

FINAL EVALUATION REPORT

Leadership and Good Governance (LeGGo-II) project

ADRA Nepal

Submitted to:

Social Welfare Council

Samaj Sewa Bhawan, Lainchaur, Kathmandu, Nepal

Study Team:

Mr. Gyan Prasad Khanal, Program Expert- Team Leader

Mr. Khimraj Bhusal, Section Officer, MOWCSW- Member

Mr. Deependra Panta, Deputy Director, SWC- Member

Mr. Upendra Pradhan, Finance expert- Member

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It is a great opportunity for us to conduct final evaluation of 'Leadership and Good Governance (LeGGo-II phase)' project. The study team acknowledges the valuable support and cooperation provided by all individuals and institutions during the evaluation. Their contribution has eventually helped us to shape the report in the current form.

I, on behalf of the team, would like to express my sincere appreciation to Mr. Rabindra Misra, Member Secretary, Mr. Madan Rimal, Director, of Social Welfare Council for their suggestions, feedback and active support of the study.

The team members namely, Mr. Deependra Panta, Deputy Director, SWC; Mr. Upendra Pradhan, Freelancing Finance Expert; Mr. Khimraj Bhusal, Section Officer, MoWCSW deserves thanks for their hard work and commitment towards this assignment.

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I importantly appreciate for sound logistic support, cooperation, every details information and supportive role from the beginning played by ADRA Nepal officials namely Ms. Bidya Mahat, Program Director, Ms. Chandeshwari Tamrakar, Senior Program Manager, Mr. Sanat Sapkota Training Officer, Mr. Purna Shrestha Asst. project officer.

I expect that the recommendations given in this report will make a significant contribution toward the effort of ensuring leadership and good governance while launching similar project.

Gyan Prasad Khanal
Team Leader
Nov 15, 2013
gyankhanal@gmail.com
Cell: 9841213609

EXECUTIVE SUMMARY

ADRA Nepal is an independent humanitarian agency established in 1984 by the Seventh-Day Adventist Church aiming to provide individual and community development and disaster relief services. ADRA established an office and began activities in Nepal in 1987. It is registered in Nepal through General and Project Agreement with the SWC. It has been working in many sectors i.e. Good governance; including health(particularly reproductive health); Economic Development; Education ,Disaster Risk Reduction and Emergency Management. ADRA-Nepal celebrated its 25 year of continued services in Nepal in 2012.

ADRA Nepal has signed General Agreement (GA) with Social Welfare Council (SWC) on 15th September 2010 and Project Agreement (PA) on 18th July 2011 to implement Leadership and Good governance Project (LeGGO-II) with the goal to strengthen local governance & ownership of community development to strengthen leadership and good governance of DDC and VDC representatives in Kavre and Dhading districts by 2013. . LeGGO II project is the follow on of previous project in Kavre and replication of its best practices, lesson learnt in Dhading district under its Good governance sector initiative. In accordance with the provisions in GA/PA, SWC intended to carry out final evaluation of LeGGO-II project and assigned task to four members' team accordingly.

The study was under taken for one month including three days field to sample five VDCs in Dhading district. The study has employed mainly qualitative approach for the final evaluation of LeGGO-II. Quantitative information, however, was drawn from disaggregate data of ADRA-Nepal LeGGO-II report. The sample population from VDCs/DDC is selected to reach a total of 2 KII for DDC and ADRA officials, 6 FGDs in community level for right holders, 1 case study in individual level for success case.

Dhading district is relatively low in Human Development Index in comparison to other districts of Nepal. Among 75 districts, it is ranked 40th in Human Development Index (HDI). According to district development profile, 2010/11, Dhading district is ranked 51st in poverty deprivation index and 54th in the socioeconomic and infrastructure deprivation index.

In such a context, the LeGGO-II which aims to strengthen local governance & ownership of community seemed to be contextual not only national plan, policies, and legislative provisions i.e. Good Governance (Management and Operation) Act, 2007, Local Self-Governance Act, 1998, Right to Information Act 2007, LGCDP but also the need and aspiration of community people. In the FGD conducted with the direct beneficiaries of the project opined that the leadership and management skill transferred by the project becoming mile stone to mobilize available local resources and link development needs of community people to VDCs/DDC and other development partners.

Out of 750 targets in community and 40 in district level, the LeGGO-II capacitated 763 community level and 44 at district level through leadership and management training under ROLDP approach.

ROLDP approach has helped to improve leadership and management skill and contributed to design and implement 235 challenge projects (225 community and 10 district level) in 13 hardware/ software sectors. The project provided NRS 15000 as matching grant to these projects. Resulting, about 84% of fund required for the completion of CP was generated in form of cash or kind contributions by the communities themselves or from the local bodies/district and VDC offices/other non-government organizations. This approach is based on result of any interventions including the basic features of good governance. Evaluation team recommend to SWC to replicate this approach in other developmental interventions.

The software CP projects like vocational related initiatives such as sewing and cutting have significantly contributed to improve the socio-economic status of women (see FGD in Kalleri VDC-2). However, the CP project related to manufacturing solid soap (Dalla sabun) implemented in Kewalpur VDC ward no 8 found less effective. The marketing of soap was affected by the absence of quality and appropriate technology. It is recommended to ADRA the CPs related to manufacturing sectors as income generating projects like soap making should be designed after potential market/consumer survey so that it could be sold in the market.

Providing technical backstopping to diverse CPs found real challenge for LeGGo II in absence of human resource with CP specific technical expertise. For instance, community health service center (CHSC) in Jyamrung accommodating all services in a congested small room and lacking separate room for pregnant women health checkup, drinking water and sanitation facilities. Similarly, lacking of toilets, drinking water is also noted in a women

community hall (WCH) in Naubise. Thus, the project should collaborate with district level line agencies to provide CP specific technical backstopping. This will not only reduce the burden of LeGGo II staffs but also ensure the realistic estimation and quality design of the CPs.

From initiation, RIMS was 36 general members which remained same by 2013. It gave the impression to evaluation team that RIMS is close group. Since it has been implementing various program in partnership with other INGOs in other district too. So it is recommended to RIMS that it should extend its general members by amending its constitution from general assembly to provide space for broader participation from program districts as it gains experience from LeGGO-II.

Available information from field and documentation justify that ADRA –Nepal planned activities to support the priority set by the GoN and level of coordination is maintained with stakeholders and line agencies is appreciable. The project demonstrated its transparency, accountability and linkage to Government line agencies by organizing public hearing meetings, publishing newsletters, series of monitoring visit from Dhading DDC/VDC representatives, conducting C/DPAC meeting.

The committed budget for three year is Aus\$ 363,433. ADRA-Nepal received NRS 268, 55,773 and made expenses NRS 24,829,219 as of September 2013.

ADRA Nepal celebrated 25 year of its developmental interventions in Nepal in 2012 and still its presence is highly appreciated by the community people of Dhading as well. Based on discussion with ADRA Nepal Management, they are bringing modified phase of LeGGO in Dhading. Hence, the team recommends approving new phase of LeGGO by considering recommendations given in this report.

ABBREVIATIONS/Acronyms

ADRA- Adventist Development and Relief Agency

BCP- Building the community project

CBOs- Community Based Organizations

CHSC- Community health service center

CP- Challenge projects

CSOs - Civil Society Organizations

HDI- Human Development Index

PJS- Paribar Jagriti Samuha

LBFC- Local Body Fiscal Commission

LGCDP- Local Governance and Community Development Program

LeGGo II- Leadership and Good Governance Project II

MCPM- Minimum Conditions and Performance Measures

MLD- Ministry of Local Development

MTOT - Master Training of Trainers

PVSE- Poor vulnerable and socially excluded

RIMS- Resource Identification and Management Society

ROLDP- Result Oriented Leadership Development Program

SWC- Social Welfare Council

VEP- Voters education program

WCF- Ward Citizen Forum

WCH- Women Community Hall

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SECTION ONE: INTRODUCTION

1. 1 Project Background

National and international experiences shows that the multidimensional development can move forward when people are guaranteed for good governance by making service delivery effective, increasing transparency, participation, accountability, predictability and legitimacy in the operation of programs and projects. The effort of GoN too has translated the basic principles and assumptions of good governance in practice through the formulation and implementation of various legislations including Good Governance (Management and Operation) Act, 2007, Civil Service Act, 1993, Local Self-Governance Act, 1998, Corruption Alleviation Act, 1992, Public Procurement Act, 2007 and Right to Information Act 2007.

Similarly, a national program - The Local Governance and Community Development Program (LGCDP) managed and implemented by the Ministry of Local Development (MLD) in collaboration with the range of development partners is operational in the country from 2008 aiming 'to contribute towards poverty reduction through inclusive, responsive and accountable local governance and participatory community led development'. LGCDP aim to improve the living standards of the people through community led development, efficient service delivery, good governance, based on a democratic value system and right-based approach and inclusive development efforts subsequent to the restructuring of the state. To achieve this aim, a massive social mobilization programme is being undertaken by DDC. Social mobilizers are being mobilized in each VDC to improve planning process, enhance accountability, maintain transparency and increase participation in overall development process.

The local government authorities - DDCs, Municipalities and VDCs are governed by the Local Self Governance Act, 2055; the Local Self Regulations, 2056; and the Local Body (Financial Administration) Regulations, 2064. Rule 273(D) allows for assessment of local bodies and permits subsidies to local bodies to be expanded or reduced, after having obtained recommendation from the Local Body Fiscal Commission (LBFC) and taking minimum conditions and performance measures (MCPMs) into consideration. The Government of

Nepal has adapted the principle that the amount of subsidies to the local bodies shall depend on assessments of their performance as specified by Act.

Nepal has been also attempting her efforts by accepting investment from I /NGOs to increase socioeconomic life of Nepalese people. Currently, there are about 35000 NGOs 230 INGOs (www.swc.org.np) working in the country in the areas of health, education, livelihood promotion, community development, child rights protection, empowerment of women and marginalized communities, awareness raising, human rights, peace and so on. An inter-ministerial committee is operating under Ministry of Women, Children and Social Welfare for the facilitation of these organizations. Efforts are also being made by Social Welfare Council (SWC) to make this sector more systematic and accountable by making provisions of execution, monitoring, and evaluating I/NGO activities in Nepal.

In such a context, to respond the issue of poor governance and enhance institutional capacity of service providers and seekers and ensure effective mobilization of local community groups and institutions including Ward Citizen Forum (WCF), ADRA Nepal in partnership with Resource Identification and Management Society (RIMS) Nepal implemented "Leadership and Good Governance Project II (LeGGo II) in Dhading district from January, 2011.

1.2 A brief profile of Dhading district:

Dhading district part is one of the seventy-five districts of Nepal. Dhading Besi, is the headquarter of the district. The district extends to an area of 1924.9 sq km (<http://www.ddcdhading.gov.np>). It has a population of 336,067, of which 53% percent are female (CBS 2012). Of the total population, 2.3% (7827) have some kind of disability (CBS 2012). Overall literacy rate of the district is 62.85% whereas that of female is 55.69% (CBS 2012). The district is situated in the mid hill region. Some of the areas have limited access due to remoteness. Dhading district is relatively low in Human Development Index in comparison to other districts of Nepal. Among 75 districts of Nepal, it is ranked 40th in Human Development Index (HDI). According to district development profile, 2010/11

Dhading district is ranked 51st in poverty deprivation index and 54th in the socioeconomic and infrastructure deprivation index (MPRC 2010).

The district is divided administratively into 3 Constitutional areas, 13 Ilakas and 50 Village Development Committees (VDCs). In order to deliver government services effectively, 6 Government led Livestock Service Centers, 9 Agriculture Services Centers, and 9 Range Posts and 52 Health Centers including District Hospital, Primary Health Centers are established in the district. In addition to the Government mechanisms/institutions, 32 NGOs are actively engaged to contribute to achieving development goals/vision of the district. Total 11% percentage of cost of district development is planned to be contributed by NGOs (DDC 2011).

