

Midterm Evaluation of AWASAR Project in Bajura and Mugu Districts Supported by CARE Nepal



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Midterm Evaluation Team

Kathmandu, Nepal

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List of Abbreviations

AGM: Annual General Meeting

CBOs: Community based organizations

CPAC: Central Project Advisory Committee

CSO: Civil Society Organization

DAO: District Administration Office

DPAC: District Project Advisory Committee

DPHO: District Public Health Office

DDC: District Development

DO: Direct Observation

DTAA: Double Tax Avoidance Agreement

FAS: Fund Accountability Statement

FG: Farmers Groups

FGD: Focus Group Discussion

FCHV: Female Community Health Volunteer

GAAP: Generally Accepted Accounting Practices

GESI: Gender Equality and Social Inclusion

GIFT: Generating Income to Foster Transformation

HA: Health Assistant

HH: Households

HOFA: Head of Finance and Administration

IT: Income Tax

IRO: Inland Revenue Office

KII: key informants Interview

LDO: Local Development Office

MG: Mother Groups

NGOs: Non-governmental organisations

OTC: Out Treatment Center

PAC: Project Advisory Committee

PAN: Permanent Account Number

PE: Peer Educators

PNGO: Partner Non-governmental organisation

PLA: Participatory Learning and Action

PTA: Parent Teachers Association

PD: Positive Deviance

PMC: Project Management Committee

RRDC: Reconstruction and Research Development Center

RM: Rural Municipality

SM: Social Mobilizer

SMC: School Management Committee

SWC: Social Welfare Council

TDS: Tax Deduction at Source

USD: United States Dollar

VAT: Value Added Tax

VDC: Village Development Committee

Units

1 Ropani = 500 Square Meters

1 ha = 20 Ropani (10,000 Sq. M.)

Executive Summary

Context

CARE Nepal has been executed the Awasar project as per the general and project agreement signed with the Social Welfare Council (SWC). The Midterm evaluation was conducted as per the Project Agreement signed between/among the Social Welfare Council (SWC) and CARE Nepal on 17 July 2016. The project covers education, agriculture and livelihood and health & nutrition. Soru Rural Municipality, Mugum Karmarong and Khatiyad Rural Municipality included in Mugu district and Budhinanda Rural Municipality, Swami Kartik Rural Municipality, Gaumul Rural Municipality, Himali Rural Municipality and Pandapgupha Rural Municipality have covered in Bajura District.

The following objectives were set to carry out the midterm evaluation:

1. Explore the level of progress/changes made by the project and analyze the extent to which the achievements have supported the program goals and their objectives;
2. Evaluate the project effectiveness-longitudinal effect and continuity of the project activities/services as well as the scope and extent of the institutionalization of the project;
3. explore the cost effectiveness of the project activities;
4. identify the target and level of achievements as specified in the project agreement;
5. explore the coordination between the concerned line agencies in the project districts;
6. find out the income and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project;
7. examine the financial regularities\disciplines in accordance with the prevailing Rules and Regulations and fix assets purchased in duty free privileges and locally; and
8. Assess the good lessons to be replicated in other projects and aspects to be improved in the days ahead.

Approaches and Methodology

The participatory approaches and methods were adopted by involving the project stakeholders primarily the direct rightholders in general using a combination of qualitative and quantitative tools for data collection. The gender equality and social inclusion was taken into account while carrying out the midterm evaluation study. Appreciative inquiry was also adopted while discussing with marginalized people to dig out the positive aspects and areas for improvement of the project. The triangulation method was also used to verify the information. Similarly, project reports, legal documents and publication were reviewed as secondary source of information. The basket of participatory tools and techniques that include Focus Group discussion, Key Informant Interview, direct observation, case studies, organisational assessment of partners, Participatory Learning and Actions (PLA) etc were adopted during Midterm evaluation process. The people's perception towards the project as stated in the overall project plan and budget have been figure out and carried out the comprehensive analysis from different perspective.

Midterm Evaluation Findings

The midterm evaluation study on AWASAR Project's outputs; outcomes and impact at different level was observed. The following parameters have been included during midterm evaluation process:

1. Effectiveness and Impact

The large majority of the respondents (96 %) have rated very happy and happy towards the AWASAR project because of the improvement of physical infrastructure of schools, health and nutrition support and food and resilient livelihoods of the poor people, and capacity building of Mother Groups, leader farmers, peer educators and conflict affected people. The respondents ranked first for school physical facilities upgraded, ranked second for capacity development of partners/civil society organisations, ranked third for Health and Nutrition, ranked fourth for Capacity Development of CBOs, ranked fifth for Food and Livelihood support, and ranked sixth for accelerated learning for migrant children according to the direct observation, experience and judgment made by the respondents based on the effectiveness and positive impacts in the community, leadership development, increased social status of direct rightholders and increased women self-esteem in the community.

The following results have been observed in the community:

Key outputs and outcome in Education Component:

- 29 school students' sanitation increased after the support of toilet and water supply at schools in Mugu and Bajura.
- 30 schools students attended class regularly after Tiffin time in Mugu and Bajura after getting awareness program.
- 140 household have access of water to community people at Gadekhola, Bhiie and Jamir for water supply at schools. They have utilized their 30 Minutes walking by using in other work.
- 30 schools and 2822 (1256 Boys and 1566 Girls) students got knowledge about different ECA through basic sports materials support.
- 3282 households directly know about our support at school with financially from the project information board.
- Seasonal migration status decreased in program supported school areas but not in other areas.
- 30 Community people and 2822 students got knowledge along with to product about nutritious food, improved agricultural farming through kitchen garden.
- Students' reading habits improving day by day and getting knowledge of different story, jokes and poem that helped to explorer hidden talents of the students through 30 mini libraries.
- Result-enrollment rate increased, dropout rate decreased and promoted rate increased.

Key outputs and outcome on Health and Nutrition

- Total malnutrition child found out 68 cases (23 SAM and 45 MAM) in both districts after food demonstration and PD Hearth Orientation in the 25 communities in both districts. Affected children were sent to government out treatment center (OTC) for recovery.
- 52 % of births attended by skilled health personnel in the population on which CARE seeks to impact (it was 34.7% in both districts in previous year 2016), however, data were taken from 20 VDCs of project working areas (total 1992 pregnant women among of them 1041 had taken service from SBAs).
- 43% demand satisfied for modern contraceptives among women 15-49 in the population on which CARE seeks to impact in project area whereas it was 27.4% in both districts in previous year 2016), however, data were taken from 20 VDCs of project areas (total women 15-49 population of women were 4739 and among of them 2040 women age range 15-49 have taken MCPR from health facilities).
- A total of 2161 students (1091 Boys and 1070 girls) gained the knowledge about Iodine its use method and advantage of Iodine salt after iodine class in both districts.

- A total of 865 (Mugu 397 and Bajura 468) pregnant women have improved anemia level by 4th ANC check-up (after counsel from FCHVs they used iron folic tablets) and they started to use vegetables, iron rich indigenous crops like millet, Marsya, buckwheat etc.

Key outputs and outcome in Agriculture Components:

- A total of 2000 farmers achieved food security by adopting 12 crops species in their field (Cauliflower, cabbage, mustard, onion, potato, carrot, and radish, chilly, Brinjal, Tomato, Pumpkin, Cucumber, and Kankong).
- A total of 53 (8 females and 45 males) agriculture extension agents got training on agriculture and they are transferring their knowledge to the communities.
- A total of 178 (91 females and 87 males) lead farmers from 178 farmer groups trained in an improved agriculture technique and started to transfer their knowledge with their group members.
- A total of 30 schools student knew about different name of vegetables and replicated that in their kitchen garden as well.

2. Sustainability

In Nepal, sustainability is a major issue in most of the development projects due to high incidence of poverty, weak management capacity, not sufficient budget and poor governance system. The AWASAR project is not exception in terms of institutional, technical and financial sustainability after the phase out. There is a need of viability gap funding from the Government of Nepal for the long term sustainability of the program in the remote areas like Mugu and Bajura districts. However, the AWASAR project has adopted the existing government structures while working in the community that leads to sustainability of the project to some extent.

3. Efficiency

There has been completed most of the project activities as planned. The AWASAR project team and partner organizations have done satisfactory performance. The CARE Nepal project based team and district level local partners like GIFT-Bajura and RRDC-Mugu actively engaged in order to execution of planned project activities in Bajura and Mugu district respectively. However, there is room for improvement to increase close contact and coordination with newly elected local level people's representatives like Rural Municipalities and Municipalities.

4. Relevance

The project has been launched in poverty focused, geographically remote from the center, food insecurity, and poor livelihoods options to make a difference in the lives of poor women, men, children, Dalits, marginalized groups of the people. The Government of Nepal has also focused the remote area like Karnali region including Bajura district. The project area has low HDI and direct poverty and suffering. This project seems to be relevance in terms of need and priority of the poor and vulnerable people and government policy, plan, programs and Sustainable Development Goals of United Nations.

5. Coordination Compliance and Transparency

CARE Nepal closely works with community partner and government agencies from local to district and central levels in program planning, implementation, and monitoring & evaluation. Field project

office has close coordination with DDC and other district line agencies. CARE Nepal also intensively engaged at different central level mechanisms to work on policy formulation, national level coordination; and resource mobilization. CARE Nepal shares all the policy and research documents to the government agencies as well as to other stakeholders. It has strong partnership with Government of Nepal and local partners work closely with technical expertise and financial resources to achieve the stated results. CARE Nepal has followed the terms and conditions provisioned in the general agreement and project agreement made with SWC.

Project implementations has been done under the linkage and coordination with local level authorities and partners on the ground whereas central level project steering committee and project executive committee provides policy guidance and support with strategic direction in implementations. The civil society organizations-project partners of CARE Nepal regularly organize the public hearing event in order to promote the transparency and good governance in the project. The periodic public hearing event is compulsory in Government Offices as well.

3.6 Social Mobilization and Governance

The AWASAR project is working in 20 ex-VDCs of Mugu and Bajura districts. There are 20 social Mobilizer who have been mobilized in each VDC who are working in the field. The project aims to bring positive social transformation in the community through social mobilization. School Management Committees (SMCs), Parent Teachers Associations (PTA), Farmer Groups (FGs), Female Community Health Volunteers (FCHVs) and Mother Groups (MGs) have been mobilized and strengthened by Social Mobilizer. Similarly, SM approach is for bringing positive transformation so that Peer Educators (PEs) also have been mobilized in remote and rural areas of project. The project has strengthened the existing groups despite forming new structure for sustainability. To aware the community people hoarding board, wall painting, radio jingles have been used to provide more information about education, agriculture, health and nutrition.

Good governance is the key intervention to change the existing practices of community people for the sake of transparency and downward accountability. The project activities related information board also installed in the project sites so that people can receive information regarding particular activity. A total of 17,400 people directly received the information from the project in their community. This project has implemented different activities through social Mobilizer, electronic media, networking, advocacy, capacity building, peer educator etc.

7. Gender Equality and Social Inclusion

CARE Nepal has developed GESI policy. Similarly, RRDC and GIFT also have developed GESI policy & strategy and implemented in the projects. Both partners raised the issues related to gender equality and social inclusion through their GESI policy at different level to engage and empower women and marginalized people in order to exercise the rights through meaningful participation in decision making process.

There has been changed in the traditional gender roles of men and women where women farmers participate in the community meeting, trainings etc. At present, this has been a normal phenomenon in the society. The gender issue has been taken into account in the implementation and monitoring of AWASAR project. The caste-based discrimination has also been weakened at the community level due to inclusion of Dalits women in the women farmers groups. The practice of untouchability is weakening in the society. The morale of Dalits community seems to be high as compared to previous

one because of increased participation of Dalits women in the project. However, it is yet to be done in the days to come to eradicate caste-based discrimination in the society.

In the project areas, the participation of women in the development process has significantly increased particularly in decision making process at households, community and Rural Municipality level. There has been narrowing down the gap in traditional gender roles and division of work in women and men. However, women have still more engaged in domestic chores whereas men have focused more in seasonal migration and plough the land. The work load of the women has found 16 hours per day. This is regarded as low as compared to two years back due to access to water and sanitation, road transportation facility and increased gender awareness etc. However, the patriarchal social structure is still dominating in the society.

8. Lobbying and Advocacy

The lobbying and advocacy works to influence government and donors' policy and practice at local and national level is important to make a difference in the life of women, children, poor and vulnerable people. The significant changes should be mapped out over the period of time and disseminate with evidence based good reports to stakeholders for wider sharing. There is need of local level lobbying and advocacy works as well in the change political context. The constitution of Nepal (2072) has provisioned many authorities to local level government particularly in local level development works. There are opportunities and challenges for CARE Nepal in working with local government in the years to come. The capacity development of local government is an opportunity whereas proper linkage and coordination with local government from planning to monitoring and evaluation is another challenge in the future. There is an urgent need of policy advocacy to influence Ministry of Education and Department of Education to implement condensed school education course for migrated children living in high mountain district like Mugu, Bajura and Humla etc.

9. Target vs Progress

Most of the targeted outputs have been achieved as planned. However, some of the activities have not been achieved due to the local election, large geographical coverage, poor time management, weak lobbying and policy advocacy with Ministry of Education and limited resources etc. It is expected that the almost all activities will be completed in the next year.

10. Financial Management

The CARE Nepal has maintained the financial transaction as per acceptable norms of country and International Accounting Standards. But in case of fixed assets it has not been charged depreciation as per durability and expected life of the project but written off wholly during the year of purchase.

Recommendations

The following recommendations have been put forward to improve the policy and programs in the future:

1. Expand the program coverage to address the need and priorities of vulnerable, poor and marginalized people living with direct poverty and injustice.

2. Increase capacity of lobbying and advocacy works to influence policy, practice, ideas and beliefs at local and national level.
3. Mainstream the gender equality and social inclusion policy into practice effectively in project cycle management.
4. Improve integration of climate change adaptation to the life and livelihoods of the vulnerable people.
5. Scaling-up of resilient livelihood options to improve the socio-economic status of poor and vulnerable people.
6. Increase support for the marketing of high value crops like NTFP and agricultural produce.
7. Increase the capacity on research, documentation, publications, reporting and result based monitoring and evaluation system.
8. Focus on linkage and coordination with local government and Ministry of Education in the changed political context.
9. Midterm Evaluation recommendations should be addressed before the final evaluation of AWASAR project.
10. Financial Management, Reporting and Internal Control Systems should be as follows:
 - Keep the expenses within the limit of the budget. This will hamper the other budgeted cost centre.
 - In some cases the CARE Nepal has not expensed till date and budget is remaining idle and up to the time of evaluation, CARE Nepal AWASAR has not put on programme for future year. So, If it is not expensed as of now and no plan to expenses at future as well, make Expenses directly incurred by the CARE Nepal are high than agreed ratio which is not as per SWC norms. It is suggested to improve immediately.
 - There are few expenses incurred in actual is greater than budgeted amount. The project should revise budget and implement accordingly. One of the major budget head not exposes is "Training VDC secretaries in participatory planning -20" (NPR 21,76,342.20)
 - In this project no expatriate is working as information given to us while making filed visit. But there is Country Director on CARE Nepal and TDS on Salary given to CD has been paid by CARE Nepal.
 - Number of staffs are high than as agreed in project agreement. It should be kept under project agreement. If CARE Nepal AWASAR Project needs more employees, project agreement should be amended from SWC
 - Program and administration cost is not segregated on General Agreement, It should be segregated.
 - USD exchange rate calculated on NPR 90 for a USD while drafting project agreement. It should be changed annually as exchange rate changes.
 - Fund requested combine to all project run by the CARE Nepal and deposited same into on basket. It is recommended that separate bank account should be opened for different project. It is very difficult to have segregated the amount of fund for particular project.

- Project has not practice to prepare Fund Accountability Statement (FAS). So it should be prepared as least annual interval.
- Project agreement has been signed after 14 months of general agreement; it is violation of general agreement clause of 3 months for signing project agreement. So it needs the permission of SWC to regularize it.
- Social audit is not well practice. It is recommended to prepare social audit report in regular interval.
- Amount disbursed to PNGO is very low (32%) as on 31st Dec 2017 of total budget amount. It should be increased and lesser amount should only be expenses by Head Office.
- TDS expenses of expatriate should be reimbursed and that amount should be allocated in livelihood programming.
- The budget should not be expenses before the project agreement.

1. INTRODUCTION

1.1 Projects Background

CARE Nepal has been implementing Awasar project as per the general and project agreement signed with the Social Welfare Council (SWC). The project has been evaluated as per the Project Agreement signed between/among the Social Welfare Council (SWC) and CARE Nepal on 17 July 2016. The project covers education, agriculture and livelihood and health & nutrition. Soru Rural Municipality, Mugum Karmarong and Khatiyad Rural Municipality included in Mugu district and Budhinanda Rural Municipality, Swami Kartik Rural Municipality, Gaumul Rural Municipality, Himali Rural Municipality and Pandapgupha Rural Municipality have covered in Bajura District. The project detail has been mentioned below:

- **Name of the Project: Awasar**
- **Period of Project Effectiveness:** 3 years (Jan 2016 to Dec 2018)
- **Name of the Partner NGO/s and Project Location/s:** Reconstruction and Research Development Center (RRDC), Mugu and Generating Income for Foster Transformation (GIFT), Bajura.

1.2 Intended Outcomes of the Programs

The development objective of the project is to improve the nutritional and educational status of hard to reach children in Bajura and Mugu districts of Nepal.

The project has identified three specific objectives which are as follows:

- **Specific Objective 1:** Improved access to flexible and better quality education for seasonal migrant children (high hills to lower elevation).
- **Specific Objective 2:** Improved nutrition and food security of families in the target districts.
- **Specific objective 3:** strengthened links between communities and service providers to ensure quality services.

1.3 Intended Beneficiaries of the Project

The intended beneficiaries include migrant school children, pregnant mothers, PVSEs, lead farmers & farmer groups and under five children and marginalized section of the communities in the program areas.

1.4 Donor Information

CARE Nepal is one of the International Non-Governmental Organizations working in Nepal since 1978. During initial years, CARE's activities were focused on service delivery and construction of infrastructures, aimed at improving the lives of poor and the disadvantaged. Over the last few years, CARE Nepal's program has undergone major changes, moving away from physical infrastructure development to people oriented and community based initiatives aimed at addressing the root causes of poverty in Nepal. CARE Nepal is well known for its quality programs related to good governance, natural resource management, health, agriculture and non-formal education. CARE Nepal has been engaging in Nepal with different development projects over 37 years. CARE is one of the INGOs, committed to helping families in poor communities to improve their lives and achieve lasting victories over poverty facilitating the empowerment of poor, vulnerable and socially excluded people. It helps to fulfill their basic needs and achieve social justice through:

- Work on addressing social and cultural discrimination
- Facilitating micro/macro linkage for policy influence
- Building local, regional and global alliances and partnership
- Supporting sustainable economic development
- Promoting conflict mitigation and management through conflict sensitive programming and
- Preparing for disaster risk reduction and emergency response.

Implementing Partner Organizations

A. Reconstruction and Research Development Centre (RRDC), Mugu:

RRDC was established in 2010. Its DAO registration number is 238 and its SWC affiliation number is 30,627. This is an apolitical, non-profit social local organization. RRDC has been developing as efficient and inclusive organization and working in all 24 Village Development Committees. RRDC now is working as an organization in Mugu contributes to the development through professional performance and dedication. The organization has a number of motivated, energetic and result-oriented professionals specialized in sectors such as agriculture, livestock, forestry, environment, and economics and social sciences. Apart from these, some professionals are also associated with the humanitarian response, disaster risk reduction and climate change adaptation. It has worked in the areas of policy formulation and in planning and design of the projects, and in providing management, training and advisory services at the district level. The services includes for a variety of infrastructure and development projects related to agriculture, livestock, forestry, environment, energy and engineering. In the past, it has effectively run several projects with quality results and is acknowledged by the local government and its partners.

B. Generating Income to Foster Transformation (GIFT) Bajura:

An organization registered as a non-profitable, non-governmental development organization, was established in August 1994 by a group of people who have wide and profound experience in community development activities at the grassroots level, especially in the context of Bajura district. The registration number at the District Administration Office is 23/053 and its affiliation number with Social Welfare Council (SWC) is 5701/054 (1997). Its head office is in Martadi, the headquarters of Bajura District. GIFT-Bajura has a total of 175 general members -76 women and 99 men. Its executive committee comprises 11 members, of whom 3 are women. The actual beneficiaries of the organization are rural community people of Bajura district. The main focus of the organization is in the area of community development including poverty alleviation, identification and response to gender issues, health and sanitation, management and conservation of natural resources.

1.5 Project Composition

The project has been implemented with the coordination of following major Government agencies and partnership with civil society organizations: RRDC and GIFT in Mugu and Bajura district respectively. There has been formed DPAC at district level whereas CPAC (Central Project Advisory Committee) has formed at central level in order to get feedback at the policy level on issues related to AWASAR project.

1.6 Financing Arrangements

For the project execution CARE Nepal receive fund from CARE Denmark in quarterly basis. These cash transfers based on timely, true and accurate submission of quarterly fund request and expenditure reports. All the funds received in USD and CARE Nepal transfers it into NPR. The partner NGOs prepare and submit quarterly fund request to CARE Nepal. The partners submit monthly project progress and expenditure report. The project funds release on a monthly basis after thorough review of these reports. The partners receive funds in NPR. The policy and procedures of goods and services procurement has been applied as per CARE policy.

1.7 Objectives of the midterm evaluation

The objectives of the project midterm evaluation are to:

- a. Explore the level of progress/changes made by the project and analyze the extent to which the achievements have supported the program goals and their objectives.
- b. Evaluate the project effectiveness-longitudinal effect and continuity of the project activities/services as well as the scope and extent of the institutionalization of the project,
- c. explore the cost effectiveness of the project activities,
- d. identify the target and level of achievements as specified in the project agreement,
- e. explore the coordination between the concerned line agencies in the project districts,
- f. find out the income and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project,
- g. examine the financial regularities\disciplines in accordance with the prevailing Rules and Regulations and fix assets purchased in duty free privileges and locally, and
- h. Assess the good lessons to be replicated in other projects and aspects to be improved in the days ahead.

