

**A report on  
Mid-term Evaluation of Stromme Foundation Project Nepal  
(2011-15)**

**Implemented by Stromme Foundation Nepal**

**Mid-term Evaluation Report**

**Submitted to:**

**Social Welfare Council (SWC)**

**Kathmandu, Nepal**

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### **The Evaluation Team**

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## **Executive Summary**

### **Background**

Stromme Foundation (SF) Nepal together with its partner organizations is implementing SF project in four districts (Rupandehi, Rautahat, Makawanpur and Surkhet). The project aim to improve social and economic status of 8,400 economically and socially excluded families through active participation in civil society collective efforts. SF uses the approach of “Help for Self help” to combat poverty in the region. The main strategy is to empower individuals, households and communities and thereby reduce vulnerability and increase the capacity, to organize and work as a force. This report is the summary of the mid-term evaluation in order to assess level of progress made by the project. The evaluation process was spread over a period of one month beginning 25 November to 25 December 2013. The evaluation included the activities of the project until the period of November 2013.

### **Objectives and methodology of evaluation**

The overall objective of the mid-term evaluation was to assess the effectiveness of the approaches used and to evaluate the degree of achievement in expected outcomes of the project. The primary scope of the evaluation was the expected outcomes of the project which include outcomes related to community empowerment for democratization, provision of holistic pro-poor financial and non-financial services, empowering adolescents on their rights, and strengthening basic education (both formal and non formal). Evaluation was based on four different criteria: relevance, effectiveness, efficiency, and sustainability. The methods used for the mid-term evaluation primarily consisted review of available project documents and interaction with project staff. Project documents reviewed during the process of mid-term evaluation include project agreement with SWC, baseline survey report, project log-frame, contract with partners and CSOs and progress reports.

## **Findings of the evaluation**

The project has mostly addressed the outcome in the contract agreement.

### ***Community empowerment for sustainable civil societies***

SF Nepal through its partner NGOs has been facilitating 168 SHGs (small groups) in the working areas. The intervention has been focused towards organizing and strengthening community people for building their capacity on rights seeking behaviour, responsibility of good citizenship, speaking-out against discrimination and injustice. Based on the local real life situation, SF is implementing “**Family as a unit**” programme approach to support for livelihood related projects directly to the really needy self help groups members from 2012 as a micro (special) project. These micro projects include HH level toilet construction projects, drinking water and sanitation projects and micro irrigation projects. Similarly, 116 SHGs are involved in advocacy for development and social issues; 49 SHGs are involved in local resource mobilization for local development; 121 SHGs have demonstrated strong internal governance system and 105 SHGs have made linkages and coordination with government line agencies and other service providers. The SHGs have taken initiatives of advocacy for increasing their participation in local level planning and resources allocation.

### ***Provision of holistic pro-poor financial and non financial services***

SF has provision of holistic pro-poor financial and non-financial services in the programme. It provides opportunities for poor and disadvantaged communities to create or access to assets. 3570 families are engaged in SHGs and 2993 families got benefitted from SAMVAD programme. Most of the families are engaged in savings and credit scheme in group level (SHGs and SAMVAD Kendras). SHGs have initiated strong coordination and advocacy with local and district level various service providers including financial institutions. 3181 community people, including adolescents, have improved knowledge and skills on-farm and off-farm trades. More than 300 families have received input supports such as seed, fertilizer, medicine spray tank, delivery pipe, goat, candle making machine, etc. and most of them have initiated promising IGAs from such supported inputs. 4721 families are involved in saving and credit activities and 3088 families involved in SHGs have increased their group savings by 25%.

### ***Empowering adolescents on their rights***

SF together with its partner organization is implementing "SAMVAD Programme", which is a community based participatory education program and includes "*Dialogue, Discussion, Interaction and Action*". This SAMVAD program has been running successfully from December 2011. This program has created a perfect base for the discussion and analysis of the situation and environment of adolescent girls. SAMVAD programme has helped adolescent girls to be aware of those problems/issues such as child marriage, girls trafficking, domestic violence, etc. that might affect their lives and find the solution of these problems themselves. As a result, 5230 adolescent girls and parents are aware on trafficking and other forms of violence, 4123 adolescent girls and parents are actively engaged as watchdog against trafficking in the community, 45 trafficking and domestic violence related cases registered in local government authority, 181 interest groups are involved in anti-trafficking and other social issues in the community and 28 cases related to anti-trafficking and social issues are successfully solved by interest groups. The post SAMVAD assessment report also found that adolescent girls are aware about health and sanitation, personal hygiene, human trafficking, problem analysis, saving and credit, caste-based discrimination and un-touchability. Many of the adolescent girls have built their confidence to present and introduce themselves more easily in front of new people. Most of the girls attending SAMVAD Centre now demonstrate improved sanitation and personal hygiene and try to solve their problem themselves.

### ***Strengthening basic education, formal and non formal***

The programme is working with PTAs and SMCs to build necessary mechanisms to ensure quality education. 559 children have received the education material support for school re-enrollment, 14 schools have received different supports for the project, 181 non formal learning centers (called SAMVAD Kendras) organized focusing to school dropout children and adolescent girls, 153 children from marginalized/under-privilege families receive the scholarship and other material supports, 49 teachers and members of management committee are trained on the skills and knowledge as needed for the quality education to the targeted children and 29 schools are supported for infrastructure, repair and maintenance for accessing to targeted children for quality education. The enrolment of children from marginalized families increased by 76% from the baseline data. By the end of December 2012, 781 out-of-schools primary



school age children and children with low performance at school – have been participating in the Community Managed Coaching Classes (CMCC). Children from marginalized families are supported for school enrolment through education campaign at local level during school entry period (April-May).

### **Program and management**

SF Nepal itself is leading the project with different partner organization in project districts (NNDSWO in Rautahat, RRN in Makawanpur, ABC Nepal in Rupandehi and KIRDARC in Surkhet). These partner organizations are responsible for the implementation of different project activities. The project has project advisory committees at central and district level. The project staffs from SF Nepal and partners are responsible for follow up and monitor project progress and outcomes.

SF has also emphasized a regular reporting system from the implementing organizations. Monthly and quarterly reports are submitted by the partner organization, which are the main source of information for monitoring progress. The project documents also made provision of mid-term and final evaluation of the project. SF is coordinating all the concerned stakeholders at central and district level. SF has worked closely with district level line agencies. The project has made close collaboration with DDC, DADO, DLSO, District Police Office, District Education Office, District Bar Association and VDCs.

### **Financial evaluation**

The estimated budget of SF project is NRs. 12,15,38,038.00 for the period of 5 years. Budget agreed with SWC for the first 3 years was Nrs. 71,334,812, while the actual release for the same period is NRs. 91,427,975.23. Up to the end of 2013, SF has expensed about 128.17% of the total project expenditure. Also, the actual expenditure under administrative and overhead cost (31.6%) head has exceeded the agreed percentage of expenditure under the same head as per the agreement with SCW (16.4%). Internal audit of SF has been conducted 2013 onwards only. There are effective internal control system, including adequate financial policies and procedures. As per our sample observation the foundation has complied with Income Tax Act, 2058 for deducted and deposition of tax at source The overall financial progress of the project is

satisfactory except for the variance in agreed budget and released budget and expenditures in the administrative and overhead cost.

### **Analysis**

By and large the overall objectives of the project (till date) are met. The project has achieved most of the targets and activities as planned in the log-frame.

The women and children, adolescents, particularly the poorest, the peasants, landless, Dalits, Janajatis and those who are socially excluded disadvantaged and vulnerable groups are the primary target group of this program. Empowering adolescents/ youths on their right, community empowerment for democratization, provision of holistic pro-poor financial and non financial services, strengthening basic education were the key themes of the project and these themes are highly relevant to improve the socioeconomic status and livelihood of people. The project is effective in terms of achieving the objectives till the mid-term. The holistic and integrated programmes adopting “family as a unit” approach is highly effective. Visible results in all of the interventions have been made till the mid-term of the project. Sectoral groups developed by the project are registered with relevant government sectoral organization and the groups are getting services such as training, seeds, financial support etc. which is one of the strong evidence of project sustainability. The project has contributed to build local capacity of community, school and different CBOs (e.g. by providing training, material support, etc.), hence it is likely to exercise the skills by the community even after the project. However, the project do not have specific exit plan for fostering sustainability of the activities. SAMVAD, which is one year informal educational programme, was quite effective, but it is not clearly mentioned in the project document about the existence and run of the program after one year.

### **Recommendation**

Based on the findings and analysis of the mid-term evaluation study, the evaluation team came up with the following recommendations:

#### ***Technical***

- The project cycle between SF and prater organization is different. The project is at the mid-term but the agreement made by partner organizations ends at December 2013. The role of partner organizations after December 2013 and the continuation of activities carried out by

partner organization needs to be clarified. As there are clear evidences of the effectiveness of the project activities, the support from SF needs to be continued till the local communities develop to implement the activities themselves.

- SF has informed the evaluation team that SF is now planning to implement a five years programme under Strategic Plan (2014-2018) as the continuation and expansion of the existing programme in existing 4 districts and in 3 new districts. SF and SWC should discuss and make consent either on amendment of existing PA or new PA for this timely.
- The evaluation team felt the need of clear and specific exit plan of the project. Project support to the communities still requires but the project seems ending at the mid level. The local groups developed by the project (e.g. saving credit, SAMVAD center) should still be focused to develop their managerial skill. Minimum institutional development part should be focused before exit.
- The project needs to improve coordination with other I/NGOs working in similar area in the project districts.
- The project has central and district level advisory committee. But there were no regular meetings of these PACs. More intensified meeting of D/CPAC should be made to guide the project both at central and district level.

### ***Financial***

- There are large fluctuations in budget from agreed budget. Over a period of three year, the actual release is more than the budgeted amount. The evaluation team recommends getting timely approval from SWC for such variations in the budget.
- Large amount of the budgets (training, assessment, etc.) are directly spent by SF. It would be better to allocate the budgets to the partners for the activities implemented by the partners.

### **Conclusion**

The project has mostly addressed the outcome in the project agreement and it has done a phenomenal amount of work. The extent and quality of work accomplished at midpoint in the project is largely satisfactory. The effectiveness of pilot activities and its replication or scale up is still to be assessed and the real impact on service utilization and sustaining of these kinds of initiation should be further explored.

## **List of abbreviations**

ABC Nepal:	Agro forestry, Basic Health and Cooperative Nepal
APST:	Adolescents/ youths Protection Support Team
CBOs:	Community Based Organizations
DDCs:	District Development Committees
IGA:	Income Generating Activities
KIRDARC:	Karnali Integrated Rural Development and Research Centre
NFE:	Non-Formal Education
NGOs:	Non Government Organizations
NNDSWO:	Nepal National Dalit Social Welfare Organization
POs:	Partner Organizations
PTA:	Parents Teachers Association
RRN:	Rural Reconstruction Nepal
SF:	Stromme Foundation
SF ARO:	Stromme Foundation Asia Regional Office
SAG / SHG:	Self Affinity Group / Self Help Group
SDSs:	School Development Societies
SMC:	School Management Committee
SRG:	Self Reliant Group
SWC:	Social Welfare Council
ToT:	Training of Trainers
VDCs:	Village Development Committees

## **Section I: Introduction**

### **1.1 Project Background**

Stromme Foundation (SF) has been established in 1976 as an independent International Development Funding Organization registered in Norway and the Asia Regional Office registered in Sri Lanka. Its mission is to eradicate poverty, Stromme works solely with local NGOs to implement programmes, focusing on the areas of Micro Finance and Education, with active participation from the people.

SF Nepal has the agreement with Government of Nepal by signing General Agreement (GA) and Project Agreement (PA) with Social Welfare Council (SWC). The GA signed on 12th June 2011, whereas PA signed on 18th October 2011. SF uses the approach of "Help for Self help" to combat poverty in the region. The main strategy is to empower individuals, households and communities and thereby reduce vulnerability and increase the capacity, to organize and work as a force. SF applies participatory processes in working with the poor. Together with partners who share SF's vision. SF facilitates people's efforts to cross the poverty line.

### **1.2 Project Objectives**

The project agreement signed with the SWC has identified the following objectives:

***Development Goal:*** By the end of 2015, 8,400 economically and socially excluded families will enjoy improved social and economic status through active participation in civil society collective efforts in the selected VDCs in Surkhet, Rupandehi, Makawanpur and Rautahat districts.

***Project's Objectives:***

1. SHGs are strengthened and capacitated to operate as independent community/ civic institutions to address their development needs.
2. Families will have increased access to improve livelihoods through financial and non financial services.
3. Adolescent/ young girls and parents are empowered against women trafficking and other social issues.
4. Children will have increased access to quality education and other services as a result of organized community mechanism and authorities.

### 1.3 Intended Outcomes of the Project

As mentioned in project agreement, the SF project has 18 intended outcomes of the project from 2011-15 as below:

SN	Project Outputs	Target (2011-15)
1	Strengthened and capacitated to operate as independent community/ civic institutions to address their development needs.	425 SHG
2	Increased access to improved livelihoods through financial and non financial services	8400 Families
3	Adolescent girls and parents are empowered against women trafficking and other social issues	5450 Girls
4	Children from 8,400 families will have increased access to quality education and other services as a result of organized community mechanisms and authorities	3650 Children
5	Population get benefitted from the intervention of the project	47040 Pop
6	Families and adolescent girls are trained in saving and credit mobilization to maintain their proper and systematic record	1275 families
7	Families or adolescent girls from disadvantaged/under privileged groups trained in income generation activities	6720 Families
8	Participants/adolescent girls are capacitated on skill of On-farm and Off-farm schemes for their regular income at community level	5174 Families
9	Families and adolescent girls are involved in saving and credit schemes at community level	8400 families
10	Non formal learning center organized focusing to school dropouts children and adolescent girls (SKs)	120 SKs
11	Families/adolescent girls are educated on trafficking and other forms of social violence	5000 families
12	60 awareness packages on trafficking other social issues are developed and demonstrated for mass awareness at community level	(60 awareness)
13	Children from marginalized/under-privilege families receive the scholarship and other material supports	360 children
14	Teacher and members of management committee trained on the skills and knowledge as needed for the quality education to the targeted children	80 Teachers
15	School supported for infrastructure, repair and maintenance for accessing to targeted children for quality education	48 Schools
16	Strengthen capacity of service provider and market actors	Not measures
17	Established linkage and coordination with district level supporting organization for better of the community	Details are in Annex II

#### 1.4 Intended Beneficiaries of the Project

The direct beneficiaries of the projects are women, adolescent girls and children, particularly the poorest, the peasants, landless, Dalits, Janajatis and those who are socially excluded, disadvantaged and vulnerable groups would form the primary target group of this program. These people are confronted with extreme poverty, ignorance, illiteracy, and unorganized and had been excluded from all type of opportunities like political, social, cultural and economic development opportunities in the past. They have also been adversely affected in social and economic.

