

# LOCAL INITIATIVES FOR FOOD SECURITY TRANSFORMATION (LIFT) PROJECT

**PREPARED BY:**

SANSTHAGAT BIKAS CONSULTANCY KENDRA (SBCK)

## EVALUATION REPORT





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## ACKNOWLEDGEMENT

Sansthaagat Bikas Consultancy Kendra (SBCK) carried out the external program evaluation of Local Initiatives for Food Security Transformation (LIFT) project commissioned by Dr. Surendra K. Shrestha, Executive Director of Group of Helping Hands (SAHAS) Nepal. The major objective of this evaluation is to examine whether the programmatic approach of SAHAS and its working modality used in the LIFT project are appropriate and relevant in the context of 6 project districts: Bajura, Kalikot, Lalitpur, Mugu, Okhaldhunga and Udaypur.

Special gratitude goes to the entire SAHAS Nepal team for providing necessary data, coordination, and logistic support during the field visit, especially to all the field staff for their continuous support. It would have taken a longer time than expected without them.

Also, we are grateful to all members of 18 CBOs, 6MCs, 5 CBNOs and all stakeholders for cooperating during the evaluation and providing necessary information.

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## LIST OF ABBREVIATIONS

BE	Bachelor's in Civil Engineering
BftW	Bread for the World
CBNO	Community Based Network Organization
CBO	Community Based Organization
COVID-19	Coronavirus Disease of 2019
CRA	Climate Resilient Agriculture
DAC	Development Assistance Committee
FGD	Focal Group Discussion
GESI	Gender Equity and Social Inclusion
GoN	Government of Nepal
HDI	Human Development Index
HHs	Households
INGO	International Non-governmental Organization
KII	Key Informant Interview
LIFT	Local Initiatives for Food Security Transformation
MBA	Master's in Business Administration
MC	Main Committee
MCDS	Mahabharat Community Development Society
MIT	Massachusetts Institute of Technology
MPI	Multidimensional Poverty Index
NGO	Non-governmental Organization
NPR	Nepalese Rupees
OECD	Organization for Economic Co-operation and Development
OJT	On Job Training
PAN	Permanent Account Number
PO	Project Outcome
SAHAS	Group of Helping Hands
SBCK	Sansthaat Bikas Consultancy Kendra
SDG	Sustainable Development Goal
ToR	Terms of Reference





## EXECUTIVE SUMMARY

This report is based on the external program evaluation of the 'Local Initiatives for Food Security Transformation' (LIFT) – a project funded by the Bread for the World (BftW) Germany and implemented by Group of Helping Hands (SAHAS) Nepal. The evaluation of the project is based on the evaluation criteria proposed by the Organisation for Economic Co-operation and Development (OECD)-Development Assistance Committee (DAC – OECD), namely **relevance, effectiveness, efficiency, impact, and sustainability**. Importantly, **gender equity** and **environmental sustainability** are the other two important issues against which the project formulation and implementation have been assessed.

This report summarises the methodology used in the evaluation process, which included literature

review, desk study and field visits to all the concerned project districts. The data collection included both primary and secondary sources, for e.g., key informant interviews (KII) with key stakeholders including representatives from local government bodies, sectorial line agencies, agriculture, health and education units' representatives, teachers, local leaders, other development organizations working in the region and focused group discussion with members of CBOs (18 nos.), MCs (6 nos.), and CBNOs (5 nos.). Following this, the report presents the analysis of project implementation approach, identifies key external challenges during project implementation and relatedly, presents findings and analyses before making robust recommendations for future program design.

LIFT Phase IV has been implemented in total of seven (7) rural municipalities and three (3) urban municipalities of six districts (Okhaldhunga, Udayapur, Lalitpur, Kalikot, Bajura and Mugu) since 2019. SAHAS Nepal employs a community mobilization approach (CBO-MC-CBNO) in implementing the project. Accordingly, the targeted beneficiaries (small farm holders) are identified through public participatory process (in the local settlements – wards of the municipalities), where communities and local authorities actively participated. The targeted beneficiaries were selected from marginalized and poor communities. The marginalized groups represent Dalit (and other untouchable groups), single men/women, illiterate, poor ethnic groups and landless (as exception). Poor represent those with less productive areas and/or areas located at highlands having no water for irrigation and have insufficient food to eat (only 4.5 months food available per year). The objectives of the project are a) to increase collective actions for strengthening gender and social inclusion in the targeted communities while addressing social discrimination and enhancing economic and local development processes; b) to enhance food production and livelihood status of target communities for strengthening their food partners in the project areas for community development initiatives; and c) to establish and strengthen CBO Networks to manage community development initiative inclusively.

It may be important to note that the COVID-19 pandemic led to some changes in the planned activities of the

project (including a no cost extension for two months) and resulted in amendments/additional activities, which were not included in the original project objectives but nevertheless benefitted the impacted communities in significant ways.

Overall, the evaluation findings and analyses suggest that project LIFT has been implemented successfully and the project objectives have been duly achieved. Moreover, the project has been able to eliminate/reduce several socially discriminative practices prevalent in the project areas.

The project has been successful in bringing about several positive changes in the lives and livelihood of the target beneficiaries, particularly, by improving their living standards by providing access, utilization and stability to food security and nutrition. Further, some of the members have successfully formed cooperatives through which they are saving money and getting help when needed.

Following are some key takeaways and recommendation from the evaluation:

- » The enormous amount of effort, hard work and commitment of the CBO members (targeted beneficiary) have helped the project achieve some of its key targets, e.g., increased food production. However, although the current support from the project has helped the beneficiaries achieve increased nutritional intake, they are yet to benefit in other significant ways. For



instance, allocating additional funds to the project activities may help provide further technical assistance to the beneficiaries, which might help them generate ongoing income.

- » The reduction in social discrimination by means of certain project undertakings is worth mentioning. This has resulted in the previously excluded and marginalised individuals/groups gaining access to the market (for selling their products).
- » Over the due course of time, the crop production technologies imparted by the LIFT project have seen enormous local adaptation and improvisations (of the standard techniques), which have not been documented. If documented well, these adaptations can be replicated in similar localised contexts to yield similar /better results.

- » With regards to the use of climate resilient technologies to produce food and manage issues of climate change, farmers were seen utilising several local methodologies – considering both dry season and changes in rainfall pattern. Yet the use and outcomes of such locally adaptive technologies have not been documented.
- » Many CBOs and CBNOs have leveraged additional funds from the local government for supplementing project interventions. For the longer-term sustainability of the project activities, the project must involve the government at all three levels (federal, provincial, and local). Creation of provincial food councils and food committees in the local government is another significant step in ensuring food and nutrition—also reflected in the Right to Food and Food Sovereignty Act, 2015 (2018).

## RECOMMENDATIONS

**Recommendation 1:** The evaluation concludes that project LIFT has been successful in meeting its target objectives. The project design and implementation methods were tested against the OECD evaluation criteria –relevance, effectiveness, efficiency, impact and sustainability. The impacts that the project activities have had on the lives of the beneficiaries is significant, therefore such projects must be replicated in the future. The contribution of the project activities is encouraging. Further, an increment in the budget and expansion of project activities may help create greater impacts. For example, the beneficiaries can be provided with additional technical assistance for creating income generating activities, which would help create even bigger impacts to their lives and livelihood.

**Recommendation 2:** The project activities have played significant role in bringing about positive social change – by reducing several social discriminatory practices. The project has contributed to the empowerment of the women and Dalit communities in remarkable ways. This is an outcome that ought to be incorporated and highlighted in the project targets – by means of creating an outcome indicator related to ‘social change’.

**Recommendation 3:** The objective of the project on Food security has been addressed but the project comes short of taking advantage of encompassing nutrition security despite having worked on nutrition along with food security. Thus, there is a scope for the activities to also focus on the ‘nutrition aspect’ through the intervention (Right to Food and Food Sovereignty Act, 2018)

**Recommendation 4:** Investment in ‘action research’ on local adaptation of crop production technologies and local adaptation of climate resilient technologies will help in the documentation of best practices for the future. The action research on water-food-energy nexus is central to carrying out sustainable development. Further, conducting a study on suitably integrated approach to ensuring food security along with sustainable agriculture practices and energy consumption is important.

**Recommendation 5:** The project must invest in increasing the advocacy capacity of the CBNOs in enabling them to raise funds and resources from the government and other development partners in the future. This will ensure long-term financial sustainability of the project activities for the continued enhancement of the livelihood of the members. While strengthening the advocacy capacity of CBNOs, it is important to also strengthen the advocacy capacity of the members of the local government (elected members and tenured staff), as this will help them prioritise allocation of budget towards food and nutrition for the poor and marginalised.

**Recommendation 6:** For the long-term sustainability of the project, it is imperative for the project to invest in supporting the local governments to develop policies and create regulatory structure that promote right to food and food sovereignty, as per the Right to food and food sovereignty Act, 2075 (2018). Measures must be taken towards strengthening the capacity of the CBNOs to support local governments in formulating necessary directives/guidelines which will set out criteria for the budget allocation towards food and livelihood for poor and marginalized (such as Right to food and food sovereignty Act, 2075). Such measures will lead to the formalisation of agriculture and food Act, which will then lead to an increase in the budget allocation towards agriculture sector and social protection for poor and marginalized. This will further necessitate creation of subsidies and other benefits for the poor, such as insurance, seed bank, increased market access, etc.

**Recommendation 7:** In line with the preceding recommendation, SAHAS Nepal must develop a ‘policy unit’ to facilitate robust engagement with the government at all three levels – local, provincial, and federal. The policy unit will engage in establishing and working with the food councils, which will ensure sustainability and continuation of the project-led impacts on the livelihood of the beneficiaries.



## 1. INTRODUCTION

This report is based on the external program evaluation of the 'Local Initiatives for Food Security Transformation' (LIFT) – a project funded by the Bread for the World (BftW) Germany and implemented by Group of Helping Hands (SAHAS) Nepal.

### 1.1. Purpose of the Evaluation

The purpose of the evaluation is to assess the project (LIFT-IV) in terms of project implementation and delivery of the desired outputs. The evaluation aims to make recommendations for future program design. The evaluation also aims to provide a joint-learning opportunity for the target groups, line agencies, local development bodies and funding partners.

### 1.2. Intended Users

The target users of this evaluation report are SAHAS Nepal, related donor agencies and partners, and other relevant stakeholders.

### 1.3. Scope and Objective of the Evaluation

SAHAS Nepal utilizes a programmatic approach in managing the project (LIFT-IV). The main objective of this evaluation is to examine the stated programmatic approach utilized in the 6 project districts. Particularly, the evaluation assessed the project in terms of relevance, efficiency, effectiveness, impact, and sustainability. This evaluation report presents recommendations to SAHAS Nepal that will aid the organisation in developing future programs and projects.

Specific objectives of the evaluation are as follows:

- » To evaluate the fulfilment of the project's objectives,
- » To assess the outcome, impact, and sustainability of the project's activities
- » To assess the project approach in terms of relevance, effectiveness, and efficiency
- » To assess the sustainability of SAHAS Nepal's community development approach of CBO-MC-CBNO (3 phase-concept), specifically by studying the role of community organisations in ensuring sustainability and ownership of SAHAS Nepal project
- » To recommend realistic measures for future initiatives – project and programme innovation
- » To document lessons learned, possible good practices and approaches, and the potential for replication and upscaling.

## 2. EVALUATION PROCESS

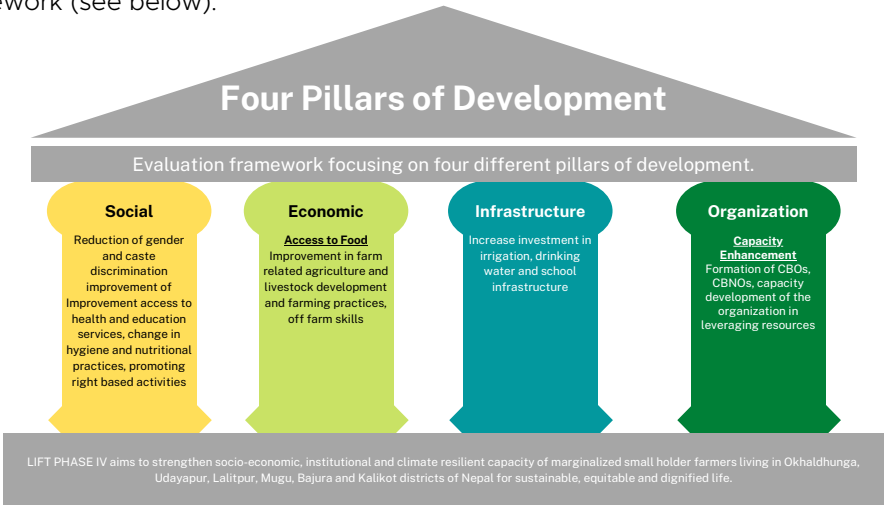
### 2.1. Evaluation Criteria

The evaluation of the project is based on the evaluation criteria proposed by the Organisation for Economic Co-operation and Development (OECD)-Development Assistance Committee (DAC – OECD), namely **relevance, effectiveness, efficiency, impact, and sustainability**. Importantly, **gender equity** and **environmental sustainability** are the other two important issues against which the project formulation and implementation are assessed.

The methodology includes interviews, and review of contract documents, letter of submission, project proposals, organisational strategic plan, audit report, project progress/monitoring sheets, project monitoring framework, annual reports and other relevant documents from the CBOs and CBNOs.



Further, the evaluation is guided by the **‘Four Pillars of Development’** framework (see below).