1.8 Scope of the midterm evaluation

The project components have covered in the evaluation and the major issues for the evaluation to examine. These issues normally reflect the issues in the appropriate evaluation framework suitably tailored to reflect the reasons for this Midterm evaluation. The midterm evaluation has covered key aspects of the program for the period of January 2016 to December 2017.

The evaluation has covered different aspects and activities of program for the period from January 2016 to December 2017. It has specifically focused on the following level:

Strategic level

- Analysis of project's context
- Planning and documentation
- Partnership and networking
- Changes occur in the impact population

Implementation level

- Sufficiency and quality of resources mobilized
- Reporting monitoring and evaluation system
- Compliance with project agreement and organizational policy documents

Organizational level

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

1.9 Midterm Evaluation Research Questions

The following key research questions have been set for the midterm evaluation of the programs:

1. What significant changes did you observe based on objectives of AWASAR project?
2. What are the gaps identified during implementation of AWASAR project?
3. What are the challenges faced during execution of programs in AWASAR project?
4. What are your suggestions for further improvements of the program in the future?
5. What are the negative aspects observed during implementation of program?
6. Did you observe any failure cases? If yes, Please mentions.
7. What are the innovative actions introduced by the programs? Please list out with significant values and potentiality to scaling-up/replication in the future?
8. What have been changes observed in the lives of poor women and men, children, Dalits and marginalized groups of the people due to the AWASAR project?
9. What is the mechanism of coordination and linkage with district and central level to avoid duplication, clarity on policy and practice and efficiently delivery of program activities in the community?
10. What are the main challenges in case of coordination between Government (Ministry and Department level) and CARE Nepal?
11. What is the level of people participation particularly focusing to decision making in planning, implementation, monitoring and evaluation i.e. project cycle?
12. What is the mainstreaming of gender equality and social inclusion in the project cycle management?
13. What is the project performance in terms of budget utilization (per cent) during project period?
14. Is it compliance with Government financial policy and procedure or not? If yes or not, why?
15. What is the system of transparency and downward accountability? Pls. mention the process?
16. Is the money used for any terrorist activities or not?
17. What are your suggestions for further improvement towards sustainability of the program?

1.10 Midterm evaluation team composition

The midterm evaluation mission comprised of seven Members as presented below:

1. Prof. Narbikram Thapa, PhD: Team Leader (Program Expert)
2. Mr. Ram Raj Bhattarai: Team member (Deputy Director, Representative from SWC)
3. Mr. Dorendra Niraula: Team Member (Under Secretary, MoWCSW)
4. CA Sujana Kumar Kafle: Team Member (Financial Expert)

1.11 Organization of the study report

The midterm evaluation report has been divided into five chapters that include introduction, midterm evaluation methodology, midterm evaluation findings, financial management and summary, conclusion and recommendations. The introduction covers background of the programs, objectives, intended outcomes of the programs, project composition, evaluation team etc. The methodology covers the research design, approaches and methods of research. The chapter three midterm evaluation findings analyze the program's effectiveness/impacts, financial and program

efficiency, sustainability of the programs, relevance, gaps, gender equality and social inclusion, coordination, lobbying and advocacy, organizational assessment, lessons learnt. The chapter four analyse the financial management, procurement and budget utilization etc and the last chapter five covers the conclusion and recommendations. The references have been cited and detail information related to midterm evaluation included in the appendix. The programs cumulative coverage i.e. targets vs achievement/progress of the last two years have been presented in the appendix.

2. METHODOLOGY OF MIDTERM EVALUATION

2.1 Design of the Study

This is a longitudinal study to the sampled population. A longitudinal study captures data over a period of time to understand the long-term effects of changes in products, processes, or environment. The study was carried out in the project areas by selecting a purposive sample of respondents from a defined population and administered a semi-structured questionnaire to them. In addition to review of project documents, direct observation, focus group discussion, key informant interview, case study and basket of Participatory tools and techniques were used to capture the quantitative and qualitative information from the respondents.

2.2 Approaches to the Study

The consultant followed a participatory approaches and methods by involving the project stakeholders primarily the direct rightholders in general using a combination of qualitative and quantitative tools for data collection. A greater focus however was put on the qualitative methods regarding primary data collection. The gender equality and social inclusion was also taken into account while carrying out the evaluation study. Appreciative inquiry was also adopted while discussing with marginalized people to dig out the positive and areas for improvement aspects of the project's outputs, outcome, impact and social status and position of marginalized group of the people in the society. The triangulation methods have been used to verify the information. The enabling environment was created in the community while discussing during interview that was non-threatening to the target groups. The information has been analyzed based on trend over time and pattern over space. Midterm evaluation team has followed the Terms of Reference (TOR) provided by SWC during study.

2.3 Selection of the Participants

The participants were selected purposively based on the ecological belt, representation from school children, poor, women, Dalits, ethnic groups, conflict affected people and marginalized groups in the project areas.

2.4 Source of Data

The information was collected from both primary and secondary sources. CARE Nepal staffs, marginalized people (women and men), government officials and civil society organizations were the primary sources of information. The study also used information from secondary sources such as project periodic progress reports, strategies, policies, project agreement between CARE Nepal and Social Welfare Council, and other published and unpublished documents related to AWASAR project.

2.5 Methods of Data Collection

2.5.1 Review of Project Documents

Review of project proposal, agreement, annual plans, annual reports, process documents and other relevant documents was done.

2.5.2 Semi-structured Interviews

The semi-structured schedule was developed. The open ended questions were designed based on project indicators. From a review perspective, semi-structured interviews regarded as critical for developing an in-depth understanding of socio-economic and environmental issues in particular. These tools were used to collect the information during review process. In the interview a total of 204 community members and government staffs (Appendix 1) were involved during the midterm evaluation process.

2.5.3 Focus Group Discussion

FGDs and individual meetings were conducted with selected groups/right-holders relevant to the project to find out the issues and dig out the farmers' perceptions etc toward project processes, impact, and challenges (Appendix 2). These tools were used particularly to collect the information from Bajura and Mugu district.

2.5.4 Case Studies

Case studies were collected to map out the success stories of the project to figure out the changes in the life of the marginalized farmers (men and women). The community perceptions have been mapped out in their own voice and regarded as case lets as evidence of success and failure of the programs at grass root level.

2.5.5 Key Informant Interview

The selected knowledgeable persons were contacted as Key informant to map out the effectiveness, efficiency, impact and sustainability of the project. The key informants regarded as CARE Nepal staff; key relevant people of program areas, and other relevant actors (Appendix 3).

2.5.6 Organizational Assessment

Organizational assessment of RRDC, Mugu and GIFT Bajura AWASAR Project was done particularly with the field project team using certain parameters such as transparency, leadership development, financial management, networking, documentation, efficiency, policies, advocacy, sustainability, and fund raising (Appendix 4).

2.5.7 People's Perception Mapping

Mood meter mapping tool was adopted to measure the happiness towards AWASAR project with direct rightholders, community members, government staff, civil society organizations functionaries etc. This is a unique tool to capture the overall performance of project with bird's eye view.

2.5.8 Score Ranking

Preference/score ranking of Participatory learning and Action tool was used to find out the effective program activities of the project (Thapa, 2005). This was used massively to map out the before and after situation mapping as well. This tool has been adopted to capture the information at grass root level using worm's eye view/grass root perspectives.

2.5.9 Participant's Observation

The evaluator has done direct observation of smallholder farmers and ongoing activities during the field visit in the program sites to map out the project performance as mentioned in the program documents. A checklist was developed for the systematic observation of program activities, level of people's awareness, education for migrant children, improved nutrition and food security and strengthened linkage between communities and service providers to ensure quality (**Appendix 5**).

2.5.10 Before and After Situation Mapping

The before and after situation at impact level has been mapped out with the participation of local women and men. This exercise was done based on the direct observation and experience of the local community leaders using recall method.

2.6 Analysis of Data

The quantitative data was taken from project related documents and there was no need of high level of statistical analysis as these are presented in simple frequency tables. Qualitative data collected, using field information through interaction/group discussion/interview and observations were made ready in word processor. For the analysis purpose, different headings according to study inquiry were created and related information from the spreadsheet was put under the appropriate headings. All the information related to each heading reviewed critically and findings are presented in the report systematically.

2.7 Work Schedules of the Study

The work schedule was prepared during the evaluation study in discussion with CARE Nepal, AWASAR project's staff members. The evaluator initiated the fieldwork based on the work schedule (**Appendix 6**). The program team and finance expert has jointly visited the program areas in same schedule.

2.8 Limitation of the Study

There have been some limitations of the final evaluation that include:

- Winter season and natural disaster like snow fall that hampered the free flow of movement from one location to another.
- Evaluation team visited some sample project sites only due to limited time and resources.
- Due to accompanying of midterm evaluation team by CARE Nepal, AWASAR staffs, the responses of the participants might be biased.

3. MIDTERM EVALUATION FINDINGS

The midterm evaluation study is focused in AWASAR Program's outputs, outcomes and impact at different level. The program progress analysis and evaluation of various activities on the basis of target, achievements, review of literatures, program progress reports, mood meter mapping, score ranking, direct observations, case studies, focus group discussion, interview with key informants, organizational assessment etc have been presented below. The evaluation has focused on trend over time and pattern over space in order to map out the changes over the project period. This is an integrated program that supports each other to make a difference in the lives of poor and marginalised group of the community.

3.1 Effectiveness and Impact

The AWASAR Project supported by CARE Nepal has been smoothly implemented in the project areas. This program have brought positive changes in the lives of women, men, children, Dalits, ethnic groups, youths, and marginalised communities. This project is being evaluated for the last two years. The AWASAR project has three components that include education for migrated children, health and nutrition and food and livelihoods support.

3.1.1 Mood Meter Mapping of Rightholders' Perception towards the AWASAR Project

When asked about the perception towards the performance of AWASAR project, the respondents have scored 1557 (67 %), 664 (29 %) and 102 (4 %) for very happy, happy and unhappy (poor) parameter respectively. The large majority of the respondents (96 %) have rated very happy and happy with the project because of the improvement of physical infrastructure of schools, health and nutrition support and food and resilient livelihoods of the poor people, and capacity building of Mother Groups, leader farmers, peer educators and conflict affected people. Some respondents (4 %) rated the program unhappy for not getting direct tangible benefits. The mood meter mapping tool was used to map out the perceptions towards happiness of the community people (Table 1).

A total of 50 bean seeds assumed as 100 per cent were given to every respondent. A total of 46 persons from Mugu and Bajura district participated in the exercise in order to score the performance of AWASAR project jointly implemented by CARE Nepal and local partners with the support of DANIDA funding. The community perception was mapped out based on their direct observation, experience and best judgment of the respondents. This was measured in relative terms. The frequency represents the scoring of the respondents on set parameters.

Table 1: Perceptions Mapping of Stakeholders towards overall AWASAR Project

Parameters	Frequency	Percent
Very Happy	1557	67
Happy	664	29
Unhappy	102	04
Don't Know	00	00
No Response	00	00

Total	2323	100
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Source: Field Study, Jan, 2018

The community perception mapped out during the midterm evaluation process as follows:

"The AWASAR project is useful for the local people. This project has been focused to poor farmers with practical agricultural trainings. It has changed behaviour to consumption of vegetables, increased income, and increased food production (4 to 8 months food security per year). However, there are needs of promotion of local crop varieties in order to sustainable food production per year per unit area and improve nutritional status of local people" says Mr. Urahu, Nunu Lal, Senior Agriculture Development Officer, District Agriculture Development Office, Mugu.

There has been found massive consumption of junk food by the local community that result reduced use of local valuable foods like bread, fruits, fry pop corn and soybean, millet soup etc. The local farmers have cultivated the mono-cropping during winter season (only wheat). There is a need of intercropping or mix cropping to have more productivity per unit area. Most of the irrigated land has also remained fallow due to poor agricultural extension education, labour shortage, subsistence agriculture or less motivation of farmers in commercial farming etc. The AWASAR project should focus for the intensive utilization of land in order to increase food security and resilient livelihoods.

3.1.2 Score Ranking of major Project Outputs

The score ranking tool was used with the participation of four types of respondents that include community women, men, government staff and NGO's staff members to measure the effectiveness of key program outputs of AWASAR in the communities (Table 2). When asked on which project output is most popular in the community that the respondents ranked first for school physical facilities upgraded, ranked second for capacity development of partners/civil society organisations, ranked third for Health and Nutrition, ranked fourth for Capacity Development of CBOs, ranked fifth for Food and Livelihood support, and ranked sixth for accelerated learning for migrant children according to the direct observation, experience and judgment made by the respondents based on the effectiveness and positive impacts in the community, leadership development, increased social status of direct rightholders and increased women self-esteem in the society.

"The AWASAR project has addressed the need and priority of the local community people to make a difference in their life. However, the project location have been scattered that takes more travelling time. The project should be restructured in the context of new structure of Government of Nepal federal system. The budget amount should be increased for community development that include water, sanitation and hygiene, infrastructure development of school, scholarship and food and sustainable livelihood support for poor and vulnerable groups of people etc" says Mr. Nrip Thapa-31, PC, GIFT Bajura. The project budget has not been enough in order to address the real need and priority of the poor and marginalized community people.

A total of 10 seeds of beans were provided to each respondent to judge the popularity of the key project outputs at the grass root level. A total of 30 participants included community women, men, government staffs and NGO's staff in the score ranking exercise across the sample areas. It should be

noted that higher the score greater the performance during the score ranking by respondents. The community perception was map out based on the judgment of the respondents. This was measured in relative terms.

Table 2: Score Ranking of Key Project Outputs by Stakeholders

Key Program Outputs	Women	Men	Gov't staff	NGOs	Total	Mean Score	Rank
1.School Physical facilities upgraded	10	10	8	7	34.5	8.75	I
2. Accelerated learning for Migrant Children	08	8.33	06	5.75	28	7	VI
3.Health and Nutrition	09	08	6.5	7.42	30.92	7.73	III
4.Food and Livelihood support	8.83	6.33	06	8.25	29.41	7.35	V
5.Capacity Development of Partners/CSOs	9.25	08	10	7.5	34.75	8.68	II
6.Capacity Development of CBOs	8.58	07	6.75	6.25	28.58	7.14	IV

Source: Focus Group Discussion, Jan 2018

A successful case study has been presented below:

Box 1: Vegetable Farming Improves through Plastic Tunnel

Bichha is the remotest Village Development Committee (VDC) among 27 VDCs of Bajura district where a village named Gumba is situated which is the whole and sole settlement of Bhote Janjati community. In present structure, it is situated in ward number one of Himali Rural Municipality. There are geographical difficulties even though government and development agencies have less priority due to difficult foot trails and remoteness. So, different problems have been seen there.



District headquarter is far so less issues are heard and community demands are not addressed properly and perfectly. Seasonal migration is there. So, Awasar project has been implemented by GIFT Bajura by getting financial support from CARE Nepal. Himal Bhakti Primary School is one of the schools where majority of students are seasonal migrant. There are only 13 students studying in this school. Awasar Project has distributed scholarship, sports materials, books for the libraries and solar power to students in this school and



establish kitchen garden at school to get information about growing the vegetables. Having seen the kitchen garden parents and children will also start farming vegetables in their own home and nutrition will have been improved there. At present vegetables which are grown inside the plastic tunnel has improved well. The community members have taken the responsibilities of plastic tunnel.28 households of the village have been taken the responsibilities to take care of kitchen garden. Teachers and villagers are getting fresh vegetables form this kitchen garden which also assist to supplement the nutrition said Krishna Lama School Management Committee(SMC) chairperson of Himali Bhakti Primary School, Gumba.



They had not got information about plastic tunnel before. Now, they have learnt from the kitchen garden and using this technique in their home too. Man Bahadur Lama has also thought to teach same thing to all the guardian and parents to follow such habit and farming method in the community. The utility of plastic tunnel is good to produce the vegetable even in snowy land.

3.1.3 Before and Now Situation Mapping of Health and Nutrition

The score ranking tool was used with the participation of community women and men respondents in order to measure the before and after situation mapping of key project activities/outputs of AWASAR in the communities (Table 3). There has been found positive trend after two years of health and nutrition intervention in the project areas due to organized health training, regular follow – up, increased consumption of vegetables, fruits and health education received from media as well. The comparative analyses have been done with active community participation during midterm evaluation.

A total of 10 seeds of bean (assumed to be 100 per cent) were provided to the group leaders (respondents) to judge the changes. The focus group discussion was used that included women and men members of local groups in the scoring exercise. Each group members were allowed to participate in the discussion before scoring in the before and now situation. It was noted that higher the score greater the performance during the score ranking by the respondents. The community perception was map out based on the judgment of the respondents. This was measured in relative terms.

The voices of community people have been mapped out during an interview in midterm review: "The AWASAR project is useful because it has supported health check-up, distribution of vegetable seeds, safe delivery, health and nutrition education that increased school enrollment, fresh vegetable production in our community. However, it should be focused more on promotion of green house, off-season vegetable seeds, safe delivery nearby Health Post and infrastructure development of schools etc" says Mrs. Phul Maya Budha-20, Peer Educator, Nigalebot, Khatiyad Rural Municipality-1, Mugu district.

Table 3: Before and now situation mapping of Health and Nutrition of AWASAR Project

Parameters	Before (Jan 2016)				Now (Dec 2017)			
	Mugu	Bajura	Total score	Mean	Mugu	Bajura	Total score	Mean
1. Status of Child Nutrition	03	03	06	03	7.6	08	15.6	7.8
2. Status of Pregnant and lactating mothers	02	03	05	2.5	6.6	08	14.6	7.3
3. Status of Environmental sanitation	02	2.5	4.5	2.2	7.75	08	15.75	7.8
4. Status of personal hygiene	02	4.5	6.5	3.25	8.6	09	17.6	8.8
5. Status of child and maternal mortality	09	7.5	16.5	8.25	1.33	01	2.3	1.15
6. Linkage & coordination with local health institutions	02	04	06	03	8.6	08	16.6	8.3
7. Status of overall health situation	03	04	07	3.5	7.3	8.5	15.8	7.9
8. Collaborative work with Rural Municipality	4.6	5.5	10.1	05	08	08	16	08
Total	27.6	34.5	61.6	3.83	55.78	58.5	114.25	7.13

Source: Focus Group Discussion, Jan, 2018

The following perception of Government line agencies mapped out towards AWASAR project:
 "The AWASAR project activities seem to be satisfactory. This has supported or complemented to District Public Health Program. It has contributed to capacity development of RRDC, health awareness rising in the community etc. The partner NGO RRDC should focus on close linkage and coordination with District Public Health Office (DPHO) in the future "says Mr. Nepali, Parsuram, Nutrition Focal Person, DPHO, Mugu.

Similarly, Health Post based Health worker responded towards AWASAR project that include:
 "The health and nutrition project activities seem to be effective because it has changed the community behaviour in food consumption, provided health education, reduced malnutrition from 80 to 5 children. The AWASAR project has supported equipments like weighing machine, BP set, Stethoscope, fetes cope, fatal droppers, globe, MUAC etc to the Health Post. However, it should be increased close coordination with DHO, field monitoring etc. The field staff should be more committed to deliver the health and

nutrition programs " says Mr. Gagan Bahadur Budha-50, HA, Seri Health Post, Khatiyad Rural Municipality, Mugu district.

According to Mrs. Karki "the AWASAR project supported to EPI, toilet construction, nutrition education, distribution of iron tablets, contraceptive for family planning in our village that resulted reduced child and maternal mortality, less broke out of pneumonia, diarrhea, and measles. However, it should be provided more health trainings to mothers, nutrition education, sanitation facility, vegetable consumption etc" Mrs. Saru Karki-30, Aam village, Khatiyad Rural Municipality-8, Mugu district.

A successful case study has been presented below:

Box 2: PD Hearth Changes the Health of Children

The life style of Lal Kali Tamata aged 25, residing of Gandekhola in Khatiyad Rural Municipality ward number 2 was extremely deplorable. Besides husband and two sons she had to face many problems to do household works because she had to take care the younger children.

Before eating jaulo-nutritious food



There was no one to assist in household works and she had to go up and down towards hillside for livelihood but when her husband went to *Muglan* by leaving her after that she again had to face many problems to take care of the household works and the children. When she was alone and rearing and caring the children but she was not knowing that her children were facing malnutrition even though she was nursing the children. When Awasar project started food preparation to make from malnutrition to healthy children. Lal Kali Tamata had also participated in the Positive Deviance (PD) Hearth Program to prepare nutritious *jaulo-mixture of food* from

different food grains with her two children. Both children were the victim of malnutrition, so she was very anxious. She was careful in food preparation time to make food for the children for the improvement of health. When she learnt to make the nutritious *Jaulo* by participating in Awasar Project she received more information about it. She



started feeding her children in the same way. Gradually, she started to take care of her children by feeding nutritious food and the children started becoming healthy day by day.

She started to check up her children with MUAC tape and the day after day children were improving by eating food. Both children became healthy within few months. She expects to start such program all the time for improvement of health and nutrition in each place to improve the health

of children. She suggests all the mothers whose children are mal-nutritious to prepare such food and give to their children to make healthy. She thanked Awasar project, RRDC and CARE Nepal for a good work.

Key Achievement on Health and Nutrition

- Total malnutrition child found out 68 cases (23 SAM and 45 MAM) in both districts after food demonstration and PD Hearth Orientation in the 25 communities in both districts. Affected children were sent to government out treatment center (OTC) for recovery.
- 52 % of births attended by skilled health personnel in the population on which CARE seeks to impact (it was 34.7% in both districts in previous year 2016), however, data were taken from 20 VDCs of project working areas (total 1992 pregnant women among of them 1041 had taken service from SBAs).
- 43% demand satisfied for modern contraceptives among women 15-49 in the population on which CARE seeks to impact in project area whereas it was 27.4% in both districts in previous year 2016), however, data were taken from 20 VDCs of project areas (total women 15-49 population of women were 4739 and among of them 2040 women age range 15-49 have taken MCPR from health facilities).
- A total of 2161 students (1091 Boys and 1070 girls) gained the knowledge about Iodine its use method and advantage of Iodine salt after iodine class in both districts.
- A total of 865 (Mugu 397 and Bajura 468) pregnant women have improved anemia level by 4th ANC check-up (after counsel from FCHVs they used iron folic tablets) and they started to use vegetables, iron rich indigenous crops like millet, Marsya, buckwheat etc.

