

ネパール国
「ジェンダー主流化及び
社会的包摂促進プロジェクト」
終了時評価調査報告書

平成27年9月
(2015年)

独立行政法人国際協力機構
ネパール事務所

ネパ事
JR
15-003

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序 文

ネパール連邦民主共和国は、多様な地形、数多くの民族、カースト、多種多様な文化や慣習から成る多言語・多民族国家であり、依然として女性や低カースト層の教育・就労・社会参加などの機会が限定的な状況が続いています。このような不均衡な社会構造に対し声をあげる形で1996年に始まった反政府勢力マオイストによる内戦は、2006年11月に交わされた和平合意で終了しましたが、同時に新たな社会の構築に向けた、ネパールにとっての大きな挑戦の始まりとなりました。

内戦終結後に取り組みられた暫定憲法制定及び暫定3カ年国家開発計画では、ジェンダー主流化及び社会的包摂促進（GM/SI）を推進する政策の導入に高いプライオリティが置かれました。ネパール連邦民主共和国政府は、新しい国造りの政治・行政プロセスに、女性、低「カースト」及び少数民族等の社会的に不利な状況に置かれてきた人々の参加を促し、また地方行政レベルでの社会的弱者支援予算の確保、行政サービス実施体制の構築に取り組んできました。一方、実際には効果的な調整・支援機関の不在、関係者の知識・経験不足、既存のメカニズムの機能不足等により、体制強化の課題が一層強く認識されるに至りました。

このような背景の下、ネパール連邦民主共和国政府は、ジェンダー主流化・社会的包摂の視点に立った、より公正で効果的な政府の開発政策・施策・事業の計画・実施・評価・モニタリング等の行政能力を向上させることをめざす技術協力「ジェンダー主流化・社会的包摂促進プロジェクト」をわが国に対し要請し、JICAはネパール連邦民主共和国の連邦制・地方開発省及び女性・子ども・社会福祉省を主なカウンターパート（C/P）機関として「GM/SIの視点に立った政策・施策が中央レベル及び対象2郡（シャンジャ郡・モラン郡）で作成され実施される」ことをプロジェクト目標に、2009年2月～2014年1月まで5年間の技術協力プロジェクトを実施いたしました。

本報告書は、プロジェクト期間の終盤を迎えた2013年9月に実施された終了時評価における先方政府との協議内容及び評価結果を取りまとめたものです。同調査団によって導かれた提言や教訓が、今後のプロジェクト成果の持続、更には類似の技術協力実施にあたって広く活用されることを願います。

最後に、今般、調査にご協力いただいた内外関係各位に対して深くお礼を申し上げます。

平成27年9月

独立行政法人国際協力機構
ネパール事務所長 清水 勉

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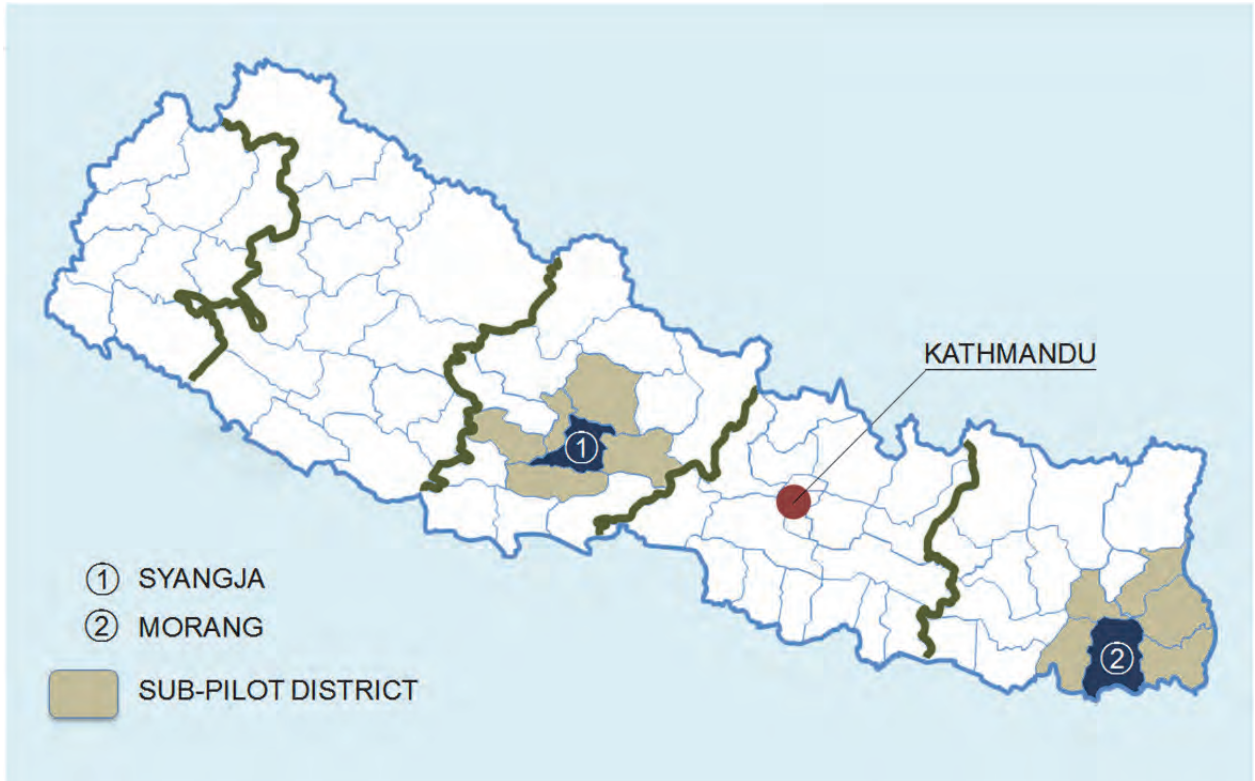
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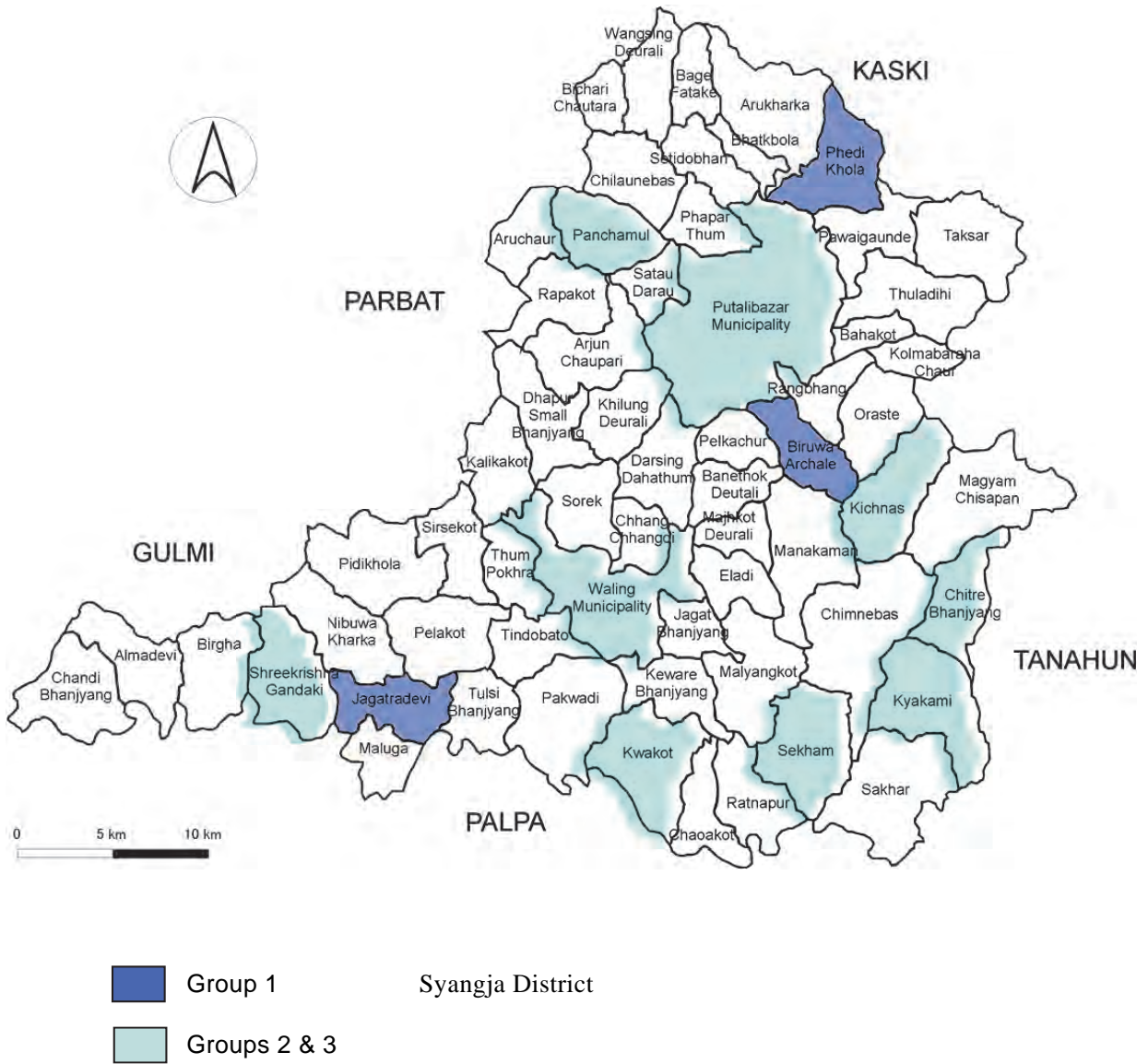
地 図

<パイロット郡の位置関係>

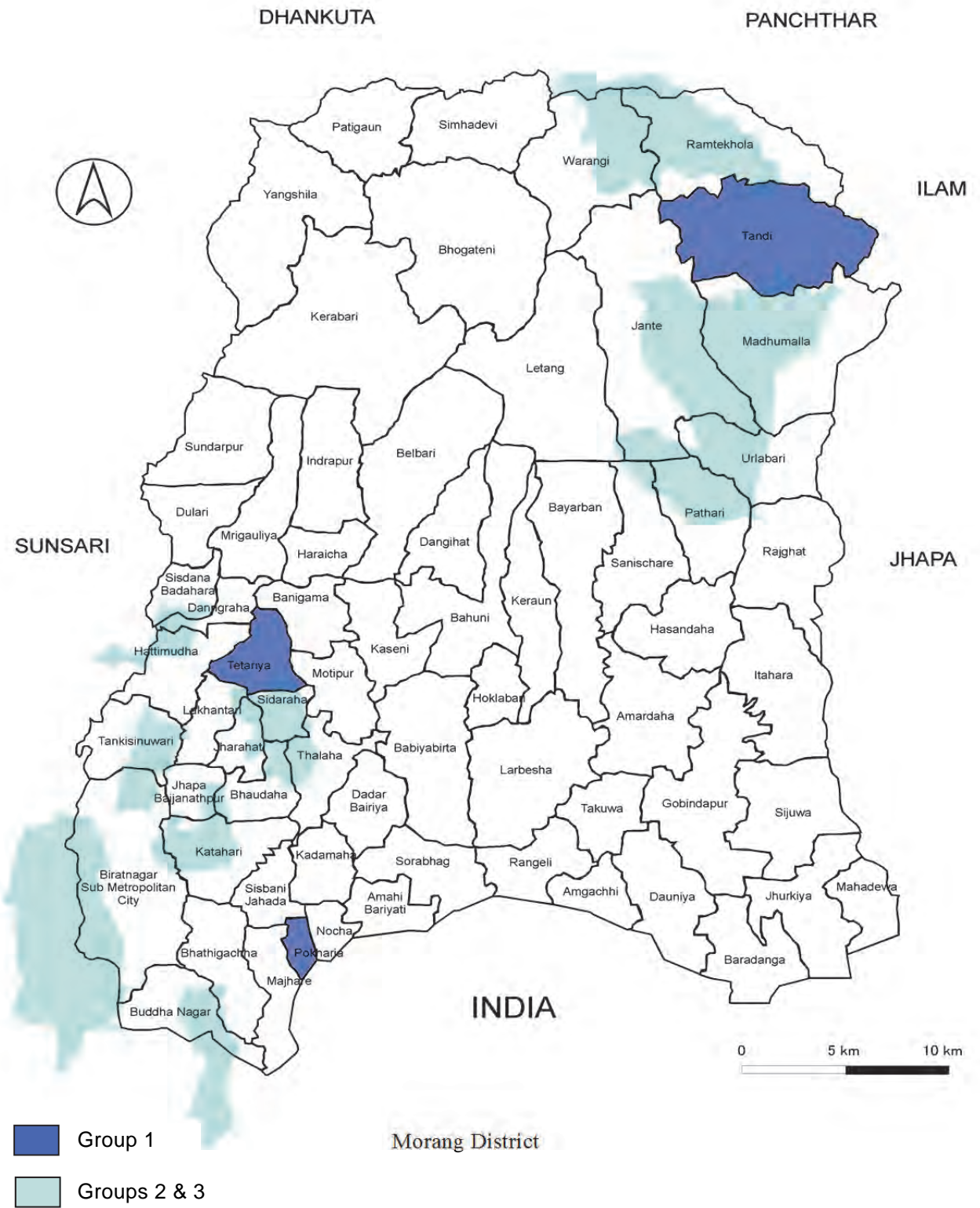


(出典：GeMSIP)

<シヤンジャ郡におけるパイロット VDC> (出典 : GeMSIP)



<モラン郡におけるパイロット VDC> (出典 : GeMSIP)



略 語 表

APM	All Party Mechanism	全政党協議会
C/P	Counterpart Personnel	カウンターパート
DDC	District Development Committee	郡開発委員会
DWC	Department of Women and Children	女性・子ども局
GeMSIP	Gender Mainstreaming and Social Inclusion Project	ジェンダー主流化・社会的包摂 促進プロジェクト
GESI	Gender Equality and Social Inclusion	ジェンダー平等と社会的包摂
GESI IC	GESI Implementation Committee	GESI 実施委員会
GM/SI	Gender Mainstreaming and Social Inclusion	ジェンダー主流化と社会的包摂
GRSI	Gender Responsive and Social Inclusive	ジェンダー配慮と社会的包摂
IPC	Integrated Planning Committee	統合計画委員会
JCC	Joint Coordinating Committee	合同調整委員会
JICA	Japan International Cooperation Agency	国際協力機構（日本）
LDO	Local Development Officer	地方開発官
LGCDP	Local Governance and Community Development Programme	地方行政・コミュニティ開発プログラム
M/M	Minutes of Meetings	協議議事録（ミニッツ）
MoF	Ministry of finance	財務省
MoFALD	Ministry of Federal Affairs and Local Development	連邦制・地方開発省
MoLD	Ministry of Local Development	地方開発省
MoWCSW	Ministry of Women, Children and Social Welfare	女性・子ども・社会福祉省
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PO	Plan of Operation	活動計画表
R/D	Record of Discussion	討議議事録
SDO	Social Development Officer	社会開発官
ToT	Training of Trainers	トレーナー研修
VDC	Village Development Committee	村落開発委員会
WCF	Ward Citizen Forum	ワード市民フォーラム
WCO	Women and Children Officer	女性・子ども事務所
WDO	Women Development Officer	郡女性・子ども事務所長

評価調査結果要約表

1. 案件の概要	
国名：ネパール連邦民主共和国	案件名：ジェンダー主流化及び社会的包摂促進プロジェクト
分野：ジェンダーと開発、ガバナンス	援助形態：技術協力プロジェクト
所轄部署：JICA ネパール事務所	協力金額（評価時点）：約 4.9 億円
協力期間	(R/D)：2008 年 12 月 7 日 2009 年 2 月～2014 年 1 月 (5 年間)
	先方関係機関： 連邦制・地方開発省（MoFALD）、女性・子ども・社会福祉省（MoWCSW）、女性・子ども局（DWC）、郡開発委員会（DDC、モラン郡、シャンジャ郡）、女性・子ども事務所（WCO、モラン郡、シャンジャ郡）、市（モラン郡 1 カ所、シャンジャ郡 2 カ所）、村落開発委員会（VDC、モラン郡 11 カ所、シャンジャ郡 10 カ所） ¹
	日本側協力機関：特になし 他の関連協力：特になし
1-1 協力の背景と概要	
<p>ネパール連邦民主共和国（以下、「ネパール」と記す）は、多様な地形、多数の民族、カースト、多種多様な文化や慣習からなる多言語・多民族国家であり、女性や低カースト層の教育、就労、社会参加などの機会は依然として限定的である。民族格差やいまだに実態上は根深く残るカースト制度などの影響により、行政サービスや様々な機会を平等に得ることができない国民の不満が、1996 年から 10 年にわたる共産党毛沢東主義派（マオイスト）による反政府闘争の内戦につながったと指摘されている。2006 年 11 月の政府とマオイストとの和平合意後に制定された暫定憲法や暫定 3 カ年の国家開発計画では、同じ過ちを繰り返すことのないよう、ジェンダー主流化と社会的包摂（Gender Mainstreaming and Social Inclusion : GM/SI）²の政策を推進することを重視している。また政府は、新しい国造りの政治・行政プロセスに、女性や低カースト、少数民族など社会的に不利な立場に置かれてきた人々の参加を促し、併せてこれらの人々が行政サービスを楽しむために、地方行政レベルで社会的弱者支援予算の確保と行政サービス実施体制の構築に取り組んでいる。しかしながら、調整・支援機関の不在、関係者の知識・経験不足、既存の仕組みの機能不全などにより、十分な成果が出ていない。このような状況からネパール政府は、ジェンダー平等と社会的包摂（Gender Equality and Social Inclusion :</p>	

¹ ネパールの最小の行政単位で日本の村役場にあたる。地方自治体の単位のほかに、地方自治体が管轄するエリアを指す場合にも使われる。VDC/市の下にワード（区）があり、1VDC は 9 つのワードから成る。ネパールでは DDC、VDC、市委員会が地方自治体として地方行政サービスを提供する権限・機能を持つが、VDC の事業計画と実施がワード単位の住民で行われる。

² GM/SI（ジェンダー主流化と社会的包摂）は、ジェンダー主流化を主要任務とする女性・子ども・社会福祉省や女性・子ども局の政策や戦略、ガイドラインで用いられている。GESI（ジェンダー平等と社会的包摂）は連邦制・地方開発省が地方行政・コミュニティ開発プログラム（LGCDP）の専門用語として使われたのを契機に、同省や多くのドナーによって用いられている。中間レビュー調査時に関係者で協議した結果、GM/SI はプロジェクトの正式名称の一部であり PDM の上位目標やプロジェクト目標、成果の要約で用いて関係者間である程度定着しているため、原則変更はしない。しかし「GM/SI の視点に立った」（GM/SI responsive）という用語はほとんどネパールで使われていないため、上位目標とプロジェクト目標の要約以外では、「GESI の視点に立った」（GESI responsive）を用いることで合意した。本終了時評価調査もこれを踏襲する。

GESI) の視点に立った、より公正で効果的な開発政策・事業計画立案、事業実施、事業モニタリング・評価などの行政能力の向上をめざす技術協力を、日本政府に要請した。

1-2 協力内容

本プロジェクトは、GESI の視点に立った政策・施策が、中央政府と地方のシャンジャ郡・モラン郡で実施されることを目的に行われた。具体的には、GESI の視点に立った開発事業計画の立案や実施、事業のモニタリング・監査、組織制度と事業の審査、予算分析などの行政の制度的仕組みや、それらを推進する郡開発委員会 (District Development Committee : DDC) ・村落開発委員会 (Village Development Committee : VDC) ・市の地方行政能力を強化するために、パイロット事業や研修、セミナーを実施した。またパイロット事業の実証に基づいて実効性のある GESI 促進手段を特定し、それらを政府の政策や制度に反映させていくことをめざしている。

(1) 上位目標

ネパールで GM/SI の視点に立った施策が実施される。

(2) プロジェクト目標

GM/SI の視点に立った政策・施策が中央レベル及び対象 2 郡のシャンジャ郡、モラン郡で実施される。

(3) 成果

成果 0 プロジェクトマネジメントが適切に実施される。

成果 1 中央と対象 2 郡の関係者の GM/SI への理解と認識の度合いが、研修やセミナー、パイロット事業を通じて高まる。

成果 2 GM/SI 審査と GM/SI 監査の仕組みと関係者の能力が、対象 2 郡のパイロット事業を通じて強化される。

成果 3 GESI の視点に立った開発事業の計画立案の仕組みと関係者の能力が、対象 2 郡のパイロット事業を通じて強化される。

成果 4 GESI の視点に立った開発事業のモニタリングと評価の仕組みと関係者の能力が、対象 2 郡のパイロット事業を通じて強化される。

成果 5 対象 2 郡で、地方行政機関と女性・子ども事務所が GESI の視点を開発プロセスに組み込むための運用マニュアルが、プロジェクトによって得られた実施プロセス、実践、教訓をベースにして作成される。

成果 6 運用マニュアルの主要コンポーネントを政府ガイドラインに取り込むための戦略が、連邦制・地方開発省、女性・子ども・社会福祉省、女性・子ども局によって作成される。

成果 7 プロジェクトの経験と教訓が、中央の GM/SI 関連委員会で共有される。

(4) 投入 (評価時点)

日本側：総投入額約 4.9 億円

専門家派遣 累計 8 名 (121.9 M/M)、(1) チーフアドバイザー、(2) プロジェクト運営/地方行政の計画立案/モニタリング評価、(3) 社会的包摂促進、(4) ジェンダー主流化、

(5) 能力強化・研修、(6) 業務調整の 6 分野、ローカルコスト負担 1 億 2,700 万円
機材供与 1,610 万円 (車両、コンピュータ、デジタルカメラなど)

研修員受入 16名 (カウンターパート本邦研修)
ネパール側：
主要カウンターパート配置 累計 48名
専門家執務室提供 MoFALD、シャンジャ DDC、モラン DDC に各 1 部屋

2. 評価調査団の概要

調査者	(担当分野：	氏名	職位)
	団長/総括	藤井 智	JICA ネパール事務所次長
	中央・地方行政	武田 長久	JICA 国際協力専門員
	ジェンダー主流化/ 社会的包摂促進	久保田 真紀子	JICA 国際協力客員専門員
	評価分析	島田 俊子	アイ・シー・ネット (株) コンサルタント
	協力企画 1	菊地 健士	JICA ネパール事務所 所員
	協力企画 2	岩瀬 誠	JICA 経済基盤開発部ジェンダー平等・貧困削減推進室 企画役
	評価調整	ナマラジ アディカリ	JICA ネパール事務所シニア・プログラマー・オフィサー
調査期間	2013年9月8日～9月27日		評価種類：終了時評価

3. 評価結果の概要

3-1 実績の確認

(1) 成果 (アウトプット)

【成果 0】 達成された

指標 0-1 である業務実施計画書は、プロジェクト開始直後に協議・作成された。指標 0-2 のベースライン調査報告書は、開始半年後に作成済みである。指標 0-3 のプロジェクト・デザイン・マトリックス (Project Design Matrix : PDM) の指標の設定については、これまで PDM を 2 回修正した。指標 0-4 の広報活動は、英語版のホームページの開設や国際協力機構 (Japan International Cooperation Agency : JICA) ホームページ内の日本語ホームページの掲載、12 回の英語とネパール語によるニュースレターの発行などが行われている。以上、4 つの指標が達成されており、成果 0 は達成された。

【成果 1】 達成された

指標 1-1、GM/SI 基礎研修や講師養成研修など研修受講者数の累計は 4,535 名 (うち女性の割合は 44%、一般的に高カーストと言われているブラーミン、チェトリ以外のグループの割合は 58%) にのぼる。対象者は中央レベル、郡レベル、村レベル (区レベル含む) の各層の関係者であり、幅広い能力強化の機会が設けられた。指標 1-2 の研修講師経験者数は 49 名 (男性 35 名、女性 14 名) であり、目標の 50 名にほぼ届いている。指標 1-3 の研修リソース群は、目標値 3 つを上回る 5 種類、①GM/SI 基礎研修マニュアル、②GM/SI 審査と監査マニュアル、③GM/SI 計画立案マニュアル、④パイロット事業ガイドライン、⑤GESI 配慮した VDC レベルの事業モニタリングフレームワーク (実践的ハンドブック) が作成された。指標 1-4 は、対象 2 郡のプロジェクト関係者 (第 1 グループ 6VDC) の GM/SI

への理解と認識について意識調査の回答スコアが改善され、過去3回の調査を通じ関係者のGM/SIの理解や態度に深化や改善が見られた。以上のように、成果1の指標はほぼ達成されており、成果1は達成されたとみなせる。

【成果2】部分的に達成された

プロジェクトでは、全国に先駆けて対象2郡の関係者を対象に、GM/SI審査と監査にあたる、ジェンダー配慮と社会的包摂（Gender Responsive and Social Inclusive：GRSI）審査と予算分析の研修とワークショップを2010年と2012年に行った。ただし予算分析は必要なプログラム文書がそろっていなかったため実施せず、DDCの組織と制度の評価だけを実施して、指標2-1のGRSI審査報告書を作成した。連邦制・地方開発省（Ministry of Federal Affairs and Local Development：MoFALD）は全国のDDCでGRSI予算分析を導入する予定だが、現時点ではDDC職員は多忙なうえ人員不足で、予算分析を含むGRSI審査を行う体制は十分整っていない。対象VDCレベルのGRSI審査と予算分析は、各郡1VDCが選ばれ、VDCの組織と制度の評価やサブ・プロジェクトの予算分析が行われた。指標2-2と指標2-3のGRSI審査と予算分析報告書は作成された。上記研修に参加した郡・VDC関係者のGRSI審査と予算分析に関する能力はある程度向上したが、「仕組みの強化」には至っていないと判断し、成果2は部分的に達成されたと評価した。

