some of the main trainings on awareness, skills and education were health camps, improved stoves, hygiene and sanitation campaigns, construction of toilets, home gardening/vegetable and fruits farming, adult and child literacy class, book-keeping training, leather making, village animal health training, gender sensitisation trainings, etc. In terms of capacity building and institutional strengthening of the groups, trainings on group concept and management, group and network organisation(at the VDC level) strengthening, study tour, leadership development and eventually formation and registration of Sunkoshi Kakani community based network organisation at the Ilaka level are some of the important activities undergone. All the groups have developed rules/policies and also have action plans. Some of the major activities prioritised and conducted by the groups for community development are as follows:

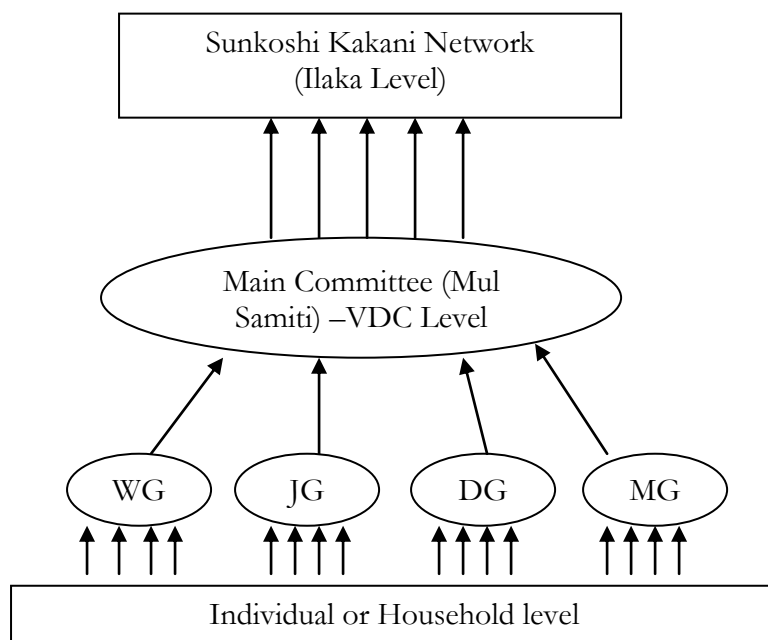
- Drinking water system

- Toilet construction
- Fund collection and mobilisation
- Adult literacy classes
- Goat farming
- Vegetable farming
- Road construction
- Pond repair

Each group works for the empowerment of their own members and development of their community. All the groups (in total 129 groups) have formed one main committee (Mul Samiti – higher level bodies of the groups) in their own VDCs. This formal main committee is formed from among the representatives that are elected and nominated to the main committee for a set term. So, in total, 5 main committees have been formed in each of the VDCs. After the members are nominated from each of the main committees to the Ilaka level network (Sunkoshi Kakani), the members within the network elect or select members for the ad hoc committee to govern and manage the network for a set period of time. In June, 2009, a one day interaction programme was held where developing an action plan was one of the objectives. Out of the 10 members in this network committee, 5 of them are women. One is the vice-president and the other one is the joint secretary, with others as members. It has been observed that both gender and social inclusion were taken into consideration while forming this committee. After the phase out period, i.e. 2010, FSP plans to provide back-stopping support for the network's organisational development and financial sustainability.

As a way of helping the groups to mature and be involved in the development activity through mobilisation of local resources the groups are encouraged to form network.

The formation and structure of the network is through the following pattern.



The groups were clear on their role in the development of their community. They conduct regular meetings, discuss problems with each other to come up with practical solutions and share ideas on how to optimally utilise their funds and mobilise local resources. The groups are recognised and invited to be a part of the planning process at ward and VDC level. Now, with the formation of the Ilaka level network committee, they have a good opportunity to negotiate for government resources at the DDC level as well. Though the groups have been coordinating/networking with local level line agencies, they now have a better chance of collaborating and developing linkages with other partners at the DDC level.

As envisioned in the project plan, the beneficiaries (groups) have developed skills and knowledge to identify problems, prepare their own work plans, implement them, mobilise group funds and strive for access to local resources.

It has been observed that the group sustainability is linked and influenced by the performance and sustainability of the VDC level main committee and the Ilaka level Sunkoshi Kakani network. The groups realise this fact and are willing and trying to expand their networks with other organisations (line agencies, I/NGOs, private) to seek external resources.

### ***3.3.4 Improve infrastructure development and emergency assistance***

Due to the high demand for drinking water schemes, feasibility studies (Katunje -3, Mulkharka - 4, Sisneri - 1, Balakhu - 5 and Chainam - 6) were carried out initially. Under this same activity, 12 drinking water schemes were constructed and maintained. 2 drinking water maintenance trainings of 7 days were conducted, which has benefited more than 5000 people to save on time and reduce water health problems. Also with the technical and material support to the 3 irrigation canals 270 Ropani land is being irrigated and it had helped in food security of 1200 members of 60 households.



School renovation and construction were carried out in 13 schools. Both the students and teachers have benefited due to the high risk of poor physical condition, especially on rainy days when it was not possible to run classes because of the leaks. There is also improvement in school premises hygiene after the construction of toilets.

SAHAS Nepal, on resource – sharing basis, with the DDC and other organisations, has contributed in the construction of 4 micro hydro schemes. 1100 households have access to the electricity. The beneficiaries no longer have to light the traditional oil-lamp. This has a lot of positive implications on their health, studies of the children and productivity of work. The project has also provided support to construct suspension bridges.





Similarly emergency assistance in cash and kind has been provided to fire victims in coordination with Red Cross, Nepal army, DDC and DAO. Relief fund and material collection initiative from the market (Municipality) was also taken. Though these kinds of support are mostly of temporary nature, the victims have expressed their relief and appreciation.



### **3.4 Project Efficiency**

The project has achieved its planned goal and objectives and completed most of its activities with the available inputs and allocated resources. The staff members were found to be highly committed and diligent, who are satisfied with the job done during the project. Although the evaluation team did not get the opportunity to interact with the members of the local line agencies at two VDCs, namely Mulkharka and Balakhu, based on the literature evaluation, timely budget provision and support were other factors that helped the smooth running of the project.

FSP project has its main office in Okhaldhunga district headquarters and had one site office in each of the 5 VDCs. This strategic clustering of offices was very efficient. It helped in easy coordination and effective monitoring of activities. Each of the offices was taken on rent in one of the local's house. This also provided an opportunity of income generation for the locals.

Executive committee of SAHAS Nepal is the decision making body in terms of policy and strategy formulation of the food security through local efforts project. With more than 50% female members, the EC has maintained gender balance. The programme management department looks after all the aspects of the development projects and advocacy activities of the organisation. It provides necessary guidance and support to the district level project office.

FSP is the largest programme launched by SAHAS Nepal. Considering the workload, 17 staff was recruited only for this project. Among them, 4 were coordinators, 5 team leaders and equal numbers of social mobiliser for each VDC of Ilaka 9 were directly responsible for field activities. Though 2 team leaders and 1 coordinator resigned, this did not hinder the efficiency of the planned activities, as those positions were quickly recruited. Regular staff meetings and coordination meetings for progress monitoring and planning purposes are held both at the main office and site offices. All staffs have clear job descriptions and are aware of their roles and responsibilities. They are a competent team with high learning aptitude. According to the FSP strategy, it reduced the number of staff upon completion of the first phase. The staffs were informed about this at the time of their recruitment. All the social mobilisers were locals. The evaluation team observed a very harmonious and dedicated team spirit among the staff. They see the project work environment in a positive way and expressed that the senior level staff are caring and supportive with whom communication is easy and informal like. The staff also got opportunity to take part in trainings and workshops like conflict management, eastern regional education workshop, school of peace programme and peace building at grass root level. Though staff capacity has been a priority of FSP, the field staff, especially social mobilisers feel the need of basic computer training and other trainings related to contemporary issues which can contribute towards their personal development.

Monthly, half yearly and annual reports are prepared documenting the project activities and progress. Detailed action plans for each of the 6 years project period were developed in staff

meetings, too. The evaluation of plans and the discussion of monitoring outcomes forms also a part of staff meetings' agenda. However, this was found to be inadequate and needs to be improved.

Due to the Maoist insurgency in the country, dire problems were faced in the initial part of the implementation phase. It was not possible to carry out many activities. However, regular intense dialogue with the conflicting parties, due to the dedicated staff made it possible for the project to continue. Community members also supported during this difficult time.

FSP's worked in close collaboration with the line agencies both at the local and DDC level. SAHAS Nepal has the practice of consulting the VDCs and DDC prior to any interventions in order to avoid duplication of work and also to attempt for their support and ownership. The VDC and DDC personnel, seven parties alliance and other stakeholders express that FSP maintained good relationship and consulted them prior to any activity. The line agencies in turn allocated funds for the development activities undertaken by the groups in the project supported areas. These collaborations and networking as well as active participation of local government bodies have greatly contributed in the smooth running of the project.