1.3 ADRA in Nepal:

ADRA is an independent humanitarian agency established in 1984 by the Seventh-Day Adventist Church aiming to provide individual and community development and disaster relief services. ADRA established an office and began activities in Nepal in 1987. It is registered in Nepal through General and Project Agreement with the SWC. It has been working in many sectors i.e. Good governance; including health(particularly reproductive health); Economic Development; Education ,Disaster Risk Reduction and Emergency Management from the very beginning. LeGGO II project is the follow on of previous project in Kavre and replication of its best practices , lesson learnt in Dhading district under its Good governance initiative. ADRA celebrated its 25 year of continues services in Nepal in 2012.

1.4 Implementing Partner

Resource Identification and Management Society – Nepal, (RIMS) based in Dhading district is a partner NGO to implement LeGGO-ii in the community level in close coordination and technical support from ADRA Nepal. RIMS, renown professional organization of likeminded people established in 2058 as national NGO by 36 members. The numbers of its members are same reaching to date. It is governed by 7 members' executive (EC) board elected from its general assembly held every two years according to its constitution. It has been organizing annual assembly every year to assess on going the program. The tenure of EC

is for 2 year according to its constitution. Despite of ADRA Nepal, it has been working with other INGOs in various sectors.

1.5 The project- LeGGO-II in brief:

The LeGGo II project initiative is the follow on of previous project in Kavre and replication of its best practices, lesson learnt into a wider geographic area and a more diverse group of stakeholders in Dhading district. The goal of project is to strengthen local governance and ownership of community development at the community and the district levels in Dhading district.

With the purpose to achieve project goal, the project provided series of training packages (see figure 1) on leadership and management under Result Oriented Leadership Development Program (ROLDP) approach to 44 district government officials including representatives of Community Based Organizations (CBOs), NGOs, Media persons in district level; and 1050 community representatives from different groups such as Community Forest Users Groups, Co-operatives, School teachers, and Health Facility management committees, Farmers groups and CBOs.

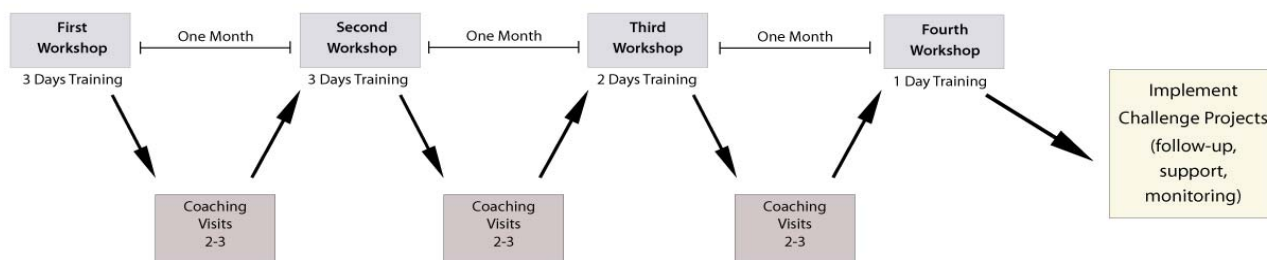


Figure 1 showing training packages

The training participants were selected from its set criteria. Including others one criteria was the District level training participants have to be developed 10, and VDC level participants 225 challenge projects (9 projects from each VDC) respectively appropriate to their communities and villages. The training groups must identify almost 80% of the resources to

accomplish their challenge projects as ADRA Nepal tentatively provide (NPR 15,000) for each project, with the criteria that each project must have a budget of at least NPR 100,000

These 44 district level and 763 VDC level training recipients with improved leadership and management skills then in active consultation with the local communities and local stakeholders designed 10 challenges projects (CPs) at district level and 225 challenge projects -one in each ward of 25 VDC at community level in collaboration with local stakeholders.

Before implementing this project a discussion meeting regarding project was also held aiming to share projects and get approval from the citizen ward forum. Inclusive project implementation committee consisting 5-9 members were also formed by the project. The project provided the continuous coaching and backstopping support throughout the challenge project designing and implementation. Upon the successful completion of challenge projects, the projects conducted public hearing/auditing in respective VDC.

1.6 Overall Goal of the project:

According to project agreement, the overall goal of LeGGO-II is to strengthen local governance & ownership of community development to strengthen leadership and good governance of DDC and VDC representatives in Kavre and Dhading districts by 2013.

1.7 Objectives:

The objectives of the project were to:

- Increase knowledge and Skills of DDC, VDC and other local groups in leadership, fundraising and Project Cycle Management
- Strengthen relationship, networks and accountability mechanisms between District, VDC and local community stakeholders.

1.8 Intended beneficiaries/outcome of the project:

40 Dhading district government officials and representatives of Civil Society Organizations (CSOs), Media and Networks and 1050 community representatives from different groups such as Community Forest Users Groups, Co-operatives, School teachers, and Health Facility management committees, Farmers groups and Community Based Organizations (CBOs)

covering 25 VDC of Dhading. The detail of beneficiaries with project target and achievement to date is given in annex 1.

According to project agreement with SWC the expected outcome of the project were: Increased knowledge and skills of DDC, VDC and other local groups in leadership, fundraising and project cycle management (result 1); and Strengthen relationship, networks and accountability mechanism between District, VDC and local community stakeholders (result 2).

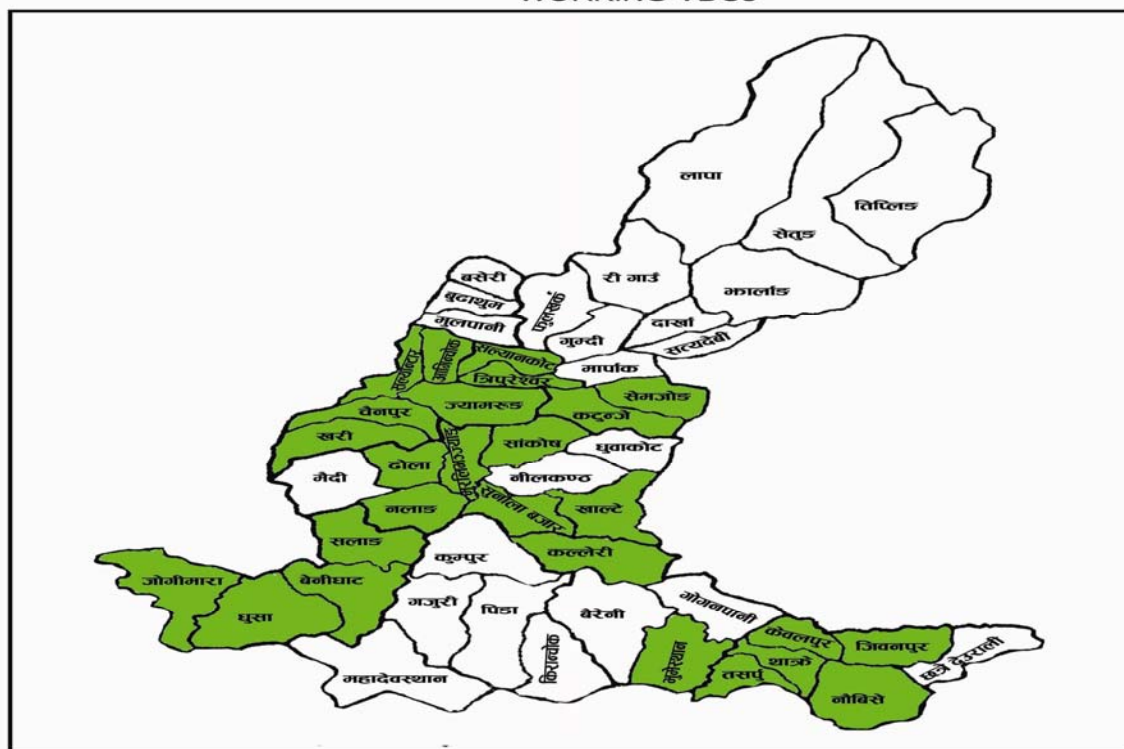
1.9 Donor information and financing arrangement:

ADRA Nepal in partnership with RIMS implemented this project with funding support from ADRA Australia. The committed budget for three years (2011-2013) is Aus\$ 336,433, according to project agreement with SWC.

1.10 Project composition:

The replication of best practices and lesson learnt from LeGGO Kavre including series of leadership training workshops, coaching visits, refreshers training, interactive sessions with stakeholders, 10 district level and 225 community level various sectors challenge projects were designed and implemented in 25 VDC in the district (see fig 2 project location)

WORKING VDCs



नेतृत्व तथा सशासन परियोजना, धादिङ्ग, कार्य क्षेत्र

१. नीबिसे	५. तसर्पु	९. नलाड	१३. बेनीघाट	१७. कटुन्जे	२१. आगिन्चोक
२. जीबनपुर	६. भूमिस्थान	१०. सलाड	१४. दोला	१८. ज्यामरुङ	२२. सल्यानकोट
३. कैवलपुर	७. कल्लेरी	११. जोगिमारा	१५. मुरली मञ्ज्याङ	१९. दैनपुर	२३. त्रिपुरेश्वर
४. थाङ्गे	८. सुनौला बजार	१२. घुसा	१६. सांकोष	२०. सल्यानटार	२४. सेमजोङ
				२५. खाल्दे	

Figure 2 depicting in shaded part is program area of LeGGO-II

1.11 Scope of final Evaluation:

Following are the objectives of the final evaluation in accordance to the agreement with SWC:

- a. Explore and evaluate the level of progress/changes made by the project and analyze the extent to which the achievements have supported the program goal and objectives.
- b. Evaluate the project effectiveness, longitudinal effect and continuity of the project activities/services as well as scope and extent of the institutionalization of the project.
- c. Explore the cost effectiveness of the project activities.
- d. Identify the target and level of achievements as specified in the project agreement,
- e. Explore the coordination and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project,
- f. Find out the income and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project,

- g. Examine the financial regularities/disciplines in accordance with the prevailing rules and regulations and fixed assets purchased in duty free and locally and
- h. Assess the good lessons to be replicated in other projects and aspects to be improved in the days ahead.

1.12 Final evaluation study tools:

During the final evaluation the study team kept in mind various question relating to concern project stakeholders (Annex 2)

1.13 Evaluation Team Composition

Final evaluation team comprised of four members from different sectors as per agreed model of SWC. The detail of the team composition is as follows

S. N.	Name	Position	Representation
1.	Mr Gyan Prasad Khanal	Team Leader	Freelance Professional
2.	Mr. Deependra Panta	Member	Social Welfare Council
3.	Mr. Khim Raj Bhusal	Member	Ministry of Women, children and Social Welfare
4.	Mr. Upendra Pradhan	Member	Freelance Finance Expert

1.14 Organization of the study report

This final evaluation report has been presented in four major sections. Section one presents the introduction part covering information of the project, beneficiaries and objectives of evaluation. Similarly, Section two presents methodology of the evaluation, with the following sub-sections: study approach, study design, selection of the participants, study instruments/tools for data collection, mechanism of fieldwork, data presentation and analysis techniques, work schedule of the study and limitation of the study.

Section three consists of data presentation and analysis which has been categorized under each result of the program in three levels designing, implementation and organizational. Lastly, section four presents the findings, conclusion and recommendation as per the findings of the team.

SECTION TWO: EVALUATION PROCEDURES

This chapter briefly describes the procedures adopted for the evaluation of the project

2.1 Study approach:

The study employed mainly qualitative approach for the evaluation. Quantitative information, however, was drawn from disaggregate data on annual, quarterly, progress report, audit reports, project agreements, MTR reports, base and end line report, etc. Quantitative approach was therefore employed as an element in the study. A number of tools as key informant interview, focus group discussion guidelines, and case study guidelines, field observation guideline were constructed and administered to collect the required information. The information received from VDC, DDC, and challenge project implementing groups, women cooperative members, health facility management groups, skill training recipients and other stakeholders were analyzed and interpreted qualitatively.

Project related documents (DIP, base line survey reports, annual and periodic reports, GoN plan and policies) were reviewed, meeting minutes of RIMS, DPAC, CPAC, CP implementation groups were noted, interactions and discussions with the respondents were made and observation of activities in the field was done.. This final evaluation study is thus designed in such a way as to collate information to record the progress of LeGGO-II project. The following paragraphs briefly describe the evaluation procedures employed in this evaluation.