## 2.2. Evaluation phases

The evaluation is divided into five stages as stated below:

### Stage One: Review of relevant documents and preliminary consultation

The first stage of the evaluation included a desk review of project reports and progress report of LIFT, SAHAS strategic plan, project/monitoring framework and sheets, and other relevant documents as per the specific evaluation objectives (Ref: Terms of Reference attached as Annex – 1). Subsequently, preliminary consultations with the project staff of LIFT at SAHAS were held and the methodology, work plan, field visits itineraries, and deliverables were discussed and agreed. The team also conducted an inquiry session with the SAHAS management team at Kathmandu.

### Stage Two: Testing of the inquiry guidelines and tools at Southern Lalitpur.

Based on the findings of stage one, stage two included designing inquiry guidelines and tools for the evaluation (Ref: Evaluation Checklist as Annex – 2). They were on Key Individual Interviews (KII), Focused Group Discussion (FGD), observations and preparation of case studies. These were tested and validated at Southern Lalitpur, one of the project areas. The team had a meeting with a Community Based Organisations (CBO), a Main Committee (MC), a ward representative and project officer stationed at that area.

### Stage Three: Field Visits to 6 Districts

Field Visits were used for data collection using the improved and finalized inquiry guidelines and



tools (KII, FGD) by interviewing key stakeholders in selected sites of 6 project districts: Okhaldhunga, Udayapur, Lalitpur, Kalikot, Bajura and Mugu. The key stakeholders were randomly selected CBOs, MCs, CBNOs, local government bodies, sectoral line agencies, ward and municipalities representatives, agriculture, health and education unit's representative, local leaders, and others. The team focused on sample sites selected on a random basis (rural and urban municipalities in each project district). Special effort and arrangements were made to engage with marginalized and Dalit women beneficiaries. The team members have prepared case studies in each selected project district (6 districts).

#### Stage Four: Data Analysis and Validation Workshop

The data gathered through primary and secondary sources have been compiled and analysed linking with specific evaluation objectives. The team organised a meeting at the SAHAS Nepal head office, Lalitpur

to present preliminary outcomes of the evaluation. The feedback and suggestions gathered from the meeting was incorporated in preparing the draft report.

#### Stage Five: Preparation of Draft Report and Final Evaluation Report

The team prepared a summary of key findings and recommendations and submitted it to SAHAS Nepal for their feedback and suggestions. The feedback, suggestions and comments received from SAHAS Nepal team were incorporated in the draft report. Final feedback received from SAHAS Nepal team and BftW regarding the draft report has been incorporated in this final evaluation report.

## 2.3. Evaluation Team and Their Role

The evaluation team consisted of five members – team leader and four researchers, specialized in monitoring and evaluation, project design and implementation, project management, and gender analysis with comprehensive experience in the development sector. All the team members visited Lalitpur district to validate the evaluation methodology. Accordingly, the methodology was finalized, and each member visited one project district for data collection including key interview with stakeholders (KII) and FGDs with members of CBOs, MCs, and CBNOs and field observation. The roles different members played are also summarized below:





Table 1: Details of team members

Position	Experience and Expertise	Role for this Assignment
<b>Team Leader</b> (Mr. Mohan Das Manandhar)	<ul style="list-style-type: none"> <li>» Expert in political economy analysis, politics of development, socio-political dimension of government and social inclusion</li> <li>» Has more than 30 years of hands-on experience in government agencies, development organizations, academic institutions, and private sector enterprises in Nepal, South Asia (Bangladesh, Pakistan), Southeast Asia (Cambodia, Laos, Thailand, Timor-Leste, Myanmar), and Africa (Liberia).</li> <li>» Visiting scholar at the Department of Urban Studies and Planning at Massachusetts Institute of Technology (MIT), USA</li> <li>» MBA; BE - Civil</li> </ul>	<ul style="list-style-type: none"> <li>» Lead the evaluation team with overall responsibility of the evaluation; guide and supervise team for data collection and analysis</li> <li>» Focal Communication Point for SAHAS Nepal</li> <li>» Finalize methodology and analysis framework</li> <li>» Lead the presentation of the outcome of report</li> <li>» Write the report and revise it as per the comments/suggestions from SAHAS Nepal (and donor organisation, if any)</li> <li>» Ensure the quality of the report as per the ToR</li> </ul>
<b>Researcher 1</b> (Ms. Rachana K.C.)	<ul style="list-style-type: none"> <li>» Skilled in qualitative and quantitative research, data collection, analysis and report writing</li> <li>» Research experience in climate change, disaster, GESI, community development, and social issues</li> <li>» Experienced in working with INGOs and NGOs</li> <li>» Master's Degree in International Cooperation and Development</li> </ul>	<ul style="list-style-type: none"> <li>» Review evaluation checklist &amp; questionnaire from GESI perspective</li> <li>» Field visit and data collection from GESI perspective</li> <li>» Analyse GESI situation to assess how equity is maintained in work and benefit sharing</li> <li>» Identify areas for future consideration for the promotion of GESI</li> <li>» Gather information from marginalized and women groups and impact of LIFT project in their lives</li> <li>» Provide inputs in the evaluation report from GESI perspective</li> </ul>
<b>Researcher 2</b> (Ms. Reetu Rajbhandari)	<ul style="list-style-type: none"> <li>» Has more than 7 years of experience in WASH sector</li> <li>» Experience of working with local governments and community mobilization</li> <li>» Report writing and documentation</li> <li>» Master's Degree in Urban Water and Sanitation;</li> <li>» BE - Civil</li> </ul>	<ul style="list-style-type: none"> <li>» Support in designing evaluation checklist/questionnaire</li> <li>» Field visit and data collection</li> <li>» Support Team Leader on writing the report and revising it as per the comments/suggestions from SAHAS Nepal (and Donor organisation, if any)</li> </ul>

<b>Researcher 3</b> <b>(Ms. Sarita Karki)</b>	<ul style="list-style-type: none"> <li>» Has more than 7 years of experience in development and private sector</li> <li>» Expertise in people management, human right-based approach and NGOs/CBOs</li> <li>» Experienced in working with INGOs and NGOs</li> <li>» Experience in research, organisation development and project evaluation</li> <li>» MBA</li> </ul>	<ul style="list-style-type: none"> <li>» Coordinate the overall evaluation study activities including field visit</li> <li>» Support in designing evaluation framework and checklist &amp; questionnaire</li> <li>» Field visit and data collection</li> <li>» Qualitative analysis for the evaluation report</li> <li>» Provide inputs in evaluation report</li> </ul>
<b>Researcher 4</b> <b>(Mr. Shirish Singh)</b>	<ul style="list-style-type: none"> <li>» Has experience in developing stratagem, conducting capacity assessments and surveys at national and international level</li> <li>» Expert in research and data analysis</li> <li>» Creative writing</li> <li>» Bachelor of Science in Management</li> </ul>	<ul style="list-style-type: none"> <li>» Support in designing evaluation checklist/questionnaire</li> <li>» Field visit and data collection</li> <li>» Overall data analysis (quantitative) for the evaluation of the LIFT project</li> <li>» Provide inputs in evaluation report</li> </ul>

## 3. PROJECT DESCRIPTION AND ANALYSIS

### 3.1. Local Initiatives for Food Security Transformation (LIFT) Project

Group of Helping Hands (SAHAS)-Nepal has been working in remote rural areas focusing on vulnerable and socially excluded families who are deprived of development opportunities. Local Initiatives for Food Security Transformation (LIFT) is a project funded by BftW and implemented by SAHAS. The project aims to a) improve the food and nutritional security of smallholder farmers in the project area; b) ensure that the CBOs and CBNOs are

functional in their duty for integrated community development; and c) safeguard small farmers against climate shocks and natural disasters. The main beneficiaries of the project are households from rural areas, marginalised farmers – representing the Dalits, Janajatis and Women.

Project LIFT has been implemented in a total of 7 rural municipalities and 3 municipalities from six districts for improving the food security situation of the target communities. The current phase of the project (Phase IV) – started in 05/2019 and due to complete in 04/2022 – was developed based on the learnings generated from the first second and third phase. The fourth phase is a continuation of LIFT Phase III, which was implemented by SAHAS across 6 districts, namely Okhaldhunga, Udayapur, Lalitpur, Bajura, Mugu, and Kalikot for more than 10 years along

with other programs such as the Community Empowerment for Food and Livelihood Security (CEFALS).

The project has benefitted a total of 10,066 households from the rural areas, who are poor and marginalised farmers, especially, Dalits, Janajati and Women. LIFT project has united poor and marginalised section in the form of a total of 401 Community Based Organisations (CBOs), where about 40 percent of the CBOs are led by women. The 5 CBNOs are supported to enhance their capacity to implemented different community development activities. The project is also implemented in close coordination with other stakeholders such as local governments such as ward, rural municipality, and sectoral line agencies in the project districts.

The direct beneficiaries of LIFT IV project A include a total of 10,066 HHs organized into 401 CBOs. Among 10,066 HHs, 6,923 HH (267 CBOs) are supervised by SAHAS and 3,265 HH (134 CBOs) are supported by CBNOs in Okhaldhunga, Udayapur, and Lalitpur districts.

## 3.2. Project Implementation Approach

SAHAS Nepal employs a community mobilization approach to implement the project. Accordingly, the targeted beneficiaries (smallholder farmers) are identified through the public participatory process (in the local settlements – wards of the municipalities). The marginalized groups represent Dalit (and other untouchable groups), single women/ men, illiterate, poor ethnic groups and landless (as an exception). Poor represent those with less productive areas and/or areas located at highlands having no water for irrigation and have insufficient food to eat (4.5 months food available per year). Moreover, the selected communities do not have properly organized entities. Often the selected communities are fragmented and socially at the bottom of social structure, often socially stigmatised.

The project rationale was based on problem analyses and stakeholder consultation, in collaboration with

**Table 2: Details of distribution of beneficiaries.**

Districts	No. of CBO members		No. of CBOs	
	SAHAS's Working Area HHs	CBNO's working areas HHs	SAHAS's Working Area CBOs	CBNO's working Area CBOs
Okhaldhunga	1,250	1,564	54	58
Udayapur	1,045	997	45	45
Lalitpur	938	704	36	31
Kalikot	1,026		40	
Bajura	1,231		46	
Mugu	1,433		46	
	<b>6,923</b>	<b>3,265</b>	<b>267</b>	<b>134</b>

the government, target groups and funding partners to enhance the capacity of marginalized communities living in remote Municipalities of the project district by improving their livelihood and empowering their socio-economic condition. The three-rationale identified for the project are:

- » improve the food security and nutrition status of marginalized smallholder farmers.

- » formation of the active group and network organization in integrated community development.
- » adoption of new technologies by small farmers to be resilient against climate shocks and natural disasters.

The project activities assessed against project outcomes are as presented below. It should be noted that many activities are relevant and sometimes sequential in achieving the desired project outcomes.

**Table 3. Project Outcomes and Related Activities**

Project outcome (PO)	Main Activities
<b>PO 1: Improve the food security and nutrition status of marginalized small holder farmers;</b>	<ul style="list-style-type: none"> <li>» Baseline studies- economics/ livelihoods assessment, targeted beneficiaries, relevant stakeholders mapping, collect</li> <li>» Home gardening training</li> <li>» Seed production training</li> <li>» Income generation through vegetable production and selling</li> <li>» Rotational crop farming training</li> <li>» Irrigation facilities</li> <li>» Promotion and registration of underutilized and underexploited crops and vegetables</li> <li>» Livestock (especially, goat rearing)</li> </ul>
<b>PO 2: Formation of active group and network organization in integrated community development</b>	<ul style="list-style-type: none"> <li>» Selection of marginalized and poor people for group formation with due permission from the local government</li> <li>» Policy or guidelines to bind the group together.</li> <li>» Capacity enhancement of the group members in on-farm/ off-farm technologies and livestock trade</li> <li>» Development of micro-financing programme</li> <li>» Skill development on resource leveraging from local government and other governmental or non-governmental organizations</li> </ul>
<b>PO 3: Adoption of new technologies by small farmers to be resilient against climate shocks and natural disasters</b>	<ul style="list-style-type: none"> <li>» Training on Bio-pesticides and organic fertilizers</li> <li>» Use of polyhouse (plastic tunnel)</li> <li>» Drip Irrigation</li> <li>» Reduction in greenhouse gas emission through the use of improved cooking stove</li> <li>» Crop rotation</li> <li>» Concept of Seed Bank</li> <li>» Wastewater collection pond</li> <li>» Vermicompost</li> </ul>
<b>Cross-cutting issues</b>	<ul style="list-style-type: none"> <li>» Awareness on right to social protection</li> <li>» 'Chhaupadi' issue</li> <li>» Untouchability issue</li> <li>» Child marriage issue through SAMVAD (group of adolescent girls)</li> <li>» Domestic violence</li> <li>» Shared ownership of land/asset</li> <li>» Registration of birth/marriage/death/disability</li> </ul>
<b>COVID-19</b>	COVID relief distribution (beyond the target groups) "Muththidan" program

Due to COVID-19 pandemic, the planned project activities were disrupted, which led to a delay in major project activities.

### 3.3. Focus Communities and Stakeholder Analysis

The Focus communities of the project are smallholder farmers and marginalized households.

Primary focus groups include women and members of Dalit communities as they are the most disadvantaged communities in Nepal. Primary stakeholders comprise of CBOs, MC, CBNOs – representing

members of targeted beneficiaries, local government (ward and rural municipality). Members of CBOs, MC and CBNOs have dedicated their time and effort in increasing the food production, increasing revenue, and leveraging resources from the government. Local government has granted permission for the project and provides necessary support for achieving better result of the project.