3.2 Sustainability and Cross - Cutting Issues

Sustainability is a major issue of the most of the development projects in Nepal due to high incidence of poverty, weak management capacity, less coordination with local level government and poor governance system.

The score ranking tool was used with the participation of community women and men respondents to measure the before and after situation mapping of key crosscutting project issues of AWASAR in the communities (Table 4). There has been found positive trend as compared to previous one in the project areas due to organized trainings/orientation, regular follow-up, information received from electronic and print media as well. The comparative analyses have been done with active community participation during midterm evaluation. There have been positive changed in the social status towards gender equality and social inclusion, people's participation in decision making process, linkage and coordination with district line agencies, collaborative works with local level government that lead to sustainability of the program in the project areas. The AWASAR project has adopted the existing government structures while working in the community that leads to sustainability of the project. The overall situation in above mentioned issues has found from 3.6 to 6.6 out of ten score.

The midterm evaluation team discussed with Women Development Inspector to map out their contribution in Mugu district which is presented below:

"AWASAR project priority seems to be well addressed because of school infrastructure development, poverty focused, health & nutrition, women, children focused, group-based approach etc. It should be further focused in women, children and adolescent group to make a difference in their life" says Mrs. Chand, Krishna, Women Development Inspector, Women and Children Development District Office, Mugu.

A total of 10 seeds of bean (assumed to be 100 per cent) were provided to the respondents to judge the changes over time. The focus group discussion was adopted that included women and men members of local groups in the scoring exercise. Each group members were allowed to participate in the discussion before scoring in the before and now mapping. It was noted that higher the score greater the performance during the score ranking by the respondents. The community perception was map out based on the judgment of the respondents. This was measured in relative terms.

Table 4: Before and now situation mapping of Crosscutting issues of AWASAR Project

Parameters	Before (Jan 2016)				Now (Dec 2017)			
	Mugu	Bajura	Total score	Mean	Mugu	Bajura	Total score	Mean
1.Gender Equality	04	04	08	04	06	08	14	07
2.Social Inclusion	03	03	06	03	06	07	13	6.5
3.Governance	03	02	05	2.5	05	09	14	07
4.People's Participation	04	02	06	03	05	09	14	07
5.Poverty Focused	05	03	08	04	06	06	12	06
6.Lobbying and Advocacy to influence Policy & Practice	03	03	06	03	05	05	10	05
7.Institutional Development	04	04	08	04	07	08	15	7.5
8.Financial Sustainability	05	04	09	4.5	06	07	13	6.5
9.Linkage & Coordination with District level Government Line Agencies	04	05	09	4.5	06	08	14	07
10.Collaborative work with local level Government	03	04	07	3.6	05	08	13	6.5
Total	38	34	72	3.6	57	75	132	6.6

Source: Focus Group Discussion, Jan, 2018

3.2.1 Impact of Education in School

The score ranking tool was used with the participation of community women and men respondents in order to measure the before and after situation mapping of education key project activities of AWASAR in the communities (Table 5). There has been found positive trend after two years of formal school education intervention in the project areas due to support in physical infrastructure of schools, organized education training, regular follow – up, community score card, school library support, scholarship support to school children etc. The comparative analyses have been done with active community participation during midterm evaluation. The overall changes in school education have found from 5.35 to 7.14 mean score out of ten.

A total of 10 seeds of bean (assumed to be 100 per cent) were provided to the respondents in order to judge the changes over time. The focus group discussion was used that included women and men members of local groups in the scoring exercise. Each group members were allowed to participate in the discussion before scoring in the before and now situation mapping exercises. It was noted that higher the score greater the performance during the score ranking by the respondents. The community perception was map out based on the judgment of the respondents. This was measured in relative terms.

Table 5: Before and now situation mapping of Education component in AWASAR Project

Parameters	Before (Jan 2016)				Now (Dec 2017)			
	Mugu	Bajura	Total score	Mean	Mugu	Bajura	Total score	Mean
1.School enrollment of children	08	04	12	06	09	09	18	09
2. Regular attendance of students	07	06	13	6.5	09	09	18	09
3.Students Drop out	02	02	04	02	01	01	02	01
4.Quality education	06	08	14	07	07	09	16	08
5.Physical infrastructure development of schools	06	05	11	5.5	08	08	16	08
6.Collaborative works with District Education Office/Local Rural Municipality	08	04	12	06	09	09	18	09
7.Condensed Curricular Development for accelerated learning to migrated children	05	04	09	4.5	06	06	12	06

Total	42	33	75	5.35	49	51	100	7.14
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Source: Focus Group Discussion, Jan, 2018

"AWASAR project has found useful. It supported to build school physical infrastructure development, school kitchen garden, library support, training etc. It should be scaled – up in other areas as well. The maintenance fund should be supported for sustainability of the project" says Mr. Chaulagai, Dhan Sudan, District Education Officer, District Education Office, Mugu.

The quality of education is crucial in order to build the good culture, discipline, knowledge and sustainable livelihoods in the society. There is a need of more work in this regards. The drop out of school children and poor quality of schooling has remained the main challenges of formal education system in High Mountain due to poor governance, misuse of resources, weak management, poor physical infrastructure, weak monitoring and poor reward and punishment system.

A successful case study has been presented below:

Box 3: Scholarship Changes the Life of Mr. Lama

Itol Sangmu Lama, aged 9 of Serog is living in a remote rural village of Mugu district. She reads in grade four at Sarswati Primary School, Serog, Karmarog Rural Municipality in Mugu district. Mugu district is one of the remotest and geographically inaccessible areas of Nepal. Serog is more than 3500 meters high from the sea level. She is coming to school regularly to study by facing hurdle and hardship.



According to Kali Bahadur Budha, head teacher of Sarswati Primary School, Serog," Itol was not regular in school and class because her mother Angmu Lama and father Karma Childim Lama used to go to agriculture field and had to go to forest to bring firewood to sell and sustain family life. She had to take cares small children in home. As a result, she had to stay absent in school. Her irregularity had made her poor in learning school lessons."

When Awasar project started its work in 2016 at this Serog village by supporting educational program in schools and scholarship for the children, She was also one of the candidate to receive the scholarship from Reconstruction and Research Development Center (RRDC),a partner NGO of Mugu district of CARE Nepal.

According to head teacher of this school her life style has been changed by getting scholarship from Awasar project. These days she has become regular in school and started studying regularly. Her parents have also become positive towards education and support of RRDC. Her parents have also become happy by getting education support such as books, dress, and stationeries from Awasar project. Before due to lack of dress she was unable to come to school and her family was also unable to buy dress for her in time but these days she is not facing dress

and books as well as stationeries problems. So, her learning activities have been improved at school. At this time she has made plan to be a nurse in future after completing her studies.

In his way, CARE Nepal has changed her life from irregular student to regular and laborious in difficult geographic areas of Mugu district.

Key outputs and outcome in Education Component:

- 29 school students' sanitation increased after the support of toilet and water supply at schools in Mugu and Bajura.
- 30 schools students attended class regularly after Tiffin time in Mugu and Bajura after getting awareness program.
- 140 household have access of water to community people at Gadekhola, Bhiie and Jamir for water supply at schools. They have utilized their 30 Minutes walking by using in other work.
- 30 schools and 2822 (1256 Boys and 1566 Girls) students got knowledge about different ECA through basic sports materials support.
- 3282 households directly know about our support at school with financially from the project information board.
- Seasonal migration status decreased in program supported school areas but not in other areas.
- 30 Community people and 2822 students got knowledge along with to product about nutritious food, improved agricultural farming through kitchen garden.
- Students' reading habits improving day by day and getting knowledge of different story, jokes and poem that helped to explorer hidden talents of the students through 30 mini libraries.
- Result-enrollment rate increased, dropout rate decreased and promoted rate increased.

3.2.2 Impact of Food and Livelihoods in the community

The score ranking tool was used with the participation of community women and men respondents in order to measure the before and after situation mapping of food and livelihoods key project activities of AWASAR in the communities (Table 6). There has been found positive trend after two years of food and livelihood activities intervention in the project areas due to support in demonstration plot for fresh vegetable production, organized short term agricultural trainings, regular follow-up, community score card, seed support, integrated pest management(IPM), drip irrigation, construction of plastic laminated ponds, kitchen garden practice in schools etc. The comparative analyses have been done with active community participation during midterm evaluation. The overall changes in food and livelihoods have found from 4.41 to 6.83 mean score out of ten.

A total of 10 seeds of corn (assumed to be 100 per cent) were distributed to the group leaders/leader farmers to map out the changes observed over time in the community. The focus group discussion was done that included women and men members of the project areas in the exercise. Each group member was encouraged to participate in the discussion before scoring. It should be noted that higher the score greater the performance during the score ranking by the respondents. The community perception was mapped out based on the judgment of the respondents. This is being measured in relative terms.

Table 6: Before and now situation mapping of Food and Livelihoods Support in AWASAR Project

Parameters	Before (Jan 2016)				Now (Dec 2017)			
	Mugu	Bajura	Total score	Mean	Mugu	Bajura	Total score	Mean
1.Food Security	02	05	07	3.5	08	07	15	7.5
2.Household Livelihoods	05	04	09	4.5	07	08	15	7.5
3.Income Generation	02	03	05	2.5	06	07	13	6.5
4.Adoption of New Agricultural Technologies	04	04	08	04	07	08	15	7.5
5.Collaborative works with District Agriculture Office	03	04	07	3.5	07	06	13	6.5
6.State of Poverty	09	08	17	8.5	06	05	11	5.5
Total	25	28	53	4.41	41	41	82	6.83

Source: Focus Group Discussion, Jan, 2018

Similarly, the perception of local women representative towards to AWASAR program has been mapped out that includes:

"I am happy with the AWASAR project for the support of drinking water and sanitation, children scholarship, personal hygiene, vegetable seeds (twelve varieties) etc. However, there is a need of more supply of vegetable seeds, plastic tunnel, plastic laminated pond, scholarship for children etc "says Mrs. Laxmi Tamata-35, Khatiyad Rural Municipality-2 Gadekhola, Mugu district.

"For us agricultural project activities are useful because it has provided green house, vegetable seeds, agricultural farmers' trainings, rose cane etc. It should be provided more polythene pipe for irrigation of vegetable production etc" says Mrs. Garmi Tamata-25, Khatiyad Rural Municipality-2, Mugu district.

"AWASAR project (food and livelihood component) is useful because of fresh vegetable production, potato farming in off-season, agricultural trainings for farmers etc. There is a sufficient market for vegetable selling. However, there is a need of increase field monitoring by RRDC staff in the days to come. Now, farmers started to buy vegetable seeds, practice of integrated pest management (IPM), and increased contact with Agriculture Service Center for technical advice and to receive agricultural inputs. It should be increased frequency of agricultural farmers' trainings for vegetable and fruit production, promotion of local crop varieties of rice, millet, maize, potato, buckwheat etc "says Mr. Pancha Lal Budha-52, head of Agricultural Service Center, Seri, Mugu.

"AWASAR project agriculture component supported to income generation, farmers to farmers trainings on fresh vegetable, rice, wheat farming, grain storage technologies, cowshed improvement that

contributed 8 months food security as compared to 6 months food security in two years back. I have earned NPR 4,000/year by selling fresh vegetables and NPR 3,000 from mango selling last year. However, it should be provided more training, educational tours for farmers in future "says Mr. Raj Bahadur Karki-48, Sukadhik, Khatiyad Rural Municipality-8, Mugu district.

"I am highly benefitted from AWASAR project because of received training on fresh vegetable production, seasonal cereal crops, control insect /pests using herbal insecticides, health trainings, safe delivery facility, distribution of iron tablets, EPI, scholarship support etc. Now, I sleep 8 hours per day with happy mood due to increased access to development facilities close by in our village "says Mrs. Binda Pandey-25, Pritam Farmers' Group, Boldhik, Himali Rural Municipality-6, Bajura district.

A successful case study has been presented below:

Box 4: Vegetable Farming Changes the Life of a farmer

Anita Shahi of Jukot has become the example of lead farmer who proved "where is the will there is the way". Former Jukot VDC is the working project site of Awasar Project before implementing its activities there was only tobacco farming surrounding the field. There was only green crop in winter season and some cucumber plant.

There are five members in her family three children and two couples. There was no any source of income in her family, more children to feed and difficult to send the children to school. She was facing problems to buy books, stationeries and uniform to children. Having started Awasar project by GIFT Bajura by getting financial support from CARE Nepal various changes occurred in the community at Jukot due to



Before

awareness raising, home visit, training and interaction of peer educators among Female Community Health Volunteer (FCHVs), lead farmers, farmer groups, and mother groups. The tobacco growing farm has been transformed into vegetable growing farm by Anita Shahi by getting 3 days farmer groups' agriculture related training from Awasar Project of GIFT Bajura. She received seeds from Awasar Project and inspired to do vegetable farming. She has sold seasonal and off seasonal vegetables worth Tomatoes of Nrs.4500, Jukeni of Rs. 1500, Brinjal of Rs. 900, Ghee Beans of Rs.500, Chilies of Rs. 4500 at nearby Pilichaur and Kolti Bazar. She has become happy by getting such seeds from Awasar project to plant in her field. She has improved her household works by getting such income. These days she has no problems to buy books, copies, school uniform for her own children. At present she is saving 1000 per months. In the beginning she was spending her time in idle talking with neighbors but these days she has no time to spend in talking due to continuous work of vegetable farm. She had to go to hospital time to time by carrying children to health post for checkup but these day it has been nutritious food from the farm so sickness have been minimized. Having seen her progress other neighbors have also become impressed and started vegetable farming.

Key Achievements in Agriculture Components:

- A total of 2000 farmers achieved food security by adopting 12 crops species in their field (Cauliflower, cabbage, mustard, onion, potato, carrot, and radish, chilly, Brinjal, Tomato, Pumpkin, Cucumber, and Kankong).
- A total of 53 (8 females and 45 males) agriculture extension agents received training on agriculture and they are transferring their knowledge to the communities.
- A total of 178 (91 females and 87 males) lead farmers from 178 farmer groups trained in an improved agriculture technique and started to transfer their knowledge with their group members.
- A total of 30 schools student knew about different name of vegetables and replicated that in their kitchen garden as well.

3.2.3 Technical Sustainability

The technical sustainability is the intervention of farmers' managed technologies in order to increase income and resilient livelihoods of the local people by considering the adoptable agriculture, practice of health and nutrition and infrastructure development of schools. However, there is a need of close linkage and coordination with Rural Municipalities and service centers.

3.2.4 Financial Sustainability

Financial sustainability is crucial in case of donor funded programs. The financial sustainability has to be analyzed at 3 different levels that include institutional, program and NGO partners. The current project could not be sustained without external funding support from local level government, national government or international funding. There is a need of close linkage and coordination with government of Nepal from the very beginning and mobilization of local resources as well.

3.3 Efficiency

There has been completed most of the project activities as planned. The AWASAR project team and partner organizations have done satisfactory performance. The CARE Nepal project based team and district level local partners like GIFT-Bajura and RRDC-Mugu actively engaged in order to execution of planned project activities in Bajura and Mugu district respectively. However, there is room for improvement to increase close contact and coordination with newly elected local level people's representatives like Rural Municipalities and Municipalities. There is demand of close coordination from local level authorities in the current context of Federal Republic structure of Nepal.

Financial Efficiency:

Efficiency measures the productivity of the resources being invested. It can be measured through the ratio analysis of the acquisition of financial resources, spending of acquired financial resources for the mission, its usage in the core activities (project level) and support activities (administration) and finally the results that financial resources bring about from programmatic aspect.

3.4 Relevance

The AWASAR project has been implemented in poverty focused, geographically remote from the center, food insecurity, and poor livelihoods options to make a difference in the lives of poor women, men, children, Dalits, marginalized groups of the people. The Government of Nepal has also focused the

remote area like Karnali region including Bajura district. The project area has low HDI and direct poverty and suffering. This project seems to be relevance in terms of need and priority of the poor and vulnerable people, Government of Nepal's policies, plan and programs and United Nations Sustainable Development Goals. The local implementing partners like RRDC Mugu and GIFT Bajura are appropriate and capable to launch the stated plan and programs as agreed between SWC and CARE Nepal.

3.5 Coordination, Compliance and Transparency

CARE Nepal closely works with community partner and government agencies from local to district and central levels in program planning, implementation and monitoring. Field project office has close coordination with DDC and other district level government line agencies. CARE Nepal also intensively engaged at different central level mechanisms to work on policy formulation, national level coordination; and resource mobilization. CARE Nepal shares all the policy and research documents to the government agencies as well as to other stakeholders. It has strong partnership with Government of Nepal and local partners work closely with technical expertise and financial resources to achieve the stated results. CARE Nepal has followed the terms and conditions provisioned in the general agreement and project agreement made with SWC.

Project implementations has been done under the linkage and coordination with local level authorities and partners on the ground whereas central level project steering committee and project executive committee provides policy guidance and support with strategic direction in implementations. The civil society organizations-project partners of CARE Nepal regularly organize the public hearing event in order to promote the transparency and good governance in the project. The periodic public hearing event is compulsory in Government Offices as well.

Similarly, the perception of elected local people's representative towards to AWASAR program has been mapped out that includes:

"The AWASAR project seems to be useful for farmers like agricultural trainings, awareness raising, offseason vegetable production etc. However, it should be increased close linkage & coordination with Rural Municipality in the days to come" says Mr. Rokaya, Kali Bahadur - 44, Acting Mayor, Khatiyad Rural Municipality, Mugu district.

3.6 Social Mobilization and Governance

The AWASAR project is working in 20 ex-VDCs of Mugu and Bajura districts. There are 20 social Mobilizer who have been mobilized in each VDC who are working in the field. The project aims to bring positive social transformation in the community through social mobilization. School Management Committees (SMCs), Parent Teachers Associations (PTA), Farmer Groups (FGs), Female Community Health Volunteers (FCHVs) and Mother Groups (MGs) have been mobilized and strengthened by Social Mobilizer. Similarly, SM approach is for bringing positive transformation so that Peer Educators (PEs) also have been mobilized in remote and rural areas of project. The project has strengthened the existing groups despite forming new structure for sustainability. To aware the community people hoarding board, wall painting, radio jingles have been used to provide more information about education, agriculture, health and nutrition.

Good governance is the key intervention to change the existing practices of community people for the sake of transparency and downward accountability. The project activities related information

board also installed in the project site so that people can receive information regarding particular activity. A total of 17,400 people directly received the information from the project in their community. This project has implemented different activities through social Mobilizer, electronic media, networking, advocacy, capacity building, research, peer educator etc. It also made accountable to service providers towards community people (Annual Report, 2017).

A successful case study has been presented below:

Box 5: Mrs. Nima Putin Lama transforms her life after training!

My home was situated at ward number 8 of Kimri VDC. At present it is in Mugun Karmarong of ward number 3. All the people are Janajatis in this village. My name is Nima Putin Lama. I am 40 years old. There are mother-in-law, father-in-law, son, daughter and we both couple. There are seven members in my family but at present except me and my daughter all have gone to Tibet (Bhot) for business. We are sustaining our life by doing small business at Bhot (Tibet).



I have been working as Female Community Health Volunteer for four years. Before this I was like other persons because I had not taken any kinds of training. I was totally unknown at this field. I didn't have any kinds of knowledge about health. At present social Mobilizer of Awasar Project has trained me and I know many things such as taking care and concern of infant, agriculture, health and nutrition as well as education of children. The pregnant women were not going to do health checkup at hospital and for delivery but these days delivery activities are done only at nearby hospital. Both mothers and infant are becoming safe and natal of baby used to cut with sickle but these days it has been improved. Nima said my own sisters' newly born child and neighboring daughter in-law's child were died because their natal were cut with sickle and children were died by worsening the wounds. Anyways natal cutting with sickle has been eliminated. Our Janjati community women don't like to take health service from health post. So, service taking numbers of women are very less here. But these days there are many mother groups who have got awareness program from RRDC which is working in our area by starting different awareness raising program of education, agriculture, health & nutrition being a partner NGOs of CARE Nepal. These days all have become aware about health and its service because social Mobilizer has trained community members and informed us about it. All are getting health benefit nearby health centers. I inform female of my village about the benefit of pregnancy checkup and institutional delivery as well as sign of danger. These improvement has come to our village. Being a Bhot woman I got the opportunity to serve as FCHV for our community. I would like give thanks of AWASAR project which has taught a lot about our progress and good process in education, agriculture, health and nutrition.

3.7 Gender Equality and Social Inclusion (GESI)

CARE Nepal has developed GESI policy. Similarly, RRDC and GIFT also have developed GESI policy & strategy and implemented in the projects. Both partners raised the issues related to gender equality and social inclusion through their GESI policy at different level to engage and empower women and marginalized people in order to exercise the rights through meaningful participation in decision making process. The project facilitated an equal access to and control over resources, participatory decision making and reducing social discrimination in the project areas.

There has been changed in the traditional gender roles of men and women where women farmers participate in the community meeting, trainings etc. At present, this has been a normal phenomenon in

the society. The gender issue has been taken into account in the implementation and monitoring of AWASAR project. The caste-based discrimination has also been weakened at the community level due to inclusion of Dalits women in the women farmers groups. The practice of untouchability is weakening in the society. The morale of Dalits community seems to be high as compared to previous one because of increased participation of Dalits women in the project. However, it is yet to be done in the days to come to eradicate caste-based discrimination in the society.

In the project areas, the participation of women in the development process has significantly increased particularly in decision making process at households, community and Rural Municipality level. There has been narrowing down the gap in traditional gender roles and division of work in women and men. However, women have still more engaged in domestic chores whereas men have focused more in seasonal migration and plough the land. In case of access and control over resources, women have also increasing greater influence within household and even in the community level resources due to the positive impacts of the project. The AWASAR project has greater roles to increase women awareness and organizing in the groups. There has been significantly increased an articulating and bargaining power among the women to claim the rights with duty bearers particularly with Rural Municipalities and district line agencies. There has been comparatively reduced gender-based violence in the community due to organized women action against discrimination. The work load of the women has found 16 hours per day. This is regarded as low as compared to two years back due to access to water and sanitation, road transportation facility and increased gender awareness etc. However, the patriarchal social structure is still dominating in the society. The promoting gender equity and social inclusion in real sense is challenging work for civil society organisations at the community. There is a need of strong lobbying and advocacy work to influence policy, practice, ideas and beliefs at local and national level.