#### 1.5 Project and Partners Composition

The project is being implemented in four districts, each of the districts has one partners of SF. Table 1 shows the composition of project partners by district and project title.

**Table 1. Project partner composition**

Districts	Partners	Project Title	Covered VDCs and Municipality
Rupandehi	ABC Nepal	Empowerment of adolescent girls and their families, built their confidence and make them self reliant (SABAL Programme)	Bagaha, Basantapur, Dhakadhahi, Pokharvindi, Bodawar and Pajarkatti (6 VDCs)
Rautahat	NNDSWO	Enabling People for Secure and Dignified Life (EPSDL)”Project	Laxmipur, PratappurPaltuwa, Simara Bhawanipur, Sakhuwa Dhamaura and Gaur Municipality (4 VDCs and 2 wards of 1 Municipality)
Makawanpur	RRN	Rural Community Empowerment through Strengthening of Social and Economic Landscape (Sankalpa) Project	Bhainse, Namtar and Kalikatar (3 VDCs)
Surkhet	KIRDARC	Supporting Adolescents for Better Access to Livelihood Options (SABAL OPTIONS)” Project	Kunathari, Lekhgaun and Gadhi Bayalkata ( 3 VDCs )

## **1.6 Objectives of the Mid-term Evaluation**

The objectives of the mid-term evaluation are to:

- Explore and measure the level of progress/results achieved by the projects and analyze the extent to which the achievements have supported the program goals and their objectives,
- 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,
- Assess the cost effectiveness of the project activities,
- Identify the target and level of achievements as specified in the project agreement,
- Explore the coordination between the concerned line agencies in the project districts,
- Find out the income and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project,
- Examine the financial regularities\disciplines in accordance with the prevailing Rules and Regulations of Nepal Government and fix assets purchased in duty free privileges and locally,
- Identifying lessons learned on the strategic approaches and best practices and providing possible recommendations on how to improve the management of the project until its completion and for the preparation of next Master Plan starting from 2014, and
- Prepare the exemplary success stories for replication elsewhere and failures for lessons learn.

## **1.7 Scope of the Evaluation**

The mid-term evaluation covered the different aspects and activities of the project for the period of three years March 2011-December 2013 (Total Project Period: 2011-2015). The evaluation focused on the strategic, implementation and organizational level of the project management. Different criteria such as relevance/appropriateness, effectiveness, efficiency and sustainability were used for the evaluation of the approaches used in the project.

## **1.8 Evaluation Questions**

The following broad questions were considered during the mid evaluation in the SF project in Nepal.

**Main Question:** What level of progress/results was achieved by the projects and analyzes the extent to which the achievements have supported the program goals and their objectives?



- Have project effectiveness -- longitudinal effect and continuity of the project activities/services as well as the scope and extent of the institutionalization of the project?
- Is the cost effectiveness of the project activities?
- Is project Identify the target and level of achievements as specified in the project agreement?
- Do the coordination between the concerned line agencies in the project districts?
- Is the income and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project?
- Do the financial regularities\disciplines in accordance with the prevailing Rules and Regulations and fix assets purchased in duty free privileges and locally?
- What lessons learned are on the strategic approaches and best practices and providing possible recommendations on how to improve the management of the project until its completion and for the preparation of next Master Plan starting from 2014?
- Have prepare the exemplary success stories for replication elsewhere and failures for lessons learn?

### **1.9 Evaluation Team Composition**

The evaluation mission was carried out by a team of four consultants having backgrounds and expertise in livelihoods and food security, Project management, women and children, and finance. The consultants have with proven experience and expertise in the related field. The composition of the evaluation team was as follows:

- Chiranjibi Rijal, Programme Expert, Team Leader
- Sanjaya Kumar Mallik, Deputy Director/Representative from SWC
- Gaja Bahadur Rana, Under Secretary/Representative from MoWCSW
- Shailedra Uprety, Financial Expert/ Team Member

### **1.10 Organization of the Study Report**

This evaluation report consists of four sections. The evaluation report has been structured in six chapters. Section 1 gives a brief overview of the “**Stromme Foundation Project Nepal**”. This section also outlines the objectives and scope of mid-term evaluation. Section 2 gives the methodology and approach undertaken for the study. The findings of the evaluation study are presented in section 3, where the results of document review and interaction with project staff are

described. In Section 4, these findings are furthermore elaborated based on the different criteria of evaluation (relevance, effectiveness, efficiency, and sustainability). This section also reiterates the major findings and gives concluding remarks, and offers some recommendations to inform future programming.

## Section II: Methodology of evaluation

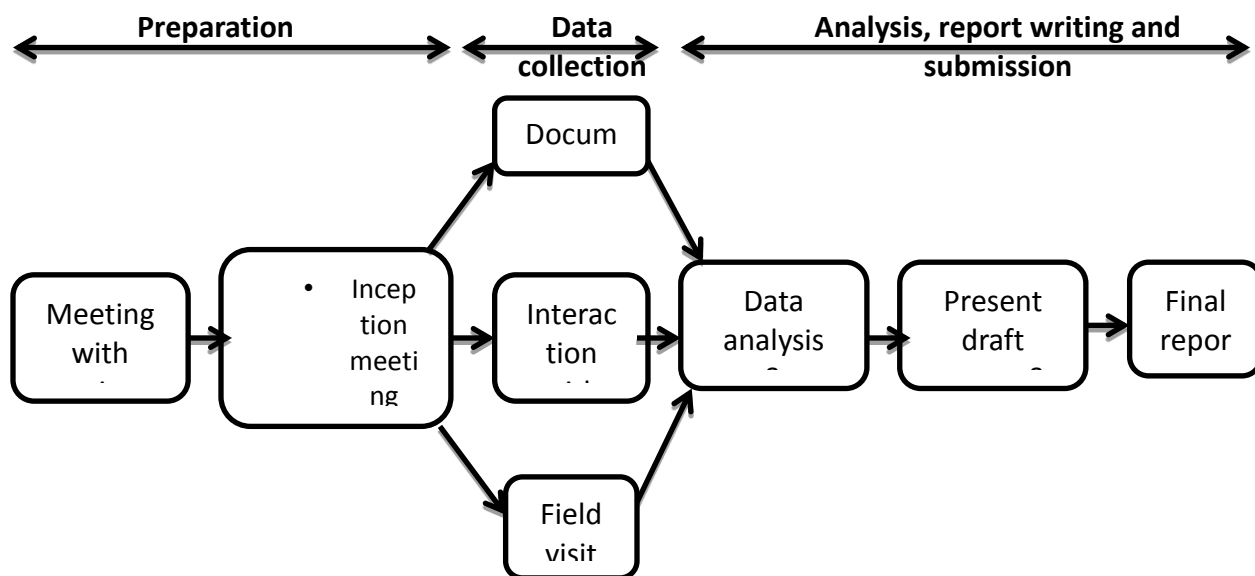
### 2.1 Study Approach

The Mid-Term Evaluation/Review was accomplished in three stages:

- (i) **Preparatory Work**: – at this stage, briefing/introductions were held between SWC and SF, team members and partners to develop common understanding on detailed planning, methodology and timelines for the MTR. The consultant reviewed and updated themselves with different project documents and reports produced by SF and partners.
- (ii) **Data collection and Field Visits**: The second stage comprised the field visits to the project districts, target groups and execution of focus groups discussions, meetings, interactions and interviews with the target groups and other stakeholders.
- (iii) **Data Analysis and Report Preparation**: The third stage included the data analysis, further information, a debriefing meeting and finalization of report. The draft report was circulated among project staffs for feedbacks and after incorporating the comments from SF, final report was submitted to the SWC.

### 2.2 Study Designs

Figure 1 summarizes the process of evaluation. The first phase consisted the preparatory phase in which the evaluation team consulted with the project staff and acquired relevant literatures and project documents. Together with the project staff, the evaluation objectives were re-defined and the key issues were prioritized. At the second phase, the evaluation team collected the data necessary for the evaluation, during which different project documents were reviewed, project staff were interacted and field visit was made. Finally, the collected information was analyzed and findings were summarized in the report. The draft report was shared with SF Nepal staff and reviewed with the feedback. After incorporating the feedbacks, the final report was submitted to SWC.



**Figure 1. Evaluation framework**

### **2.3 Selection of the study area and participants**

An introductory meeting among the representatives of SWC, the representatives of SF and mid-term evaluation team members on November 26, 2013 on premises of SWC. Subsequently, a project orientation and field plan meeting was held on the offices of SF on November 27<sup>th</sup>, 2013, whereupon the activity details were discussed and agreed upon. The project staffs briefed the team members regarding the overall scope and coverage of the project. Based on the team discussion, considering various factors like geographical converge, target groups, project activities, 3 district viz. Makawanpur, Rautahat and Rupandehi were selected for the proposed field visit as per the convenience of the parties. The team members were provided with the progress reports of SF country office and the partners, which were desk reviewed.

During the field visit, various activities carried out on community level on sample basis were observed so as to assess an overall view of every type of activities. Accordingly, plan was made to interact with SHG, SAMVAD graduates, DAO, WCDO, DADO, and farm and off farm IGA holders.

### **2.4 Study Instruments/Tools of Data Collection**

The methods used for the mid-term evaluation primarily consisted review of available project documents and interaction with project staff.

- Review of related project documents/agreements/progress reports, website information, etc.

- Key informant interviews and discussions in the office of SF before departure to project sites.
- Consultation and interaction with project staffs
- Focus group discussions with the user groups and individuals.
- Personal inspections of the project sites.
- Interviews with the executive office bearers of the SF, partners after the field visits.
- Discussions with the service recipients, contact officers, related line agency officials, etc.

Instruments used for the evaluation study include FGD guidelines, structured and non-structured questionnaires, observation checklists, and evaluation forms.

## 2.5 Work Schedules of the Study

The work schedule of the study comprised the following:

**Table 2. Work schedule of the mid-term evaluation field visit**

Day	Date	Location	Activity details
Thu	5-Dec-13	Makawanpur , Bhaise VDC	Interaction with a SHG, SAMVAD graduate girls & animator, observation of IGA, interaction with VDC secretary and school
Fri	6-Dec-13	District level office visit- Makawanpur	Visit RRN Office and briefing about the SANKALPA project; visit DDC, DAO, WCDO, DADO
Sat	7-Dec-13	Rautahat , VDC field visit	Interaction with a SHG, observation of a SAMVAD Kendra; interaction with a SST, observation of IGA and leasehold farming, visit a school & a CMCC
Sun	8-Dec-13	District level office visit- Rautahat	A short briefing of EPSDL in NNDSWO office (8.30-9.00 A.M.), visit DDC, WCDO, DADO
Mon	9-Dec-13	District level office visit- Rupandehi	Interaction with a SHG, observation of a SAMVAD Kendra; interaction with a SST and SAMAVD graduate girls/animator, observation of IGA and micro project, visit a school
Tue	10-Dec-13	Rupandehi , VDC Field visit	A short briefing of SABAL in ABC office (8.30-9.00 A.M.), visit DDC, WCDO, DADO, DLSO

## **2.6 Limitations of the Study**

Due to the time limitation in the field, not all project implemented sites could be visited. Only three out of four project districts were visited. Also, each and every activities carried on a district level could not be seen; though a representative sample of the activities carried out was observed in every district visited.

Also, there seems to be divergence in the project cycle duration in the agreement with SWC, being 5 years, and the project partners, being 3 years. So, there arose non-synchronization in the actual phase of the projects by SF, and the partners. As there were some inconsistencies in the quantitative targets set in different documents, it made some confusion while writing the report.

## **Section III: Data Presentation/Findings of the study**

This section presents the results of the study. The mid-term evaluation explored the situation of the activities and achievement of the project with respect to the four expected outcomes of the project, as identified in log-frame matrix: Community empowerment for sustainable civil societies; Provision of holistic pro-poor financial and non financial services; Empowering adolescents on their rights and Strengthening basic education, formal and non formal. First, major activities completed in the key result areas are presented. Second, findings related to the management aspects of the project are described. Finally, major findings of the financial evaluation are presented.

### **3.1 Results achievement (findings related to expected outcome area)**

#### ***3.1.1 Community empowerment for sustainable civil societies***

The programme has identified different community groups to undertake the overall programme process and results. SF Nepal through its partner NGOs has been facilitating 168 SHGs (small groups) in the working areas. The intervention has been focused towards organizing and strengthening community people for building their capacity on rights seeking behaviour, responsibility of good citizenship, speaking-out against discrimination and injustice. Under the output 1 of the programme, following specific results have been achieved:

- 168 SHGs has been strengthened and capacitated to operate as independent community institutions to address their development needs. These SHGs are basically organised for enhancing their participation, strengthening capacity and empowerment of group members by increasing their access to financial as well as non-financial services at local level. More than 650 families have taken loan from these groups and mobilized to initiate different IGAs for betterment of the family. SF Nepal has started to support to targeted HHs to run improved livelihoods and enhancing the collective performances for their increased income and strengthened social and organizational capabilities through special incentives for micro projects particularly in irrigation cum drinking water schemes and toilets for sanitation as a demonstration purposes.
- Based on the local real life situation, SF is implementing “**Family as a unit**” programme approach to support for livelihood related projects directly to the really needy self help

groups members from 2012 as a micro (special) project. These micro projects include HH level toilet construction projects, drinking water and sanitation projects and micro irrigation projects.

- 116 SHGs are involved in advocacy for development and social issues
- 49 SHGs are involved in local resource mobilization for local development. The local authorities like VDCs and district level line agencies are approached to recognize and provide the legal identity to the SHGs for further supports and more functioning. All SHG members are practicing regular savings and credit schemes under SHGs including majority of SAMVAD girls with support from their parents.
- 121 SHGs have demonstrated strong internal governance system. Most of the group have developed the code of conduct and saving and credit rules. They are practicing participatory decision making process in the SHGs. Transparency of the financial transactions and democratic practices for selecting leaders and executive members in the group are well maintained. Members of the group are actively participating in the group meeting.
- 105 SHGs have made linkages and coordination with government line agencies and other service providers. Strong coordination, collaboration and synergy have been developed among the stakeholders at local and district level through formation and mobilization of District Project Advisory Committee. These SHGs are recognized by respective VDCs, District Agriculture Development Office, Livestock Service Office, etc. and are getting various services from local and district level stakeholders.