Secondary stakeholders of the project include government line agencies, health, education, and financial institutions. They have supported the project to provide resources, share knowledge, and monitor the LIFT project. The map of stakeholders in this project is demonstrated in the figure below.

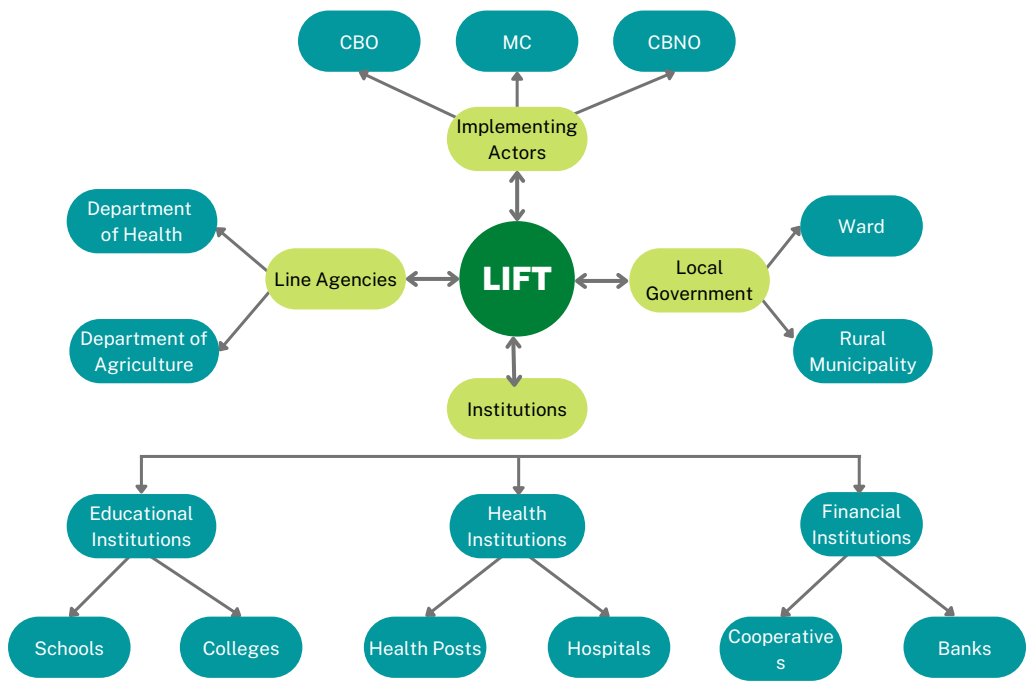


Figure 1 : Stakeholder mapping

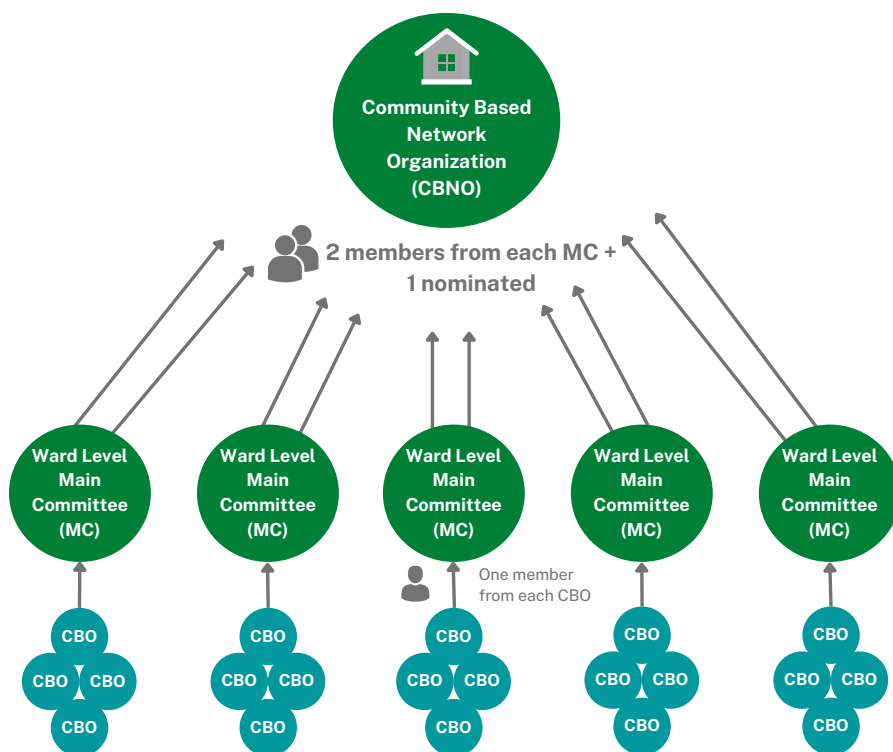


Figure 2 : Working approach of LIFT Project

### 3.4. Working Approach Analysis

A representative of each selected household becomes a member of the Community Based Organisation (CBO). As per the need, multiple CBOs are formed within a ward/settlement. The CBOs are trained and empowered by the local facilitators from the LIFT project and mobilised to carry out project activities. They identify problems and propose solutions for the beneficiary members through participatory processes. Representatives are selected from respective CBOs to be part of the Main Committee (MC), who are mandated

to coordinate and address emerging issues of the CBOs. Few members from MC are selected to form Community Based Network Organisations (CBNOs) at the municipal or district level who are tasked to advocate the agenda of CBOs and mobilise funds received from the local government towards development activities in the settlements represented by the CBO. This approach addresses the problems of the poor and the marginalized groups at the lowest level of the hierarchy and supports enhancing their livelihood. Further, these groups could claim their rights including the right to food resulting in food security and reducing discriminatory practices.



### 3.5. Key External Challenges

- » The restructuring of the state (implementation of federalism) following the promulgation of the new constitution of Nepal 2015 slowed down the administrative function of the government, which led to delay in the progress of several development activities in the communities, including this project.
- » The requirement of mandatory Permanent Account Number (PAN) for resource leveraging – at the local government – is a difficulty many CBOs currently face.
- » The difficult terrain where the projects are located and a lack of easy accessibility to the market areas add further difficulties for people in selling their products.
- » Monsoon is considered as one of the important seasons for the farmers, however, the recurring natural disasters like floods and landslides often hinder project activities.
- » The prevailing restrictions and limitations imposed by the government due to prolonged COVID-19 pandemic have led to delays in several project activities.





## 4. FINDINGS AND ANALYSIS

### 4.1. Findings

The evaluation process was guided by evaluation questions and sub-questions. The findings of the evaluation process have been triangulated and supported by analyses and assessments. Cross-cutting issues of gender and equity, right to social protection, and climate change have been considered during each stage of analysis.

#### 4.1.1 The relevance of the project for the target population, Government, LIFT and SAHAS priorities

The intervention areas of the LIFT project are the 7 rural municipalities and 3 urban municipalities at Lalitpur, Okhaldhunga, Udayapur, Kalikot, Bajura, and Mugu districts. The MPI value in these districts are higher and HDI value are lower than the national average MPI (17.4%) and HDI (0.602) values respectively, except for districts at Bagmati province and province 1. However, the working areas selected under the LIFT project in all the provinces have remote settlements prone to four key dimensions of food security; availability, accessibility, utilization and stability.

Table 4 MPI and HDI value of intervened districts.

Districts	Provincial MPI Value (2021)	Provincial HDI Value (2019)	Province
<b>Mugu</b>	39.5%	0.538	Karnali
<b>Bajura</b>	25.3%	0.547	Sudurpaschim
<b>Kalikot</b>	39.5%	0.538	Karnali
<b>Udaypur</b>	15.9%	0.58	1
<b>Okhaldhunga</b>	15.9%	0.58	1
<b>Lalitpur</b>	7%	0.661	Bagmati

The government's priority on nutritious and sufficient food all year round to its citizens, is recognised as one of the essential rights in the constitution. Therefore, in line with the Right to Food and Food sovereignty Act, 2075 (2018), the intervention of the LIFT project in the remote settlements of municipalities of different districts targeting smallholder farmers is extremely relevant. Besides this, the activities of LIFT are in line with the SDG goals: end poverty (SDG 1), end hunger (SDG 2), Gender equality (SDG 5), reduced inequalities (SDG 10), and Climate action (SDG 13).

The objectives of LIFT are:

- » to increase collective actions for strengthening gender and social inclusion in the targeted communities in order to address social discrimination and enhance economic and local development processes;
- » to enhance food production and livelihood status of target communities by strengthening the food partners in the project areas for community development initiatives; and
- » to establish and strengthen CBO Networks for inclusive management of the community development initiative. Accordingly, LIFT has supported targeted beneficiaries in addressing issues of food vulnerability, helped households (smallholder farmers mainly) to increase production of food, especially vegetables fulfilling their food needs and becoming self-sufficient in food.

Likewise, many women members from marginalized and excluded communities earn money (income) through sales of vegetables and livestock resulting in an improved livelihood of targeted beneficiaries (poor, marginalized, and excluded households). Besides these, if a member wants to learn a specific income generation skill to fulfil her / his basic needs (especially food), then that individual is empowered through relevant activities like sewing, smithing training or equipment support despite the activities in LIFT IV did not promise the members to impart new skills. Further, the members of CBOs (representing poor, marginalized and women) have become empowered. They have understood to protect and claim their rights resulting in food security and reducing discriminatory practices.

Considering the thematic areas of LIFT, namely agriculture and rural enterprise for food, nutrition and income security, climate change, disaster risk reduction for resilient communities, and empowered community organizations for a transformative social change, the project was able to implement activities rightly in collaboration and coordination with the targeted communities, local governments, sectoral line agencies and other development agencies creating a synergy to undertake the project activities more efficiently and effectively.

Hence, the project was highly relevant to the targeted communities at the selected municipalities and is appropriate to replicate the project in other remote areas having limited food security.



## Modern blacksmithing equipment to improve livelihood

Sher Bahadur Kami is a 62-year-old blacksmith residing in Thanagaun Tauke-4, Tapli Rural Municipality. He used to provide door to door blacksmith service using traditional equipment and received grains like maize, paddy, millet, etc. in return of his service. He used to face the discrimination while visiting door to door and also could provide limited services due to lack of tools and instruments.

After he joined CBO supported by SAHAS, he requested for equipment through CBO he affiliated such as blower machine, CGI sheets and hammer. With 25% of his financial contribution, SAHAS supported this equipment to him which helped him to improve his craft and earn more. Now, he has stopped going around neighbour's houses for jobs and rather works at his own house. He earns NPR 2,50,000 annually crafting various items from iron and steel. He proudly says, "Now, I will never work for maize, paddy and millet from my neighbours. I don't have to go door to door asking for a job now. I am happy that I am making a good income by selling my products in local markets."



4.1.2. The effectiveness of the project in achieving its planned outputs and expected/ revised outcomes

The project-led activities have made significant progress in meeting the set-out objectives of strengthening the socio-economic, institutional, and climate-resilient capacity of marginalized farmers living in project intervention areas. The project’s emphasis on community mobilization through a three-tiered implementation approach (CBO-MC-CBNO) is producing encouraging results. The discernible positive impact the project has brought about among the beneficiaries is visible in the project area.

The project contributed to achieving robust progress in the outcome of ‘improved food and nutritional security’ of smallholder farmers. By the end of the fourth reporting period,

27.65 % of the total target households have increased food security by at least 1 month. The resolution of objective 1 of the project, as indicated in the log frame, is to increase the food security of 35% of target beneficiaries (10,066 HHs). The gap of 7.35% needs to be covered within four months.

It may be worthwhile to give attention to interventions in Kalikot (360 HHs out of 1,026 HHs) and Bajura (363 HHs out of 1,222 HHs), as the districts’ food secured HHs are lesser than their contemporaries.

Of the total HHs involved in income generating activities, 2,042 HHs are represented by women in their respective groups. The 800 HHs engaged in income-generating activities, the target mapped out for the end of 2,020 has exceeded by 1,993 HHs. Similarly, the target set for women-led HHs involved in income-generating activities has exceeded

Distribution of HHs with Increased Food Security

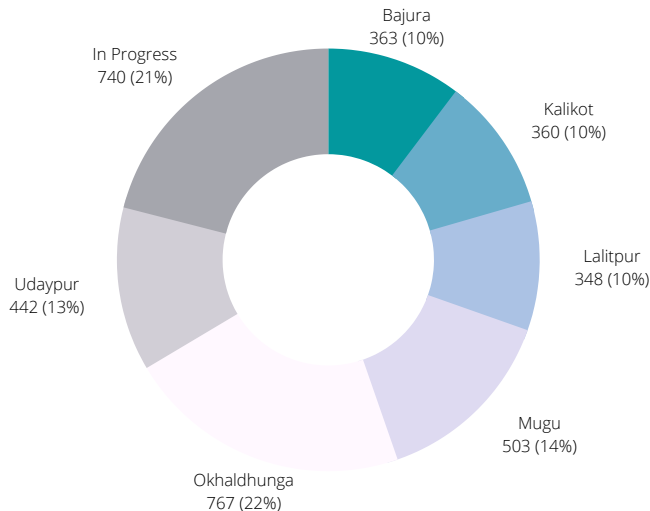


Figure 3 : 2,783 HHs in total have increased their Food security capacity by at least 1 month.