### ***3.5 Project Impact (Results and Outcomes)***

The primary data from the field visits and the secondary data derived from the literature evaluation shows that the project has had a significant impact on the community. The project approached members of the community that had never been exposed to any such activities in the past; it included the local people in the process, and has practiced impartiality and neutrality in the process.

The project achieved some notable outcomes at community level. The following have been clearly visible:

- Improved self-confidence, self-esteem among men and women
- Development of sense of trust and unity in the community for development
- Awareness of health, hygiene and sanitation issues
- Awareness of gender and social discrimination and harmful community practices
- Support of women's rights
- Increase in agricultural products, improved methods of sustainable farming
- Increase in mobility of locals
- Improvement in animal health services to the community provided by the locals themselves
- Habit of savings developed among groups
- Community groups able to identify their own problems and also solve it through their own initiatives at their own pace with their own resources
- Need felt for further development in the own community through their own effort
- Enhanced skills in terms of vegetable and fruit farming, leadership and management development, drinking water repair, leather making, animal health service

The process oriented approach is an achievement in itself, as some of the achievements of the project result from the process of the project. The development of local human resources with

local level expertise and basic knowledge in issues of management, governance, and community participation has been possible because of the process. The continuous backstopping and support provided has helped to reinforce the outcomes of the project with all the groups.

For potential capitalisation of this project, the groups and income generation activities, market access, community marketing and documentation need to be strengthened further so that they can continue the work of the project. SAHAS Nepal has the knowledge base which they can use to continue necessary back-stopping support for these groups even in the future. However, due to limited resources, it might be difficult to do so.

### **3.6 Project Sustainability**

The project has anticipated sustainability of the project activities through the process of formally institutionalising the groups and linking them to the VDCs, DDCs, DVO; local government line agencies (district education office, district health office, district agriculture office) and Ilaka level networks.

To sustain the outcomes of the project what were seen as essential and initiated were the institutionalisation of the groups i.e. women's group, mixed groups, Dalit groups, Janajati groups, Main Committees and other groups, by bringing them together, training them to function as an institution and also helping them grow together during the project period. Once these groups are institutionalised and strengthened then the assumption is that there is significant potential for creating a multiplier effect in the neighbouring VDCs and districts.

While implementing the project, the community groups have developed adequate competency to fulfil their roles as group facilitators and community volunteers. But the VDC level and Ilaka level networking committees still need some guidance and support in the future.

Through the community development projects and their implementation, SAHAS Nepal has the reputation and credibility of being knowledge based institution. Another potential for capitalisation which perhaps adds on to the competency built in the process is the knowledge and experience of the process for SAHAS Nepal.

Many of the women's groups formed by SAHAS Nepal are meeting regularly and collecting savings. All the other groups have continued their activities by raising funds within their own groups and at time mobilising resources from the local government agencies.

Beneficiaries were clear about the time-frame and exit strategy of the project. However, they still wish for the project's continual support and guidance.

### **3.7 Project Participation**

The evaluation team observed that the participation of local community members through the project (planning and evaluation) was very high. During the formation of groups, the number of aspiring members was very high and there were more members than anticipated in each group. When programmes were organised, the participation level was very high, though, unlike in other programmes, no training allowance was provided for their participation. And as the project emphasised social inclusion, Dalits, Janajatis and women participated actively in every activity of the project.

The project was able to draw in the participation of the local and district line agencies, engaging them to provide technical and advisory support when asked for during the life of the project.



### 3.8 *Project Relevance*

FSP's relevance in the evaluation context is the relevance of outputs, project purpose (objectives) and overall goal to the priority needs and concerns of the recipient society and the nation.

The project is a response to the needs of the community for greater role in the development processes through enhanced participation and representation. Thus the team finds the overall goal of FSP corresponds to the priority needs of the broader community of Okhaldhunga district.

FSP's relevance can be viewed in the context of ongoing process of decentralisation and local self governance (LSGA), poverty reduction strategies of the national plans and to the district periodic plans. In assessing relevance of FSP the context of deteriorating and unstable political situation, increased conflict and absence of local government in the district outskirts and limited development activities as well as reduced service delivery from the government apparatus has to be considered. This is more so in the recent years while the country is going through a transitional phase. Security constraints and mobility difficulties thereof, particularly to remote VDCs of the district need also to be considered. Despite these situations the Project has continued with its activities, and worked consistently to achieve its objectives.

Despite the fact that the eastern region of the country is more developed in comparison to the western and far-western regions, poverty in Okhaldhunga is persistent. Food security is a major issue, apart from other development issues. In this context, some activities of the "*model implementation*" are of district specific relevance while others are of generic relevance in Nepal. Activities such as vegetable farming, group concept, management and strengthening, road construction and awareness campaigns are of specific relevance to the district. These activities are priority areas to address the increasing livelihood problems, especially due to the past Maoist insurgency and unstable government. Other model implementation activities such as drinking water repair and construction, toilet construction, adult literacy class, book-keeping, are of generic relevance in all areas of Nepal.

The relevance of the Project has to be viewed in the context of limited funding and thus a greater advantage of the collaborative approach. This includes mobilising and involving the community people to raise their issues on development and take active part in determining the development needs, collecting adequate and useful information of the VDCs, identifying the priority development needs against the resources mobilisation constraints and dissemination of the practices to concerned stakeholders.

### 3.9 *Challenges*

There were considerable discussions among the community groups regarding the issue of incentives for the most marginalised who cannot afford to spend time at trainings and programmes when there is no food for the family. The project, on the other hand, did not want women to come for the incentives but due to a genuine interest in being part of the empowerment process. The evaluation team supports this approach, but acknowledges that the weakest and most marginalised are probably missed out by it.

Due to the Maoist insurgency at the initial phase of the project, conducting the baseline survey and designing required activities was tough and risky work. Getting the groups to be organised, initiating income generation programmes, at times linking the product to the market, linking the communities with the VDC and local line agencies, developing the capacities of the group members to function as an institution and strengthening the capacity of the local line agencies for service delivery, while providing relief service to the most needy has not been easy to manage with the limited resources.

## **4. FINANCIAL MANAGEMENT**

### ***4.1 Adequacy of Vouching/Documentation and books of accounts***

Accounting system is well kept with all the necessary supporting documents. All the bills, payment receipts and income receipts are tagged to the respective vouchers. The vouchers specify the head of account, date, amount, cheque number and a brief narration of the transaction. There are procedures of travel claim, travel advance, which is similar to travel order. There is a practice of advance settlements procedure which is settled within one week after the travel or job completion. Financial closing is done on monthly and yearly basis. No outstanding bills were found while reviewing the documents of financial practices in SAHAS.

Book of accounts are maintained manually in the district office of SAHAS Nepal as well as a copy is maintained in the head office which can be entered into a computer programme if required and SAHAS Nepal management wishes to do so in the future. The evaluation team feels that if SAHAS Nepal management wishes to maintain its accounts through computer then the accounting package should be user friendly, with readily available technical support in the market. Separate specific package for SAHAS Nepal need not be developed as there are a number of packages available in the market.

### ***4.2 Acquisition of Assets***

Purchasing of major assets is done through the collection of a minimum three quotations. Decision and discussion take place in the Executive Committee before purchasing any major capital items. All the major assets are purchased through the Head Office staff including the project business manager and sent to the District Office. All the major assets are duty paid purchased locally in the country.

There is system of maintaining records of assets on a separate log book. SAHAS Nepal also does carry out physical verification once in a year, and maintains up-to-date inventories of all the capital items. During the evaluation the team observed the assets and found to be kept and maintained in good working conditions and could be use for other programme activities in the future.

The organisation has developed a depreciation of all assets which takes place every financial year i.e. July 15. The assets depreciation system is done with diminishing balance methods. All the major assets are depreciated at the rate of 25% except for a motor bike it is depreciated at the rate of 20% using the same diminishing method.

Office supplies are also well maintained and supplies are provided to the sections as per requisition system.

### ***4.3 Expenses relating the administration:***

The secondary data taken from the Income and Expenses statement of Audit report showed that the organisation's administrative expenditure was under 20%, excluding the capital expenditure, which is good as per the standard of Social Welfare Council, Government of Nepal. See figure below for the budget allocation and the spending in the last few years.

**Budget Allocated for FSP:**

NRs. 29,495,000 (for FY 2004 to 2007)

NRs. 41,400,000 (for FY 2008 to 2010)

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**Total: NRs. 70,895,000****Actual Spent for FSP: NRs. 56,405,975 (up to FY 2008/2009)****Breakdowns: Amount Percentage**

Programme expenses NRs. 46,614,099 78.47%

Admin expenses NRs. 11,420,255 19.22%

Capital expenses NRs. 1,371,621 2.31%

**Remaining Balance for 2009/2010 FY: NRs. 11,489,025****4.4 Accounting of Program Expenses with emphasis on EED Funded Project:**

SAHAS Nepal has a main bank account; a/c 01-0365424-01 and has maintained two sub accounts, a/c 01-0365424-03, a/c 01-0365424-04 at Standard Chartered Bank Nepal. It also has one bank account (Rastriya Banijya Bank - current a/c 2030) in the SAHAS Nepal district office, Okhaldhunga. Funds are transferred to district as per quarterly requirement. Funds estimation is collected from the district office before the funds transfer.