2.2 Population and Sample

The study covers ADRA Nepal Dhanding working district 25 VDC under LeGGO-II project. The target populations of the study are project stakeholders served by the project-LeGGO II. However, the entire project VDCs of this district was not covered by the study. The sample of population was drawn for areas where ADRA Nepal supported activities were concentrated. The sample population from the district such as a total of 2 KII for DDC and

ADRA official , 6 FGDs for right holders including RIMS and MTOT recipient, 1 case study in individual level was selected in consultation with ADRA Nepal to collect information with a focus on various components viz Leadership and good governance; challenge projects, project management . The table below presents a matrix of the sample selected for the study.

Table 1: Tools Matrix

Sn	Methods	Tools	Total number of samples
01	KII	Key Informant Interview questionnaires	2 (DDC-1, ADRA-1)
02	FGD	FGD guidelines	6 Focus groups
03	Case study	Case study outlines	1 Case study.

2.3 Design of the Tools

After reviewing the project documents and listening to the presentation of the project by ADRA Nepal in SWC, the study team developed a set of study tools for each project components (Leadership and good governance; challenge projects, project management) targeting project direct beneficiaries, RIMS, and ADRA official as well as concerned GoN line agencies.

2.4 Tools sharing

The designed tools were shared with ADRA Nepal country office before administering them in the field. The concerned ADRA/RIMS Nepal officials in the sample VDC of the district facilitated and coordinated the meetings for FGD, KII with concerned key stakeholders for collecting data.

2.5 Data Collection Process

Final evaluation team comprising four persons and ADRA Nepal concerned officials also joined the field team to facilitate the work of the evaluation team. Rapprochement was established with the respondents before requesting them for their responses. Then the aims of final evaluation were explained to them for clarity of the evaluation.

2.5.1 Central Level Discussion and sample selection

To be more familiar with project goals, objectives, activities and project areas, central level discussion meeting was organized in ADRA Nepal country office. This meeting was attended by senior level LeGGO-II concerned staffs, and officials of ADRA Nepal country office.

Based on the volume of work, size of budget, program status, geographical coverage, number of project components in one area along with its accessibility, the study team, in consultation with ADRA Nepal officials, prepared field visit schedule (Table 2) to reach project district.

Table 2: Field visit schedule of the evaluation team

Date	Activities	Target group	Remarks
First Day 30 th /10/2013	Pick up	Team	
	Traveling from Kathmandu to Kbalpur		Soap & sewing
	Focus group discussion with sewing and cutting and soap making group members	Total 12 participants	
	Travel to Baireni and stay at Baireni guest room		
Second Day 31/10/2013	Breakfast at RIMS Kitchen	•	
	Case study: sewing and cutting participants from Kalleri 2	Who started small business	
	Drive to Dhading Besi		
	Hotel check in and Lunch		
	Drive to Jyamrung – 6		
	FGD: Health Management committee and beneficiaries		
	Returning to Muralibhanjyang – 6		
	FGD and observation of water and sanitation challenge project		
	Returning to Dhading Besi Hotel		Hotel Jana jeebika
third day 1 st November 2013	Meeting with board member of RIMS	RIMS secretary	Not available
	FGD with district level CP participants	MTOT	
	DDC/ VDC and GoN line agencies meet		Invite to take breakfast or lunch in the hotel.
	FGD with women cooperative members		
	Returning to Kathmandu		
22 Nov,2013	Draft sharing in ADRA for feedback		Team leader
28 Nov,2013	Draft report sharing in SWC		All team
29 Nov,013	Final report submission		

2.5.2 Desk Review

Project documents (proposal, annual progress/review reports, and base/end line survey reports) were reviewed and relevant websites were also visited for information collection in connection to this evaluation assignment. This review further helped shape the tools to make them more realistic.

2.5.3 De-briefing

The collected information and field observation were also shared in de-briefing meeting organized in ADRA Nepal country office. Concerned staff members participated in this

meeting. Their feedback during the debriefing session was noted for making the study more realistic.

2.6 Administration of the Tools

As agreed during central level discussions, FGDs, were conducted by briefing the objectives of the final evaluation to the beneficiaries. The respondents were encouraged to express their feelings, experiences, ideas and opinions on the issues presented before them. Similarly, KII was administered by informing and taking approval from the respondents and explaining the objectives of the study. Similarly, case of good practice was recorded in order to explore the enabling factors responsible for the success of the respondents.

2.7 Ethical Consideration

The study team considered and maintained ethical aspects of the evaluation study in the field while collecting information from the respondents. The study team had given due consideration to ethical issues related to women rights, personal behavior and privacy, use of discriminatory words, biases and personal inclination. Care was also taken not to force the respondents to agree or disagree with the interviewers. The respondents were assured that their responses would be treated as confidential and used for professional purpose only. Attempt was made to create homely environment for the respondents in order to facilitate honest interaction.

2.8 Data Analysis Process

The collected data were grouped under qualitative and quantitative components in order to generate the themes. The themes for grouping the data were derived from the objectives of the study. Data were given meaning based on perception of the respondents and observation of the study team.

SECTION THREE: DATA PRESENTATION AND ANALYSIS

This section presents the analysis of the project interventions in line with the expected result of the project as follows:

3.1 Project context analysis (relevancy)

Dhading district is relatively low in Human Development Index in comparison to other districts of Nepal. Among 75 districts, it is ranked 40th in Human Development Index (HDI). According to district development profile, 2010/11, Dhading district is ranked 51st in poverty deprivation index and 54th in the socioeconomic and infrastructure deprivation index among 75 districts of Nepal. In such a context the LeGGO-II which aims to strengthen local governance & ownership of community seemed to be contextual not only national plan, policies, and legislative provisions i.e . Good Governance (Management and Operation) Act, 2007, Local Self-Governance Act, 1998, Right to Information Act 2007, LGCDP but also the need and aspiration of community people. In the FGD conducted with the direct beneficiaries of the project opined that the leadership and management skill transferred by the project becoming mile stone to mobilize available local resources and link development needs of community people to VDCs/DDC and other development partners.

3.2 Project Effectiveness

The evaluation team also tried to assess the project effectiveness in the field level under each expected result as below:

3.3 Expected Result 1:

Increased knowledge and skills of DDC, VDC and other local groups in leadership, fundraising and project cycle management is the expected result 1 of the project.

In order to understand the project effectiveness in line with expected result provisioned in project agreement with SWC, the evaluation team tried to analyse project with set of study tools in two levels as follow:

3.3.1 District level:

According to the participants of Master Training of Trainers (MTOT) the LeGGO-II provided a 6 days MTOT in residential basis in district level. A total of 44 persons representing from DDC, VDC including the networks of other organizations actively participated throughout the training period. The training package contains leadership, its styles, appreciative enquiry, budgeting, meeting procedure, project proposal development, implementation, reporting, monitoring, public hearing etc. It was based on Result Oriented Leadership Development Program (ROLDP) approach. At the end of this training the participants developed 10 challenge projects (CP) on various sectors such as drinking water system development, Dhading bazaar sanitation, Hydraulic Ramp pump establishment, training on commercial vegetable farming etc based on needs of local people. The FGD organized for MTOT participants at Janajibika hotel in Dhading shared that these developed projects successfully implemented in the community and acknowledged by the public hearing participants organized in the concerned VDC. Certificate to the training participants were also awarded by the project after the recommendation of public hearing participants in the august gathering. As such the ROLDP approach introduced by the project seemed to be highly effective to ensure good governance in the community.



Besides this, the trainings followed by series of coaching and backstopping support from ADRA official enabled the training participants in receiving funds from VDC and other organizations. Various training contents including local resource mobilization (budgeting) included in MTOT has significantly enhanced the skills and the knowledge of its participants to design CPs and implement them to meet community development needs and priorities.

Similarly Mr. Binod Aryal, Social Development Officer, DDC Dhading and Mr. Bir Bahadur Duwadi, VDC secretary Jyamrung and Khalte VDC in the district met in FGD were also the participants of MTOT appreciated LeGGO-II project. Some training contents like public hearing/auditing and applying bottom to top approach of planning and creating ownership of the project even from the citizen ward forum were appreciated by them. They opined us that due to the provisioned of very limited grant i.e. Rs. 15000 such ambitious projects particularly hardware part (infrastructures development) in terms of cost, technical human resources, and large area planning created further challenge to the project to complete in time and suggested that it should plan for very few VDC (one or two) with provision of large grants up to one million. They also shared us that DDC and VDCs are not allowed to adopt ROLDP manual in its LGCDP until it is endorsed by MOLD. Other FGD participants reported that the training manual developed by the project have been using in their own affiliating organization in the district.

3.3.2 Community level:

Out of 750 target the project capacitated 763 community representatives, including the VDC representatives, representatives of different groups such as Community Forest Users Groups, Co-operatives, Health Facility management committees, Farmers groups, Community Based Organizations (CBOs) and School teachers were trained on ROLDP by organizing series of training according to project document (see annex-1 physical targets Vs achievement). These capacitated training participants developed 225 CPs one in every ward of 25 VDCs in the district (see table-3) in various sectors. A loose forum consisting 7- 9 members implementing committee including members of existing citizen ward forum was formed in each ward of the VDCs. Coaching and backstopping input provided by the ADRA/RIMS officials further enabled training participants to receive grants from VDC and other

community based organizations such as forest users committee. Resulting, out of 225 CPs 153 have found completed whereas 72 are still on-going status from which 14551 HHs suppose to be benefitted by the end of the project according to data shared by ADRA (see figure 3). It shows that a significant numbers (CPs 153) was completed by the project that empowered direct beneficiaries not only enabled their skills but also secured grants from VDC and community based organization as well.

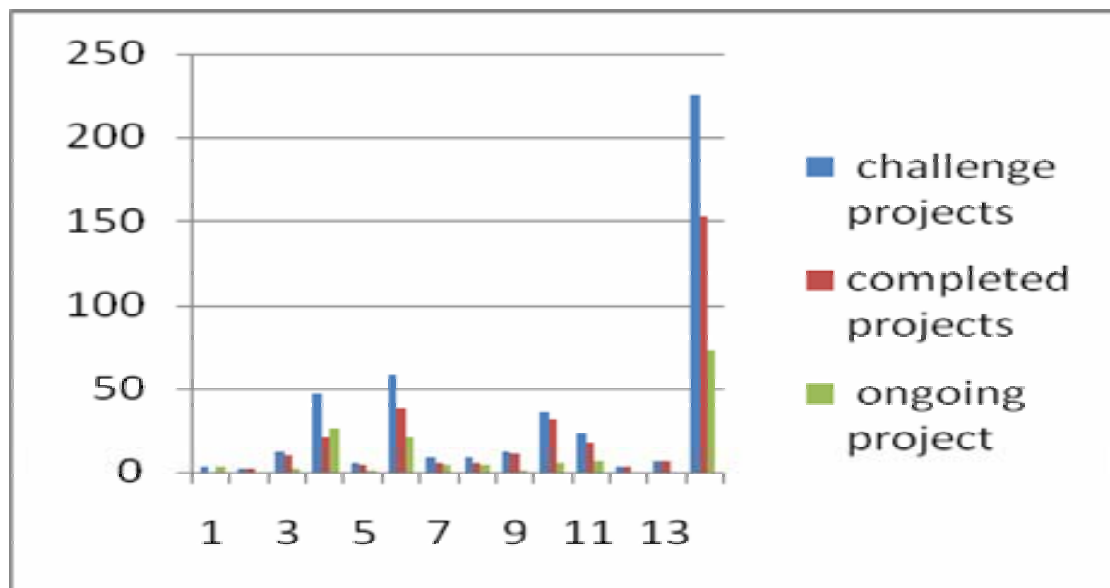


Figure-3 sector-wise CP project status

3.4 FGD with Sewing and cutting CP beneficiaries in Kalleri VDC ward no 2:

7 days leadership and management training recipients Mr. Dipendra Shrestha in VDC level of Kalleri VDC-2 found in FGD reported us that after the training they developed cutting and sewing project targeting to women, after getting approval from ward citizen forum, they submitted proposal to VDC and received grant. They also formed Jagriti Paribar Samuha (JPS)consisting 20 persons including Dalit women members in the community and organized 3 months training packages with this budget and Rs. 15,000 received from RIMS as matching grant. The participants opined that 6 women including Dalit have been utilizing gained skill in sewing their personal clothes. The evaluation team is impressed with their level of confidence and increased self esteems (see box 1)

Ms. Sabita Shrestha about FGD, is a permanent VDC ward no 2, Dhading. community based sewing LeGGo-II challenge project



24 years one of the participant of resident of Sanatar village, Kalleri She was a participant of 3 months and cutting training delivered under (CP). She received a 3 month Sewing

and cutting training based on Chaubadi, Kurtha & Suruwal (women traditional wear) organized by JPS. Before training she was limited in the household work .Now with skill, knowledge and confidence, she has been preparing 3-4 pairs Kurtha & Suruwal for villagers and she earns NRS 150 per pair even at her residual time in the home. The dress which she is wearing was also stitched by her. In addition to this, she is working as executive member in the JPS too. Including other business this group is also launching saving and credit program in the village. Ms. Shrestha wants to be good tailoring entrepreneur in future. She is also expecting refresher training based on latest model of women and young girls wear from LeGGO. (Box 1)

3.5 FGD with Sewing and Cutting CP beneficiaries in Kewalpur VDC ward no 2:

Evaluation team also organized FGD with female of Kewalpur VDC ward no 2 who implemented sewing and cutting, a CP project in similar model as stated. Originally they planned to capacitate 20 female and submitted project proposals to VDC and other organization accordingly. However, the project could not receive grant even though it was approved by citizen forum meeting. Eventually they received very small grant from Sana Kisan-, govt. local body. RIMS provided Rs. 15000 from which they were able to provide training to 13 women. These training participants were from Bramin and Chhetri community. In this ward there is a house of Dalit – Darji who did not show her interest to take part in the training according to Ms. Sabitra Pandit, resource person of the sewing and cutting training.