The SHGs have taken initiatives of advocacy for increasing their participation in local level planning and resources allocation. They have been engaged in discussion and advocacy of different issues such as domestic violence and social discrimination. Some of the SHGs are able to raise their issues to VDCs and District agencies too. They have conducted activities against early marriage, girls trafficking and other forms of violence.

### ***3.1.2 Provision of holistic pro-poor financial and non financial services***

Introducing professional microfinance, which would target poor and disadvantaged communities, is another expected output of the SF programme. The programme has provided opportunities for the poor to come out of poverty. Efforts are made for women empowerment by creating access to



financial and non-financial services. SF has provision of holistic pro-poor financial and non-financial services in the programme. It provides opportunities for poor and disadvantaged communities to create or access to assets. Access to assets provides ways for achieving different livelihood results such as; economic opportunities, more income, improved food security, access to healthcare and education etc. The SHGs have developed rule and regulation for managing their saving fund to credit schemes. Some of the specific results under output 2 are as follows:

- 3570 families are engaged in SHGs and 2993 families got benefitted from SAMVAD programme. Most of the families are engaged in savings and credit scheme in group level (SHGs and SAMVAD Kendras). SHGs have initiated strong coordination and advocacy with local and district level various service providers including financial institutions.
- 3181 community people, including adolescents, have improved knowledge and skills on farm and off-farm trades.
- More than 300 families have received input supports such as seed, fertilizer, medicine spray tank, delivery pipe, goat, candle making machine, etc. and most of them have initiated promising IGAs from such supported inputs. The programme, in coordination with related stakeholders such as also District Agriculture Development Office, District Livestock Service Office and other professional resource persons, have provided basic IG trainings. The programme also provided off farm related IG trainings such as sewing and tailoring, repair and maintenance (mobile, radio/TV/watch, and motorbikes), carpentry, driving, etc. These families have been running the IGAs/small enterprises by borrowing loan from saving credit scheme and revolving fund of SHGs. The selected entrepreneurs are also facilitated to develop micro level business plan. More than 1864 families are engaged in income generating activities (micro-enterprises).
- 405 families increased annual income by 60 percent. To strengthen the financial capacity and accountability, the SHGs have started to coordinate with local and nearest Banks. For example, by December 2012, 115 SHGs in Rautahat district have opened a bank account in local branches of Nepali commercial banks. This process is progressing in other remaining SHGs in the districts too. However, the adolescents have very limited income source and opportunities; therefore their saving has not increased significantly through they have developed saving habits.

## Case of Lease in land

### **I Gained Confidence to Change my Life : Urmila Devi Paswan, (37 years)**

*“We worked very hard in the farm. We earned NRS 50,000 profit from vegetable farming in about 18 months. Now, I have cleared all my debts to the money lender and to the CBO. I continue to engage in farming and hope to earn more money. With this earning I can easily educate my children”* Urmila Devi

In May 2012, they asked for further support from NNDSWO to initiate lease-hold farming for the group.

They received this support and also training, seeds, lease rent, agriculture tools, pesticides and fertilizers. Soon Urmila and her husband were able to start an off-season vegetable farming in a 330 square meters plot of land.

In August 2011, she got an opportunity to join the Woman Self Help Group facilitated by Nepal National Dalit Social Welfare Organization (NNDSWO) with assistance from Stromme Foundation.



- 4721 families are involved in saving and credit activities. Almost all SGHs members are involving the monthly basis savings and credit schemes. 3088 families involved in SHGs have increased their group savings by 25%.
- Out of this saving fund amount, the members of SHGs have taken as a loan to run small businesses/ enterprises which have helped to improve their IGA and to support for fulfilling the immediate family needs. A total of 640 families (especially adolescent girls) are benefitted from financial institutions.
- Interaction with the members of SHGs showed that most of them are familiar and capable with keeping records and books of financial transactions in credit, saving and cash disbursement books, taking minutes, meeting conduction and systematic documentation.

### ***3.1.3 Empowering adolescents on their rights***

The programme includes participatory community based educational approach especially for the adolescent girls giving them a forum for learning and action. The aim is to mobilize girls,

educate and empower them on issues affecting their lives through a systematic dialogue. SF together with its partner organization is implementing "SAMVAD Programme", which is a community based participatory education program and includes "*Dialogue*" and "*Discussion, Interaction and Action*". This SAMVAD program has been running successfully from December 2011. This program has created a perfect base for the discussion and analysis of the situation and environment of adolescent girls. SAMVAD programme has helped adolescent girls to be aware of those problems/issues such as child marriage, girls trafficking, domestic violence, etc. that might affect their lives and find the solution of these problems themselves.

**Table 3. SF master plan programme**

District	2011 batch	2012 batch	2013 batch	Total
Makawanpur	8	15	12	35
Rautahat	10	20	38	68
Rupandehi	10	20	30	60
Surkhet	9	9	0	18
<b>Total:</b>	<b>37</b>	<b>64</b>	<b>80</b>	<b>181</b>

Note: The SAMVAD Kendras run as 2011 and 2012 batches are already completed whereas the 2013 batches will be completed by December 2013 and Jan 2014.

- 5230 adolescent girls and parents are aware on trafficking and other forms of violence
- 4123 adolescent girls and parents are actively engaged as watchdog against trafficking in the community
- 45 trafficking and domestic violence related cases registered in local government authority
- 181 interest groups are involved in anti-trafficking and other social issues in the community
- 28 cases related to anti-trafficking and social issues are successfully solved by interest groups
- Adolescent girls demonstrated the improved life skills and good practices. There is evidence of reduction of trafficking and related social issues.

### Tahera Khatun, Happy Now

**Tahera Khatun** (30), Basantpur VDC, Rupandehi, is a widow with 6 years old daughter. 6 years ago, her husband was killed in India while he was there for seasonal employment purpose. She is an active participant of the SAMVAD Kendra, although she was over 19 years of age. She got knowledge and awareness on social issues, life skills, literacy and some income generation activities in the SAMVAD Kendra. She got 3 days' training on semi commercial vegetable farming from the SABAL programme supported by the ABC Nepal in the technical and financial cooperation of the Stromme Foundation.



She earned NRs. 5500 from cabbage and NRs. 7500 from bitter guard farming in 2012 from 1 katta of land which contributed her to manage all family needs including education of her daughter. *“I earned NRs. 13,000.00 from vegetable farming last year which helped me to send my 6 years daughter school regularly since I have no other source of income. I have also started saving some money I have saved after managing all family expenses I earn from the vegetable farming which will help me in the future. You know I have managed my own dress (indicating to her new dress) as well as my daughter’s from the same income I got from selling vegetable produced last year”*, she said.



*“I remember there was no source of income of mine as a result; nobody trusted me, even my brother used to underestimate me before but this is not happening nowadays. There were regular quarrel between me and my own daughter because of increasing demand and my no income, which is totally resolved today”* she expressed.

Ms. Khatun is engaged in vegetable farming in 2 katta (700msq) of land this year in which she has planted potato, cauliflower, chilly, garlic with high ambition to earn around NRs. 20,000 this year. Her own community people have started to put as a model woman of her society stepping towards self dependency and self employment.

The post SAMVAD assessment report also found that adolescent girls are aware about health and sanitation, personal hygiene, human trafficking, problem analysis, saving and credit, caste-based discrimination and un-touchability. Adolescent girls have been sharing their learning of

SCs with family and friends. For example, most of the adolescent girls do not practice of caste based discrimination in the group and they also convinced to their family for not following these bad customs and traditions. Likewise, they started to be cleaned and tidy themselves and maintained cleanness in the house where their parents have been providing the full support and cooperation.

Adolescent girls involved in SCs have conducted street dramas against human trafficking. Similarly awareness raising campaigns against caste based discrimination; child marriage and dowry system have been conducted at village level. Moreover, adolescent girls of SCs are also involved in community awareness activities in issues related to sanitation, personal hygiene, school enrolment, waste disposal, health service utilization (especially maternal and child health), etc.

Many of the adolescent girls have built their confidence to present and introduce themselves more easily in front of new people. They are less hesitant to discuss on social and concurrent issues. Most of the girls attending SAMVAD Centre now demonstrate improved sanitation and personal hygiene and try to solve their problem themselves.

### ***3.1.4 Strengthening basic education, formal and non formal***

SF has been supporting both hardware and software aspects to bring lasting impact on poor children's educational attainment. SF and its partner organization are supporting advocacy and community participation for making the parents as well as other stakeholders responsible for quality education. The programme is working with PTAs and SMCs to build necessary mechanisms to ensure quality education.

- 559 children have received the education material support for school re-enrollment. 14 schools have received different supports for the project.
- 181 non formal learning centers (called SAMVAD Kendras) organized focusing to school dropout children and adolescent girls.
- 153 children from marginalized/under-privilege families receive the scholarship and other material supports. However, the achievement is quite low due to budget downsizing
- The enrolment of children from marginalized families increased by 76% from the baseline data.

- 49 teachers and members of management committee are trained on the skills and knowledge as needed for the quality education to the targeted children.
- 29 schools are supported for infrastructure, repair and maintenance for accessing to targeted children for quality education.
- Different school enrolment campaigns in the project area have been launched. As a result, a number of out of school children of primary school age enrolled into school. By the end of December 2012, 781 out-of-schools primary school age children and children with low performance at school – have been participating in the Community Managed Coaching Classes (CMCC). More than 70% students participating in CMCC have been regularly going to school and it has contributed for the retention of children in school.
- Children from marginalized families are supported for school enrolment through education campaign at local level during school entry period (April-May). The programme is collaborating different child clubs to create a non-formal learning center to facilitate the learning platform for drop out, non-school going, school going and other children. Orientation on various issues expressed by clubs members and arrangement of relevant books & coaching classes for the members who are non-school going and dropped out are being taught and in the process to enable them to be creative in their society. These classes conducted by facilitator are mainly focusing on child friendly education, child rights, discrimination, violence, etc. to encourage children to attend school regularly.

## 3.2 Project management

### 3.2.1 Project documents

The evaluation team reviewed the project planning and implementation documents. The detail list of documents is given in table 4.

**Table 4. Available project documents for implementation**

Type of document	Name of documents	Availability
Planning documents	Project agreement with SWC	Yes
	Strategic plan/ Master plan	Yes
	Project agreement with partners	Yes
	Detailed Implementation Plan (Action plan, annual operational plan)	Yes
	Log frame (planning) matrix	Yes
	Separate monitoring and evaluation plan	Yes
	Separate Exit plan	No
Project reports	Situation analysis report/ Baseline survey report	Yes
	Partner NGOs reports	Yes
	Quarterly and annual reports	Yes
	Guideline and manual	
Training and BCC materials	Training manuals	Yes
	Advocacy kit (BCC materials specific to the project)	Yes
	Participant handbook and facilitator guideline for trainer	Yes
Financial records	Disaggregated budget	Yes
	Audit reports	Yes
	Maintenance of financial records	Yes

The project documents contain a considerable amount of information in clear and concise manner. The log frame contains four expected outcomes: Community empowerment for sustainable civil societies; Provision of holistic pro-poor financial and non financial services; Empowering adolescents on their rights and Strengthening basic education, formal and non formal. The log frame also consisted different activities specific to each of the expected outcomes. The activities identified were relevant with regard to the expected outcomes of the

project. The way they are formulated and the levels of achievement they represent are consistent with the expected outcomes. The project documents and log frame include quantitative targets of each of the activities; however, there were some inconsistencies about the specific targets planned for accomplishment which made confusion while analyzing the mid-term achievement of the project.

### **3.2.2 Project management and implementation process/Methodology**

SF has developed a master plan for Nepal and the project activities are conducted as per the master plan. The project has been designed in such a way that the local level partner organizations have the key role in all aspects of the programme management. Details of partners programme and its working districts presented in table 5.

**Table 5. Partner organization and related programme of SF**

<b>S.N</b>	<b>Partners</b>	<b>Programme</b>	<b>Working Districts</b>
1	Nepal National Dalit Social Welfare Organisation (NNDSWO)	Enabling People for Secure and Dignified Life (EPSDL)	Rautahat
2	Rural Reconstruction Nepal (RRN)	Rural Community Empowerment through Strengthening of Social and Economic Landscape (SANKALPA)	Makawanpur
3	Agro forestry, Basic Health and Cooperative (ABC Nepal)	Empowerment of adolescent girls and their families, built their confidence and make them self reliant (SABAL)	Rupandehi
4	Karnali Integrated Rural Development and Research Centre (KIRDARC)	Supporting Adolescents for Better Access to Livelihoods (SABAL)	Surkhet

SF has setup country office for Nepal in Kathmandu where there is provision of a Country Coordinator, a Senior Programme Officer and Finance and Admin Officer to ensure close monitoring of the project activities.

The project has established project advisory committees at central and district level. To coordinate, manage and facilitate the SF Nepal has formed a Central Project Advisory



Committee (CPAC) in central level which is chaired by Secretary of Ministry of Women, Child and Social welfare and comprises following portfolios:

Co-Chairperson	: Member Secretary of SWC
Co-Chairperson	: Country Coordinator, Stromme Foundation
Member	: Under Secretary of MoWC& SC
Member	: Under Secretary of MoLD (Planning division)
Member	: Under Secretary of MoE (Planning division)
Member	: Representative of NPC

The CPAC meets to review progress, lesson learning, further planning and improvement of the project with policy feedback and replication of the best practices. Before the meeting, a pilot field visit is organized to acquaint with field reality. The main aim of the CPAC was to provide necessary advice, strategic guidelines and support for effective implementation of the project.

Similarly, in district level, a District Project Advisory Committee (DPAC) is formed and mobilized to have smooth and coordinated implementation of the project in the district. The DPAC consists of following portfolios:

Chairperson	: DDC Chairperson
Member	: Representative of District Administration Office
Member	: Planning, Monitoring Officer of DDC
Member	: District Education Officer, DEO
Member	: Women and Child Development Officer, WCDO
Member	: Sr. Agri. Development Officer, DADO
Member	: Chief of DLSO
Member	: Chief of CSIDB District Office
Member	: Representative of NGO Federation district chapter
Member	: Project Coordinator, Partner Organization of SF-Nepal

The DPAC meets to review progress, lesson learning, further planning and improvement of the project with policy feedback and replication of the best practices. Before the each meeting, a pilot field visit is organized to acquaint with field reality. The main objective of the DPAC is to provide necessary advice and support to implement the project and to assess the progress as per agreed targets stipulated in the Project Agreement.