A Consolidated Balance Sheet and Income and Expenditure Account are prepared for FSP, which is placed before the Executive Committee for approval.

**4.5 Cash and Bank accounts and its operation:**

SAHAS Nepal has the practice of using cash and bank book at the both offices i.e. central and district for all its transactions. Transaction of small amounts is being maintained through the use of petty cash in both offices with the limit amount of NRs.10, 000 at a time. Most of the transaction of an amount of less than NRs. 5,000 were paid in cash and the other greater amounts are paid by cheques, where possible. To reduce the risks of fund misappropriation and also cash loss, SAHAS Nepal has been practicing the cash holding limit system in the offices i.e. at the central NRs. 25,000 where as at the district office it is set at NRs. 30,000 and at the site offices NRs. 10,000.

To reduce transaction through cash payments through cheque payments is promoted and preferred. This also applies to the internal transactions i.e. fund transfer from central to district is done through bank to bank transfer. Staff salaries are paid through individual staff bank accounts.

Joint bank signatories are being used as per the institutional banking norms of the country. For the bank accounts operation at the Head Office four Executive Members' signatures are used while at the District Office three members' (Coordinator, Business Manager and a senior Team Leader) signature are being used.

During the evaluation the team was informed that bank reconciliation practises is there and done against bank balance at an interval of each month but the team did not find any written format/form being maintained by the management for the bank reconciliation practice in both the offices.

#### **4.6 Assess accounting: financial policies and practices at the head office and the field offices.**

SAHAS Nepal had develop a financial policy and brought into operations. The financial policy is elaborate and details out all the practices to be followed, including staff welfare/ benefits and practices. The staff welfare and benefits package include the followings: Provident Fund, Gratuity, Children allowance, Dashain Allowance, Medical Allowance, Cash Handling Allowance, and Personal Accident Insurance that are applicable and provided to permanent/ core staff of the organisation. The details of the benefit that are mentioned in the policy are as follows:

**Provident Fund:** 10% contribution from organization and 23% deposit from staff, in total 33% deposit in Government Recognized Provident Fund call Citizen Investment Fund. Reason for depositing 33% instead of 20% is to save income tax on salaries of staff individuals.

**Gratuity:** Gratuity is allocated one month equivalent of recent salary by the number of years of service. Payment is made during the time of the staff leaves the office.

##### **Allowances:**

Dashain Allowance (Festival Allowance): one month's basic salary during the festival month i.e. September/October.

Children Education allowance: NRs.845 per month per child (up to 2 children for school level education)

Daily Subsistence Allowance (DSA): Daily rates of NRs. 725 for urban areas and NRs. 585 for rural areas (food & accommodation) for every night stay outside the project office area.

Medical allowance: NRs. 605 per month

Cash Handling Allowance: NRs. 847 per month to account staff responsible for cash handling

Out of District Allowance: 25% of the salary basic salary added to the salary

Village level component allowance: 10% of the basic salary added to the salary

**Staff Insurance:** Personal Accident Insurance coverage up to NRs. 300,000 per staff

**Salary Advance:** Provides ½ salary, only after the 25<sup>th</sup> of the month

**Vehicle Policy:** For the use of the office bike

**Staff contribution:** All staffs are contributing 6% of their basic salary for School Scholarship Programme

Office assets insurance, the team observed that apart from the motorbike, no other office assets had been insured. The evaluation team feels that there needs to be a comprehensive insurance policy for all assets including the building in place for the safety and precaution measures. The use of motor bike was there for most office activities but proper maintenance of a log sheet was

found to be missing so the records of all travel kilometres, fuel consumption, and maintenance of the bike were slaking.

#### **4.7 Legal compliances:**

SAHAS Nepal is registered with the Social Welfare Council and obtained affiliation certificate dated 2056 Poush 1 (Registration No. 9882). It is also registered with the District Administration Office of Lalitpur and obtained a certificate on 2053 Bhadra 2 (Registration No. 643/053/54). The EED project “Food Security Programme” has been recognized by the District Development Committee (DDC) of Okhaldhunga District. It also has a Permanent Account Number (PAN) 500119220 from the Income Tax Department.

Audit is taking place annually as per rules of the Government of Nepal (GoN). As per Nepal Government taxation rules of rental, remuneration, allowance and pension contribution are in accordance with the taxation and labour laws of Nepal.

#### **4.8 Audit recommendation of the last 3 years**

While going through the last 3 years audit reports, the evaluation team found that financial auditing was done each year end by a license holder auditing company. FY 2006/07 auditing was done by SMS & CO Chartered Accountant and FY 2007/08 & FY 2008/09 auditing was done by Pradeep & Co. Chartered Accountant. There are no major comments and recommendation found in the last 3 years audit reports provided to the evaluation team.

### **5. CONCLUSIONS**

The external evaluation team was mandated to look for answers to the objective and specific questions, therefore the team used a literature evaluation, interactions and observations in providing answers to the 6 specific questions relating to the project design and its implementation mechanism in achieving intended results in the form of conclusions.

Post conflict Nepal urgently needs programmes that will mitigate the negative impacts of the destruction of life and property by conflict and other harsh social practices. The most vulnerable groups are the social outcastes, marginalised ethnic communities, women, youth, and children. These victims have suffered discriminatory cultural and religious practices and human rights abuses and have benefited less than other “accepted” groups from more than fifty years of social, economic and political progress Nepal. Besides the conflict, women are also victims of social discrimination. Support for most of the poor and marginalised, which are most seriously affected by the conflict and social discrimination, has mostly been ad-hoc and benefits are short-lived. Therefore the project was designed according to the baseline study carried out in all the VDCs of Ilaka 9.

The project provided trainings of different kinds, relating to awareness, skills, leadership and management. Along with those, it also provided technical and material support to the community. After the trainings and campaigns, they started to realise the strength of getting united for a cause. The awareness activities and materials have enhanced the knowledge of the community members and to talk about the issue openly. Before the project, women barely spoke, let alone in public spheres; but now women can talk about their problems, demand their basic rights and seek solutions. This is a direct impact of the project awareness campaign through information, education and skills development activities.

The beneficiaries have come a long way with the project's support. Having taken part in so many trainings, they have become very much aware about health, education and rights issues. They can now identify their own problems, collect funds, save and seek out solutions by coordinating with local and district level line agencies.

These numerous activities have been effective in mobilising people for improving their livelihood and develop their communities. The trainings and exposure through learning sharing helped improve the economic conditions and purchasing power to buy food and thus improving the health of individuals and family members.

Different training programmes were designed and provided to build capacities for livelihood sustainability. Capacity building activities on managing saving and credit schemes, enterprise development, leadership, account keeping and organisation management were organised. Through the training and capacity building activities women were able to come out of their homes and take part in community decision making process and speak up in public.

Adult learning class has made a significant impact on the illiterate community members, especially the women. Earlier they just used their thumb prints if signature was needed for any work. Now, almost all of them can read and write. They expressed immense pleasure and joy in being able to read and understand and sign their own names. They feel that they can no longer be cheated or made fools out of them. The adult women who took the literacy classes, started to teach the others voluntarily. They conducted several classes in their own vicinity.

All the 129 Community-based Organisations (CBOs) formed under the project have started to collect funds internally and use it for some useful development purpose which they seem fit.

Getting the groups organised, initiating income generation, skills, leadership and awareness programmes, linking the communities with the VDCs and local line agencies, developing the capacities of the group members to function as an institution and strengthening the capacity of the local line agencies for service delivery while providing relief service to the most needy has not been easy to manage with the limited resources, especially at the time of insurgency. Some efforts were made in developing the capacities of the group members to function as an institution but time was too short to empower the communities to be able to demand services from the local line agencies.

SAHAS Nepal is very highly regarded among the district stakeholders for its commitment towards marginalised people. It has earned goodwill amongst beneficiaries in creating awareness and opportunities to improve livelihood. The groups deeply appreciate SAHAS Nepal's immense guidance and support in boosting their confidence to take matter into their own hands and try to seek solutions to address these. They have developed a close relationship with the staff and have high regards for them.

## 6. RECOMMENDATIONS

Based on the analysis above and discussions and observations in the field and at the central level, the external evaluation team offers some recommendations. These focus on improving specific areas of the project and are not in order of priority or any time scale. Therefore the team suggests that SAHAS Nepal, along with its stakeholders should prioritise these recommendations in future planning of potential expansion to other areas/districts.