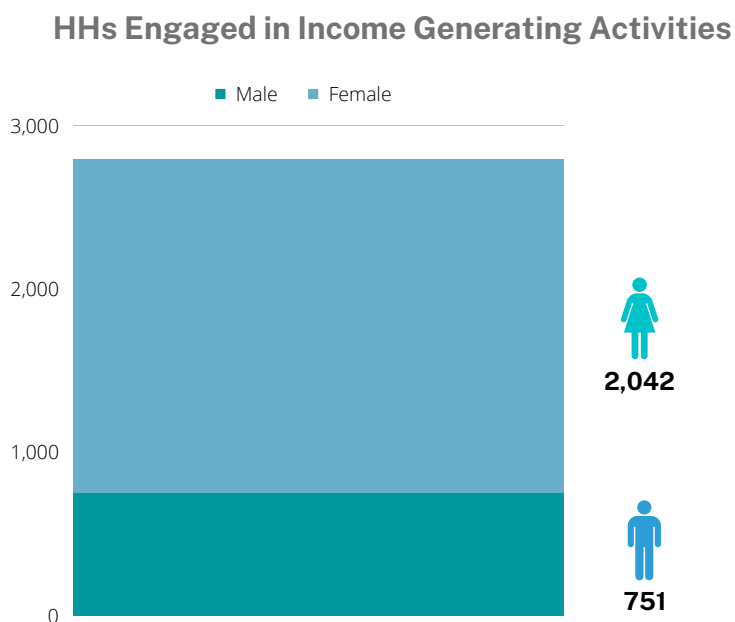


Figure 4 : 2,793 HHs are engaged in income generating activities of which 73.11% are Women led HHs.

by 1,642 HHs from 400 HHs within the same period. It is encouraging to see the increase in number.

Indicators on objective 1 suggests that more grounds need to be covered to at least achieve 35% target beneficiaries. This could be direct effect of the impracticality of organizing activities amidst COVID-19 pandemic. Further, with permission from the donor, part of the project activities budget was transferred to relief activities to cope with the situation during COVID-19 pandemic.

The objective “CBOs and CBNOs are functional in their duty for integrated community development” of the project is bolstered by the progress it has made in the number of CBOs

successful in leveraging resources. Of the 401 targets CBOs, 122 CBOs have successfully leveraged resources from government authorities, line agencies and other development actors. And of the 122 CBOs, 62.3 % are female led

It is obvious from the on-field observation that beneficiaries are aware of Climate Change and its multifaceted implication on society. The lack of knowledge on the subject matter was compensated by the willingness of the beneficiaries to practice Climate Resilient Technologies. 5 districts have met the target. Home garden is the popular technology adopted by the beneficiaries followed by a greywater collection pond.



# Distribution of CBOs successful in leveraging Cash

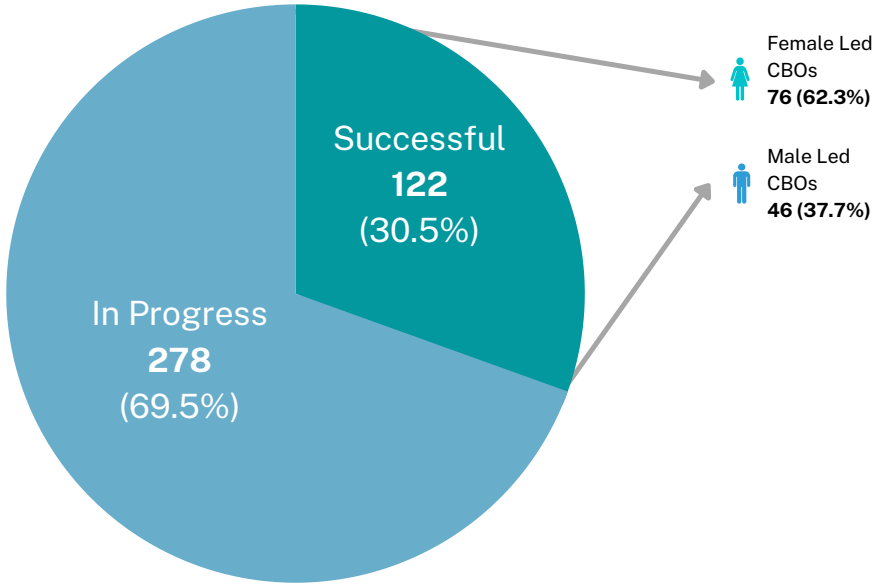


Figure 5 : 30.5 % of 401 CBOs have accessed resources of which 62.3% are Women led CBOs

## CBOs Practicing Atleast 5 CRA Technologies

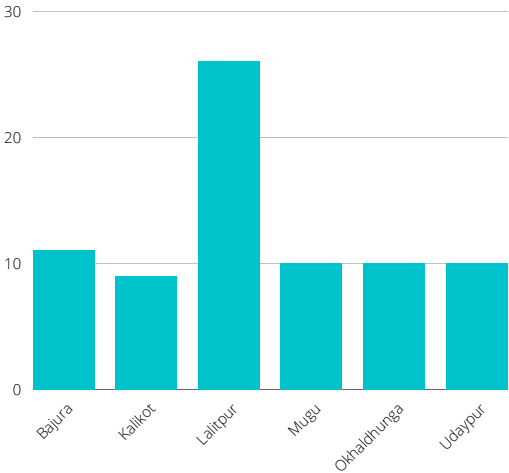


Figure 6 : 76 CBOs from 6 districts have adopted at least 5 Climate Resilient Technologies



#### 4.1.3. The efficiency of the project in achieving the planned outputs and outcomes

The project areas of LIFT -IV are in remote areas with little access to easy commute. In some places, SAHAS Nepal (implementing the LIFT project) was the first organization to ensure any kind of development project in those areas. Despite this challenge and more, LIFT project comprising of 12 admin staffs and 47 program staffs for the 6 project districts have managed to supervise the program despite the issues posed by COVID-19. The composition of staffing is well thought out to provide overall support to the community. Project Officer oversees and supervises staff as follows:

The initial project was administered for 3 years (1 May 2019 to 30 April 2022). There were adjustments needed to be made into the plan as a result of the COVID-19 pandemic. The pandemic-led immediate outcry in the community led to the funds to be deployed towards managing COVID-19 related emergency activities, with the donor approval. During this period, the budget was used in managing quarantine spaces, distributing food packages and health kits, providing Oxygen concentrator and Pulse Oximeter to concerned health departments, and providing information dissemination through radio jingles, pamphlets, and events. The support provided by SAHAS Nepal during the pandemic was highly appreciated by the local government as echoed in the sentiments of the Ward Chair Badimalika municipality.

**Table 5: Principal function by respective designation**

Designation	Principal Function for efficient integrated implementation
<b>Admin and Finance officer</b>	Oversees the expenditure of planned District Budget
<b>Agriculture Technician</b>	Ensuring effective and efficient implementation of majority of livelihood related activities
<b>Health Technician</b>	Ensuring healthy life habits as horizontal themes into planning and execution of planned interventions
<b>Infrastructure Technician</b>	SAHAS's in-house technician on planning, budgeting, overseeing construction of planned infrastructures
<b>Gender Facilitator</b>	Ensuring Inclusion of Women and also of excluded groups in the community into activities planned. "Leave no one behind"
<b>Advocacy and Partnership Facilitator</b>	Formative years of CBOs, MCs, and CBNOs facilitator helps to smooth out the representation in each tier of SAHAS approach of intervention

*“SAHAS became very active during both waves of COVID-19 pandemic. The speed with which they agreed to come on board the emergency work has to be commended.”*

Dambar Mahat, Ward Chair Ward – 1 of Badimalika Municipality

As the resources, personnel and capital were deployed in COVID-19 response, there were development works that needed to be paused. This resulted in backlogging of planned activities. The uncertain nature of pandemic required revision of planned activities for the continuation of the planned activities. Also, it was felt that the no-cost extension on the deadline of the

## Livelihood support enhanced education (Sustainability)

Manita Bhujel of Okhaldhunga is a 16-year-old trainee under the On the Job (OJT) training program of SAHAS. She was supported NPR 5000 by SAHAS when she was in class 8. Her family added extra NPR 6000 and bought 1 goat and 2 kids which has now increased to 7 goats in the farm. They sell 1 goat every year and earn almost 20 thousand from it which has supported her education from class 8 to class 12 so far. As she belonged from marginalized family and was an extraordinary student, she again received shed improvement and mushroom cultivation training and supports from SAHAS. This has supported her education and livelihood of the house as well. Before receiving the assistance from SAHAS, her family worked as sharecroppers and had to take loans for the education of their children. After earning from goat farm and mushroom cultivation, they have started to pay back their debts and her mother is hopeful to finish paying back all her debts in 3 years. Now, Manita plans on studying bachelors and then preparing for Lok Sewa. She says, “Before receiving the support, I could not imagine studying this far because my family could not afford it. Today I am able to study in Sindhupalchowk renting a room. I plan to study further and earn a living for my family.”



project should be considered. With all this taken into consideration, to gauge the efficiency of the project proves rather challenging. However, if we consider the mobilization of resources that was done to address the needs of the community, it is safe to say that the project has been efficient in managing budget, mobilizing personnel, and providing directional support to local governments. This is evident by prominence the project (SAHAS Nepal) has gained among the circle of duty bearers as well as in the associated communities.

According to the project document, SAHAS Nepal is relying on field staff for close monitoring of the LIFT project activities. The designated project monitoring and evaluation staffs stationed at the headquarter must divide their attention proportionally to different projects. Thus, it falls upon CBOs to be accountable for their actions and decisions. Evidence of self-monitoring was evident in our interaction with group members. Formation of MCs, an entity formed to bridge the gap between community and local level government – although primarily envisioned as a governance body – can primarily undertake monitoring responsibilities.

**Distribution of Planned Expenditure, NPR 252,500,000**

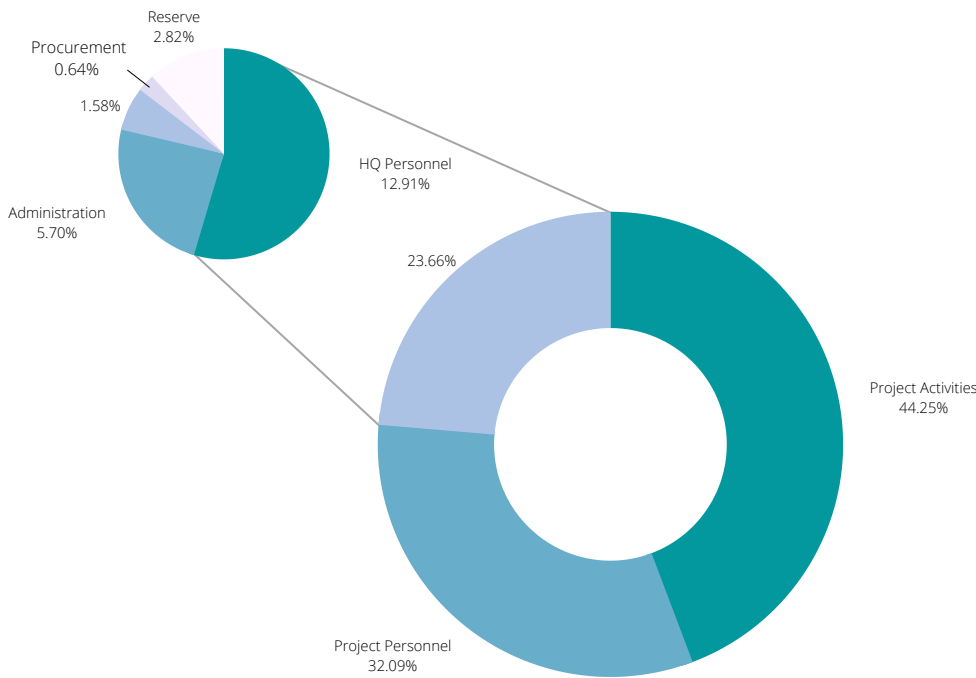


Figure 7: 76.34% of the total cost on Project Implementation cost vs 23.66% of the total cost on Project overhead cost

## Distribution of Expenditure (4th Reporting Period)

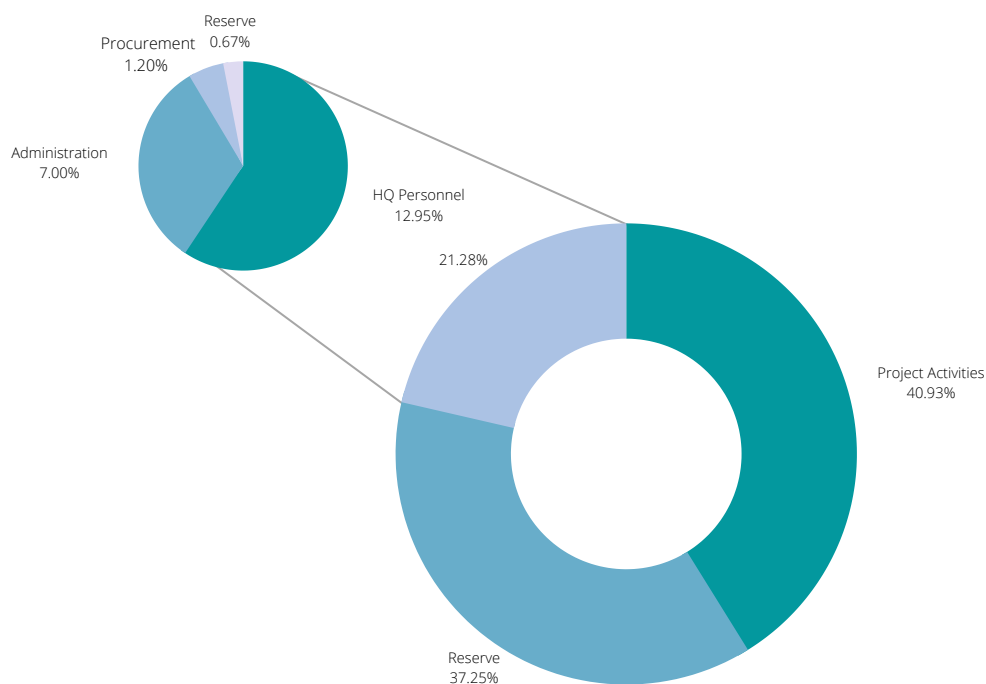


Figure 8: 78.18% of the total cost on Project Implementation cost vs 21.82% of the total cost on Project overhead Cost