All 13 participants this 3 month training among 13 training person) could sew their but none of them started evaluation team guessed



successfully completed package. They shared us participants very few (2 own Kurtha and Suruwal as profession. The that the community still

may not count tailoring as a profession for so called higher cast like Bramin and Chhetri. The FGD participants also opined that untouchability is still in practice in the community. The FGD participants also shared us that three months package remained very limited. It should be six to nine months to be professional one.

3.6 FGD with soap making CP beneficiaries in Kewalpur VDC ward no 8:

A total of 18 participants (15 female 3 male) from various social groups (1 Dalit, 1 Janajati 16 others) participated in 3 days soap making training with matching grant from RIMS and self contribution made by the training participants. The training was successfully implemented, according to FGD participants. Though, manufactured soap during training could not market as expected due to less quality. They that customer demand liquid soap rather manually made solid soap (Dalla sabun). It that this type of training was ignorantly without assessing consumer needs. Beside also shared that the training package was implemented for very short period (3 days) due to lack of budget .None of the participants of this training were found to apply this skill in their practical life.



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3.7 FGD with CHSC executive board in Jyamrung VDC-ward no. 6:

Leadership and management training at community level provided by LeGGO-ii also contributed to establish Hanumandada community health service center. The FGD participants reported that CHSC constructed with financial support from DDC, VDC, Forest users committee, RIMS including labour (Shramadan) from the community people. reported us that technical input was not the time of designing and constructing the neither from Govt. nor ADRA/RIMS. A local recently provided 6 Ana amounting NRS.



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to the name of center. 13 members (4 female 9 male) executive board has been governing the CHSC on voluntary basis. Mr. Dharma Thapaliya , assistant health worker has been providing services as full time staff in the center. On every 14th day of the month a technical person from Sub-Health Post (S/HP) visits the center for immunization purpose. According to record an average of 8-10 patients visit the center for various services such as TT, BCG, DPT immunization, iron capsule, smallpox. According to Mr. Thapaliya, pregnant women hesitate to come to center for checkups due to lack of separate room. The evaluation team observed one small hall (about 17 ft length and 12 ft breadth) accommodating various services such as checkups, immunizations, administrative work, dispensary etc. Despite of poor management of drinking water, sanitation, office filing system, financial records, keeping meeting minute, service of CHSC was found impressive. Few components of meeting procedure like minute confirmation by sign, name of chair person, action to be taken by whom, when & how, issues of discussion (agenda),place of discussion, meeting no. etc were found lacking in the meeting minute of CHSC.

3.8 FGD with the beneficiaries in Murali Bhanjyang VDC ward no 6:

Sanitation, a CP project was also implemented in Shikhar Bazzar under the same procedure as stated. The project helped to preserve source of drinking water and changed the habit to place garbage in the plastic pit. Evaluation team observed such garbage plastic pits placed on road trail were in use. According to Mr Tek Bahadur Duwadi, deputy chairperson of project implementation committee, 100 HHs residing in the Bazaar are directly benefitted by drinking water and sanitation services provided by the project services. He also opined that the drinking water project is not in proper use in dry season .The participants eagerly expressed that the gained skill in the training helped them to raise their issue with the proposal to concerned organization. Before training they used to raise their concerned verbally to the VDC.

3.9 FGD with the beneficiaries/board of (WCH) in Naubise VDC ward no 5:

An enthusiastic and self motivated group of women of Khatrithok used to discuss their issues in open theaters in chautara near their resident which became difficult for them when the

weather is unfavorable. They started constructing community hall on their own initiation from 2066. Their spouses also supported them to carry stones near by the stream to construct building. They knocked door of different organization working in the VDC to buy tin and iron rod for the building construction. This group got involved in touch with RIMS/ADDRA officially and leadership and management training in 2068. This training helped them to search source with the proposal. Eventually, their proposal was approved by the VDC and they received Rs. 115,000. Along with



the cash they also received kind support from various organizations like forest users committee including RIMS. They constructed building having one hall. Evaluation team was also impressed with the efforts of these enthusiastic women. They expressed their kindness to ADRA/RIMS for enabling them with knowledge and skill. Now, this group of women meet once a month and discuss on various social issues like women rights, domestic violence including mobilization of saving and credit program. At the time of our visit 23 women were found to achieve knowledge on voters education program (VEP) for upcoming national constitutional election to be held on 19th Nov 2013.

3.10 Expected Result 2: Strengthened relationships, networks and accountability mechanisms between District, VDC and local community stakeholders:

The end line survey report of ADRA showed that the total cost of 130 VDC level CPs was NRs. 13,035,091, of which NRs. 2,055,000 (i.e., 16%) was supported by LeGGo II as seed money and building the Community project (BCP) fund. Thus, 84% of fund required for the completion of CP was generated in form of cash or kind contributions by the communities themselves or from the local bodies/district and VDC offices/other non-government organizations. Observing the CP project status and information received from FGD participants in visited area also seems to be verified in same line as mentioned in this report (see table below). Details of VDC level challenge project status. (Jan 2011-Nov. 2013)

S.N.	Challenge project sectors	challenge project	completed projects	ongoing project	beneficiaries household by completed projects
1	Agriculture/Irrigation	3	0	3	0
2	Awareness raising	2	2	0	226
3	Education/Child development	12	10	2	1567
4	Community building	47	21	26	2467
5	Cultural heritage	5	4	1	491
6	Drinking water	58	38	20	1722
7	Electricity	9	5	4	342
8	Health (PHCORC)	9	5	4	2026
9	Income generation	12	11	1	288
10	Road/Foot trail	36	31	5	4017
11	Toilet	23	17	6	841
12	Environment	3	3	0	366
13	Skill Development	6	6	0	98
Total:		225	153	72	14551

According to Log frame enclosed in the Project agreement, accountability, ethics and transparency training for 40 district officials was planned by LeGGO-II. However, none such training was organized by the project.

3.11 Transparency, coordination and linkage:

The evaluation team found Central/District Project Advisory Committee (C/DPAC) meetings have been conducted by ADRA Nepal to ensure coordination. DPAC meeting held five times and CPAC meeting once per year. It is found that the progress made by the project was shared through DPAC in the district and incorporate the concern of stakeholders for further improving the result. Despite this, the project demonstrated its coordination, accountability and transparency through following visible presence:

- pictorial 5 issue newsletters 4 pages in length containing various project activities such as success stories, lessons learnt, public hearing meeting, message from ADRA official etc published by the project for wider distribution to the project stakeholders
- 10 event public hearing in VDC level were organized by the project.
- Besides regular monitoring & coaching visit from ADRA, 1 Central and 5 district project advisory committee(C/DPAC) meeting, 5 DDC level and 1 Central level from MOWCSW monitoring visit were also held.

3.12 Sustainability:

After interaction with concern parties in connection to sustainability, the evaluation team found that the project stakeholders have been putting its best efforts towards sustainability through the following visible presence:

- The capacitated 763 community representatives from Citizen Ward Forums, Community Forest Users Groups, Co-operatives, Health Facility management committees, Farmers groups, Community Based Organizations (CBOs) and School teachers on ROLDP have been seen as important community assets to lobby with the government authorities for their rights and equitable access to government resources is expected to go a long way toward sustaining the gains of the project.
- 44 MTOT training recipients including DDC officials are expected to apply ROLDP approach in providing services to the community.
- The skill and knowledge gained in leadership and management training contributed to develop 13 CP in various sectors (see table 3) have been providing services.
- The success case of Ms. Sabita Shrestha has shown that Sewing and Cutting training contributing to earn some money for self dependent.
- 84% of fund required for the completion of CP was generated in form of cash or kind contributions by the communities themselves or from the local bodies/district and VDC offices/other non-government organizations will lead toward program sustainability.

3.13 Inclusion:

The evaluation team found in the field that ADRA put necessary efforts for inclusion of poor, vulnerable and socially excluded people. However, less inclusion of Dalit and no PWD's participant in the program is observed. We could not meet PwDs participation in the interaction/FGD held in the project district/VDC.

3.14 Financial

FINANCIAL ANALYSIS

The team has analyzed the financial operation of the project period of January 2011 to December 2013 upon the availability of final figures.

- ***Accounting Policy and Procedure:***

1. *The financial statement of the project is prepared with the historical cost convention and is prepared generally on cash basis.*
2. *The fixed assets acquired by the project for its use have been charged off as expenses at the time of its acquisition.*
3. *The cost of inventory in hand is charged to expenses at the time of acquisition.*
4. *Revenue is recognized at the time of receipt of funds from donors.*

- ***Procurement System:***

Project has the practice of obtaining quotation from different suppliers for procurement as given by below. There is system preparing competitive statement of quotations before procuring of goods & services.

- From NPR 10, 000 up to 50, 000 1 quotation.
- From NPR 50, 000 up to 5, 00, 000 3 quotation.
- 5 hundred thousand above seal bid open quotation.

- ***Fixed Assets:***

1. ADRA has maintained assets register in computer system. However, the project should show Fixed Assets Register mentioning Name of Assets, Date of purchase, Supplier's detail, codification number, Invoice no, purchases price, condition of assets Location and custodian of assets.

2. The project has a system of taking physical verification of fixed assets on half yearly basis.
3. On the project period no any disposal of fixed assets.

▪ **Evaluation of internal control system:**

As per the documents review and interaction with ADRA Nepal staff, the internal financial control system found to be good in the organization. The organization has assigned one internal finance officer to monitor the financial condition of the organization in both central and field offices as well as in project grass root level. Evaluation team observed that financial control system of both organizations: granter& grantee is found appreciable.