【成果3】ほぼ達成された

指標3-1であるGESIの視点に立ったサブ・プロジェクトは、対象2郡の21VDCと3市で各VDC/市にプロジェクトから毎年配賦された50万ルピーを用いて合計389事業が実施された。プロジェクトでは、①ワードとVDCレベルでのGESI分析の導入、②GESI配慮した事業プロポーザルの作成・導入、③GESI配慮するための事業選択基準の見直し、④ファシリテーターだけでなくワード市民フォーラム³、VDC統合計画委員会⁴のメンバーも参加して女性や被差別グループに対して行う特別ファシリテーションの導入などの取り組みを行った。その結果、GESI配慮された事業が計画、選定されるようになり、特に女性や社会的弱者の能力強化やエンパワメントを意図した事業は、全体の35%にあたる137事業が実施された。この取り組みは対象VDC/市によってもばらつきがある。残り65%の事業がどの程度GESIに配慮された事業なのか今後一層の検証が必要だが、指標3-1はほぼ達成され成果3もほぼ達成されたとみなした。

【成果4】部分的に達成された

指標4-1のサブ・プロジェクトのモニタリングは、主にVDC統合計画委員会やワード市民フォーラム、ユーザーグループが、プロジェクトで作成したモニタリングチェックリストを用いてGESIの観点から実施しており、達成されたとみなせる。指標4-2のGESIの視点からの評価は、ネパールではほとんど事業評価が行われていないため、本プロジェクトはMoFALDのガイドラインを参照し、ユーザーグループによるサブ・プロジェクトの公監査とVDCレベルで内部監査として社会監査を実施した。郡GESI実施委員会によるモニタリングも行われ、こうした外部者によるモニタリングはGESIに配慮した事業計画の立案

³ LGCDP フェーズI（2008-2012）で、各ワードに新たに設置された組織で、ワードレベルの事業計画のとりまとめを行うことになっている。プロジェクトではメンバー構成がGESIに配慮する改編を支援した。

⁴ 1999年の総選挙以来、民主的な地方議会選挙が未実施のため地方議会がなく、暫定的な組織としてVDC統合計画委員会を設置されていた。プロジェクト開始時は、男性や地元有力者、政党代表者などがメンバーの大半を占めていたが、プロジェクト活動の進展とともに、プロジェクトの受け皿として設置されていた委員会と統合され、GESIに配慮するようになった。

や実施を確実にを行うためにも必要であると、VDC レベルの関係者は高く評価していた。しかし GESI 政策に規定されている郡 GESI 実施委員会は、調整機関であり本プロジェクトで行った VDC レベルの開発事業への助言やモニタリングをする役割はなく活動予算もない。VDC レベルの事業のモニタリング結果を DDC に報告、フィードバックする仕組みの強化は、政策・制度上の課題が残っている。以上を総合的に判断して、成果 4 は部分的な達成にとどまると評価した。

【成果 5】 達成されていない

指標 5-1 の運用マニュアルは、パイロット事業の検証結果から得られたプロセスや知見、教訓を「マニュアル」ではなく「レファレンスブック」等としてとりまとめて作成することになっているが、終了時評価時点では作成中でありまだ完成していなかった。このほか、住民やその他関係者のための情報・教育・コミュニケーション (IEC) 教材を、プロジェクト終了時までには作成する予定である。成果 5 は未達成である。

【成果 6】 達成されていない

プロジェクトのこれまでの取り組みを内在化していくための指標 1 の「戦略」は、終了時評価時点ではまだ完成しておらず、成果 6 は達成されていない。成果 6 の達成可否は成果 5 の進捗に影響を受けることから、残されたプロジェクト期間中に計画的に成果 5 のレファレンスブック作成と、成果 6 の戦略策定に組み込み、成果が達成されることが期待される。

【成果 7】 ほぼ達成された

プロジェクトでは「GM/SI に関する政策セミナー」の実施や、中央で開催される GM/SI 関連委員会への出席など、関係機関との情報・意見交換を行ってきており、指標 7-1 の開催された共有会合とセミナーの数、ジェンダー主流化・社会的包摂促進プロジェクト (Gender Mainstreaming and Social Inclusion Project : GeMSIP) に関するプレゼンの数はほぼ達成されたとみなせる。プロジェクトの効果や知見、教訓を関係機関と最後に共有する、普及ワークショップを終了までに開催する予定である。したがって、成果 7 はほぼ達成されたと判断した。

(2) プロジェクト目標：部分的に達成された

1 つ目の指標である、「プロジェクトが行った提言で既存の GM/SI 関連の政策と指針に反映された件数と具体例」は、「地方行政組織ジェンダー予算監査ガイドライン-2008」に対して、社会的包摂の側面や不利な立場に置かれているグループのジェンダー格差などを同ガイドラインでもっと取り上げるべきだと提言したことが挙げられる。この提言は反映され、最終的に同ガイドラインの名称は、「ジェンダーと社会的包摂予算監査ガイドライン-2010」に変更された。プロジェクトが開発した GM/SI 審査マトリックスも同ガイドラインに例示された。これまで既存の政策や指針にコメントはしてきたが、反映された事例は上記だけである。プロジェクトの最終的な知見や教訓をもとに、政策について提言していくことも必要であり、指標 1 は部分的な達成にとどまると判断した。2 つ目の指標の「GESI 実施委員会の設立」は、GESI 政策が施行された 2010 年に、全国 75 郡に先駆けてプロジェクトによって対象 2 郡で設立された。3 つ目の指標「既存の VDC 統合計画委員会が GESI 政策に沿った形で改編される」については、第 1 グループの対象 6VDC で先行し

て改編され、徐々に残りの対象 VDC/市でも改編が進んだ。4 つ目の指標「各パイロット VDC/市で女性や排除されてきたグループのエンパワメントや能力向上を促進するサブ・プロジェクト予算支出の割合がサブ・プロジェクトの全支出額の少なくとも 35%に達する」は、サブ・プロジェクトが終了していないため支出額データが入手できず予算額の割合を参照した。指標 4 に関する予算平均の割合は、シャンジャ郡で 44%、モラン郡で 36%と目標額を超えているが、対象 VDC/市によって異なる。5 つ目の指標の「GESI の視点に立ったサブ・プロジェクトの好事例」は、先行する対象 6VDC ではとりまとめられ小冊子も作成されているが、残りの VDC/市についてはまだとりまとめられていない。6 つ目の指標「GESI の視点に立った仕組みが、プロジェクトを参考にして対象 2 郡の DDC とパイロット VDC/市以外の VDC で導入される」については、シャンジャ郡とモラン郡で、合計 7 事例が報告された。この中には、モラン郡の「地方行政・コミュニティ開発プログラム」(Local Governance and Community Development Programme : LGCDP) が雇用するモラン郡のソーシャル・モービライザー⁵の要請により、プロジェクトと LGCDP、DDC が共同で郡内のソーシャル・モービライザーと VDC 書記官を対象に実施した、実践的なソーシャル・モービライゼーション研修も含まれる。同様の研修はシャンジャ郡でも実施された。以上のように、プロジェクト目標の 6 つの指標のうち、4 つは既に達成され 2 つは部分的な達成にとどまった。以上から終了時評価時点でプロジェクト目標は部分的な達成にとどまったが、プロジェクト終了までには達成されることが期待される。

3-2 評価結果の要約

(1) 妥当性：高い

本プロジェクトは、女性や低カーストをはじめとする社会的に不利な立場に置かれてきた住民が、政治や行政のプロセスに参加できる体制の実現と公平な行政サービスの普及をめざす暫定 3 年国家開発計画 (2007/08-2009/10 年) と (2010/11-2012/13 年)⁶に一致する。ネパール政府は 2010 年に施行した GESI 政策を DDC や VDC、市といった地方自治体による地方開発で実行・促進させたいことから、パイロット事業を通じて GESI 政策の実践を全国 75 郡に先駆けて対象 2 郡で行っている本プロジェクトの必要性は高く、ネパール政府のニーズに合致した協力と判断できる。日本の外務省対ネパール経済協力方針 (2012 年) では、「平和の定着と民主国家への着実な移行」が 3 つの援助重点分野の 1 つで、本プロジェクトはその中の行政能力強化プログラムに位置づけられている。JICA 国別分析ペーパー (2013 年) では、「社会的包摂とジェンダー主流化に必要な参加型の枠組みとモデルを構築、普及するために行政能力の強化」を重点的に支援することが明記されている。したがって、本プロジェクトは日本の援助政策との整合性が高い。一方、支援方法に関して、2 郡の限られた VDC を対象にするのではなく、開発事業から平等に便益を受けるよう少なくとも 1 郡すべての VDC/市を対象に支援すべきという声がネパール側関係者から多く聞かれたことや、計画遂行上の課題が一部に見られたが、総合的に判断して、本プロジェク

⁵ LGCDP で各 VDC に 1 名配置されており、ワード市民フォーラムの設置やコミュニティ啓発センターの設置、同センターの活動、VDC 書記官の業務の補佐など担当する業務は多岐にわたる。プロジェクトのファシリテーターと比べ、VDC/市の開発事業の計画策定支援には関与していないと言われている。

⁶ 暫定 3 年国家開発計画は 2 度策定されている。

トの協力実施内容は妥当性が高い。

(2) 有効性：やや高い

プロジェクトがもたらした効果は、①実施訓練・プロセス重視のアプローチを通じた住民・関係者の GESI に関する意識向上や行動変容、能力強化、②ファシリテーターによる情報普及の徹底、③GESI 配慮した開発・意思決定プロセスへの住民参加の促進、④事業計画の選定プロセスと予算配分の透明性の向上が挙げられる。特に女性やダリット⁷など社会的に不利な立場に置かれてきた住民のサブ・プロジェクトの計画立案や実施への参加を促し、直接便益を受ける事業が増えるとともに、こうした住民が自信や自己肯定感⁸を高めたことは特筆すべき成果である。これらは全般的に有効性を高めた要因である。一方で、プロジェクトの効果をどのように内在化させていくかを示す戦略が策定されていないことは、有効性を若干低める要因になり、プロジェクト目標「GM/SI の視点に立った政策・施策が中央レベル及び対象 2 郡のシャンジャ郡、モラン郡で実施される。」についても終了時評価時点では部分的な達成に留まった。なお、プロジェクト目標の 6 つの指標のうち、4 つは既に達成され 2 つは部分的な達成にとどまった。以上から終了時評価時点でプロジェクト目標は部分的な達成にとどまったが、達成にかかる外部要因の影響はないため、プロジェクト終了までには達成されることが期待される。以上の点を総合的に判断して、本プロジェクトの有効性はやや高いと評価した。

(3) 効率性：中程度

ネパールと日本双方からの投入はほぼ予定どおり行われ、全般的に活動は計画されたスケジュールどおりに実施された。関係者や活動の調整にあたったプロジェクトスタッフの存在は、円滑で効率的なプロジェクト実施の貢献要因になった。対象 VDC/市が増えた時に車両を追加購入したことは、グループ 2 と 3 の対象 VDC/市での円滑な活動を助け、プロジェクトの効率性を高めるのに貢献した。反対に、中央・郡カウンターパート (C/P) に頻繁な人事異動があったり他の業務が多忙でプロジェクト活動に十分関与できていない点は、円滑なプロジェクト実施を妨げた。このほか業務指示書と異なった対象 VDC/市の数が PDM に記載されていたため、その解釈をめぐって関係者で議論になり、共通理解と合意を得るまでに 2 年近くかかった。これらは効率性を低める要因になった。以上をふまえて、全般的に効率性は中程度と判断できる。

(4) インパクト：正のインパクトの発現が見られる

上位目標の指標 1 の「他の郡で構築された GESI の視点に立った仕組み」については、モラン郡の北隣のダクタ郡でプロジェクトの波及効果とみなせる事例が報告されていた。同郡の地方開発官が元 C/P だったという特殊な事情もあるが、GESI 実施委員会の設置や 1VDC でのパイロット事業の実施、女性グループや被差別カーストのグループが実施する事業への支援などに取り組んでおり、終了時評価時点でも正のインパクトが確認されて

⁷ ネパールの低カースト、不可触民を指す。

⁸ モラン郡、シャンジャ郡の両郡において、従来人前で自己紹介すら躊躇ったダリットの女性たちが、本プロジェクトを通じて政府の計画策定や予算配分プロセスを学び、村の課題について人前で発言できるまでになった事例が確認された。

いる。しかし、プロジェクト終了後にプロジェクト効果が他の地域にどのように適用されるのかは明らかではない。上位目標の達成は、政府が GESI 政策にもとづいて GESI の視点を組み込んだ地方開発を今後も継続し、LGCDP II やジェンダー平等推進のための国内本部機構（ナショナル・マシーナリー）の努力により、プロジェクトの成果を普及できるかにかかっている。

(5) 持続性：やや低いから中程度と見込める

GESI 政策が 2010 年に施行され、GESI 政策の実施を含む LGCDP フェーズ 1 が 2008 年より全国展開しており、フェーズ 2 も 2013 年に開始された。プロジェクト終了後もこれらの政策とプログラムが継続する可能性が高いため、政策面の持続性は高い。

DDC や VDC 交付金の 35% を女性や子ども、被差別グループを対象としたターゲット事業に優先的に予算を割りあてる優先配分制度は、業績評価基準の最低条件の査定項目に含まれていることから、今後も継続し確実に実行される可能性は高い。LGCDP II が行う GESI 関連の活動予算も今後継続が見込める。プロジェクトの活動費は、これまですべて日本側が負担した。終了時評価時点では、プロジェクト終了後も継続させる必要がある活動の特定とその費用が試算されておらず、財政面の持続性の評価は行えなかった。

プロジェクトで強化したワードからの参加型ボトムアップ事業計画の策定プロセスは、政府が進める「14 ステップ計画プロセス」に一致するものであるから、今後も持続すると見込める。対象 VDC/市の住民に GESI に配慮した事業計画策定プロセスは理解され、受け入れられつつあるが、長年差別構造が続く社会で、住民の行動変容や社会変容を必要とするプロセスの定着には時間がかかることも予想される⁹。全般的に、プロジェクト効果の内在化をどう進めるのか戦略が策定されていないため、制度面の持続には不安要素が多い。GESI に配慮した事業がプロジェクトから配賦された基金を使って多く実施されたのに対して、既存の VDC 交付金はこれまで同様インフラ事業などに多く使用される傾向がみられたという報告もあった¹⁰。終了時評価現時点で、GESI 配慮が VDC 交付金を使った事業計画策定プロセスに主流化されていくのか、検証は十分なされていない。以上をふまえて、制度面の持続性はやや低いから中程度と判断した。なお、地方選挙が実施された後の既存制度の持続性については、現時点では見通しが困難である。

対象 VDC/市のワード市民フォーラムと統合計画委員会は、今後も GESI に配慮した地方開発の推進役を担うことが予想され、持続性は高い。一方、郡 GESI 実施委員会は、組織自体は継続する可能性があるが、実施機関ではなく調整機関のため GESI 研修や VDC 事業に対する助言やモニタリングを行うための活動費もないため、プロジェクト同様の活動を継続できる可能性は低い。DDC と女性・子ども事務所（Women and Children Officer : WCO）は郡 GESI 実施委員会のメンバーとしてプロジェクト活動に関与してきた。WCO には、本来 DDC に GESI 配慮の開発を推進するよう技術的支援を行う役割があるが、本プロジェクト

⁹ 第 2・3 グループの対象 VDC/市では支援期間が短いため、GESI に配慮した開発プロセスが住民の間で浸透するのに一層の時間が必要だという声がインタビュー時にも多かった。一方、支援期間の長い第 1 グループでも、プロジェクト終了後の持続性は、人的資源や財源、属人的要素、取り巻く環境に左右されると指摘する関係者—プロジェクトスタッフ、郡 GESI 実施委員会、IPC メンバーが多かった。具体的にはファシリテーターの手厚い支援体制がなくなったり、GESI に無理解な VDC 書記官が新しく赴任した場合などに、VDC 交付金の 35% 以外にも GESI の視点に立った事業計画をきめ細かに立案・実施できるのか懸念されるといった意見が出された。

¹⁰ プロジェクト事業進捗報告書（第 3 号）第 4 年次 57 頁参照。

トでそうした組織強化は行っていない。中央の女性・子ども・社会福祉省（Ministry of Women, Children and Social Welfare : MoWCSW）と女性・子ども局（Department of Women and Children : DWC）は、ジェンダー主流化やコミュニティの女性のエンパワメントを指導する立場にあるが、本プロジェクトの活動に十分組み込まれていないため、プロジェクト効果を持続・普及していく役割を果たすことは期待できない。一方、MoFALD は今後もプロジェクト効果やインパクトの持続・拡大の担い手になることが期待される。しかし、既述のとおり、戦略が策定されておらず、LGCDP II の枠組みの下で、プロジェクトのどの側面がどのように定着・持続していくのかは不確かである。したがって、組織面の持続性はやや低いから中程度と判断した。

対象 VDC/市では、住民が GESI に関する知識を身につけ、事業プロポーザルの書き方のスキルなどを習得した。しかしインタビューした女性やダリットなどの住民の多くが、プロジェクト終了後も技術支援やファシリテーションの必要性があると述べており、技術の適用・定着には時間がかかると予想される。ワード市民フォーラムと統合計画委員会のメンバーは、GESI に配慮した開発事業プロセスを推進していくためのノウハウやスキルを学び、今後も活用できる可能性は高い。ただし、政党代表者や地元有力者の影響力が強い VDC/市、VDC 書記官の GESI に対する関心やリーダーシップが不十分な VDC/市では、これらの組織メンバーがプロジェクト効果を持続・強化できるか不透明である。GESI 実施委員会のメンバーは、プロジェクト活動への参加を通じて、GESI 関連研修の講師を務められるようになった人もいる。既述のとおり GESI 実施委員会の役割が限定的で活動費がないため、同委員会よりもメンバーが所属する各団体・組織の立場から、必要に応じて獲得した知識やスキルを活用することが予想される。中央レベルの C/P がプロジェクトでの経験を持続・発展できるかを判断するのは、終了時評価時点で戦略が未策定のため困難である。これらを総合的にふまえて、技術面の持続性はやや低いから中程度と評価した。

以上、プロジェクトの持続性はやや低いから中程度と評価した。

3-3 効果発現に貢献した要因

(1) 計画内容

パイロット事業については、プロジェクト計画時には具体的にデザインされていなかったが、コンサルタントの特記仕様書には組み込まれていた。プロジェクト開始後、日本人専門家と C/P は、GESI 関連の政策やガイドラインのレビューや対象 2 郡の現状分析をふまえて、パイロット事業の位置づけやアプローチを協議・検討した。GESI に配慮したメンバー構成の GESI 実施委員会の設置や統合計画委員会の改編をはじめ、GESI に関する各種研修、GESI 分析や GESI 視点の事業選定基準の導入、GESI 視点からのプロポーザルやモニタリングフォーマットの改訂など、GESI に配慮した開発の実践に必要な仕組みの構築・強化や関係者の能力向上をパイロット事業の実践を通じて行ってきた。このようにパイロット事業の実施は、関係者の GESI 政策の実践の練習の場として機能し、本プロジェクトの妥当性や有効性を高める要因となった。

このほか、強い責任感があり調整能力に優れているローカルスタッフをプロジェクトで雇用し中央と対象 2 郡に配置したことは、中央と対象 2 郡での様々な関係者と多岐にわたる活動の調整を可能にし、円滑なプロジェクト実施に貢献した。

(2) 実施プロセス

プロジェクト開始後、2010年にGESI政策が施行され、LGCDPにみられる政府の同政策に対する取り組みが加速化したことは、本プロジェクトの追い風になったほか、プロジェクトの妥当性や有効性を高めるのに貢献し、正のインパクトの発現を担保・促進する要因となった。プロジェクトでは対象2郡の関係者や住民との協議・調整に十分時間をかけて、当事者たちの意見も尊重し、その結果を振り返り次のステップに活かすという、プロセス重視の支援方法でパイロット事業を実施した。このようなアプローチは、住民たちがGESIや住民参加の重要性を理解し、GESIに配慮したサブ・プロジェクトの選定基準を独自に変更したことに見られるように、GESIに配慮した開発事業の主体的な取り組みを可能とした。プロジェクトの妥当性や有効性を全般的に高めることにも貢献した。

3-4 問題点及び問題を惹起した要因

(1) 計画内容

対象VDC/市の数がPDMやコンサルタントの業務指示書と異なって記載されていたため、その解釈をめぐって関係者で議論になり、共通理解と合意を得るまでに2年近くかかった。これらは効率性を低める要因になった。

(2) 実施プロセス

本プロジェクトのC/P、特に中央C/Pの頻繁な人事異動があるうえ、他の業務が多忙でプロジェクト活動に十分関与できず、専門家が活動を主導せざるをえないケースが見受けられるなど、円滑なプロジェクト実施と効果的な技術移転を妨げた。

3-5 結論

本プロジェクトは、ネパールでGESIの視点に立った地方開発が推進・強化されることをめざしていた。シャンジャ郡とモラン郡の対象VDCと市では、これまでサブ・プロジェクトとして389事業が実施され、そのうち35%にあたる137事業は女性や社会的弱者の能力強化やエンパワメントを意図した事業だった。

プロジェクトが導入したプロセス重視、実地訓練方式の支援方法によって、住民を含む関係者のGESI推進に関する意識が向上し、行動変容がみられた。こうしたアプローチは、住民に開発事業の意思決定プロセスへの参加を促し、彼らの能力を高めることに貢献した。各対象VDCと市にはファシリテーターを2名配置して住民に対するファシリテーションを集中的に行い、特に女性や社会的に排除されてきた人々への情報普及の徹底と、こうした住民のサブ・プロジェクトの計画立案・実施への参加を導いた。本プロジェクトのパイロット事業で様々な介入と継続支援を行うことにより、開発事業の意思決定プロセスを一層GESIに配慮した参加型で透明性の高いものにした。

郡レベルのC/PであるDDCとWCOを含むGESI実施委員会は、パイロット事業に積極的にかかわってきたため、GESI視点に立った地方開発に対する意識が高まり、具体的にどのように推進すべきかについても理解が深まった。これらは、成果やプロジェクト目標の達成、妥当性、有効性、効率性を高める要因になった。

GESI政策の施行や関連政策、ガイドラインの整備、GESI政策の実行に対する政府の強いコ

ミットメントは、プロジェクトの取り組みを後押しする促進要因で、妥当性、インパクト、政策面の持続性を高めることに貢献した。また、上位目標の達成を見据えたプロジェクトの正の波及効果も、ダンクタ郡の1例だけだが確認された。ダンクタ郡のような波及事例が中央レベルからも十分認識され、また GESI 政策の実行を推進する LGCDP との連携が生まれることがあれば、上位目標の達成に向けた機運が高まることが予想される。

一方、成果5と成果6、プロジェクト目標の一部が達成には至っておらず、プロジェクト効果の持続の点では課題がある。対象 VDC と市で実施したパイロット事業で特筆すべき成果が上がっているが、郡と中央レベルの C/P の多くは、限られた狭い地域で集中的に行った手厚い支援と介入は、非対象 VDC や市、他の郡に適用可能なモデルにはなりえないと強調している。この点は、妥当性や有効性の一部、持続性の評価に影響を及ぼした。終了時評価時点で、パイロット事業の検証結果をとりまとめたマニュアルや効果の内在化に必要な戦略が完成していないため、成果5と成果6、プロジェクト目標の一部達成に影響を及ぼしているだけでなく、有効性の一部や制度・組織・技術面の持続性の評価を低める要因になっている。プロジェクト効果の内在化と普及を進めるため、全般的に持続性を高める努力が必要不可欠である。

終了時評価の提言に基づき、プロジェクトは終了時まででその目標を達成することが期待される。したがって、本プロジェクトは2014年1月末に予定どおり終了する。

3-6 提言

(1) プロジェクト終了後に実施すべき事項

1) シャンジャ郡とモラン郡の DDC は率先してプロジェクト効果を普及する

シャンジャ郡とモラン郡の DDC はプロジェクトの対象 VDC/市の VDC 書記官、市行政官とソーシャル・ムービライザーをリソースパーソンとして活用し、非対象 VDC/市の VDC 書記官や市行政官、ソーシャル・ムービライザーに対する研修を行うことを提言する。この研修で、プロジェクトの経験共有と GESI 視点に立った事業の選定基準の採用や、統合計画委員会やワード市民フォーラムが行うプロポーザル作成支援の取り組みを普及していく必要がある。

2) プロジェクトの有効なツールや手法、取り組みを LGCDP II に適用する

MoFALD が、事業計画プロセスに GESI 視点を取り込んでいくために、プロジェクトの有効なツールや手法、取り組みを LGCDP II のアウトプット 1 や 2、4、7 に適用することを提言する。

3) 交付金の優先配分以外の予算にも GESI 配慮を推進する

MoFALD と地方自治体が、女性や子ども、被差別グループを対象としたターゲット事業に優先的に交付金の 35% の予算を割りあてるだけでなく、それ以外の 65% にも GESI の視点を組み込んでいくことを提言する。

4) GESI 視点に立った事業計画・実施に関するインパクト調査を共同で実施する

プロジェクトで支援した取り組みが継続的に実施されているかをフォローするとともに、LGCDP とプロジェクト対象 VDC/市での GESI 視点に立った事業の計画と実施の

良い事例を分析するため、インパクト調査を LGCDP と JICA 共同で実施することを検討する。このような調査は、今後さらに GESI に配慮した開発を推進するうえで役に立つだろう。

3-7 教訓

- (1) プロジェクト開始時に C/P 機関のプロジェクトでの役割と責任、活動を明確にして、正式文書に明示しておく必要がある

複数の C/P 機関を持つプロジェクトでは、プロジェクト開始時に関係者分析を行い、プロジェクト内でのそれぞれの機関の役割や機能を明らかにしておく必要がある。本プロジェクトでは、地方開発の側面からかかわる MoFALD と、女性の能力強化の側面からかかわる MoWCSW が C/P であったが、市・村レベルまで下部組織を有する MoFALD と、郡レベルより先には実働部隊を有さない MoWCSW の間で協働することが困難であった。一例として、郡レベルでは GESI 実施委員会（GESI Implementation Committee : GESI IC）が設置され、両省傘下の機関が方針等を協議したが、その後の実施面では MoFALD のみがかかわり、政府側のジェンダーの知見を実施の中で活かしていく状況にあった。このような実施上の認識のずれを防ぐ観点から、各機関の責任や担う活動を、PDM や計画活動表、インセプションレポートなど正式文書に明示しておくべきである。