However, the evaluation team feels that C/DPAC is not effectively utilized for good coordination, collaboration and synergy development among the stakeholders at district level. There are no regular meetings of these advisory committees.

### ***3.2.3 Monitoring and evaluation of the project***

The monitoring and evaluation plan was designed around the project log frame matrix that tracks the progress of project inputs, outputs, anticipated outcomes, and expected impacts. SF has conducted a baseline survey in 2011. Both quantitative and qualitative information were collected in the baseline survey to assess levels of household practices, use of services, and other project relevant information. The baseline data has provided a picture of the situation of the intervention area prior to the project implementation.

SF has also emphasized a regular reporting system from the implementing organizations. Monthly and quarterly reports are submitted by the partner organization, which are the main source of information for monitoring progress. The project documents also made provision of mid-term and final evaluation of the project.

Similarly, the Project Advisory Committees at both central and district level facilitated the monitoring of the project's achievements and providing advice for implementation.

SF has given priority to the monitoring and has developed an internal monitoring system. SF provides a common understanding among programme staff and partner organisations on programme monitoring, evaluation and reporting mechanism. It documents the approaches and methodologies adapted by SF in this regard and further explain the scope of programme monitoring, data collection methods, tools and data analysis process along with reporting as well as the feedback system and the defined responsibilities in the processes.

Results-based monitoring (RBM), the core approach adopted by SF is collection, analysis, documentation and dissemination of information on the results of a project or programme that can be used for further steering. Results are the object of continuous examination, also as this applies to outputs, activities, financing and risks. Results-based monitoring does more than examine the outcome (direct results) or indirect results that have been achieved as the objective of the project.

Effective Result based management (RBM) has been well integrated in the M&E process. All the partner staffs are oriented about the project log frame, M&E plan and formats required to capture

the information including the result based management (RBM). Training will be provided to the all partners' project staffs.

The self and participatory monitoring systems has also been started to capture the results to build capacity of all project stakeholders to reflect, analyze, propose solutions and take action. Eventually it contributes to improve the quality of the programme. The tools will be tailored from a mixture of different PRA/PLA tools together with mood meters that helps in participatory monitoring. It will facilitate to analyze the gravity of the issue and for detail discussion and plan actions accordingly.

Programme Quality Assurance Core Team (PQACT) consisting of the M&E focal points of the partners is planned to set up in 2014. The PQACT will form a group of trainers/resource persons to support the varying needs of the different projects, ensuring the quality of the programme. It will provide a platform for partner organization to discuss, exchange resources and expertise, as well as share information, methodologies and tools and improve the quality assurance system in order to achieve a long term sustainable impact of SF promoted activities.

#### ***3.2.4 Coordination and linkages***

Stromme Foundation has given higher priority and significant efforts to establish good linkage and relation with likeminded organization and local authorities towards developing collaboration and cooperation for synergy building and sustainability of the programme. SF is coordinating all the concerned stakeholders at central and district level. SF has worked closely with district level line agencies. DDCs in the project districts were consulted to select the project VDCs in the district. The project has made close collaboration with DADO, DLSO, District Police Office, District Education Office, District Bar Association and other district level nongovernmental organizations. Close coordination was also made with Village Development Committees and municipalities in the project areas. DPAC meetings at the district level are held but not in interval of six months as per project document, however practice of joint field visits prior to DPAC meetings has helped to strengthen the coordination authorities and project.

The status of achievement on collaboration and cooperation with both like minded organizations and authorities can be summarized in the following table.

**Table 6. Collaboration with different stakeholders**

<b>Name of organization</b>	<b>Collaboration</b>	<b>District/ Place</b>
District Police Office, Women Cell	Anti-trafficking (Registration, inquiry and legal process), Awareness Raising and Safe Migration	Rupandehi
District Agriculture Development Office and District Livestock Service Office	To provide technical resource person with some available inputs and providing legal identity to SHGs.	All 4 districts
Women and Children Development Office (GoN)	Anti-trafficking and Safe Migration	Bhairahawa, Rupandehi
District Education office	Support for adult literacy classes.	Rupandehi
Village Development Committee (VDCs)	VDCs as a local government body and resource organization, a good relation and linkages has been established by SF NP through its implementing partner NGOs. VDCs have started to provide legal identity to the SHGs and SCs as requested from partners.	All 4 districts
KI Nepal, Sana Haatharu, Maiti Nepal, Serve Nepal local NGOs	Women Empowerment, Awareness Raising on Social Issues (Dowry system, Child Marriage, Trafficking, Domestic Violence, etc)	Butwal and Bhairahawa
District Bar Association	Legal advices to adolescent girls and parents about birth registration, legal age marriage, marriage certificate, abortion, divorce, etc	SCs of Bagaha and Basantpur VDC of Rupandehi
CELLERD, SAKTI Samuha. Community Development Organization	In order to provide complimentary support to each other while working in the same issues.	Rautahat
Human Rights Protection and Antihuman Trafficking Network, Makawanpur and	Campaign/Rally/meetings on various social issues like anti - human trafficking, human rights, condom day, anti-human violence etc.	Hetauda Municipality, Manahari VDC
Grahmin Mahila Sewa Centre	Cultural Show (Drama) on the occasion of 16 days campaign on anti- women violence	Hetauda, Makawanpur
Alliance Against Trafficking in Women and Children in Nepal (AATWIN)	Lobby  Advocacy for the law enforcement, amendment , law making and to ratify the UN protocol of international organized crime against the human trafficking	Central level and regional level.

(Source: SF Nepal Annual Result Report 2012)

### **3.3 Financial analysis**

#### **i. Assess the efficiency of the projects/cost effectiveness**

- The permitted Administrative and Overhead cost as per the contract with SWC is 16%. The actual percentage of expenditure under the same head for the first year, second year and third year is 29%, 31% and 34% respectively. The overall release up to 3 year end is 32% of the total release.
- Identification of areas of cost reduction  
One area of cost reduction may be clustering of the coverage area of activity. Then, travel cost, monitoring cost etc. cost can be reduced also the programs and activity can be carried out in more intense manner.  
Also in many sites there has been a duplication of funding by various INGO's. This can be addressed by coordination with other INGO's.

#### **ii. Check the compliance with general agreements/project agreements**

- As per the agreement with SWC, the budget to be released in the first three years in various years and the actual release figures are as follows:

Table 7A: Budget VS Actual figures (year wise and in total)

Budget VS Actual figures (year wise and in total) (NRs. 000)																			
SN	Particulars	Budget 2011 NPR	Actual 2011 NPR	Variation	% variation	Budget 2012 NPR	Actual 2012	Variation	% variation	Budget 2013 NPR	Actual 2013	Variation	% variation	Total Amount in NRs	Total Amount in NRs	Budget 2011-2013	Actual 2011-2013	2011-13 Variation	2011-13 % variation
<b>A.</b>	<b>Administrative and Overhead cost</b>	<b>2,755</b>	<b>4,770</b>	<b>2,015</b>	<b>73%</b>	<b>3,649</b>	<b>13,421</b>	<b>9,772</b>	<b>268%</b>	<b>4,110</b>	<b>10,728</b>	<b>6,618</b>	<b>161%</b>	<b>19,929</b>	<b>28,919</b>	<b>10,514</b>	<b>28,919</b>	<b>18,405</b>	<b>175%</b>
1	Personnel cost	1,765	2,509	744	42%	2,925	4,425	1,500	51%	3,406	4,652	1,245	37%	16,074	11,587	8,096	11,587	3,490	43%
2	Office running cost	400	732	332	83%	344	4,396	4,052	1178%	323	2,488	2,165	670%	1,745	7,616	1,067	7,616	6,549	614%
3	Travel cost	240	786	545	227%	240	2,837	2,597	1082%	240	2,242	2,001	834%	1,200	5,864	720	5,864	5,144	714%
4	Other cost	350	742	392	112%	140	1,763	1,623	1159%	140	1,346	1,206	862%	910	3,852	630	3,852	3,222	511%
<b>B</b>	<b>Programme Cost</b>	<b>14,776</b>	<b>11,727</b>	<b>-3,049</b>	<b>-21%</b>	<b>22,589</b>	<b>29,937</b>	<b>7,348</b>	<b>33%</b>	<b>23,456</b>	<b>20,845</b>	<b>-2,611</b>	<b>-11%</b>	<b>101,609</b>	<b>62,509</b>	<b>60,821</b>	<b>62,509</b>	<b>1,688</b>	<b>3%</b>
1	District and partner wise																		
	Surkhet (KIRDAC)	4,439	2,314	-2,124	-48%	4,968	7,382	2,414	49%	4,965	1,085	-3,880	-78%	21,288	10,782	14,371	10,782	-3,590	-25%
	Makawanpur (RRN)	4,300	2,858	-1,442	-34%	4,980	6,719	1,739	35%	4,980	5,161	181	4%	23,940	14,738	14,260	14,738	478	3%
	Rupandehi (ABC Nepal)	1,466	1,266	-200	-14%	2,297	6,309	4,012	175%	2,102	5,869	3,767	179%	9,784	13,444	5,864	13,444	7,580	129%
	Rautahat (NNSWOD)	3,272	2,996	-276	-8%	4,940	7,752	2,812	57%	4,950	7,243	2,293	46%	22,352	17,991	13,162	17,991	4,829	37%
	New district and partner					5,005		-5,005		5,005		-5,005		20,020		10,010		-10,010	-100%
2	NGO capacity building training	400	1,537	1,137	284%	399	1,774	1,375	345%	385	959	574	149%	1,184	4,271	1,184	4,271	3,087	261%
3	Baseline study	900	756	-144	-16%									900	756	900	756	-144	-16%
4	Midterm evaluation									1,000	449	-551		1,000	449	1,000	449	-551	-55%
5	Final evaluation													994					
6	Topical studies and assessment									70	80	10		147	80	70	80	10	14%
<b>C</b>	<b>Total(A+B):</b>	<b>17,531</b>	<b>16,497</b>	<b>-1,035</b>	<b>-6%</b>	<b>26,238</b>	<b>43,358</b>	<b>17,121</b>	<b>65%</b>	<b>27,566</b>	<b>31,573</b>	<b>4,007</b>	<b>15%</b>	<b>121,538</b>	<b>91,428</b>	<b>71,335</b>	<b>91,428</b>	<b>20,093</b>	<b>28%</b>
	Year wise total in NRs	2,755																	

**Table 8B: Agreed Vs actual released budget**

<b>Year</b>	<b>Budget As per SWC agreement NPR</b>	<b>Actual Release NPR</b>	<b>Variance NPR</b>
1st year	17,531,342.00	16,496,543.00	1,034,799.00
2nd Year	26,237,710.00	43,358,447.00	-17,120,737.00
3rd Year	27,565,760.00	31,572,985.23	-4,007,225.23
<b>Total</b>	<b>71,334,812.00</b>	<b>91,427,975.23</b>	<b>-20,093,163.23</b>

**Table 9C: Summary of variance in Budgeted and Actual figures**

Total Amount of expenditure upto 2013 (Rs.)	91,427,975.23
Total Amount of Budget of the project (Rs.)	121,538,038.00
% of Expenditure in 3 years	75.23%
Total Expenditure up to 2013 (Rs.)	91,427,975.23
Total Budget up to 2013 (Rs.)	71,334,812.00
Excess expenditure upto 2013 (Rs.)	(20,093,163.23)
% of excess expenditure up to 2013	128.17%

As per the above tables, variances in the amount of funds released for each year and also in totality can be observed. Over a period of three years, the actual release is about 74 % of the total budget of the project. The total expenditure over the three years is about 128% of the budget amount for the same period. Also, there are variances in some line items in each year and in totality. The approval for these overruns has not been taken from the SWC.

- The project agreement with SWC is for a period of 5 years, but agreement with PNGO's has been done for 3 years only. So, the duration clause in agreement with PNGO's should be synchronized with the duration clause in agreement with SWC.

### **iii. Compliance with Tax laws**

- The PAN no of the foundation is 305080947
- As per our sample observation, the foundation has complied with Income Tax Act, 2058 for deduction and deposition of tax at source.
- It has also filed returns of tax on regular basis.

F.Y. 2069/070: Submitted on 2070/6/22

F.Y. 2068/069: Submitted on 2069/7/2

F.Y. 2067/068: Submitted on 2068/9/30

### **iv. Fixed Assets**

Maintenance of fixed assets records, their verification and utilization have been carried out as per the prescribed norms except in the following instances:

- Coding of assets was not done in ABC Nepal. Also, a formal handover of the assets was not done during the change of person in charge.
- The assets list at RRN Makawanpur has not been updated and physical verification report not duly signed by authorized personnel.

Except for these issues the control over the fixed assets are good.

### **v. Evaluation of the internal control system**

SF Nepal has formulated 1. HR policy, 2. Audit guideline, 3. Child protection policy, 4. Code of conduct for both SF and partner staffs, 5. Financial procedure manual, 6. Accounting policy for partners and other programme related policies and guidelines for the functioning of the day to day operation of the foundation. Some lapses in internal control system are as follows:

- The finance controller at ABC Nepal is also in custodian of pretty cash, which is a sign of weak internal control relating to segregation of duty.
- Internal Audit of SF- Nepal has not been carried out in 2011 & 2012. However, as per the representation of the management, the internal audit for the year 2013 was started in December 2013.
- Regular cash verification reports were not found at PNGOs' offices.
- Backup of accounting data and information is not done in weekly basis at PNGO's site.