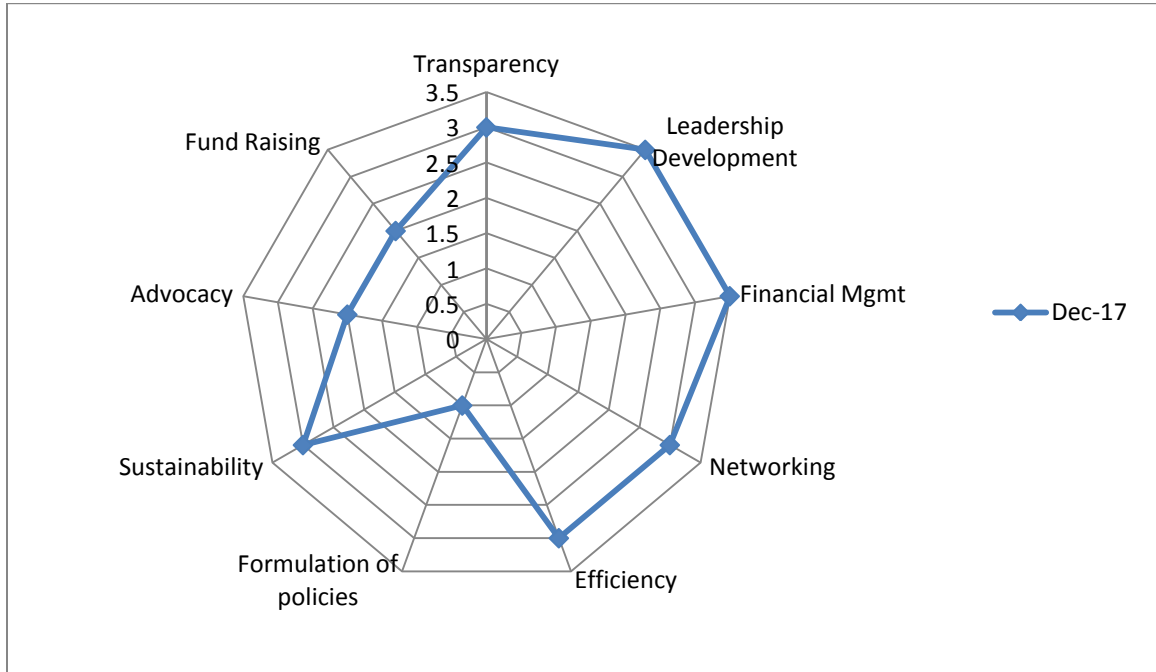
3.8.1 Organizational Assessment of RRDC - Mugu

For the organizational assessment, 0-4 score was used (see detail proxy indicators of parameters of organizational assessment in Appendix 4.1). The organizational assessment was done with executive board members and staff members in the focused group discussion. The organizational assessment processes have been done based on the direct experience and judgments of members of RRDC Executive Committee and direct observation of evaluators. This is being measure in relative term with the help of certain organizational assessment tool.

The AWASAR program was found to be popular among the community. The transparency, leadership development, financial management, networking, efficiency and sustainability has found satisfactory whereas formulation of policies, advocacy and fund raising appeared to be moderately satisfactory as perceived by respondents. There is an area for improvement in program formulation of program policies, advocacy, fund raising, publication of best practices and lessons learnt to influence policies and practices with Government and donor agencies at local, national and international level (Fig. 1). The overall performance has been rated as **Moderately Satisfactory**. This needs to be improved in the days

to come. The formulation of program policies, advocacy and lobbying and fund raising seems to be areas for improvement.

Fig. 1: Organizational Assessment of RRDC Mugu District in December 2017



Rating/Assessment Criteria (0-4 score):

- 4 - Highly satisfactory
- 3 -3.5 Satisfactory
- 2 -2.5 moderately satisfactory, and
- 0-1 Unsatisfactory

It is assumed that higher the score greater the performance whereas lower the score poorer the organizational performance.

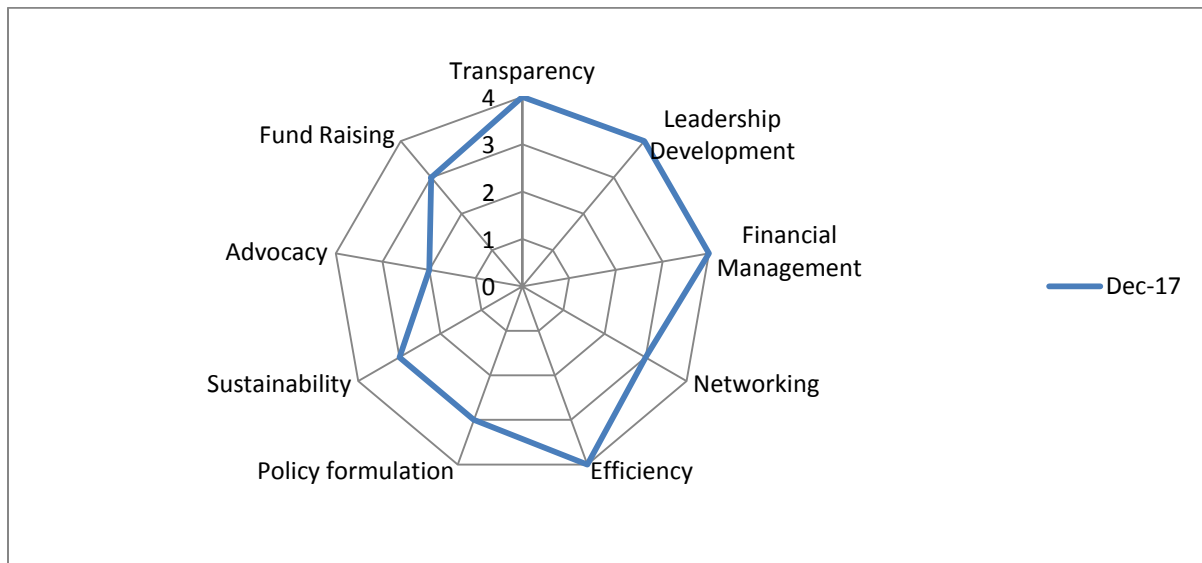
3.8.2 Organisational Assessment of GIFT Bajura

For the organizational assessment, 0-4 score was used (see proxy indicators of parameters of organizational assessment in Appendix 4.2). The organizational assessment was done with staff members using focused group discussion. The organizational assessment processes have been done based on the direct experience and judgments of staff members of GIFT Bajura and direct observation of

evaluators. This is being measure in relative term with the support of certain organizational assessment tool.

The AWASAR program was found to be popular among the community. The transparency, leadership development, financial management, and efficiency has found highly satisfactory whereas networking, formulation of policies, sustainability and fund raising appeared to be satisfactory as perceived by respondents. The advocacy and lobbying seems to be moderately satisfactory. There is an area for improvement in advocacy, publication of best practices and lessons learnt to influence policies and practices with Government and donor agencies at local, national and international level (Fig. 2). The overall performance has been rated as **Satisfactory**. This needs to be improved in the days to come. The formulation of program policies, advocacy and lobbying etc seems to be areas for improvement.

Fig. 2: Organisational Assessment of GIFT Bajura District in December 2017



Rating/Assessment Criteria (0-4 score):

- 4 - Highly satisfactory
- 3 -3.5 Satisfactory
- 2-2.5 moderately satisfactory, and
- 0-1 Unsatisfactory

It is assumed that higher the score greater the performance whereas lower the score poorer the organizational performance.

3.9 Lobbying and Advocacy

The lobbying and advocacy works to influence government and donors' policy, practice, ideas and beliefs at local, national and international level is important to make a difference in the life of women, children, poor and vulnerable people.

The significant changes should be mapped out over the period of time and disseminate with evidence based good reports to stakeholders for wider sharing. There is need of local level lobbying and advocacy works as well in the change political context. The constitution of Nepal (2072) has provisioned many authorities to local level government particularly in local level development works. There are opportunities and challenges for CARE Nepal in working with local government in the years to come. The capacity development of local government is an opportunity whereas proper linkage and coordination with local government from planning to monitoring and evaluation is another challenge in the future. There is an urgent need of policy advocacy to influence Ministry of Education and Department of Education to implement condensed school education course for migrated children living in high mountain district like Mugu, Bajura and Humla etc.

3.10 Targets vs. Progress

There have been compiled the cumulative targets vs progress over the last two years in order to figure out the quantitative performance of the AWASAR project. Most of the targeted outputs have been achieved as planned (Appendix 7). However, some of the activities have not been achieved due to the local election, large geographical coverage, poor time management, weak lobbying and policy advocacy with Ministry of Education and limited resources etc. It is expected that the almost all activities will be completed in the next year as committed by CARE Nepal and its local partners.

3.11 Overall Learning

The following lessons learnt have been drawn during the midterm evaluation:

1. *The integrated efforts of district education office, school management committees, local community & parents, and the local leaders is vital for the regular classes and quality education in hard to reach areas.*
2. *The support on establishing the mini library and other extra-curricular materials (sports materials) to the school has increased enrollment and reduced drop out and absenteeism.*
3. *The kitchen garden at the school has played a crucial role to increase knowledge among students on the need of kitchen garden for good nutrition; this helped in adopting the kitchen garden at the household level.*
4. *The provision of new techniques and materials to the farmers has increased their motivation to produce vegetables in their own farm to supplement nutritious food and sell it for income generation.*
5. *Regular monitoring of the project activities and support provided is needed very vital to bring positive impact in the communities.*
6. *The implementation of the tools like CSB and SATH has increased social accountability among the service providers as well as the rightholders groups at the project areas in education, food and livelihoods/agriculture, health and nutrition.*

7. *Behavior change and communication (BCC) & positive deviance hearth (PD Hearth) method has become a milestone tools to assess and identify the malnutrition case at the communities, demonstrate good food and preparation techniques and timely referral of the severe malnourished child at the Nutrition Rehabilitation Centers for the treatment.*
8. *The transparency and the public audit system at the project sites supported in increasing ownership by the community members and supported in generating local support for the implementation of the project.*
9. *The economic development program like crops, vegetables, fruits, Non-timber forest products, remittance, livestock, and off-farm business has found backbone in order to increase access to health, nutrition and education among local community.*

3.12 Gaps and Challenges

The following gaps have been identified to have larger impacts in the lives of poor and marginalized people:

1. Concentration of program and project activities in some areas resulting in geographic imbalance.
2. The ultra-poor particularly landless and marginalized groups of people still excluded from the mainstream development process.
3. Weak integration of climate change that resulted negative impacts in life and livelihoods of the people.
4. The project has tried to implement accelerated learning (condensed) curriculum to ensure the flexibility and quality education for migrant and PVSE children in the project working districts, however, the Ministry of Education/Department of Education has not shown any interest on it and they have not accepted condensed curriculum approach for Mugu, Bajura and Humla districts even though the government knows that the present situation in education at the Himalaya regions; mostly the schools are to be closed due to cold, seasonal migration, trend of herbal collection on etc. Students never be able to complete their course (long year wide) having faced problematic government policy in the name of uniformity and hardship with extreme weathers. If DoE has given the approval on this, the children will get the full subject course with in **condensed** time. Hence, still on the behalf of CARE, there is required a policy level advocacy at all levels of government (local, provincial and central) for educational justice of migrant and PVSE children who lives in high mountains of Nepal.

Challenges

The following challenges have been identified in AWASAR project implementation to have larger impacts in the lives of poor and marginalized people:

1. High turn-over of the staffs has become challenge in the project. Staff transaction has delayed the project implementation in the field as planned.
2. The different level of understanding among the staff members and team spirits remained the challenge to produce desirable project results.
3. In comparison to fund availability the community demands is high as well as working areas are also scattered.

4. Newly formed government federal structures like Center, province, local level government (Rural Municipalities/Municipalities) and their elected people's representatives have threatened the civil society organizations to launch the project activities prior approval from local level government.

4. Financial Management

CARE Nepal is one of the International Non-Governmental Organizations working in Nepal since 1978. During initial years CARE's activities were focused on services delivery and construction of infrastructures, aimed at improving the lives of poor and the disadvantaged. Over the last few years CARE Nepal's program the under gone major changes, moving away from physical infrastructure development to people oriented and community based initiatives aimed at addressing the root causes of poverty in Nepal. CARE Nepal is well known for its quality programs related to good governance, natural resources management, health, agriculture and non-formal education. CARE Nepal has been engaging in Nepal with different development projects over 37 years. CARE is one of the INGOs, committed to helping families in poor communities to improve their lives and achieve lasting victories over poverty facilitating the empowerment of poor, vulnerable and socially excluded people. It helps to fulfill their basic needs and achieve social justice through;

1. Work on addressing social and cultural discrimination
2. Facilitating micro/macro linkage for policy influence
3. Building local, regional, and global alliances and partnership
4. Supporting sustainable economic development
5. Promoting conflict mitigation and management through conflict sensitive programming
6. Preparing for disaster risk reduction and emergency response

Scope of Work

Social Welfare Council (SWC) has appointed as a member of Evaluation Team to me under leadership of Mr. Nar Bikram Thapa to look to financial transactions for the purpose of midterm evaluation of the implementing partners and local NGOs of this project. The main work of finance expert, as team member, is set out in Term of Reference (ToR) by SWC and will focus on financial discipline of the implementing and local NGO partners. More concentration had given, during the field visit and working in Head office, about the recording the transactions are as per Generally Accepted Accounting Principles (GAAP), mechanism to approve the fund, documentation for payment, approval of transaction by authorized person, deduction of TDS in certain payment while disbursing the fund as per Income Tax Act 2000 and deposit of the same to the government office in stipulated time, system of internal audit and internal check and many more as stipulated on TOR.

Working Methodology

Due to concentration as well as decentralized of all the transaction in head office and Partner NGO (PNGO), evaluation has focused on the transaction recorded on head office and visited the local NGOs namely;

1. Reconstruction and Research Development Centre (RRDC)

2. Head Office

Total NGO and PNGO associated with CARE Nepal are as follows

SN	Name of NGO and PNGO
	Donor
1	DANIDA through CARE Denmark
	Local Partner/NGOs
1	Rural Reconstruction and Research Centre (RRDC) Mugu
2	Generating Income to Foster Transformation (GIFT) Bajura

Working method is mainly focus with ToR given by SWC at the time of appointing. In addition to this, some other areas of transaction have been verified to negate the doubts while preparing the report.

Efficiency of the projects and cost effectiveness

The CARE Nepal has made project agreement with Social Welfare Council (SWC) to execute this project at 17 July 2016 for the project period of 3 years. During this period the project has estimated to incur the following cost to the 2 district 20 VDC (10 each from each district)

Table 7: Distribution of cost in Program and Administration

Particulars	USD	NRs	Percent	Exchange Rate
Program Cost:	1,213,102.75	109,179,247.20	80.48	1 USD=90 NPR
Admin Cost: overhead and non-program expenses	294,246.62	26,482,196.00	19.52	1 USD=90 NPR
Total	1,507,349.37	135,661,443.20	100.00	

As per information given to us no commodity or technical assistant in kind is available for this project.

Out of this total budget 14.45% (USD 217824.82) is retained by HO as partner implementation cost which is included on this budget.

Table 8: Status of total expenditure in summary as on 31st Dec 2017

Expenses Head	Total actual expenses	Ratio of Expenses	Budget	% on total Budget
Program cost	70,421,939	84.9	109,179,247	64.50
Admin Cost	15,776,084	15.1	26,482,196	59.57
	86,198,023	100	135,661,443	63.54

This amount is actual budget written on the project agreement and we have conducted our evaluation on the basis of this budget

Table 9: Planned Budget and actual expenses

Particulars	Total Budget	Total Expense
Agriculture demonstration plots (This means that certain households of the working VDCs of the project districts with cultivable land will be identified and selected during the initial phase of the project. Following this, members of these selected households will be trained in the various concepts, theories and methodologies of season specific agriculture. These household members will then apply their learning to their cultivable lands which will be used as examples of the possibilities in regards to agriculture in the project districts.)	6,574,580.59	1,581,690.32

Extension Agents training and farmers training (40 agents and 180 lead farmers (40 Extension agents and 180 members of farmers group will be chosen and trained in the various concepts, theories and methodologies of season specific agriculture)	11,421,621.24	9,515,467.71
Exposure visits and overall learning documentations	2,976,343.20	136,617.67
District level coordination meetings (These are the general meetings that will be held with our project stakeholders at the district level such as the District (Public) Health Office, District Education Office, District Agriculture Office, District Development Committee, Village Development Committee, Other relevant I/NGOs, Local media, Schools, etc. Costs such as transportation, incidental costs, per diem, refreshment cost, venue cost, etc. will be borne during these meetings.)	1,260,000.00	480,641.32
FCHV Trainings	3,402,947.80	2,787,880.45
Equipments (Weighing scales and Anthropometric) (this equipment will be provided to the local health service providers who will be strategically selected as per the project needs. This equipment will be provided through the project partners so as to strengthen the existing facilities at the health service centers.)	3,749,632.20	1,056,151.35
Community Score Board	2,892,947.80	2,349,272.74
Training for social Mobilizer	1,876,342.20	1,838,200.48
Individual group training through Social Mobilizer	1,726,342.20	516,657.64
Support to 30 schools	12,827,312.95	15,400,025.82
IEC/Materials	3,600,000.00	740,091.29
Learning & Documentations	2,400,000.00	1,698,051.92
Self Applied Techniques for quality Health & Educations (SATHE)	1,632,947.80	119,964.35
PD HEARTH training and demonstrations	1,797,947.80	393,191.60
Peer Educators training	2,476,342.20	2,334,877.74
Peer Educators facilitation cost	4,216,342.20	2,989,273.42
Organisation Capacity Assessments	1,876,342.20	1,221,372.44
Training VDC secretaries in participatory planning -20	2,176,342.20	-
School Libraries -10	5,947,389.23	1,633,160.03
Designing of Condensed Curriculum	3,734,512.39	4,221,062.57

Trained Child Club Members	300,000.00	201,313.73
Start Up Workshop	500,000.00	236,224.22
Baseline	800,000.00	763,599.00
Midterm review	800,000.00	439,288.00
Final Evaluation	800,000.00	-
Vehicle hire and travel related cost	7,808,777.00	4,321,997.17
Partner Implementation Cost	19,604,234.00	13,445,866.43
Total Program	109,179,247.20	70,421,939.40
Administration Cost		
Support Staff Salary	14,915,715.00	7,916,045.12
Equipment	3,120,000.00	2,711,277.00
Local Office Operation Cost	6,514,081.00	4,872,394.34
Audit Cost	1,932,400.00	276,367.20
Sub-Total cost	26,482,196.00	15,776,083.66
Grand Total	135,661,443.20	86,198,023.06

Table 10: Fund Received so far by CARE Nepal

Deposit BU	Payment ID	Entered Date	Total Amount USD
NPL01	FUNDRECE-AWASAR	9/29/2015	109,990.00
NPL01	FND REC_AWASAR	4/12/2016	69,990.00
NPL01	FUND REC AWASAR	7/1/2016	169,464.00
NPL01	FNDS REC-AWASAR	3/14/2017	139,990.00
NPL01	FND REC_AWASAR	6/29/2017	157,990.00
NPL01	REC_AWASAR	8/25/2017	119,990.00
	Total		767,414.00
Total Fund in NPR			69,067,260.00
Total Expenses made so far			86,198,023.06
Diff incurred from other sources			17,130,763.06

Total budget is requested to all projects simultaneously and received from Head Quarter. All amounts are deposited on same bank account including amount of other projects and management will distribute the amount to all project. In this case, AWASAR project has incurred NPR 86.20 Million of expenses so far but above report shown

that 69.07 Million NPR has been received for CARE Nepal and balance difference amount has been expensed from reserve fund.

Table 11: Budgeted cost and Actual Cost

Particulars	Total Budget	Total Expense	Per cent
Agriculture demonstration plots (This means that certain households of the working VDCs of the project districts with cultivable land will be identified and selected during the initial phase of the project. Following this, members of these selected households will be trained in the various concepts, theories and methodologies of season specific agriculture. These household members will then apply their learning to their cultivable lands which will be used as examples of the possibilities in regards to agriculture in the project districts.)	6,574,580.59	1,581,690.32	24.06%
Extension Agents training and farmers training (40 agents and 180 lead farmers (40 Extension agents and 180 members of farmers group will be chosen and trained in the various concepts, theories and methodologies of season specific agriculture)	11,421,621.24	9,515,467.71	83.31%
Exposure visits and overall learning documentations	2,976,343.20	136,617.67	4.59%
District level coordination meetings (These are the general meetings that will be held with our project stakeholders at the district level such as the District (Public) Health Office, District Education Office, District Agriculture Office, District Development Committee, Village Development Committee, Other relevant I/NGOs, Local media, Schools, etc. Costs such as transportation, incidental costs, per diem, refreshment cost, venue cost, etc. will be borne during these meetings.)	1,260,000.00	480,641.32	38.15%
FCHV Trainings	3,402,947.80	2,787,880.45	81.93%
Equipments (Weighing scales and Anthropometric) (this equipment will be provided to the local health service providers who will be strategically selected as per the project needs. This equipment will be provided through the project partners so as to strengthen the existing facilities at the health service centers.)	3,749,632.20	1,056,151.35	28.17%
Community Score Board	2,892,947.80	2,349,272.74	81.21%
Training for social Mobilizer	1,876,342.20	1,838,200.48	97.97%
Individual group training through Social Mobilizer	1,726,342.20	516,657.64	29.93%
Support to 30 schools	12,827,312.95	15,400,025.82	120.06%
IEC/Materials			20.56%

	3,600,000.00	740,091.29	
Learning & Documentations	2,400,000.00	1,698,051.92	70.75%
Self Applied Techniques for quality Health & Educations (SATHE)	1,632,947.80	119,964.35	7.35%
PD HEARTH training and demonstrations	1,797,947.80	393,191.60	21.87%
Peer Educators training	2,476,342.20	2,334,877.74	94.29%
Peer Educators facilitation cost	4,216,342.20	2,989,273.42	70.90%
Organisation Capacity Assessments	1,876,342.20	1,221,372.44	65.09%
Training VDC secretaries in participatory planning -20	2,176,342.20	-	0.00%
School Libraries -10	5,947,389.23	1,633,160.03	27.46%
Designing of Condensed Curriculum	3,734,512.39	4,221,062.57	113.03%
Trained Child Club Members	300,000.00	201,313.73	67.10%
Start Up Workshop	500,000.00	236,224.22	47.24%
Baseline	800,000.00	763,599.00	95.45%
Midterm review	800,000.00	439,288.00	54.91%
Final Evaluation	800,000.00	-	0.00%
Vehicle hire and travel related cost	7,808,777.00	4,321,997.17	55.35%
Partner Implementation Cost	19,604,234.00	13,445,866.43	68.59%
Total Program	109,179,247.20	70,421,939.40	64.50%
Administration Cost			
Support Staff Salary	14,915,715.00	7,916,045.12	53.07%
Equipments	3,120,000.00	2,711,277.00	86.90%
Local Office Operation Cost	6,514,081.00	4,872,394.34	74.80%
Audit Cost	1,932,400.00	276,367.20	14.30%
Sub-Total cost	26,482,196.00	15,776,083.66	59.57%
Grand Total	135,661,443.20	86,198,023.06	63.54%

Expenses incurred more the budgeted expenses (This expenses based on up to Dec 31, 2017)

Particulars	Total Budget	Total Expense	% of expenses
Support to 30 schools	12,827,312.95	15,400,025.82	120.06%
Designing of Condensed Curriculum	3,734,512.39	4,221,062.57	113.03%

In these eight accounting heads, expenses incurred are more than budgeted heads. The organization should make expenses as per budget.