- (2) パイロット事業は出口戦略を考慮のうえ、戦略的に設計する必要がある

プロジェクトでパイロット事業を実施する場合、その目的を明確にし、事業費の支出の是非を含めて、出口戦略や制度化の促進に向けて戦略的に設計することが必要である。本プロジェクトでは、多くのパイロット事業が実施されたが、終了時評価時点において、これらの活動プロセス、結果、実証データ等が理論的に整理されておらず、本プロジェクトで期待されるパイロット事業の成果としての GESI 促進手段やモデルのとりまとめに十分到達することができなかった。

- (3) プロジェクト成果を持続させるためには、プロジェクトの実施戦略を柔軟に再検討する必要がある

プロジェクト開始後に、プロジェクトに影響を与えうる大規模なセクターワイドプログラムが形成された場合、プロジェクト成果を持続させるためにも、プロジェクトの実施戦略を JICA の技術協力の枠組み内で柔軟に再検討する必要がある。本プロジェクトでは、GESI の観点から LGCDP に対する改善提案は行ってきたが、プロジェクト成果を LGCDP に内在化させるための歩み寄りについては十分な働きかけが行われたとは言えず、LGCDP が有する前提条件を踏まえた、取り組みやすい提案を心掛ける等の検討が必要であった。

- (4) 「関係機関の仕組みの強化」と「関係者の能力強化」の差異を埋める配慮

プロジェクトの成果 2~4 では、いずれも GESI 関連の仕組みの強化が挙げられているが、その指標としては、関係者の能力強化や、OJT の活動があるのみである。一方、たとえば成果 2 の場合、指標である活動はいずれも達成されたものの、それがすなわち仕組み強化をめざす成果には到達していないと評価された。これは、関係者の能力が向上しても、そ

の能力を活かすための土壌（政府内のルール、慣習、意識づけ）が不十分であるために、仕組みの強化に至らなかったものである。PDMの作成にあたっては、このようなギャップが成果と指標の間に発生しないよう、仕組み上の課題についても事前に十分に分析を行い、指標の1つに含めることが重要である。

Summary of Evaluation Results

1. Outline of the Project	
Country: Federal Democratic Republic of Nepal	Project Title: The Gender Mainstreaming and Social Inclusion Project (GeMSIP)
Issue/Sector: Gender and Development, Governance	Cooperation Scheme: Technical Cooperation
Division in Charge: JICA Nepal Office	Total Cost: Approximately 490 million yen at the time of the Terminal Evaluation
Period of Cooperation	(R/D): December 7, 2008 February 2009 – January 2014 (five years)
	Partner Country's Implementing Organization: Ministry of Federal Affairs and Local Development (MoFALD); Ministry of Women, Children and Social Welfare (MoWCSW); Department of Women and Children (DWC), District Development Committee (DDC) in Morang district and Syangja district; Women and Children Office (WCO) in Morang district and Syangja district; Municipalities (one in Morang district and two in Syangja district); and Village Development Committee (VDC) ¹¹ (eleven [11] in Morang district and ten [10] in Syangja district)
	Supporting Organization in Japan: N/A
Related Cooperation: N/A	
1-1 Background of the Project	
<p>Nepal is a multi-geographic, multi-cultural, multi-ethnic and multi-lingual country with people belonging to different castes and various ethnic groups. Gender discrimination and social exclusion are entrenched in the political, economic and social fabric of Nepal for years due to the discrimination of the ground of caste, sex, ethnicity, disability, religion and age. It is said that the dissatisfaction of discriminated and excluded people with the government led to the outbreak of the ten-year conflict between government forces and Maoist fighters in Nepal which lasted from 1996 until 2006. The Interim Constitution of Nepal, 2063 (2007) and the Three-Year Interim Plan (2007/08–2009/2010) that were formulated after the signing of a comprehensive peace agreement between the government and the Maoists in November 2006, addressed the issues of Gender Mainstreaming and Social Inclusion (GM/SI) as a priority. The government has been trying to enable women, children and excluded groups to participate in the political and administrative processes of national reconstruction, and to enjoy benefits from development through 1) allocating an earmark budget for programs for these groups, and 2) establishing an institutional arrangement for service delivery in local governance. However, the significant results were yet to be obtained because of lack of coordination and support bodies,</p>	

¹¹ A VDC is the smallest administrative unit, which is further divided into nine Wards. Local Government Bodies (LGBs) include VDCs, DDCs and Municipalities. Wards have no administrative mandates to provide local government services, but they are units in which people are expected to participate in planning and implementation of VDC block grants.

inadequate knowledge and experiences of GM/SI among stakeholders, and inadequate function of the existing mechanism. The Government of Nepal (GoN) requested that the Government of Japan (GoJ) carry out a technical assistance project to enhance the administrative capacity to formulate Gender Equality and Social Inclusion (GESI) responsive, fair and effective development policies, as well as to implement, monitor and evaluate GESI responsive development projects and programs.

1-2 Project Overview

The Project has been undertaken to implement the GM/SI responsive programs at the national level and district level, namely, Syangja district and Morang district. More specifically, the Project has 1) enhanced the institutional mechanism for GESI responsive planning of development projects, GESI responsive monitoring and evaluation of development projects, and GM/SI audit and appraisal; and 2) strengthened the related capacities of the stakeholders through the Pilot Project, training and seminars. The expected outcomes of the Project are shown below.

(1) Overall Goal: GM/SI responsive programs are implemented in Nepal.

(2) Project Purpose: The GM/SI responsive programs are implemented at the national level and in the two target districts (Syangja and Morang).

(3) Outputs

Output 0	Project management is implemented appropriately.
Output 1	The level of understanding and perceptions towards GM/SI of stakeholders at the national level and in the two target districts is enhanced through training, seminars, and the Pilot Project.
Output 2	The institutional mechanism for GM/SI Appraisal and GM/SI Audit is enhanced, and the related-capacity of the stakeholders is strengthened through the Pilot Project in the two target districts.
Output 3	The institutional mechanism for GESI responsive planning of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two target districts.
Output 4	The institutional mechanism for GESI responsive monitoring and evaluation of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two target districts.
Output 5	Operational manuals for Local Bodies (LBs) and WCO to incorporate GESI perspectives into development processes in the two target districts based on processes, practices, and lessons gained by the Project.
Output 6	Strategies to incorporate the essential components of operational manuals into the government guidelines are developed by MoLD, MoWCSW and DWC.
Output 7	GeMSIP experiences and lessons are shared among GM/SI related committees at the central level.

(4) Inputs

Japanese Side:

- **Total cost:** 490 million yen at the time of the Terminal Evaluation
- **Expert:** Eight people in the following professional fields: 1) Chief Technical Advisor; 2) Project Management/Local Level Planning and Management/Monitoring and Evaluation; 3) Social Inclusion; 4) Gender Mainstreaming; 5) Capacity Development/Training; and 6) Project Administration. The total man-months were 121.9 at the time of the Terminal Evaluation.
- **Cost of the Operation in Nepal:** 127 million yen
- **Equipment:** 16.1 million yen for vehicles, computers, digital cameras and other equipment
- **Number of Trainees Received:** Sixteen (16) (in the counterpart training in Japan)

Nepalese Side:

- **Main Counterparts:** 48 people in total including those who have been transferred and resigned
- **Cost Borne by the Nepalese Side:** Not allocated
- **Land and Facilities:** Office space in MoFALD, DDC Syangja and DDC Morang

2. Evaluation Team

Members of Evaluation Team	Role	Name	Position
	Leader	Mr. Satoshi Fujii	Senior Representative, JICA Nepal Office
	Central and Local Governance	Dr. Nobuhisa Takeda	Senior Advisor (Participatory Development/Development Administration), JICA
	Gender Mainstreaming and Social Inclusion	Ms. Makiko Kubota	Visiting Senior Advisor, JICA
	Evaluation Analysis	Ms. Toshiko Shimada	Consultant, IC Net Limited
	Cooperation and Planning 1	Mr. Takeshi Kikuchi	Representative, JICA Nepal Office
	Cooperation and Planning 2	Mr. Makoto Iwase	Advisor, Office for Gender Equality and Poverty Reduction, JICA
	Mission Coordinator	Mr. Nama Raj Adhikari	Senior Program Officer, JICA Nepal Office
Evaluation Period	September 9–27, 2013	Type of Evaluation: Terminal Evaluation	

3. Results of Evaluation

3-1 Confirmation of Results

(1) Achievement of Outputs

Output 0 has been already achieved.

Since the beginning of the Project, through intensive discussions among the Project stakeholders, the following Project management activities described in the Indicators of the Project Design Matrix (PDM) have been carried out: 1) preparation of the Inception Report; 2) implementation of the Baseline Survey and preparation of its report; 3) identification of PDM indicators; and 4) promotion of public relations activities such as establishing a website and issuing newsletters. Thus, the Output 0 has been

already achieved.

Output 1 has been already achieved.

The gross number of people training by the Project was 4535 (157 at the central level, 315 at the district level, and 4063 at the VDC level). The average rate of women's participation is 44% while the average rate of participants of disadvantaged groups is 58% (Indicator 1). Seventy-seven (77) people (51 men and 26 women) have been trained as trainers, and 49 people (35 men and 14 women) have already conducted training more than once as a resource person. This almost reached 50 people, the target value of the Indicator 1-2. The Project has developed five resource materials, which exceeded three types of resource materials of the target value of the Indicator 1-3. They included the following: 1) GM/SI Basic Training Manual; 2) GM/SI Appraisal and Audit Manual; 3) GM/SI Planning Manual; 4) Pilot Project Guideline, and 5) GESI Responsive VDC-level Project Monitoring Framework. Regarding the annual survey to measure the change of GM/SI-related understanding and attitude of the Project stakeholders, its average score has improved by comparison with the results of the first-time and the third-time surveys (Indicator 1-4). Considering all the indicators of the Output 1 have been achieved, the Output 1 has been achieved.

Output 2 has been partially achieved.

The Project organized the Gender Responsive and Social Inclusive (GRSI) audit and GRSI budget analysis¹² training and workshop for the stakeholders of two target districts in 2010 and 2012. The exercise on GRSI budget analysis was not undertaken because of inadequate information on GESI aspects about DDC programs. The participants of the training and workshop assessed the institutional performance on GRSI of DDC, and prepared the GRSI audit report (Indicator 2-1). The MoFALD planned to introduce the GRSI audit and GRSI budget analysis to DDCs. However, the DDCs in the two districts have yet to conduct the GRSI audit including GRSI budget analysis on a regular basis because of the heavy workload and the lack of human resources of DDCs. The GRSI audit and budget analysis workshops for VDCs were conducted in each of the target VDCs in Syangja and Morang districts. The results of these analyses were incorporated into the GRSI audit and budget analysis reports (Indicator 2-2 and 2-3). The participants of the workshop and training have gained the knowledge and skills on GRSI audit and budget analysis. However, there is room for improvement in strengthening the institutional mechanism for GRSI audit and budget analysis. Therefore, the Output 2 has been partially achieved.

Output 3 has been almost achieved.

Regarding the Indicator 3-1, 389 sub-projects (250 in Syangja and 139 in Morang) were implemented through the GESI responsive processes in 21 VDCs and three Municipalities by allocating Rs 50,000 of the block grant provided by the Project per year per VDC/Municipality. To strengthen the GESI responsive planning processes in the Pilot Project, the Project has taken the measures as follows: 1) GESI analysis was newly conducted at the Ward and the VDC levels; 2) the GESI responsive proposal

¹² The MoWCSW uses the term "GM/SI" in its policies, strategies and guidelines in principle since GM/SI is one of its mandates. The Project has used this term in its PDM based on the discussions among the MoWCSW, the MoFALD and JICA's preparatory study team at the time of the ex-ante evaluation. The term "GESI" is extensively used by the MoFALD and other development partners, particularly after the GESI Policy went into effect in 2010. The MoWCSW also uses this term in its activities. Considering the above, the Terminal Evaluation uses both "GM/SI" and "GESI".

formats were developed; 3) the selection criteria for proposal prioritization and selection was revised; and 4) special facilitation was conducted by the facilitators and the members of the Ward Citizen Forum (WCF)¹³ and the VDC Integrated Planning Committee (IPC)¹⁴ to encourage women and excluded groups to write their own proposals and participate in the planning processes. As a result, a larger number of GESI responsive projects were planned and selected. One hundred and thirty-seven (137) sub-projects related to empowerment and capacity development and training for women and socially excluded groups were implemented, which accounts for 35% of the total sub-projects. The extent of implementation of these sub-projects differed from one VDC/Municipality to another. The Indicator 1 has been almost achieved although the degree to which the remaining 65% are GESI-responsive sub-projects or not needs to be further analyzed. Thus, the Output 3 has been almost achieved.

Output 4 has been almost achieved.

The VDC IPC, WCF and User Groups have actively taken part in monitoring of sub-projects by applying the monitoring check list developed by the Project (Indicator 4-1). Instead of project evaluation, the public audit and the social audit have been undertaken as per the MoFALD's guidelines by the User Groups, the WCF and the IPC in the target VDCs/Municipalities (Indicator 4-2). The GESI Implementation Committee (IC) members have also participated in monitoring and audit of the sub-projects. Some of the VDC-level stakeholders appreciated that such monitoring and supervision by the district-level stakeholders have contributed to ensuring the GESI responsiveness in the development processes, to some extent. However, according to the GESI Policy (2010), the GESI IC has no specific roles in monitoring and ensuring GESI responsiveness in VDC-level projects. Considering the above, the Output 4 has been almost achieved although the feedback system of monitoring from VDCs to DDCs needs to be further strengthened.

Output 5 has yet to be achieved.

The Operational Manuals described in the Indicator 5-1 have yet to be developed. The Project is currently reviewing the processes and achievement of the Project, and the Operational Manuals are likely to be finalized by the end of the Project. At the time of the Terminal Evaluation, the Output 5 has yet to be achieved. In addition to the manuals, the Project plans to develop three types of Information Education and Communication (IEC) materials.

Output 6 has yet to be achieved.

The Strategies for internalization of the effects of the Project have yet to be developed (Indicator 6-1). Thus the Output 6 has not been achieved yet.

Output 7 has been almost achieved.

The Project has shared the experiences and lessons with the GM/SI-related committees through attending meetings and organizing the Policy Seminar (Indicator 7-1). The Dissemination Workshop will be held by the end of the Project. Thus the Output 7 has been almost achieved.

¹³ A WCF was formed by the LGCDP I (2008–2012) in each ward to plan and implement projects of VDC block grants. The Project has helped to make WCFs GESI responsive in their membership.

¹⁴ The VDC IPC was formed because of the absence of elected local bodies since 2003. The majority of members of the VDC IPC included men, local leaders and political leaders at the beginning of the Project. The VDC IPC and the Gem SIP IPC have been merged in a GESI responsive manner.

(2) Achievement of Project Purpose: The Project Purpose has been partially achieved.

Regarding the Indicator 1, i.e., the number and concrete examples of recommendations made by the Project that were incorporated into the existing GM/SI related policies and guidelines, the Project strongly recommended that more focus should be given to social inclusion aspects, and the gender gaps in excluded groups should be addressed in the Local Bodies Gender Budget Audit Guideline 2008. The MoFALD incorporated these recommendations into the guideline including the matrix of GM/SI appraisal. In the end, the title of the guideline was revised to be “Gender and Social Inclusion Budget Audit Guideline 2012”. The Project needs to make necessary and practical recommendations based on the strategies described in the Output 6. Thus, the Indicator 1 has been partially achieved. The Project established a GeMSIP Working Group in Morang and a GM/SI Coordination Committee in Syangja in 2009 as district-level coordination bodies to promote GM/SI and implement the Pilot Project. When the GESI Policy went into effect in 2010, these two committees were officially reformed as GESI IC in both districts. Thus, the Indicator 2 has been already achieved. The Indicator 3, i.e., existing VDC IPC is reformed as per the GESI Policy at least in one pilot VDC/municipality of each of the two targeted districts has been already achieved since the community people who were aware of the GESI Policy under the Project promoted to reform the existing IPCs. With regard to the Indicator 4, the average rate of budget of selected sub-projects for empowerment and capacity building of women and excluded groups was 44% in Syangja district and 36% in Morang, which exceeds 35% of the target value of the indicator. Therefore, the Indicator 4 has been already achieved. The good practices of GESI responsive sub-projects have been collected from the six target VDCs/Municipalities of Group 1 and published as a brochure titled “We can change”. The good practices of GESI responsive sub-projects found in the target VDCs/Municipalities of Group 2 and Group 3 will be collected by the end of the Project. The Indicator 5 is likely to be achieved. The indicator 6, i.e., GESI responsive institutional mechanism is adopted in DDC and non-pilot VDCs of the two targeted districts in reference to the Project, has been almost achieved since the seven sample cases have been already reported. One of the cases was that the training on practical social mobilization for all VDC secretaries and social mobilizers¹⁵ assigned in the two districts was organized by the Morang and Syangja DDCs, the Project and the LGCDP to share the experiences and facilitation skills of the Project. Except for the Indicator 1 and the Indicator 5, the four indicators of the Project Purpose have been achieved. Thus the Project Purpose has been partially achieved, but is expected to be fully achieved by the end of the Project.

3-2 Summary of Evaluation Results

(1) Relevance: High

The Project is consistent with the Interim Constitution of Nepal 2007 and the Three Year Interim Plan (Fiscal years 2007/08-2009/10; and 2010/11-2012/13). The former aims for social justice and democratic and inclusive development, while the latter emphasizes participation of all women and socially excluded groups in the political and administrative processes of state reconstruction, and fair

¹⁵ One social mobilizer is assigned in each VDC by the LGCDP, and is responsible for establishing WCF and Community Awareness Center (CAC), mobilizing CAC, and assisting the VDC secretaries. Unlike facilitators of the Project, they are reportedly less involved in assisting planning processes of VDC block grants.

provision of public services. The Project has responded to the needs of the Government of Nepal by demonstrating the implementation of the GESI Policy (2010) in local governance of the two target districts through the Pilot Project. According to the Country Assistance Policy for Nepal (2012), peacebuilding and steady transition to democracy is one of the three priority areas for assistance. This policy highlights the need for assistance for local governance and social inclusion focusing on the socially and traditionally excluded people. In the JICA Country Analytical Work (2013), a public administration capacity building program is one of the JICA cooperation programs in Nepal. This program emphasizes to strengthen local administration “to establish and disseminate participatory framework and models for social inclusion and gender mainstreaming.” Thus, the Project is consistent with the Japanese aid policies. Regarding the approaches of the Project, many stakeholders including the counterparts commented the necessity to cover all VDCs/Municipalities in at least one district with consideration for equal provision of services. However, it is fair to say that the Project as a whole has a high degree of relevance for technical cooperation.

(2) Effectiveness: Moderately high

The Project has brought about the following effects: (1) awareness of GESI has been raised among the stakeholders including community people, and their behaviors have been changed to promote GESI through the process-oriented and learning-by-doing approach in the Pilot Project; (2) information dissemination has been strengthened in the community by facilitators; (3) people’s participation has been promoted in the GESI responsive planning and decision-making processes; and (4) transparency has been enhanced in the planning and screening processes and budget allocation of sub-projects. The promotion of participation of women and the excluded groups like *Dalit*¹⁶ in project planning and implementation as well as their empowerment including enhancement of self-confidence and self-esteem in particular are outstanding outcomes of the Project. The above has helped enhance the overall effectiveness of the Project.

On the other hand, the strategies for internalizing the Project’s effects have yet to be developed. This has reduced the effectiveness of the Project somewhat. Thus, the effectiveness of the Project was assessed as moderately high.

(3) Efficiency: Medium

Most of the inputs from both the Nepalese and Japanese sides were provided as scheduled. The local staff members assigned by the Project have played a key role in coordination and communication among the various stakeholders at the central, district and VDC levels. They have worked together as a team with the strong commitment to the Project, which helped the smooth implementation of the Project. The procurement of additional vehicles is another contributing factor for the smooth implementation of the Pilot Project in the target VDCs and Municipalities in Group 2 and Group 3, and enhancing the efficiency of the Project.

However, the counterparts were frequently transferred at both the central and district levels. Also, most

¹⁶ The scheduled castes in Nepal.

of the counterparts were unable to spend adequate time on the project activities since they had their own regular work. Thus their involvement in the Project was limited, which affected smooth implementation of the Project. The discrepancy in the number of target VDC and Municipalities of Pilot Project described in the PDM and the Terms of Reference for the contract consultant raised a dispute among the stakeholders. Since it took two years for them to reach a consensus on this issue, this is another constraining factor for the implementation of the Project. Therefore, the Project's efficiency as a whole is medium.

(4) Impacts: There were positive impacts.

Some positive impact was already confirmed in Dhankuta, the district north of Morang district. When the previous GESI Section Chief of the MoLD, who was also the Project Manager, was newly appointed as the Local Development Officer (LDO) of Dhankuta district, he took initiative in establishing the GESI IC at the district level and implementing GM/SI activities on a pilot basis in one VDC by applying the modality of the Project. The LGCDP's efforts and initiatives have also contributed to the achievement of the Overall Goal. However, it is not clear how the outcomes of the Project can be applied to other districts after the completion of the Project. The Overall Goal would depend on continuous efforts of the GoN to implement the GESI responsive local development as per the GESI Policy and disseminate the outcomes of the Project under the LGCDP II as well as the efforts of the National Gender Machinery.

(5) Sustainability: Medium

Policy aspect: Since the GESI Policy went into effect in 2010, the LGCDP I (2008–2012) including the GESI components has been undertaken in all the 75 districts of the country. The LGCDP II (2013–2017) has also strengthened to mainstream GESI in the context of local governance. The GESI Policy and the LGCDP II are expected to be sustained after the completion of the Project. Thus it is fair to say that the sustainability in the policy aspect is likely to be high.

Financial aspect: The allocation of an earmarked budget of VDC and DDC block grants for target programs for women, children and the excluded groups will be ensured through strengthening the audit system and the Minimum Conditions and Performance Measures (MCPM) system. The GESI related budget including various training, salaries of social mobilizers, and the program budget for mobilization of Community Awareness Center will be allocated by the LGCDP II. However, the operational costs of the Project were fully provided by the Japanese side. At the time of the Terminal Evaluation, the necessary cost of activities to sustain the effects of the Project has yet to be estimated. Thus it was hard to predict the sustainability of the Project's effects in the financial aspect.

Institutional aspect: The bottom-up planning processes strengthened by the Project will be sustained since it is in line with the government's "14 steps participatory bottom-up planning process". In the target VDCs/Municipalities, the community people have gradually gained the know-how of GESI responsive planning processes. However, it would take time to internalize such practice in some cases

because the gender discrimination and social exclusion are deeply entrenched in the community for years¹⁷. Overall, the internalization of the Project's effects will still remain an issue since the strategies of internalization have yet to be developed by the Project. The GESI responsive projects tend to be covered by the Project while other projects such as infrastructure development are covered by the VDC block grant¹⁸. The detailed analysis has yet to be done to reveal whether the GESI perspective has been mainstreamed into the project implementation processes under the VDC block grant. Considering the above, it is fair to say that the sustainability of the institutional aspect is likely to be moderately low to medium. It is hard to predict at this moment whether the elections of LGB will affect the sustainability of the existing institutional arrangements.

Organizational aspect: Both WCFs and IPCs in the target VDCs/Municipalities are likely to keep playing a role in promoting the GESI responsive local development. The GESI IC, a coordination body, in both districts will remain, but is unlikely to sustain the effects of the Project since it has no mandates and budget for provision of training or guidance and monitoring of the VDC-level projects. The DDCs and the WCOs have been so far involved in the Project as the members of GESI IC in the two districts. However, in the case of WCOs, their organizational capacity to provide technical backstopping for DDCs to promote GESI responsive development has not been strengthened by the Project. At the central level, the MoWCSW and the DWC have been less involved in the activities of the Project despite their role to promote gender mainstreaming and women's empowerment in the community. The experiences of WDOs at the Pilot districts have not been fully integrated into these organizations. Thus, the MoWCSW and the DWC are less likely to play a role in sustaining and expanding the Project's effects. The MoFALD is expected to take the lead in sustaining and disseminating the effects and the impacts of the Project. However, it was not clear how to internalize what aspects of the Project in the framework of the LGCDP II because of the absence of the strategies of internalization. Therefore, the sustainability in the organizational aspect is moderately low to medium.

Technical aspect: The community people have become gradually aware of GESI and gained the know-how of writing proposals and participating in the decision making and implementation processes of local development. Most of the women and the disadvantaged groups interviewed by the Team felt that they still need technical assistance and facilitation to internalize what they learned from the Project. The members of the WCF and the IPC have improved their capacity of promoting the GESI responsive local development. They are likely to keep applying the obtained knowledge and skills to the practice. However, it was not sure whether they would be able to take the lead in promoting the GESI responsive local development, particularly in the cases where the traditional and political leaders dominate the decision-making process because of the absence of elected LGBs, and the VDC secretary does not have

¹⁷ Most of the people in the Group 2 and Group 3 interviewed by the Terminal Evaluation Team noted that it would take time to internalize the GESI responsive planning processes among them because the Project assisted them in taking part in the one-cycle planning process. The majority of the people in the Group 1 who participated in the GESI planning processes three times opined that the sustainability of the Project would depend on the human and financial resources, the individual factors and the external factors. They were concerned about whether they would be able to mainstream GESI responsiveness in the non-earmarked budget of VDC block grants without facilitators or VDC secretaries who have strong leadership and good understanding of GESI.

¹⁸ See details in the 4th-Year Project Progress Report, page 57.

adequate leadership and understanding of GESI. The members of GESI IC have gained the know-how of implementing GESI in local development processes at the VDC level, and some of them have been trained to provide GESI related training as resource persons. As the previously mentioned, it was not clear whether they would be able to continue to work as the GESI IC members because of their limited mandates stipulated in the GESI Policy and lack of financial resources. However, they are likely to keep applying the obtained knowledge and skills at their respective work. For internalization of the Project's effects, the strategies have yet to be developed by the Project. Thus, it was hard to assess whether the central-level counterparts would be able to sustain what they experienced in the Project. Thus, the sustainability of the technical aspect is moderately low to medium.

Considering the above, the Project's overall sustainability is moderately low to medium.