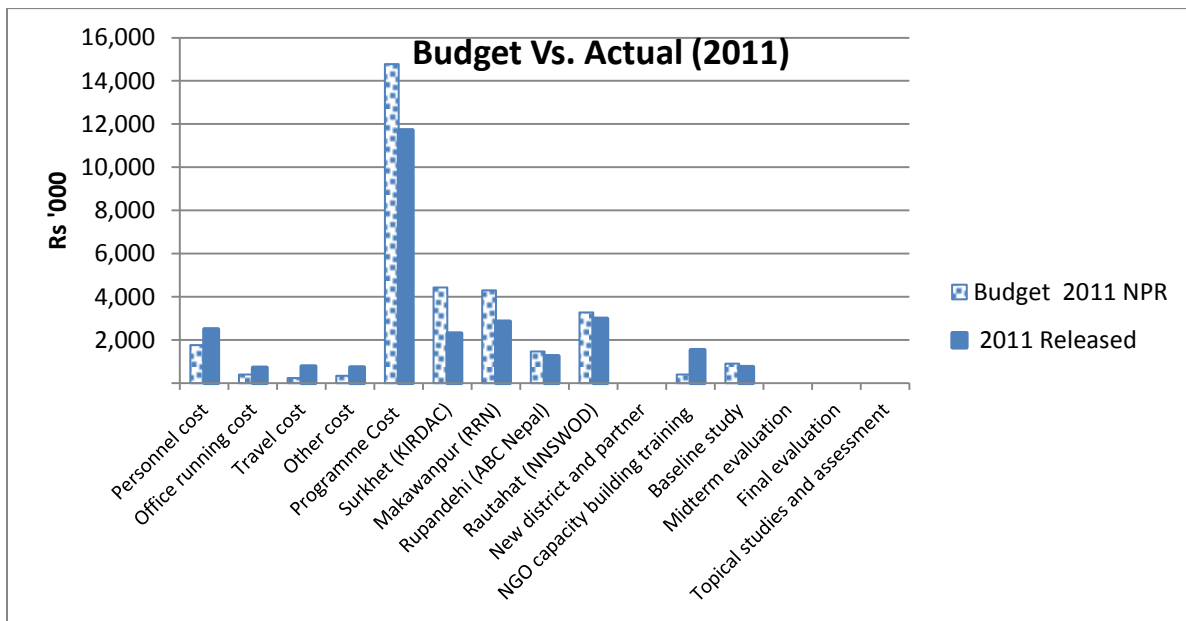
**vi. Financial reporting framework**

SF Nepal prepares Annual Financial Summary Statement following the cash basis of accounting, which is audited by an independent external auditor. The statement so prepared does not contain notes to policies and notes to accounts.

Periodic Audit reports are as follows;

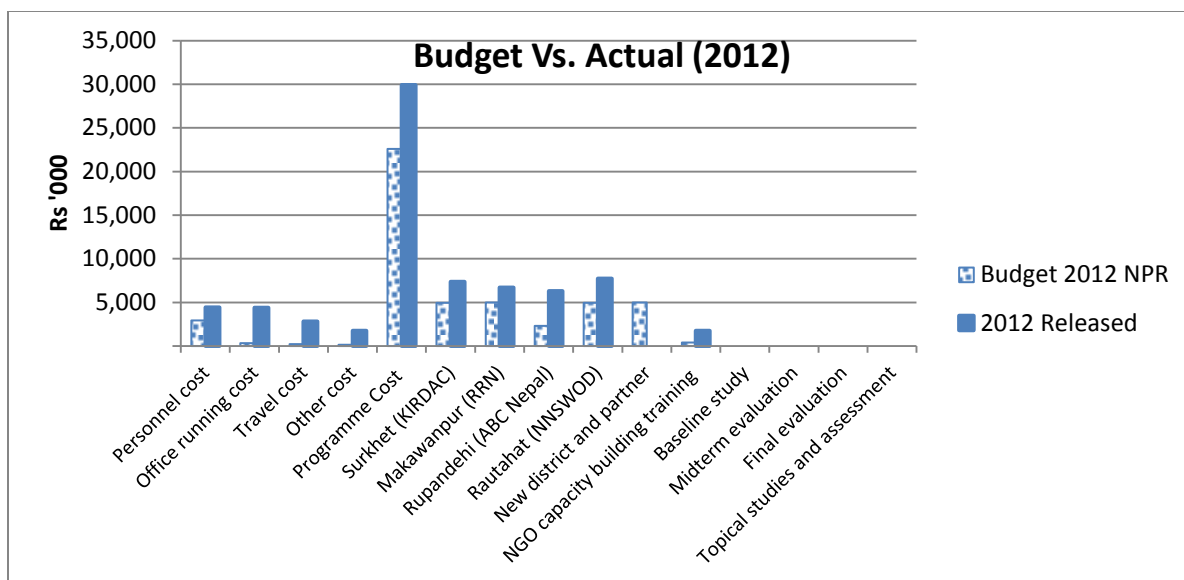
- Tax (Statuary) audit 2011: 12<sup>th</sup> Jan 2012
- Annual Audit 2011: 29<sup>th</sup> Feb 2012
- Tax (Statuary) audit 2012: 12<sup>th</sup> Oct 2012
- Annual Audit 2012: 14<sup>th</sup> Mar 2013
- Tax (Statuary) audit 2013: 19<sup>th</sup> Aug 2013
- Internal Audit report 2013: 15<sup>th</sup> Dec 2013
- Annual Audit 2013: ongoing till the date of submission of this report

a) Year 2011



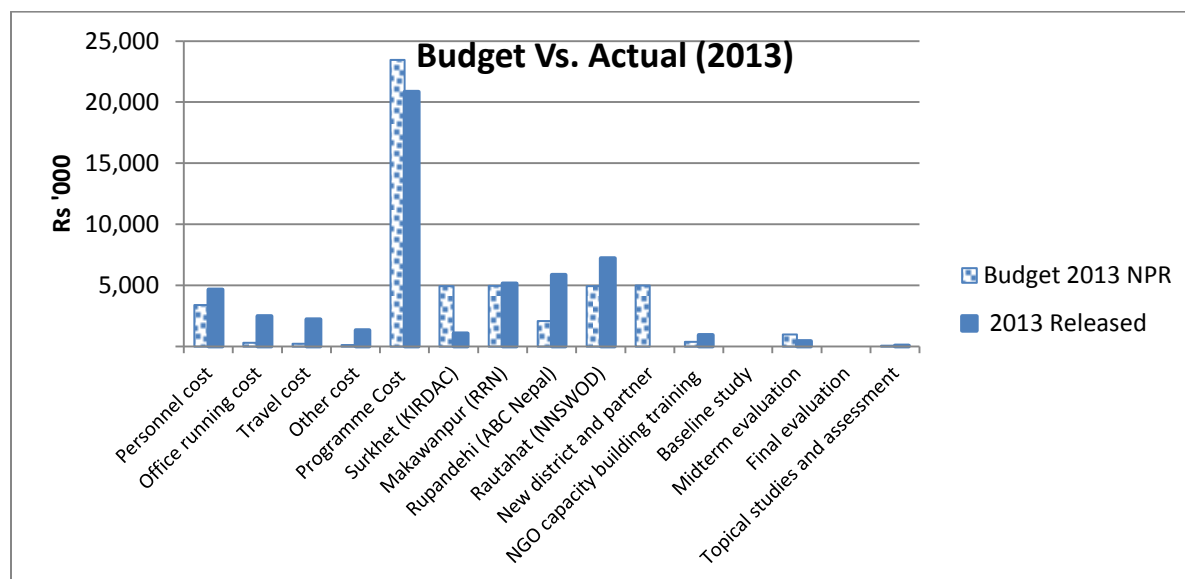
In the year 2011, actual expenses exceeded budgets in personnel cost, office running costs, travel costs other cost and NGO Capacity building training heads.

b) Year 2012



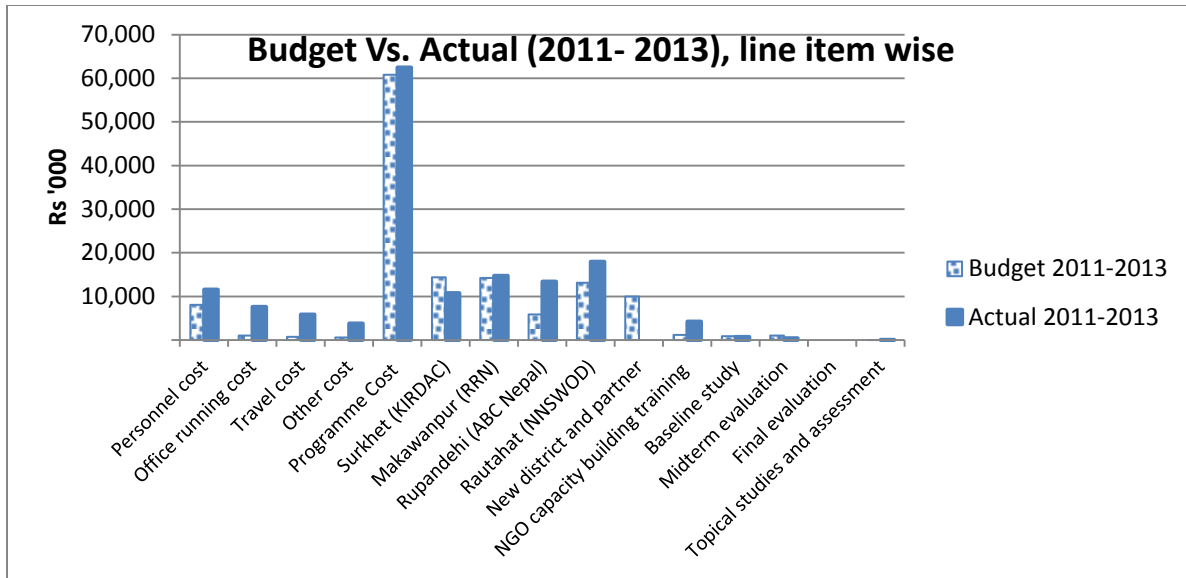
In the Year 2012, the expenses exceeded the budgets in most of the line items.

c) Year 2013



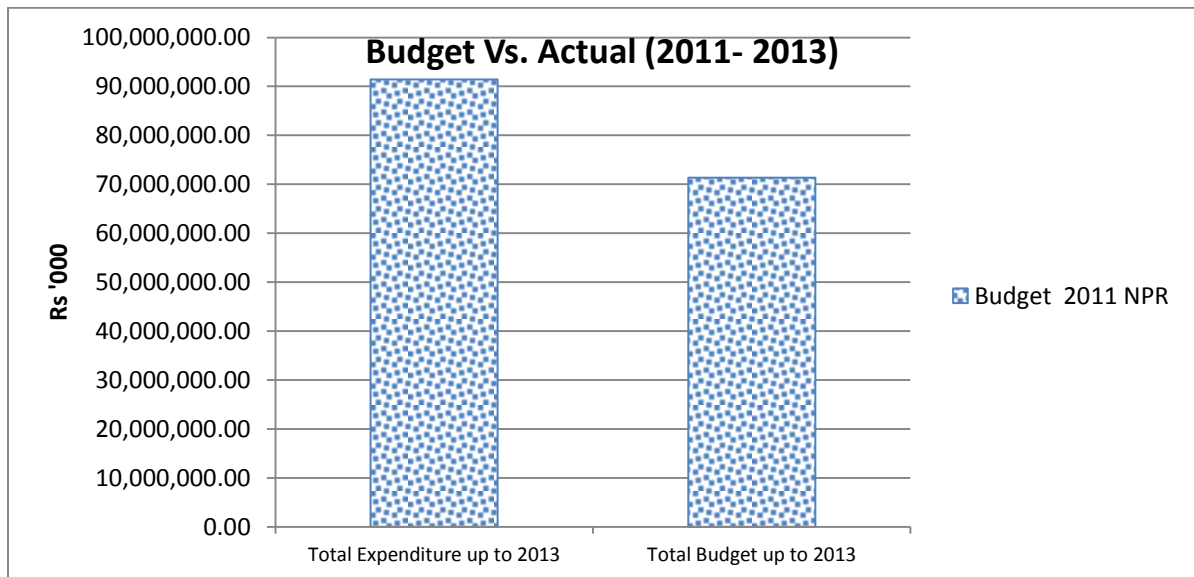
In Year 2013, expenses exceeded budgets in personnel cost, office running costs travel costs, other cost Rupandehi ABC Nepal , Rautahat NNDSWO and NGO capacity building costs line items.

d) Totality (2011- 2013), line item wise



Up to the end of 2013, actual cost exceeded the budgets in all line items except Surkhet (KIRDAC) and Makawanpur (RRN).

e) Totality (2011- 2013)



It can be seen that the total expenditure (Rs. 91,427,975.23) over the period of 2011 – 2013 has exceeded the budget amount (Rs. 71,334,812) by Rs. 20,093,163.23, which is 28% of the budgeted amount for the same period.

## **Section IV: Analysis and recommendation**

This section elaborates the major findings of the evaluation based on different criteria set for the evaluation. Findings are judged on the basis of relevance, effectiveness, efficiency and sustainability.

### **4.1 Relevance**

The women and children, adolescents, particularly the poorest, the peasants, landless, Dalits, Janajatis and those who are socially excluded disadvantaged and vulnerable groups are the primary target group of this program. Dalits (untouchables) and women that need social and economic empowerment, children who have the potentials but lacked opportunities to go to formal schools for education, the local informal groups, SHGs and NGOs that lack organizational and other management capabilities to operate and manage their organizations and activities were the specific target groups whose positive changes are intended in the project. The communities were selected on the basis of extreme poverty situation, lack of services and remoteness, lack of access to information and education, and people affected due to conflict.

All thematic areas are equally relevant in the present context of Nepal and in the line of GoN's three years interim plan and priority. Empowering adolescents/ youths on their right, community empowerment for democratization, provision of holistic pro-poor financial and non financial services, strengthening basic education were the key themes of the project and these themes are highly relevant to improve the socioeconomic status and livelihood of people. Furthermore, the activities and approaches taken are also relevant with the overall objective of SF Nepal and its partner organizations.

### **4.2 Effectiveness**

The project is effective in terms of achieving the objectives till the mid-term. The holistic and integrated programmes adopting "family as a unit" approach is highly effective. The approach incorporates four major strategic interventions in the programme: Community empowerment for democratization, provision of holistic pro-poor financial and non-financial services, empowering adolescents on their rights and strengthening basic formal and non formal education. Visible results in all of the interventions have been made till the mid-term of the project.

The following table shows the target versus achievement of the project till the mid-term.