Amount given to partner so far

Reconstruction and Research Development Centre (RRDC) Mugu

Date(Voucher Date)	Amount(NPR)	PNGO Name	Remarks
24-Mar-16	2,000,000.00	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
8-Jul-16	1,732,000.00	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
30-Sep-16	1,500,000.00	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
15-Nov-16	4,147,413.68	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
9-Feb-17	2,500,000.00	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
17-May-17	2,377,810.00	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
5-Jul-17	1,911,858.33	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
29-Aug-17	1,210,640.00	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
10-Oct-17	2,279,974.27	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
11-Dec-17	2,039,232.00	Reconstruction And Research Development Center,(RRDC),Mugu	Advance
Total	21,698,928.28		

Generating Income to Foster Transformation (GIFT) Bajura

Date(Voucher Date)	Amount NPR	PNGO Name	Remarks
24-Mar-16	1,700,000.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance
6-Jul-16	2,150,000.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance
12-Sep-16	1,200,000.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance
26-Oct-16	4,665,454.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance

17-Jan-17	766,858.00	Generating Income To Foster Transformation,(GIFT),Bajura	<i>Payment of Payable Balance of Dec 16</i>
9-Feb-17	2,840,205.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance
1-May-17	1,737,136.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance
6-Jul-17	222,205.00	Generating Income To Foster Transformation,(GIFT),Bajura	<i>Payment of Payable Balance of June 17</i>
6-Jul-17	1,251,800.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance
25-Aug-17	2,325,762.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance
8-Oct-17	1,080,169.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance
28-Nov-17	2,486,993.00	Generating Income To Foster Transformation,(GIFT),Bajura	Advance
Total	22,426,582.00		

Table 12: Expenses incurred by CARE Nepal

SN	PNGOs	Total NPR
1	RRDC, Mugu	21,698,928.28
2	GIFT Bajura	22,426,582.00
	Total Amount given to PNGOs	44,125,510.28
	Total Budget till 31st Dec 2017	103,238,483.30
	% of expenses on budget	42.74
	Total expenses till 31.12.2017	86,198,023.06
	Expenses incurred by HO	42,072,512.78
	% of expenses on budget	40.75
	Total Budget of Project	135,661,443.20
	% of expenses on budget	32.53

Actual expenses till 31st Dec 2017	86198023.06
Amount given to PNGO	44,125,510.28
% of Expenses	51.19%
Amount Expenses by HO	42,072,512.78
% of Expenses	48.81%

Out of total budget for two year, an amount equal to 41 % has been incurred by CARE Nepal itself, which is against the norms of expenditure of INGO. In addition to this out of total expenses incurred for these two years of project period 49 % has solely been expensed by CARE Nepal Head office.

As per the norms of the INGO, INGO itself can not make expenses but CARE Nepal has incurred huge expenses by itself which is not as per norms.

And, in overall, the actual cost incurred is within the limit of budget.

Identification area of cost reduction

Cost reduction is major aim of any organization to maintain economy and efficiency over the work done by them. The CARE Nepal has maintained the financial discipline to keep the corporate governance intact. To make the management efficient the project has implemented different rules and regulations to run the project on the basis of corporate governance. The CARE Nepal has promulgated and implemented following bylaws for self-disciplined purpose.

1. HR Manual
2. Procurement Manual

Economy in procuring goods and service

Goods and services have been procured as per generally applicable practices. While procuring the goods and services following practices is prevalent;

Table 13: Payment approval

Designation	Budgeted Expenditures	
	Level DC (USD)	Level Local Currency
Project Manager	3499	349900
Assistant Country Director	3500-149999	350000-14999900
Country Director	150000-499999	15000000-49999900
Regional Director- Asia	500000+	50000000

Petty Cash limit

SN	Office	Limit NRs
1	Country Office	200,0000
2	Petty Cash Payment limit per transaction	10,000

Store recording and issuing system

Store has been recorded as per generally acceptable norms of accounting. However the project has system of procuring goods and service under the set self-implemented rules and regulation. CARE Nepal and its PNGOs have system of procuring goods and service from the suppliers where there is no relation with.

Compliance with project agreement

Date of Project start and project signed with SWC

Descriptions	Status
Agreement with Donor	20-Jan-14
General Agreement Date	21-May-15

Project Agreement Signed Date	17-Jul-16
Project Start Date	1-Jan-15

Expensed incurred before signing project agreement

Period	NPR	USD
1 July 2015- 17 July 2016	20,305,178.30	203051.78

Project is working since 1st Jan 2015 but project agreement with SWC has signed w. e. f. 17th July 2016

Expatriate detail

Expatriate Detail	Designation	Period of Working
NA		

This project has no expatriate as information given by CARE Nepal AWASAR project but there is Country Director (CD) on CARE Nepal Office.

Table 14: Senior Staffs remuneration and Facilities with TDS deduction

Major employee detail	Designation	Remuneration USD Per month(Gross)	Period of Working
Dil Bahadur Khadka	Project Manager	1538.432	16 August 2015 to 20 Jan 2016
Tilak Prasad Sharma	Project Manager	1635.83	14 March 2016 to 23 April 2017
Ram Singh Thagunna	Project Manager	1597.89	5 June 2017 to 31 Dec 2018
Popular Gentle	Assistant Country Director- Program Quality	5672.23	Shared staff- Ongoing

TDS has been deducted as per the rule of Government of Nepal.

Table 15: Bank Account Detail

Name of Bank	Standard Chartered Bank Ltd
Bank Account No (NPR)	01-000885-01
Bank Account No(USD)	01-000885-51
Bank Account No(GBP)	01-000885-57
Bank Account No(EURO)	01-000885-76

AS per section 10 of project agreement only one bank account mentioned which is 01-000885-51 USD Account but no any information has been given to other bank accounts on project agreements. However bank accounts of PNGO and one field office has been mentioned on project agreement.

Reporting requirement (Sec 5.6 of Project Agreement) to SWC

All the reporting requirement is met during the CPAC meeting conducted on semi-annual basis. No any separate reporting is done for individual projects. The project does not fall with 2014/15 as the project start date is 1st July 2015. Since we are currently in the process of Mid Term Evaluation, the report will submitted upon completion of the evaluation.

Reports	2014-15	2015-16	2016-17
Semi-annual Report	NA	CPAC (21 August 2015 & 8 January 2016)	CPAC (8 July 2016 & 20 February 2017)
Annual Progress Report	NA	NA	NA
Annual Audit Report		6 th October 2016	4 th October 2017
Renewal From SWC	NA	NA	NA

Reporting requirement (Sec 5.6 of Project Agreement) to CARE Denmark by AWASAR Project

All the reporting requirement is met during the CPAC meeting conducted on semi-annual basis. No any separate reporting is done for individual projects. The project does not fall with 2014/15 as the project start date is 1st July 2015.

Reports	2014-15	2015-16	2016-17
Financial report	NA	CPAC (21 August 2015 & 8 January 2016)	CPAC (8 July 2016 & 20 February 2017)
Narrative Report	NA	CPAC (21 August 2015 & 8 January 2016)	CPAC (8 July 2016 & 20 February 2017)

List of employees Status	Total Number	Cost
Shared	52	7,916,045.12
Program	14	22,909,911.00
Total		30,825,956.12

Staff as per project agreement

Staff Detail	No of Staff
Program staffs	14
Social Mobilizer	20
Total	34

Total staff as mentioned on section 5.13.2 of project agreement is 14 and social mobilizer is 20 but no any provision for shared staff which are 52 as given by AWASAR Project.

S.No.	Staff Name	Designation	Joined Date	Contract End Date	Status
1	Dala Bahadur Bishwakarma	Administrative Officer	1-Dec-15	31-Dec-18	Ongoing Contract

2	Suman Giri	Communications and Knowledge Management Officer	1-Jul-17	30-Sep-17	Resigned
3	Richa Uprety	Communications and Knowledge Management Specialist	5-Jan-15	28-Feb-17	Appointed to another position
4	Sabur Lal Ram	Education Specialist	1-Jul-15	31-Dec-18	Ongoing Contract
5	Mohan Raj Manandhar	Finance Officer	1-Jul-15	4-Sep-16	Resigned
6	Sandip Khanal	Finance Officer	1-Feb-16	31-Dec-18	Ongoing Contract
7	Ramesh Bahadur Bham	House Keeper	2-Nov-15	31-Dec-18	Ongoing Contract
8	Dil Bahadur Khadka	Project Manager	16-Aug-15	20-Jan-16	Resigned
9	Tilak Prasad Sharma	Project Manager	14-Mar-16	23-Apr-17	Resigned
10	Ram Singh Thagunna	Project Manager	5-Jun-17	31-Dec-18	Ongoing Contract
11	Uttam Panday	Project Officer - Agriculture	26-Oct-15	23-Jul-16	Resigned
12	Hem Chandra Sharma	Project Officer - Agriculture	12-Sep-16	20-Jan-17	Resigned
13	Dil Bahadur Dhant	Project Officer - Health	21-Sep-15	4-Feb-17	Resigned
14	Puspa Raj Paneru	Project Officer - Health	20-Feb-17	31-Dec-18	Ongoing Contract

Table 16: Other Compliance of General and Project Agreement

Agreement Type	Clause No	Criteria	Complied or Not Complied
General	1.c	Provide minimum 1.8 Million USD fund excluding commodity grant and technical assistance	Complied
General	1.d	Submit the project proposal within 3 months form the date of signing general agreement and implement project within 90 days from the date of signing project agreement	Project has started 1 Jan 2015, Project agreement has signed on 17 July 2016 and General Agreement signed on 21 May 2015. <i>Project has started before signing the General and Project Agreement</i>
General	3.c	Either pary may terninate this agreement by giving a six months advance notice to the other in case of the CARE Nepal failure to submit the project proposal within three months from the date of signing General Agreement. Another three months may be considered upon request of the CARE Nepal	General agreement has been signed on 21st May 2015 and project agreement has been signed on 17 July 2016. So this agreement has been looking invalid as project agreement has been signed on 14 months after of general agreement

		submitting satisfactory explanations. Failure to submit and sign the project proposal even after the considered period of three months will automatically cause the invalidation of the agreements.	signed.
General	1.g	Auditing of Books of Accounts by CA Registered at ICAN	Complied
General	1.h	Exclude remuneration and perquisites of expatriate or foreign country representative from project and program cost and reflect the same cost on project agreement	Paid from AWASAR Project
General	1.i	Disposal of duty free goods with prior approval of SWC	Not disposed yet.
General	1.k	Declaration of sources of fund and donor agency	Source of fund is DANIDA through CARE Denmark
Project	5.6	Reporting by LNGO, INGO	Made regularly as stipulated.
Project	5.13	Personnel: Expatriate: 1 Other 34	Expatriate 1, Other 66, not complied
Project	5.4.3.C	Adopt the social audit practice at Centre, District and Community	Not extensively followed. However some LNGO has practice to disclose the project expenses on board at public place. Guidelines is found in RRDC but no audit report found.
Project	10	Approval of bank account opening at commercial bank	Four Bank accounts have opened at SCBNL but only one USD account has taken mentioned on project agreement
		Ratio of admin and program cost	Not mentioned on general agreement.
		Spend financial resources in Nepal only	Not mentioned on general agreement as SWC Mentioned on other INGO general agreement.
		Assure that no financial resources will be provided to other INGO in Nepal	Not mentioned on general agreement as SWC Mentioned on other INGO general agreement.
		Grant or loan	Not mentioned on general agreement as SWC Mentioned on

		other INGO general agreement.
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This expenses has been incurred for program and administration purpose of the CARE Nepal during peiod mentioned above.

Other than stipulated above, no cases of non compliace has been found during the period of evaluation. However following descripancies has been noticed while making the financial evaluation.

Complianc with tax laws

Tax Deduction at Sources (TDS)

All the stakeholders of this project, so far transaction verified by us, tax law applicable to it has been complied with. Necessary TDS on different payments made by it has been deducted as per rates and procedure determined by the Income Tax Act 2002.

S.N.	Particulars	Remark
1	Salary and perquisites	SST: 1% up to basis expemtion ceiling 15%: next 100000 of basic exemption 25%: above 350000 or 400000 but up to 2500000 35%: above 2500000.00
2	House and all other rent	10%
3	Resources person remuneration	15%
4	Contract	1.5%
5	Service purchased	VAT bill: 1.5% Non VAT Bill: 15%

TDS payment details

Expatriate

S. No.	Particular	Month	Monthly TDS payable (USD)	TDS paid (USD)	Deposit Voucher No.	Deposit Date
1	Salary Tax/ Expat	Jul-16	3,538.92	3,652.21	1924937	8/9/2016
1	Salary Tax/ Expat	Aug-16	3,538.92	3,652.21	1924937	9/9/2016
2	Salary Tax/ Expat	Sep-16	3,538.92	3,652.21	1924910	7/10/2016
3	Salary Tax/ Expat	Oct-16	3,538.92	3,652.21	1924941	10/11/2016
4	Salary Tax/ Expat	Nov-16	3,538.92	3,652.21	2891287	6/1/2017
5	Salary Tax/ Expat	Dec-16	3,538.92	3,652.21	3022167	7/2/2017
6	Salary Tax/ Expat	Jan-17	3,538.92	3,652.21	3341481	7/3/2017
7	Salary Tax/ Expat	Feb-17	3,538.92	3,652.21	3612621	6/4/2017
8	Salary Tax/ Expat	Mar-17	3,538.92	3,652.21	3793346	8/5/2017
9	Salary Tax/ Expat	Apr-17	3,538.92	3,652.21	3675289	7/6/2017
10	Salary Tax/ Expat	May-17	3,538.92	3,652.21	3675334	6/7/2017
11	Salary Tax/ Expat	Jun-17	3,538.92	2,292.75	3675261	9/8/2017
			42,467.04	42,467.06		

Table 17: Other Staffs

Expense Details	Total Amount (Nrs)	Rate	Total TDS amount (Nrs.)	Deposit Date(Bikram Sambat)	Voucher No (Kolenika)
Participation allowance	13,300.00	15%	1,995.00	16/2/2072	34425841
House Rent	20,429.29	10%	2,042.93	16/2/2072	34425842
House Rent	16,666.00	10%	1,666.60	18/10/2072	34425844
Furniture Purchase	85,500.00	1.50%	1,283.00	8/9/2072	34425843
Banner Purchase	3,661.00	1.50%	48.00	3/2/2073	34425845
Hotel Expenses	115,294.00	1.50%	1,530.00	3/2/2073	34425845
Hotel Expenses	83,170.00	1.50%	1,248.00	3/2/2073	34425845
House Rent	16,666.00	10.00%	1,666.60	3/2/2073	34425846
Hall Rent	888.00	10.00%	88.00	3/2/2073	34425846
House Rent	15,000.00	10.00%	1,500.00	3/2/2073	34425846
Hall Rent	2,000.00	10.00%	200.00	3/2/2073	34425846
Hall rent	2,000.00	10.00%	200.00	3/2/2073	34425846
House Rent		10.00%		16/3/2073	2776901

	33,332.00		3,333.00		
Hall Rent	2,000.00	10.00%	200.00	16/3/2073	2776901
Hotel Expenses	68,348.00	1.50%	907.00	16/3/2073	2776902
Hotel Expenses	69,595.00	1.50%	1,044.00	16/3/2073	2776902
Office Supplies Purchase	45,019.00	1.50%	598.00	16/3/2073	2776902
Resource Person Allowance	45,000.00	15.00%	6,750.00	16/3/2073	2776902
House Rent	16,666.00	10%	1,666.60	26/10/2073	2776907
Hotel Expenses	44,690.00	1.50%	670.35	26/10/2073	2776905
House Rent	8,333.31	10%	833.31	26/10/2073	2776908
Hall Rent	5,000.00	10%	500.00	26/10/2073	2776910
House Rent	27,832.22	10%	2,783.22	26/10/2073	2776909
Multimedia Rent	5,000.00	10%	500.00	26/10/2073	2776906
Facilitation Cost	20,000.00	15%	3,000.00	26/10/2073	2776911
Participation Allowance	20,000.00	15%	3,000.00	26/10/2073	2776912
House Rent	44,998.20	10%	4,999.80	25/12/2073	2776913
Solar Purchase	126,548.67	1.50%	1,898.23	25/12/2073	2776914
Travel Ticket Purchase from Travel & Tours	63,170.00	1.50%	947.00	25/12/2073	2776915
Vehicle Rent	24,443.00	10%	2,443.00	29/03/2074	3504614
House Rent	49,998.00	10%	4,999.80	29/03/2074	3504615
Travel Ticket Purchase from Travel & Tours	48,396.00	1.50%	725.94	29/03/2074	3504618
House Rent	49,998.00	10%	4,999.80	29/03/2074	3504616
Hall Rent	1,100.00	10%	110.00	29/03/2074	3506417
Travel Ticket Purchase from Travel & Tours	99,700.00	1.50%	1,496.00	29/03/2074	3652054
Hall Rent	6,000.00	10%	600.00	15/5/2074	3652055
Hotel Expenses	165,632.00	1.50%	2,484.48	15/5/2074	3504621
Facilitation Cost	5,760.00	15%	864.00	15/5/2074	3504620

Travel Ticket Purchase from Travel & Tours	95,355.00	1.50%	1,430.32	15/5/2074	3852056
Porter -labour Charge	400.00	1%	4.00	15/5/2074	3504622

In case of other partner NGO, they have also deducted and paid TDS on time.

Other Tax Compliance

CARE Nepal

SN	Particulars	Country Office
1	PAN	302274734
2	Last IT return submitted on	29 Asoj 2074
3	Monthly Tax Returns	25 th of each month
4	Tax Exemption certificate no and date	We have already initiated the process and submitted a request to IRD.
4	SWC last report date	20 February 2017 (During CPAC Reporting)

Fixed assets

Recording of fixed assets has been made properly. However capitalization of fixed assets has not been made by all NGOs and implementing partners. It has been charged as expense in the date of purchased regardless of durability and accounting principles.

In case of fixed assets purchased by Care internal fund USD 25000 has been booked as expenses and fixed assets purchased by donor fund whole amount will be charged as expenses.

Checklist of fixed assets management and control system

SN	Particulars	Country Office	PNGO	Remark
1	Coding	Yes	Yes	
2	Location	Yes	Yes	
3	Register	Yes	Yes	
4	Physical Verification	Yes	Yes	
5	Room Inventory	Yes	Yes	
7	Custody	Yes	Yes	
8	Status	Yes	Yes	

Evaluation of internal control system

Most of the rules and by laws has been followed by the local NGOs or Implementing partners are particulars rules given by doner agency. All rules and regulation are mentioned on partner agreement paper.

To make the project efficient the CARE Nepal has implemented following rules ;

3. HR Manual
4. Procurement Manual

Periodic AGM and Board Meeting has been held by the PNGO but in case of CARE Nepal AGM and Board Meeting are not effective as all this funtions are conducted on HO. PAC and PMC meetings are held properly.

However, yearly regular AGM is not conducted in Nepal but it has been conducting in its Head Office Denmark.

Delegation of authority in terms of check sign has been made as and when necessary. Following procedure of cheque signatory has been followed;

Table 18: Operation of bank acconts- at least by two signatories

In country Office

Bank Account No	Signatory	Cheque Signing Limit (Joint)	Fund Transfer Limit (Requires Joint Signatures)
01 -0008885 -01/51/57/76	Country Director	No Limit	No Limit
01 -0008885 -01/51/57/76	Assistant Country Director- Program Quality	\$ 200000	\$ 200000
01 -0008885 -01/51/57/76	Assistant Country Director- Program Support	\$ 200000	\$ 500000
01 -0008885 -01/51/57/76	Acting Deputy Regional Director- PS	\$ 100000	\$ 100000
01 -0008885 -01/51/57/76	Program Coordinator	\$ 100000	\$ 100000
01 -0008885 -01/51/57/76	Proposal Development Coordinator	\$ 100000	\$ 100000

The auditing system of the CARE Nepal is as follows:

SN	Natrue of audit	Executing agency	Period of audit
1	Mission Audit	Outsource	July XXXX to June XXXX every year
2	Donor Audit	Outsource	As per the project period
3	Internal Audit	Internal Audit Department (In	Based on transactions done, it is conducted on sample basis.

		house)	
4	Headquarter Audit	CARE Headquarter	July XXXX to June XXXX every year

In case of Partner Organisations

SN	Nature of audit	Executing agency	Period of audit
1	External	Oursource	Mid July XXXX to Mid July XXXX every year
2	Internal by Independent Auditor	In-house	Out Sourced
3	Doner Audit	CARE Nepal field office	As per defined rules

However there is no internal check system i.e. system of checking of work done by one person by another person. This checking system can be implemented sending employee on force leave where work of person absence is done by another.

The management has the practice of verifying price and quality from alternative suppliers. Adequate attention is given to ensure the quality of goods. However, it was observed that there is no set documented procedure and guidelines to ensure cost effectiveness in procurement of goods and services. Goods and services are acquired directly as and when required.