3-3 Contributing Factors for Generating Effects

(1) Factors Concerning Planning

The original PDM did not specify the implementation of the Pilot Project; the Terms of Reference (TOR) for a contract consultant did. Since the beginning of the Project, the Japanese experts and the counterparts discussed the concept and approaches of the Pilot Project based on the review of the existing GESI-related policies and guidelines and the status of the two target districts. The Project has established and strengthened the GESI responsive institutional mechanism and enhanced the capacity of the Project stakeholders through the implementation of the Pilot Project, which included formation of the GESI IC, reformation of the VDC IPC, GESI-related training, GESI analysis, GESI responsive planning and screening, implementation, monitoring and audit of sub-projects, and development of GESI responsive proposal and monitoring formats. The implementation of such a Pilot Project enabled the stakeholders to learn by doing, and helped enhance the relevance and effectiveness of the Project.

The assignment of local staff members who have coordination capability at the central and district levels ensured the smooth coordination of various stakeholders and activities.

(2) Factors Concerning the Implementation Process

The GESI Policy and other related guidelines and the strong policy commitment of the government under the LGCDP are the positive contributing factors that enhanced the effectiveness and brought about the positive impact. In the Pilot Project, the Project has endeavored to support the processes of the Pilot Project that enable the stakeholders to articulate opinions and learn by doing. This approach has helped enable the community people to understand the importance of GESI and people's participation, and to take initiatives in promoting GESI responsive local development. One of such initiatives was that they revised selection criteria for sub-project to consider more GESI responsiveness. The above approach as a whole helped enhance the relevance and effectiveness of the Project.

3-4 Inhibiting Factors

(1) Factors Concerning Planning

The original PDM stated the number of target VDCs but no clear explanation or details. This caused a dispute over the number of the pilot VDCs/Municipalities among the stakeholders. It took them almost

two years to reach a consensus on this matter. This was an inhibiting factor that adversely affected smooth implementation of the Project.

(2) Factors Concerning the Implementation Process

The frequent personnel transfers of the central- and district-level counterparts were an inhibiting factor that affected the efficiency of the Project. Also, most of them were too busy with their respective work to take part in the Project activities sufficiently. In some cases, the Japanese experts need to take the lead in implementing the Project activities. These factors prevented smooth implementation of the Project and technical transfer from the Japanese experts to the counterparts.

3-5 Conclusion

The purpose of the Project was to strengthen the GESI responsive local development processes in Nepal. The Project conducted various capacity development activities including the sub-project implementation in the target VDCs/Municipalities in Syangja and Morang districts. At the time of the Terminal Evaluation, 389 sub-projects (250 in Syangja and 139 in Morang) were implemented in the target VDCs/Municipalities. So far 137 sub-projects related to empowerment, capacity development and training for these groups were implemented, which accounts for 35% of the total sub-projects.

The process-oriented and learning-by-doing approach adopted by the Project has significantly contributed to raising awareness and changing behavior of the stakeholders of the Project to promote GESI. This approach was effective in promoting people's participation in decision making processes of development, and improving their capacity. The intensive facilitation by assigning two facilitators in each target VDC/Municipality has helped the community people, particularly women and socially excluded groups, get access to information and participate in planning and implementation of sub-projects. The Project has succeeded to make the decision-making process more GESI responsive, participatory and transparent by various interventions and continuous support in the Pilot Project.

Since the members of GESI IC including the district-level counterparts of DDC and WCO have been actively involved in the Pilot Project, the level of their awareness and understanding of how to promote the GESI responsive local development has increased. All of the above has contributed to achievement of the Outputs and the Project Purpose, and enhancement of the relevance, effectiveness, and efficiency of the Project.

The GESI Policy and other related guidelines developed or revised by the MoFALD and other organizations and the strong policy commitment of the GoN to the implementation of the GESI Policy were promoting factors that contributed to the Project's high degree of relevance, impact and the sustainability in the policy aspect. The GESI responsive institutional mechanism replicated in Dhankuta district showed the positive impact that would help the Project achieve the Overall Goal. The LGCDP's efforts and initiatives will also contribute to the achievement of the Overall Goal.

However, some challenges have still remained toward achieving the Output 5 and 6 as well as part of the Project Purpose, and internalizing and sustaining the Project's effects. Although the Project has produced the significant outcomes through the Pilot Project in the target VDCs/Municipalities, most of the district- and central-level counterparts emphasized that the intensive support and intervention in the

small areas would not be able to serve as an applicable model to non-pilot VDCs/Municipalities and other districts. This affected the relevance, effectiveness and sustainability of the Project. At the time of the Terminal Evaluation, the manuals and the strategies for internalization of the Project have yet to be developed. This has also prevented the achievement of the Output 5 and 6, and the Project Purpose, and affected the effectiveness and sustainability in the institutional, organizational and technical aspects. It is imperative to endeavor to enhance the overall sustainability in order to internalize and expand the effects of the Project.

The Project is expected to achieve the Project Purpose by the end of the Project period by taking necessary measures based on the recommendations of the Terminal Evaluation. Thus, it will be completed in the end of January 2014 as scheduled.

3-6 Recommendations

(1) Recommendations to be implemented during the Project period

1) Developing strategies for internalization and dissemination of the Project's achievement

The strategies described in the Output 5 and 6 in the PDM have yet to be developed. The Project should analyze experiences of GESI responsive planning and implementation in the pilot VDCs/Municipalities in order to identify what factors contributing to promote GESI responsiveness in the planning process. It is necessary to indicate in the strategies for utilizing good experiences and lessons learned from the Project by analyzing what aspects can be disseminated to other non-pilot VDCs by the DDC themselves, and what aspects can be considered as a reference for the particular activities of LGCDP II output 1, 2, 4, and 7. For example, with regard to the facilitation adopted by the Project, the Project should analyze the functions of village facilitators of the Project in each step of facilitation and identify which facilitation efforts produced good effects for promoting GESI responsive planning. It is also necessary to compare with the functions of social mobilizers assigned by the LGCDP in order to consider which functions can be carried out by the social mobilizer, and which functions can be carried out by the other actors such as VDC Secretary, IPC and WCF members. It is important to identify the minimized essential facilitation steps and who can implement such function.

2) Developing the concise and user-friendly IEC material for community people

The Project is preparing the three types of IEC materials targeting 1) community people, 2) WCF and IPC members, and 3) district-level stakeholders. It is necessary to make IEC material for community people be concise and user-friendly. It should contain the simplified essential information about participation in planning process, project proposal for VDC block grant, access to target budget and GESI responsive project proposal along with the cartoon, illustration and photo. It is desirable to be a few-page leaflet to convey simplified messages.

(2) Recommendations to be implemented after the termination of the Project

1) Disseminating the effects of the Project by the DDCs in Syangja and Morang

It is recommended that the DDCs in Syangja and Morang take the lead in disseminating the Project's effects after the completion of the Project. They need to utilize the VDC secretaries and social

mobilizers in the pilot VDCs/Municipalities and the GESI IC members as resource persons for training targeting VDC secretaries and social mobilizers of other non-pilot VDCs to share their experiences and to promote GESI responsive project selection criteria, GESI-responsive proposal and monitoring formats, and assistance to proposal writing by IPC and WCF members.

2) Applying the effective tools, methods and approaches taken by the Project to the LGCDP II

It is recommended that the MoFALD endeavor to apply the effective tools, methods and approaches taken by the Project to the activities of LGCDP II, especially the Output 1, 2, 4 and 7, for enhancing the GESI responsive planning process.

3) Promoting GESI responsiveness in the non-earmarked budget of block grants

It is recommended that the MoFALD and LGBs promote GESI responsiveness in not only the earmarked budget for target group programs but also the non-earmarked budget of block grants.

4) Conducting a joint impact study on GESI responsive project planning and implementation

It is worthwhile to consider conducting a joint impact study with the LGCDP and JICA to analyze good practice cases of GESI responsive project planning and implementation from the LGCDP II and the pilot VDCs/Municipalities of the Project by following up on their continuous activities. Such a study will contribute to further enhancement of GESI responsive development.

3-7 Lessons Learned

(1) Roles and responsibilities of counterpart agencies, and their concerned activities of a project should be clarified at the beginning of the project and described in official documents

In case of a project implemented by multiple counterpart agencies, it is necessary to undertake stakeholder analysis among project stakeholders at the beginning of the project in order to clarify roles and functions of respective agencies. Their respective responsibilities and concerned activities should be clearly described in the official documents such as the PDM and the Plan of Operation, as well as the Inception Report.

(2) A pilot project needs to be strategically designed by considering an exit strategy

When a pilot project is one of the components of a project, it is essential to clarify its objective and design strategically by considering an exit strategy and feedback to institutionalization including whether to provide additional fund or not.

(3) Implementation strategies of a project need to be flexibly reconsidered to ensure the sustainability of the project's outcomes

When a large-scale sector-wide program is formulated after the implementation of a technical cooperation project, it is necessary to flexibly reconsider the project implementation strategies within

the framework of JICA's technical cooperation scheme so that the sustainability of the project's outcomes is ensured.

第1章 終了時評価調査の概要

1-1 案件の背景

ネパール連邦民主共和国（以下、「ネパール」と記す）は、多様な地形、多数の民族、カースト、多種多様な文化や慣習から成る多言語・多民族国家であり、依然として女性や低カースト層の教育・就労・社会参加などの機会が限定的な状況が続いている。民族格差やカースト制度等に基づく、行政サービスや様々な機会を平等に得ることができない国民の政府への不満が、1996年から10年以上に及ぶ反政府勢力による「人民戦争」につながったと指摘されている。

2006年11月の和平合意後の暫定憲法制定及び暫定3カ年国家開発計画においては、同じ過ちを繰り返すことがないように、GM/SIを推進する政策の導入に高いプライオリティが置かれている。ネパール政府は、新しい国造りの政治・行政プロセスに、女性・低カースト及び少数民族等の社会的に不利な立場に置かれてきた人々の参加を促し、併せてこのような人々が行政サービスを享受するために、地方行政レベルでの社会的弱者支援予算の確保、行政サービス実施体制の構築を最大の課題として取り組んでいる。

しかしながら、実際には効果的な調整・支援機関の不在、関係者の知識・経験不足、既存のメカニズムの機能不足等により、十分な成果が出ていないなどの問題が指摘されていた。このような背景の下、ネパール政府は、ジェンダー主流化・社会的包摂の視点に立った、より公正で効果的な政府の開発政策・施策・事業の計画、実施、評価、モニタリング等の行政能力を向上させることをめざす技術協力プロジェクトを要請した。

1-2 案件概要

本案件は、より包摂的でジェンダー公正な地域開発の促進に取り組むものである。具体的な支援アプローチとしては、地方2郡（シャンジャ郡とモラン郡）におけるパイロット事業の実施を支援し、ジェンダー公正で包摂的な地域開発の行政サービス実施推進能力の向上を支援するとともに、実証に基づく、実効性のあるGESI促進手段やGESIモデルを創生し、政府の制度構築に対してその成果をインプットしていくこと（制度改革）をめざしている。

〔案件枠組み〕

上位目標：ネパールでGM/SIの視点に立った施策が実施される。

プロジェクト目標：GM/SIの視点に立った政策・施策が中央レベル及び対象2郡のシャンジャ郡、モラン郡で実施される。

成果：

成果0 プロジェクトマネジメントが適切に実施される。

成果1 中央と対象2郡の関係者のGM/SIへの理解と認識の度合いが、研修やセミナー、パイロット事業を通じて高まる。

成果2 GM/SI審査とGM/SI監査の仕組みと関係者の能力が、対象2郡のパイロット事業を通じて強化される。

成果3 GESIの視点に立った開発事業の計画立案の仕組みと関係者の能力が、対象2郡のパイロット事業を通じて強化される。

成果4 GESIの視点に立った開発事業のモニタリングと評価の仕組みと関係者の能力が、

対象2郡のパイロット事業を通じて強化される。

成果5 対象2郡で、地方行政機関と女性・子ども事務所が GESI の視点を開発プロセスに組み込めるための運用マニュアルが、プロジェクトによって得られた実施プロセス、実践、教訓をベースにして作成される。

成果6 運用マニュアルの主要コンポーネントを政府ガイドラインに取り込むための戦略が、連邦制・地方開発省、女性・子ども・社会福祉省、女性・子ども局によって作成される。

成果7 GeMSIP の経験と教訓が、中央の GM/SI 関連委員会で共有される。

1-3 調査目的

- ・2014年2月終了にあたり、4年8カ月にわたる活動実績・成果を現地調査（モラン郡、シヤンジャ郡）、プロジェクト関係者へのインタビューを通じて確認し、評価5項目（妥当性、有効性、効率性、インパクト、持続性）の観点から、日本側・ネパール側で合同評価を行う。
- ・プロジェクト実施における課題等を整理・協議のうえ、改善策の検討・提言（プロジェクト期間内、及び必要に応じて、プロジェクト終了後）を行う。
- ・上記確認結果について、合同評価レポートとして取りまとめ、プロジェクト合同調整委員会（Joint Coordinating Committee：JCC）において報告し、ネパール側と合意する。
- ・プロジェクト終了後の協力の方向性について検討のうえ、ネパール側と意見交換を行う。

1-4 調査団構成

1-4-1 日本側

担当業務	氏名	所属	期間
団長/総括	藤井 智	JICA ネパール事務所次長	9/8-9/27
中央・地方行政	武田 長久	JICA 国際協力専門員	9/14-9/25
ジェンダー主流化/ 社会的包摂促進	久保田 真紀子	JICA 国際協力客員専門員	9/14-9/27
評価分析	島田 俊子	アイ・シー・ネット株式会社 コンサルタント	9/8-9/27
協力企画①	菊地 健士	JICA ネパール事務所 所員	9/8-9/27
協力企画②	岩瀬 誠	JICA 経済基盤開発部ジェンダー平等・貧困削減推進室 企画役	9/14-9/27
評価調整	Nama Raj Adhikari	JICA ネパール事務所 シニア・プログラマー・オフィサー	9/8-9/27

1-4-2 ネパール側

Title	Name	Affiliation
Evaluation Member	Mr. Rudra Singh Tamang	Under Secretary of GESI Section, MoFALD
Evaluation Member	Mr. Ram Prasad Bhattarai	Under Secretary, policy, planning and Program unit, MoWCSW

Evaluation Member	Mr. Jay Lal Tiwari	Director, DWC
Evaluation Member	Mr. Laxman Baral	Assistant staff of GESI Section, MoFALD

1 – 5 調査日程（現地調査期間：2013年9月8日～9月27日）

Date	Programme
Sep 08 (Sun)	12:45 Arrival of Ms. Shimada KTM (TG319)
Sep 09 (Mon)	09:30 Meeting with JICA Nepal (TK, NA) 10:30 Briefing to Joint Terminal Evaluation mission members on process of Joint Terminal Evaluation by Consultant @ JICA 12:15 Interview with Project local staff of GeMSIP 14:00 Interview/meeting with Mr. Upendra Adhikary, Jt. Secretary and Mr. Khadga Bahadur Rana US, MoWCSW 15:45 Interview/meeting with Mr. Jay Lal Tiwari, Director, DWC
Sep 10 (Tue)	09:00 Interview with Expert team of Gem SIP 11:30 Interview/meeting with Mr. Rudra Singh Tamang, US, MoFALD 12:40 Interview/Meeting with Mr. Bodh Raj Niroula, Jt. Secretary, MOFALD and Dr. Raghu Shrestha, M & E Specialist, LGCDP II
Sep 11 (Wed)	07:45 Kathmandu-Biratnagar by Buddha Air 703 (Mr. Adhikari, Ms. Shimada & Mr. Tiwari) 08:45 Arrival at Biratnagar airport and move to Hotel Vintuna and check in hotel 11:00 Interview/meeting with district level counterpart (LDO, SDO of DDC Morang) 12:30 Meeting with LGCDP II stakeholders (Local Service providers, Social Mobilizers, officials of the LGCDP cluster office at Biratnagar, some representatives of dissolved LSPs (Phase I LSPs), some Social Mobilizers working in the nearby VDCs) 13:30 Lunch 14:15 Biratnagar to Bhaudaha VDC 15:00 interaction with the User Group members of outreach clinic, WCF members and IPC members 16:30 Bhaudaha to Biratnagar 17:15 Arrived at Biratnagar
Sep 12 (Thu)	10:15 Biratnagar to Kathari VDC (Non-Pilot VDC) 11:00 Interview/meeting with VDC secretary, IPC members, ECF members and Social Mobilizer 12:30 Kathari VDC to DDC Morang 12:45 I(interview/meeting with district level Project staff of GeMSIP) 14:15 Interview/meeting with GESI IC at DDC
Sep 13 (Fri)	09:00 Biratnagar to Dangraha VDC 10:00 Interview/meeting/interaction with IPC members/VDC Secretary/Social Mobilizer/Facilitators/WCF members/beneficiaries of Embroidery training for

	<p>skill development of women sub project/ wood stick making training sub pilot project</p> <p>13:00 Lunch</p> <p>13:30 Observe Inclusive Women Community Learning Center Building at Tetariya VDC</p> <p>14:00 interaction with VDC secretary, IPC members, WCF, beneficiaries of a pilot sub-project of Lakhantari VDC on ODF support</p> <p>15:30 Lakhantari to Biratnagar</p> <p>17:05 Biratnagar to Kathmandu (Buddha Air 712)</p>
Sep 14 (Sat)	<p>Arrival of Mr. Takeda, Ms. Kubota and Mr. Iwase (TG319)</p> <p>15:10 Kathmandu to Pokhara (Buddha Air 617) Mr. Takeda, Ms. Kubota, Mr. Iwase, Mr. Kikuchi, Mr. Adhikari, Ms Shimada and other members of mission</p> <p>17:00 Internal meeting</p>
Sep 15 (Sun)	<p>Team A</p> <p>07:45 Pokhara to Syangja to Srikrishna Gandaki VDC (GESI IC led VDC)</p> <p>10:30 Interview/meeting with IPC members/VDC Secretary/Social Mobilizer/Facilitators</p> <p>12:00 Observation of goat raising sub project for single women, PWD & PWHIV and interaction with WCF and UGs</p> <p>13:30 Lunch</p> <p>15:00 Srikrishnagandaki to Jagtradevi VDC</p> <p>15:30 Interview/meeting with IPC members/VDC Secretary/Social Mobilizer/Facilitators</p> <p>16:30 Jagtradevi VDC to Syangja</p> <p>Team B</p> <p>07:45 Pokhara to Syangja to Biruwa Archale VDC</p> <p>10:30 Interview/meeting with IPC members/VDC Secretary/Social Mobilizer/Facilitators</p> <p>12:00 Observation of stool making training to CAC members and interaction with WCC and UGs</p> <p>13:30 Lunch</p> <p>15:00 visit Putali bazar Municipality</p> <p>15:15 Interview/meeting with IPC members/VDC Secretary/Social Mobilizer/Facilitators</p> <p>16:30 observation of candle making training sub pilot projects(3 nos) at ward # 8 and interact with beneficiaries, WCF</p>
Sep 16 (Mon)	<p>10:15 Meeting with district C/Ps of Syangja (LDO, SDO & WCO) at DDC Syangja</p> <p>12:00 Meeting with district level GeMSIP's Project staff</p> <p>14:00 Meeting with GESI IC</p>

	16:00 Interview/meeting with LGCDP stakeholders at district level (District Facilitator, Local Service providers, Social Mobilizers)
Sep 17 (Tue)	<p>Team A</p> <p>08:00 Syangja to Walling Municipality</p> <p>09:00 Meeting with IPC members/Meeting with Executive officer and social Development officer</p> <p>11:00 observed a Causeway in Ekle river sub-pilot project at ward # 5 and interact with UGs and WCF</p> <p>12:30 Syangja to Pokhara</p> <p>Team B</p> <p>08:00 Syangja to Phedikhola VDC</p> <p>09:00 observe Sarki Gaon Society building Construction and Mushroom farming training sub-pilot projects and interact with the beneficiaries & WCF</p> <p>11:30 Interview /meeting with VDC secretaries/IPC members/social mobilizers/facilitators</p> <p>13:00 Phedikhola to Pokhara</p> <p>16:00 Pokhara to Kathmandu (Buddha Air 618)</p>
Sep 18 (Wed)	Drafting of M/M & Joint Terminal Evaluation Report
Sep 19 (Thu)	10:15 Interview with Mr. Reshmi Raj Pandey, Jt. Secretary, Mr. Rudra Singh Tamang, US, MoFALD
Sep 20 (Fri)	<p>10:15 Interview with C/P (DG & directors) of DWC</p> <p>14:30 Interview with Mr. Purushottam Nepal Program Manager of LGCDP II</p> <p>16:00 Interview with Mr. Upendra Adhkary, Jt. Secretary and Mr. Khadga Bahadur Rana, US, Ministry of women, children and social welfare</p>
Sep 21 (Sat)	Drafting of M/M & Joint Terminal Evaluation Report
Sep 22 (Sun)	Drafting of M/M & Joint Terminal Evaluation Report
Sep 23 (Mon)	Discussions on the final draft of M/M & Joint Terminal Evaluation Report
Sep 24 (Tue)	Discussions on the final draft of M/M & Joint Terminal Evaluation Report
Sep 25 (Wed)	<p>JCC meeting at MoFALD & Signing of M/M at 12:00</p> <p>Leave Mr. Takeda</p>
Sep 26 (Thu)	Report to JICA Nepal office & Embassy of Japan (optional extra day for JCC)
Sep 27 (Fri)	13:50-18:25 Kathmandu-Bangkok (TG320) Ms. Kubota, Mr. Iwase & Ms. Shimada
Sep 28 (Sat)	Bangkok-Narita

第2章 評価の手法

2-1 調査方法

本調査は、「新 JICA 事業評価ガイドライン第1版」に沿って、日本とネパール双方から選出された合同評価団により、以下の調査方法に基づき実施された。

2-1-1 プロジェクト・デザイン・マトリックスの検証

「ジェンダー主流化及び社会的包摂促進プロジェクト」の終了時評価調査を行うにあたり、2008年12月7日の討議議事録（Record of Discussion：R/D）と一緒に合意された PDM バージョン1から、プロジェクト開始後2010年12月に修正された PDM バージョン2、中間レビュー調査時に修正された PDM バージョン3までの内容や修正の経緯を、各種報告書を参照して検証した。現行の PDM バージョン3には、プロジェクト目標の指標1「プロジェクト終了時まで、プロジェクトが行った提言が既存の GM/SI¹⁹関連の政策と指針に反映された件数と具体例」や、成果1の指標1-1「プロジェクト終了時までの、講師養成研修と GM/SI 関連研修の受講者数」、成果7の指標「開催された共有会合とセミナーの数、プロジェクトに関するプレゼンの数」のように、目標値の設定がなく客観的に評価しづらい点が見受けられた。これらは実績を総合的に判断して評価することにした。それ以外は特に問題はないため、本調査では PDM を修正せず、現行の PDM バージョン3を使って評価することにした。

2-1-2 評価デザインの作成

上記 PDM の検証とともに評価デザインの検討を行い、評価グリッドを作成した（付属資料1を参照）。

2-1-3 関連資料のレビュー

本プロジェクトに関する事前調査報告書・R/D、運営指導調査報告書、中間レビュー調査報告書、プロジェクトのインセプションレポート・事業進捗報告書・業務完了報告書、ベースライン調査報告書・エンドライン調査報告書、内部中間レビュー報告書・終了時評価報告書、パイロット事業ガイドライン、GM/SI 基礎研修マニュアル、GM/SI 審査・監査マニュアル、GM/SI 計画策定マニュアル、GM/SI モニタリングチェックリスト、GESI 政策・関連政策などをレビューして、プロジェクトの実績や実施プロセス、プロジェクトを取り巻く外部環境を確認した。このほか外務省が実施したネパール国別評価と JICA が実施した地方行政情報収集・確認調査報告書、MoFALD の「地方行政・コミュニティ開発プログラムⅡ」（Local Governance and Community Development Program：LGCDPⅡ）などの関連資料もレビューした。

¹⁹ GM/SI（ジェンダー主流化と社会的包摂）は、ジェンダー主流化を主要任務とする女性・子ども・社会福祉省や女性・子ども局の政策や戦略、ガイドラインで用いられている。GESI（ジェンダー平等と社会的包摂）は連邦制・地方開発省が地方行政・コミュニティ開発プログラム（LGCDP）で使ったのを契機に、同省や多くのドナーによって用いられている。中間レビュー調査時に関係者で協議した結果、GM/SI はプロジェクトの正式名称の一部であり PDM の上位目標やプロジェクト目標、成果の要約で用いて関係者間である程度定着しているため、原則変更はしない。しかし「GM/SI の視点に立った」（GM/SI responsive）という用語はほとんどネパールで使われていないため、上位目標とプロジェクト目標の要約以外では、「GESI の視点に立った」（GESI responsive）を用いることで合意した。本終了時評価調査もこれを踏襲する。

2-1-4 プロジェクト関係者への質問票配付

現地調査前に、技術移転の進捗状況や成果達成状況、プロジェクト目標の達成状況、上位目標の達成見込み状況、投入の質・量とタイミング、実施プロセスなどに関する質問票を作成し、日本人専門家5名とネパール側の主なカウンターパート（Counterpart：C/P）である MoFALD、MoWCSW、DWC、シャンジャ郡とマホタリ郡の DDC の地方開発官、WCO の女性開発官、計12名に配付した。現地調査開始時に、日本人専門家5名全員と C/P 2名から質問票を回収して分析した。

2-1-5 プロジェクト関係者に対する評価手法の説明

現地調査開始直後に、終了時評価調査の目的と評価手法について、ネパール側合同評価団に説明を行った。C/P やその他のプロジェクト関係者に対しては、インタビューの冒頭で評価の目的と手法を概説した。

2-1-6 プロジェクト関係者に対するインタビュー

活動実績の確認と質問票の回答をもとに、技術移転の効果や実施プロセス、プロジェクトによって引き起こされた変化など、評価グリッドに記載の補足情報を収集するため、日本人専門家や中央・郡の C/P、GESI 実施委員会メンバー、対象 VDC²⁰と市の関係者、プロジェクトスタッフ、LGCDP 関係者に対するインタビューを行った。所要時間は1時間から1時間半程度だった。

2-1-7 視察

対象2郡のうち、以下の対象 VDC と市のユーザーグループ、VDC 統合計画委員会メンバー、ワード市民フォーラムメンバー、ファシリテーター、VDC 書記官、LGCDP で雇用するソーシャル・ムービライザーなどに対してインタビューを行った。