1. The approach and process of SAHAS Nepal of selecting and implementing projects in consultation with DDC, VDC and ward level and initiating its support through such activities is effective and should be replicated and continued
2. There were too many activities to be undertaken within the given time frame of one year. Therefore project staff should prioritise and concentrate more on completing the activities rather than reflecting and making continuous improvements and focusing on the qualitative aspects
3. Project sustainability and synergies need to be more fully explored and addressed through strengthening links with other agencies working with complementary approaches and at the community level e.g. a large number of family members in almost all the families was observed. Increasing food production on one hand and encouraging family planning on the other, working closely with DHO could be one option. The communities have hopes that their group's activities are initiated with the possibility of being supported by some programme in the future. Other activities of the project, which were undertaken on the basis of funds and materials provision, have no links for continuity.
4. In collaboration with the Ministry of Agriculture and Cooperatives, the 5 MCs in each VDC could be developed into savings and credit cooperatives with the help of SAHAS-Nepal as facilitator. This would ensure a mechanism to sustain the networks
5. Through the livelihood opportunities and capacity building develop the attitude of the people to be business oriented/entrepreneurship and not just project beneficiaries or recipients
6. Strengthen the project management in terms of developing a system for practical planning, organising, reporting and documenting of activities in the field. More could be done in this area, with all the learning and challenges being documented. Reporting systems are in place and the field office staffs makes every effort to send field related document to the central office. The documents seem to be missing the quality, quantity, target and timing of activities which makes it difficult to monitor the progress of activities
7. Flexibility is utmost priority as different groups develop at different paces, since they are not of the same level field, and hence different level of support is required. Once these CBOs function well, they still require some follow-up support in order to ensure that the momentum is maintained. A lot of dependency of the network (groups, MCs and Ilaka level network committee) was observed. Ilaka level network should be established more than a year earlier than the project phase out, so that the staff can focus on its institutional strengthening and the support to CBOs and MCs can be taken over by that particular Ilaka level network committee. At least a year or more of back-stopping support should be provided continuously by a number of staff. Policies, strategies need to be formulated once the ad hoc committee changes into a full time EC. Sunkoshi Kakani also needs to generate resources for it self as well as the CBOs and MCs sustainability. At the moment, all the CBOs are savings and credit groups as well. If their MCs could be collaborated with the government of agriculture and cooperatives, then

they can be developed into Savings and Credit Cooperative with SAHAS's help as the facilitator. Only generating and saving resources internally will not suffice.

8. SAHAS Nepal should apply this good practice of focusing on marginalised communities and design projects based on the needs of the communities, keeping in view issues like social and cultural changes
9. The operation through site offices is efficient and should be continued. While undertaking activities, community needs to be reminded of the project objectives and why those programmes are needed for their livelihood improvement, eventually leading to their empowerment. Also the level of coordination and collaboration with all the line agencies and stakeholders should be continued. Developing a grading system be develop and implement to qualify and rate the maturity level of a group where by the can be asked to operate independently or assist where they lack the gaps to gain independence



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# ANNEXES

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### **Group of Helping Hands (SAHAS) - Nepal**

Final Evaluation on Food Security Programme 'Food Security through Local Efforts'  
Okhaldhunga

**Supported by**  
EED, Germany

## **1. Introduction**

### **The Organisation**

The Group of Helping Hands (SAHAS) – Nepal is a non-governmental social development organisation. Since its inception in 1996 it has been working for community development in rural areas of Nepal, extensively in Okhaldhunga district. Building on the successes and learning from the United Mission to Nepal's (UMN) Okhaldhunga Rural Development Project's (ORDP) previous work, SAHAS-Nepal has been implementing various community development projects. Of late, we have directed our development efforts towards strengthening the capacities of the communities and local development partner organisations (i.e. CBOs Network Organisations) to build a culture of peace and creating an enabling environment for sustaining the development activities by the communities themselves.

Our major development thematic areas include: community development, advocacy and action-research. The thematic activities under community development are: (i) community livelihoods - agriculture, livestock, and income generation activities, (ii) education and training – civic and human rights education, training on education, community awareness, (iii) institutional development - leadership development, networking and alliance building, group facilitation, documentation, etc. (iv) disaster and relief activities, (v) infrastructure development – irrigation system, micro-hydro-power scheme, suspension bridge, drinking water scheme, and (vi) health and sanitation- nutrition. Similarly, the advocacy activity include: organisation of convention to have interaction among the community people and identify and gather the issues and subjects of concerns for the Constituent Assembly, and the research activity undertaken focused on 'Hill Maize Research Project' by conducting various trials with the involvement of the local farmers.

### **Background of the Programme**

Sahas-Nepal carried out an assessment in Okhaldhunga district in 2003, surveying the food security, drinking water, education, sanitation and local development organization/institution and livelihood of families in remote VDCs of Ilaka 9. These assessments identified that:

- Lack of food security at the household.
- Discrimination against women and Dalits (e.g. wage rates, untouchability, lack of education/literacy)
- Lack of sanitation and poor health conditions.
- Low participation of women and Dalits in public spheres.
- Inadequacy of social and political assets of women and Dalits.

- Vulnerabilities arising from social erosion and other natural hazards.
- Behavior that is wasteful (food, time and money).
- Post conflict reconciliation and building peaceful environment.

**1** Name of the Project and its location: Food Security through Local Efforts Programme in 5 VDCs of Ilaka 9, 4 VDCs of Okhaldhunga district, and 2 VDCs of Udyapur district.

**2** Period of Project Effectiveness: 01/07/2004 to 31/06/2009

### **3 Objectives of the Project**

The programme agreement signed with the EED has identified the following objective:

To bring 'sustainable livelihoods' of the poor and marginalised communities in the society so that they become capable in participating in political and social sphere and thus prevented from various unjust practices.

The following are specific objectives of the programme;

- To increase sustainable food production and consumption of the marginalized groups (women, Dalits and the poor).
- To promote the concept of rights to food among the marginal groups and increasing their social and political capacity (social mobilization, literacy, and skill training) so that they can also lobby for their rights.
- To reduce the discriminations (both legal and practices) across the caste and gender and reducing their vulnerabilities arising from these discriminations.
- To abolish (with sensitivity to culture) the wasteful habits like over production and consumption of alcohol, consumption of fast food at the cost of staple and nutritious food.
- To increase the access of the poor and marginalized to natural resources like land, water, forest, and uncultivated foods.

### **4 Final Project Evaluation Objectives**

The objectives of the project evaluation are to --

- Explore the level of progress/changes made by the programme and analyze the extent to which the achievements have supported the programme goals and their objectives,
- Evaluate the project effectiveness -- longitudinal effect and continuity of the programme activities/services as well as the scope and extent of the institutionalisation of the programme,
- Identify the target and level of achievements as specified in the programme document and agreement,
- Explore the coordination between the concerned line agencies in the programme district,
- Examine the financial regularities\disciplines in accordance with the prevailing Rules and Regulations and fix assets purchased in duty free privileges and locally, and
- Assess the good lessons to be replicated in other projects and aspects to be improved in the days ahead.

## **5 Scope and Focus**

This section should identify which of the programme components will be covered in the evaluation and the major issues for the evaluation to examine. These issues will normally reflect the issues in the appropriate Evaluation Framework suitably tailored to reflect the reasons for this evaluation. The evaluation will cover all aspects and activities of programme for the period of July 2004 to July 2009. It will specifically focus on the following level (if applicable).

### **Strategic level**

- Analysis of programme's context
- Planning and documentation
- Partnership and networking

### **Implementation level**

- Sufficiency and quality of resources mobilised
- Reporting monitoring and evaluation system
- Compliance with programme documents

### **Organisational level**

- Effectiveness of organizational management system
- Effectiveness of program/management system

The team will cover all 5 VDCs and all Mulsamiti (VDC level main committees). There are 129 CBOs (Dalits 9, Women 20, Janjati 30 and mixed 70). There are sub-groups within CBO such as porters 15, small farmers 36.

## **6 Study Period**

The total study period will be of 20 days from the date of pre evaluation meeting which will be arranged at Sahas with the evaluation team.

## **7 Payment Procedures**

Sahas provides 50% of agreed amount to the evaluation team at the assignment of evaluation work and remaining 50% will be paid after the successful completion of the assignment. No full payment is made to the team unless the final report is provided to Sahas along with the covering letter from the team leader. The standard tax rate as per the prevailing rules and regulations is applied.

## **8 Liability**

All the team members (excluding the Sahas staff members) including the team leader will not be temporary or permanent staff Sahas and thus, they shall not be covered for any kind of accidents compensation by Sahas. Similarly, above said organisation will accept no liabilities for all kind of losses and damages that may occur during the execution of the assignment. They may not claim for any medical expenses or for any compensation for injuries or death.

## **9 Additional Responsibilities of the Sahas**

Sahas will provide the following sets of documents to the team leader:

- Programme agreement
- Progress report/s
- Audit report/internal audit report
- Baseline and end line survey report
- Mid-term evaluation report
- Internal or external evaluation report (if any)
- Other related literature or documents which are useful for evaluation.

## **1. BACKGROUND**

### ***1.1 The Group of Helping Hands (SAHAS) – Nepal***

The Group of Helping Hands (SAHAS) – Nepal is a non-governmental social development organisation. Since its inception in 1996 it has been working for community development in rural areas of Nepal, extensively in Okhaldhunga district. Building on the successes and learning from the United Mission to Nepal's (UMN) Okhaldhunga Rural Development Project's (ORDP) previous work, SAHAS-Nepal has been implementing various community development projects.