We would like to recommend making proper guidelines for managing procurement of goods and services and to ensure concept of propriety on such procurement.

Financial reporting framework

Reporting currency

Normally reporting currency in local level is Nepalese currency but in case of reporting to HO and other government agencies, normally, DKK and USD is used for reporting.

Basis of accounting

Cash basis of accounting is normally followed by all local partners and implementing partners and in case of Head office cash and accrual system has been followed. In case of expenses booking accrual basis of accounting is followed.

Comparison of Budgets and Actual with committed Projects cost

Comparison of budget with actual has been made on yearly as FAS and reported to superior authority.

Table 19: Summary of Fund Expensed as of 31st Dec 2017

	Activities	Total Budget	Total Expenses As of Dec'17	Budget Balance	Burn Rate

		Budget (USD)	Budget (DKK)	USD	DKK		
1	Activities	557,378	3,065,578	281,318.43	1,853,328.14	1,212,249.64	60.46%
1.1	Agriculture demonstration plots	25,389	139,639	10,281.21	65,191.37	74,447.52	46.69%
1.2	Extension Agents training and farmers training (40 agents and 180 lead farmers)	116,667	641,667	53,670.29	350,777.69	290,888.98	54.67%
1.3	Exposure visits and overall learning documentations	22,222	122,222	273.84	1,838.89	120,383.33	1.50%
1.4	District level coordination meetings	14,000	77,000	3,149.27	21,048.94	55,951.06	27.34%
1.5	FCHV Trainings	21,333	117,333	12,130.74	79,830.95	37,502.38	68.04%
1.6	Equipments (Weighing scales and Anthropometric)	3,489	19,189	2,611.87	17,539.27	1,649.62	91.40%
1.7	Community Score Board	15,667	86,167	11,880.11	76,725.51	9,441.16	89.04%
1.8	Training for social Mobilizer	10,000	55,000	10,446.71	67,556.07	(12,556.07)	122.83%
1.9	Individual group training through Social Mobilizer	8,333	45,833	2,788.97	19,529.83	26,303.51	42.61%
1.10	Support to 30 schools	73,333	403,333	72,819.72	489,441.41	(86,108.08)	121.35%
1.11	IEC/Materials	40,000	220,000	5,351.69	34,325.45	185,674.55	15.60%
1.12	Learning & Documentations	26,667	146,667	12,191.27	79,363.58	67,303.09	54.11%
1.13	Self Applied Techniques for quality Health & Educations (SATHE)	1,667	9,167	531.92	3,444.92	5,721.75	37.58%
1.14	PD HEARTH training and demonstrations	3,500	19,250	2,034.22	12,973.80	6,276.20	67.40%
1.15	Peer Educators training	16,667	91,667	10,407.44	69,055.50	22,611.17	75.33%
1.16	Peer Educators facilitation cost	36,000	198,000	17,489.67	115,464.59	82,535.41	58.32%
1.17	Teachers training and education support to Humla	16,333	89,833	-	-	89,833.33	0.00%
	Inception Period activities						

1.18	Organisation Capacity Assessments	10,000	55,000	6,664.55	44,335.94	10,664.06	80.61%
1.19	Training VDC secretaries in participatory planning -20	13,333	73,333	-	-	73,333.33	0.00%
1.20	School Libraries -10	5,000	27,500	5,171.70	34,729.08	(7,229.08)	126.29%
1.21	Designing of Condensed Curriculum	33,333	183,333	26,314.86	171,312.29	12,021.05	93.44%
1.22	Training to teachers	26,667	146,667	4,566.70	29,439.44	117,227.23	20.07%
1.23	Trained Child Club Members	3,333	18,333	1,384.56	9,228.02	9,105.32	50.33%
1.24	Start Up Workshop	5,556	30,556	2,183.42	14,362.96	16,192.60	47.01%
1.25	Baseline	8,889	48,889	6,973.70	45,812.65	3,076.24	93.71%
2	Investments	34,667	190,667	28,048.34	187,387.60	3,279.06	98.28%
2.1	Laptop (7)	9,333	51,333	10,404.74	68,927.06	(17,593.73)	134.27%
2.2	Desktop (4)	2,444	13,444	1,152.66	8,417.93	5,026.51	62.61%
2.3	Digital Camera (3)	1,333	7,333	1,538.21	10,217.64	(2,884.31)	139.33%
2.4	Printers (3)	1,000	5,500	1,228.33	8,164.83	(2,664.83)	148.45%
2.5	Furniture set (3)	5,000	27,500	2,180.85	14,376.91	13,123.09	52.28%
2.6	Scanner (2)	778	4,278	241.63	1,600.15	2,677.62	37.41%
2.7	LCD (2)	1,111	6,111	801.57	5,326.48	784.63	87.16%
2.8	Solar Lights (30)	10,000	55,000	7,688.64	51,630.87	3,369.13	93.87%
2.9	Solar Cookers (30)	3,667	20,167	2,811.71	18,725.73	1,440.94	92.85%
3	Expatriate Staff	25,358	139,470	11,367.90	75,415.92	64,054.08	54%
3.1	Assistant Country Director (5%)	25,358	139,470	11,367.90	75,415.92	64,054.08	54%
4	Local Staff	691,555	3,803,552	414,609.81	2,760,795.71	1,042,756.43	73%
	CARE:						
4.1	Health Coordinator (15%)	22,099	121,547	13,609.54	90,667.58	30,879.16	75%
4.2	NREL Coordinator (5%)	5,772	31,745	4,579.84	30,599.06	1,146.01	96%

4.3	Partnership Coordinator (10%)	10,994	60,467	5,926.52	39,565.52	20,901.21	65%
4.4	Project Manager (100%)	73,057	401,812	44,185.67	295,485.77	106,326.65	74%
4.5	Project Officers (agriculture and health/nutrition) (2x100%)	83,159	457,377	41,491.92	274,996.21	182,380.99	60%
4.6	Finance Officer (100%)	36,791	202,352	25,600.78	170,291.59	32,060.02	84%
4.7	Housekeeper (100%)	24,739	136,063	9,291.60	61,928.53	74,134.89	46%
4.8	-Admin Officer (100%)	28,638	157,510	24,901.97	165,793.25	(8,283.33)	105%
4.9	Communication Specialist (100%)	26,870	147,785	28,798.72	193,811.94	(46,027.06)	131%
4.10	Education Specialist (100%)	60,104	330,570	44,746.60	298,070.03	32,500.45	90%
4.11	Other shared support staff (admin, logistics, finance)	101,507	558,288	43,280.16	286,846.71	271,440.93	51%
	Partners:			-	-		
4.12	Project Coordinators (2x100%)	39,014	214,576	18,441.75	122,677.53	91,898.74	57%
4.13	Admin & Finance Officers (2x100%)	24,384	134,110	12,088.22	80,442.31	53,667.85	60%
4.14	Program Officers (Subject Specialist) (2x100%)	29,260	160,932	14,689.84	97,743.20	63,189.00	61%
4.15	Housekeepers (2x50%)	9,753	53,644	4,927.86	32,801.15	20,842.92	61%
4.16	Social Mobilizer (20x100%)	115,413	634,773	78,048.82	519,075.34	115,697.99	82%
5	Local Administration	72,379	398,083	31,862.28	212,414.42	185,668.25	53%
5.1	Office rent	15,447	84,957	7,463.90	50,127.96	34,828.71	59%
5.2	Supplies	12,357	67,965	10,712.95	71,063.45	(3,098.12)	105%
5.3	Communication	10,592	58,256	3,492.90	23,197.82	35,058.18	40%
5.4	Utilities	11,475	63,111	2,155.35	14,536.15	48,574.51	23%
5.5	Bank Charges	3,972	21,846	265.91	1,766.85	20,079.15	8%
5.6	Security and Software cost	17,653	97,093	7,071.62	47,116.92	49,976.41	49%
5.7	Repair and Maintenance cost	883	4,855	699.65	4,605.25	249.41	95%

6	Project supervision	13,636	75,000	3,822.84	25,378.16	49,621.84	34%
6.1	CARE Denmark monitoring visits (5)	13,636	75,000	3,822.84	25,378.16	49,621.84	34%
7	Monitoring and Evaluations	104,542	574,981	46,406.50	306,384.04	268,596.78	53%
7.1	Midterm review	8,889	48,889	4,294.06	27,321.76	21,567.12	56%
7.2	Final Evaluation	8,889	48,889	-	-	48,888.89	0%
7.3	Vehicle hire and travel related cost	86,764	477,203	42,112.44	279,062.28	198,140.77	58%
8	Project related information in Denmark (max. 10% of 14)	163,636	900,000	6,098.17	40,522.70	859,477.30	5%
9	Budget margin (max. 5% of 1-8)			-	-		
10	Sub-Total cost	1,663,151	9,147,330	823,534.27	5,461,626.69	3,685,703.38	59.71%
11	Audit cost	21,471	118,091	2,748.64	18,473.54	99,617.57	16%
12	Sub-Total cost	1,684,622	9,265,421	826,282.91	5,480,100.24	3,785,320.95	59.15%
13	Administration in Denmark (max 7% of 12)	117,924	648,579	57,839.80	383,607.02	264,971.98	59%
14	Total	1,802,545	9,914,000	884,122.71	5,863,707.25	4,050,292.94	59.15%

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The midterm evaluation focused to map out the outputs, outcome and impacts of the AWASAR project areas over the last two years. The participatory approaches and methods was adopted to collect the information from field including government line agencies and partner organizations to capture the quantitative and qualitative information and analysis of information using appropriate techniques. The people's perception towards the project as stated in the plan have been figure out and conducted the comprehensive analysis from different perspective.

The large majority of the respondents (96 %) have rated very happy and happy towards the AWASAR project because of the improvement of physical infrastructure of schools, health and nutrition support and food and resilient livelihoods of the poor people, and capacity building of Mother Groups, leader farmers, peer educators and conflict affected people. The respondents ranked first for school physical facilities upgraded, ranked second for capacity development of partners/civil society organisations, ranked third for Health and Nutrition, ranked fourth for Capacity Development of CBOs, ranked fifth for Food and Livelihood support, and ranked sixth for accelerated learning for migrant children.

The Sustainability is a major issue in most of the development projects due to high incidence of poverty, weak management capacity, not sufficient budget and poor governance system. The AWASAR project is not exception in terms of institutional, technical and financial sustainability after the phase out. There is a need of viability gap funding from the Government of Nepal for the long term sustainability of the program in the remote areas like Mugu and Bajura districts. However, AWASAR project has adopted the existing structure of Government of Nepal that contributed towards sustainability of the project to some extent.

There has been completed most of the project activities as planned. The AWASAR project team and partner organizations have done satisfactory performance. The CARE Nepal project based team and district level local partners like GIFT-Bajura and RRDC-Mugu actively engaged in order to execution of planned project activities in Bajura and Mugu district respectively. However, there is room for improvement to increase close contact and coordination with newly elected local level people's representatives like Rural Municipalities and Municipalities.

The project has been launched in poverty focused, geographically remote from the center, food insecurity, and poor livelihoods options to make a difference in the lives of poor women, men, children, Dalits, marginalized groups of the people. The Government of Nepal has also focused the remote area like Karnali region including Bajura district. The project area has low HDI and direct poverty and suffering. This project seems to be relevance in terms of need and priority of the poor and vulnerable people and government policy, plan and programs.

CARE Nepal closely works with community partner and government agencies from local to district and central levels in program planning, implementation, and monitoring & evaluation. Field project office

has close coordination with DDC and other district line agencies. CARE Nepal also intensively engaged at different central level mechanisms to work on policy formulation, national level coordination; and resource mobilization. CARE Nepal shares all the policy and research documents to the government agencies as well as to other stakeholders. It has partnership with Government of Nepal and local partners work closely with technical expertise and financial resources to achieve the stated results. CARE Nepal has followed the terms and conditions provisioned in the general agreement and project agreement made with SWC. Project implementations has been done under the linkage and coordination with local level authorities and partners on the ground whereas central level project steering committee and project executive committee provides policy guidance and support with strategic direction in implementations. The civil society organizations-project partners of CARE Nepal organized the public hearing event in order to promote the transparency and good governance in the project. The periodic public hearing event is compulsory in Government Offices as well.

The AWASAR project is working in 20 ex-VDCs of Mugu and Bajura districts. There are 20 social Mobilizer who have been mobilized in each VDC who are working in the field. The project aims to bring positive social transformation in the community through social mobilization. School Management Committees (SMCs), Parent Teachers Associations (PTA), Farmer Groups (FGs), Female Community Health Volunteers (FCHVs) and Mother Groups (MGs) have been mobilized and strengthened by Social Mobilizer. The project has strengthened the existing groups despite forming new structure for sustainability. To aware the community people hoarding board, wall painting, radio jingles have been used to provide more information about education, agriculture, health and nutrition. Good governance is the key intervention to change the existing practices of community people for the sake of transparency and downward accountability. The project activities related information board also installed in the project sites so that people can receive information regarding particular activity.

CARE Nepal has developed GESI policy. Similarly, RRDC and GIFT also have developed GESI policy & strategy and implemented in the projects.

There has been changed in the traditional gender roles of men and women where women farmers participate in the community meeting, trainings etc. At present, this has been a normal phenomenon in the society. The gender issue has been taken into account in the implementation and monitoring of AWASAR project. The caste-based discrimination has also been weakened at the community level due to inclusion of Dalits women in the women farmers groups. The practice of untouchability is weakening in the society. The morale of Dalits community seems to be high as compared to previous one because of increased participation of Dalits women in the project. However, it is yet to be done in the days to come to eradicate caste-based discrimination in the society.

In the project areas, the participation of women in the development process has significantly increased particularly in decision making process at households, community and Rural Municipality level. There has been narrowing down the gap in traditional gender roles and division of work in women and men. However, women have still more engaged in domestic chores whereas men have focused more in seasonal migration and plough the land. The work load of the women has reduced from 17 hrs to 16 hours per day. This is regarded as low as compared to two years back due to access to water and sanitation, road transportation facility and increased gender awareness etc. However, the patriarchal social structure is still dominating in the society.

The lobbying and advocacy works to influence government and donors' policy and practice at local and national level is important to make a difference in the life of women, children, poor and vulnerable people. The significant changes should be mapped out over the period of time and disseminate with evidence based good reports to stakeholders for wider sharing. There is need of local level lobbying and advocacy works as well in the change political context. The constitution of Nepal (2072) has provisioned many authorities to local level government particularly in local level development works. There are opportunities and challenges for CARE Nepal in working with local government in the years to come. There is an urgent need of policy advocacy to influence Ministry of Education and Department of Education to implement condensed school education course for migrated children living in high mountain district like Mugu, Bajura and Humla etc.

Most of the targeted outputs have been achieved as planned. However, some of the activities have not been achieved due to the local election, large geographical coverage, poor time management, weak lobbying and policy advocacy with Ministry of Education and limited resources etc. The overall project progress against planned have been satisfactory in AWASAR programs as mentioned in the cumulative coverage. However, some of the activities have not been completed as planned.

The CARE Nepal has maintained the financial transaction as per acceptable norms of country and International Accounting Standards. But in case of fixed assets it has not been charged depreciation as per durability and expected life of the project but written off wholly during the year of purchase.

The midterm evaluation team has rated the overall project performance as **satisfactory**.

5.2 Recommendations

The following recommendations have been put forward to improve the policy and programs in the future:

5.2.1 Expand the program coverage to address the need and priorities of vulnerable, poor and marginalized people living with direct poverty and injustice.

- Design special policy and programs focusing to ultra-poor, vulnerable and marginalized people.
- Increase budget for direct community development by focusing to school infrastructure development, agricultural inputs like small irrigation, vegetable seeds, plastic tunnels, farmers' training, educational tours, small ruminants (goat and sheep), agricultural marketing, value addition of agricultural produce, health and nutritional support, capacity development local Health workers etc.
- Aware, organize and mobilize the vulnerable group of people to take an action against abject poverty and injustice.
- Continuous focus to Dalits, indigenous nationalities, vulnerable women and men in program planning, implementation, result based monitoring, reporting and evaluation system.
- Redesign the AWASAR project based on the new federal structure of Government of Nepal.

5.2.2 Increase capacity of lobbying and advocacy works to influence policy, practice, ideas and beliefs at local and national level.

- Organize local and national level registered people's organizations to lobbying and advocacy works with government, political parties and policy makers.
- Train them and develop the capacity to carry out lobbying and advocacy works to influence policy and practice at local and national level.
- Develop the critical mass as social activists to mobilize the people suffering from injustice and inequality regarding poverty and social discrimination.
- Use of print and electronic media to disseminate information at wider audience.
- Lobby and advocacy work to influence and policy and practice of Ministry of Education, Department of Education to prepare condensed school education course to migrated children of mountain district like Mugu, Bajura and Humla etc.
- Organize regular review and reflection meetings and document the lesson learnt and circulate it to wider audience.

5.2.3 Mainstream the gender equality and social inclusion policy into practice effectively in project cycle management.

- Aware and organize the community through training and orientation in gender equality and social inclusion policy into practice.
- Develop the organizational commitment to action to internalize the policy into practice.
- Organize review and reflection workshop at organizational and community level to map out the progress against plan.
- Focus to strategic gender needs to make a difference in the life of women and vulnerable population.

5.2.4 Improve integration of climate change adaptation to the life and livelihoods of the vulnerable people.

- Aware and organize the local people about climate change adaptation works.
- Lobby and advocacy works to influence policy and practice at local and national level.
- Scale-up of small irrigation schemes through pond water collection using drip and sprinkle irrigation system to judicious use of water.
- Protect the water sources through mesh wire fencing, stone wall and live fencing.
- Promote perennial high value crops like apple, walnut, almond and NTFPs in high hills and mountain.
- Promote soil water conservation techniques like mulching, minimum tillage in agriculture farming, system of rice intensification (SRI) terracing, intercropping, bio-intensive gardening, broom grass and bamboo plantation, and checkdam construction etc.

5.2.5 Scaling-up of resilient livelihood options to improve the socio-economic status of poor and vulnerable people.

- Increase access to economic development activities like skilled base training; establish NTFP based small industries, homestay, vegetable farming in green house/plastic tunnel, and formation of cooperatives, small ruminants rearing with stall feeding, and off-farm business for the poor and marginalized people.
- Promote intercropping, mix cropping with leguminous crops to increase farm production per unit area and intensive use of land rather than keeping fallow.
- Create revolving fund to address the need and priorities of poor and vulnerable families.
- Coordinate and collaborate with local government and other development agencies to support poor and marginalized people.
- Scale -up of livelihood options to poor and marginalized families.

5.2.6 Increase support for the marketing of high value crops like NTFP and agricultural produce.

- Support for market linkage in case of NTFP, vegetables, fruits, potato and the like.
- Prepare the business plan before start-up of the business like NTFP and agricultural produce.
- Encourage to establish processing plant at local level to increase sell the products in high price.
- Focus to values chain based marketing in order to reduce the exploitation from traders to producers.

5.2.7 Increase the capacity on research, documentation, publications, reporting and result based monitoring and evaluation system.

- Improve the capacity of participatory research, documentation of lessons learnt and publications of materials.
- Focus research on indigenous technical knowledge, local culture in order to increase an innovative actions focusing to Himali poverty.
- Establish the robust result based monitoring, reporting and evaluation system by clearly developing the outcome and impact indicators of the programs.
- Improve the frequency of field monitoring visits and prepare a field monitoring reports and circulate it to concerned managers and stakeholders as downwards and upward accountability.
- Publish project completion report with qualitative and quantitative figures and disseminate it for wider audience.
- Regular update the website of CARE Nepal (AWASAR project) and partners NGOs to promote transparency and good governance as well.

5.2.8 Focus on linkage and coordination with local government and Ministry of Education in the changed political context.

- Increase linkage and coordination with local government (rural municipalities and municipalities) and Ministry of Education, Department of Education from the very

beginning from planning, implementation and monitoring, reporting and evaluation, policy dialogues etc.

- Support on capacity development of elected people's representatives and staff members of local government in terms of planning, resource mobilization, monitoring, reporting and evaluation of project.
- Increase collaborative works to address mountain poverty, health, nutrition, school education for migrant children and resilient livelihoods of the poor and marginalized groups etc.

5.2.9. Midterm Evaluation recommendations should be addressed before the final evaluation of AWASAR project.

- The community based mobilization approach of CARE Nepal should be replicated in other areas.
- Recommendations made by Midterm Evaluation Team should be addressed before the final evaluation for the positive impact in the life of rightholders.

5.2.10 Financial Management, Reporting and Internal Control Systems should be as follows:

- Keep the expenses within the limit of the budget. This will hamper the other budgeted cost centre.
- In some cases the CARE Nepal has not expensed till date and budget is remaining idle and up to the time of evaluation, CARE Nepal AWASAR has not put on programme for future year. So, If it is not expensed as of now and no plan to expenses at future as well, make Expenses directly incurred by the CARE Nepal are high than agreed ratio which is not as per SWC norms. It is suggested to improve immediately.
- There are few expenses incurred in actual is greater than budgeted amount. The project should revise budget and implement accordingly. One of the major budget head not exposes is "Training VDC secretaries in participatory planning -20" (NPR 21,76,342.20)
- In this project no expatriate is working as information given to us while making filed visit. But there is Country Director on CARE Nepal and TDS on Salary given to CD has been paid by CARE Nepal.
- Number of staffs are high than as agreed in project agreement. It should be kept under project agreement. If CARE Nepal AWASAR Project needs more employees, project agreement should be amended from SWC
- Program and administration cost is not segregated on General Agreement, It should be segregated.
- USD exchange rate calculated on NPR 90 for a USD while drafting project agreement. It should be changed annually as exchange rate changes.
- Fund requested combine to all project run by the CARE Nepal and deposited same into on basket. It is recommended that separate bank account should be opened for different project. It is very difficult to have segregated the amount of fund for particular project.

- Project has not practice to prepare Fund Accountability Statement (FAS). So it should be prepared as least annual interval.
- Project agreement has been signed after 14 months of general agreement; it is violation of general agreement clause of 3 months for signing project agreement. So it needs the permission of SWC to regularize it.
- Social audit is not well practice. It is recommended to prepare social audit report in regular interval.
- Amount disbursed to PNGO is very low (32%) as on 31st Dec 2017 of total budget amount. It should be increased and lesser amount should only be expenses by Head Office.
- TDS expenses of expatriate should be reimbursed and that amount should be allocated in livelihood programming.
- The budget should not be expenses before the project agreement.