シャンジャ郡	①スリクリシュナ VDC（ヤギ飼育ユーザーグループ）、②ジャガトラデビ VDC、③ビルワアチャーレ VDC（ストール作りユーザーグループ）、④プタリバザール市（ろうそく作製ユーザーグループ）、⑤フェディコラ VDC（マッシュルーム栽培研修受講者グループ、コミュニティ用建物建設ユーザーグループ）⑥ワリン市
モラン郡	①ボウダハ VDC（コミュニティ・アウトリーチ・クリニック建設ユーザーグループ）、②ダングラハ VDC（刺しゅう研修受講者グループ、線香研修受講者グループ）、③ラカンタリ VDC（トイレ建設ユーザーグループ）、④カタハリ VDC（非対象 VDC）

2-2 調査項目

調査項目は、プロジェクトの実績の確認、実施プロセスの把握、評価5項目の観点による評価に分けられる。詳細は、付属資料1「評価グリッド」を参照のこと。

²⁰ ネパールの最小の行政単位で日本の村役場にあたる。地方自治体の単位のほかに、地方自治体が管轄するエリアを指す場合にも使われる。VDC/市の下位にワード（区）があり、1VDC は9つのワードから成る。ネパールでは DDC、VDC、市委員会が地方自治体として地方行政サービスを提供する権限・機能を持つが、VDC の事業計画と実施がワード単位の住民で行われる。

2-2-1 プロジェクトの実績の確認

作成した評価グリッドをもとに、プロジェクトの投入実績、成果の達成度、プロジェクト目標の達成見込みについて確認した。

2-2-2 実施プロセスの把握

プロジェクトの実施プロセスを把握した。主な調査は、プロジェクト運営と活動の進捗状況、モニタリングの実施状況、関係者間のコミュニケーション、技術や知識の移転手法、実施機関の主体性についてである。

2-2-3 評価5項目に基づく評価

評価5項目（妥当性、有効性、効率性、インパクト、持続性）の観点から、評価グリッドに沿って本プロジェクトを評価した。各評価項目の視点を以下に示す。なお、妥当性と有効性、効率性についてはこれまでの実績と現状に基づいて評価するが、本プロジェクトのインパクトと持続性については、これまでの実績と活動状況から分析し、終了時評価時点の予測や見込みを検証する。

妥当性	プロジェクト目標や上位目標、プロジェクトの対象グループのニーズ、相手国側の政策や日本の援助政策との整合性があるかなど、プロジェクトの正当性、必要性を検証する。
有効性	プロジェクトの実施による対象グループへの便益を確認し、プロジェクトが有効であるか否かを検証する。
効率性	プロジェクト資源の有効活用という視点から、効率的であったか否かを検証する。
インパクト (予測)	プロジェクトの実施によりもたらされる、より長期的な効果や波及効果を検証する。
持続性 (見込み)	プロジェクト終了後、プロジェクトにより発現した効果が持続するか否かを検証する。

2-3 評価上の制約

本終了時評価調査を実施するにあたって、以下の評価上の制約があった。

- ネパール側 C/P 12名のうち2名しか質問票の回答がなく、残りのC/Pについては、多忙とC/Pになって間もないことを理由に回答が得られなかった。可能なかぎり、インタビューで回答を得られるように対応したが、時間的な制約もあり十分回答が得られない場合もあった。
- ネパール側合同評価団3名のうち2名が主要なC/Pだったことは、「C/Pの主体性」に関する評価に影響を及ぼした。具体的には、C/Pの主体性の欠如がプロジェクトの持続性や効果発現の一部に影響を及ぼしていると推察できたが、この点を評価で強調すると、反発して残りのプロジェクト活動に参加しないなどのマイナスの影響を及ぼすことが想定され、英文合同評価報告書では「多忙で活動に十分参加できない」という表現にとどめた。
- 終了時評価調査中にジェネラルストライキがあったため、対象2郡での視察が予定どおり行えなかった。スケジュールを変更し、可能な範囲で関係者のインタビューを進めたが、モラ

ン郡では第1グループの対象VDC関係者にインタビューできなかった。

第3章 プロジェクトの実績

プロジェクト開始以降、2013年9月の終了時評価調査時までの日本側とネパール側の投入実績や各成果の達成状況、プロジェクト目標の達成状況について検証した。プロジェクト終了約3年後に予想される上位目標の達成見込みについても確認した。本プロジェクトの実績については以下のとおり。

3-1 投入実績

3-1-1 日本側の投入実績

(1) 専門家の派遣

これまで専門家は、①チーフアドバイザー、②プロジェクト運営/地方行政の計画立案/モニタリング評価、③社会的包摂促進、④ジェンダー主流化、⑤能力強化・研修、⑥業務調整の分野で累計8名が派遣された。専門家の人月数は、2013年9月末時点で121.9M/Mに達した。詳細は付属資料2「合同評価報告書」ANNEX 4を参照。

(2) 研修員の受け入れ

プロジェクトの4年次に日本でC/P研修「日本の地方行政とジェンダー平等」が行われ、16名が参加した。C/Pのほか、第1グループの対象6VDCの書記官も参加した。詳細は、付属資料2「合同評価報告書」ANNEX 7を参照。

(3) 現地活動費

終了時評価時点までに、各種研修やワークショップ費用をはじめ、対象VDC/市のサブ・プロジェクトに拠出した基金、ガイドラインやマニュアルの作成費、ベースライン調査やエンドライン調査の委託費用、プロジェクトスタッフの給与など現地活動費として1億2,700万円が投入されている。付属資料2「合同評価報告書」ANNEX 5を参照。

(4) 機材の供与

日本側が供与した機材は、車両のほかコンピュータやプリンターなど事務機器などで、1,610万円が投入されている。ほとんどの機材が常に使用されており状態もよい。付属資料2「合同評価報告書」ANNEX 6を参照。

3-1-2 ネパール側の投入実績

(1) C/Pの配置

終了時評価時点でプロジェクトに配置された主要なC/Pは、MoFALDが3名、MoWCSWが3名、DWC 2名、シャンジャ郡DDC 1名、シャンジャ郡WCO 1名、モラン郡DDC 1名、モラン郡WCO 1名の計12名である。このほか、両DDCの計画担当官と社会開発官もC/Pであり、主にGESI実施委員会のメンバーとして活動に参加した。これまでに異動や退職などを理由にプロジェクトを離れたC/Pも含めると、プロジェクトの主要C/Pは合計48名にのぼる。詳細は、付属資料2「合同評価報告書」ANNEX 3を参照。

(2) プロジェクト活動費

ネパール側が負担したプロジェクト活動費の実績はない。

(3) プロジェクトスタッフの執務室の提供

ネパール側は、プロジェクト活動に必要な専門家とプロジェクトスタッフの執務室として、旧地方開発省の建物や、シャンジャ郡 DDC とモラン郡 DDC の各 1 部屋を提供している。

3-2 成果（アウトプット）の達成状況

8つの成果（アウトプット）の達成状況は以下のとおりである。

成果 0	プロジェクトマネジメントが適切に実施される。
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指標 0-1	業務実施計画書
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業務実施計画書は、C/P と日本人専門家によってプロジェクト開始直後に素案が作成された。R/D にしたがってプロジェクト内に設置されたプロジェクト運営委員会を中心に修正し、最終的には 2009 年 5 月の第 1 回合同調整委員会で承認された。

指標 0-2	ベースライン調査報告書
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ベースライン調査は、GM/SI が中央と対象 2 郡の関係者の間でどのように理解されているかを明らかにするために、2009 年 4 月から 6 月にかけて委託契約をしたローカルコンサルタントによって実施された。同年 9 月には報告書が完成した。

指標 0-3	PDM の指標が、プロジェクトの最初の 6 カ月間で設定される。
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PDM はこれまで 2 回修正され、それぞれ第 3 回（2010 年 12 月）、第 4 回（2011 年 9 月）合同調整委員会で承認された。対象 VDC/市の数については、専門家チームに対する特記仕様書では「6VDC」と書かれていたにもかかわらず、PDM には根拠が示されないまま「20VDC とすべての市」と記されていたため、PDM の修正過程で日本側とネパール側の意見が対立した。日本側は、20VDC はネパール側の自助努力でプロジェクトの成果が普及した後の数だと主張したが、ネパール側は納得せず、プロジェクトで各郡 20VDC を対象にパイロット事業を実施すべきだとの主張を譲らなかった。協議を重ねた結果、対象 2 郡の 21VDC と 3 市でパイロット事業を行うことになった。

指標 0-4	ホームページが立ち上げられ、ニュースレターが 2 年次以降、年 3 回発行される。
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プロジェクトは 2009 年 12 月に英語版のホームページを開設し、JICA のホームページにも、日本語でプロジェクトの紹介を目的としたホームページを掲載している。ニュースレターは英語と

ネパール語で作成されており、これまで 12 号がすでに発行され、関係機関に配布されている。

【成果 0 のまとめ】

4 つの指標は達成されていることから、成果 0 は達成されたと判断できる。

成果 1	中央と対象 2 郡の関係者の GM/SI への理解と認識の度合いが、研修やセミナー、パイロット事業を通じて高まる。
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指標 1-1	プロジェクト終了時までの、講師養成研修と GM/SI 関連研修の受講者数。
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プロジェクトは、これまで講師養成研修や GM/SI 基礎研修、パイロット事業の一環で計画策定研修やモニタリング研修などを行ってきた。ジェンダーフォーカルパーソン研修は MoWCSW が通常行っているが、プロジェクトと共催で 3 回実施した。研修受講者数の累計は、4,535 名（中央関係者 157 名、郡関係者 315 名、VDC/市関係者 4,063 名）にのぼる（次の表を参照）。プロジェクトによると、研修受講者のうち女性の割合は 44%、一般的に高カーストと言われているブラーミン、チェトリ以外のグループの割合は 58%だった。研修にあたっては、中央・郡・村（区含む）の関係者を幅広く対象としており、中央と対象 2 郡の関係者に対する総合的な能力強化に貢献している。

プロジェクトが実施した研修 () 内は受講者数			
中央レベル	郡レベル	VDC レベルグループ 1	VDC レベルグループ 2・3
1. 講師養成 GM/SI 基礎研修 (14 名)	1. GM/SI 基礎研修 (68 名)	1. GM/SI 基礎審査と監査研修ワークショップ (115 名)	1. GM/SI 基礎審査と監査研修ワークショップ (689 名)
2. ジェンダーフォーカルパーソン研修 2010 年 (56 名)	2. GM/SI 審査と監査研修ワークショップ (51 名)	2. 第 1 回 GESI 計画研修 (154 名)	2. GESI 計画研修 (735 名)
3. ジェンダーフォーカルパーソン研修 2012 年 (38 名)	3. 講師養成 GESI 計画研修 (44 名)	3. 第 2 回 GESI 計画研修 (200 名)	3. 統合計画委員会の事前計画策定会合 (420 名)
4. ジェンダーフォーカルパーソン研修 2013 年 (49 名)	4. 講師養成 GM/SI モニタリング研修 (49 名)	4. GM/SI モニタリング研修 (231 名)	4. モニタリング・会計研修 (1,068 名)
	5. 再研修 (42 名)	5. GRSI 監査予算分析研修* (144 名)	
	6. GRSI 監査研修 (61 名)	6. 統合計画委員会 計画事前会議 (235 名)	
		7. モニタリング・会計研修 (72 名)	

研修受講者数の合計			
157名	315名	1,151名	2,912名

注：*この研修は、両郡の2カ所のみで実施された。

出典：プロジェクトから入手したデータ。

指標 1-2	講師養成研修受講者のうち50名が、プロジェクト終了時までになくとも1回は講師として研修を実施する。
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講師養成研修の受講者のうち研修講師経験者は、男性35名、女性14名の合計49名であり、目標の50名にほぼ届いている。主に対象2郡のGESI実施委員会の委員が講師養成研修を受けて、その後パイロットVDCで研修講師を務めている。

指標 1-3	中央においてプロジェクト開始から3年間で、最低3種類の研修リソース教材群が作成される。
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これまで、目標値3つを上回る5種類、①GM/SI基礎研修マニュアル、②GM/SI審査・監査マニュアル、③GM/SI計画策定マニュアル、④パイロット事業ガイドライン、⑤GESI配慮したVDCレベルの事業モニタリングフレームワーク（実践的ハンドブック）が作成された。

指標 1-4	プロジェクト年間調査による関係者の回答スコアの平均が、年々改善される。
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プロジェクト関係者のGM/SIへの理解と認識を測るため、プロジェクトでは毎年定点調査（年間調査）を行っている。対象は、モラン郡とシャンジャ郡のGESI実施委員会のメンバーと第1グループ6VDCの統合計画委員会のメンバー、プロジェクトで雇用しているファシリテーターで、これまで3回実施された。調査は10の質問に5段階の自己評価で回答し、一部記述式で実施されている。次の表のとおり、両郡すべてのVDCで1回目より3回目の平均回答得点のほうが高くなっている。しかしGESI実施委員会と統合計画委員会のメンバーの交代があったため、この調査結果は全関係者同一物のGM/SIに対する理解度の経年変化を厳密に示しているものではない。

GM/SIに関する意識調査（年間調査）結果：平均回答得点							
郡/VDC	1回目	2回目	3回目	郡/VDC	1回目	2回目	3回目
	2010年	2011年	2012年		2010年	2011年	2012年
	1月	3月	1月		1月	3月	1月
シャンジャ	3.6	3.9	3.7	モラン	4.1	4.0	4.2
フェディコラ VDC	3.2	4.1	3.9	ポカリヤ VDC	3.5	4.1	4.2
ビルワアチャーレ VDC	3.4	4.0	4.2	テタリヤ VDC	3.8	4.1	4.1
ジャガトラデビ VDC	3.5	3.9	4.4	タンディ VDC	3.8	3.9	4.0

出典：プロジェクトから入手したデータ。

同調査に3回参加した関係者はシャンジャ郡26名、モラン郡6名の合計32名だった。彼らの回答をみると、75%にあたる24名については、初回より3回目の平均回答得点が改善されており、GM/SIの理解や態度に深化や改善が見られた。

【成果1のまとめ】

成果1の4つの指標はほぼ達成されており、成果1は達成されたとみなせる。

成果2	GM/SI 審査と GM/SI 監査の仕組みと関係者の能力が、対象2郡のパイロット事業を通じて強化される。
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指標 2-1	対象2郡の郡開発委員会によって作成される GM/SI 監査報告書。
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プロジェクトでは、全国に先駆けて対象2郡のGESI実施委員会とDDC職員を対象に、GM/SI審査と監査にあたる、ジェンダー配慮とGRSI審査と予算分析²¹の研修とワークショップを2010年と2012年に行った。前者の研修結果は、MoFALDが改訂作業を進めていた「地方行政組織ジェンダー予算監査ガイドライン-2008」にフィードバックされた(詳細はプロジェクト目標の指標1を参照)。後者のワークショップは、改訂された「地方行政組織GRSI予算編成・監査ガイドライン-2012」に沿って実施された。予算分析は必要なプログラム文書がそろわなかったため行わず、DDCの組織と制度のみを評価した。8分野96の指標に参加者が協議しながら得点して、結果と提言を報告書にとりまとめ、GM/SI活動計画を作成した。WCOの女性開発官は、これらの研修やワークショップの際に技術的な助言を行うなど重要な役割を果たした。プロジェクト終了時まで、2回目の郡レベルのGRSI監査が実施される予定である。

MoFALDはGESI課が中心になって全国のDDCでGRSI予算分析を導入する予定だが、日本人専門家によると、現時点ではDDC職員は多忙なうえ人員不足で、予算分析を含むGRSI審査を行う体制は十分整っていないという。

郡レベルのGRSI監査—組織・制度評価結果			シャンジャ DDC	モラン DDC
	評価項目	総評点	評点	評点
1	地方行政組織政策におけるGRSIに関する開発	12	9	7
2	能力開発計画のGRSIプログラム	12	6.5	6
3	ターゲットプログラム	12	6.5	8
4	GRSIの視点に立った開発の計画、実施、モニタリング	12	8	5

²¹ PDMが作成された2008年当時は、MoFALDが「地方行政組織ジェンダー予算監査ガイドライン-2008」を作成中で、プロジェクトでは「GM/SI審査と監査」を用いたが、LGCDPでは「GESI審査と監査」や「GESIに配慮した予算」などが多用されるなど、呼称や内容も関係機関の間で統一されていなかった。プロジェクト開始後、プロジェクト専門家とMoFALDのGESI課、LGCDPで協議し、「監査(Audit)」の内容は地方行政組織の組織面と制度面をGESI視点から評価することと、財務省が行っているジェンダーの視点に立った「予算分析」の考え方を、地方行政組織が実施するプログラムやプロジェクトとその予算の配分と支出に適用していくことを確認した。同ガイドラインの改訂版「地方行政組織GRSI予算編成・監査ガイドライン-2012」の完成後は、「GRSI監査と予算分析」という呼称がMoFALDやLGCDPで使用されるようになった。プロジェクトではGRSI審査やGRSI監査、GM/SI審査などを用いており用語の統一がなされていないが、混乱するためPDMの要約以外は、英語を直訳して本報告書では「GRSI監査と予算分析」を用いる。

5	組織の内部体制	12	7	8.5
6	よい統治	12	9	8
7	人材	12	4.5	4
8	ジェンダー開発政策と政府政策へのコミットメント	12	5	6.5
	合計	96	55.5	53

出典：業務完了報告書第3年次をもとに作成。

指標 2-2	パイロット VDC/市の少なくとも各郡 1VDC で作成された GM/SI 監査報告書。
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対象 VDC レベルの GRSI 監査と予算分析は、2010 年に対象 6VDC の関係者に対して基礎研修ワークショップが実施された。2012 年には、シャンジャ郡のフェディコラ VDC とモラン郡のテタリヤ VDC で、「地方行政組織 GRSI 予算編成・監査ガイドライン-2012」にしたがって、VDC の組織と制度の評価が行われた。同ガイドラインのいくつかの指標は VDC に適さないため、プロジェクトで指標を改訂して実施した。参加者は、VDC の組織と制度を 60 の指標に基づいて GESI の視点から評価し、改善点を協議して実施計画を作成した。これらを含めて報告書を作成した。プロジェクト終了までにもう 1 回 GRSI 監査を、これら 2 つの VDC でそれぞれ実施する予定である。

VDC レベルの GRSI 監査—組織・制度評価結果			フェディコ ラ VDC	テタリ ヤ VDC
	評価項目	総評点	評点	評点
1	地方行政組織政策における GRSI に関する開発と組織内部の体制	12	5.3	9.5
2	能力開発計画の GRSI プログラム	12	3.7	6.5
3	ターゲットプログラム	12	8.5	9
4	GRSI の視点に立った開発の計画、実施、モニタリング	12	8.3	8
5	よい統治	12	10.5	9
	合計	60	36.3	42

出典：業務完了報告書の 3 年次をもとに作成。

指標 2-3	パイロット VDC/市の少なくとも各郡 1VDC で作成された GM/SI 予算分析報告書。
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シャンジャ郡のフェディコラ VDC とモラン郡のテタリヤ VDC の関係者は、複数の VDC 事業を、GESI の視点から①直接的な事業、②間接的な事業、③一般事業に分けて、直接的な事業と間接的な事業に全体予算のどのくらいが配分されているかを分析した。併せて改善点も協議し、報告書にとりまとめた。

【成果 2 のまとめ】

成果 2 の研修とワークショップに参加した郡・VDC 関係者の GESI 監査と予算分析に関する知識や能力はある程度向上したと推察できるが、「仕組みの強化」には至っていないと判断し、成果

2 は部分的に達成されたと評価した。なお、成果 2 に設定された指標はいずれも関係者の能力強化や実践（OJT）に近いが、何故 GM/SI 審査と監査の仕組みが弱いのかの分析に基づき、より仕組みの強化に直接的に関係する指標が設定されることが望ましく、今後の教訓となる。

成果 3	GESI の視点に立った開発事業の計画立案の仕組みと関係者の能力が、対象 2 郡のパイロット事業を通じて強化される。
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指標 3-1	GESI の視点に立ったサブ・プロジェクトが、対象 2 郡の 20 のパイロット VDC と 3 つのパイロット市（シャンジャ 2 市、モラン 1 市）で実施できるようになる。
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パイロット事業は、GESI 政策や MoFALD の「14 ステップ計画プロセス²²」にしたがって、GESI の視点に立った開発事業を推進するための有効なアプローチや手法を検証するために、シャンジャ郡とモラン郡の 21VDC と 3 市で実施された（下表を参照）。各 VDC/市にプロジェクトから毎年 50 万ルピーが配賦され、合計 389 事業が実施された。

パイロット事業の対象 VDC と市の数				
グループ	シャンジャ郡	モラン郡	合計	パイロット事業の実施回数
グループ 1	3 VDC	3 VDC	6 VDC	3 年次に 2 サイクル 4 年次に 1 サイクル
グループ 2 と 3	7 VDC と 2 市	8 VDC と 1 市	15 VDC と 3 市	4 年次に 1 サイクル
合計	10 VDC と 2 市	11 VDC と 1 市	21 VDC と 3 市	

出典：プロジェクトから入手したデータ。

パイロット事業で GESI の視点に立った事業計画プロセスを推進するため、プロジェクトでは、①ワードと VDC レベルでの GESI 分析の導入、②GESI 配慮した事業プロポーザルの作成・導入、③GESI 配慮するための事業選択基準の見直し、④ファシリテーターだけでなくワード市民フォーラム、VDC 統合計画委員会のメンバーも参加して女性や被差別グループに対して行う特別ファシリテーションの導入などの取り組みを行った。その結果、GESI 配慮された事業が計画・選定されるようになり、特に女性や社会的弱者の能力強化やエンパワメントを意図した事業は、全体の 35%にあたる 137 事業が実施された。この取り組みは対象 VDC/市によってもばらつきがある。残り 65%の事業がどの程度 GESI に配慮された事業なのか今後一層の検証が必要だが、指標 3-1 はほぼ達成され成果 3 もほぼ達成されたとみなした。

成果 3 に関連して、第 1 グループのパイロット事業サイクルの 2 回目から政府の計画プロセスのスケジュールに合うようにしたことや、VDC 統合計画委員会やワード市民フォーラムのメンバーがその意義と必要性を理解したため、VDC 交付金にもプロジェクトで導入した GESI の視点に

²² 国連開発計画（UNDP）によって開発された参加型ボトムアップ・アプローチによる 14 段階の計画作成プロセスで、現在 MoFALD の「Local Body Resource Mobilization and Management Operation Guidelines 2069」のネパール語版添付資料に掲載されているという。MoFALD は地方自治体にこのアプローチを適用するよう、VDC 書記官に対する研修を通じて普及に努めている。

立った事業計画プロセスが適用されるようになった。

【成果3のまとめ】

指標 3-1 である GESI の視点に立ったサブ・プロジェクトは、対象 2 郡の 21VDC と 3 市で各 VDC/市にプロジェクトから毎年配賦された 50 万ルピーを用いて合計 389 事業が実施された。プロジェクトでは、①ワードと VDC レベルでの GESI 分析の導入、②GESI 配慮した事業プロポーザルの作成・導入、③GESI 配慮するための事業選択基準の見直し、④ファシリテーターだけでなくワード市民フォーラム²³、VDC 統合計画委員会²⁴のメンバーも参加して女性や被差別グループに対して行う特別ファシリテーションの導入などの取り組みを行った。その結果、GESI 配慮された事業が計画、選定されるようになり、特に女性や社会的弱者の能力強化やエンパワメントを意図した事業は、全体の 35%にあたる 137 事業が実施された。この取り組みは対象 VDC/市によってもばらつきがある。残り 65%の事業がどの程度 GESI に配慮された事業なのか今後一層の検証が必要だが、指標 3-1 はほぼ達成され成果 3 もほぼ達成されたとみなした。

成果 4	GESI の視点に立った開発事業のモニタリングと評価の仕組みと関係者の能力が、対象 2 郡のパイロット事業を通じて強化される。
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指標 4-1	対象 2 郡の GESI 実施委員会と VDC 統合計画委員会あるいは GeMSIP 統合計画委員会がサブ・プロジェクトを GM/SI の配慮の観点からモニタリングできるようになる。
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指標 4-1 のサブ・プロジェクトのモニタリングは、主に VDC 統合計画委員会やワード市民フォーラム、ユーザーグループが、プロジェクトで作成したモニタリングチェックリストを用いて GESI の観点から実施した。ネパールでは VDC レベルの事業モニタリングはほとんど実施されないため、終了時評価調査団がインタビューした関係者のほとんどが、本プロジェクトの強みをモニタリングがきちんと行われている点と回答した。郡 GESI 実施委員会によるモニタリングも行われ、こうした外部者によるモニタリングは GESI に配慮した事業計画の立案や実施を確実に行うためにも必要であると、VDC レベルの関係者は高く評価していた。サブ・プロジェクトだけでなく VDC 交付金の事業にも、プロジェクトのモニタリングチェックリストを適用したという対象 VDC/市も報告されている。

指標 4-2	対象 2 郡の GESI 実施委員会と VDC 統合計画委員会あるいは GeMSIP 統合計画委員会がサブ・プロジェクトを GM/SI の観点から評価できるようになる。
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ネパールではほとんど事業評価が行われていないため、本プロジェクトは MoFALD のガイドライン「公監査、社会監査、公聴会ガイドライン」を参照し、ユーザーグループによるサブ・プロ

²³ LGCDP フェーズ I (2008-2012) で、各ワードに新たに設置された組織で、ワードレベルの事業計画のとりまとめを行うことになっている。プロジェクトではメンバー構成が GESI に配慮する改編を支援した。

²⁴ 1999 年の総選挙以来、民主的な地方議会選挙が未実施のため地方議会がなく、暫定的な組織として VDC 統合計画委員会が設置されていた。プロジェクト開始時は、男性や地元有力者、政党代表者などがメンバーの大半を占めていたが、プロジェクト活動の進展とともに、プロジェクトの受け皿として設置されていた委員会と統合され、GESI に配慮するようになった。

プロジェクトの公監査と VDC レベルで内部監査として社会監査を実施した。前者はサブ・プロジェクトの終了時にユーザーグループが集まり、事業の予算と支出に関する情報を共有し、活動の成果を確認する。後者は、VDC レベルで統合計画委員会のメンバーが中心になって、サブ・プロジェクトの予算と支出情報の共有のほか、事業の成果やインパクト、教訓などを協議する。基本的に両監査ともファシリテーターが実施を支援し、郡 GESI 実施委員会のメンバーも数人これらの監査に参加した。