Some major development thematic areas include: community development, advocacy and action-research. The thematic activities under community development are: (i) community livelihoods - agriculture, livestock, and income generation activities, (ii) education and training – civic and human rights education, training on education, community awareness, (iii) institutional development - leadership development, networking and alliance building, group facilitation, documentation, etc. (iv) disaster and relief activities, (v) infrastructure development – irrigation system, micro-hydro-power scheme, suspension bridge, drinking water scheme, and (vi) health and sanitation - nutrition. Similarly, the advocacy activity includes: organisation of convention to have interaction among the community people and identify and gather the issues and subjects of concerns for the Constituent Assembly, and the research activity undertaken focused on 'Hill Maize Research Project' by conducting various trials with the involvement of the local farmers.

Lately, they have directed their development efforts towards strengthening the capacities of the communities and local development partner organisations (i.e. CBOs Network Organisations) to build a culture of peace and creating an enabling environment for sustaining the development activities by the communities themselves.

### ***1.2 Organisation Development Centre (ODC)***

Organisation Development Centre (ODC) was established in 1996 as a Behavioural Based Learning Centre to cater to the needs of organisations in the Development and Service sectors in Nepal. Since its inception ODC has earned an excellent reputation as a centre for the provision of management and organisational services to national and international organisations. In the last eight years ODC has provided services in the areas of organisation development, institutional strengthening, general management and good democratic practices. These services have been provided through training, consultancy, education, and research and through other learning processes. ODC has worked with organisations in Nepal and several countries in Africa, South and West Asia including Ethiopia, Thailand, Bangladesh, Pakistan, Cambodia, Laos and Vietnam. ODC has also collaborated with international organisations in Norway, UK, Finland and Netherlands to provide services to national and international clientele.

ODC's core programmes include Organisation Development (OD), Human Resource Management/Human Resource Development (HRM/HRD), General Management and organisational consultancies and behavioural-based training. ODC has also expanded its services to cover areas such as governance, conflict mitigation and peace building and disaster management support. ODC's highly skilled consultants provide facilitation, moderation, coaching, mentoring and other learning services. The Centre also applies action research as an important tool in its learning processes.

## **1.2 Rationale of the Evaluation**

The programme agreement signed with the EED Germany was initiated to develop ‘sustainable livelihoods’ of the poor and marginalised communities in the society so that they become capable in participating in political and social sphere and thus prevented from various unjust practices. The following were specific objectives of the programme:

- To increase sustainable food production and consumption of the marginalized groups (women, Dalits and poor people)
- To promote the concept of rights to food among the marginal groups and increasing their social and political capacity (social mobilization, literacy, and skill training) so that they can also lobby for their rights
- To reduce the discriminations (both legal and practices) across the caste and gender and reducing their vulnerabilities arising from these discriminations
- To abolish (with sensitivity to culture) the wasteful habits like over production and consumption of alcohol, consumption of fast food at the cost of staple and nutritious food
- To increase the access of poor and marginalized people to natural resources like land, water, forest, and uncultivated food

An assessment was carried out in Okhaldhunga district in 2003, surveying the food security, drinking water, education, sanitation and local development organization/institution and livelihood of families in remote VDCs of Ilaka 9. These assessments identified:

- Lack of food security at the household level
- Discrimination against women and Dalits (e.g. wage rates, untouchability, lack of education/literacy)
- Lack of sanitation and poor health conditions
- Low participation of women and Dalits in public spheres
- Inadequacy of social and political assets of women and Dalits
- Vulnerabilities arising from social erosion and other natural hazards
- Behaviour that is wasteful (food, time and money)
- Post conflict reconciliation and building peaceful environment

SAHAS-Nepal intends to conduct its final evaluation to assess the result achieved by the programme, to understand the strengths and weaknesses of the programme and to recommend the changes and good lessons to be replicated in upcoming programmes.

In this context, Organisation Development Centre (ODC) was requested to submit a proposal expressing its intent to carry out the programme evaluation of SAHAS-Nepal supported by EED Germany.

### **1.3 Objectives**

The main objective of this final evaluation is to assess its results achieved by the end of the programme against stated goals and criteria.

The specific objectives are:

*(As per the ToR)*

- g. Explore the level of progress/changes made by the programme and analyze the extent to which the achievements have supported the programme goals and their objectives
- h. Evaluate the project effectiveness - longitudinal effect and continuity of the programme activities/services as well as the scope and extent of the institutionalisation of the programme
- i. Identify the target and level of achievements as specified in the programme document and agreement
- j. Explore the coordination between the concerned line agencies in the programme district
- k. Examine the financial management in accordance with the project resources mobilisation
- l. Assess the good lessons to be replicated in other projects and aspects to be improved in the days ahead.

## **2. SCOPE OF WORK**

The scope of work will include:

### **2.1 The Evaluation**

- Interact with concerned SAHAS-Nepal representatives to have clear understanding of SAHAS-Nepal and agree upon the methodology and work plan
- Evaluation of relevant documents including programme documents, various field trip reports, training reports, audit reports, internal/external reports, periodic reports, baseline survey report and meeting minutes
- Design and agree data collection tools
- Field visit of the 5 VDCs of Okhaldhunga district(max. 3 CBOs in 1 VDC) and conduct individual and group interaction/ interviews with the stakeholders, organise self reflection workshops, focus group discussions, client exit interviews as per need to consult and discuss the programme significance and impact
- Draft a report with major findings and recommendation
- Finalise the report with comments and inputs from SAHAS-Nepal

### **2.3 Location**

The desk evaluation of the documents related to the programme will be conducted in Kathmandu. A team of consultants will visit 5 VDCs of Okhaldhunga for data collection.

## 2.4 Study Period

The total study period will be of 20 days from the date of pre evaluation meeting which will be arranged at SAHAS-Nepal with the evaluation team.

## 2.5 Deliverables

A comprehensive work plan will be shared with SAHAS-Nepal before the commencement of the assignment. At the end of the evaluation, the team will produce a draft report which will be finalised after the inputs and suggestions from SAHAS-Nepal. The team will submit hard copies and electronic copy of final report in English language.

## 3. METHODOLOGY AND PROCESS FOR THE EVALUATION

The evaluation will be guided by the following methodology and process:

### 3.1 Stage One: Preliminary Consultation and Evaluation of Relevant Documents

A preliminary consultation meeting will be held between SAHAS-Nepal and the evaluation team to discuss and agree on evaluation methodology, work plan including field visits itinerary, deliverables including the final report format, key evaluation issues, key informants, and development of tools for information collection.

Relevant documents will be reviewed keeping in mind the specific evaluation objectives and the evaluation questions mentioned in the ToR. The literature evaluation will include field trip reports, training reports, audit report, internal/external report, periodic reports, baseline survey report, programme document, work plan and other related documents. This will provide insight on the specific goal, objectives and outputs of the programmes.

The logistic arrangements with also be finalised with SAHAS-Nepal during the consultation meeting. The evaluation will be guided by the following evaluation framework:

Focus area	Criteria of assessment
Efficiency	<i>How economically inputs (resources, expertise, time, etc.) are converted into outputs</i>
Effectiveness	<i>The extent to which the objective has been achieved</i>
Impact	<i>Positive and negative changes and effects caused by the intervention</i>
Relevance	<i>Whether the objectives are in keeping with the priorities of the target group and the recipient and donor's policies</i>
Sustainability	<i>The likelihood that the positive effects of an intervention will continue after external support has been completed</i>
Participation	<i>The level of community participation and ownership</i>



### 3.2 Stage Two: Data Collection and Field Schedule

Based on the document evaluation and the interaction with SAHAS-Nepal, the data collection guidelines and tools will be designed, shared and finalised to ensure the consistency in the process of information gathering. The data collection procedure will include - individual and group interactions/interviews, focused group discussion, observation and self reflection.

Field Visits will be conducted to observe and interact with the stakeholders (beneficiaries, local partners and other relevant organisation) in the VDCs. Individual and group interviews and focus group discussions and will be held to ascertain the impact of the programme. Questionnaires and interaction checklists will be used as appropriate and special arrangements will be made to engage women and disadvantaged people who may find it harder to articulate their views in formal settings.

### 3.3 Stage Three: Data Analysis and Preparation of Draft Report

The data gathered through primary and secondary sources will be compiled and analysed linking with specific evaluation objectives. This will be followed by further analysis write-up and submission of draft report to SAHAS-Nepal for feedback and comments.

### 3.4 Stage Four: Documentation - Final Evaluation Report

The team will incorporate the feedback, suggestions and comments received on the draft report from SAHAS-Nepal and a final report will be written and submitted.