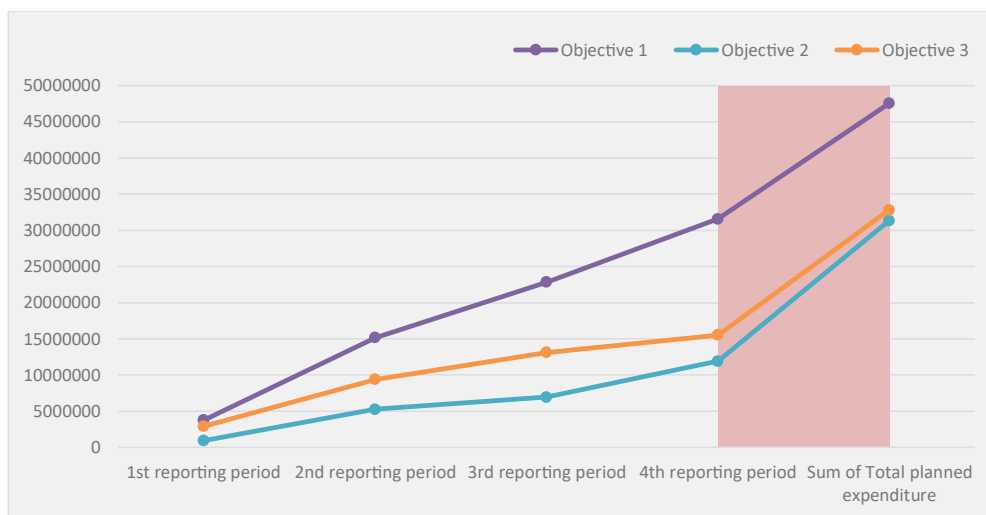


Figure 9: Trajectory of Expenses till 4th reporting period

## Resource Leveraged from Agencies (In Rupees)

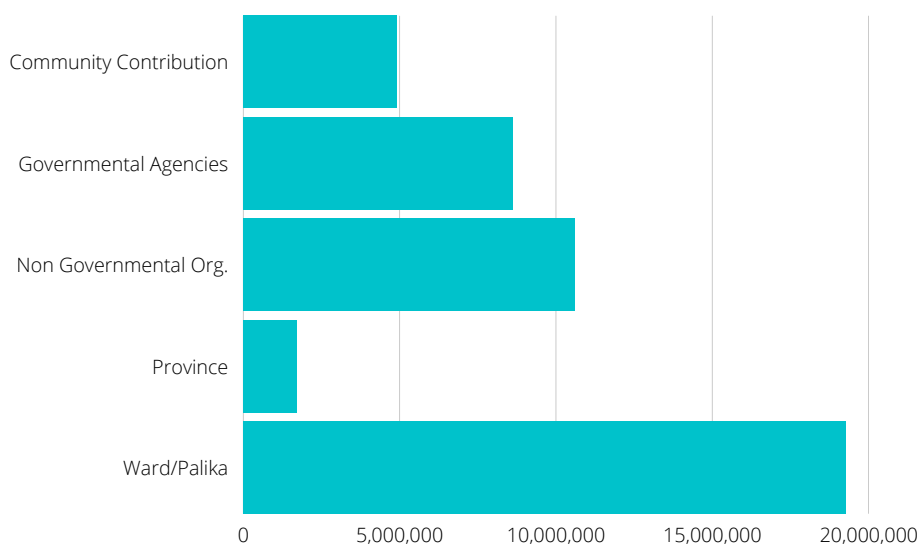


Figure 10: Resource leveraged from agencies

In the above figure, left plot signifies total planned expenditure out of which 44.25% is project activities, 32.09% is project personnel and 23.66% is project overhead cost, and right plot is the distribution of the overhead cost. Further, Figure 7 shows that much of the total planned budget (NPR 252,500,000.00) is allocated to project Implementation cost. This is very efficient planning of the budget as Project overhead cost is under quarter of the total planned budget.

Similarly, tracking the actual expenses till the 4th reporting period, it is very encouraging to see the percentage of project implementation cost (78.18%) respecting the proportion of total planned expenditure.

The above line graph shows that the pace of expenses on the objectives of the project needs to pick up significantly after 4th reporting period to meet the planned expenditure for the respective objectives. The rise in gradients of each Objectives trajectory in the shaded region (remaining project period) is the indication of the urgency to conduct all the backlogged project activities.

The above bar graph reflects the success of objective 2. CBOs understand the need for coming together, they are well prepared, and they have clearly identified the channels to leverage cash for their priorities. They were able to leverage substantial amount from



local government and significant contributions from other agencies, which gives an indication of precise fashioning of resource leverage process. CBOs' success in leveraging capital indicates that they are empowered to lead the community development.

The resources invested into the communities have been optimally utilized. The communities have yielded maximum benefits from the project. Even though budget and timeline had to be adjusted to conform with the limitations due to COVID-19 pandemic, the current status of the project is efficient in terms of return on resources invested in to the communities.

#### 4.1.4. The impact of the project:

The project had undertaken several baseline studies, and these provide the basis for change in production and the adoption of the new technologies, women empowerment, alleviating untouchability issues and other discriminatory practices and income generation.

The community mobilization through a three-tiered implementation approach is showing encouraging results. Significant impacts have been realised on the lives and livelihood of the targeted communities. The CBOs have helped the beneficiaries improve their living standards through access, utilization and stability to securing food and nutrition. Further, few of them have successfully formed cooperatives through which they are saving money and

getting financial help when needed. This has increased the number of members in the CBOs thereby increasing the reach to a vulnerable and marginalized group of people.

Likewise, the beneficiaries have been able to grow variety of cash crops and other green leafy vegetables instead of limiting themselves to under-exploited or under-utilized agriculture lands. They have increased their knowledge and capacity on crop production, seed production, irrigation, and off-season cultivation. Thus, they can consume nutritious food and sell the surplus to nearby markets. Through these, they have become economically empowered as a result of which there has been a decline in the migration rate to neighbouring countries (especially in India). One member stated his desire as:

*"I used to go for foreign employment to earn a living in the past. But now I earn 1 and half lakh by selling vegetables and chicken farming here in the village. So, now I am staying here with my family and earning from agriculture."*

Member of CBO, Okhaldhunga

Besides, the active participation of CBO members in the decision making in project activities has empowered members (increased confidence, assertiveness, leadership qualities), especially women and marginalized groups. This has brought changes in the position of females in the family and

society. For example, in Okhaldhunga, one of the female members of CBO was able to stand herself out as an elected Deputy Mayor.

Further, the use of organic fertilizers, crop rotation, use of improved cooking-stove and adaptation through rainwater harvesting, and wastewater reuse have contributed to environmental protection and climate change mitigation. Likewise, the improved income generation of marginalized groups through off-farm skills is considerable. The access

to market for income has changed the status of so called low-caste individuals and families.

#### 4.1.5. The sustainability of the services and benefits after the project completion

During the evaluation, it was found that the three-tier approach (CBO-MC-CBNO) has been effective. The selection of marginalized group of people, their unison, capacity enhancement, knowledge dissemination, awareness on social

### No more migration for livelihood

Nabraj Bista from Sanitriveni-2, Kalikot has now stopped going to India to earn a living. He used to migrate to India as the food produced in his land were insufficient for his 6 family members. After being a member of the CBO under LIFT project of SAHAS Nepal, he got different training on vegetable cultivation, livestock rearing, biofertilizers and biopesticides production and home garden management which helped him to adopt improved tools and technologies for production. He received poly house, seeds and materials for waste water collection from the LIFT project. With necessary skills and technical support from the LIFT project, his vegetable production increased and he was able to earn NPR 35,000 to NPR 40,000 per season. He also makes additional income from rearing improved breeds of goat. He is happy to be able to fulfill the needs of his family while living with them. He says, "I am glad that I do not have to go to India for my livelihood. I am earning good money here in my own land and I am able to send my children to school. SAHAS has changed my life.



## Single woman becomes economically and socially empowered

Gaura Nepali got married at the age of 13 and by the age of 15 she had two children. After the death of her daughter and husband, she struggled to look after her son. One day, she learned about the LIFT project of SAHAS and expressed her interest to join the CBO. She then received various training such as vegetable cultivation, livestock rearing, wastewater collection and capacity building. She received vegetable seeds, poly house and chicks support from LIFT project. She earned a good profit from selling chickens and bought goats from the money. Poly houses and home garden management training helped her to grow vegetables throughout the year and she earned more money from them. She constructed a wastewater collection pond by herself from her earnings. With her hard work she helped her son (financially) to buy a vehicle, now her son is earning good income driving that vehicle to support his family. Along with her economic empowerment, her social



development also accelerated. Her active engagement in the group has led her to become the chairperson of the group today. She is also a chairperson of Community Forest User Group. After securing such prominent positions in the community, she again contested in the local election for the position of ward member. Though her attempt at the time was not successful, she was not disheartened and became more determined to contribute in other important roles in the society. Her future plans are to expand her agricultural investment and bring positive changes in the society.

issues and their joint effort in poverty alleviation, shows significant social development in the project areas. The acquired knowledge in agriculture was evident during the interaction. Further, this project has capacitated the CBOs to be registered in local governments and receive support from local governments in their development initiatives (such as the construction of irrigation system, community spaces and water system, received improved seeds, plastic house support and livestock). Local governments are happy with the outcome of the LIFT project and have shown positive response in collaborating with LIFT

project and SAHAS Nepal in the future. For instance, Ram Chandra Lama who is the Chief Administrative Officer of Tapli Rural Municipality, Udayapur district says,

*“SAHAS Nepal has supported agriculture, education, infrastructure development and covid-19. They have done a great job in capacitating the marginalized communities and making their voice heard in the municipality. So, we would like to work with SAHAS for a long time.”*

## CBNO leverages resources from the local government

Mahabharat Community Development Society (MCDS) Nepal located in Gahunbari-11, Katari Municipality has been successful in acquiring NPR 17 lakh from wards 11, 12 and 14 to promote akbare and capsicum farming, increase vegetable production through tunnel cultivation and livestock farming. Their effort was successful when ward 11 of Katari Municipality was able to earn NPR 40-50 lakh from Akbare farming. Currently they are working to improve agriculture production in wards 9 and 14. Their effort has made a good impression on the local government which has helped them to get their proposal accepted. They are planning to update their policies to work together more with the next elected local government in the future.



However, it has been observed that there is a need, to work with local governments in policy reformation to make food security as priority in their plans and budgeting.

Similarly, CBOs' and CBNOs' are capacitated to leverage resources from local government and other development agencies for the development of their communities. However, CBNOs, coming from the excluded group, have weak advocacy capacity and do not have a strong social capital to influence policy processes of local government. There is a need to strengthen CBNOs to work effectively with local government in advancing right to food and employment agenda.

Likewise, the cooperatives formed by CBO members have bound the member together, however, they lack business acumen to generate income through commercialisation of their products. Moreover, barriers to access to the market due to untouchability must be eradicated (it was noted that products touched by the Dalit, or those considered as the low-caste people, and females during

their mensuration period, are taken as impure.

With the facilitation of LIFT project, the members of CBOs and CBNOs are successfully leveraging resources. They were able to leverage the resources up to NPR 57,00,000 from non-governmental agencies, NPR 20,00,000 from governmental agencies and NPR 16,00,000 of community contribution. Further, one of the CBOs at Mugu could even leverage resources from the local government for school renovation and toilet construction. So, as an organization, they are capacitated to prioritize their needs and get resources to fulfil those.

On a hopeful prospect, the leadership quality among the members of CBOs seems to be sustainable as some female members have been elected at the local government agencies and some have taken the role of executive members in community organisations. Some members have invested in education and training, which has helped them to become employable.

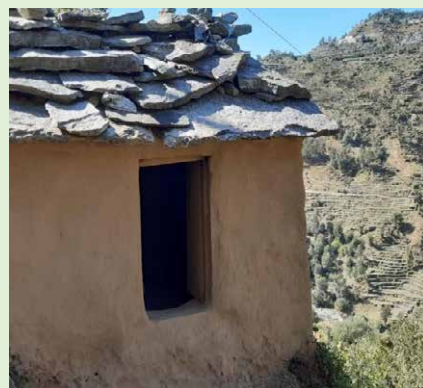




## Local groups successful to abolish Chhaupadi in their ward

Most of the women from the groups of Hatemalo Krishak Samuha and Ukhadi Chaurata Krishak Samuha of Badimalika Municipality, Ward 9, Bajura stayed in 'chhau goths' which are essentially outdoor sheds made for menstruating women who practice Chhaupadi system. They had to stay in chhau goths for 5 to 7 days of their menstruation and were denied the supply of milk products during that period. Being away from their home and living in outdoor sheds exposed these women to sexual harassment and snake bites. They felt moderately discriminated by their own family during the menstruation period. With the facilitation of SAHAS, various local level government and agencies like Badimalika Municipality, District Administration Office, District Police Office, non-governmental organizations and farmers group united to eliminate Chhaupadi system in the ward. Awareness programs against Chhaupadi practice via radio were broadcasted and sustainable pad making trainings were provided to the groups. 60 chhau goths were destroyed in the community.