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Appendix 1: List of Persons Contacted during Midterm Evaluation

S.N.	Date	Name of Participants	Organization	Position	Contact no	Sex	Site
1	22th January 2018	Nunulal Uraow	DADO -Mugu	SADO	9858322294	M	Gangadhi Mugu
2		Krishna Chanda	WCDO	WCO	9748500496	F	
3		Dhansudhan Chaulagain	DEO	Act DEO	9858322100	M	
4		Ramesh Bdr Malla	DEO	Assistant	9748905442	M	
5		Suraj Gurau	DHO	PHO	9841829330	M	
6		Parsuram Nepali	DHO	Nutrition FP	9858322423	M	
7		Lokendra Karki	RRDC	AFO	9848538788	M	
8		Nanda Bdr Karki	RRDC	PO	9851299422	M	
9		Shiva Chandra Karki	RRDC	PC	9858322498	M	
10		Raj Bdr Bham	RRDC	Office Helper	9868299210	M	
11		Rekha Shahi	DCCO Mugu	PC	9864961734	F	
12		Shyam BC	Radio Mugu	Station Manger	9868383899	M	
13		Sabur Lal Ram	CARE	Education Specialist	9841401781	M	
14		Ram Shing Tagunna	CARE	PM	9860525026	M	
15		Puspa Raj Paneru	CARE	Health Officer	9848424173	M	
16		Sandip Khanal	CARE	FO	9849599668	M	
17		Dala Bdr BK	CARE	AO	9858020687	M	
18		Ramesh Bham	CARE	Office Helper	9866848537	M	
1	23rd January 2018	Dhanmata Bhyal	Khatyad Rural Municipality-2	Participant		F	Khatyad Rural Municipality -2 Gande khola
2		Oita Bhyal	Khatyad Rural Municipality-2	Participant		F	
3		Janapura Bhyal	Khatyad Rural Municipality-2	Participant		F	
4		Punna Tamatta	Khatyad Rural Municipality-2	MG		F	

5	Dantakala Bhyal	Khatyad Rural Municipality-2	MG		F	Mugu
6	Basanti Bhyal	Khatyad Rural Municipality-2	MG	9868302666	F	
7	Dakshi Tamatta	Khatyad Rural Municipality-2	MG		F	
8	Chinkala Tamatta	Khatyad Rural Municipality-2	MG		F	
9	Jandevi Bhyal	Khatyad Rural Municipality-2	MG		F	
10	Phulmaya Budha	Khatyad Rural Municipality-2	MG		F	
11	Sunita Budha	Khatyad Rural Municipality-2	MG		F	
12	Rupu Bhyal	Khatyad Rural Municipality-2	MG		F	
13	Ashadi Bhyal	Khatyad Rural Municipality-2	MG		F	
14	Jhupa B.K	Khatyad Rural Municipality-2	MG		F	
15	Rupa Tamatta	Khatyad Rural Municipality-2	MG		F	
16	Hajjali B.K	Khatyad Rural Municipality-2	MG		F	
17	Khummeni Bhyal	Khatyad Rural Municipality-2	Participant		F	
18	Sushila Tamatta	Khatyad Rural Municipality-2	Participant		F	
19	Mangli Bhyal	Khatyad Rural Municipality-2	MG		F	
20	Lalkaura B.K	Khatyad Rural Municipality-2	MG		F	
21	Dumala B.K	Khatyad Rural Municipality-2	MG		F	
22	Taradevi Tamatta	Khatyad Rural Municipality-2	MG		F	
23	Biura B.K	Khatyad Rural Municipality-2	MG		F	
24	Manakala Bhyal	Khatyad Rural Municipality-2	MG		F	
25	Jhupa Tamatta	Khatyad Rural Municipality-2	Participant		F	
26	Manamata Tamatta	Khatyad Rural Municipality-2	MG		F	
27	Nanda Tamatta	Khatyad Rural Municipality-2	MG		F	
28	Rajkala Bhyal	Khatyad Rural Municipality-2	MG		F	
29	Garui Devi Tamatta	Khatyad Rural Municipality-2	MG		F	
30	Tara Bhyal	Khatyad Rural Municipality-2	MG		F	
31	Radka Bhyal	Khatyad Rural Municipality-2	MG		M	
32	Parimal Tamatta	Khatyad Rural Municipality-2	MG		M	
33	Singha Tamatta	Khatyad Rural	MG		M	

		Municipality-2			
34	Karna Bdr Tamatta	Khatyad Rural Municipality-2	MG		M
35	Rammati Bhyal	Khatyad Rural Municipality-2	MG		F
36	Rame Bhyal	Khatyad Rural Municipality-2	MG		M
37	Harichandra Bhyal	Khatyad Rural Municipality-2	MG		M
38	Harilal Bhyal	Khatyad Rural Municipality-2	MG		M
39	Lukya Bhyal	Khatyad Rural Municipality-2	MG		M
40	Janak Tamatta	Khatyad Rural Municipality-2	SMC Member	9858320300	M
41	Jayalal Bhyal	Khatyad Rural Municipality-2	LF		M
42	Dhanjit Bhyal	Khatyad Rural Municipality-2	LF		M
43	Hari Bdr B.K	Khatyad Rural Municipality-2	LF		M
44	Siddhakala Bhyal	Khatyad Rural Municipality-2	MG		F
45	Dhanasaran Bhyal	Khatyad Rural Municipality-2	SMC Chairperson	9848317553	M
46	Gagan Bdr Budha	Khatyad Rural Municipality-2	Health Assistant	9848329474	M
47	Ruguma Tamatta	Khatyad Rural Municipality-2	FCHV	9848368629	F
48	Lalkali Tamatta	Khatyad Rural Municipality-2	Participant		F
49	Jarmi Tamatta	Khatyad Rural Municipality-2	LF		M
50	Ujala Tamatta	Khatyad Rural Municipality-2	PE	9868854583	F
51	Shanti Tamatta	Khatyad Rural Municipality-2	Participant		F
52	Sabur Lal Ram	CARE	Education Specialist	9841401781	M
53	Ram Shing Tagunna	CARE	PM	9860525026	M
54	Puspa Raj Paneru	CARE	Health Officer	9848424173	M
55	Dala Bdr BK	CARE	AO	9858020687	M
56	Nanda Bdr Karki	RRDC	PO	9851299422	M
57	Shiva Chandra Karki	RRDC	PC	9858322498	M
58	Rammaya Karki	RRDC	SM	9868299448	F

1	24th January 2018	Raj Bdr Karki	Khatyad Rural Municipality-8 Mugu	LF	9848927048	M	Khatyad Rural Municipality-8 Aama Mugu
2		Ramesh Karki	Khatyad Rural Municipality-9 Mugu	PE	9840379592	M	
3		Kalpna Rawat	Khatyad Rural Municipality-8 Mugu	PE	9849055890	F	
4		Dhan Raj Lawad	Khatyad Rural Municipality-8 Mugu	PE		M	
5		Saru Karki	Khatyad Rural Municipality-8 Mugu	FCHV		F	

6	Rajsara Lawad	Khatyad Rural Municipality-8 Mugu	LF		F
7	Dudila Karki	Khatyad Rural Municipality-8 Mugu	MG		F
8	Kabita Karki	Khatyad Rural Municipality-8 Mugu	MG	9848114332	F
9	Rasmita Karki	Khatyad Rural Municipality-8 Mugu	MG	9848286509	F
10	RatnaKala Panday	Khatyad Rural Municipality-8 Mugu	MG		F
11	Lalsara Bhandari	Khatyad Rural Municipality-8 Mugu	MG	9748902595	F
12	BishnaKala Karki	Khatyad Rural Municipality-8 Mugu	MG		F
13	Dhanlaxmi BK	Khatyad Rural Municipality-8 Mugu	MG	9849100062	F
14	Suntala Karki	Khatyad Rural Municipality-8 Mugu	MG		F
15	Dipu Karki	Khatyad Rural Municipality-8 Mugu	MG		F
16	Maya BK	Khatyad Rural Municipality-8 Mugu	MG		F
17	Laxmi Karki	Khatyad Rural Municipality-8 Mugu	MG	9848926979	F
18	Nandevi Karki	Khatyad Rural Municipality-8 Mugu	MG	9868577419	F
19	Nanda Bdr Karki	Khatyad Rural Municipality-8 Mugu	LF	9848386539	M
20	Dhan Bdr Karki	Khatyad Rural Municipality-8 Mugu	PE		M
21	Laxmi Pandey	Khatyad Rural Municipality-8 Mugu	LF	9864950029	M
22	Sabur Lal Ram	CARE	Education Specialist	9841401781	M
23	Ram Shing Tagunna	CARE	PM	9860525026	M
24	Puspa Raj Paneru	CARE	Health Officer	9848424173	M
25	Dala Bdr BK	CARE	AO	9858020687	M
26	Nanda Bdr Karki	RRDC	PO	9851299422	M
27	Shiva Chandra Karki	RRDC	PC	9858322498	M
28	Birkha Bdr Shahi	RRDC	SM	9868343553	M
29	Ramchandra Rokaya	RRDC	SM	9848395864	M
30	Bhairav Bdr Bohara	RRDC	ATA	9848391392	M
31	Dhan Shing Lawad	Rara Chhayanath Municipality-13 Mugu	Porter	9822516444	M

S. N.	Date	Name of Participants	Organization/ Address	Position	Contact no	Sex	site
1	January 25th 2018	Shiva Raj Pandey	Himali Rural Municipality-6 Bajura	Teacher		M	Himali Rural Municipality 6 Boldik
2		Dhan Pandey	Himali Rural Municipality-6 Bajura	LF		M	
3		Laxmi Pandey	Himali Rural Municipality-6 Bajura	LF		M	

4	Dharma Raj Pandey	Himali Rural Municipality-6 Bajura	LF		M	Bajura
5	Debudevi Upadhya	Himali Rural Municipality-6 Bajura	LF		F	
6	Sidha Devi Sarki	Himali Rural Municipality-6 Bajura	LF		F	
7	Kalpana Pandey	Himali Rural Municipality-6 Bajura	Secretary		F	
8	Dhanakala Sarki	Himali Rural Municipality-6 Bajura	LF		F	
9	Binita Pandey	Himali Rural Municipality-6 Bajura	LF		F	
10	Kali Pandey	Himali Rural Municipality-6 Bajura	LF		F	
11	Binda Pandey	Himali Rural Municipality-6 Bajura	LF		F	
12	Pan Kala Sarki	Himali Rural Municipality-6 Bajura	LF		F	
13	Daikala Sarki	Himali Rural Municipality-6 Bajura	LF		F	
14	Shanti Pandey	Himali Rural Municipality-6 Bajura	LF		F	
15	Ganga Pandey	Himali Rural Municipality-6 Bajura	LF		F	
16	Rupu Pandey	Himali Rural Municipality-6 Bajura	LF		F	
17	Goma Pandey	Himali Rural Municipality-6 Bajura	LF		F	
18	Motiu Pandey	Himali Rural Municipality-6 Bajura	LF		F	
19	Bichhu Pandey	Himali Rural Municipality-6 Bajura	LF		F	
20	Tej Raj Pandey	Himali Rural Municipality-6 Bajura	LF		M	
21	Setu Pandey	Himali Rural Municipality-6 Bajura	LF		F	
22	Chanda Pandey	Himali Rural Municipality-6 Bajura	LF		F	
23	Puranlal Pandey	Himali Rural Municipality-6 Bajura	LF		M	
24	Ram Prd Pandey	Himali Rural Municipality-6 Bajura	LF		M	
25	Dharma Devi Pandey	Himali Rural Municipality-6 Bajura	LF		F	
26	Naru Pandey	Himali Rural Municipality-6 Bajura	LF		F	
27	Dharma Sarki	Himali Rural Municipality-6 Bajura	LF		F	
28	Ramkala Sarki	Himali Rural Municipality-6 Bajura	LF		F	
29	Pardip Pandey	Himali Rural Municipality-6 Bajura	LF		M	
30	Motiu Pandey	Himali Rural Municipality-6 Bajura	LF		F	
31	Ambika Pandey	Himali Rural Municipality-6 Bajura	LF		F	
32	Kasiraj Pandey	Himali Rural	LF		M	

		Municipality-6 Bajura			
33	Bhawana Pandey	Himali Rural Municipality-6 Bajura	LF		F
34	Dr. Nar Bikram Thapa	SWC	Team Leader	9851145403	M
35	Ram Raj Bhattarai	SWC	Deputy Director	9841206848	M
36	Dorendra Niraula	SWC	SWC Member	9851220833	M
37	Jagadish Ghimire	CARE	PC	9851078839	M
38	Sabur Lal Ram	CARE	Education Specialist	9841401781	M
39	Ram Shing Tagunna	CARE	PM	9860525026	M
40	Puspa Raj Paneru	CARE	Health Officer	9848424173	M
41	Dala Bdr BK	CARE	AO	9858020687	M
42	Nanda Bdr Karki	RRDC	PO	9851299422	M
43	Nirpa Thapa	Gift Bajura	PC	9848480506	M
44	Shulochana Shah	Gift Bajura	PO	9849606206	F
45	Gobinda Kathayat	Gift Bajura	ATA	9848524293	M
46	Dipendra Shah	Gift Bajura	SM	9848419223	M
47	Prakesh Rakaya	Gift Bajura	SM	9848729166	M

1	Tara Adhikari	Himali Rural Municipality-7 Bajura	PE		F	Himali Rural Municipality = 7 Bandhu Bajura
2	Dammakala Sunar	Himali Rural Municipality-7 Bajura	Mother Group		F	
3	Premkala Luwar	Himali Rural Municipality-7 Bajura	Mother Group		F	
4	Maya Luwar	Himali Rural Municipality-7 Bajura	Mother Group		F	
5	Bina Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F	
6	Nirmala Shahi	Himali Rural Municipality-7 Bajura	Mother Group		F	
7	Ammakala Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F	
8	Janpura Aauji	Himali Rural Municipality-7 Bajura	Mother Group		F	
9	Thuura Damai	Himali Rural Municipality-7 Bajura	Mother Group		F	
10	Ani Damai	Himali Rural Municipality-7 Bajura	Mother Group		F	
11	Suchana Aauji	Himali Rural Municipality-7 Bajura	Mother Group		F	
12	Janaki Aauji	Himali Rural Municipality-7 Bajura	Mother Group		F	
13	Hajari Damai	Himali Rural Municipality-7 Bajura	Mother Group		F	
14	Mankala Damai	Himali Rural Municipality-7 Bajura	Mother Group		F	
15	Setu Damai	Himali Rural Municipality-7 Bajura	Mother Group		F	
16	Saru Damai	Himali Rural Municipality-7 Bajura	Mother Group		F	

17	Mimsari Aauji	Himali Rural Municipality-7 Bajura	Mother Group		F
18	Sarada Aauji	Himali Rural Municipality-7 Bajura	Mother Group		F
19	Kopila Timilsena	Himali Rural Municipality-7 Bajura	Mother Group		F
20	Ramila BK	Himali Rural Municipality-7 Bajura	Mother Group		F
21	Bimala Luwar	Himali Rural Municipality-7 Bajura	Mother Group		F
22	Pansa Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
23	Ujana Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
24	Purba Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
25	Kusu Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
26	Nanikala Chadara	Himali Rural Municipality-7 Bajura	Mother Group		F
27	Sandebu Luwar	Himali Rural Municipality-7 Bajura	Mother Group		F
28	Muga BK	Himali Rural Municipality-7 Bajura	Mother Group		F
29	Kartikya Luwar	Himali Rural Municipality-7 Bajura	Mother Group		F
30	Debu Tamatta	Himali Rural Municipality-7 Bajura	Mother Group		F
31	Lalsara Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
32	Dibyaswari Shahi	Himali Rural Municipality-7 Bajura	Mother Group		F
33	Bishna Shahi	Himali Rural Municipality-7 Bajura	Mother Group		F
34	Nandeva Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
35	Asmiata Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
36	Sarmila Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
37	Pargati Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
38	Chinkala Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
39	Sita Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
40	Tahmuara Adhikari	Himali Rural Municipality-7 Bajura	Mother Group		F
41	Ganga Rakaya	Himali Rural Municipality-7 Bajura	Mother Group		F
42	Sabur Lal Ram	CARE	Education Specialist	9841401781	M
43	Ram Shing Tagunna	CARE	PM	9860525026	M
44	Puspa Raj Paneru	CARE	Health Officer	9848424173	M
45	Dala Bdr BK	CARE	AO	9858020687	M

46	Nanda Bdr Karki	RRDC	PO	9851299422	M
47	Nirpa Thapa	Gift Bajura	PC	9848480506	M
48	Shulochana Shah	Gift Bajura	PO	9849606206	F
49	Gobinda Kathayat	Gift Bajura	ATA	9848524293	M
50	Dipendra Shah	Gift Bajura	SM	9848419223	M

APPENDICES

Annex 2: Checklist for Focus Group Discussion

Name of Group:

Address: District/Rural municipality/ Ward No. /Village

Name of Interviewer:

Date of Interview:

AWASAR Program	
1	<p>Effectiveness/Impact (Output-Outcome-Impact and find Gaps)</p> <ol style="list-style-type: none"> 1. What significant changes did you observe based on objectives of AWASAR? 2. What are the gaps identified during implementation of AWASAR? 3. What are the challenges faced during execution of programs in AWASAR? 4. What do you recommends for further improvements of the program in the future? 5. What are the negative aspects observed during implementation of program? 6. Did you observe any failure cases? If yes, Please mentions. 7. What are the innovative actions introduced by the programs? Please list out with significant values and potentiality to scaling-up/ replication in the future?
2	<p>Efficiency (Input-Activities and Target VS Achievements: Correlation and sufficiency)</p> <ol style="list-style-type: none"> 1. What are the achievements against original program plan with percentile? 2. Is it sufficient or not in your observation? 3. What is commitment of staff members in order to response to targeted people in terms of program, timely delivery of inputs and conducting meeting with community based organizations regularly? 4. What is the process of timely release of budget in project area to community based organizations? 5. Are the people happy or not with the program delivery?
3	<p>Relevance (in terms of policy, practice and need and priority of the local community)</p> <ol style="list-style-type: none"> 1. Is this relevance in terms of current policy, strategies and Government of Nepal priorities? 2. Why it is relevance in the need and priorities of the local people like poor, Dalits, women, children and marginalized group of the society/community?

	<p>3. How it become the relevance to overcome the poverty and injustice at local and national level scenario?</p>
4	<p>Coordination and Linkages (District level and Central level based on General and Project Agreement)</p> <ol style="list-style-type: none"> 1. What is the mechanism of coordination and linkage with district and central level to avoid duplication, clarity on policy and practice and efficiently delivery of program activities in the community? 2. What are the gaps identified? 3. What are the main challenges in case of coordination between Government (Ministry and Department level) and CARE Nepal? 4. Do you have any suggestions for further improvements in the future? 5. What were the lobbying and advocacy issues to influence policy, practice, ideas and beliefs at local, national and international level? 6. What are the successful advocacy issues noted during program period to influence policy, practice, ideas and beliefs at local, national and international level?
5	<p>Sustainability (Institutional, Technical, environmental and financial sustainability: transparency, public auditing, people participation/Gender equality and social Inclusion and identify Gaps)</p> <ol style="list-style-type: none"> 1. The current program can be long lasting in terms of institutional, technical, environmentally and financially? 2. What process and strategies have been adopted for the sustainability of the program? Is it enough or not towards sustainability of the program? Why? 3. What is the level of people participation particularly focusing to decision making in planning, implementation, monitoring and evaluation i.e. project cycle? 4. What is the mainstreaming of gender equality and social inclusion in the project cycle management? 5. What are the gaps identified in the sustainability of program? 6. What are the challenges faced during implementation of program 7. What are your suggestions for further improvement towards sustainability of the program? 8. How you observed the interrelationship between plant, wildlife and people? 9. How you manage the conflict between wildlife and people living with buffer zone?
6	<p>Financial Analysis (Actual VS Expenditure as of budget line, partnerwise and compliance to Government)</p> <ol style="list-style-type: none"> 1. What is the project performance in terms of budget utilization (per cent) during project period? 2. Is it compliance with Government financial policy and procedure or not? If yes or not, why? 3. What is the system of transparency and downward accountability? Please mention the process? 4. Is the money used for any terrorist activities or not? 5. What is the best practice of financial management? 6. Did you note the fraud cases during project implementation? If yes, please mention the cases with evidences? 7. What was the gap identified in financial management? 8. Do you have any suggestions for the further improvement? 9. Are you happy with the financial management of CARE Nepal during program implementation? Why? <p>Do you have any questions with us? If yes, you are welcome for your queries?</p>

Annex 3: Checklist for Key Informant Interview

Name of Key Informant:

Position:

Gender: Male Female

Address: District/Rural Municipality/ Ward No. /Village:

Name of Interviewer:

Date of Interview:

AWASAR Program	
1.	<p>Effectiveness/Impact (Output-Outcome-Impact and find Gaps)</p> <p>1.What significant changes did you observe based on objectives of AWSAR? 2.What are the gaps identified during implementation of AWSAR? 3.What are the challenges faced during execution of programs AWSAR? 4.What do you recommends for further improvements of the program in the future? 5.What are the negative aspects observed during implementation of program? 6.Did you observe any failure cases? If yes, Pls mentions. 7.What are the innovative actions introduced by the programs? Pls list out with significant values and potentiality to scaling-up/ replication in the future?</p>
2.	<p>Efficiency (Input-Activities and Target VS Achievements: Correlation and sufficiency)</p> <p>1. What are the achievements against original program plan with percentile? 2. Is it sufficient or not in your observation? 3. What is commitment of staff members in order to response to targeted people in terms of program, timely delivery of inputs and conducting meeting with community-based organizations regularly? 4. What is the process of timely release of budget in project area to community based organizations? 5. Are the people happy or not with the program delivery? Why?</p>
3.	<p>Relevance (in terms of policy, practice and need and priority of the local community)</p> <p>1. Is this relevance in terms of current policy, strategies and Government of Nepal priorities? 2. Why it is relevance in the need and priorities of the local people like poor, Dalits, women, children and marginalized group of the society/community? 3. How it become the relevance to overcome the poverty and injustice at local and national level scenario?</p>
4.	<p>Coordination and Linkages (District level and Central level based on General and Project Agreement)</p> <p>1. What is the mechanism of coordination and linkage with district and central level to avoid duplication, clarity on policy and practice and efficiently delivery of program activities in the community? 2. What are the gaps identified? 3. What are the main challenges in case of coordination between Government (Ministry and Department level) and Care Nepal? 4. Do you have any suggestions for further improvements in the future? 5. What were the lobbying and advocacy issues to influence policy, practice, ideas and beliefs at</p>