## 4. TIME FRAME AND INVOLVEMENT OF EVALUATION TEAM

### 4.1 Time Frame

The assignment would be conducted from the third week of November till the end of December 2009. The detail time frame is given in the table below:

SN	Activities	November			December				January			
		W2	W3	W4	W1	W2	W3	W4		W2	W3	W4
<b>1</b>	<b>Preparatory Phase</b>											
1.1	Preliminary Consultation meeting with SAHAS-Nepal											
1.2	Desk study/Initial interaction/Literature evaluation (secondary information) and development data collections tools and finalisation of methodologies											
<b>2</b>	<b>Data collection and processing phase</b>											
2.1	Field data collection (field work for data collection and testing)											
2.2	Data entry, cleaning ,processing and analysis											
<b>3</b>	<b>Reporting Phase</b>											
3.1	Preliminary draft of the report submitted											
3.2	Incorporation of comments, suggestions and feedback and finalisation of the report											

Note: Time frame planned for December 5<sup>th</sup>, 2009

## 4.2 Involvement Days of the team members

SN	Activities	Team Leader	Team Member	Team Member
<b>1</b>	<b>Preparatory Phase</b>			
1.1	Preliminary Consultation meeting with SAHAS-Nepal	1/2	1/2	
1.2	Desk study/Initial interaction with stakeholders / Literature evaluation (secondary information) and development data collections tools and finalisation of methodologies	3	3	1
<b>2</b>	<b>Data collection and processing phase</b>			
2.1	Field data collection	7.5	7.5	
2.2	Data entry, cleaning, processing and analysis	6	6	1
<b>3</b>	<b>Reporting Phase</b>			
3.1	Preparation of draft report	2	2	
3.2	Incorporation of comments, suggestions and feedback and finalisation of the report	1	1	
	<b>Total Days</b>	<b>20</b>	<b>20</b>	<b>2</b>

## 5. ESTIMATED BUDGET

ODC Consultants	Unit	Rates NRs.	Total Days	Total cost NRs
Team Leader	1	12,000	20	2,40,000
Team Member	1	8,000	20	1,60,000
Team Member	1	10,000	2	20,000
Total				4,20,000
VAT 13%				54,600
<b>Total NRs.</b>				<b>4,74,600</b>

In words: Nepali rupees Four Hundred Seventy Four Thousand Six Hundred Only

**Note:** The above cost estimate does not include the travel and accommodation (during the field visit) of ODC's Consultants

## 6. TERMS OF PAYMENT

The payments will be made in the following manner:

- 60 % of the contract amount upon signing of the contract
- 40% of the contract amount upon submission of Final Report

## 7. THE TEAM

ODC will provide the service through the use of consultants on the basis of their availability and professional expertise in this field from its pool of consultants

Team Leader	Team Members
Ms. Numa Rai	Mr. Lennox Maharjan Mr. Harihar Maharjan

## 8. LIABILITY

All the team members (excluding the Sahas staff members) including the team leader will not be temporary or permanent staff Sahas and thus, they shall not be covered for any kind of accidents compensation by Sahas. Similarly, above said organisation will accept no liabilities for all kind of losses and damages that may occur during the execution of the assignment. They may not claim for any medical expenses or for any compensation for injuries or death.

## 9. CONTACT INFORMATION

For further information please contact:

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Associate Consultant  
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E-mail: [numa@odcincorp.com](mailto:numa@odcincorp.com)

**BENEFICIARIES****A. Relevance of the process and outcomes (in the context of project goal and objectives & socio-economic and political context)**

- As a result of the project and its programmes what changes have you observed in your own life, family, community and society?
- How do you assess the projects programmes/activities, were they based on the needs of the community?
- Why do you think so?
- How do you see the relevance of the programme and process in bringing the observed changes?
- What would have the conditions if the project and its programmes were not carried out?

**B. Critical Assessment of the capacity of :**

- Women's groups/ Porter's group / Mixed Groups/ Saving & Credit Group/Farmer's group
- After the implementation how has your role change in the family, community and society at large?
- What can you and your group do now that you could not do previously?
- Apart from your own group to which other group/committee /network is your group a part of?
- What different input have you been able to provide to the group /committee?
- Has your group generated any funds so far? If yes, how have you generated? Where have you mobilised the funds? Do you have a record of the funds? How do you monitor the funds?
- Have you attended any training or capacity development programmes from the project?
- If yes, what were they?
- After attending the training or capacity development programme what have you been doing differently? Why are you doing it differently?
- How was the training or capacity development programme designed? What was your own role in the design of the programme?
- How do you think the training or capacity development programme be design in the future so that it will meet your own needs?

**➤ Community and Partner relationships**

- What was your role in the project?
- How was your relationship with the project staff (field and central)?
- How was the relationship different from that of other projects and programmes?
- Was the project able to work with the local government line agencies?
- What do you think was the project's and local government line agencies?

**C. Effectiveness and sustainability aspects of each of the project activities / program and groups. This needs to be assessed in the context of the present country context (social/economic/political situation)**

- Now that the project has come to an end how do you see the activities initiated by the project being continued?
- Do the activities need funds to continue?
- If yes, how much will it cost (monthly, yearly)? For what will the funds be needed?
- Where will the funds come from?
- How will the documentation of the activities and funds be maintained?
- Who will be responsible for maintaining them?

**D. Efficiency: Cost efficiency of project activities, achievement of objectives to time and budget, the major factors influencing the project efficiency and comparison of the project implementation with alternatives:**

- How do you compare the project activities in relation to other projects and programmes?
- Why do you say so?
- Could the project activities have been carried in a different way to save cost, time and other resource?

**E. Result: Extent to which aspect of Gender Equity, Inclusion and Institutional capacity building have been addressed in the implemented project/programs (at different levels viz. household, CBO & community level) and outcomes:**

- Why have you formed the group that you are involved in?
- What was the process of forming the group?
- How do you allocate roles and responsibilities to different members in your group?
- In the process of forming the group and allocation of roles and responsibilities effective?
- Why do you think so?
- Can the process be improved in the future?
- If yes, how?

**F. Initiatives and contribution of the implementing organization in advocacy and/or influencing policies and programmes of Government, other organizations and stakeholders in relation to issues (social /economic/political) affecting the target community:**

- As a result of the project what policies and activities changes have you observed in the service delivery of the government line-agencies and other organisations?

**G. The Level of community participation and ownership:**

- What are the different activities of the project that you and your groups have been involved in?
- Has the involvement increased or decreased from the project initiation to the recent days?
- Why do you think the increase/decrease has happened?

**H. Impact: How the needs of the most vulnerable including women, children and disabled have been addressed by the project:**

- What do you think were the objectives of the project?
- To what extent has the project objectives been fulfilled?
- What has been the impact as the result of the project and its activities for you as in individual, in the family, women, children, community and society as a whole?

**I. Identify and document the learning learnt and challenges faced by the partners, community and the project**

- For you personally as being involved in the project activities what has been your learning?
- What aspect of the project did you like and enjoyed the most?
- Did you face any challenges? If yes, what were the challenges?
- How did you manage to overcome the challenges?

**LINE AGENCIES**

1. Can you say something about the FSP?
2. Have you noticed any kind of changes in the community after the programme?
3. How was the programme coordinated with government line agencies and other stakeholders during implementation?
4. Do you think FSP has been successful in carrying out its objectives?
5. What do you think were the biggest strength of this programme? Can you give an example of what was most significant?
6. What were the areas of improvement? What could have they done differently?
7. In your opinion, what effort has been made for its sustainability after the programme completed?
8. What needs to be done to improve in such kinds of programme in future?

**MUL SAMITI (MAIN COMMITTEE)**

1. How long have you been a member of this committee?
2. When and how was this committee formed?
3. What is your role?
4. What does MC do? In terms of the activities
5. What is your opinion of this committee?
6. What was SAHAS-Nepal's role in its formation?
7. How many members are there?
8. How do you decide on its membership? Is it diverse in nature? (Age, sex, ethnicity)
9. Relationship between CBOs, Mul Samiti, VDC?
10. How do you generate funds?
11. What are the obstacles? What can be done to remove it/make it effective?
12. Do you think forming Mul Samiti has helped? If so, how? If not, why?
13. Now that the FSP has come to an end, what will your future relationship be with SAHAS?
14. Have you made plans about your committee's sustainability?
15. What are your future plans?