After tremendous advocacies against Chhaupadi system, ward 9 was declared Chhaupadi free ward on 16th February, 2020. During the program, member of the House of Representatives of the federal parliament of Nepal Lal Bahadur Thapa, District Coordination Committee Chief Narendra Kumar Rokaya, Deputy Mayor of Badimalika Municipality Kabita Bista and non-governmental organizations signed a letter of commitment promising not to keep women in the chhau goths during menstruation, to keep them in a safe place and not to discriminate them during the menstruation period. A member of Hatemalo Krishak Samuha observed, "Before, many women suffered from arthritis, pneumonia while staying at chhau goth during winter. But, now all the female members of the group have stopped the chhaupadi practice. They are not restricted to drink milk products like before during menstruation. Now, they feel safer from the possible sexual harassments and snake bites.





#### 4.1.6. Consideration of ‘Gender Equity’ and ‘Social Inclusion’ in the projects undertaken

The selection of the target groups considers social inclusion as a criterion for selection of members (members from so-called lower caste and socially marginalized backgrounds) as beneficiaries during the initiation of the project activities. Likewise, women are the major beneficiaries. Women and marginalized and vulnerable (especially persons with disabilities) groups are empowered economically and socially, which has helped contribute to the “Leave no one behind” SDG target. The CBO members have gained the confidence to engage with people beyond the household and the community, as expressed by chairperson of CBO.

*“When I became the chairperson of the group, I was nervous about how to talk in front of people. I did not think I was capable of managing the group. But with time and work, I have become more confident to initiate discussions, manage our group and discuss our issues with ward and rural municipalities.”*

Chairperson of Ghurbise Utsahi  
Krishak Samuha, Ghurbise,  
Okhaldhunga

Some women have become politically active and are planning to contest the upcoming election of 2022. One female member was elected as the Deputy Mayor (in a municipality of Okhaldhunga) in 2017, some are elected in executive positions of associations/user groups (forest user group). Some of the members are working for NGOs/INGOs and some are advocating for gender-based violence. However, minority religious groups and third gender people were not found as beneficiaries of the LIFT project during the evaluation as it was not included during the project design phase, as stated by a member:

During the field observation, the prominent impact which was obvious was the positive change in the society result of the alleviation of social malpractices like untouchability between so called high and low caste, “chhaupadi” and gender-based violence. Now, females can stay in their house (in separate rooms) during their periods in intervened areas.

#### 4.1.7. Other Benefits

A huge social transformation is observed in the intervention areas. The reduction and elimination of some discriminatory practices have been observed, especially discriminatory practices against females, Dalits





and persons with disabilities. The elimination of discriminatory practices has increased the respect and confidence of these members. The overall increase in the social status of CBO members could not be established during the evaluation, however, the beneficiaries are seen to be working closely with the government, which signifies their access and participation level in the development process of local government.

Further, relief and other support during COVID-19 (relief distributed beyond targeted households) in collaboration with local government/authorities, and increased goat rearing on a commercial scale beyond project target/members of CBOs are some of the significant unintended benefits the project has achieved.

*"I was not confident and was afraid to talk with anyone beyond my house and neighbour. With the engagement in group formed by SAHAS Nepal, I received various training which helped me to generate income on my own and made me financially independent. SAHAS's gave me opportunity to work as a Social Mobilizer for one of the projects of INGO (Save the Children). People in my society respect me and value my suggestions. I'm grateful to SAHAS Nepal for all the support and the confidence I have gained so far."*

Balkaura Tamata, Secretary,  
Shivanath Bakhara Palan Women  
Group, Raskot Municipality, Kalikot

## 5. CONCLUSION AND RECOMMENDATIONS

### 5.1. Conclusion

This evaluation was conducted using the livelihood framework and OECD evaluation guidelines, following a participatory approach. The guidelines helped assess the project activities in terms of their relevance, effectiveness, efficiency, impact, sustainability, gender equity and social inclusiveness. Overall, the LIFT project has been implemented successfully and the project objectives have been duly achieved. Moreover, the project has been able to eliminate/reduce several socially discriminative practices prevalent in the project areas.

The project has been successful in bringing about several positive changes in the lives and livelihood of the target beneficiaries, particularly, by improving their living standards by providing access, utilization and stability to food security and nutrition. Further, some of the members have successfully formed cooperatives through which they are saving money and getting help when needed.

**Following are some key takeaways of the evaluation:**

- » The enormous amount of effort, hard work and commitment of the CBO members (targeted beneficiary) have helped the project achieve some of its key targets, e.g., increased food production. However,

although the current support from the project has helped the beneficiaries achieve increased nutritional intake, they are yet to benefit in other significant ways. For instance, allocating additional funds to the project activities may help provide further technical assistance to the beneficiaries, which might help them generate ongoing income.

- » The reduction in social discrimination by means of certain project undertakings is worth mentioning. This has resulted in the previously excluded and marginalised individuals/groups gaining access to the market (for selling their products).
- » Over the due course of time, the crop production technologies imparted by the LIFT project have seen enormous local adaptation and improvisations (of the standard techniques), which have not been documented. If documented well, these adaptations can be replicated in similar localised contexts to yield similar /better results.
- » With regards to the use of climate resilient technologies to produce food and manage issues of climate change, farmers were seen utilising several local methodologies – considering both dry season and changes in rainfall pattern. Yet the use and outcomes of such locally adaptive technologies have not been documented.
- » Many CBOs and CBNOs have leveraged additional funds from the local government

for supplementing project interventions. For the longer-term sustainability of the project activities, the project must involve the government at all three levels (federal, provincial, and local). Creation of provincial food councils and food committees in the local government is another significant step in ensuring food and nutrition—also reflected in the Right to Food and Food Sovereignty Act, 2075 (2018).



## 5.2. Recommendations

**Recommendation 1:** The evaluation concludes that project LIFT has been successful in meeting its target objectives. The project design and implementation methods were tested against the OECD evaluation criteria –relevance, effectiveness, efficiency, and sustainability. The impacts that the project activities have had on the lives of the beneficiaries is significant, therefore such projects must be replicated in the future. The contribution of the project activities is encouraging. Further, an increment in the budget and expansion of project activities may help create greater impacts. For example, the beneficiaries can be provided with additional technical assistance for creating income generating activities, which would help create even bigger impacts to their lives and livelihood.

**Recommendation 2:** The project activities have played significant role in bringing about positive social change – by reducing several social discriminatory practices. The project has contributed to the empowerment of the women and Dalit communities in remarkable ways. This is an outcome that ought to be incorporated and highlighted in the project targets – by means of creating an outcome indicator related to ‘social change’.

**Recommendation 3:** The objective of the project on Food security has been addressed but the project comes short of taking advantage of encompassing nutrition security despite having worked on nutrition along with food security. Thus, there is a scope for the activities to also focus on the ‘nutrition aspect’ through the intervention (Right to Food and Food Sovereignty Act, 2018).

**Recommendation 4:** Investment in ‘action research’ on local adaptation of crop production technologies and local adaptation of climate resilient technologies will help in the documentation of best practices for the future. The action research on water-food-energy nexus is central to carrying out sustainable development. Further, a conducting a study on suitably integrated approach to ensuring food security along with sustainable agriculture practices and energy consumption is important.



**Recommendation 5:** The project must invest in increasing the advocacy capacity of the CBNOs in enabling them to raise funds and resources from the government and other development partners in the future. This will ensure long-term financial sustainability of the project activities for the continued enhancement of the livelihood of the members. While strengthening the advocacy capacity of CBNOs, it is important to also strengthen the advocacy capacity of the members of the local government (elected members and tenured staff), as this will help them prioritise allocation of budget towards food and nutrition for the poor and marginalised.

**Recommendation 6:** For the long-term sustainability of the project, it is imperative for the project to invest in supporting the local governments to develop policies and create regulatory structure that promote right to food and food sovereignty, as per the Right to food and food sovereignty Act, 2075 (2018). Measures must be taken towards strengthening the capacity of the CBNOs to support local governments in formulating necessary directives/guidelines which will set out criteria for the budget allocation towards food and livelihood for poor and marginalized (such Right to food and food sovereignty Act, 2075). Such measures will lead to the formalisation of agriculture and food Act, which will then lead to an increase in the budget allocation towards agriculture sector and social protection for poor and marginalized. This will further necessitate creation of subsidies and other benefits for the poor, such as insurance, seed bank, increased market access, etc.

**Recommendation 7:** In line with the preceding recommendation, SAHAS Nepal must develop a 'policy unit' to facilitate robust engagement with the government at all three levels – local, provincial, and federal. The policy unit will engage in establishing and working with the food councils, which will ensure sustainability and continuation of the project-led impacts on the livelihood of the beneficiaries.



# ANNEXES

## Annex - 1. ToR for the Evaluation

### Organizational Introduction

Group of Helping Hands (SAHAS) Nepal is a non-profit, non-governmental, social development organization founded in 1996. Since inception, the organization has been working in remote rural areas focusing on vulnerable and socially excluded families who are deprived of development opportunities. SAHAS puts its development efforts towards strengthening the capacities of communities and local development partner organizations to create an enabling environment for sustaining development activities by fostering collective efforts of the communities themselves. SAHAS Nepal continues to use the “grassroots approach”, “Rights-Based Approach (RBA)” and “inclusive community-based approach” to community development to identify and serve its target groups. These approaches involve group formation focusing on the vulnerable, Dalits, women, persons with disability and other marginal groups, ensuring full ownership over their development activities.

### Background

The external program evaluation is commissioned by Dr. Surendra K. Shrestha, Executive Director of Group of Helping Hands (SAHAS) Nepal. This evaluation will examine whether the programmatic approach of SAHAS and its working modality that has been used in the Local Initiatives for Food Security Transformation (LIFT) projects is designed appropriately and relevant to the context of 6 project districts. It will assess project relevance, efficiency, effectiveness and potential impact and sustainability. The evaluation will be contributing to generate substantial information on result achieved, challenges to progress and lesson learnt. SAHAS Nepal will incorporate recommendations for developing future programmes and projects.

### Description of the Projects to be evaluated

Project number N-NEP-2019-0135 LIFT project is funded by BftW.

### Local Initiatives for Food Security Transformation (LIFT) Project

Local Initiatives for Food Security Transformation (LIFT) Project is under implementation since 2019 in Okhaldhunga, Udayapur, Lalitpur, Mugu, Kalikot and Bajura districts. The current phase started in 05/2019 and due to complete in 04/2022, was developed based on the learnings generated from the first second and third phase.

The project has been implemented in a total of 7 rural municipalities and 3 municipalities



from six districts for improving the food security situation of the target communities. The project has benefitted a total of 10,066 households from the rural areas, who are poor and marginalised farmers, especially, Dalits, Janajati and Women. LIFT project has united poor and marginalised section in the form of a total of 406 Community Based Organizations (CBOs), where about 40 percent of the CBOs are led by women. The 5 CBNOs are supported to enhance their capacity to implement different community development activities. The project is also implemented in close coordination with other stakeholders such as local governments such as ward, rural municipality, and sectoral line agencies in the project districts.

S. N.	Project Phase	Project No.	Project Period	Target Districts	Target RMs	Total Households	Total CBOs	Total CBNOs
1	LIFT	N-NPL-2019-0135	01.05.2019-30.04.2022	Okhaldhunga, Udayapur, Lalitpur, Mugu, Kalikot, Bajura	10	10,066	406	5

### Objectives of the project

- » The food and nutritional security of smallholder farmers in the project area is improved
- » CBOs and CBNOs are functional in their duty for integrated community development
- » Small farmers are resilient against climate shocks and natural disasters

### Purpose of the Evaluation

The evaluation shall give concrete recommendations on the future program design and on the relevance and priorities of the existing program components. The evaluation will also serve as an opportunity for joint learning and accountability among target groups, line agencies, local development bodies as well as funding partners.

### Objectives of the Evaluation

- » Assess the outcome, impact and sustainability of the project's activities.
- » Assess relevance, sustainability, and approaches applied of the project components like food security, nutrition, livelihood, climate, hygiene and sanitation and education facilities.
- » Assess the sustainability of SAHAS Nepal's community development approach of CBO/MC/CBNO (3 phase-concept), i.e., to understand the role of community organizations in ensuring sustainability and ownership of SAHAS Nepal project.

- » Recommend realistic ways forward on how future initiatives, project and programme innovation, and further priority aspects could be built in the future project and programme.
- » Documenting lessons learned, possible good practices approach, and the potential for replication and upscaling.

## Scope of Work

SAHAS Nepal will invite interested qualified consultants to submit offers to conduct an external evaluation of the LIFT project undertaking so far. The project was developed based on the learnings generated from the first, second and third phase. The evaluation will analyze the achieved results and progress, gaps and challenges with regards to the progress made towards achievements of outcomes and impact of the projects. It will further scrutinize the changes on the life of target groups and gender equality along with social inclusion as a result of project, ownership of stakeholders, and likelihood of sustainability of the actions. Additionally, the evaluation will identify the positive and negative changes produced directly or indirectly by the projects on the opportunities of different groups of people and on the socioeconomic condition of their localities, if any.