**Table 10. Planned Vs achieved activities of the project till mid-term**

SN	Project Outputs	Target (2011-15)	Mid term Total Target	Total Achievement (as of Nov 2013)	Midterm achievement %	Achievement in total %
<b>1</b>	<b>Community empowerment for democratization</b>					
1.1	Strengthened and capacitated to operate as independent community/ civic institutions to address their development needs.	425	168	168	100.0	39.5
1.2	SAGs are involved in advocacy for development and social issues	302	114.8	116	101.0	38.4
1.3	SAGs involved in local resource mobilization for local development	240	84.6	49	57.9	20.4
1.4	SAGs have strong internal governance system (eg. meeting, transparency, accountability, participation, ...)	378	130.2	121	92.9	32.0
1.5	SAGs have better linkages/coordination with govt line agencies and stakeholders	265	92.4	105	113.6	39.6
<b>2</b>	<b>Provision of holistic pro-poor financial and non financial services</b>					
2.1	participants/adolescents improved knowledge and skills on farm and off-farm trades	5000	3737	3181	85.1	63.6
2.2	families/adolescent girls engaged in income generation activities/ micro-enterprises	3528	2052	1864	90.8	52.8
2.3	families/adolescent girls increased annual income at least by 60 %	3528	1823	405	22.2	11.5
2.4	families/adolescent girls involved in saving/credit activities	5000	4868	4721	97.0	94.4
2.5	families/adolescent girls benefitted from financial institutions	2500	1699	375	22.1	15.0
<b>3</b>	<b>Empowering adolescents on their rights</b>					

3.1	adolescent girls and parents are aware on trafficking and other forms of violence	5000	4780	5230	109.4	104.6
3.2	adolescent girls and parents actively engaged as watchdog against trafficking in the community	4500	4555	4123.3	90.5	91.6
3.3	trafficking and domestic violence related cases registered in local government authority	1900	477.5	45	9.4	2.4
3.4	interest groups involved in anti-trafficking and other social issues in the community	410	148	181	122.3	44.1
3.5	Cases related to anti-trafficking and social issues successfully solved by interest groups	120	70	28	40.0	23.3
3.6	Intensity of trafficking and related social issues reduced by 75 %		77	81	105.9	
3.7	adult participants have basic reading, writing and arithmetic skills (adult literacy)	720	1000	950	95.0	131.9
4	<b>Strengthening basic education, formal and non formal</b>					
4.1	80 % increase in enrolment of children from marginalized/under-privileged to the quality of education		82	86	104.4	
4.2	80 % reduction in school drop out of children from marginalized/under-privileged families		82	86	105.9	
4.3	75 % of drop out children including adolescent girls re-integrated in the school		176	176	99.8	
4.4	3150 adolescent girls involved in non-formal education / learning center	3150	1800	2149	119.4	68.2

#### 4.3 Efficiency

The quantitative cost-effective analysis of the project was beyond the scope of this evaluation study. However, it was found that the project has accomplished the outputs in low investment of financial and human resources. Around 84% of the total budget was allocated for program cost.

The project has been making sincere and regular attempts of cost control wherever possible to keep the actual cost of the project as low as possible to derive best value for money.

#### **4.4 Sustainability**

The approaches initiated by SF project such as lease hold farming, SAMVAD center, school support, etc. are appreciated by district level stakeholders. Sectoral groups developed by the project are registered with relevant government sectoral organization and the groups are getting services such as training, seeds, financial support etc. which is one of the strong evidence of project sustainability. The project has contributed to build local capacity of community, school and different CBOs (e.g. by providing training, material support, etc.), hence it is likely to exercise the skills by the community even after the project. However, the project do not have specific exit plan for fostering sustainability of the activities. SAMVAD, which is one year informal educational programme, was quite effective, but it is not clearly mentioned in the project document about the existence and run of the program after one year.

#### **4.5 SF Lessons learned**

- Proper and concrete social mobilization is must to engage, empower and liberate the hard core poor and vulnerable families. But, the present staffs' capability towards the social mobilization are not adequate. Thus, programme has realized that the capacity building process need to be strengthened.
- In year 2012, participatory monitoring and evaluation system was introduce in the SAMVAD Center, because of that practice they started to monitor and evaluate their own performance e.g. regularity in SAMVAD center as a result, there has been significant improvement in the attendance and active participation from adolescents. This process has to be strengthened.
- Few animators have dropped out from their assigned task during operation of SAMVAD Centers due to unavoidable circumstances. To address this issue, partners have started to train some spare animators in training of Animators (ToA). This has developed good backup system in the programme.

- Program has initiated developing development plans of SAMVAD Center, SHG and family. And Interlink among those development plans for a quality social mobilization and community empowerment is best way for planning process a head.
- Animators' monthly meeting and reflecting their work found very progressive and fruitful. This should be continued. Similarly, joint meeting with parents and adolescents on monthly basis is found very effective to share individual's learning and interacting with their parents.
- Periodic SAMVAD assessment is necessary to measure the program progress, achievements, challenges, lesson learnt and way forward.
- There should meaningful coordination and collaboration between Self Help Groups, SAMVAD Support Team and SAMVAD Centers to link development plans and to implement their commitment plan effectively and achieve the expected results on time.

#### **4.6 Recommendation**

Based on the findings and analysis of the mid-term evaluation study, the evaluation team came up with the following recommendations:

##### **Technical**

- The project cycle between SF and prater organization is different. The project is at the mid-term but the agreement made by partner organizations ends at December 2013. The role of partner organizations after December 2013 and the continuation of activities carried out by partner organization needs to be clarified. As there are clear evidences of the effectiveness of the project activities, the support from SF needs to be continued till the local communities develop to implement the activities themselves.
- SF has informed the evaluation team that SF is now planning to implement a five years programme under Strategic Plan (2014-2018) as the continuation and expansion of the existing programme in existing 4 districts and in 3 new districts (where SAMVAD programme is implementing from 2013 through the same partners and additional local (district based) NGOs. The new 3 districts are Bara, Nawalparasi and Kapilvastu districts (adjoining districts of Rautahat, Makawanpur and Rupandehi). SF and SWC should discuss and make consent either on amendment of existing PA or new PA for this timely.



- The evaluation team felt the need of clear and specific exit plan of the project. Project support to the communities still requires but the project seems ending at the mid level. The local groups developed by the project (e.g. saving credit, SAMVAD center) should still be focused to develop their managerial skill. Minimum institutional development part should be focused before exit.
- The project needs to improve coordination with other I/NGOs working in similar area in the project districts.
- The project has central and district level advisory committee. But there were no regular meetings of these PACs. More intensified meeting of D/CPAC should be made to guide the project both at central and district level.

### **Financial**

- There are large fluctuations in actual figures from the agreed budget. Over a period of three year, the actual release is more than the budgeted amount. In addition, there are variances in some line items, the approval of which has not been taken from the SWC. The evaluation team recommends getting timely approval from SWC for such variations in the budget.
- Since, about 74.8 % of the total budget has been spent in the span in 3 years only, it is advised to either bring additional funds for smooth operation of the project or revise the budget of the project based on balance funds.

### **4.7 Conclusion**

The project has mostly addressed the outcome in the project agreement and it has done a phenomenal amount of work. The extent and quality of work accomplished at midpoint in the project is largely satisfactory. The effectiveness of pilot activities and its replication or scale up is still to be assessed and the real impact on service utilization and sustaining of these kinds of initiation should be further explored.

## Annex

### Annex I. Master Log frame for Stromme Foundation's Programme in Nepal (2011-2015)

Hierarchy of Objectives	Intervention Logic (Narrative Summary)	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Risk & Assumption
<b>Overall Objectives (Goal)</b>	<b>More secure and sustainable rural livelihoods for the poor, excluded and disadvantaged in selected districts in Nepal.</b>	By end of 2015, 8400 economically and socially excluded families enjoyed improved social and economic status through active participation in civil society collective efforts in the selected VDCs in Surkhet, Rupandehi, Makawanpur and Rautahat districts	<ul style="list-style-type: none"> <li>* Baseline study</li> <li>* Training reports</li> <li>* Mid-term and final evaluations</li> <li>* Case studies</li> </ul>	Peace process leads to sustainable peace and political stability
<b>Specific Objectives</b>	<b>Objective 1: By end of 2015, 425 SAGs are strengthened and capacitated to operate as independent community/ civic institutions to address their development needs</b>	425 SAGs are able to identify their social and local development needs	SAG's meeting minutes Progress report Annual report of VDC/DDC Mid-term and final evaluation report	* Acceptable program modality to the community * No political conflict among SAG members * Local govt authorities support to SAGs
302 SAGs are involved in advocacy for development and social issues				
240 SAGs involved in local resource mobilization for local development				
378 SAGs have strong internal governance system (eg. meeting, transparency, accountability, participation, ... )				
265 SAGs have better linkages/coordination with govt line agencies and stakeholders				
<b>Objective 2: By end of 2015, 8,400 families will have increased access to improved livelihoods through financial and non financial services</b>	5000 participants/adolescents improved knowledge and skills on farm and off-farm trades	<ul style="list-style-type: none"> <li>* Progress report and monitoring reports</li> <li>* Training reports</li> <li>* Mid-term and terminal evaluations</li> <li>* Case studies</li> <li>* Periodic program review</li> </ul>	* Financial institutions/support s available nearby * Willingness of families/adolescent girls to participate in this program/ income generation activities	
	3528 families/adolescent girls engaged in income generation activities/ micro-enterprises			
	3528 families/adolescent girls increased annual income at least by 60 %			
	5000 families/adolescent girls involved in saving/credit activities			

		2500 families/adolescent girls benefitted from financial institutions		
	<b>Objective 3: By end of 2015, at least 5,450 adolescent girls and parents are empowered against women trafficking and other social issues</b>	5000 adolescent girls and parents are aware on trafficking and other forms of violence	* Progress reports, monitoring reports * Records of Police, District Administration Office and District Court * Periodic program review * Community visits/discussion	* Police and concerned government line agencies supports this initiative * Less political interference
		4500 adolescent girls and parents actively engaged as watchdog against trafficking in the community		
		1900 trafficking and domestic violence related cases registered in local government authority		
		410 interest groups involved in anti-trafficking and other social issues in the community		
		At least 120 cases related to anti-trafficking and social issues successfully solved by interest groups		
		Intensity of trafficking and related social issues reduced by 75 %		
		720 adult participants have basic reading, writing and arithmetic skills (adult literacy)		
	<b>Objective 4: By end of 2015, at least 3,650 children from 8,400 families will have increased access to quality education and other services as a result of organized community mechanisms and authorities.</b>	80 % increase in enrolment of children from marginalized/under-privileged to the quality of education	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies *	* Trained teachers are available at schools * Willingness of adolescent girls/parents to re-integrate in schools
		80 % reduction in school drop out of children from marginalized/under-privileged families		
		75 % of drop out children including adolescent girls re-integrated in the school		
		3150 adolescent girls involved in non-formal education / learning center		
	<b>Outputs of Objective 1</b>			
<b>Expected Results/ Outputs</b>	<b>1.1 Formed SAGs from marginalized /under privileged families and strengthened for local resource identification and mobilization.</b>	8400 participants/families from marginalized and under-privileged groups participate in the SAGs 425 SAGs are trained and capacitated in institutional development and organizational strengthening for local resource mobilization	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	

	<b>1.2 Trained SAG's members who can lead for better linkage and coordination with concerned government and non-government stakeholders</b>	2125 SAGs members trained in organizational leadership development leading for better co-ordination and linkages 212 SAG able to bring the local resources from local government authorities from the better coordination and linkages	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	* Local government authorities willing to support to SAGs
	<b>1.3 Capacitated SAGs as a local organizational to lead in advocacy for development and social issues for community development at community level</b>	425 SAG are trained and capacitated in community based advocacy and other social issues 48 Development Activist are prepared and capacitated to lead community level advocacy and social issues at community level	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	* No physical and emotional threats from any parties to development activists
	<b>Outputs of Objective 2</b>			
	<b>2.1 Increased economic status as immediate visible impacts on lives of marginalized families/adolescent girls</b>	6720 families or adolescent girls from disadvantaged/under privileged groups trained in income generation activities 4704 families/adolescent girls run market oriented IGA at community level 5174 Participants/adolescent girls are capacitated on skill of <i>On-farm and Off-farm</i> schemes for their regular income at community level	* Progress report * Monitoring report * Periodic program review report* Sufficient resources are available to support the IG activities * School's enrolment record * case studies	* Sufficient resources are available to support the IG activities
	<b>2.2 Trained and capacitated participants/adolescent girls on skill of "On-farm and Off-farm" trades</b>	344 groups from participants/adolescent girls are trained and able to initiate Market oriented IGA schemes in group approach for sustainable livelihoods 8400 families and adolescent girls are involved in saving and credit schemes at community level	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	* Motivation of participants/adolescent remains high * Jobs and market oriented skills are provided
	<b>2.3 Involved the families/adolescent girl in saving and credit schemes and linked with income generation activities</b>	1275 families and adolescent girls are trained in saving/credit mobilization to maintain their proper and systematic records	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	* MFI and saving/credit institutions are willingness to support to these group of people

	<b>Outputs of Objective 3</b>			
	<b>3.1 Sensitized the families, adolescent girls and communities on trafficking and other forms of social violence at community level</b>	5000 families/adolescent girls are educated on trafficking and other forms of social violence 60 awareness packages on trafficking other social issues are developed and demonstrated for mass awareness at community level	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	* Community people positively support to this initiatives
	<b>3.2 Trained and involved the community based organization in anti-trafficking issues to work as watchdog group at community level</b>	72 likeminded CBOs are trained and involved in anti-trafficking issues as watchdog at community level 425 participants/adolescent girls are developed as local level activist in anti-trafficking issues for advocacy and community development	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	* Like minded CBS are available to work on anti-trafficking issues at community level
	<b>3.3 Made literate the participants, families through adult literacy classes to educate about pro and cons of trafficking</b>	720 participants literate for reading, writing and basic arithmetic calculation through adult literacy classes 576 participants from the adult literacy classes start advocacy about pro and cons of trafficking at community level	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	* Adult participants shows willingness to do advocacy in trafficking issues
	<b>Outputs of Objective 4</b>			
	<b>4.1 Increased the school enrolment of children from marginalized/under-privileged families</b>	360 children from marginalized/under-privilege families receive the scholarship and other material supports The enrolment of the children from the marginalized/under-privileged families increased at least by 70 % ( from the baseline data)	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	* Local school provides full cooperation to this initiatives
	<b>4.2 Re-integrated drop out children and adolescent girls to school or non-formal education/learning center</b>	70 % Children/adolescent girls are re-integrated (from baseline data) to school or non-formal education/learning center 120 non-formal/learning center organized focusing to drop out children and adolescent girls	* Progress report * Monitoring report * Periodic program review report * School's enrolment	* Families support to adolescent girls and dropped out children to re-integrated to

			record * case studies	school/non-formal classes
	<b>4.3 Trained teachers and local school management committees to avail the quality education to targeted children at community level</b>	80 teacher and members of management committee trained on the skills and knowledge as needed for the quality education to the targeted children 48 school supported for infrastructure, repair and maintenance for accessing to targeted children for quality education	* Progress report * Monitoring report * Periodic program review report * School's enrolment record * case studies	* Sufficient resources are available for infrastructures or maintenance activities
<b>Activities</b>	<p><b>START UP</b></p> <ul style="list-style-type: none"> <li>Local partner selection and workshop</li> <li>Partnership agreement</li> <li>Detail project plan developed and implementation</li> <li>Staff selection and orientation</li> <li>Initial office setup</li> <li>District start up and catch up meetings</li> </ul> <p><b>IMPLEMENTATION</b></p> <p><b>Result 1. Empowering adolescents/ youths on their rights</b></p> <ul style="list-style-type: none"> <li>Selection of participants for adolescents/ youths / youths programme</li> <li>Establishment of adolescents/ youths learning center</li> <li>Selection of Animator</li> <li>Conduct 10 days Animator Training (TOT)</li> <li>Operation of adolescents/ youths learning center</li> <li>Identification of partner supervisory staff</li> <li>TOT adolescent rights and trafficking issues for the supervisory staff</li> <li>Exposure and sharing between learning centers</li> </ul> <p><b>Result 2. Strengthening basic education(Formal and Non formal)</b></p> <p>Initiate school enrollment campaign</p> <p>Rapport building meeting with school teachers and school management committees</p> <p>Mapping of school's need for improving teaching learning environment</p> <p>SMC,PTA, teachers and guardians meeting conducted once in a year</p> <p>Development and publication of adolescent / youths empowerment curriculum</p> <p>Conduction of adolescent empowerment class</p> <p>Education/support materials to school to improve school teaching &amp; learning environment (case by case basis)</p>		<b>Inputs</b>	<b>Budget</b>
			<ul style="list-style-type: none"> <li>Human resources</li> <li>Office equipment and materials</li> <li>Technical and reference materials</li> <li>Technical assist</li> <li>Marketing facilities</li> <li>Inputs, tools, equipment, material and social services</li> </ul>	<p><b>Total NRs</b> <b>12,15,38,038</b></p> <p><b>Total USD</b> <b>1,736,258</b></p> <p><i>Result 1: NRs</i> <i>3,14,62,500</i></p> <p><i>Result 2: NRs</i> <i>1,07,36,000</i></p>