## PROJECT STAFF

1. How long have you been involved in this project?
2. What are your responsibilities in the project?
3. At Regional, District, Ward and Village levels.
4. List persons and their qualifications in food security through local efforts team at your level (district and regional).
5. How far were you clear on the conceptual capacity of the programme and how far the organization was clear about its work? What concept and approaches were used in the project implementation?
6. How were the policies and the programmes linked with the vision and mission?
7. Do you feel that the activities implemented to be relevant, qualitative and brought impact through the programme as compared to the objectives as agreed upon in the project documents?
8. What was your impression on the participation and ownership by the participants? How far were the women involved in the programme activities? What were their role, tasks and responsibilities? Who do you think were the main beneficiaries of the programme?
9. How far do you think did the empowerment of the women and disadvantaged groups did happen viz the capacity building activities in their personal, family and public domain?
10. How do you see the relationship and networking of the project with other GOs/ NGOs and CBOs?
11. In your view how far the partnership between SAHAS-Nepal and EED Germany was fruitful. What were the shortcomings and what could we learn in order to improve the cooperation mutually, so that both the partner organizations benefit from it. Also give suggestion for areas of improvement.
12. What should be the future role of SAHAS Nepal in the community in the development of New Nepal?
13. How do you see the organisational set-up, the composition and role of the governing body with SAHAS-NEPAL?
14. How do you assess the management system (the internal communication/coordination, decision making procedures, reporting system) and governance structure within SAHAS-NEPAL?
15. What is your impression of the Programme, Planning, Monitoring and Evaluation System within SAHAS-NEPAL?
16. In your experience, how far do you think is the internal controlling/monitoring system in its place?
17. Being one of the staff member how to you assess the human resource management including staff welfare schemes:
  - a. Skills and knowledge of the staff and qualifications compared to the tasks to be fulfilled
  - b. Number of staff in comparison with the activities (over- or understaffed?)
18. Did the post conflict situation affected implementation of SAHAS-NEPAL activities? If 'yes' – state how?
19. List strong points of SAHAS-NEPAL.
20. List 3 – 5 achievements of SAHAS-NEPAL.
21. List weak points of SAHAS-NEPAL.
22. What lessons have you learned from this project?

#### **ANNEX 4: LIST OF DOCUMENTS/REPORTS EVALUATIONED**

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1. Logical Framework
2. Mid Term Evaluation of SAHAS Nepal's Food Security through Local Efforts Program
3. Final Evaluation of Okhaldhunga Rural Development through Local Effort Project, April –June, 2004
4. Annual Report 2004-2005
5. Semi-Annual Report August, 2005-February, 2006
6. Semi Annual Report, August- 2005- February 2006
7. Annual Report 2006
8. Progress Report on Food Security Through Local Effort Project No. 200204776, January, 2006 – July, 2006
9. Annual Report 2006-2007
10. Proposal for funding 'food security' programs in Okhaldhunga and Udayapur districts, with particular attention on continuation and expansion of previous program, 20 May, 2007
11. Implementation Status of Food Security Through Local Efforts Program Project No. 200204776, August, 2007
12. Semi-Annual Report, Mid July, 2007-Mid January, 2008
13. Progress Report on Food Security through Local Efforts, Project No. 200204776, 16<sup>th</sup> July 2007-15<sup>th</sup> January 2008
14. Annual Report 2007-2008
15. Progress Report on Food Security as a contribution to conflict mitigation in three areas of Okhaldhunga and Udayapur, Project No. 20070025, January-July, 2008
16. Progress Report July, 2008-January, 2009
17. Semi-Annual Progress Report, January-June, 2009
18. MOU between SAHAS and EED
19. Three years Audit Report
20. Office Policy
21. Vehicle Policy



## ANNEX 5: LIST OF INTERACTIONS

Chainam VDC, *Samaj Bikash Mul Samiti*

S.N.	Name	Designation	Methodology
1.	Tika Bdr. Karki	Member	Interaction
2.	Pahal Man Katuwal	Member	
3.	Padam Bdr. Karki	Member	
4.	Lila Katuwal	Member	
5.	Man Bdr. Thapa	Member	
6.	Kumari Pariyar	Member	
7.	Thari Maya Magar	Member	
8.	Bina Basnet	Member	
9.	Nara Bdr. Katuwal	Chairperson	
10.	Netra Kumari Karki	Member	
11.	Anjana Devi Katuwal	Member	
12.	Bimala Bhujel	Secretary	
13.	Bal Kumari Pariyar	Member	
14.	Samjhana Katuwal	Member	
15.	Bhim Bdr. Katuwal	Rep. of Ra. Pra. Pa	

Chainam VDC, *Chanchala Devi Dalit Samuha*

S.N.		Designation	Methodology
1.	Tanka Bdr. B.K.	Chairperson	Interaction
2.	Ramesh B.K.	Under Chairperson	
3.	Damber B.K.	Member	
4.	Bhakta B.K.	Member	
5.	Bhuwan Singh B.K.	Member	
6.	Bishnu Maya B.K.	Member	
7.	Prem Kumari B.K.	Member	
8.	Bimala B.K.	Member	
9.	Saraswati B.K.	Member	
10.	Ganga Maya Nepali	Member	
11.	Til Maya B.K.	Member	
12.	Sushila Nepali	Secretary	
13.	Parvati Nepali	Member	
14.	Tula Bdr. B.K.	Member	

Chainam VDC, *Shree Janajagriti Mahila Samuha*

S.N.	Name	Designation	Methodology
1.	Khin Maya Bhujel	Member	Interaction
2.	Indra Maya Katwal	Member	
3.	Bimala Bhujel	Treasurer	
4.	Kausalya Katwal	Member	
5.	Manisha Katwal	Member	
6.	Bhagwati Katwal	Member	
7.	Kapala Katwal	Member	
8.	Sita Khatri	Member	
9.	Indira Katwal	Chairperson	
10.	Laxmi Katwal	Member	
11.	Gita Sarki	Member	
12.	Goma Katwal	Member	
13.	Kalapana Sarki	Under Secretary	
14.	Yasodha B.K.	Member	
15.	Haya Maya B.K.	Member	
16.	Binita Katwal	Member	
17.	Bishnu Maya Katwal	Member	
18.	Chandra Maya Katwal	Member	
19.	Mangali Maya B.K.	Member	
20.	Sharada B.K.	Member	
21.	Sita Katwal	Member	
22.	Meena Katwal	Member	

Mulkharka VDC, *Pragatisil Krishak Samuha*

S.N.	Name	Designation	Methodology
1.	Hari Bdr. Bhujel	Chairperson	Interaction
2.	Bir Bdr. Bhujel	Member	
3.	Bhagawati Katwal	Treasurer	
4.	Narayan Katwal	Member	
5.	Dambar Bdr. Katwal	Member	
6.	Buddhi Man Katwal	Member	
7.	Nepi Maya Katwal	Member	
8.	Kheena Maya Katwal	Member	
9.	Radhika Katwal	Member	
10.	Bhuwana Singh Katwal	Member	
11.	Pawi Maya Katwal	Member	
12.	Ambar Bdr. Katwal	Member	
13.	Neeri Maya Katwal	Member	
14.	Nara Bdr. Katwal	Member	
15.	Ratna Maya Katwal	Member	
16.	Lal Bdr. Bhujel	Member	

Mulkharka VDC, *Pragatisil Mul Samiti*

S.N.	Name	Designation	Methodology
1.	Hari Bdr. Bhujel	Secretary	Interaction
2.	Khin Maya Tamang	Member	
3.	Ratna Bahadur Tamang	Treasurer	
4.	Megh Bdr. Tamang	Member	
5.	Dinesh Tamang	Member	
6.	Dhan Bdr. Tamang	Member	
7.	Ambar Bdr. B.K.	Member	
8.	Santa Bdr. Tamang	Member	
9.	Gopal Tamang	Member	
10.	Pancha Bdr. Tamang	Chairperson	
11.	Ganga Sagar Tamang	Member	
12.	Kamal Tamang	Member	

Mulkharka VDC, *Jhakri Khola Samuha*

S.N.	Name	Designation	Methodology
1.	Bagman Tamang	Chairperson	Interaction
2.	Santa Bahadur Ale	Member	
3.	Ram Bahadur Tamang	Treasurer	
4.	Dhana Singh Tamang	Member	
5.	Gopal Tamang	Under Secretary	
6.	Uttam Lama	Member	
7.	Hem Bahadur Tamang	Member	
8.	Poornima Magar	Secretary	
9.	Neepti Maya Magar	Member	
10.	Lal Bahadur Thapa Magar	Member	
11.	Som Bahadur Magar	Member	
12.	Makar Tamang	Member	

Sisneri VDC, *Chanachala Devi Samuha*

S.No.	Name	Designation	Methodology
1	Bhabaram Rai	MC member, Group Secretary	Interaction
2	Dhanesh Rai	President	
3	Guman Singh Rai	Member	
4	Harkha Bahadur. Rai	Vice President	
5	Ganesh Tamang	Member	
6	Keshab Rai	Member	
7	Sumitra Rai	Member	
8	Asuni Rai	Member	
9	Jasuda Rai	Member	
10	Rambabu Rai	Member	
11	Astalal Rai	Member	
12	Dilchana Rai	Member	
13	Baadshi Rai	Member	
14	Naina Bahadur Rai	Member	
15	Laxmi Maya Rai	Member	

Sisneri VDC, *Janajagriti Samuha*

S.No.	Name	Designation	Methodology
1	Bir Bahadur Bishokarma	President	Interaction
2	Panchi Maya Magar	Member	
3	Chandra Bahadur Magar	Member	
4	Hira Bahadur Khanal	Vice President	
5	Chuna Maya Thapa	Member	
6	Phool Maya Neupane	Member	
7	Pramila Raya	Member	
8	Sita Khadhga	Member	
9	Urmila Magar	Member	
10	Krishna Bishokarma	Member	
11	Khadhga Bahadur Bishokarma	Secretary	
12	Sumitra Magar	Member	
13	Pabi Maya Bishokarma	Member	