In the evaluation sample, SAHAS suggests to assess 5 Community-Based Network Organizations (CBNOs), 6 MCs and 18 CBOs for LIFT project. For LIFT evaluation sample, there should be a good mixture of CBOS and MCs in order to assess different levels of organizational capacities, needs, and self-reliance. In addition, the evaluation will also consult with different stakeholders (Ward and RMs representatives, teachers, agriculture, health and education unit representatives, etc.) from the project areas.

The evaluation will also interact with relevant project staff, field staff, senior management staff, board members, etc. regarding the project progress, lesson learnt and challenges.

**Table: Description of suggested evaluation sample of RMs, CBOs, MCs, CBNOs, Stakeholders, and Project duration**

Project	Project No.	Project duration	RMs	CBOs	MCs	CBNOS	Stakeholders
LIFT	N-NPL-2019-0135	01.05.2019-30.04.2022	10	18	6	5	Rural/ Municipality (RM/M) agriculture, health and education units of RM/M, local leaders, teachers and CBNOs' Board.

## Key questions of evaluation

It is expected that the evaluation report offers a complete and detailed description of the projects implemented over the time, the different stakeholders involved and the relations between them. Recommendations shall also be formulated in the report regarding the main evaluation topics as well as to the key questions under the specific evaluation criteria.

Cross-cutting issues such as gender and social inclusion shall be considered in all of the questions where possible and reasonable. Analyses how human rights approach and gender equality principle are integrated throughout the planning, and implementation. The evaluation team will answer the key questions based on OECD/DAC evaluation criteria as given below.

### Relevance:

- » To what extent the project address rights and needs of the target groups?
- » To what extent the project reduces inequalities?
- » To what extent the project contributes to achieving national priorities?
- » To what the project contributes to achieving partners' policies?
- » To what extent are the objectives, planned activities and planned outputs of the projects still valid? Are there differences between the time when the projects were designed and today?
- » Are the problems addressed still a major problem in the project regions?
- » To assess in how far there is a need for innovation in the role, vision and mission of SAHAS project design considering the changing external environment and the local site-specifics of the different geographical project areas?
- » How did the projects identify the specific development needs of the target communities? To what extent have their needs been addressed?
- » Has the work of SAHAS been able to redefine identities of people as being owners and leaders of their development and not only being beneficiaries?
- » To what extent did the projects make use of a rights-based approach?

### Effectiveness:

- » To what extent have the project objectives been achieved/are likely to be achieved? What were the major factors influencing the achievement or non-achievement of the objectives?
- » Measures what has been achieved and the project strategic importance of the achievements?
- » To what extent are the current strategies and the working approach of SAHAS effective towards the achievement of the objectives?
- » To what extent have the projects contributed to ensure that traditionally disadvantaged and vulnerable groups have improved their access to economic opportunities and social protection?
- » What factors contributing to achieving the desire goals and objectives looking at

the various contributions of wards, RMs, CBOs, CBNOs and other stakeholders?

- » To what extent the target groups (esp. CBO, MCs, and CBNOs) were able to effectively access funds from wards, rural municipalities, and other stakeholders to the maximum potential?
- » Are there any exceptional experiences e.g. case-studies, best practices, upscaling and replication potentials which should be highlighted? What approaches by the project can be regarded as innovative or as adaptations of good practice?
- » How could partnerships (esp. with CBOs, MCs, CBNOs, and Government stakeholders), approaches, and management be made more effective?

## **Efficiency:**

- » Measure how economically resources/inputs (funds, expertise, time, staffing, etc.) have been converted to results? With no expectation of a detailed financial analysis, is it felt that the activities or outputs could have been achieved at lower costs?
- » Are project plans being used, implemented and timely adapted as necessary (especially in response to changes in the external environment)?
- » Was implementation systematically monitored, and the data used to inform decision-making?
- » What factors contributed to efficiencies?

## **Impact**

- » To what extent are the projects contributing to a long-term positive effect on the livelihoods of the targeted local communities?
- » What real differences have the project activities brought about for traditionally disadvantaged target groups (e.g., considering gender, ethnicity, disability, socio-economic group)?
- » What are the other intended/unintended positive and negative effects that have occurred owing to the project's interventions?
- » What factors contributed to the positive impact?
- » What factors detracted?

## **Sustainability:**

- » To what extent will the projects as well as formed CBOs/MCs/CBNOs continue to lasting and sustainable benefits in the project areas?
- » How sustainable is the working modality of SAHAS (CBO-MC-CBNO)? How feasible is the exit strategy of SAHAS for this approach?
- » How self-reliant and independent are the existing CBNOs from SAHAS?
- » Is there any evidence of organizations/communities that have replicated good project practices beyond the project areas?
- » To what extent can the different program components be financially sustainable (or partially self-sustaining financially by accessing available government funds/

services, etc.) and what cannot?

- » Operational working relation between SAHAS and the local cooperating NGOs, exit strategies, cooperation with government programmes, etc.
- » What would be an appropriate direction for SAHAS Nepal's future work in these project areas?

## Gender Equality and Social Inclusion:

To what extent have gender equality and social inclusion been considered throughout the planning, monitoring, and implementation of the projects?

To what extent have the projects contributed to ensuring that women, Dalits and Janajati have improved access to economic opportunities and adequate social protection based on their rights?

## Evaluation design/Methodology

The evaluation will be conducted based on OECD/DAC criteria with the methodology designed by the evaluation team. The evaluator(s) will ensure that the evaluation process will be participatory and respect different views from the project areas.

The most important stakeholders who should be considered in the evaluation are the responsible project officers of SAHAS Nepal, the field staff on the ground, the senior management staff, Board members, target groups, representatives from collaborating institutions and people in the project areas, other organizations working in the region, local government bodies, sectorial line agencies as well as ward, RMs, agriculture, health and education units representative, teachers, local leaders, etc.

Documents which shall be consulted are contract documents, letter of submission, project proposals, progress reports, SAHAS strategic plan, audit report sand project progress/monitoring sheets, project monitoring framework and annual reports along with CBOs and CBNOs relevant documents (where applicable).

## Process of the evaluation/ Time Frame

The tentative project time frame for this final program evaluation of the above-mentioned projects isa total of 43days starting inDecember2022.A timeframe has been suggested, but it can be refined and finalized by the evaluator(s) in consultation with SAHAS Nepal.

The evaluator must take consideration of time required for:

- » Clarification/Kick-off meeting,
- » Developing evaluation design and methodology,

- » Developing research tools (questionnaires, interview guidelines, etc.),
- » Literature review and desk work,
- » Inception report,
- » Field work or data collection,
- » Validation workshop at the end of the field mission,
- » Analysis of gathered data and information,
- » Draft report preparation,
- » Presentation of main findings and draft report,
- » Final report submission

## Expected Products

The evaluator will have to prepare/conduct:

- » Inception report (see 9.1)
- » Draft final evaluation report (see 9.2)
- » Final evaluation report (see 9.3)

### Inception report (max. 10 pages, English)

The inception report should be prepared after the kick-off meeting, initial interviews and consultations with the reference group, and a study of key documents. The inception report shall include at least:

- » if the objectives of the evaluation can be reached, possible restrictions and additional issues and questions;
- » which evaluation design will be used;
- » which methods and instruments will be used (incl. questionnaire/s for interviews);
- » which stakeholders and how many representatives of them will be included;
- » which kind of support will be needed;
- » a detailed work plan and time schedule, including plans for field visits.

The inception report shall be written in English and should not exceed 10 pages. SAHAS Nepal has the chance to comment the report within a defined timeframe and has to accept it in written form.

### Draft evaluation report

It is expected that the evaluators present and discuss the preliminary findings to SAHAS Nepal and inputs received, the evaluator will prepare a draft report. After presenting the draft report, the evaluation results and recommendations shall be presented in a final debriefing workshop and discussed with SAHAS Nepal Management Team to collect comments and feedback. The draft report shall also be shared with BftW for comments and feedback.



## Final evaluation report (max. 45 pages plus annexes, English)

The evaluation report will be finalized incorporating the inputs. The final report shall be written in English, following the format attached as annex, and should not exceed max. 45 pages plus annexes. The report should respect the quality criteria which will be agreed between the evaluators and SAHAS Nepal. The final report should also be shared with BftW for feedback.

### Profile of the evaluator/s

The team of evaluators should consist of at least two evaluators. One coordinating evaluator will have the responsibility for the overall coordination of the evaluation and for the final coherence and quality assurance of the report. He or she should have extensive experience in leading evaluations and report writing. The team leader has the choice to include more people if needed.

At least one team member should also look into the cross-cutting issues and ownership aspects as well as in how far a rights-based approach has been practiced, i.e., to what extent the target groups feel that they “own” the projects and take responsibility for sustainability of the progress.

### The evaluation team must demonstrate:

- » Advance degree in social and development studies or related field or equivalent demonstrated development experience,
- » At least 5 years of proven experience with similar kind of evaluations,
- » Knowledge and working experience with NGOs in rural and social community development and/or projects,
- » Knowledge and experience relating to topics such as community development, food sovereignty, climate change adaptation, climate resilient agriculture practices, rural entrepreneurship development, health, education,
- » Demonstrate ability to reliably contribute to outcome and impact-based evaluation both assessment and learning aspects,
- » Experience with participatory evaluation and qualitative and quantitative methods (mixed method design, triangulation),
- » Familiar with rights-based approaches, gender and social inclusion
- » Familiar with the country/culture,
- » Excellent analytical skills and ability to consolidate findings and clearly present recommendations,
- » Excellent ability to work in English, Nepali and local language effective oral and written communication skills,
- » Strong facilitation and interviewing skills

## Content of the evaluators' offer

To participate in the tender process, offers must be submitted to the e-mail-address below by 19 December, 2021 and consist of the following documents:

- » A sound CV of all of the participating evaluators;
- » An offer detailing the evaluation design, methods and instruments to be used to answer the evaluation questions (max. 4 pages);
- » A Time Table
- » A budget stating precisely the daily fees for the evaluators (disclosing taxes), costs for transport and all additional costs.

**Please hand the offer via e-mail in to:**

Group of Helping Hands (SAHAS) Nepal  
Sanepa, Lalitpur  
[info@sahasnepal.org.np](mailto:info@sahasnepal.org.np)

## Annex I: Format for Final Evaluation Report

Executive summary: a tightly drafted, to-the-point, free-standing document (about 5 pages), including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.

### Acknowledgement

### Table of contents

### List of acronyms and abbreviations

### Main report

- » Key data of the evaluation: Name, number, duration of the projects/projects to be evaluated, title of the evaluation, principal of the evaluation (who commissioned the evaluation), contractor of the evaluation, date of the report.
- » Objectives of evaluation
- » Users of evaluation
- »  
Methods used for evaluation including, rationale for choice for methodology, source of data, data collection methods and analysis, participatory methods, cross-cutting issues (gender, inclusion, etc.), and limitations
- » Key members of the evaluation team with specific roles of team members (very brief)

- » Description of projects and external context analysis (short)
- » Target group and stakeholder analysis (short)
- » Analysis of programme approaches (short)
- » Key findings of the evaluation: with regard to the core questions pointed out in the ToR; assessment of the extent to which participatory tools, issues of social inclusion, gender, and rights-based approach are reflected throughout the projects/programmes.
- » Analysis of the relevance, effectiveness, efficiency, impact and sustainability of the project or project components

**Conclusions\*:** based on evidence and analysis, incl. an overall assessment of the work appraised and presenting the ‘lessons learnt’.

**Recommendations\*:** regarding future steps/activities/follow-up – prioritised and addressed to specific actors at all levels, relevant and feasible (if possible, for each conclusion a recommendation; use implementation table as provided).