▪ **Budgeted Vs Actual Expenses of ADRA (Adventist Development and Relief Agency) Nepal for the Period of January 2011 to September 2013 Final.**

Exchange rate used for Y1, Y2 and Y3 is Rs 83.03324, Rs 83.03324 and Rs 83.03324

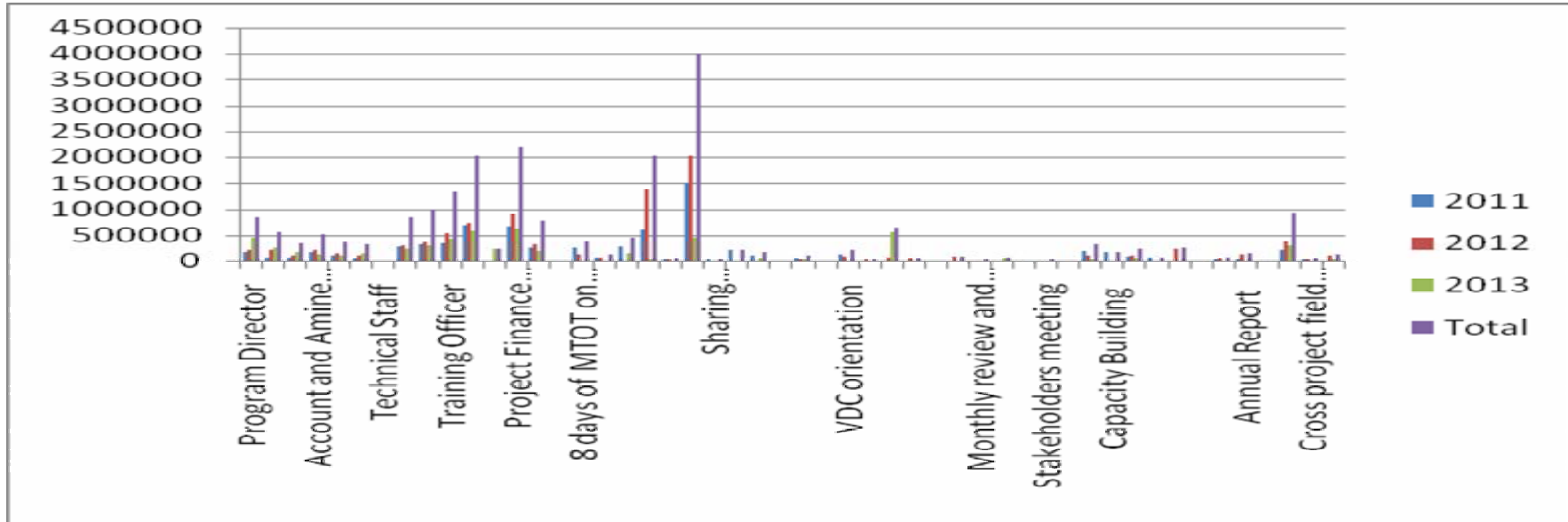
(All the figures expressed in NPR)

Description	Year 1		Year 2		Year 3		All year Total		
	Budget	Expenses	Budget	Expenses	Budget	Expenses	Budget	Expenses	
1. Program Cost									
I Personnel									
Country Office									
Program Director	158,900	170,626	215,367	215,367	756,000	459,619	1,130,267	845,613	
Finance Director/ Technical Advisor	160,300	71,849	218,713	218,713	423,360	266,179	802,373	556,741	
Accounting Coordinator	86,800	60,344	118,851	118,851	285,600	171,387	491,251	350,583	
Account and Amine officer	84,000	164,236	206,846	206,846	154,526	136,235	445,372	507,317	
Human Resource Manger	100,800	109,967	148,020	148,020	168,000	107,659	416,820	365,645	
Logistic and Security Coordinator	70,000	49,445	105,646	105,646	221,760	160,856	397,406	315,947	
Technical Staff									
Project Manager	231,000	291,485	312,720	312,720	352,800	238,259	896,520	842,464	
Program Officer	350,000	325,000	357,500	357,500	519,593	300,000	1,227,093	982,500	
Training Officer	420,000	349,993	543,666	543,666	688,800	435,849	1,652,466	1,329,508	
Assistant Training Officer	560,000	696,470	733,097	733,097	940,800	599,991	2,233,897	2,029,558	
Project Coordinator					180,000	240,968	180,000	240,968	
Project Finance Coordinator	840,000	665,103	897,994	897,994	1,184,666	630,007	2,922,660	2,193,104	
Project Support Staff	224,000	257,791	316,892	316,892	505,340	198,716	1,046,232	773,399	
Total Personnel Cost	3,285,800	3,212,310	4,175,312	4,175,312	6,381,246	3,945,726	13,842,358	11,333,347	

II Activities									
Selection of District level training participants	1,000	980					1,000	980	
8 days of MTOT on leaders, management and good government	264,363	264,363	130,464	130,464			394,827	394,827	
Monthly coaching visit	70,000	75,155	-61,122	-61,122			8,878	14,033	
Demonstration Meeting		272,452	7,280	7,280	351,774	168,985	359,054	448,717	
Leadership management and good government training	619,200	611,703	1,376,060	1,376,060		26,653	1,995,260	2,014,416	
Coaching visit	90,000	18,273	19,080	19,080	211,341		320,421	37,353	
Challenge Project: During the training (VDC design 2)	1,500,000	1,502,770	2,025,000	2,025,000	540,000	471,130	4,065,000	3,998,900	
Sharing project result	70,000	13,278	2,105	2,105	86,599		158,704	15,383	
Refresher training for 150 participants from LEGGO 1	177,250	215,966					177,250	215,966	
Exposure visit for 40 person	146,000	112,107				51,936	1,46,000	164,043	
Training of accountability (1 day training for 40 person									
celebration of special events	40,000	37,598	30,000	30,000	49,485	33,333	119,485	100,931	
Assessment of transparency									
VDC orientation	121,500	121,782	97,472	97,472			218,972	219,254	
VLCC meeting			16,685	16,685	45,205		61,890	16,685	
LRP Mobilization			57,335	57,335	450,000	578,887	507,335	636,222	
Public hearing through media			50,000	50,000			50,000	50,000	
Coordination Meeting with VDC secretary			8,870	8,870			8,870	8,870	
Sharing meeting in kabre			83,807	83,807			83,807	83,807	
Monthly review and planning meeting for LRPs					75,000	16,995	75,000	16,995	
Coaching visit / LRP mobilization					116,000	61,360	116,000	61,360	
VDC secretary workshop					115,500	115,623	115,500	115,623	
Stakeholders meeting					15,100	12,034	15,100	12,034	
Stationery for challenge project					13,074		13,074		
Capital equipment	526,658	190,728	111,655	111,655	-201,850	29,344	436,463	331,727	
Capacity Building	177,224	170,087					177,224	170,087	
Quarterly joint monitoring	80,000	87,129	103,856	103,856	98,970	54,605	282,826	245,590	
Eval-Baseline	92,210	72,210					92,210	72,210	
Eval-Mid-Term/ EOP Quantitative survey			241,974	241,974	573,923	11,255	815,897	253,229	

Social Audit					1,85,569	1,03,445	1,85,569	1,03,445	
Publication, (News letter for leadership)	20,000	17,075	36,573	36,573	49,485	9,899	106,058	63,547	
Annual Report	100,000	19,704	130,000	130,000	123,713	12,602	353,713	162,306	
Production of Documentary					61,857		61,857		
Monitoring travel (incuding accommodation and perdiem)	313,244	208,500.00	398,959	398,959	455,984	311,154	1,168,187	918,613	
Cross project field visit (staff)	18,000	16,534	21,369	21,369	46,722	10,740	86,091	48,643	
Cross county visit			105,794	105,794	295,223	34,100	401,017	139,894	
Total non personnel cost	4,426,649	4,028,394	4,993,216	4,993,216	3,758,673	2,114,080	13,178,538	11,135,689	
Total Program Cost (1*II)	7,712,449	7,240,704	9,168,538	9,168,538	10,139,919	6,059,806	2,70,20,896	22,469,036	90%
1. Administrative Cost									
Electricity	28,800	27,016	46,374	46,374	52,755	35,293	127,929	108,684	
Water Supply	24,000	28,285	33,442	33,442	35,629	20,700	93,071	82,427	
Office rental	281,400	259,753	343,364	343,364	467,753	262,353	1,092,517	865,470	
Office supply	96,000	106,552	153,202	153,202	144,517	1,19,262	393,719	379,015	
Staff/ property/ content insurance	35,000	2,894	5,555	5,555	51,959	26,203	92,514	34,652	
Communication	96,000	95,831	1,49,836	1,49,836	182,517	116,907	428,353	362,574	
Vehicle operation	229,776	135,830	264,778	264,778	283,550	126,752	778,104	527,360	
Audit, external for ADRA and Partner					1,49,999		1,49,999		
Total Administrative Cost	790,976	656,161	996,551	996,551	1,368,680	707,470	3,156,207	2,360,182	10%
Grand Total NRs	8,503,425	7,896,865	10,165,079	10,165,079	11,508,599	6,767,275	30,177,103	24,829,218	100%
Description % budget									
Program cost %	91%	92%	90%	90%	88%	90%	90%	90%	%
Administrative cost %	9%	8%	10%	10%	12%	10%	10%	10%	%
Total Cost 100%									%

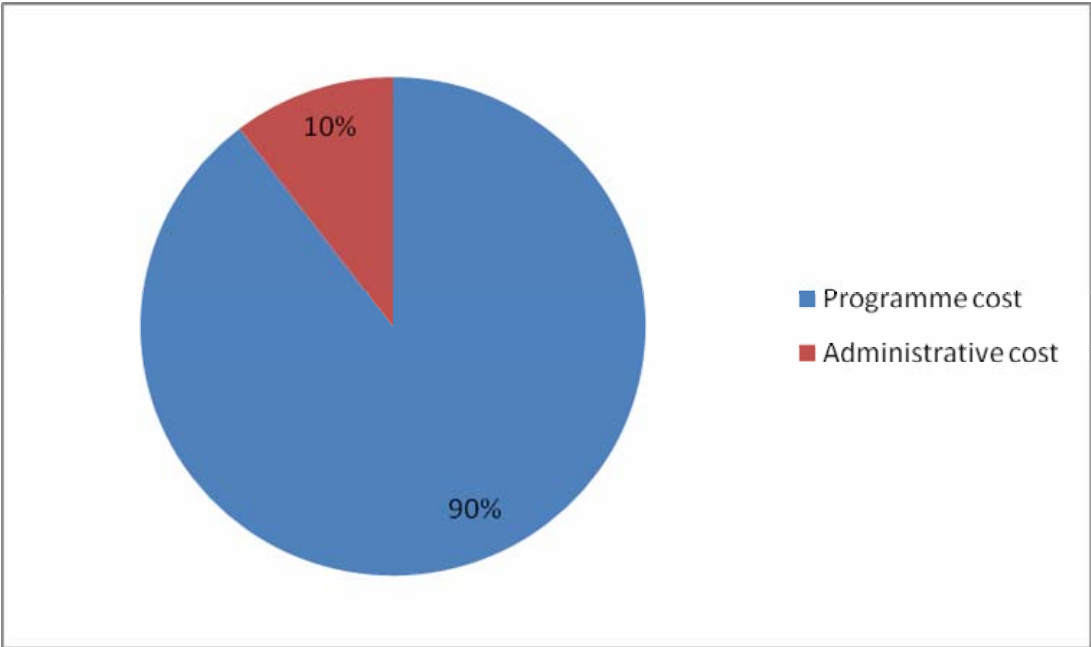
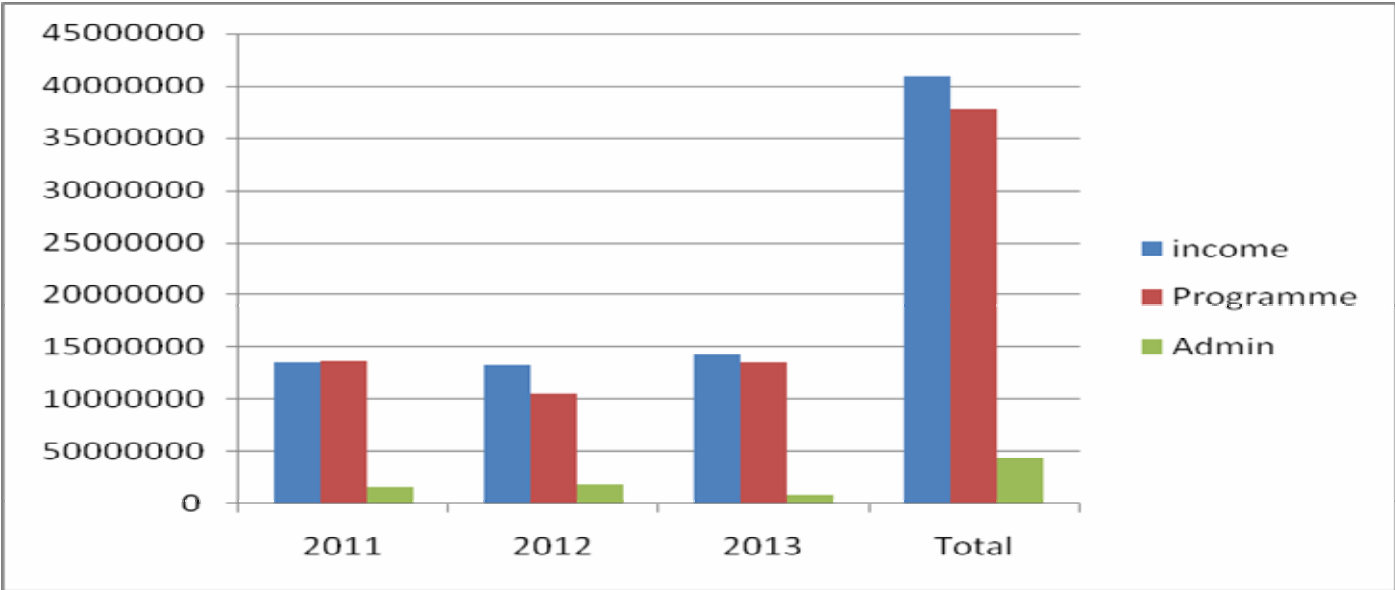
Expenses for the Period of Fiscal year (January 2011-December 2013)