【成果 4 のまとめ】

成果 4 の GESI の視点に立ったサブ・プロジェクトのモニタリングと監査は確実に行われ、関係者の能力向上に寄与した。GESI 実施委員会によるモニタリングや監査への参加は VDC レベルの関係者から好評だが、GESI 政策に規定されている同委員会は調整機関であり、本プロジェクトで行った VDC レベルの開発事業への助言やモニタリングをする役割はなく活動予算もない。VDC レベルの事業のモニタリング結果を DDC に報告、フィードバックする仕組みの強化は、政策・制度上の課題が残っている。指標設定にあたっては、政策や制度へのアプローチを加えることによって、成果 4 を通じてより仕組みの強化に貢献できた可能性もあり、これは今後のプロジェクト形成の教訓に挙げられる。これらを総合的に判断して、成果 4 は部分的な達成にとどまると評価した。

成果 5	対象 2 郡で、地方行政機関と女性・子ども事務所が GESI の視点を開発プロセスに組み込めるための運用マニュアルが、プロジェクトによって得られた実施プロセス、実践、教訓をベースにして作成される。
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指標 5-1	運用マニュアル。
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運用マニュアルは、パイロット事業の検証結果から得られたプロセスや知見、教訓をとりまとめて作成することになっているが、終了時評価時点では内容を検討中でまだ完成していなかった。やや作成が遅れている理由は、GESI や開発計画策定に関する政府のマニュアルやガイドラインはすでに多く作成されているため、重複がないように何を最終成果品とするのか、関係者間で議論が続いたためである。終了時評価調査直前の 2013 年 9 月に行われたプロジェクト管理委員会は、当初成果 5 で想定していた運用マニュアルを作成するが、名称はマニュアルではなく変更することで合意した²⁵。プロジェクト終了時までには完成する予定である。このほか、C/P 側の要請で、①住民、②統合計画委員会とワード市民フォーラムのメンバー、③郡 GESI 実施委員会など郡関係者のために、GESI の視点に立った開発事業計画プロセスに関する情報・教育・コミュニケーション (IEC) 教材を、プロジェクト終了時までには作成する予定である。成果 5 は未達成である。

²⁵ MoFALD の C/P から、「マニュアル」や「ガイドライン」といった呼称は、政府が策定、実施すべきものを用いるべきで、プロジェクトの知見や教訓をまとめたものは、「レファレンスブック」や「ハンドブック」とすべきという意見が出されたという。

成果 6	運用マニュアルの主要コンポーネントを政府ガイドラインに取り込むための戦略が、連邦制・地方開発省、女性・子ども・社会福祉省、女性・子ども局によって作成される。
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指標 6-1	戦略。
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プロジェクトのこれまでの取り組みを内在化していくための指標 1 の「戦略」は、成果 5 が策定されていないことも影響して、終了時評価時点ではまだ完成しておらず、成果 6 は達成されていない。プロジェクト終了時までには完成することが期待される。

成果 7	プロジェクトの経験と教訓が、中央の GM/SI 関連委員会で共有される。
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指標 7-1	開催された共有会合とセミナーの数と、GeMSIP に関するプレゼンの数。
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プロジェクトでは「GM/SI に関する政策セミナー」を 2010 年 3 月に行い、政府高官や GM/SI 関係者に対してプロジェクトの取り組みを共有した。また中央で開催される GM/SI 関連委員会へも頻繁に出席して、関係機関との情報・意見交換を行ってきた。プロジェクトの効果や知見、教訓を関係機関と最後に共有する、普及ワークショップを終了までに開催する予定である。したがって、成果 7 はほぼ達成されたと判断した。

3-3 プロジェクト目標の達成状況

プロジェクト目標	GM/SI の視点に立った政策・施策が中央レベル及び対象 2 郡のジャンジャ郡、モラン郡で実施される。
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指標 1	プロジェクト終了時までには、プロジェクトが行った提言が既存の GM/SI 関連の政策と指針に反映された件数と具体例。
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MoFALD の「地方行政組織ジェンダー予算監査ガイドライン-2008」に対して、社会的包摂の側面や不利な立場に置かれているグループのジェンダー格差などを同ガイドラインでもっと取り上げるべきだと提言したことが挙げられる。この提言は反映され、最終的に同ガイドラインの名称は、「ジェンダーと社会的包摂予算監査ガイドライン-2010」に変更された。プロジェクトが開発した GM/SI 審査マトリックスも同ガイドラインに例示された。これまで GESI 実施ガイドラインやジェンダーフォーカルポイントの業務指示書、VDC のソーシャル・モービライゼーションガイドラインなど、既存の政策や指針にコメントはしてきたが、正式に反映された事例は上記だけである。GESI 実施委員会の役割や機能など、プロジェクトの最終的な知見や教訓をもとに、政策について提言していくことも必要であり、指標 1 は部分的な達成にとどまると判断した。

指標 2	GESI 実施委員会が、GESI 政策に基づき対象 2 郡でそれぞれ設立される。
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プロジェクト開始当初は GESI 政策の施行前だったことから、対象 2 郡に GM/SI を推進しパイロット事業を実施するための調整組織を設立した。モラン郡では GeMSIP ワーキンググループ、シャンジャ郡では GM/SI 調整委員会という名称で設立され、プロジェクトの様々な活動に参加した。GESI 政策が施行された 2010 年に、これら 2 つの組織は同政策に沿ったメンバー構成で正式な GESI 実施委員会として再編された。対象 2 郡の GESI 実施委員会は、全国 75 郡に先駆けてプロジェクトによって設立された。指標 2 は既に達成されている。

指標 3	既存の VDC 統合計画委員会が、対象 2 郡のそれぞれ少なくとも 1 パイロット VDC/市で、GESI 政策に沿った形で改編される。
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プロジェクト開始前から各パイロット VDC/市には、当時の地方開発省の VDC 村落交付金ガイドラインに基づいて VDC 統合計画委員会が設置されていた。しかし多くの場合、その委員構成は村の男性有力者で占められ、同ガイドラインが規定している、少なくとも女性代表者の委員の割合を 33%にすることや社会的不利な立場に置かれてきた住民を含めることなどは無視されていた。また委員会自体が、ほとんど形骸化して機能していないケースもあった。このような事情から、プロジェクトでは 2 年次にパイロット事業の一環で行うサブ・プロジェクトの実施調整機関として、GESI の視点に立った委員構成で GeMSIP 統合計画委員会を各パイロット VDC に設置した。同委員会の委員が積極的にパイロット事業の活動に参加するにつれ、既存の VDC 統合計画委員会も GESI の視点に立って再編するべきだと当事者たちが徐々に認識する事例も報告されるようになり、第 1 グループのシャンジャ郡の対象 3VDC で先行して改編が行われた。モラン郡は 2011 年 11 月に郡地方開発官が改編を促す書面を対象 VDC/市に対して通達して以降、改編が進んだ。残りの対象 VDC/市でも改編が進み、シャンジャ郡の 10VDC と 2 市のうち 9VDC で、モラン郡の 11VDC と 1 市のうち 8VDC で政府規定の女性委員の割合が最低基準 33%を上回っているという。指標 3 はほぼ達成されたとみなせる。

指標 4	プロジェクト終了時まで、各パイロット VDC/市で女性や排除されてきたグループのエンパワメントや能力向上を促進するサブ・プロジェクト予算支出の割合がサブ・プロジェクトの全支出額の少なくとも 35%に達する。
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「パイロット事業での GESI の視点の強化」という中間レビュー調査の提言をふまえて、既述のとおりプロジェクトでは様々な取り組みを行ってきた（成果 3 を参照）。指標 4 は、サブ・プロジェクトが終了していないため支出額データが入手できず予算額の割合を参照した。女性や排除されてきたグループのエンパワメントや能力向上に関するサブ・プロジェクトの予算平均の割合は、シャンジャ郡で 44%、モラン郡で 36%と目標額を超えており、指標 4 は達成されたとみなせる。ただし、その割合は対象 VDC/市によって異なる。35%以上の予算が計上された対象 VDC/市は、シャンジャ郡で 12 カ所中 7 カ所、モラン郡で 12 カ所中 4 カ所である。

指標 5	GESI の視点に立ったサブ・プロジェクトの好事例が、少なくとも各パイロット VDC/市で 1 例ずつ、プロジェクト終了時までにとりまとめられる。
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第1グループの対象6VDCでは、女性や排除されてきたグループのエンパワメント事例やGESIに配慮した事例、意思決定プロセスに関する事例などを逸話集としてまとめている。それらの複数の事例は、「私たちは変われる（We Can Change）」という小冊子にまとめられた。しかし、第2グループと第3グループのVDC/市についてはまだとりまとめられていない。プロジェクト終了までにまとめる予定である。

指標 6	<p>GESIの視点に立った仕組みが、プロジェクトを参考にして、対象2郡の郡開発委員会とパイロットVDC/市以外のVDCで導入される。</p> <p>(GESIの視点に立った仕組みとは、GESI関連委員会の設立と強化や、GESIの視点に立ったVDC統合計画委員会の設置、GESIの視点に立った事業の計画立案、実施、モニタリング、評価、審査と監査が含まれる。)</p>
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シャンジャ郡とモラン郡で、以下の合計7事例が報告された。

- ① シャンジャ郡 DDC が 21 の非対象 VDC の VDC 書記官とソーシャル・ムーブライザーに対して GESI 研修を 2011 年 2012 年に実施し、その後これらの VDC で統合計画委員会が GESI 配慮した委員構成で改編された。
- ② シャンジャ郡 DDC が 2011 年優先配分予算を使って、障がいのある女性ネットワーク調整委員会を 18VDC で、シングル女性のネットワークを 19VDC で、政党間女性ネットワーク調整委員会を全 VDC で設置し、これら組織に対する GESI と優先配分予算に関する研修も実施した。
- ③ シャンジャ郡 DDC が GESI 実施委員会向けの GESI 統計研修を 2011 年 3 月に実施した。
- ④ モラン郡 DDC と WCO が政党代表者を含む郡関係者を対象に GM/SI 審査・監査ワークショップを開催した。
- ⑤ モラン郡 DDC と GESI 実施委員会が、2012 年郡内の 12VDC のダリット²⁶や社会的に排除されているグループを対象にしたジェンダーに関する研修を実施した。
- ⑥ モラン郡 LGCDP ソーシャル・ムーブライザーの要請により、モラン郡 DDC、LGCDP とプロジェクトの共催で同郡の LGCDP 関係者（ソーシャル・ムーブライザー、ローカルサービスプロバイダー、郡ファシリテーター）と DDC や市職員、VDC 書記官を対象にした実践的ソーシャル・ムーブライゼーション研修を 2013 年 2 月に実施した。同様の研修が、シャンジャ郡で 2013 年 8 月末から 9 月に実施された。
- ⑦ モラン郡 GESI 実施委員会メンバーのイニシアティブにより、2013 年非対象 5VDC の書記官、統合計画委員会を対象にした GESI 研修を実施した。

【プロジェクト目標のまとめ】

プロジェクト目標の6つの指標のうち、4つは既に達成され2つは部分的な達成にとどまった。以上から終了時評価時点でプロジェクト目標は部分的な達成にとどまったが、プロジェクト終了までには達成されることが期待される。

²⁶ ネパールの低カースト、不可触民を指す。

3-4 上位目標の達成見込み

上位目標	ネパールで GM/SI の視点に立った施策が実施される。
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指標 1	他の郡で構築された GESI の視点に立った仕組み。
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上位目標の指標 1「他の郡で構築された GESI の視点に立った仕組み」については、モラン郡の北隣のダンクタ郡でプロジェクトの波及効果とみなせる事例が報告されていた。同郡の地方開発官が元 C/P だったという特殊な事情もあるが、GESI 実施委員会の設置や 1VDC でのパイロット事業の実施、女性グループや被差別カーストのグループが実施する事業への支援などに取り組んだ。プロジェクトでは、近隣 5 郡を対象にした普及セミナーを 2012 年にモラン郡で 2013 年にシャンジャ郡でそれぞれ開催した。各郡から DDC の地方開発官と社会開発官、WCO の女性開発官、市の行政官らが参加し、プロジェクトの経験や成果を学び、パイロット VDC も視察した。終了時評価時点で、同セミナー後にプロジェクトで導入した GESI 視点に立った仕組みが近隣郡で適用された例は報告されていなかった。

GESI 政策の推進は政府の優先課題で、MoFALD がドナーの支援を受けて取り組む LGCDP は、GESI 実施委員会の設置や GESI 研修の実施などの活動を 75 郡で実施しており、上位目標達成に貢献している。また MoFALD の「14 ステップ計画プロセス」を推進するために LGCDP で各ワードに設置されたワード市民フォーラムや各 VDC に開設された市民意識向上センター (Community Awareness Center : CAC)、ソーシャル・ムーバイザーの配置などの取り組みも GESI 推進に貢献しており、上位目標の達成の貢献要因になるだろう。

以上のように、終了時評価時点でも正のインパクトが確認されている。しかし、プロジェクト終了後にプロジェクト効果が他の地域にどのように適用されるのかは明らかではない。上位目標の達成は、政府が GESI 政策に基づいて GESI の視点を組み込んだ地方開発を今後も継続し、LGCDP II やジェンダー平等推進のための国内本部機構 (ナショナル・マシーナリー) の努力により、プロジェクトの成果を普及できるかにかかっている。

3-5 実施プロセス

3-5-1 プロジェクトのマネジメント体制

(1) 実施体制

本プロジェクトでは、C/P 機関が多岐にわたり、中央では MoFALD と MoWCSW、DWC の 2 省 1 局、対象 2 郡では DDC と WCO の 2 つの機関と、これら 2 つの組織もメンバーの GESI 実施委員会である。C/P が複数機関のため、合同調整委員会とは別に、プロジェクトの実務を担うプロジェクト運営委員会²⁷が設置され、後述するようにプロジェクト活動の進捗確認や課題が協議された。

中央 C/P 機関のうち主要な MoFALD が、地方自治体による GESI 政策を推進していることから、本プロジェクトでも活動の中心となった。MoWCSW と DWD が関与した活動は、①WCO の女性開発官と職員 1 名が GESI 実施委員会の委員としてパイロット事業に関与、

²⁷ MoFALD の局長と DWC の総局長 2 名を議長に、中央 C/P 機関の課長 3 名、郡地方開発官 2 名、女性開発官 2 名、LGCDP 調整課の課長 1 名と日本人専門家からなる。

②MoWCSW とプロジェクトによるジェンダーフォーカルパーソン研修の共催だけで限定的だった。

(2) 活動進捗のモニタリング

プロジェクト活動全般の進捗状況のモニタリングは、年3回ほど行われているプロジェクト運営委員会と年2回の合同調整委員会を通じて行われていた。日本人専門家とC/Pによると、前者はプロジェクト活動の進捗確認と方向性についての協議の場として、後者は重要で必要な事項に関し承認、合意をとりつける場として機能していたという。一部の日本人専門家によると、プロジェクト運営委員会の場で決定権がないとの理由で十分議論することが困難なこともあり、別途非公式な場での話し合いを持つ必要があったという。また、合同調整委員会では、活動報告とその承認が主な議題で、プロジェクトの成果達成のための協議を十分に行えなかったと指摘した専門家もいた。中央C/Pに対するプロジェクトの進捗報告は、上記以外に日本人専門家が着任・帰任する際に行われていた。

郡レベルのモニタリングに関して、中間レビュー調査の提言に「パイロット事業のモニタリング結果を共有する定例会議の開催」があったが、郡GESI実施委員会に活動費がなくメンバーも多忙なため実現できなかったという。代わりに、パイロット事業に関連する会合や研修準備などGESI実施委員会が召集される時に、活動の進捗状況やモニタリング結果を共有した。このほか、郡レベルではパイロットVDCのファシリテーターを定期的に召集し、活動報告する会合を実施した。これらは、プロジェクトで雇用している郡スタッフがカトマンズのプロジェクト事務所に報告していた。

パイロット事業のサブ・プロジェクトのモニタリングは、ユーザーグループ、ワード市民フォーラム、統合計画委員会、ファシリテーター、郡スタッフが中心になって実施され、時々GESI実施委員会のメンバーも参加した。中央レベルのC/Pは近隣郡を対象にした普及セミナーや両郡の交換訪問などに参加して、パイロット事業のサブ・プロジェクトをモニタリングした。中間レビュー調査と終了時評価調査前には、各レベルの関係者が参加してプロジェクトの内部評価が行われた。

(3) コミュニケーション

C/Pと専門家間のコミュニケーションは、定期的な打ち合わせや報告などを通じて行われた。しかし、特に中央のC/Pが多忙なうえ2省1局と複数であることや2省とプロジェクト事務所が離れていること、C/Pの異動が多いことなどが阻害要因になっている。ほとんどの専門家が、中央C/P、とりわけMoFALDとのコミュニケーションの難しさを指摘していた²⁸。こうした状況のなか、中央・郡ともにプロジェクトスタッフがC/Pとの日常的な調整や協議の中心的な役割を果たした。本プロジェクトは業務実施型で実施されているため、専門家がネパールに滞在できる期間は決して長くないため、専門家の不在時は特にプロジェクトスタッフが関係者間の円滑なコミュニケーションに貢献していた。

JICAネパール事務所とプロジェクトとのコミュニケーションは、活動の進捗状況や課題

²⁸ プロジェクト開始時は、プロジェクト事務所はMoFALD（前地方開発省、Ministry of Local Development : MoLD）の敷地内にあったが、プロジェクト後半、MoFALDの建物が中央官庁街に移動したことやLGCDPをはじめとする省内の業務が多忙になったことが理由で、これまで以上にコミュニケーションがとりにくくなったという。

を随時共有しており良好である。

C/P 機関同士のコミュニケーションは、プロジェクトの合同調整委員会とプロジェクト運営委員会場でとられている。日本人専門家によると、活動で MoFALD と MoWCSW、DWC が直接連携したのはジェンダーフォーカルパーソン研修で、プロジェクト以外の活動、例えば MoFALD の GESI 政策の更新やその他関連ガイドラインの作成や改訂作業プロセスで、MoWCSW に協力を求めるようなことは見受けられないという。郡レベルでは、DDC の郡地方開発官が GESI 実施委員会の議長で、WCO の女性開発官は同委員会の副議長なので DDC と WCO のコミュニケーションは良好であり、同委員会の活動で連携・協力が見られる。DDC は基礎自治体である VDC の上位機関なので、プロジェクトでの両機関のコミュニケーションも良好だった。DDC と市のプロジェクト内でのコミュニケーションは特に問題はなかったが、市は DDC ではなく直接 MoFALD の管轄下にあるという意識が強いという。

(4) プロジェクトに対する主体性

パイロット事業の現場である 2 郡の対象 VDC と市では、サブ・プロジェクトの計画・実施プロセスへの参加を通じて、住民やワード市民フォーラム、統合計画委員会、VDC 書記官など関係者が GESI 視点に立った地方開発推進の意義を実感し、プロジェクトに対する主体性を醸成できていることが、インタビューと現地踏査で確認できた。DDC の地方開発官や社会開発担当官、計画担当官と WCO の女性開発官も、プロジェクトに参加し主体性が徐々に高まったが、プロジェクトのデザイン上、DDC や WCO といった組織というより GESI 実施委員会のメンバーとして関与した場面が多かった。中間レビュー調査時に、DDC や WCO が活動を主体的に実施するよう提言が盛り込まれたが、実態としては GESI 実施委員会のメンバーとして活動を実施していた。

中央レベルの C/P のうち MoWCSW と DWC は、既述のとおりプロジェクトで直接関与した活動は非常に限られている。終了時評価調査団がインタビューした際、両機関の C/P の多くが、プロジェクトがそれぞれの機関に及ぼした影響はほとんどないと回答していることから、C/P 機関でありながらプロジェクト活動に十分組み込まれていなかったことがうかがえた。プロジェクト活動の中心だった MoFALD の C/P については、多忙なうえ異動が多いため、プロジェクト活動に十分関与できなかつたことが推察できる。日本人専門家によると、本プロジェクトのプロジェクトダイレクターとマネジャーの MoFALD の C/P たちは、ようやくプロジェクトを理解し、内容について協議できるようになったところで異動してしまうケースが多かつたという。現プロジェクトダイレクターとマネジャーはプロジェクト開始からそれぞれ 5 人目で、前者は 2013 年 4 月に赴任、後者にいたっては終了時評価調査のわずか 2 週間前に赴任した。このような頻繁な人事異動では、C/P がプロジェクトに対する主体性や責任感を醸成することも容易ではなく、円滑な技術協力の妨げになっている。こうした現状は、本プロジェクトに限らずネパール全体にあてはまることだが、C/P たちが指摘するとおり、近年は首相や閣僚が頻繁に交代するなど特に政治的にも過渡期であり、官僚の異動が頻繁に起きている。

本プロジェクトの C/P の主体性に関連して、GESI 政策の実践も含む LGCDP が全国 75 郡で展開し、ワード市民フォーラムの設置やソーシャル・モービライザーの配置など新たな

な制度構築を確実に行ったため、MoFALD のプロジェクトに対する期待や関心が、プロジェクト計画・開始時期に比べ弱まったと指摘する専門家もいた。常に LGCDP との比較でプロジェクトを否定的に捉える C/P が少なからずいることが、終了時評価調査のインタビューでもうかがえた。LGCDP はプールファンド形式のドナーによる支援で 75 郡を対象に行われているが、本プロジェクトはわずか 2 郡のそれぞれ 5 分の 1 程度の VDC/市だけを対象にコストをかけて活動すれば成果があがるのは当然だと、本プロジェクトのパイロット事業の意義や JICA の技術協力スキームを十分理解せずに発言していると思われる C/P も複数いた。終了時評価時点でも、中央 C/P のプロジェクトに対する責任感や主体性は十分醸成されないままだった。

3-5-2 技術移転状況

C/P への技術移転は、本邦研修をはじめ各種研修と対象 2 郡でのパイロット事業の実践を通じて行われた。GESI 政策や GM/SI に関する知識、GM/SI 研修実施スキルやファシリテーションスキル、GESI の視点に立った事業計画の策定とモニタリングのノウハウなどを学んだという。

しかし既述のとおり、特に中央 C/P が多忙なうえ異動が多く、GESI 政策に必要な実践的な知識やスキルを十分吸収できない例も見受けられた。このような外部要因に加え主体性の問題にも関連するが、終了時評価団がインタビューしたときに、プロジェクトの柱である「パイロット事業」の目的を十分理解していない C/P が多く見受けられた。対象 2 郡の限られた VDC/市でプロジェクトが支援したのは、50 万ルピーを拠出して開発事業サービスを供給することが主目的ではなく、パイロット事業を実地検証して他地域に適用可能な活動やアプローチ、プロセスを抽出し、実効性のある GESI 促進手段を特定することと、一連のプロセスを通じて関係者の能力を強化することだった。こうした認識や理解が C/P に十分浸透していないため、「プロジェクト活動はコストが高すぎて、取り組みは持続できず他地域に適用できない」という趣旨の発言が C/P から繰り返されたと考えられる。以上をふまえると、中央の C/P に対して技術移転が十分なされたとは言い難い。

第4章 評価結果

4-1 妥当性：高いと判断できる

4-1-1 ネパール政府の政策との整合性

本プロジェクトは、女性や低カーストをはじめとする社会的に不利な立場に置かれてきた住民が、政治や行政のプロセスに参加できる体制の実現と公平な行政サービスの普及をめざす暫定3カ年国家開発計画（2007/08-2009/10年）と（2010/11-2012/13年）²⁹に一致している。

4-1-2 必要性

ネパール政府は2010年に施行したGESI政策をDDCやVDC、市といった地方自治体による地方開発で実行・促進させたいことから、パイロット事業を通じてGESI政策の実践を全国75郡に先駆けて対象2郡で行っている本プロジェクトの必要性は高く、ネパール政府のニーズに合致している。民族やカースト、ジェンダーの格差や差別が根強いネパール社会で、とりわけ現在は選挙未実施のため地方議会がないため³⁰、地方行政では男性の有力者や政党関係者、ある特定の住民やグループによる非民主的な意思決定メカニズムが定着している。したがって、住民、特に女性や社会的に不利な立場にある住民の多くはVDC/市の事業計画策定・選定、実施、モニタリングというプロセスへの参加は限られているため、そうした参加をGESIの視点に立ちながら確保・推進し、事業からの便益をもたらした本プロジェクトは、住民のニーズに合致した協力と判断できる。

4-1-3 問題解決手段としての適切性

対象VDC/市でのパイロット事業は、基本的にGESI政策や既存の政府ガイドラインに即して既存の制度を活用し、きめ細やかなファシリテーションやプロセスを重視しながら行われた。初めにプロジェクトが着手したGESIに配慮したメンバー構成の組織改編は、GESIの視点に立った開発を進めるうえで必要であり、重要なアプローチであった。また、GESIの視点に立った地方行政能力の向上を各種研修だけでなく、サブ・プロジェクトの計画策定・選定、実施、モニタリングする機会を実地訓練として、これまで開発プロセスに参加したことがない住民も含め多くの人々に提供したアプローチは、GESI政策の実践、人々のGESIに関する意識向上や行動変容の喚起といった成果につながり適切だった。

支援手法に関して、上記のような丁寧なファシリテーションとプロセスを重視したために、対象エリアのカバレッジを広く取ることよりも、確実にPDCAサイクルを回し、教訓を得るのに十分な規模とすることを重視した。これに対し、ネパール側関係者からは、2郡の限られたVDCを対象にするのではなく、開発事業から平等に便益を受けられるよう少なくとも1郡すべてのVDC/市を対象に支援すべきという声が多く聞かれた（ネパール側の合同評価団の指摘を踏まえ、英文の合同評価報告書にもその旨記載した）。背景には、セクターワイドプログラムのLGCDPが全国75郡を対象にしていることや、ドナーの支援により選択された郡は基本的に他ドナーが重複して支援しない傾向が強まっていることが挙げられるが、案件の背景を踏まえ