	<p>Support with basic school items / scholarship for needy children  NFE classes for women groups  NFE classes for school drop outs/ outs of schools  <b>Result 3. Provision of holistic pro-poor financial and non financial services</b>  Rapport building, formation and strengthen of SHG/ SRG/ Women groups etc.  Institutional support to SHG/SRG/Women groups  Seed money support to SHG/SRG/Women groups  Conduct book keeping training for those who engaged in income generation activities  Promotion of saving habits among adolescent girls and their family through SHG / SRGs.  Conduct business literacy and TOT on micro enterprise development  Conduct market assessment for viable micro enterprises  Identification of interested adolescents/ youths girls and women for IGAs  Conduct farm based IGA and vocational trainings  IGA support to selected participants  Facilitate for lease in arrangement for group farming, livestock and ME etc  Coordination meeting with business stakeholders  Job placement support for graduates of skill development training  <b>Result 4. Sustainable civil societies</b>  Formation and establishment of CBOs, Community Resource Centers  Institutional development of CBOs and Community Resource Centers  Workshop on Gender, Social Inclusion and non-discrimination at VDCs  Materiel development and awareness campaigns including street dramas in each community  Formation of Adolescents/ youths Protection Support Team (APST)  Training for APST members  Joint meeting between APST and community based organizations  Formation and meeting with local level TFG members  TFG members orientation and training for local level  District level interaction meeting with Task Force Group  Support and link with local and district level community structures and its mechanism  <b>New initiatives</b>  <b>NGO capacity building</b>  <b>Monitoring and Evaluation</b></p> <ul style="list-style-type: none"> <li>• Baseline survey</li> <li>• Reporting</li> <li>• Midterm Evaluation</li> <li>• Final Evaluation</li> <li>• Impact assessment</li> </ul>		<p><b>Result 3: NRs</b>  <b>1,75,00,000</b></p> <p><b>Result 4: NRs</b>  <b>53,50,000</b></p> <p>NRs. 5000000  NRs 20,00,000</p> <p>NRs 7,34,040  NRs 1,25,000  NRs 8,00,000  NRs 8,00,000  NRs 5,40,960</p>
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## Annex II. Target and achievement till mid-term

Stromme Foundation-Nepal					Partner wise target and achievement							
Master Log frame for Stromme Foundation's Programme in Nepal					RRN, Makawanpur		NNSWO Rautahat		ABC Rupandehi		KIRDARC Surkhet	
(2011-2015)					Target	Achievement	Target	Achievement	Target	Achievement	Target	Achievement
Hierarchy of Objectives	Intervention Logic (Narrative Summary)	Objectively Verifiable Indicators (OVIs)	Mid term Total Target	Achievement	Target	Achievement	Target	Achievement	Target	Achievement	Target	Achievement
<b>Overall Objectives (Goal)</b>	More secure and sustainable rural livelihoods for the poor, excluded and disadvantaged in selected districts in Nepal.	By end of 2015, 8400 economically and socially excluded families enjoyed improved social and economic status through active participation in civil society collective efforts in the selected VDCs of project districts	6433	6563	665	543	3250	3390	1718	1718	800	912
<b>Specific Objectives</b>	<b>Objective 1: By end of 2015, 425 SHGs are strengthened and capacitated to operate as independent community/ civic institutions to address their development needs</b>	425 SHGs are able to identify their social and local development needs	168	168	23	23	80	80	30	30	35	35
		302 SHGs are involved in advocacy for development and social issues	114.8	116	23	23	57	60	15	12	20	21
		240 SHGs involved in local resource mobilization for local development	84.6	49	23	23	46	12	12	10	4	4
		378 SHGs have strong internal governance system (eg. meeting, transparency, accountability, participation, ...)	130.2	121	23	23	71	61	16	16	20	21
		265 SHGs have better linkages/coordination with govt line agencies and stakeholders	92.4	105	23	23	50	60	14	16	5	6
	<b>Objective 2: By end of 2015, 8,400 families will have increased access to improved livelihoods through financial and non financial services</b>	5000 participants/ adolescent improved knowledge and skills on farm & off-farm based trades	3737	3181	287	108	1950	1545	1200	1193	300	335
		3528 families/adolescent girls engaged in income generation activities/ micro-enterprises	2052	1864	287	108	1365	1264	300	342	100	150
		3528 families/adolescent girls increased annual income at least by 60 %	1823	405	108	43	1365	0	300	342	50	20
		5000 families/adolescent girls involved in saving/credit activities	4868	4721	1218	1056	1950	2010	1200	1078	500	577
		2500 families/adolescent girls benefitted from financial institutions	1699	375	665	317	975	0	59	58	0	0
	<b>Objective 3: By end of 2015, at least 5,450 adolescent girls and parents are empowered against women trafficking and other social issues</b>	5000 adolescent girls and parents are aware on trafficking and other forms of violence	4780	5230	1330	1515	1250	1337	1200	1078	1000	1300
		4500 adolescent girls and parents actively engaged as watchdog against trafficking in the community	4555	4123.3	1330	701	1125	1203	1100	1019	1000	1200
		1900 trafficking and domestic violence related cases registered in local government authority	477.5	45	0	0	428	0	0	0	50	45



		410 interest groups involved in anti-trafficking and other social issues in the community	148	181	0	0	105	147	18	12	25	22
		At least 120 cases related to anti-trafficking and social issues successfully solved by interest groups	70	28	0	0	35	2	15	11	20	15
		Intensity of trafficking and related social issues reduced by 75 %	77	81	0	0	1	0	1	1	75	80
		720 adult participants have basic reading, writing and arithmetic skills (adult literacy)	1000	950	0	0	1000	950	0	0	0	0
	<b>Objective 4: By end of 2015, at least 3,650 children from 8,400 families will have increased access to quality education and other services as a result of organized community mechanisms and authorities.</b>	80 % increase in enrolment of children from marginalized/under-privileged to the quality of education	82	86	1	0	1	0	1	1	80	85
		80 % reduction in school drop out of children from marginalized/under-privileged families	82	86	1	1	1	0	0	1	80	85
		75 % of drop out children including adolescent girls re-integrated in the school	176	176	23%	38%	75%	25%	100	95	75	80
		3150 adolescent girls involved in non-formal education / learning center	1800	2149	800	814	1000	1335	0%	0%	0	0
<b>Expected Results/ Outputs</b>	<b>Outputs of Objective 1</b>											
	1.1 Formed SHGs from marginalized /under privileged families and strengthened for local resource identification and mobilization.	8400 participants/families from marginalized and under-privileged groups participate in the SHGs	3765	3730	665	503	2000	2053	600	597	500	577
		425 SHGs are trained and capacitated in institutional development and organizational strengthening for local resource mobilization	168	167	23	23	80	79	30	30	35	35
	1.2 Trained SHG's members who can lead for better linkage and coordination with stakeholders	2125 SHGs members trained in organizational leadership development leading for better co-ordination and linkages	1785	1410	665	503	500	125	120	205	500	577
		212 SHG able to bring the local resources from local government authorities from the better coordination and linkages	78	47	23	23	40	8	10	12	5	4
	1.3 Capacitated SHGs as a local organizational to lead in advocacy for development and social issues for community development	425 SHG are trained and capacitated in community based advocacy and other social issues	158	149	23	23	80	79	20	12	35	35
		48 Development Activist are prepared and capacitated to lead community level advocacy and social issues at community level	12	11			12	8	0	0	0	3
	<b>Outputs of Objective 2</b>		0	0								
	2.1 Increased economic status as immediate visible impacts on lives of marginalized families/adolescent girls	6720 families or adolescent girls from disadvantaged/under privileged groups trained in income generation activities	3086	1862	386	191	1600	512	800	824	300	335
		4704 families/adolescent girls run market oriented IGA at community level	2176	650	706	108	1120	155	300	342	50	45
5174 Participants/adolescent girls are capacitated on skill of <i>On-farm and Off-farm</i> schemes for their regular income at community level		2952	1270	287	52	2015	512	600	661	50	45	
2.2 Trained and capacitated	344 groups from participants/adolescent girls are	125	69			64	10	8	6	53	53	

participants/adolescent girls on skill of "On-farm and Off-farm" trades	trained and able to initiate Market oriented IGA schemes in group approach for sustainable livelihoods											
	8400 families and adolescent girls are involved in saving and credit schemes at community level	6035	4576	1085	1056	3250	1865	1200	1078	500	577	
2.3 Involved the families/adolescent girl in saving and credit schemes and linked with income generation activities	1275 families and adolescent girls are trained in saving/credit mobilization to maintain their proper and systematic records	2225	1753	1085	1056	520	0	120	120	500	577	
<b>Outputs of Objective 3</b>		0	0									
3.1 Sensitized the families, adolescent girls and communities on trafficking and other forms of social violence at community level	5000 families/adolescent girls are educated on trafficking and other forms of social violence	4080	4263	1330	1515	1250	1335	1200	1078	300	335	
	60 awareness packages on trafficking other social issues are developed and demonstrated for mass awareness at community level	77	59	28	28	20	2	11	11	18	18	
3.2 Trained and involved the community based organization in anti-trafficking issues to work as watchdog group at community level	72 likeminded CBOs are trained and involved in anti-trafficking issues as watchdog at community level	31	88	6	2	18	79	4	4	3	3	
	425 participants/adolescent girls are developed as local level activist in anti-trafficking issues for advocacy and community development	183	1410			113	1335	0	0	70	75	
3.3 Made literate the participants, families through adult literacy classes to educate about pro and cons of trafficking	720 participants literate for reading, writing and basic arithmetic calculation through adult literacy classes	1000	200			1000	200	0	0	0	0	
	576 participants from the adult literacy classes start advocacy about pro and cons of trafficking at community level	144	575			144	575	0	0	0	0	
<b>Outputs of Objective 4</b>		0	0									
4.1 Increased the school enrolment of children from marginalized/under-privileged families	360 children from marginalized/under-privilege families receive the scholarship and other material supports	160	153	30	20	90	90	10	13	30	30	
	The enrolment of the children from the marginalized/under-privileged families increased at least by 70 % ( from the baseline data)	72.1	76.03	70%	43%	70%		70%	60%	70	75	
4.2 Re-integrated drop out children and adolescent girls to school or non-formal education/learning center	70 % Children/adolescent girls are re-integrated (from baseline data) to school or non-formal education/learning center	71.65	75.81	70%	57%	70%		25%	24%	70	75	
	120 non-formal/learning center organized focusing to drop out children and adolescent girls	110	181	30	35	30	68	30	60	20	18	
4.3 Trained teachers and local school management committees to avail the quality education to targeted children at community level	80 teacher and members of management committee trained on the skills and knowledge as needed for the quality education to the targeted children	50	49	18	35	20	4	4	2	8	8	
	48 school supported for infrastructure, repair and maintenance for accessing to targeted children for quality education	34	21	18	13	12	4	4	4	0	0	