Year		Expenses			Balance	Percentage of Program cost	Percentage of Admin cost
Fiscal year	Income	Program	Admin	Total			
2011 - Audited	134,833,240.7	135,952,366.7	15,802,231.47	151,754,598.15	(16,921,357.45)	88 %	12 %
2012 - Audited	132,331,020.9	105,539,039.5	19,201,220.93	124,740,260.43	7,590,760.49	82 %	18 %
2013 - Audited	142,592,991.1	135,534,471.7	8,774,711.19	144,309,182.91	(1,716,191.81)		
Total	409,757,252.7	377025877.9	43,778,163.59	420,804,041.5	11,046,788.77	94 %	6 %

Summary of Program and Administrative cost:

Total income and Expenditure of the ADRA (Adventist Development and Relief Agency) Nepal from fiscal year 2011 to 2013



- According to the agreement paper, details break down of the budgets has been submitted. The total budget of NPR 30,177,102.00 and the expenditure was 24,829,218 as of September 2013 which is 82.27% (January 2011 to September 2013) respectively.
- As of September, the project received NPR 26,855,773 and made the expenses of NPR 24,829,218.
- **Observation of Financial Transaction:**
 - ADRA has mentioned all the records of accounts according to the rules and regulations of Nepalese financial act.
 - The Balance sheet, Income & Expenditure statement reflects the actual financial position of office. The cash flow statement provides actual cash position, cash inflow and out flow of the office.
 - ADRA has mentioned the books of account in time.
 - ADRA has been maintaining books of accounts and assets management on computerized system. But not mentioned the books of durable goods so it is recommended to keep manual ledger.
 - The tax to the government is being paid on time like taxes of salary and other taxable amount.
 - ADRA has mentioned the three different vouchers like Journal Voucher, Received Voucher and Bank Voucher. They are using Journal Voucher in different internal transition, Received Voucher is being used in receiving donation and other income transition, and Bank Voucher is being used in cash deposit and to draw money.
 - ADRA should put approved stamp and signature in the voucher. So it will be easy for everybody to look.
 - ADRA has made "International area office finance policy manual" for financial transparency and accuracy of individual financial activities. The policy must be followed as guideline for financial activities in all international branch offices.
 - ADRA gives most of the money in advance to staff while conducting different programs so we recommend for bank transaction.

SECTION IV: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis of information compiled from documents review and field study, the evaluation team presents the following findings and recommendations:

4.1 FINDINGS

- LeGGO-II found contextual not only national plan, policies, and legislative/programmatic provisioned in Good Governance (Management and Operation) Act, 2007, Local Self-Governance Act, 1998, Right to Information Act 2007, LGCDP program but also the need and aspiration of community people.
- In Leadership and Management Training, out of 750 targets in community and 40 in district level, the LeGGO-II capacitated 763 community level and 44 at district level. The primary beneficiaries were: representatives from VDC & DDC duty bearers including Community Forest Users Groups, Co-operatives, and Health Facility management committees, Farmers groups, Community Based Organizations (CBOs) and School teachers.
- Though, the training carried out under ROLDP approach has helped to improve leadership and management skill and contributed to design and implement 235 challenge projects (225 community and 10 district level) in 13 hardware/ software sectors (table 3), some documentation/record management part i.e. meeting minute found lacking to mind basic features of meeting procedure. The observed DPAC meeting minute of 2068-09-11; 2069-03-22 including CHSC minute were also verified in same line.
- The project provided NRS 15000 to CP project as matching grant and about 84% of fund required for the completion of CP was generated in form of cash or kind contributions by the communities themselves or from the local bodies/district and VDC offices/other non-government organizations. Thanks to ADRA introducing such effective ROLDP approach.
- The software CP projects like vocational related initiatives such as sewing and cutting have significantly contributed to improve the socio-economic status of women (see FGD in Kalleri VDC-2). However, the CP project related to manufacturing solid soap (Dalla sabun) implemented in Kewalpur VDC ward no 8 found less effective. The marketing of soap was affected by the absence of quality and poor technology.

- The hardware (infrastructure) related CP projects like community health service center (CHSC), women community hall (WCH) observed in the project site have found providing services. On every 14th of the month, a technical person deputed by Dhading DHO visit CHSE situated in Jyamrung VDC-6 for providing immunization service to the community people. According to record average of 8-10 patients visit CHSE for various services such as TT, BCG, DPT immunization, iron capsule, smallpox etc. However, pregnant women hesitate to come for checkups due to absence of separate room. The evaluation team observed one small hall (about 17 ft length and 12 ft breadth) accommodating various services such as checkups, immunizations, administrative work, dispensary etc. Despite of poor management of drinking water, sanitation, meeting minute, office filing system, limited room, financial records the services of CHSC was found impressive. Similarly, the WCH constructed by the enthusiastic women of Naubise found providing voters education program in connection to upcoming national constitutional election to be held on 19th Nov 2013 at the time of visit in this WCH. Though, lacking toilet and drinking water facilities in WCH is noticed.
- 46 CPs (26 communities building and 20 drinking water) related to infrastructure still on process. The evaluation team not fully realized that these projects will be completed within 2013. Besides this the project is lacking of technical human resource with civil engineering background to provide technical inputs to infrastructure development related CPs. It is also noticed that the project agreement (see page 11) provisioned a precondition of one intern expat for the project from justice and criminology academic background to provide technical input for the project. The contribution made by the expat has significantly contributed to capacitate project stakeholders on good governance and management. However, a large number of CPs developed / implemented by the capacitated people largely focus to hardware part.
- The project demonstrated its transparency by organizing public hearing meeting, publishing 5 issue newsletters, series of monitoring visits from DDC, conducting C/DPAC meeting.
- A separate training package on accountability, ethics and transparency training was planed but this training package incorporated in VDC and DDC level duty bearers training, as opinioned by ADRA official
- Though, membership of RIMS is limited to 36 members from inception to date, It has contributed significantly to the promotion of rights of poor, vulnerable and socially excluded (PVSE) people at district and community level. However, evaluation team observed that the presence of Dalit was very little and there was no presentation of Persons with Disabilities (PwDs) in FGD.
- The public hearing / audit organized at VDC/ward level largely contributed for transparency.

4.2 CONCLUSIONS

Given the project, location and context, the evaluation team based on the above findings presents the following conclusions:

- Series of leadership and Management training workshop including coaching visits, refreshers training, interactive sessions provided by LeGGO-II in Dhading has been instrumental in enhancing good governance in the district even in such a short period. The capacitated district level duty bearers on good governance through MTOT are key actor to increase Minimum Conditions and Performance Measures (MCPM) of the district.
- Public hearing/social audit organized by the project in its program areas were successful in raising awareness of accountability of duty bearers towards its right holders.
- ADRA /RIMS successfully linked ROLDP approach in raising awareness, mobilizing local human resources and empowering local people to engage in the community development.

4.3 RECOMMENDATIONS

Recommendations to ADRA, SWC and RIMS based on findings and analysis of the study are briefly presented below.

4.3.1 ADRA

- LeGGO since first phase in Kavre and second in Dhading has contributed in enhancing good governance that advocated right holders participation, orientation of consensus, accountability, transparency, responsive, equitability, inclusive, rule of law etc. The physical achievement made by the project is also found remarkable such as capacitated 763 in community and 44 district level have significantly contributed not only develop many infrastructures in the community and provide service but also make aware on good governance as well. So it is recommended that the next phase project of ADRA be prepared in such a way that it should contribute to the economic empowerment of PVSE populace in the selected VDCs as suggested by social development officer of Dhading DDC and also participants of FGD in Naubise at WCH.

- 72 CPs including 46 (26 communities building, 20 drinking water) related to infrastructure still on process according to data base. Besides this, the drinking water under CP developed in Murali Bhanjyang VDC ward no 6 Shikhar Bazzar found not in use dry season. The evaluation team suggests to ADRA, the stated CP projects should complete within the end of December with top priority.
- It is recommended to ADRA that the CPs related to manufacturing sectors as income generating projects like soap making should be designed after potential market/consumer survey so that manufactured products could be sold in the market. For instance, solid soap (Dalla sabun), A CP implemented in Kewalpur VDC ward no 8 found less effective due to less quality and technology.
- Providing technical backstopping to diverse CPs seen as real challenge for LeGGo II in absence of human resource with CP specific technical expertise. For instance community health service center (CHSC) in Jyamrung accommodating all services in a congested small room and lacking separate rooms for pregnant women health checkup, drinking water and sanitation facilities. Similarly, lacking of toilets, drinking water is also noted in a women community hall (WCH) in Naubise. Thus, the project should collaborate with district level line agencies to provide CP specific technical backstopping. This will not only reduce the burden of LeGGo II staffs but also ensure the realistic estimation and quality design of the CPs.
- Leadership and Management training directive manual under ROLDP approach has discussed effective meeting procedure (see manual page 63) to raise the issues. However, it is found lacking to discuss recording such issues in meeting minute in this manual. Resulting, the observed meeting minute of CHSC, WCH, DPAC have been found lacking the basic features of meeting minute like minute confirmation by sign, name of chair person, action to be taken by whom, when & how, issues of discussion (agenda), place of discussion, meeting no. etc. Therefore, the evaluation team

suggests including keeping meeting minute topic under effective meeting procedure topic in this manual.

4.3.2 SWC

- ADRA Nepal celebrated 25 years of its developmental intervention in Nepal in 2012 and still its presence is highly appreciated by the community people of Dhading as well. Based on discussion with ADRA Nepal Management, they are bringing new modified phase of LeGGO in Dhading. Hence the team recommends approving new phase of LeGGO by considering recommendations given in this report.
- ROLDP approach has helped to improve leadership and management skill and contributed to design and implement 235 challenge projects (225 community and 10 district level) in 13 hardware/ software sectors. The project provided NRS 15000 as matching grant. Resulting, about 84% of fund required for the completion of CP was generated in form of cash or kind contributions by the communities themselves or from the local bodies/district and VDC offices/other non-government organizations. This approach is based on result of any interventions including the basic features of good governance. So evaluation team recommend to SWC to replicate this approach in other developmental interventions.

4.3.3 RIMS

- From initiation RIMS, were 36 general members which remained same by 2013. It gave the impression to evaluation team that RIMS is close group. Since it has been implementing various program in partnership with other INGOs in other district too. So it is recommended to RIMS that it should extend its general members by amending its constitution from general assembly to provide space for broader participation from the district.