²⁹ 暫定3カ年国家開発計画は2度策定されている。

³⁰ 1997年に実施された地方選挙以来、政治的混乱のため実施されていない。そのため、中央から派遣された役人が地方行政を担当している。

ると、ネパール側の意見をそのまま本プロジェクトのフレームワークにあてはめることは困難であった。一方、本プロジェクトがめざすところは、プロジェクトで得られた教訓を抽出し、プロジェクト終了後に LGCDP の枠組みの中での実践を求めることである。この観点からは、LGCDP の GESI 関係者が LGCDP の中で力を発揮していくための仕組みづくりや、いかにして LGCDP に親和性の高い提案をプロジェクトとして行うか等の視点が、より重点的に取り上げられることが望ましかった。

その他、DDC 関係者からは、郡レベルでは議会不在のため各政党の地方行政における発言権が増しており、郡内のアクセスのよい一部 VDC/市だけを対象にするドナーの協力方法に格差を助長するという批判があることや、一部 VDC/市だけが便益を受けているドナー支援の事業に対して、DDC の予算を使って普及・拡大することに政党からは理解を得られにくいという事情が指摘されている。

4-1-4 日本の援助政策との整合性

日本の外務省対ネパール経済協力方針（2012 年）では、「平和の定着と民主国家への着実な移行」が 3 つの援助重点分野の 1 つで、本プロジェクトはその中の行政能力強化プログラムに位置づけられている。JICA 国別分析ペーパー（2013 年）では、「社会的包摂とジェンダー主流化に必要な参加型の枠組みとモデルを構築、普及するために行政能力の強化」を重点的に支援することが明記されている。したがって、本プロジェクトは日本の援助政策との整合性が高い。

4-1-5 計画の適切性

計画の適切性について、2 度の PDM 改訂で対応したが、パイロット事業の位置づけの不明瞭さや対象 VDC/市の数をめぐる異なる記述は、プロジェクト立ち上げ時期から関係者間の意見の対立を引き起こし、合意するまでに約 2 年というかなりの時間を費やすことになった（4-3 「効率性」、4-7 「プロジェクトの問題点及び問題を惹起した要因」を参照）。また、プロジェクトは 5 年間の間に立ち上げからパイロット事業の実践、教訓抽出、教訓を政策に生かすための戦略策定に至る必要があるが、終了時評価時において教訓抽出や、その教訓を生かすための政府関係者との話し合い、そしてその先の戦略策定が十分な進捗を見せていないことから、計画上の課題が見られた。

4-2 有効性：やや高いと判断できる

4-2-1 プロジェクト目標の達成予測と成果の貢献

3-2 で述べたとおり、8 つの成果のうち成果 0 と成果 1、成果 3、成果 7 はほぼ達成し、成果 2 と成果 4 は部分的に達成しているが、プロジェクトの集大成ともいえる成果 5 と成果 6 が未達成で、プロジェクト目標も一部達成にとどまっている。未達成な理由に外部要因はないため、プロジェクト終了時までの残りの期間での達成が見込まれる。

プロジェクトがもたらした効果は、①実施訓練・プロセス重視のアプローチを通じた住民・関係者の GESI に関する意識向上や行動変容、能力強化、②ファシリテーターによる情報普及の徹底、③GESI 配慮した開発・意思決定プロセスへの住民参加の促進、④事業計画の選定プロセスと予算配分の透明性の向上が挙げられる。特に女性やダリットなど社会的に不利な立場に置かれてきた住民のサブ・プロジェクトの計画立案や実施への参加を促し、直接便益を受ける

事業が増えるとともに、こうした住民が自信や自己肯定感を高めたことは特筆すべき成果である。またこれらの住民のエンパワメントをその他の住民が認知するようになったことも間接的な効果として挙げることができる。これらは全般的に有効性を高めた要因である。

一方で、プロジェクトの効果をどのように内在化させていくかを示す戦略が策定されていないことは、有効性を若干低める要因になった。以上の点を総合的に判断して、本プロジェクトの有効性はやや高いと評価した。

4-2-2 因果関係

8つの各成果（アウトプット）は、プロジェクト目標の「GM/SIの視点に立った政策・施策が中央レベル及び対象2郡のシャンジャ郡、モラン郡で実施される」ことを達成する手段として設定されており、成果からプロジェクト目標に至る論理に矛盾はない。

成果達成からプロジェクト目標に至る外部条件については、「プロジェクトによって育成された人材の95%が、GM/SI関連の職責で活用される」が設定されていた。外部条件の現状を厳密に調べることは、限られた終了時評価調査では困難である。しかし、プロジェクトで育成された人材のうち、49名は講師として1回以上の経験があるという実績も明らかになっており、育成された人材の流出が成果やプロジェクト目標の達成に影響を及ぼしている事実は報告されていない。

4-3 効率性：中程度と判断できる

4-3-1 日本側の投入

日本側からの投入は予定どおり行われた。日本側の投入のうち、関係者や活動の調整にあたったプロジェクトスタッフの存在は、円滑で効率的なプロジェクト実施の貢献要因になった。対象VDC/市が増えた時に車両を追加購入したことは、グループ2と3の対象VDC/市での円滑な活動を助け、プロジェクトの効率性を高めるのに貢献した。反対に効率性を低めたのが、専門家であるコンサルタントに対する業務指示書と異なった対象VDC/市の数がPDMに記載されていた件である。その解釈をめぐって関係者で議論になり、共通理解と合意を得るまでに2年近くかかった。

4-3-2 ネパール側の投入

中央・郡C/Pに頻繁な人事異動があったり他の業務が多忙でプロジェクト活動に十分関与できていない点は、円滑なプロジェクト実施を妨げた。

以上をふまえて、全般的に効率性は中程度と判断できる。

4-3-3 外部条件の影響

PDMの活動から成果に至るまでの外部条件は、「対象2郡の治安状況が大幅に悪化しない」ことである。プロジェクトにとってこの外部条件の影響は、これまで特に報告されていないため、大きな影響がなかったと考えられる。

4-4 インパクト（予測）：正のインパクトの発現がある

4-4-1 上位目標への波及効果と達成見込み

3-4で述べたとおり、プロジェクトの波及効果については、モラン郡の北隣のダンクタ郡の事例が報告されている。わずか1例でダンクタ郡の地方開発官が元C/Pだったという特殊な事情もあるが、GESI実施委員会の設置や1VDCでのパイロット事業の実施、女性グループや被差別カーストのグループが実施する事業への支援などに取り組んだ。

以上のように、終了時評価時点でも正のインパクトが確認されている。しかし、プロジェクト終了後にプロジェクト効果が他の地域にどのように適用されるのかは明らかではない。上位目標の達成は、政府がGESI政策にもとづいてGESIの視点を組み込んだ地方開発を今後も継続し、LGCDPⅡやジェンダー平等推進のための国内本部機構（ナショナル・マシーナリー）の努力により、プロジェクトの成果を普及できるかにかかっている。

4-4-2 上位目標以外の波及効果

特に報告されていない。

4-5 持続性（見込み）：やや低いから中程度と見込まれる

4-5-1 政策面：高い

GESI政策がプロジェクト開始後の2010年に施行され、GESI政策の実施を含むLGCDPフェーズ1が2008年より全国展開しており、フェーズ2も2013年に開始された。プロジェクト終了後もこれらの政策とプログラムが継続する可能性が高いため、政策面の持続性は高い。

4-5-2 財政面：見込み判断できず

DDCやVDC交付金の35%を女性や子ども、被差別グループを対象としたターゲット事業に優先的に予算を割りあてる優先配分制度は、MoFALDのガイドラインで規定され、地方自治体の業績評価基準の最低条件の査定項目に含まれていることから、今後も継続し確実に実行される可能性は高い。LGCDPⅡが行うGESI関連の活動予算も今後継続が見込める。プロジェクトの活動費は、これまですべて日本側が負担した。終了時評価調査時点では、プロジェクト終了後も継続させる必要がある活動の特定とその費用が試算されておらず、具体的数値に基づく財政面の持続性の評価は行えなかったが、C/Pからはプロジェクトが実施した規模での実施は困難であるとの意見が確認された。

4-5-3 制度面：やや低いから中程度

プロジェクトで強化したワードからの参加型ボトムアップ事業計画の策定プロセスは、政府が進める「14ステップ計画プロセス」に一致するものであるから、今後も持続すると見込める。対象VDC/市の住民にGESIに配慮した事業計画策定プロセスは理解され、受け入れられつつあるが、長年差別構造が続く社会で、住民の行動変容や社会変容を必要とするプロセスの定着には時間がかかることも予想される³¹。全般的に、プロジェクト効果の内在化をどう進めるのか

³¹ 第2・3グループの対象VDC/市では支援期間が短いため、GESIに配慮した開発プロセスが住民の間で浸透するのに一層の時間が必要だという声がインタビュー時にも多かった。一方、支援期間の長い第1グループでも、プロジェクト終了後の持続性は、人的資源や財源、属人的要素、取り巻く環境に左右されると指摘する関係者—プロジェクトスタッフ、郡GESI実施委員会、IPCメンバーが多かった。具体的にはファシリテーターの手厚い支援体制がなくなったり、GESIに無理解なVDC書記官が新しく赴任した場合などに、VDC交付金の35%以外にもGESIの視점에立った事業計画をきめ細かに立案・実施できるのか懸念されるといった意見が出された。

戦略が策定されていないため、制度面の持続には不安要素が多い。GESI に配慮した事業がプロジェクトから配賦された基金を使って多く実施されたのに対して、既存の VDC 交付金はこれまで同様インフラ事業などに多く使用される傾向がみられたという報告もあった³²。終了時評価の現時点で、GESI 配慮が VDC 交付金を使った事業計画策定プロセスに主流化されていくのか、検証は十分なされていない。以上をふまえて、制度面の持続性はやや低いから中程度と判断した。なお、地方選挙が実施された後の既存制度の持続性については、現時点では見通しが困難である。

4-5-4 組織面：やや低いから中程度

対象 VDC/市のワード市民フォーラムと統合計画委員会は、今後も GESI に配慮した地方開発の推進役を担うことが予想され、持続性は高い。一方、郡 GESI 実施委員会は、組織自体は継続する可能性があるが、実施機関ではなく調整機関のため GESI 研修や VDC 事業に対する助言やモニタリングを行う活動費もなく、プロジェクト同様の活動を継続できる可能性は低い。DDC と WCO は郡 GESI 実施委員会のメンバーとしてプロジェクト活動に関与してきた。WCO には、本来 DDC に GESI 配慮の開発を推進するよう技術的支援を行う役割があるが、本プロジェクトでそうした組織強化は行っていない。中央の MoWCSW と DWC は、ジェンダー主流化やコミュニティの女性のエンパワメントを指導する立場にあるが、本プロジェクトの活動に十分組み込まれていないため、プロジェクト効果を持続・普及していく役割を果たすことは期待できない。一方、MoFALD は今後もプロジェクト効果やインパクトの持続・拡大の担い手になることが期待される。しかし、既述のとおり、戦略が策定されておらず、LGCDP II の枠組みの下で、プロジェクトのどの側面がどのように定着・持続していくのかは不確かである。したがって、組織面の持続性はやや低いから中程度と判断した。

4-5-5 技術面：やや低いから中程度

対象 VDC/市では、住民が GESI に関する知識を身につけ、事業プロポーザルの書き方のスキルなどを習得した。しかしインタビューした女性やダリットなどの住民の多くが、プロジェクト終了後も技術支援やファシリテーションの必要性があると述べており、技術の適用・定着には時間がかかると予想される。ワード市民フォーラムと統合計画委員会のメンバーは、GESI に配慮した開発事業プロセスを推進していくためのノウハウやスキルを学び、今後も活用できる可能性は高い。ただし、政党代表者や地元有力者の影響力が強い VDC/市、VDC 書記官の GESI に対する関心やリーダーシップが不十分な VDC/市では、これらの組織メンバーがプロジェクト効果を持続・強化できるか不透明である。GESI 実施委員会のメンバーは、プロジェクト活動への参加を通じて、GESI 関連研修の講師を務められるようになった人もいる。既述のとおり GESI 実施委員会の役割が限定的で活動費がないため、同委員会よりもメンバーが所属する各団体・組織の立場から、必要に応じて獲得した知識やスキルを活用することが予想される。中央レベルの C/P がプロジェクトでの経験を持続・発展できるかを判断するのは、終了時評価時点で戦略が未策定のため困難である。これらを総合的にふまえて、技術面の持続性はやや低いから中程度と評価した。

³² プロジェクト事業進捗報告書（第 3 号）第 4 年次 57 頁参照。

以上、プロジェクトの持続性はやや低いから中程度と評価した。

4-6 プロジェクトの効果発現に貢献した要因

4-6-1 計画内容

パイロット事業については、プロジェクト計画時には具体的にデザインされていなかったが、コンサルタントの特記仕様書には組み込まれていた。プロジェクト開始後、日本人専門家とC/Pは、GESI関連の政策やガイドラインのレビューや対象2郡の現状分析をふまえて、パイロット事業の位置づけやアプローチを協議・検討した。GESIに配慮したメンバー構成のGESI実施委員会の設置や統合計画委員会の改編をはじめ、GESIに関する各種研修、GESI分析やGESI視点の事業選定基準の導入、GESI視点からのプロポーザルやモニタリングフォーマットの改訂など、GESIに配慮した開発の実践に必要な仕組みの構築・強化や関係者の能力向上をパイロット事業の実践を通じて行ってきた。このようにパイロット事業の実施は、関係者のGESI政策の実践練習の場として機能し、本プロジェクトの妥当性や有効性を高める要因となった。

このほか、強い責任感があり調整能力に優れているローカルスタッフをプロジェクトで雇用し中央と対象2郡に配置したことは、中央と対象2郡での様々な関係者と多岐にわたる活動の調整を可能にし、円滑なプロジェクト実施に貢献した。

4-6-2 実施プロセス

プロジェクト開始後、2010年にGESI政策が施行され、LGCDPにみられる政府の同政策に対する取り組みが加速化したことは、本プロジェクトの追い風になったほか、プロジェクトの妥当性や有効性を高めるのに貢献し、正のインパクトの発現を担保・促進する要因となった。プロジェクトでは対象2郡の関係者や住民との協議・調整に十分時間をかけて、当事者たちの意見も尊重し、その結果を振り返り次のステップに活かすという、プロセス重視の支援方法でパイロット事業を実施した。このようなアプローチは、住民たちがGESIや住民参加の重要性を理解し、GESIに配慮したサブ・プロジェクトの選定基準を独自に変更したことに見られるように、GESIに配慮した開発事業の主体的な取り組みを可能とした。プロジェクトの妥当性や有効性を全般的に高めることにも貢献した。

4-7 プロジェクトの問題点及び問題を惹起した要因

4-7-1 計画内容

対象VDC/市の数がPDMやコンサルタントの業務指示書と異なって記載されていたため、その解釈をめぐって関係者で議論になり、共通理解と合意を得るまでに2年近くかかった。これらは効率性を低める要因になった。

4-7-2 実施プロセス

本プロジェクトのC/P、特に中央C/Pの頻繁な人事異動があるうえ、他の業務が多忙でプロジェクト活動に十分関与できず、専門家が活動を主導せざるをえないケースが見受けられるなど、円滑なプロジェクト実施と効果的な技術移転を妨げた。

4-8 結論

本プロジェクトは、ネパールで GESI の視点に立った地方開発が推進・強化されることをめざしていた。シャンジャ郡とモラン郡の対象 VDC と市では、これまでサブ・プロジェクトとして 389 事業が実施され、そのうち 35%にあたる 137 事業は女性や社会的弱者の能力強化やエンパワメントを意図した事業だった。

プロジェクトが導入したプロセス重視、実地訓練方式の支援方法によって、住民を含む関係者の GESI 推進に関する意識が向上し、行動変容がみられた。こうしたアプローチは、住民に開発事業の意思決定プロセスへの参加を促し、彼らの能力を高めることに貢献した。各対象 VDC と市にはファシリテーターを 2 名配置して住民に対するファシリテーションを集中的に行い、特に女性や社会的に排除されてきた人々への情報普及の徹底と、こうした住民のサブ・プロジェクトの計画立案・実施への参加を導いた。本プロジェクトのパイロット事業で様々な介入と継続支援を行うことにより、開発事業の意思決定プロセスを一層 GESI に配慮した参加型で透明性の高いものにした。

郡レベルの C/P である DDC と WCO を含む GESI 実施委員会は、パイロット事業に積極的に関わってきたため、GESI の視点に立った地方開発に対する意識が高まり、具体的にどのように推進すべきかについても理解が深まった。これらは、成果やプロジェクト目標の達成、妥当性、有効性、効率性を高める要因になった。

GESI 政策の施行や関連政策、ガイドラインの整備、GESI 政策の実行に対する政府の強いコミットメントは、プロジェクトの取り組みを後押しする促進要因で、妥当性、インパクト、政策面の持続性を高めることに貢献した。また、上位目標の達成を見据えたプロジェクトの正の波及効果も、ダンクタ郡の 1 例だけが確認された。ダンクタ郡のような事例が中央レベルからも十分認識され、また GESI 政策の実行を推進する LGCDP との連携が生まれることがあれば、上位目標の達成に向けた機運が高まることが予想される。

一方、成果 5 と成果 6、プロジェクト目標の一部が達成には至っておらず、プロジェクト効果の持続の点では課題がある。対象 VDC と市で実施したパイロット事業で特筆すべき成果が上がっているが、郡と中央レベルの C/P の多くは、限られた狭い地域で集中的に行った手厚い支援と介入は、非対象 VDC や市、他の郡に適用可能なモデルにはなりえないと強調している。この点は、妥当性や有効性の一部、持続性の評価に影響を及ぼした。終了時評価調査時点で、パイロット事業の検証結果をとりまとめたマニュアルや効果の内在化に必要な戦略が完成していないため、成果 5 と成果 6、プロジェクト目標の一部達成に影響を及ぼしているだけでなく、有効性の一部や制度・組織・技術面の持続性の評価を低める要因になっている。プロジェクト効果の内在化と普及を進めるため、全般的に持続性を高める努力が必要不可欠である。

終了時評価の提言に基づき、プロジェクトは終了時までその目標を達成することが期待される。したがって、本プロジェクトは 2014 年 1 月末に予定どおり終了する。

第5章 提言と教訓

5-1 提言

合同評価団は、以下のとおりプロジェクト終了までの残された期間で実施すべき事項と、プロジェクト終了後、プロジェクトの効果持続と上位目標達成に向けて実施すべき事項に分けて提言を行った。

5-1-1 プロジェクト終了までの残された期間で実施すべき事項

(1) プロジェクト成果の内在化と普及に必要な戦略を策定する

成果5と成果6が未達成であり、プロジェクトは対象VDC/市でのGESIの視点に立った事業計画と実施についてパイロット事業の取り組みを実証分析して、事業計画プロセスでGESI視点を推進するためにはどんな要因が貢献しているのかを明らかにする必要がある。また、どのような部分をDDCが独自に他の非対象VDC/市に普及できるか、LGCDP IIのアウトプット1や2、4、7のどの活動の中に参考として組み込むことが可能かを検討し、プロジェクトの良い知見・教訓を活用する戦略として提示することが必要である。例えば、プロジェクトが重視したファシリテーションについて、ファシリテーターが果たした機能をファシリテーションの段階ごとに分析し、どのような働きかけが効果をもたらしたかを明らかにする。さらに、LGCDPが雇用するソーシャル・ムービライザーが果たしている機能と比較して、どの機能をソーシャル・ムービライザーが担っていけるのか、VDC書記官や統合計画委員会、ワード市民フォーラムのメンバーなど関係者が担っていける部分があるかどうかを検討し、最小限必要となるファシリテーションの段階と、誰が担い手になるかを明らかにすることが必要である。

(2) 簡易で使いやすい住民向けのIEC教材を作成する

プロジェクトでは、①住民用、②ワード市民フォーラムと統合計画委員会メンバー用、③郡関係者用の3種類のIEC教材を作成中である。非識字者も多いため、住民向けのIEC教材は簡易で使いやすいものを作成する必要がある。計画プロセスへの参加の仕方やVDC交付金を利用した事業の申請、ターゲット予算の獲得とGESI視点に基づいたプロジェクトの申請の仕方など簡潔で基本的な情報を、イラストや写真を加えて、少ないページ数で伝えるようにすることが望ましい。

5-1-2 プロジェクト終了後に実施すべき事項

(1) シャンジャ郡とモラン郡のDDCは率先してプロジェクト効果を普及する

シャンジャ郡とモラン郡のDDCはプロジェクトの対象VDC/市のVDC書記官、市行政官とソーシャル・ムービライザーをリソースパーソンとして活用し、非対象VDC/市のVDC書記官や市行政官、ソーシャル・ムービライザーに対する研修を行うことを提言する。この研修で、プロジェクトの経験共有とGESI視点に立った事業の選定基準の採用や、統合計画委員会やワード市民フォーラムが行うプロポーザル作成支援の取り組みを普及していく必要がある。

(2) プロジェクトの有効なツールや手法、取り組みを LGCDP II に適用する

MoFALD が、事業計画プロセスに GESI 視点を取り込んでいくために、プロジェクトの有効なツールや手法、取り組みを LGCDP II のアウトプット 1 や 2、4、7 に適用することを提言する。

(3) 交付金の優先配分以外の予算にも GESI 配慮を推進する

MoFALD と地方自治体が、女性や子ども、被差別グループを対象としたターゲット事業に優先的に交付金の 35% の予算を割り当てるだけでなく、それ以外の 65% にも GESI の視点を組み込んでいくことを提言する。

(4) GESI 視点に立った事業計画・実施に関するインパクト調査を共同で実施する

プロジェクトで支援した取り組みが継続的に実施されているかをフォローするとともに、LGCDP とプロジェクト対象 VDC/市での GESI 視点に立った事業の計画と実施の良い事例を分析するため、インパクト調査を LGCDP と JICA 共同で実施することを検討する。このような調査は、今後さらに GESI に配慮した開発を推進するうえで役に立つだろう。

5-2 教訓

合同評価団は、本プロジェクトより以下の 3 つの教訓を導いた。

(1) プロジェクト開始時に C/P 機関のプロジェクトでの役割と責任、活動を明確にして、正式文書に明示しておく必要がある

複数の C/P 機関を持つプロジェクトでは、プロジェクト開始時に関係者分析を行い、プロジェクト内でのそれぞれの機関の役割や機能を明らかにしておく必要がある。各機関の責任や担う活動を、PDM や計画活動表、インセプションレポートなど正式文書に明示しておくべきである。

(2) パイロット事業は出口戦略を考慮のうえ、戦略的に設計する必要がある

プロジェクトでパイロット事業を実施する場合、その目的を明確にし、事業費の支出の是非を含めて、出口戦略や制度化の促進に向けて戦略的に設計することが必要である。

(3) プロジェクト成果を持続させるためには、プロジェクトの実施戦略を柔軟に再検討する必要がある

プロジェクト開始後に、プロジェクトに影響を与えうる大規模なセクターワイドプログラムが形成された場合、プロジェクト成果を持続させるためにも、プロジェクトの実施戦略を JICA の技術協力の枠組み内で柔軟に再検討する必要がある。

(4) 「関係機関の仕組みの強化」と「関係者の能力強化」の差異を埋める配慮

プロジェクトの成果 2~4 では、いずれも GESI 関連の仕組みの強化が挙げられているが、その指標としては、関係者の能力強化や、OJT の活動があるのみである。一方、たとえば成果 2 の場合、指標である活動はいずれも達成されたものの、それがすなわち仕組み強化をめざす成果には到達していないと評価された。これは、関係者の能力が向上しても、その能力

を活かすための土壌（政府内のルール、慣習、意識づけ）が不十分であるために、仕組みの強化に至らなかったものである。PDMの作成にあたっては、このようなギャップが成果と指標の間に発生しないよう、仕組み上の課題についても事前に十分に分析を行い、指標の1つに含めることが重要である。

第6章 所感

6-1 ジェンダー主流化/社会的包摂促進（久保田団員）

(1) はじめに

少数民族やカーストが混在する多様で複雑な社会構成の下、ネパールにおいては家父長制やヒンドゥー教的なジェンダー観など、依然として人々の生活に、女性蔑視や社会的排除の思想が根深く浸透している。こうした中、ネパール政府は GESI を政策理念として採用し、政策・施策の策定や制度整備・改革を進めてきた。本案件は、こうした政府の取り組みを支援し、対象2郡（シャンジャ郡及びモラン郡）におけるパイロット事業の実施を通じて、地方開発における GESI 促進のための手段とアプローチを確立し、より質の高い GESI 視点に立った地方開発政策・施策の実施と全国展開をめざすものである。終了時評価調査にあたり、ここではジェンダー主流化と社会的包摂の観点から確認された成果と課題及び今後の取り組みにおいて重要であると思われる事項を述べる。

(2) 確認された成果

対象2郡において実施されたパイロット事業の対象地域においては、終了時評価調査の時点において多くの変化や成果がみられた。対象村（VDC）においては、女性や社会的に排除されたグループも包摂した GESI 促進のためのメカニズム（VDC-IPC）が立ち上げられるとともに、関係者の GESI に関する意識と理解が進んでいる様子が確認された。支援初期と比べると、女性や被差別グループの地域計画策定プロセスへの「参画」の割合が高まるとともに、被差別グループの能力強化やエンパワメントに向けた事業（ターゲット事業）の質や量が増加してきている傾向も見られる。

コミュニティ・インフラ事業等についても、「これらがどのように GESI の視点に立っているのか」という問いに対して、以前は VDC 行政官やコミュニティ・ファシリテーターを含め、VDC-IPC のメンバーや住民は答えに窮する場面が多かったが、今回の現地調査にあたっては、彼・彼女らなりの言葉で地域における女性や社会的排除されたグループの現状と課題を語るとともに、インフラ事業であってもこうしたグループの「参加」と「便益」の両方を伴う事業であることを述べるといった変化も観察された。

また、ネパール政府は、「積極的差別是正措置（アファーマティブ・アクション³³）」として、地方開発予算の35%を女性や子ども、被差別グループに配分することとしているが、この「ターゲット予算」の使い方に関する住民たちの理解も進んでいる。パイロット事業のサイトの1つであるフェディコラ村の VDC-IPC の女性メンバーからは、「以前は、35%のターゲット予算については、単なる物品のばらまきであったり、『女性も被差別グループも使う』というレトリックで、結果的に道路整備などのインフラ事業に振り分けられたりしていたが、本案件による支援を通じて、住民の理解が進み、女性や被差別グループの収入向上や能力強化に向けた研修事業などが計画され、それらにきちんと予算が配分されるようになった」という発言もあった。