Activities planned and achieved during 2011-2013												
<b>Objective 1:</b> By end of 2015, 425 SHGs are strengthened and capacitated to operate as independent community/ civic institutions to address their development needs	Formation and establishment of SHGs (No.)	168	167	23	23	80	79	30	30	35	35	
	Formation and establishment of CBOs (second tier organizations)- (No.)	15	15	3	3	5	5	4	4	3	3	
	Institutional development training to SHGs/ CBOs (pax)	143	143	23	23	80	80	5	5	35	35	
	Workshop on Gender, human resource, Social Inclusion and non-discrimination at VDCs (pax)	11	9	3	3	5	3	0	0	3	3	
	Support and link with local and district level community structures and its mechanism (no. of groups and SKs)	134	64	58	24	46	12	10	7	20	21	
	Amount of service received (NPR)	150000	2508773		428000	0	247000	150000	1708773	0	125000	
	No. of beneficiary families	1308	1939	108	78	0	115	1200	1446	0	300	
	No. of DPAC meeting conducted	10	9	2	2	2	2	3	2	3	3	
	No. of joint monitoring visit conducted	8	10	1	1	2	5	4	3	1	1	
	No. of joint monitoring visit participants	103	103	23	23	80	80					
<b>Objective 2:</b> By end of 2015, 8,400 families will have increased access to improved livelihoods through financial and non financial services	Rapport building, formation and strengthen of SHG/ SRG/ Women groups etc.	2760	2148	665	503	2000	1550	60	60	35	35	
	No. of families involved in regular savings and credit scheme	1000	2157312		694,157.00	0	1461981	500	597	500	577	
	Amount of savings collected (NPR)	1000000	3309720		605,493.00	0	1112832	500000	661910	500000	929485	
	Amount of credit disbursed (NPR)	1100410	1476909	410	148	0	761	600000	502500	500000	973500	
	No. of members/ families received the credit	450	693444		308,000.00	0	385000	150	118	300	326	
	Amount of revolving fund/Seed money support to SHG/SKs (NPR)	380287	381933	287	68	0	1865	80000	80000	300000	300000	
	No. of families received the credit facility from seed money/ revolving fund	319	345	2	2	1	1	16	12	300	330	
	Conduct market assessment for viable micro enterprises	3	3	1	1	1	1	1	1	0	0	
	No. of SHG/SK members/ families trained in offfarm / vocational skills (IGAs)	202	1043		169		666	157	163	45	45	
	No. of SHG/SK members/ families trained in on farm IGAs	645	731				25	600	661	45	45	
	No. of leasehold farming (plots)	1	26				25	1	1	0	0	
	No. of families involved in the leasehold farming	675	603	665	191		400	10	12	0	0	
	IGA input support to SHG/ SK members	628	671			8	8	600	640	20	23	
	No. of persons trained in micro enterprises/ entrepreneurship	1108	869	108	108	1000	761	0	0	0	0	
	No of enterprises /IGA running	300	344			0	2	300	342	0	0	
	Job placement support (no. of people)	10	3			10	3	0	0	0	0	
	No. of micro-project completed	74	39			50	15	22	22	2	2	
No. of beneficiary families of the micro-projects	286	302	35	35	68	68	83	83	100	116		
<b>Objective 3:</b> By	No. of SAMVAD Kendra (SKs)	2173	2229	735	814	136	1337	60	60	18	18	

end of 2015, at least 5,450 adolescent girls and parents are empowered against women trafficking and other social issues	established					0					
	No. of adolescent girls participated in SK	1703	1696	23	23	30	30	1200	1193	450	450
	No. of SAMVAD Kendra (SKs) completed	1383	1176	735	553	600	575	30	30	18	18
	No. of graduate adolescent girls	1153	1029	35	35	68	68	600	591	450	335
	No. of SST forms and mobilized	752	752	198	198	476	476	60	60	18	18
	No. of SST members	1226	1156	198	198	476	406	420	420	132	132
	No. of parents/ SST members trained/ oriented on adolescent issues, trafficking, exploitation and other social issues	1883	1914	1	1	0	0	1750	1781	132	132
	No. of taskforce/ network formed and mobilized-District level	7	7	3	3	0	0	1	1	3	3
	No. of taskforce/ network formed and mobilized-VDC level	110	110	35	35	68	68	4	4	3	3
	No. of animators trained and mobilized	84	84	6	6	0	0	60	60	18	18
	No. of adolescent groups/ child clubs formed	39	45	3	3	3	3	15	21	18	18
<b>Objective 4:</b> By end of 2015, at least 3,650 children from 8,400 families will have increased access to quality education and other services as a result of organized community mechanisms and authorities.	No. of school enrollment campaign completed	17	19	1	1	5	4	8	11	3	3
	No. of schools having improved SIP	10	10			0	0	4	4	6	6
	Survey of school going and dropped out children	27	44	18	35	5	5	1	1	3	3
	NO. of teachers trained	30	22	18	13	5	4	4	2	3	3
	No. of schools supported by education material/ equipment/ physical supports	167	136		0	155	124	4	4	8	8
	No. SMC/PTA members trained	110	88		0	50	25	0	0	60	63
	No. of Coaching/ tuition center established	1020	671		0	1000	650	0	0	20	21
	No. participants of coaching/ tuition center	530	619	30	20	200	111	0	0	300	488
	Support with basic school items / scholarship for needy children (no. of children)	40	43		0	0	0	10	13	30	30
	NFE classes for women groups with support from DEO	1000	1010	0	166	1000	803	0	41	0	0
No. of children & adolescents re-enrolled into schools	92	126					72	95	20	31	

### Annex III: Budget and expenditure, SF project till 2013

S N	Particulars	Budget in USD		1st Year		2012		2nd Year		2013		Expected		3rd Year		Total budget up to 2013 end	Total Expenditures upto 2013 end
		2011	Released	Variance	%	2012	Released	Variance	%	2013	Released	Variance	%	2013	Released		
A	Administrative and Overhead cost	39358	68138.37	(28,780.37)	73.12	52130	157899.27	(105,769.27)	202.90	58708	119196.68	(60,488.68)	103.03	150,196.00	345,234.32		
1	Personnel cost	25214	35848	(10,634.16)	42.18	41786	52063	(10,276.67)	24.59	48664	51688	(3,023.96)	-6.21	115,664.00	139,598.78		
2	Office running cost	5714	10463	(4,749.24)	83.12	4914	51717	(46,803.00)	952.44	4614	27644	(23,029.58)	499.12	15,242.00	89,823.82		
3	Travel cost	3430	11223	(7,792.79)	227.19	3430	33380	(29,949.65)	873.17	3430	24906	(21,475.69)	626.11	10,290.00	69,508.12		
4	Other cost	5000	10604	(5,604.19)	112.08	2000	20740	(18,739.95)	937.00	2000	14959	(12,959.46)	647.97	9,000.00	46,303.60		
B	Programme Cost	211090	167526.53	43,563.47	20.64	322695	352200.11	(29,505.11)	9.14	335089	226819.74	108,269.26	32.31	868,874.00	746,546.38		
1	District and partner wise						0				0						
	Surkhet (KIRDAC)	63409	33059	30,349.64	47.86	70972	86852	(15,880.35)	22.38	70922	21497	49,424.81	69.69	205,303.00	141,408.90		
	Makawanpur (RRN)	61429	40824	20,604.57	33.54	71143	79049	(7,906.34)	11.11	71143	47646	23,497.23	33.03	203,715.00	167,519.53		
	Rupandehi (ABC Nepal)	20944	18090	2,854.36	13.63	32809	74224	(41,414.85)	126.23	30024	65043	(35,018.81)	116.64	83,777.00	157,356.30		
	Rautahat (NNSWOD)	46737	42793	3,944.01	8.44	70571	91200	(20,628.56)	29.23	70714	76107	(5,393.30)	-7.63	188,022.00	210,099.85		
	New district and partner	0	0	0.00		71500	0	71,500.00		71500	0	71,500.00		143,000.00	0.000		
2	NGO capacity building training	5714	21962	(16,247.64)	284.35	5700	20875	(15,175.00)	266.23	5500	10654	(5,153.93)	93.71	16,914.00	53,490.58		
3	Baseline study	12857	10798	2,058.53	16.01	0	0	0.00		0	0	0.00		12,857.00	10,798.47		
4	Midterm evaluation						0			14286	4984			14,286.00	4,983.86		
5	Final evaluation						0				0						
6	Topical studies and assessment						0			1000	889			1,000.00	888.89		
	<b>Total (A+B):</b>	<b>250448</b>	<b>235665</b>	<b>14,783.10</b>	<b>5.90</b>	<b>374825</b>	<b>510099</b>	<b>(135,274.38)</b>	<b>36.09</b>	<b>393797</b>	<b>346016</b>	<b>47,780.58</b>	<b>12.13</b>	<b>1,019,070.00</b>	<b>1,091,780.70</b>		
C	<b>Year wise total in NRs</b>	<b>17531342</b>	<b>16496543</b>	<b>1,034,799.00</b>	<b>5.90</b>	<b>26237710</b>	<b>43358447</b>	<b>(17,120,737.00)</b>	<b>65.25</b>	<b>27565760</b>	<b>31141478</b>	<b>(3,575,718)</b>	<b>12.97</b>	<b>71,334,812.00</b>	<b>90,996,468.00</b>		
	% of expenditure		94%				136%				88%			0.000	3.181		

## **Annex IV: Checklists**

### **SF Nepal - SWC mid-term evaluation**

#### **Checklists for Mid-term evaluation –SF project**

##### **Direct beneficiaries/group leader**

- I. What are the major activities of the project?
- II. What are the strengths of the project?
- III. What type of group is exit and when it form, by which organization?
- IV. Do you notice any improvement in the economic development or income generation/education in household or group (IGA inputs support, training, exposé visit and education: girls, girls boy relation, community perception)?
- V. What do you know about income generation or business idea for income/livelihoods?
- VI. What are the training they received? (livelihood, business plan, vegetable production, small livestock, kitchen gardening, bamboo crafts, khaja nasta (lunch and snacks), doll making, food processing, and candle making)
- VII. Which skills economically viable?
- VIII. How many have used vocational skills for income generation?
- IX. How do you plan to continuation your on-going IG activities in future?
- X. Average income from skill used
- XI. Do you find any problems in the income generation as well as market linkage? (if yes, what are those)
- XII. How about your access to basic social services (education and health) and livelihood options?

##### **SAMVAD-literacy centre**

- I. What are the major achievements of the project?
- II. How do you evaluate the performance of literacy centre?
- III. Do the SAMVAD/literacy centre counselling help to develop the capacity? If yes, how?
- IV. Do you think that there is need for SAMVAD centre for more years? If yes or no why?
- V. How do you see the changes in the awareness, knowledge, human right, income generation and economic empowerment activities of person (s) attended SAMVAD centre?
- VI. What are the difficulties do you have to face while operating the SABVAD centre?
- VII. Do you think that this is the best approach? If yes or no why?
- VIII. Are there anything that help improve effectiveness of SAMVAD centre?

##### **Facilitator- SAMVAD centre**

- I. What are the major achievements of the project?
- II. What is the status of girls/children enrolled in the school after SABVAD centre?
- III. What are the reasons for not attending school?
- IV. Integration with other children at school? is there any problem in integration?
- V. Satisfaction of the children in the SABVAD classes and new life skills made available to them

- VI. Girls and adolescents who receive SAMVAD training will encourage more children to learn new things and continue their schooling.
- VII. How is responding from parents?
- VIII. How and what level effect by the household income to enrol and continuation for their children's education?

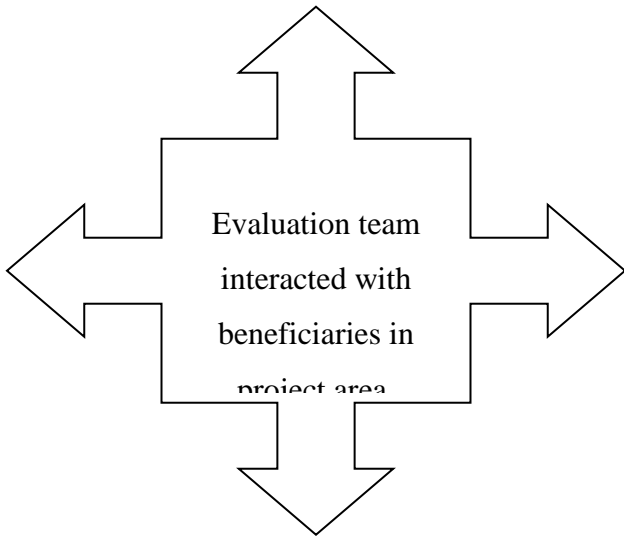
**Agriculture service provider/Agriculture worker**

- I. What are the major achievements of the project?
- II. What are the major roles of agriculture workers in the project ?
- III. Is the project assist to achieve economic empowerment objectives?
- IV. What are the major support provided by you?
- V. What are the major changes in the life target households and groups?
- VI. What are the role of households, group for sustainability aspects ?
- VII. How the project contributed in the economic empowerment and livelihoods?
- VIII. What are the major activities performed by you and project?
- IX. What are the reasons for success and frailer of income generation activities?
- X. Does the sufficient market for income generation activities from both inputs and outputs perspective? If "Yes" how; If "No" why?
- XI. Do the community member know how and who to contact if concerned for agriculture/livestock issue/problem
- XII. Do you find any problems in providing your service in the target households/group/society?

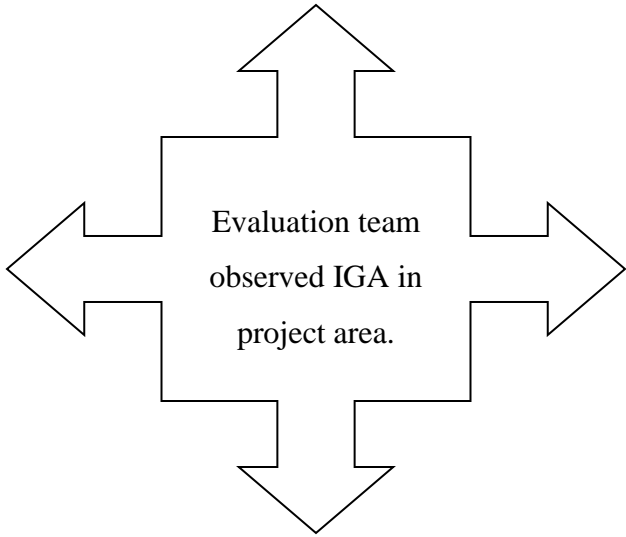
**District Stakeholders/line agencies**

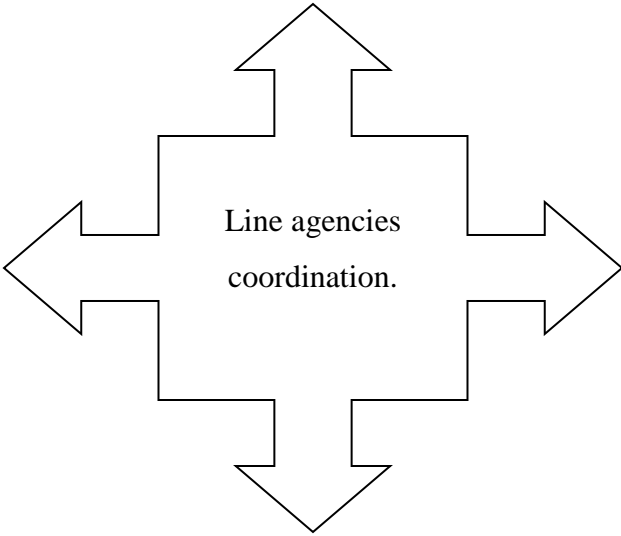
- I. What are the major achievements of the project?
- II. What are the major roles of project in the project ?
- III. Is the project implementation in synergetic coordination?
- IV. What are the major supports provided?
- V. What are the major changes observed in the project area?
- VI. How the project contributed in the economic empowerment and livelihoods?
- VII. What are the major activities performed by the project?
- VIII. Do you have any suggestion or find any problems in coordination?











क्र.सं.	नाम	पता	संस्था	संस्थाको पता	संस्थाको फोन नं.	संस्थाको ईमेल	संस्थाको वेबसाइट	संस्थाको फ्याक्स	संस्थाको टिप्पणी
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