References

GON (2007). *Interim Constitution of Nepal*. Kathmandu: Author
 GON (2010/11-2012/13). *Three Year Plan Approach Paper*. National Planning Commission. Kath: Author
 Good Governance (Management and Operation) Act, 2007, Local Self-Governance Act, 1998, Right to Information Act 2007, LGCDP program
 Annual Report
 Audit Reports on Financial statement
 Brochures and Booklets published
 General agreement Between SWC and ADRA-Nepal
 Project Agreement between SWC and ADRA-Nepal
 Base/end line survey report
 Mid-term evaluation report

Annexure:

Annex- 1 Project target and Achievements

Leadership and Good Governance (LeGGo) Project II
 Consolidated Target vs. Achievement Table

SN	Activities	Unit	Project Target	Cumm. Achievement	Remark
1	Start up Activities				
	Agreement signed with SWC	Time	1	1	
	MOU signed with WDO and RIMS	Time	1	1	
	Hire project staff	Time	1	1	
	Orientation meeting with GoN officials in Kathmandu	Time	1	1	
	Senior Alignment Meeting	Time	1	1	
	3 Days DIP workshop	Time	1	1	
	Printing of MT/ Facilitator Guide	Time	50	50	
	Reprinting training manual	Number	800	800	
	Output 1.1 : 40 District Officials selected and trained as master trainers(MT) on ROLD and implement 10				

SN	Activities	Unit	Project Target	Cumm. Achieve	Remark
	challenge projects				
1.1.1	District level 40 training participants selection	Person	40	44	
1.1.2	6 days (MToT)	Person	40	44	
1.1.3	District level challenge project selection	Number	10	10	
1.1.4	Monthly coaching visits for district level challenge projects	Times	50	50	
1.1.5	Demonstration Meeting	Times	1	1	
	Output 1.2: 750 VDC/Community representatives will receive Leadership and Management Training and Implement 225 Challenge Projects				
1.2.1	Coordination Meeting with VDC	VDC	25	25	
1.2.2	VDC Level Orientation	VDC	25	25	
1.2.3	VDC level participant selection	Person	750	763	
1.2.4.	VDC level training				
1.2.4.1	First workshop	Batch	25	25	
1.2.4.2	Second Workshop	Batch	25	25	
1.2.4.3	Third workshop	Batch	25	25	
1.2.	VDC level challenge project	No	225	225	

SN	Activities	Unit	Project Target	Cumm. Achieve	Remark
5	selection				
1.2.6	Coaching visits for VDC level projects	Times	325	325	Plan of coaching visit is amended and target is fixed as 325
1.2.7	Monthly Coaching Visits by MTs participants	Times	0	0	This activity has been revised and incorporated with coaching visit and planned for second and third year of project
1.2.8	Sharing Project Results	Times	25	10	Because of busy planning of other activities of project and some project are implementing process, So that sharing project results in 15 VDCs has been planned for 12th Qtr.
1.2.9	VDC level Demonstration Meeting	Time	2	2	7 Government Offices, NGO federation representative, Red cross president, 3 journalists, 1 VDC secretary and 20 different challenge projects representatives participated in VDC level demonstration meeting
1.2.10	Exposure visit (Inter district 1, inter VDC 5)	Times	6	6	The Inter VDC exposure visit was conducted in 5 cluster namely; Benighat, Chainpur, Salyantar and Katunje Naubise
Output 1.3: Enhanced ownership of LeGGo-I Kavre Challenge Projects through monitoring and coaching					
1.3.1	Refresher training in LeGGo I	Times	5	5	Training has been conducted for 150 participants in year-1.
1.3.2	Coaching Visit	Times	9	9	
1.3.3	Inter VDC Exposure Visits	Times	1	1	
1.3.4	Sharing Project Results	Times	1	1	
Output 2.2: Project Sharing through media and other tools					
2.2.1	Newsletter Publication (500 copies)	Times	6	5	Target for newsletter publication has been amendment and is publishing semiannually.
2.2.2	Annual Report Publication	Times	3	2	2 nd APR has been prepared in January 2013
2.2.3	Sharing Project Results	Times	0	0	Incorporated with output 1.2.8
2.2.4	Production of video in Dhading	Number	1	1	

SN	Activities	Unit	Project Target	Cumm. Achieve	Remark
	Output 2.3: Coordination and Networking between District, VDC and Local Community stakeholders				
2.3.1	<i>Social Audit program</i>		25	10	Semiannual meeting has revised the date and target because of busy schedule and planned for Oct-Nov Of 2013
2.3.2	District Project Advisory Committee (DPAC) Meeting	Times	6	5	Last event of DPAC meeting has been planned for coming quarter of project
2.3.3	Exposure visits	Times	0	0	Incorporated with 1.2.10
2.3.4	Celebration of Special Events	Times	12	12	Different days and activities were organized in this quarter of project i.e. Teej, children's day and ECD support to remote Chepang community school
2.4	Monitoring and Evaluation				
2.4.1	Monthly Meeting	Times	34	31	July, August and September 2013.
2.4.2	Quarterly Joint Monitoring	Times	12	10	The joint team of DDC, VDC and RIMS and district level stakeholders
2.4.3	Quarterly review and planning meeting	Times	6	9	Meetings were carried out to discuss on issues, challenges and possible solution to overcome the challenges
2.4.4	Annual Meetings	Times	3	2	
2.4.5	Final Report	Times	1	0	
2.4.6	Base Line	Time	1	1	
2.4.7	Mid-term Evaluation	Times	1	1	
2.4.8	Final Evaluation from SWC	Times	1	0	
2.4.9	Financial Audit	Times	1	0	
2.4.10	End line survey	Times	1	1	End line survey has been carried out by freelancer consultants in 5 project VDCs out of 25 VDC as a random sampling method and sampled VDCs are; kalleri, Bhumesthan, Jogimara, Jyamrung and Nalang.
2.4.11	Project profile preparation	Times	1	1	
2.4.12	Semiannual meeting	Times	3	3	2 days semiannual meeting was carried out in Dhading office on July 2013

SN	Activities	Unit	Project Target	Cumm. Achieve	Remark
3	Other Activities which were not planned in project proposal				
3.1	Project Monitoring and Study visit	Time	0	6	
3.2	Challenge Project Implementation Committee (CPIC) meeting	VDC		10	This committee and VLCC has same role and responsibility so this is merged with VLCC
3.3	VDC level challenge project documentation	VDC	25	25	All project proposals have been documented
3.4	Coaching Visit	No	0	0	Incorporated with 1.2.6
3.5	MToT Refresher on ROLDP	Time	1	1	
3.6	VLCC Meeting	Times	50	49	Target of VLCC meeting was fixed as 23 events but will achieve more 15 VLCC on coming quarter
3.7	Local Resource Persons (LRPs) mobilization	Person	190	190	LRP mobilization target has been completed from August and no longer mobilizing those LRPs, however, special support will be taken as need of project
3.8	Coordination Meeting with NGOs	Time	2	2	
3.9	LRP meeting	Time	10	10	LRP mobilization target has been completed and no longer LRP meeting will be occurred
3.10	DDC sanitation Challenge Project	Time	1	0	
3.11	Monitoring visit by SWC	Time	0	1	
3.12	Public hearing through medias	Times	5	5	
3.13	VDC secretary meeting	Times	2	2	2 days VDC secretary including 2 DDC staff was organized in this quarter of project
3.14	Innovative challenge project support and stakeholders meeting	Time		1	Supported to 30 innovative challenge projects
3.15	Coaching visit for innovative	No.	30	30	Thirty events of coaching for innovative project was carried out in this quarter of project to monitor status and

SN	Activities	Unit	Project Target	Cumm. Achieve	Remark
	challenge projects				provide suggestion to complete projects
3.16	ADRA Australia partnership workshop	Event	1	1	Field visit of different four sites (two from LeGGo projects and Two from Non project VDCs) was done while ADRA Australia partnership held in Nepal
3.17	Orientation on social audit for facilitators	Event	1	1	One day workshop for social audit facilitators was organized to discuss on guideline of social audit, its objectives and procedures as well

Annex- 2: Final evaluation study tools

Key Informant Interview (KII) guidelines for ADRA official ST_1

- How realistic were the originally defined objectives in line with GoN Plans, policies and priority?
- Which strategy remained appropriate to address issues of children, women and minority group's issues?
- Were the project activities implemented as planned?
- How GoN line agencies supported to achieve LeGGO-II principle objectives?
- What visible factors are in place to sustain the project?
- How do you ensure your transparency in the program area?

ST_2

FGD Guidelines for Executive Board Members of Resource Identification and Management Society –Nepal (RIMS)

1. Motivating factors to develop RIMS
2. Support from ADRA
3. Areas of major transformation from LeGGO –II
4. Major activities related to LeGGO-II in terms of :
 - Project management
 - Strengthen of capacity
 - Identification and Distribution of resources
 - DDC/VDC budget allocation
 - Incorporation of programs in DDC/VDC council
 - Advocacy
 - Inclusion
 - Non discriminatory practices
 - Enforcement of rights
5. Visible impacts in the program areas
6. Level of organizational image before and after the LeGGO II
7. Ways/measures/strategies/ to sustain the project
8. comments/suggestions to further improvement

ST_3

Key Informant Interview (Interview guidelines) for DDC and VDC representatives

1. What policies and plans are incorporated into the district/village plans for good governance and accountability?
2. What mechanism is there to implement these policies and plans?
3. How programmatic services are made available to women and minority groups ?
4. How are resources allocated and distributed to materialize the programmatic services?
5. What are the notable changes observed in socio-economic status of such groups ?
6. What are the exclusionary factors that deter inclusion of so called marginalized in community, education institutions, socio cultural practices?
7. What kind of challenges are you facing in these areas :
 - Discrimination
 - Sustainability
 - Infrastructure
 - Networking
 - Empowerment
 - Mainstreaming gender, Chepang, disability and Dalit
8. Which are the areas of project interventions that women, Chepang, PwD and Dalit have benefitted most?
9. What are your comments/suggestions to further improve LeGGO ?

ST_4

FGD Guidelines for Women Cooperative Hall beneficiaries

1. Formation process and representation
2. Areas of ADRA support
3. Equitable access to financial and non-financial services and participation in income generation activities
4. Areas of investment/loan disbursement
5. Documentation of activities
6. Strategies for sustaining existing programs
7. Suggestions for further development of the program

ST_5

FGD Guidelines for board and beneficiaries of water & sanitation project

1. Formation process and representation
2. Areas of ADRA support
3. Exercise of authority, responsibility and accountability within the group
4. Equitable access to community forest and mechanism to preserve forest
5. Documentation of activities
6. Strategies for sustaining existing programs
7. Suggestions for further development of the program

ST_6

FGD Guidelines for: MTOT training recipients

1. Adequacy of training program
2. Types of skills and its application (Transfer)
3. Salability of the skill
4. Market availability to sale product
5. Survival skills and its contribution to family

6. Appropriacy of training content from right based perspective
7. Representation/Exposure in relevance organization after training
8. Comments/suggestions for overall improvement

ST_7

FGD Guidelines for: GoN line agencies

***Representing GoN line agencies: DEO,WDO,DFO,DAO,DCO,DADO,DHO,DDO,, LDO**

- Govt. priorities areas
- Coordination and linkage
- Sharing project progress/problem
- Participation in: DPAC, project designing , Program orientation meetings, monitoring
- Practices of good governance in the districts
- Involvement of other developmental agencies (INGO) with similar projects in same area
- Contribution of LeGGO to empower women, children and so called marginalized group in terms of health, education, economic empowerment.
- Status of agricultural production, health facilities, literacy, enrolment, repetition and dropout rate of school children.
- Visit of project created individual/groups to receive the services.
- Access to safe drinking water and sanitation

ST_8

Case Study: Entrepreneur (skill development training recipient- challenge project)

1. How did you get opportunity to participate in ADRA's program?
2. How do you compare your life before and after getting the support?
3. What are the changes you have experienced from the support program?
4. What do you use to enhance production and where do you get support from?
5. How is your experience with socio- cultural practices?
6. What impact did you observe from ADRA support program on your family and community?
7. What is your plan to sustain the changes?
8. How are you organised into network and what are its benefits?
9. What is your future expectation from the program?
10. What specific measures do you suggest to further improve the program?

Observation: Kitchen gardening, hardware/software part developed by the project.