	<p>local, national and international level?</p> <p>6. What are the successful advocacy issues noted during program period to influence policy, practice, ideas and beliefs at local, national and international level?</p>
5.	<p>Sustainability (Institutional, Technical, environmental and financial sustainability: transparency, public auditing, people participation/Gender equality and social Inclusion and identify Gaps)</p> <ol style="list-style-type: none"> 1. The current program can be long lasting in terms of institutional, technical, environmentally and financially? 2. What process and strategies have been adopted for the sustainability of the program? Is it enough or not towards sustainability of the program? Why? 3. What is the level of people participation particularly focusing to decision making in planning, implementation, monitoring and evaluation i.e. project cycle? 4. What is the mainstreaming of gender equality and social inclusion in the project cycle management? 5. What are the gaps identified in the sustainability of program? 6. What are the challenges faced during implementation of program? 7. What are your suggestions for further improvement towards sustainability of the program? 8. How you observed the interrelationship between plant, wildlife and people? 9. How you manage the conflict between wildlife and people living with buffer zone?
6.	<p>Financial Analysis (Actual VS Expenditure as of budget line, partnerwise and compliance to Government)</p> <ol style="list-style-type: none"> 1. What is the project performance in terms of budget utilization (per cent) during project period? 2. Is it compliance with Government financial policy and procedure or not? If yes or not, why? 3. What is the system of transparency and downward accountability? Pls mention the process? 4. Is the money used for any terrorist activities or not? 5. What is the best practice of financial management? 6. Did you note the fraud cases during project implementation? If yes, please mention the cases with evidences? 7. What was the gap identified in financial management? 8. Do you have any suggestions for the further improvement? 9. Are you happy with the financial management of CARE Nepal during program implementation? Why? <p>Do you have any questions with us? If yes, you are welcome for your queries?</p>

Annex 4.1: Organizational Performance Assessment of RRDC, Mugu

Assessment Parameters	Range of Score	Obtained Score	Rating
1. Transparency <ul style="list-style-type: none"> • Social Audit/Public hearing • Annual Review & Reflections • Participatory Planning & Budgeting 	0-4	03	Satisfactory

Assessment Parameters	Range of Score	Obtained Score	Rating
<ul style="list-style-type: none"> Governance system/structures Website updates 			
2. Leadership Development <ul style="list-style-type: none"> Participatory decision making Authority Delegation Visionary Situational 	0-4	3.5	Satisfactory
3. Financial Management <ul style="list-style-type: none"> Compliance with Financial Policies Compliance with the income tax laws & Regulations Fixed Assets Records and physical Verification Internal Auditing & Control External Auditing Financial Reporting 	0-4	3.5	Satisfactory
4. Networking <ul style="list-style-type: none"> Member of Alliance Establishment of Network with other organizations Linkage and coordination with Government line agencies 	0-4	03	Satisfactory
5. Efficiency <ul style="list-style-type: none"> Committed staff Efficiently use of resources Performance of Program Activities (%) 	0-4	03	Satisfactory
6. Policies <ul style="list-style-type: none"> Formulation of policies and strategies Amendment of policies as per the context Available current policies/strategies 	0-4	01	Unsatisfactory
7. Sustainability <ul style="list-style-type: none"> Organizational sustainability Members' ownership Financial Sustainability Environmental Sustainability Local institutional development/Cooperatives 	0-4	03	Satisfactory
8. Advocacy <ul style="list-style-type: none"> Lobbying & Advocacy to influence policy & practices Conducted research and publications Dissemination of information 	0-4	02	Moderately Satisfactory
9. Fund Raising	0-4	02	Moderately

Assessment Parameters	Range of Score	Obtained Score	Rating
<ul style="list-style-type: none"> Local resource mobilisation National and international fund 			Satisfactory
Total Score	-	24	-
Average Score	-	2.7	Moderately Satisfactory

Note: Organizational Assessment was done based on the judgment of Board members and staff of RRDC, Mugu

Rating/Assessment Criteria (0-4 score):

4 - Highly Satisfactory

3 -3.5 Satisfactory

2 -2.5 Moderately Satisfactory, and

0-1 Unsatisfactory

It is assumed that higher the score greater the performance whereas lower the score poorer the organizational performance.

Annex 4.2: Organizational Performance Assessment of GIFT Bajura

Assessment Parameters	Range of Score	Obtained Score	Rating
1. Transparency <ul style="list-style-type: none"> Social Audit/Public hearing Annual Review & Reflections Participatory Planning & Budgeting Governance system/structures Website updates 	0-4	04	Highly Satisfactory
2. Leadership Development <ul style="list-style-type: none"> Participatory decision making Authority Delegation Visionary Situational 	0-4	04	Highly Satisfactory
3. Financial Management <ul style="list-style-type: none"> Compliance with Financial Policies Compliance with the income tax laws & Regulations Fixed Assets Records and physical Verification Internal Auditing & Control External Auditing Financial Reporting 	0-4	04	Highly Satisfactory
4. Networking	0-4	03	Satisfactory

Assessment Parameters	Range of Score	Obtained Score	Rating
<ul style="list-style-type: none"> Member of Alliance Establishment of Network with other organizations Linkage and coordination with Government line agencies 			
5.Efficiency <ul style="list-style-type: none"> Committed staff Efficiently use of resources Performance of Program Activities (%) 	0-4	04	Highly Satisfactory
6.Policies <ul style="list-style-type: none"> Formulation of policies and strategies Amendment of policies as per the context Available current policies/strategies 	0-4	03	Satisfactory
7.Sustainability <ul style="list-style-type: none"> Organizational sustainability Members' ownership Financial Sustainability Environmental Sustainability Local institutional development/Cooperatives 	0-4	03	Satisfactory
8.Advocacy <ul style="list-style-type: none"> Lobbying & Advocacy to influence policy & practices Conducted research and publications Dissemination of information 	0-4	02	Moderately Satisfactory
9. Fund Raising <ul style="list-style-type: none"> Local resource mobilisation National and international fund 	0-4	03	Satisfactory
Total Score	-	30	-
Average Score	-	3.33	Satisfactory

Note: Organizational Assessment was done based on the judgment of GIFT staff members, Bajura

Rating/Assessment Criteria (0-4 score):

4 - Highly Satisfactory

3 -3.5 Satisfactory

2 -2.5 Moderately Satisfactory, and

0-1 Unsatisfactory

It is assumed that higher the score greater the performance whereas lower the score poorer the organizational performance.

Appendix 5: Checklist for Direct Observation on AWASAR Project

1. Level of women, poor people participation in group meeting(articulating power, bargaining power, influencing power)
2. Status of women leadership in families, community level
3. Participation of women and ethnic groups in Village Council meeting
4. Social status of women and ethnic groups in the community
5. Social prestige of women and ethnic groups in the household
6. Access to economic opportunities at household, community etc
7. Forest enterprises, home stay tourism, Vegetable farming, cash crops, livestock (goat, buffaloes, cows, chicken etc)
8. Self employment at household
9. Involvement in the cooperatives (Total saving amount, duration, main economic activities etc)
10. Linkages & coordination with Government line agencies, Rural Municipality/Municipality and NGOs etc)
11. Access to Government resources for social development of the women farmers
12. Lobbying and advocacy with Rural Municipalities and DDCs to influence policy, practice, ideas and belief to make a difference in the lives of women
13. Access to water, sanitation and hygiene among women farmers
14. Access to communication
15. Access to mobility
16. Access to and control over household resources (land, forest, capital, livestock, money, food etc)
17. What are the innovative actions have been done in the program areas
18. What are the significant changes observe in the program area based on the following objectives:

Some Additional Reference Questions for the Field Study

19. Level of women participation in group meeting(articulating power, bargaining power, influencing power)
20. Status of women leadership in families, community level
21. Participation of women in Village meeting
22. Social status of women in the community
23. Social prestige of women in the household
24. Access to economic opportunities at household, community etc
25. Vegetable farming, cash crops, livestock (goat, buffaloes, cows, chicken etc)
26. Self employment and increase income at household level
27. Involvement in the cooperatives (Total saving amount, duration, main economic activities etc)

28. Linkages & coordination with Government line agencies, Rural Municipality and NGOs etc)
29. Access to Government resources for social development of the women farmers
30. Lobbying and advocacy with Rural Municipality and DCCs (District Coordination Committees) to influence policy, practice, ideas and belief to make a difference in the lives of women
31. Access to water, sanitation and hygiene among women farmers
32. Access to communication
33. Access to mobility
34. Access to and control over household resources (land, capital, livestock, money, food etc)
35. School building construction and its facilities of class rooms
36. Quality of school education in migrating children during summer and winter season
37. Situation of food security and status of nutrition among children and pregnant mothers
38. Presence of school teachers in the school due to score card monitoring practice by the project
39. Linkage and Coordination with Government line agencies and Private sector
40. Regular meeting with Government line agencies and Private sector by Local partners and AWASAR project staff
41. Linkage and Coordination with Political parties and informal leaders by local partners and AWASAR project staff
42. Strengthening the local institutions through capacity building and exposure visits outside the project areas

Appendix 6: Work Schedule of the Study

Time	Details of Work/Activity	Mood of Travel	Responsibility
21-Jan-18			
4:30 PM	Departure from Ktm to Nepalgunj Night halt - Hotel Signet or City Palace, Npj	By Air/ By Taxi (Npj airport to Hotel)	Dala BK
22-Jan-18			
7:30 - 8:00 AM	Breakfast		Jagadish
8:00 - 8:15 AM	Travel from Hotel to Airport	Taxi	Jagadish

8:15 AM -1:00PM	Fly to talcha airport, Mugu from Nepalgunj airport (40 Min flight)	By air to Talcha Airport	Dal / Ram, Partner
1:00 - 2:30 PM	Travel from Talcha to Gumgadi	By Hired vehicle	Dala
3:00 - 5:00 PM	Meeting with partner (RRDC) Board, staff, and CARE staff		Ram /Shiva
3:30 - 5:00 PM	Financial report/voucher check up/executive board-minutes		Sandip /Lokendra
5:00 - 5:15 PM	Travel to Hotel Grand and night halt		
23-Jan-18			
7:30 - 8:00 AM	Breakfast		Dala
8:30 - 10:00 AM	Key Stakeholders meeting (DHO+DEO+DADO+DCC)		Ram /Shiva/ Dala
10:00 - 12:30 PM	Meeting and discussions with project team/Finance team		Ram /Dala /Sandip /Lokendra
12:30 - 1:00 PM	Lunch		
1:00 - 5:30 PM	Travel to Rara	Hire vehicle (2 hours) and walking (2 Hours)	Dala + AWASAR+RRDC
	Night halt at Village Heritage or Danfe Resort, Rara		
24-Jan-18			
7:00 - 7:30 AM	Breakfast		
7:30AM - 2:00 PM	Travel to Seri	Walking	
1:30 - 2:00 PM	Lunch at Chanda Buda Hotel, Seri		
2:00 - 2:30 PM	Walk to Gadekhola School (30 Min Uphills)	Walking	
2:30-5:30 PM	Field observation (Interaction with Gadkhola School Management Committee Members, Parent teacher association, Peer educators) Monthly update of SATH with FCHVs Interaction with Lead farmers		Ram /Shiva /Eavalution team
	Night halt at Hotel Chanda Buda at Seri or if time allows, we can walk another 2 hours to reach to Majchaur		Dala /Shiva
25-Jan-18			
7:00 - 7:30	Tea		
7:30 - 9:30 AM	Travel to Majchour from Seri	Walking	
9:30 - 10:00	Breakfast and interaction with Local Government at Majchour		
10:00 - 12:30	Travel from Majchour to BiraBagar and take Lunch	Walking	
12:30 - 5:30	Travel from Bira bagar to Ratapani (5 hours)	Walking	

	Night stay at Rata Pani		
26-Jan-18			
7:00 - 7:30 AM	Breakfast		
7:30 - 8:30 AM	Observation at the health posts for support		Shiva
8:30 - 10:30 AM	Travel to Aama (1.5 Hours)	Walking	
10:30 - 11:30 AM	Observation of Agriculture Demonstration plot, Interaction with lead farmers		Shiva
11:30 - 1:30 PM	Travel to Jhungala from Aama	Walking	
1:30 - 2:30 PM	Lunch		
2:30 - 6:30 PM	Travel to Bandhu Bagarm Bajura from Jhungala	Walking	
	Night stay at Bandhu Bagar, Bajura		
27-Jan-18			
7:00 - 7:30 AM	Break fast		
7:30 - 9:00	Travel from Bandhu to Demonstration site (1.5 hours)	Walking	RRDC+AWASAR Project
9:00 - 10:00 AM	Field observation (agriculture demo plot Badhu on the way to Kolti, SMCs, Kitchen garden, lead farmers etc)	Walking	Nripa and Ram
10:00 - 11:30 AM	Travel from Demo sites to Kolti (1.5 Hours)		
11:30 - 12:30 PM	Meeting with GIFT Bajura Project team (PC&PO, AT, SMs)		
12:30 - 1:30 PM	Lunch		
1:30 - 3:00 PM	Debrief meeting with Project team		
	Night halt at Kolti		
28-Jan-18			
	Fly back from Kolti to Nepalgunj to Ktm	Aero plane	Dala BK

Appendix 7: AWASAR Project Progress against Plan (Jan 2016 - Dec 2017)

Project Period : July 2015 to Dec 2018				
Donor : DANIDA through CARE DK				
Targeted Groups : SMC-30, Leader Farmers 180, 180 Mother groups/180 FCHVs				
Impact Population : Migrant school children, pregnant mothers, PVSEs, lead farmers & farmer groups & under 5 yrs children				
Implementing Partner NGOs : GIFT – Bajura and RRDC-Mugu				
Project Areas : 2 districts 20 VDCs (8 R/Ms)	Mugu district ((3/4 R/M): Soru Rural Municipality (Jima, Nathrupu, Bhie); Mugum Karmarong (Mugu, Dophhu, Kimri, & Pulu); Khatyad RM (Seri, Hyanglu, Sukadhik)			

	Bajura district (5/9 R/M): Budhinanda R. M. (Kolti, Pandusen, Bandhu); Swami Kartik R. M (Sappta, Jukogt); Gaumul R.M (Dahkot, Manakot); Himali R.M (Rugin, Bichha); Pandapgupha R.M (Gotri)				
	Project Development objective: Improve the nutritional and educational status of hard to reach children in Bajura and Mugu districts of the mid and far-western high hills of Nepal				
	Project Activities	Unit	Target	Progress	%
A	Immediate Objective 1. Improved Access to flexible and better quality education for seasonal migrant children				
A.1	Intermediate Result 1.1 Schools facilities upgraded to improve access				
	1 Construct separate toilets and water facilities at school	school	30	30	100%
	2 Support schools with basic furniture (floor setting)	school	30	30	100%
	3 Install solar lamps and cookers in schools	school	30	26	87%
	4 Mini library support	school	30	30	100%
	5 Sports material support	school	30	30	100%
	6 Project Board installation	school	30	30	100%
A.2	Intermediate Result 1.2 Accelerated learning for migrant children introduced during summer months - School learning environment improved for migrant and PVSE Children				
	1 Accelerated learning curriculum formulated and approved	No	1	30	100%
	2 Orientation to the adult literacy facilitators (3 days)	VDCs	2	2	100%
	3 Support and facilitate adult literacy class in two VDC(Bajura + Mugu)	VDCs	2	2	100%
	4 Fully literate VDC and district declaration campaign	VDCs	1	0	0%
	5 Provide training for teachers on child centric teaching learning methods	Teachers	90	64	71%
	6 Orientation to the traditional healers to support formal and non-formal education	VDCs	20	20	100%
	7 Orientation to School management committee and PTA to increase enrollment and continuity to school	15 schools	30	30	100%
	8 Felicitation of teachers/students/parents as an acknowledgement of their contribution of active participation in ensuring good quality education and enrollment campaign	Persons	6000	3300	55%
	9 Education support for poor and marginalized children.	Psn	375	375	100%
	10 Monitoring visit from DEO and RHD	time	3	30	100%
	11 Support Active teaching learning materials(ATML) to schools	school	30	9	30%
	12 Mobilize and train local peer educators to campaign in communities on importance of schooling and the options for accelerated learning through adopted SATH method	Pes	180	178	99%
	13 Selection of Peer Educators by gathering mass in community	wards	180	178	99%
	14 Orientation of PE	Events/VDCs	20	20	100%
	15 Refresher of PE	Events/VDCs	20	20	100%
	16 Quarterly review meeting of PE	Events	60	50	83%
	17 Mobilization of local Peer Educators(PEs)	wards	180	178	99%
	18 Peer Educators facilitation cost monthly basis	PEs	180	178	99%
	19 PE promotional materials (Cap, Tshirt and Bag..)	PEs	180	178	99%
	20 Stationery support to Health mother group and PEs	PEs/group	360	358	99%
	21 30 child clubs oriented in child rights	school	30	30	100%
	22 One day orientation to child club members	school	30	30	100%
	23 Bi-monthly meeting of child club	times	180	180	100%
B	Immediate Objective 2 Improved nutrition and food security of families				

B1	Intermediate Result 2.1 Improving and increasing the production of nutritious food.				
1	Training of extension agents and SM	Events	2	2	100%
2	Refresher training of extension agents and SM	Events	2	2	100%
3	Training of 180 lead farmers (At least 50% female)	Lead farmer	180	178	99%
4	Refresher training of 180 lead farmers	Lead farmer	180	178	99%
5	Training of farmer group members	FG member	1900	2013	106%
6	Introduce kitchen gardens on school grounds to teach children about agriculture and nutrition	school	30	31	103%
7	Vegetable seed support for farmers	psn	1800	2000	111%
8	Model irrigation water tank	Events	3	2	100%
9	Establish demonstration plots and seeds multiplication on farms (incl. re-introducing indigenous crops)	Demo plot	60	63	105%
10	Training for farmers on demonstration plot	Farmers	60	53	88%
11	Refresher Training for farmers on demonstration plot	events	2	2	100%
12	Exposure visit and overall learning and documentation	Lead Farmer	36	2	100%
13	Learning visit to Demonstration plot by farmers	Farmers	60	22	37%
14	Production of IEC/BCC materials(radio jingle, hoarding board and wall painting)	IEC/BC C/VDCs	2	2	100%
15	Radio messages production and broadcasting	Message	2	2	100%
B2	Intermediate Result 2.2. Increased Awareness about Nutrition and Healthy Food Habits in the Community				
1	Training for female community health volunteers (FCHV) on (Health and Nutrition, BEHAVE, SATHE, PD HEARTH)	FCHVs	180	179	99%
2	Refresher training for FCHVs	FCHVs	180	172	96%
3	Support on Full Immunization VDC declaration campaign	VDCs	20	11	55%
4	Cultural programs	VDCs	20	15	75%
5	FCHVs facilitate sessions in mothers groups (Health and Nutrition, BEHAVE, SATHE, PD HEARTH)/(Target number -20/60 VDC/events for FY17)	FCHVs	60	54	90%
6	Sensitization of parents for child education, nutrition and health	0	0	0	
7	Organize food day, sanitation and nutrition week activities in schools to increase awareness about nutrition and other health and nutrition related days celebration	LS	0	30	
8	Training of 180 mothers group(MG)	MG	180	176	98%
9	Training of 30 schools management committee	SMC	30	30	100%
10	PD-Hearth training and demonstrations	Events	20	25	125%
11	MUAC tape and weighing machine for Health mother group	HFs	15	15	100%
12	Weighing machine for health facilities and district	HFs	15	15	100%
13	Equipment support to HFs as per need	HFs	15	15	100%
C	Immediate Objective 3 : Strengthened the link between communities and service providers to ensure quality services				
C1	Intermediate Result 3.1 Strengthening the capacity of indigenous peoples' organizations to raise voices on rights				
1	Leadership, Advocacy and VDC, DDC planning process to 12 CSO members including partners	event	2	2	100%
C2	Intermediate Result 3.2 Strengthening the capacity of community based organizations to engage in local planning and monitoring				

1	District level planning and orientation of CSB-refresher meeting/(Target number -2 for FY17)	time	2	2	100%
2	FGDs with FCHVs, mothers' groups and community leaders	VDC	50	50	100%
3	Orientation of CSB process and outcome to community members and identification of indicators	VDC	20	18	90%
4	Consultation with service providers and analysis of indicators (Bridging the gap workshop)	VDC	20	18	90%
5	Follow up/review semiannual meeting on CHSB progress	VDC	20	4	20%
ADDITIONAL					
Coordination and Linkage with District Level Stakeholders including GOs Line Agencies					
1	District level coordination and linkage- partners (Quarterly basis) - DPAC	Events	8	7	88%
2	Quarterly staff meeting including SM-Partners	times/ meeting	8	8	100%
3	Program Start up VDC level (SM will conduct this event)	VDC	20	20	100%
4	Semi-Annual Program Review Meeting with partners two days long	Events	2	2	100%
5	Program start up workshop district level/VDC level	Events	2	2	100%
Partners' Capacity Building					
1	Partner Capacity assessment(PCA)	Events	2	1	50%
2	Training to social Mobilizer on social mobilization, advocacy and leadership	Events	1	1	100%
3	Refresher Training to social Mobilizer on social mobilization, advocacy and leadership	Events	1	1	100%
4	Training to social mobilizers on BCC and PD Hearth	Events	1	1	100%
Monitoring, Supervision and evaluation					
1	Joint Monitoring visit with stakeholders	Events	2	1	50%
2	8.Outcome Mapping/(BPs SMC, PTA, teacher and students in each school)	Events	10	10	100%
3	Midterm evaluation	Events	1	0	0%
4	Executive Board (EB) Members Visit from partners	Events	0	12	
5	Project team and CARE central office monitoring visit	Events	0	13	