Annexes (Final ToR, list of persons/ organizations consulted, literature and documentation consulted, selected photographs of evaluation process)

*\* The interlinkages between key results/findings, conclusions and recommendations/lessons learnt have to be clear and transparent.*

## Annex - 2. Evaluation Checklist

CBNOs
<ul style="list-style-type: none"> <li>» What is the main role of CBNOs?</li> <li>» What agenda do you advocate at present? What would you advocate to the aspiring ward/municipality leaders in the coming election?</li> <li>» What are the major expenses/cost of CBNOs and what are the sources to manage those expenses? (Including cost for registration and renewable); How will it be managed in future?</li> <li>» Accountability of CBNOs towards CBOs: <ul style="list-style-type: none"> <li>• How do the CBNOs collect, articulate (summaries) and advocate for CBOs needs and priorities?</li> <li>• Do they put CBOs interest at the top of their work?</li> </ul> </li> <li>» Has CBNOs claimed any resources from local governments for the CBOs for fulfilling rights of citizen and excluded groups?</li> <li>» Have they demanded for public projects like Irrigation, WASH, promotion of organic food to local government?</li> <li>» Are you also promoting other agenda in addition to food right - economic or social issues?</li> <li>» Review CBNO's Policies</li> <li>» Ask about social audits they have conducted</li> </ul>
Community Based Organizations
<ul style="list-style-type: none"> <li>» Group formation process and need for it.</li> <li>» Ask about Membership recruitment and Exit policies.</li> <li>» Changes/Impact of the project in beneficiaries lives and, in their communities.</li> <li>» What will CBO do after the project phase out?</li> <li>» What is CBOs plan for next 2 years?</li> <li>» Which priorities/needs CBO will be focusing on - food, health, education, business? What are communities' expectations from SAHAS and from themselves?</li> <li>» How was the situation during 1stand 2nd wave of COVID? What happened? <ul style="list-style-type: none"> <li>• COVID Impact/activities during COVID?</li> <li>• Did you provide relief to migrant laborer during covid - beyond target member/group?</li> </ul> </li> <li>» Do you have disaster fund? <ul style="list-style-type: none"> <li>• Are you thinking of establishing disaster fund (relating the experience of COVID/landslides)?</li> <li>• What are criteria that you would select members to get relief from the fund?</li> </ul> </li> <li>» Ask about Discriminatory practices in society. <ul style="list-style-type: none"> <li>• Did CBOs invest in reducing the discriminatory practices?</li> <li>• How and what are future initiatives CBOs wants to take?</li> </ul> </li> <li>» Financial Planning <ul style="list-style-type: none"> <li>• What are the major expenses/cost of CBOs?</li> <li>• what are the sources to manage those expenses?</li> <li>• How will it be managed in future?</li> </ul> </li> <li>» What other Organizations/projects have/are worked/ing in the area in food security except SAHAS?</li> <li>» Interest and Incentives of CBOs.</li> <li>» Do CBO member value increase in food? <ul style="list-style-type: none"> <li>• What they would want if given right to choose from the project resources (such as health, money for business or others)?</li> </ul> </li> </ul>

### Main Committee

- » What is your plan for next 2 years?
- » In your view what are the main needs and priorities of community and CBO at present?
- » How do you take agenda and needs of CBOs and negotiate with SAHAS to better align with SAHAS LIFT IV project?
- » Do you have disaster fund at Committee Level?
- » What will your agenda be after the LIFT IV project completes and SAHAS prepares to exit?
- » What are the major expenses/cost of MC?
  - what are the sources to manage those expenses?
  - How will it be managed after project phased out?
- » How were the inputs from project distributed to CBOs/ CBO members? How were the beneficiaries for certain input from the project as well as inputs from stakeholders selected?
  - Are there any selection criteria defined for allocation of project inputs to the specific CBO members?
  - What role does MC play in allocation of resources leveraged from various stakeholders?
- » Can you please explain the instances of paying levy by some beneficiaries on the benefits they receive?
  - Is this a general practice? Have the CBOs under your supervision adopted this practice?
  - If there is, what is the levy amount that one needs to pay for benefit received?

### Local government (VDC, Municipalities)

- » Has the municipality/ward allocated resources for agriculture/ livestock/nutrition (related to food security)?
- » How well has the local government addressed the agenda of Food Security?
  - In coming election are you promoting Food security as an election agenda?
  - Will they take this agenda forward beyond the general election?
- » Inquire about the support made by agriculture division unit to SAHAS or other organization?
- » Inquire about the initiative taken by CBOs and MC to leverage resources from Municipality? How well are they prepared with regards to:
  - Processes
  - Documentation
  - References
- » How effective have CBOs-MC-CBNOS been to exert influence on local government?
- » Recount experiences - good and difficult one with the project. In your view has the project's intervention been useful and valuable for community? Why?
- » Support made to the local people during disasters or COVID? Emphasize collaboration with SAHAS office in the district.
- » Brief on Upcoming priorities.

### SAHAS Office in the District

- » Brief on overall process of forming CBOs, MCs and CBNOS
- » How well did project mobilize resources (finance, HR and others) from local government or other agencies in the district?
- » Action Plan of Project - What are the difficulties faced? What was an interesting experience and What is the major achievement of the project and why?
- » Recount your experience of working in the project. What are interesting events and what were the challenges?
- » Have they applied their previous experiences in this project? Are there any other projects complimenting SAHAS's work?
- » COVID Impact/activities:
  - How was your experience supporting local government in Covid relief distribution and other support activities?
  - What were the most important support provided to communities/individual households?

### Observation at the Intervention Area

- » Utilization of land through agriculture or livestock farming
  - Off season production
  - Barren land production/ use
  - Use of infertile land for production
  - Livestock rearing
- » Adoption of various Climate Resilient Activities.
- » Participation of Women and marginalized group during Focus group Discussion.
- » Policies of CBOs, MCs and CBNOs
  - Through focus group discussion
  - Minutes or records managed
  - Review of the literature
- » Evidence of abolishment of publicly acknowledged issues such “chaupadi” or other discriminatory practices



### Annex - 3. List of Organization represented and participants Interviewed

LALITPUR

S.N.	Stakeholder	Name	Designation	Location and Participant
1	SAHAS Office		Project Officer	
			Admin Officer	
			Agriculture Technician	
			Gender Facilitator	
			Advocacy & Partnership Tech	
2	Local Govt		Mayor	
			Ward 9 Chairperson	
			Ward 1 Chairperson	
			Agriculture Officer	
			Deputy Mayor	
3	CBO		Chairperson	
			Secretary	
4	CBO		Chairperson	
			Vice Chairperson	
			Asst Secretary	
			Treasurer	
5	MC		Chairperson	
			Vice Chairperson	
			Treasurer	
			Secretary	
6	CBO		Chairperson	
			Vice Chairperson	
			Treasurer	
			Secretary	
			Asst Secretary	
7	CBNO		Chairperson	
			Member	

## UDAYAPUR

S.N.	Stakeholder	Name	Designation	Location and Participant
1	SAHAS Office		Project Officer	
			Admin Officer	
			Agriculture Technician	
			Gender Facilitator	
			Advocacy & Partnership Tech	
2	Local Govt		Mayor	
			Ward 9 Chairperson	
			Ward 1 Chairperson	
			Agriculture Officer	
			Deputy Mayor	
3	CBO		Chairperson	
			Secretary	
4	CBO		Chairperson	
			Vice Chairperson	
			Asst Secretary	
			Treasurer	
5	MC		Chairperson	
			Vice Chairperson	
			Treasurer	
			Secretary	
6	CBO		Chairperson	
			Vice Chairperson	
			Treasurer	
			Secretary	
			Asst Secretary	
7	CBNO		Chairperson	
			Member	

## OKHALDHUNGA (February 1 – February 5)

S.N.	Stakeholder	Name	Designation	Location and Participant
1	SAHAS Office	Hom B K	Project Officer	Likhu Rural Municipality
			Admin Officer	
		Prem Shrestha	Agriculture Technician	
			Gender Facilitator	
			Advocacy & Partnership Tech	
2	Local Govt	Govinda Bahadur Paudel	Mayor	Agriculture Department
		Tikaram Kepchhaky Magar	Ward 9 Chairperson	
		Kumar Raj Subedi	Ward 1 Chairperson	
		Deepika Dhungel	Agriculture Officer	Sunkoshi Rural Municipality
		Durga Kumari Tamang	Deputy Mayor	
3	CBO	Purnima Majhi	Chairperson	Ratmatey Krishak Samuha, Likhu RM-1, Ratmatey
		Sabita Majhi	Secretary	16 Female, 3 Male
4	CBO	Tara Devi Shrestha	Chairperson	Ghurbise Utsahi Krishak Samuha, Likhu RM-8, Ghurbise
		Nanda Maya Karki	Vice Chairperson	
		Fatta Bahadur Karki	Asst Secretary	
		Tika Laxmi Shrestha	Treasurer	18 Female, 5 Male
5	MC	Khadka Basnet	Chairperson	Laligurans Tarkerabari Mulsamiti, Likhu RM-8, Tarkaribar Female 4, Male 3
		Binda Paudel	Vice Chairperson	
		Mina Paudel	Treasurer	
		Durga Bhujel	Secretary	
6	CBO	Shantimaya Tamang	Chairperson	Hatemalo Krishak Samuha, Likhu RM-9, Parbuje
		Sita B.K.	Vice Chairperson	
		Sunkimaya Tamang	Treasurer	
		Kuber Tamang	Secretary	
		Kumar Tamang	Asst Secretary	
7	CBNO	Bhavana Rai	Chairperson	Prayash Nepal, Manebhanjyang RM, Ward 5
		Kamal Krishna Tamang	Member	

## MUGU

S.N.	Stakeholder	Name	Designation	Location and Participant
1	SAHAS Office		Project Officer	Chayanath Rara Municipality
			Admin Officer	
			Agriculture Technician	
			Gender Facilitator	
			Advocacy & Partnership Tech	
2	Local Govt	Hari Jung Shahi	Mayor	Agriculture Development Office
		Lalit Jung Malla	Chief Administrative officer	
		Khemraj Shahi	Officer	
		Tek Bahadur Khatri	Officer	Rara Community Seed Bank
		Durga Bahadur Shahi	Division Chief	
		Rajya Laxmi Rawal	Chairperson	Veterinary Hospital
		Hari Khatri	Officer	
3	CBO	Janashila Rokaya	Chairperson	Chayanath Rara Municipality, Nigale -3
		Panyadebi Khadka	Member	
		Jayalaxmi Khadka	Member	18 Female
		Suntali Rokaya	Member	
4	CBO	Satyarupa Karki	Chairperson	Chayanath Rara Municipality-3, Hernikadh
		Jenisha Rawal	Member	
		Ramdevi Budha	Member	22 Female
		Chitu Budha	Member	
5	CBO	Suru Nepali	Chairperson	Shivanath Bakhara Palan Mahila Samuha, Raskot -1
		Pancha Bahadur Raut	APF	
		Bhunadevi Nepali	Secretary	19 Female, 5 Male
6	CBNO		Chairperson	
			Secretary	
			Treasurer	
			Asst Secretary	
			Member	

## Kalikot (February 1 – February 3)

S.N.	Stakeholder	Name	Designation	Location and Participant
1	SAHAS Office		Project Officer	Raskot Municipality
			Admin Officer	
			Agriculture Technician	
			Gender Facilitator	
			Advocacy & Partnership Tech	
2	Local Govt	Prabhu Lal Neupane	Chief of Education Department	Sanni Triveni Rural Municipality
		Netra Bahadur Shahi	Chief Administrative Officer	
		Dambar Bahadur Shahi	Chairperson	
3	CBO	Gorakh Bdr Bista	Chairperson	Masto Saraswati Samuha; Paninaula, Sanni Triveni RM - 2
		Kalasi Budha	Deputy Chairperson	
		Pabitra Budha	Treasurer	
		Sapana Bista	Secretary	
4	MC	Jalsobha Bam	Chairperson	Jiuli Triveni Mulsamiti, Sanni Triveni RM - 6
		Nama Raj Shah	Deputy Chairperson	
		Menaka Sanjyal	Treasurer	
		Pulti Devi Aidi	Secretary	
		Dipendra Raj Sanjyal	Asst. Secretary	
5	CBO	Isara Budha	Chairperson	SuryaJyoti Samuha, Sanni Triveni RM - 6
		Koila Budha	Deputy Chairperson	
		Manju Sahakari	Secretary	
		Purana Budha	Asst. Secretary	
6	CBO	Nawaraj Shahi	Chairperson	Kotelimai Mishrit Samuha, Sanni Triveni RM – 4
7	CBO	Janak Puri	Secretary	Shivanath Bakhara Palan Mahila Samuha, Raskot -1
		Raju Shahi	Chairperson	
		Ganga Shah	Treasurer	
		Balkaura Tamata	Secretary	
8	CBNO	Phultaure Tamata	Asst. Secretary	Rural Development Center (RDC), Sanni Triveni RM – 6
		Naule Luwar	Chairperson	
		Purana Budha	Secretary	
		Nirmala Kumari Shahi	Treasurer	
		Nabita Shahi	Asst Secretary	
		Jalsobha Bam	Member	3 Female, 2 Male

## BAJURA (February 1 – February 3)

S.N.	Stakeholder	Name	Designation	Location and Participant
1	SAHAS Office	Desindra Rai	Project Officer	Badimalika Municipality
		Rajendra Rai	Admin Officer	
		Deepak Bahadur Dhami	Agriculture Technician	
		Bhawana Rawat	Gender Facilitator	
		Jandevi Bogati	Advocacy & Partnership Tech	
	Local Govt	Kabita Bista	Deputy Mayor	
		Ram Bahadur Karki	Ward Chair of Ward 1	
		Dammar Mahat	Ward Chair of Ward 2	
		Sobha Shah	Officer at Women & Children Division	
2	CBO	Bir Bahadur Karki	Chairperson	Masteshowri Taja Tarkari krishak Samuha; Paninaula, Badmalika-6 Participants (10 Female and 10 Male)
		Chanda Devi Karki	Deputy Chairperson	
		Surya Karki	Treasurer	
		Lal B Karki	Secretary	
		Krishna Bahadur Karki	Asst. Secretary	
	MC	Nirmala Baduwal	Chairperson	Budhiganga Mulsamiti, Badimalika-6 Participants (3 Female and 6 Male)
		Hira Baduwal	Deputy Chairperson	
		Chandra Karki	Treasurer	
		Shanti Chadara	Secretary	
		Ammar Khadka	Asst. Secretary	
3	CBO	Dabal Chadara	Chairperson	Samaj Ujjawal Krishak Samuha, Sateda, Gaumul-6 Participants (11 Female and 5 Male)
		Rama Sarki	Deputy Chairperson	
		Krishna Lohar	Treasurer	
		Ram B Lawar	Secretary	
		Gita Chadara	Asst. Secretary	
	CBO	Nirmala Lawar	Chairperson	Samaj Sudhar Krishak Samuha; Musigau, Badimalika-3 Participants (18 Female)
		Rama Rawal	Deputy Chairperson	
		Sangita Sunar	Treasurer	
		Jalu Aidi	Secretary	
4	CBNO	Bhawana Lawar	Asst. Secretary	
		Ammar Bahadur B K	Chairperson	Badimalika Community development Samaj (2 Male)
		Dhan Bahadur Rokaya	Secretary	





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For more information

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