Balakhu VDC, *Nava Durga Mahila Samuha*

S.No.	Name	Designation	Methodology
1	Durga Kumari Tamang	President	Interaction
2	Mishri Maya Magar	Vice President	
3	Kunta Magar	Secretary	
4	Sumitra Magar	Joint Secretary	
5	Chalimaya Magar	Kosadhacha	
6	Sukumaya Magar	Member	
7	Bihimaya Magar	Member	
8	Nanimaya Magar	Member	
9	Laxmi Maya Magar	Member	
10	Khinmaya Magar	Member	
11	Sitamaya Pulami	Member	
12	Goalmaya Pulami	Member	
13	Manamaya Magar	Member	
14	Gita Magar	Member	
15	Kamalimaya Magar	Member	
16	Rebati Magar	Member	
17	Ranamaya Magar	Member	
18	Indramaya Magar	Member	
19	Lilamaya Magar	Member	
20	Mairani Magar	Member	
21	Muktimaya Tamang	Member	
22	Sitamaya Magar	Member	
23	Birumaya Magar	Member	
24	Ratnamaya Magar	Member	
25	Shibamaya Magar	Member	
26	Maina Tamang	Member	
27	Kumari Tamang	Member	
28	Pabita Tamang	Member	
29	Nirmaya Tamang	Member	
30	Harimaya Tamang	Member	
31	Chelimaya Magar	Member	
32	Ram Maya Tamang	Member	

Balakhu VDC, *Jana Jagariti Mahila Samuha*

S.No.	Name	Designation	Methodology
1	Devi Maya Magar	Secretary	Interaction
2	Mana Maya Magar	Joint Secretary	
3	Kamal Kumari Magar	President	
4	Krishna Kumari Magar	Vice President	
5	Bali Maya Magar	Member	
6	Harkha Maya Magar	Treasurer	
7	Kumari May Magar	Member	
8	Nara Maya Magar	Member	
9	Bhakta Maya Magar	Member	
10	Mana Maya Magar	Member	
11	Khali Maya Magar	Member	
12	Bishnu Maya Magar	Member	
13	Dil Maya Magar	Member	
14	Hari Maya Magar	Member	
15	Shari Maya Magar	Member	
16	Tulishi Maya Magar	Member	
17	Til Kumari Magar	Member	
18	Suku Maya Magar	Member	
19	Gyan Maya Magar	Member	
20	Pabi Maya Magar	Member	
21	Gyan Maya Lungali	Member	
22	Nara Maya Lungali	Member	
23	Ratna Maya Magar	Member	
24	Hem Kumari Magar	Member	
25	Anupa Kumari Magar	Member	

Balakhu VDC, Navaprativa Sewa Mul Samiti

S.No.	Names	Designation	Methodology
1	Pesal Kumar Adhikari	President	Interaction
2	Durga Tamang	Vice President	
3	Ram Krishna Tamang	Secretary	
4	Shanta Magar	Treasurer	
5	Seshan Magar	Member	
6	Mohan Maya Tamang	Member	
7	Ram Kumar Tamang	Member	
8	Suka Dev Tamang	Member	
9	Bipana Tamang	Member	
10	Sharadha Damala	Member	
11	Ratna Bahadur Sunuwar	Member	
12	Prem Bahdur Budhathoki	Member	

Sisneri VDC, *Hatemalo Sahayog Mul Samiti*

S.No.	Names	Designation	Methodology
1	Hari Bahadur Khatri	President	Interaction
2	Bishnu Maya Shrestha	Vice President	
3	Chhatra Narayan Shrestha	Secretary	
4	Bikha Bahadur Shrestha	Treasurer	
5	Bir Bahadur Bishwakarma	Member	
6	Kaman Khatri	Member	
7	Min Bahadur Rai	Member	
8	Tank Bahadur Budhathoki	Member	
9	Bhaba Ram Rai	Member	
10	Sher Bahadur Basnet	Member	
11	Khat Lal Pandit	Member	
12	Khil Nath Baral	Member	
13	Dirgha Bahadur Budhathoki	Member	
14	Harkha Bahadur Shrestha	Member	
15	Bhim Bahadur Rai	Member	
16	Dhanesh Rai	Member	
17	Ganesh Bahadur Shrestha	Member	
18	Tilmaya Magar	Member	
19	Kumar Shrestha	Member	
20	Ganesh Bahadur Rai	Member	
21	Hari Shankar Rai	Member	
22	Shayam Kaji Rai	Member	

*Line Agencies we interacted with:*

S.No	Name	Designation	Methodology
1	Peshal Kumar Khadga	VDC Secretary, Sisneri	One on one Interaction
2	Mohan Kumar Rounyar	Sub Health Post Chief, Sisneri	
3	Chandeshwor Yadav	Agriculture Service Centre, Sisneri	
4	Krishna Prasad Pudasaini	LDO, DDC	
5	Umesh Karki	Executive Secretary, LDF-DDC	
6	Tanka Karki	DVO staff, Chainam VDC	
7	Ram Chandra Roy	DHO staff, Chainam VDC	

***FSP Staff we interacted with:***

<b>S.No</b>	<b>Name</b>	<b>Designation</b>	<b>Methodology</b>
1	Choodamani Pahadi	Social Mobiliser	One on one Interaction
2	Jeet Bal Rai	Activity Team Leader	
3	Sunil Shakya	Finance Officer, Head Office, Lalitpur	
4	Amrita Shakya	Finance Assistant, District Office, Okhaldhunga	
5	Nirmala Pariyar	Social Mobiliser	
6	Nabaraj Dhamala	Social Mobiliser	
7	Desindra Rai	Activity Team Leader	
8	Sunil Shrestha	Accountant, SAHAS Head office	
9	Amrita Shakya	Accountant, SAHAS District Office	
10	Ramesh Lama Moktan	Administration and Finance Assistant	

***Other Interactions:***

<b>S.No</b>	<b>Name</b>	<b>Designation</b>	<b>Methodology</b>
1	Eak Nararyan Shrestha	Acting Headmaster, Kalika Higher Secondary School, Sisneri	One on one Interaction
2	Dilip Rai	Teacher, Kalika Baal Heet English School, Sisneri	
3	Amrit Narayan Shrestha	Representative, Nepal Communist Party	
4	Tanka Ghimire	Headmaster, Prabuddha Higher Secondary School, Chainam	
5	Padam Bahadur Katwal	Representative, Nepali Congress Party	



## ANNEX 6: FIELD SCHEDULE

### Group of Helping Hands- Nepal (SAHAS) Final Evaluation of Food Security through Local Efforts Programme, Okhaldhunga

S.N.	Date	Description
1	December 12 <b>Municipality</b>	Travel from Kathmandu to Okhaldhunga • Orientation with staff
4	December 13	<div> <div> <b>Group A</b> <ul style="list-style-type: none"> <li>Travel to Chainam and overnight stay</li> </ul> </div> <div> <b>Group B</b> <ul style="list-style-type: none"> <li>Travel to Sisneri and overnight stay</li> </ul> </div> </div>
5	December 14	<div> <ul style="list-style-type: none"> <li>Travel to Mulkharka and overnight stay</li> <li>10:00- 11:30 CBO</li> <li>15:00- 16:00 Main committee</li> <li>Travel to Mulkharka from Chainam &amp; overnight stay</li> </ul> </div> <ul style="list-style-type: none"> <li>9:00 - 11:00 CBO</li> <li>11:30- 11:30 VDC office</li> <li>12:00-1:30 MC</li> <li>19:30- 20:30 CBO</li> <li></li> </ul>
6	December 15	<div> <ul style="list-style-type: none"> <li>Travel to Chainam</li> <li>8:00- 09:00 CBO</li> <li>13:00- 15:00 CBO</li> </ul> </div> <ul style="list-style-type: none"> <li>Travel to Balakhu</li> <li>9:30 to 10:30 CBO</li> <li>14:00-16:00 MC</li> </ul>
7	December 16	<div> <ul style="list-style-type: none"> <li>9:00- 10:00 Main committee</li> <li>12:00- 13:00 VDC health office</li> <li>13:00-13:30 VDC veterinary</li> <li>14:00- 14:30 Political party representatives</li> </ul> </div> <ul style="list-style-type: none"> <li>7:00- 9:00 CBO</li> <li>11:00- 1:00 CBO</li> <li>2:00- 4:00 MC</li> </ul>
8	December 17	<div> <ul style="list-style-type: none"> <li>Travel to Okhaldhunga &amp; overnight stay</li> </ul> </div> <ul style="list-style-type: none"> <li>Travel to Okhaldhunga &amp; overnight stay</li> </ul>
9	December 18	<ul style="list-style-type: none"> <li>Discussion with line agencies and other stake holders</li> <li>- Red Cross</li> <li>- DDC</li> </ul>
10	December 19	<ul style="list-style-type: none"> <li>Return to Kathmandu</li> </ul>