Annex 3: ToR for evaluation Team

SOCIAL WELFARE COUNCIL (SWC)

General Scope of Work of Final Evaluation on

Leadership and Good Governance - II (LeGGo-II) project

Supported by ADRA Nepal

Background

ADRA Nepal is implementing Leadership and Good Governance (LeGGo-II phase) with funding support from Australia Government (AusAid) and ADRA Australia in Dhading district of Nepal as per

the general and project agreement signed with the Social Welfare Council (SWC). This Term of Reference (TOR) is designed for evaluating the project as per the Project Agreement signed between/among the Social Welfare Council (SWC) on 18th of July 2011.

1. Name of the Project and its location:

Leadership and Good Governance – II (LeGGo-II) Kavre and Dhading districts

2. Period of Project Effectiveness: January 2011 to December 2013

3. Name of the Partner NGO/s and Location/s:

- a. Resource identification and management Society, Nepal (RIMS-Nepal), Dhading district.

4. Total budget of the project:

Aus\$ 336,433 (Nrs 25,440,310)

5. Objectives of the Project

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

- a. Increased knowledge and skills of DDC, VDC and other local groups in leadership, fundraising and Project Cycle Management.
- b. Strengthened relationships, networks and accountability mechanisms between District, VDC and local community stakeholders.

6. Project Components/activities

- 40 district ADRA officials selected and trained as Master Trainers (MT) on ROLDP and implement 10 Challenge projects
- 750 VDC/Community representatives will receive leadership and management training and implement 225 challenge projects.
- Enhanced ownership of LeGGo I – Kavre Challenge Projects through training and coaching. Leadership and management refresher training for 300 LeGGo I participants to share common experiences, improve linkages, and highlight the LeGGo I project's best practices.
- Accountability, Ethics and Transparency Training
- Project Sharing through media and other tools
- Coordination and networking between District, VDC and local community stakeholders.

7. Final Project Evaluation Objectives

The objectives of the project evaluation are to:-

- a. explore the level of progress/changes made by the project and analyze the extent to which the achievements have supported the program goals and their objectives,
- b. evaluate the project effectiveness - longitudinal effect and continuity of the project activities/services as well as the scope and extent of the institutionalization of the project,
- c. explore the cost effectiveness of the project activities,
- d. identify the target and level of achievements as specified in the project agreement,
- e. explore the coordination between the concerned line agencies in the project districts,

- f. find out the income and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project,
- g. examine the financial regularities\disciplines in accordance with the prevailing rules and regulations and fix assets purchased in duty free privileges and locally and
- h. review the project activities and outcome and make necessary recommendations if there are any changes that needs to be made for next part of the project for the effectiveness of the project.

Based on the above said evaluation objectives, the team will categorically concentrate on the assessment of the following issues:

- Community/social/public auditing practices in the program/project areas.
- ADRA project's coordination mechanism with local bodies and other line agencies
- Level of public/community participation.
- The extent of social inclusion in the project implementation.
- Impact of the project in the community.
- ADRA's partnership modality/strategy with counterpart/partner and its contribution.
- Extent of the level of up-to-date completion of the project activities.
- Inventory/assets management system of the project/programs (records, uses and condition of durable goods purchased under duty exemption) maintained by the ADRA.
- Income and expenditure pattern of project/program and level of accounting transparency.
- Resource flow modality from ADRA to partners and community.
- Internal financial control system of the project.
- Sustainability component of the project/program.
- Project's target and achievements as per the log frame stipulated under project agreement.
- Successful cases/stories of the project which can be replicated in other area/programs, and failure cases and the lesson to be learnt.
- Contribution, role and responsibilities of foreign representative/expatriate/ volunteers within the project/organization (if applicable).
- Compliance with clause No. 1 of general agreement signed between SWC and ADRA.
- Socio-ethical issues governing the project implementation.
- Review of findings and suggestions shown by previous monitoring and evaluation reports of previous projects. (Only if applicable)
- Status of fix assets/equipment/material/other goods purchased under duty free privileges; purchase date, cost value, number, its use and condition, number of people benefitted by such fix assets, its impact on community and disposal procedure as well as recording system.
- Selection of partners/counterparts and its performance in implementing projects; institutional capacity, planning implementation and monitoring/evaluation modality, SWC's compliances (renew, audit, election, reporting etc)

8. The Study Team should undertake the following activities:

- a. Prepare a suitable strategy to work in the team.
- b. Share the experience of project related communities, beneficiaries, and officials of the ADRA, counterpart NGO and line agencies.
- c. Review all the relevant documents/agreements signed with SWC, project documents, planning framework, progress reports, need assessment reports, baseline study reports, impact assessment materials and financial reports available from the ADRA.

- d. Visit the sampled project sites and conduct discussions, interview with the concerned stakeholders, and management about future plans and programs.
- e. Share the draft report with ADRA representative before the submission to SWC for final presentation.
- f. Submit the evaluation report to SWC after incorporating any suggestions after the presentation.

9. Scope and Focus

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

Strategic level

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

Implementation level

- Sufficiency and quality of resources mobilized
- Reporting monitoring and evaluation system
- Compliance with project proposal/DIP

Organizational level

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

10. Methodology of Final Evaluation

The Study team will adopt the following methodologies for evaluation:

- Review of related project documents/agreements/progress reports, website information, etc.
- Key informant interviews and discussions in the office of ADRA before departure to project sites.
- Focus group discussions with the user groups and individuals.
- Personal inspections of the project sites.
- Interviews with the executive office bearers of the ADRA after the field visits.
- Discussions with the service recipients, contact officers, related line agency officials, etc.
- Instruments:
 - FGD Guidelines,
 - Structured and non-structured questionnaires,
 - Observation checklists,
 - Evaluation forms, and so on.

In addition to the study methodology mentioned above, the study team may add and apply other methods, as it seems necessary to achieve the objectives of the evaluation.

11.Composition of the Evaluation Team

The evaluation mission will comprise of 4 Members as mentioned below:

1. Program Expert (Need to be explored by SWC), Team Leader
2. Financial Expert (Need to be explored by SWC), Member
3. Representative from SWC (Need to be explored by SWC), Member
4. Representative from Nepal Government (concerned ministry), Member

As per the requirement, the local ADRA/partner staff will be involved in the evaluation process as available.

Roles and responsibilities of the team leader/members/expert

The Team Leader and members will be responsible for overall activities done in this evaluating mission and the members will perform their works as specified by the Team Leader.

a. Team Leader

- i. Coordinate and lead the team, ADRA and partners
- ii. Prepare a suitable strategy for the team
- iii. Allocate the responsibilities for the team members
- iv. Gather and analyze all relevant information
- v. Provide the framework of activities to be accomplished before the onset of the fieldwork by team
- vi. Adopt the appropriate evaluation methodology for fulfilling the evaluation objectives
- vii. Receive feedback and suggestions from team members
- viii. Write a comprehensive evaluation report
- ix. Present the draft report to SWC in consultation with ADRA Nepal, donor representative followed by updating it and submitting accordingly.

b. Team Member

- i. Participate actively in each step of the evaluation function
- ii. Provide analytical feedback to the team leader
- iii. Accomplish the responsibilities as per the direction extended by team leader
- iv. Assist the team leader in accomplishing the evaluation objectives

c. Financial Expert

- i. Assess the efficiency of the projects/cost effectiveness
 - Review of set standards of cost both for program and administration
 - Review of actual and comparison with standards
 - Identification of areas of cost reduction
 - Economy in procuring goods and service

- ii. Check the compliance with general agreements/project agreements
 - Actual support vs committed support
 - Actual level of activity vs committed level of activity
 - Expenditure in non budgeted areas, if any
- iii. Compliance with Tax laws
 - Tax registration and return filing
 - Tax deduction at resource
 - Compliance of tax laws in procurement of goods and service
- iv. Fixed Assets
 - Review of fixed assets records and physical verification
 - Review of control system on utilization of fixed assets
 - Review of Disposal of fixed assets
- v. Evaluation of the internal control system
 - Rules bye laws
 - AGM and board meetings / PAC and PMC meetings
 - Delegation of authorities and responsibilities
- vi. Financial reporting framework
 - Periodic and annual reports preparations and submission
 - Disclosure in the reports
 - Uniformity in reports
 - Overall Review of financial good governance
- vii. Comparison of the budgets and actual with the committed project cost
 - Review of budgeting procedure
 - Comparison of budgets with agreed projects cost
 - Comparisons of budgets with actual and variance thereon

12. Budget Estimate, Remuneration and other logistic arrangement

Team Leader (1 person): NRs. 65,000 Team Members (3 persons): Rs. 135,000 Total
(remuneration for evaluation team): NRs. 200,000.00

The logistic arrangements for the field visit, including air fare, accommodation (lodging and fooding) and transportation cost will be provided by ADRA Nepal.

13. Evaluation Report

The evaluation will result in the drawing-up of a report written in straight forward manner in English including executive summary that should appear at the beginning of the report. The report format appearing in annex could be helpful for team leader. A tightly drafted, to the point, and free standing Executive Summary is essential in the report. It should focus on the key issues of evaluation, outcomes of the main points of the analysis, and should clearly indicate conclusions, lessons learnt, and specific recommendations. The final comprehensive evaluation reports should be submitted on hard and soft copy for this LeGGO-II project. The report should be qualitative enough to share it to the donor. The draft report should be submitted to the SWC and ADRA Nepal for its review and comments before finalizing. Opinions of the SWC and ADRA Nepal will be

incorporated in the draft report for finalization. Before finalizing the report, there would be a post-evaluation meeting at SWC where the Team Leader will present the outcomes of the evaluation.

14. Evaluation Schedule

The evaluation schedule will be decided with the mutual understanding between evaluation team and ADRA Nepal (Attach details if applicable).

15. Study Period

The total study period will be of 30 days from the date of pre evaluation meeting which will be arranged at SWC with the evaluation team, representatives of ADRA Nepal and SWC officials. The evaluation process including the final report should be completed within the stipulated time.

16. Payment Procedures

ADRA Nepal deposits the remuneration agreed for the evaluators in the name of SWC through duly prepared an Account Payee Cheque and the SWC provides 50% of agreed amount to the evaluation team at the assignment of evaluation work and remaining 50% will be paid only after the successful completion of the assignment. No full payment is made to the team unless the final report is provided to SWC along with the covering letter from the team leader. The standard tax rate as per the prevailing rules and regulations is applied and additional 15% will be deducted from the agreed amount (remuneration of evaluators) for the institutional development of the Council.

17. Liability

All the team members (excluding the personnel/office bearer of ministry and SWC) including the team leader will not be temporary or permanent staff of SWC, I/NGO or the partner organizations and thus, they will not fall under their terms of employment and shall not be covered for any kind of accidents compensation by ministry or SWC or I/NGO or the partner organization. Similarly, above said institutions will accept no liabilities for all kind of losses and damages that may occur during the execution of the assignment. They may not claim for any medical expenses or for any compensation for injuries or death. Regarding the personnel/office bearer of ministry and SWC they will abide by their respective institution's regulations.

18. Additional Responsibilities of ADRA Nepal

It will be the responsibility of ADRA Nepal to provide the following sets of documents to each team member: Project and general agreement

- Progress report/s
- Audit report/internal audit report
- Baseline and end line survey report
- Midterm evaluation report (if any)
- DIP, Proposal

- Annex- 4: Names of participated institution/persons in FGD, interaction, Interview**

[illegible][illegible][illegible]

विषय सूची

केन्द्रीय तथा राज्यस्तरीय प्रतियोगिता, 2019, ज्योतिष
श्रीमती कनका जीवनी सम्मानित विद्यापीठ, ज्योतिष

भाषाविषय : इंग्रजी विषय

(प्रश्न संख्या 1 से 10 तक 10 अंकों का प्रश्न 1 अंकमान होगा)

दिनांक : 24/04/2019 (शुक्रवार)

प्रश्न संख्या : 10/20/19/10/19

क्र.सं.	प्रश्नाधीन का क्र.	प्रश्नाधीन का प्रश्न संख्या	प्रश्न संख्या	अंकमान
1.	1. एकदम दुःख हो			2/2
2.	2. दुःख हो			2/2
3.	3. दुःख हो			2/2
4.	4. दुःख हो			2/2
5.	5. दुःख हो			2/2
6.	6. दुःख हो			2/2
7.	7. दुःख हो			2/2
8.	8. दुःख हो			2/2
9.	9. दुःख हो			2/2
10.	10. दुःख हो			2/2