さらに、貧困女性たちが情報を入手し、村の会合で発言する機会や自ら事業策定や実施に

³³ 歴史的経緯や社会環境をかんがみたくうえで差別の結果に対する是正として行われる改善・優遇措置。

携わる経験を得たことによって、自己肯定力や自信が高まるといったエンパワメントの芽も生じつつある³⁴。女性たちが主体となって事業を実施したことにより、男性を含む住民が女性や被差別グループたちの能力をより認知するようになったという現象なども発現してきている³⁵。

(3) 課題

1) パイロット事業の検証

パイロット事業サイトにおいては、女性や被差別グループの地域開発事業の実施プロセスへの参画機会の増加や住民の意識の変容を含むさまざまなエンパワメントの芽が出現してきている。一方で、こうした変化やその要因など、パイロット事業を通じて得られた様々な結果が分析・検証・整理されておらず、政府の地方開発に向けた制度構築に際して内在化していくための実質的な内容がとりまとめられていないことが本案件における大きな課題である。

本案件は、地方開発における GESI 視点に立った取り組みの実効性を高めていくことをめざすものであり、「パイロット事業」の実施は、そのための有効な手法・アプローチを開発・検証・学習するための場として位置付けられたものであった。しかしながら、終了時評価調査の時点においては、パイロット事業において実施された活動のプロセスや結果が、実証データとともに十分に根拠をもって理論的に分析・整理されていない。そのため、多様な差別や家父長的な権力構造が深く埋め込まれた地域社会で、どのような取り組みを行うことが、地域の開発プロセスにおいて GESI 視点を確実なものにしていくことになるのかが明示されていない。つまり、ネパールの地域開発において実効性のある GESI 促進手段や有効な GESI 促進モデルの取りまとめには至っていないのである。

本案件では、パイロット事業の経験を通じて、これまでに、1) 女性や被差別グループの参加を確保することが重要、2) OJT 式で支援することが必要、3) コミュニティ・ファシリテーターは 2 名必要、4) 郡レベルのバックアップ体制を強化することが重要、といった事項がプロジェクトによる「教訓」、あるいは「GeMSIP 方式」として整理されてきているが、こうした「教訓」は、ネパールにおいては住民を含め、多くの開発ステークホルダーによって既に指摘されてきており新しいものではない。また、2009 年にネパール政府が発行しているガイドライン³⁶に記述されている事項ともなっている。

結果として、現時点において、LGCDP を含むネパール政府関係者が、本案件を通じて得られた知見や手法を中央の政策・施策・制度に反映させていこうとする取り組みに繋がっていない。今回の終了時評価調査にあたり、政府や LGCDP 関係者からは、「ネパール政府が GeMSIP と同様の活動を実施していくのは無理である。」「GeMSIP が村レベルで成果を出したのは知っているが、成果の要因が何だったのかを知りたい。」「LGCDP においても同じような活動を実施している」といった声が寄せられた³⁷。

本案件のパイロット事業による独自の成果が取りまとめられていないという状況において、パイロット事業実施による成果の制度化及び全国への普及に繋げるということは困

³⁴ プロジェクト作成 アネクドット資料

³⁵ プロジェクト作成 アネクドット資料

³⁶ Social Mobilization Guideline 2009

³⁷ MoFALD、LGCDP とのインタビューより

難であり、この点において大きな課題が残っている。

2) 行政能力の向上

本案件においては、カウンターパート（Counterpart Personnel：C/P）機関の行政能力の向上という観点からの課題も確認されている。

本案件におけるパイロット事業は、ジェンダー平等かつ社会包摂的な地域開発の実現に向けた行政サービスの実施推進力向上のための、行政官たちの「学習の場」としても位置付けられていた。郡レベルにおいては、郡開発委員会の長官（Local Development Officer：LDO）を議長、郡女性・子ども事務所長（Women Development Officer：WDO）を副議長とする、「GESI 実施委員会（GESI Implementation Committee：GESI IC）」が設置されているが、本案件ではこうした諮問機関を機能させつつ、郡の地方開発に向けた行政サービスにおいて GESI 視点の実効性を高めていくための DDC 及び WCO の行政能力の向上を図る計画となっている。

プロジェクトでは、LDO や社会開発官 Social Development Officer：SDO）、WDO を含む GESI IC のメンバーたちに対する各種研修の実施やパイロット事業サイトにおけるモニタリング活動などへの同行といった取り組みを行っており、これらの支援によって、郡レベルの関係行政官たちの GESI に関する理解の向上が観察されている。他方で、C/P 機関である DDC や WCO が郡の地域開発プロセスにおいて、GESI 視点を強化していくためのファシリテーションや組織的な体制強化などにリーダーシップを十分に発揮するまでには至っていない。C/P たちの本案件に対する主体性は弱く、今回、現地調査で訪問したシャンジャ郡や中央の C/P たちは本案件の目的やパイロット事業実施の趣旨を十分に理解しておらず、本案件を、外部団体がサービス提供型の支援を実施しているものとししか認知していない者も多かったのは残念であった³⁸。

(4) 課題の要因

上記のような課題を残す結果となった要因を考えるにあたっては、本案件の支援手法及び実施戦略を振り返る必要があると思われる。

1) パイロット事業としての実施戦略の欠如

本案件では、2 郡の 21 の VDC と 3 つの市においてサブ・プロジェクトの実施を支援したが、プロジェクト目標の達成に向けたパイロット事業の位置づけや実施戦略が十分に練られないまま、各地域におけるサブ・プロジェクトの立案・実施に主力が置かれてきている。

本来、ジェンダー主流化と社会的包摂という観点からのパイロット事業を意味のあるものにするためには、事業実施のプロセスを常に詳細にモニタリングし、活動によってもたらされた関係者の意識や行動の変容、女性や被差別グループの実質的なエンパワメントにかかる変化の度合いを含め、事業による成果、課題、プロセス（過程）を常に記録・分析

³⁸ 本支援による、草の根レベルにおける成果や変化を一定程度評価しつつも、C/P たちは、自分たちは「プロジェクトが実施する研修や地方視察に『参加』した」「プロジェクトは、我々を『インボルブして』村で事業を実施した」という認識に留まる。また、「支援対象地域が少なすぎる」「事業コストがかかりすぎている」といった声も郡や中央レベルの C/P たちからは寄せられた。

していくこと、実施の過程で浮上する問題や課題を分析し、そこで得た教訓や知見を踏まえて、アプローチや投入内容を変更・検証していくことといった反復的な省察作業が不可欠である。本支援においても、「パイロット事業」の本来の意味と目的を踏まえ、具体的な GESI 促進手段や GESI モデルの抽出を行っていくためのデータの収集・分析・検証作業を含む実施戦略の策定及び活動の実施が不可欠であったと思われる。

2) GESI 視点に関する理解と検証の不足

本案件においては、ジェンダー主流化や社会的包摂に関する適切な理解に基づく技術支援の開始が遅れたことや、GESI 視点の強化に関する活動が、地域社会の多様な特性を十分に考慮せずに画一的に実施されたため、十分な検証データが収集されてこなかったことも、パイロット事業としての有効な検証活動を阻害する要因の 1 つになっていると思われる。

本案件の支援当初、プロジェクトでは、GESI 視点を「皆が参加して皆が裨益すること」という認識の下、参加型アプローチは取りつつも、多数決で中立性を重視する姿勢で捉えており、結果として、女性は被差別グループの声については十分に反映されない支援となっていたことが大きな課題の 1 つであった。事業の選定や実施にあたっては、対象地域における社会・ジェンダー課題が十分に把握しきれないままに、計画立案、事業選定が進められてきたため、結果的には、「女性も利用する」「被差別グループも利用する」といった説明やロジックによって、逆に地域の優位者や支配層に有利な事業が多数実施されるという現象がみられた。

こうした中、中間評価調査時以降になって、サブ・プロジェクト選定基準を含め、プロジェクトにおける GESI 視点の定義がネパール政府及び国際的な定義に基づいて再構築されるとともに、地域における GESI 分析の実施や、コミュニティ・ファシリテーターへの研修の実施など、GESI 視点に立った取り組みも一部強化された。しかしながら、GESI 推進の観点から十分に検証を行うなどの、きめ細かな視点に基づく活動が展開されるまでには至らなかったと思われる。例えば、中間評価調査以降、プロジェクトでは、カトマンズのナショナル・スタッフが講師となって、各郡のオフィサーやコミュニティ・ファシリテーターを指導し、各村やワードにおいて住民たちとともに GESI 分析を行わせているが、実質的には、プロジェクトの計画立案に向けたオリエンテーション時に 30 分程度の時間が割かれて終わるに留まる。また、住民の GESI 課題に関する協議に際して、どのような議論やファシリテーションがあったのか、ファシリテーターの住民に対するどのような働きかけや発言が住民の意識や行動変容をもたらす引き金となるのかといったことを分析するための記録や検証活動は不足しており、現在までに、広報資料的な「グッドプラクティス」が事例としてとりまとめられるに留まっている。さらに、パイロット事業で実施された、多くのターゲット事業以外のサブ・プロジェクトが、実質的にどのように GESI 視点に立つものであったのかといった観点からの検証も十分に実施されるまでには至っていない。

3) 女性省/地方女性局 (DWD) 支援の欠如

本支援においては、DWD/WCO の機能向上に向けた支援や投入が十分に展開されてこな

かったことも、パイロット事業における有効な検証活動を阻害してきていると思われる。

本支援は、地方開発省並びに女性省/地方女性局（DWD）の2つの省をC/Pとして位置付け、両省の役割とネットワーク（連携）の強化を通じて地方行政サービスにおけるGESI視点の確実化を図るという、JICAの協力事業としては革新的な支援計画となっていた。JICAには、ジェンダー主流化の推進に向けた支援事業において、女性省のみをC/Pとしてその能力向上を図る事業や、あるいは、セクター省庁の能力強化のみを主眼においた支援事業はこれまでも存在する。しかし、ジェンダーの視点に立ったセクター開発を持続的に確保していくという観点から、両省の役割や関係性を踏まえうえて、ジェンダー主流化推進に向けた政策調整官庁である女性省と、事業実施官庁である地方開発省との連携及び機能強化を意図した案件は、JICAのみならず他の国際協力機関においても件数が少なく、そのような観点からも本案件は、国際的にも斬新な試みであった。ネパールにおいては、今後地方分権化が進むにつれて、郡レベルにおけるGESIの推進にDWD/WCO（女性省）の果たす役割がより増大することが想定されている中³⁹、DWD/WCO（女性省）の能力の向上や、DDCとWCOの連携強化にかかる活動と検証は、より有効で持続可能なGESI促進手段やGESIモデルの抽出につながった可能性もあったと思われる。

DWD/WCOの機能向上に向けた支援や投入が十分に展開されてこなかった背景としては、事業実施にあたって、国家・地域開発における女性省/DWD/WCOの役割や位置づけ、他機関との関係性などが関係者に十分に認知・理解されなかったこと、女性省/DWD/WCOの能力向上に関連する具体的な指標がPDM上に欠如していたことなどが考えられる。

4) 「技術移転」の欠如

C/Pの主体性が十分に確保できておらず、行政能力の向上という観点からの成果の発現が弱いという課題に対して、ネパール政府側からは、「プロジェクトに関する活動内容や関連情報は十分共有され、活動の意思決定には参加してきたが、実質的な活動はほとんどが、プロジェクトで雇用されたナショナル・スタッフ及び日本人専門家の主導で展開されてきており、技術移転の観点が欠如していた」という意見が述べられるなど、プロジェクト実施にあたって、C/Pに対する「技術移転」という観点が弱かった点が、要因の1つとしてネパール政府側からは指摘された⁴⁰。これは、ネパール側のC/Pの頻繁な異動や、多忙さによる要因もあり、大部分の活動をナショナル・スタッフや専門家が中心となって進めてこざるを得なかったという実情もあった。また、日本人専門家のほとんどの人材が、多数実施することになったパイロット事業の調整業務に終始し、本来の「ジェンダー主流化」、「社会的包摂」、「モニタリング」、「能力強化」といったそれぞれの専門性を生かした技術支援を十分に展開できるまでには至らなかったという側面も見受けられる。今後、JICAとしても、このような状況の中で技術協力型の支援事業を実施する際の、効果的な人材配置のあり方や活動の組み立て方について、より考察を深めていく必要があると思われる。

³⁹ DWD局とのインタビューより

⁴⁰ MoFALD行政官（元プロジェクトカウンターパート）現在LGCDP担当官、シャンジャ郡行政官とのインタビューより

(5) 今後の支援に向けて

サブ・プロジェクトの裨益者である住民たちからは、「情報が届くようになった」「プロポーザル作成が支援された」「プロセスを説明してくれた」「オリエンテーションで、GESI 課題を話し合うことで、自分たちの問題が他者に理解されやすくなった」「最初は何もアイデアがなかったが、ファシリテーターと一緒に、地域の GESI 分析を行うことで、自分たちの課題やニーズをとりまとめることができるようになった」「ファシリテーターが、絶えず女性の参加を呼びかけるとともに、会議の場でも女性が発言するように、意図的に議論をファシリテートするなどの工夫をしてくれたため、声が出しやすくなった」「GESI の視点からの事業選定クライテリアが明確で分かりやすかった」「マトリクスでの採点方式による選定方法が選定プロセスの透明性を高めた」といったプロジェクトによる支援を評価する声も多く聞かれた。パイロット事業の実施にあたり、本案件では、地域開発における GESI の実践に向けて、さまざまな取り組みを行っているが、1) GESI の概念を住民や地方行政官に対してより具体的に可視化させる努力を行ったことや⁴¹、2) 被差別グループに対する特別なファシリテーションを含む、きめ細かいコミュニティ・ファシリテーション手法を用いて、地域における住民の意識・行動変容に働きかけたことなど⁴²が、地域開発過程における GESI 視点の強化と実践を促進させた要因となったことが確認されている。

したがって、今後、プロジェクトにおいては、残りの協力期間において、上記のような実証データを踏まえてパイロット事業における個々の活動のプロセスやインパクトを分析・検証し、実効性のあると思われる GESI 促進手段や GESI モデル案を、具体的な根拠や結果（エビデンス）とともにとりまとめ、ネパールにおける既存の政策や制度及び LGCDP のフレームワークの中に内在化・制度化させていくための戦略を策定していくことが不可欠である。そのためには、実施した GESI 研修の内容や手法、パイロット事業の実施にあたって雇用・配置した2名のコミュニティ・ファシリテーターたちによる個々の活動やそれらのインパクトなどに対する分析や検証を行い、それぞれの地域の文脈の中で、なぜこうした変化がおきたのか、あるいは起きなかったのか、何が有効に働き、何が働かなかったのかを、その失敗事例も含めてネパール政府側とともに検証し、多様な文脈の中でそれぞれにより有効と思われる具体的なアクション類（コンテンツ）を実証データとともに整理し、どのように既存の仕組みの中に統合していくかといった視点で分析を行っていくことが重要だろう。

同時に、本支援においてとりまとめられた GESI 促進手段や戦略を LGCDP のフレームワークの中に内在化・制度化させていくためには、本案件終了後のフォローアップ活動を検討することも必要であると思われる。現在、LGCDP では、GESI 推進に向けたガイドラインを発

⁴¹ GESI 概念の明確化に向けては、計画策定のプロセスの過程で、住民同士が地域のジェンダーや社会的排除にかかる課題を話し合う時間と場所を設け、地域における最貧層や被差別グループの存在や課題を共有・可視化させていく取り組みを行っている。また、事業選定に向けた基準の策定にあたっては、「女性の労働負担を削減するものであること」「女性や被差別グループの雇用を促進するものであること」「女性や被差別グループが一定程度参加して作成された案件であること」「女性や被差別グループの能力強化やエンパワメントにつながるものであること」など、「GESI」の概念をより、噛み砕いた形で具体的に住民にわかりやすく表現する取り組みを行っている。これらの工夫や取り組みは、地域における女性や排除された人たちの課題やニーズの可視化を進めるとともに、住民の GESI に対する理解を大きく向上させ、課題への取り組みへの積極性を高める効果をもたらしていると思われる。

⁴² パイロット事業の実施にあたって、各村に2名の「コミュニティ・ファシリテーター」を配置しているが、彼らは VDC セクレタリーや IPC メンバーを補助しつつ、自ら地域へ出向き、草の根の住民への情報提供に努めるとともに、住民集会の場において、GESI 課題への理解と取り組みを促すような議論のファシリテーションを行っている。また、読み書きの困難な貧困女性や被差別グループに対しては、プロポーザル作成の支援を実施してきている。こうしたきめ細かな視点に基づくコミュニティ・ファシリテーションの取り組みは地域における開発計画のプロセスにおいて GESI 視点を強化・促進する大きな要因となっている。

行するとともに、行政官やソーシャル・ムーブライザーに対する GESI 研修などを実施しているが、いずれも概念論に終始している。こうした中、本案件が実施してきた草の根の視点に立ったきめ細やかな研修内容やファシリテーション手法が LGCDP の枠組みの中で制度化されることによって、GESI 視点に立った有効な地域開発に貢献する可能性が高い。そのため、JICA 及び LGCDP/ネパール政府が共同で、プロジェクト終了後におけるパイロットサイトの取組みや、本支援で対象としなかったサイト（LGCDP 支援サイト）における取組みのプロセスとインパクトを共同で定性的・定量的にレビュー・検証し、互いの優位性を比較・検討していくこと、また同検証結果を踏まえ、ネパールの多様な住民間の権力関係や伝統的な家父長社会構造の中で実質的に GESI の実効性を高めていくにあたって必要な研修内容やソーシャル・ムーブライゼーション手法等を共同で構築していく活動を実施することは、本支援による成果の制度化と全国への普及に向けて重要であると思われる。

6-2 中央・地方行政（武田団員）

(1) ネパールの中央・地方行政の現状

ネパールは 2008 年に王制が廃止され、制憲議会を設置して憲法制定の協議を行ってきたが、政党間の対立により妥協点が見いだせず、憲法制定期限と制憲議会の任期の延長がなされたにもかかわらず憲法の制定が実現できていない。制憲議会は解散され、2013 年 11 月に新たな制憲議会の選挙を実施することが予定されている。このような政治的な状況の中、ネパールの行政制度は依然として地方議会が存在せず、LDO や EO、VDC 書記などの行政官が DDC や市、VDC の運営に携わっている。DDC や市、VDC では議会の代替として政党の代表者が参加する All Party Mechanism が採用され、政党関係者が意思決定にかかわる形になっていたが、2011 年にその制度が廃止された。DDC や市、VDC の運営が行政官によってなされているが、政党関係者の影響力は引き続き残っており、行政運営に干渉しようとする動きがみられる。

中央政府でも制憲議会成立後、政治的な対立により首相が頻繁に交代する事態となり、それに伴い大臣の交代も相次いだ。このような政治状況の中では中央省庁の次官や局長も頻繁に異動する事態となり、行政官の異動のサイクルはさらに短くなった。これによりプロジェクトのカウンターパートも頻繁に交代することになった。

2013 年 11 月に予定されている制憲議会選挙の実施後、憲法制定作業が行われることになるが、地方議会選挙の実施も近いうちに予定されている模様である。新憲法下の地方行政の体制がどのようになるかはまだ不確定であるが、現行の地方行政法から大きく変更されるとは考えにくく、地方議会選挙が実施された場合は DDC や市、VDC の本来の姿である選挙で選出された議員を中心とした地方自治体としての形を整えるのではないかと思われる。その場合、下記にあるような LGCDP により整備がすすめられたボトムアップの計画立案にかかわる現行の制度がどのように影響を受けることになるのか不透明な部分が多い。

(2) LGCDP による地方行政支援と本プロジェクトとの関係

地方議会が不在のまま、連邦制を念頭に置いた憲法制定も進んでいない状況の中、地方行政は暫定的に地方行政法（1999 年）に基づいて行政官により運営されている。MoFALD はドナーの支援を受けて 2008 年から LGCDP を実施している。LGCDP の枠組みの中で地方議会

を代替する形で VDC と市において VDC や市に対する交付金の使途とプロジェクトの選定を行うための統合計画委員会（Integrated Planning Committee：IPC）の設置とワードレベルにおけるワード市民フォーラム（Ward Citizen Forum：WCF）の設置を促進している。IPC と WCF は住民の計画プロセスへの参加を促進する枠組みとなっており、住民の参加とエンパワメントを促進するために、ソーシャル・モービライザーを各 VDC 並びに市のワードレベルに配置している。

LGCDP の支援を受けて、MoFALD は GESI 政策の策定を行い、ソーシャル・モービライゼーションや GESI 監査、交付金などの各種ガイドラインを作成して、地域開発の計画策定と実施のプロセスへの女性や社会的に排除されてきたグループの参加を促進している。MoFALD は LGCDP の枠組みの中で GESI の支援に立った計画プロセスを全国に展開しているが、必ずしも政策やガイドラインどおりに十分な実施が行われていない。

本プロジェクトは GESI 政策の実施をどのように推進していくべきかを実証するために、シャンジャ郡とモラン郡の 2 郡でのパイロット事業の実践を通して促進してきた。プロジェクトの開始と LGCDP の開始が同時期であったため、GESI IC の設置は WCF の設置などプロジェクトが先行して活動を実施した部分と、2010 年の GESI 政策の実施後に MoFALD のガイドラインなどに合わせる形で活動を実施するなど、プロジェクトの実施と LGCDP の枠組みの形成が同時並行的に実施された。先行して実施した部分は MoFALD にフィードバックされた部分もあるが、パイロットとして VDC レベルでのファシリテーションにおいてファシリテーターを 2 名配置して強化したため、LGCDP よりも手厚い体制となり、異なる部分も生じている。一方、中央並びの郡の C/P が多忙であることとともに、2 郡が対象で、郡の中でも 10VDC ほどと郡内の VDC の 2 割程度しかカバーしていなかったことにより、中央と地方の C/P の関与が必ずしも十分ではなく、それによりプロジェクトもプロジェクト主導のアプローチでパイロット事業の実施を行う形となった。

プロジェクトは独自のブロックグラントを提供し GESI 視点に立った計画立案プロセスを IPC と WCF において GESI 視点を含んだ選定基準に基づいてサブ・プロジェクトの選定をファシリテーターの丁寧なファシリテーションのもとに実施した。第 1 サイクルは先行して事業を実施したため、政府の予算サイクルと異なるスケジュールで実施されたが、第二サイクル以降は政府の予算サイクルに合わせて、IPC も政府のガイドラインに基づくものと統合された。しかし、プロジェクトのブロックグラントに対する事業選定に主眼が置かれたことから、既存の VDC 交付金のプロジェクト選定についてもプロジェクトの手法に基づいて実施された VDC もあるが、プロジェクトが行ったパイロット事業を通して VDC 交付金の選定にどのようなインパクトを与えたか、特に 35% のターゲット予算に対するプロジェクト選定にどのような影響を与えたか、またターゲット事業以外の事業に GESI 視点が考慮されたか否か十分把握されていない。

(3) プロジェクトの経験をどう生かしていくか

プロジェクトはパイロット事業の実践を通じて GESI 視点にたった計画策定と事業の実施を促進しており、女性や排除されていたグループのエンパワメントが促進され、IPC や WCF のメンバーの能力強化がなされた。そこには GESI に配慮した IPC や WCF の形成、IPC や WCF の研修を通じた能力強化、GESI 視点を含むプロジェクト選定基準、GESI 視点を含むプ

プロジェクト申請フォーム、プロポーザル作成支援を含むターゲットグループへの特別ファシリテーション、またこれらに関するプロジェクトのファシリテーターのコミュニティレベルでの丁寧なファシリテーションなど、特筆すべき取り組みがいくつか見られている。

今後、LGCDP II では IPC や WCF の能力強化の取り組みや VDC セクレタリーやソーシャル・モービライザーに対する研修の強化を重視していく予定であり、プロジェクトで実施した取り組みを参考にすることができる。したがって、MoFALD が GESI 政策の実施や LGCDP II の実施を進めていくうえで、プロジェクトの経験や手法、アプローチを活用することができる。しかし、そのためにはプロジェクトで GESI 視点に立った計画プロセスへの参加促進において効果的だった手法やアプローチ、事例など、カギになる要因が何なのか、どの部分が活用できるのか、を分析し、わかりやすく提示していくことが重要になる。

プロジェクトではコミュニティ・ファシリテーターが重要な役割を果たしているが、彼らがどのような機能を果たしたか、コミュニティレベルで実際に何を行ったのか、どのようなことを行ったことが効果をあげたのか、ファシリテーションのステップを分解して分析することが必要である。下記の表は整理の仕方の一例として考えられる。それぞれのステップでファシリテーターがどのようなファシリテーションを行ったことが効果的だったかを示し、LGCDP のソーシャル・モービライザーでもできること、WCF メンバーや IPC メンバーなど他のアクターにも担ってもらえる部分はどこか、どのような研修が必要かなど、既存のシステムのどの部分を埋め込んでいくことができるかを示していくことが望ましい。

ファシリテーションのステップ	ファシリテーション内容と効果	GeMSIP のコミュニティ・ファシリテーター	LGCDP のソーシャル・モービライザー	他のアクター
GESI Analysis		○	△	
GESI Selection Criteria Setting		○	×	WCF member
Mass Meeting (WCF)	Information Dissemination	○	△	WCF member

また、プロジェクトが実践した各種の研修に関して、どの段階で、誰を対象に、どのような目的で、どのような内容の研修を、誰が講師になって、何日間、行ったかを整理することも重要である。その中で、DDC の GESI IC メンバー、IPC や WCF のメンバー、ソーシャル・モービライザーなどのファシリテーターなど、対象者別にどのような研修が必須となるのかを示していくことが必要である。

(4) 今後の支援の考え方

MoFALD はすべての郡、市、VDC を対象に LGCDP を基本的な枠組みとして地方開発の支援を行っている。2013 年から LDCDP II を開始し、これまでの取り組みの一層の強化を図ろうとしている。GESI に関する取り組みも LGCDP II の枠組みに基づいて全国規模で実施されることになる。本プロジェクトでの取り組みから得られた経験や手法を分かりやすい形で整理して示すことは、IPC や WCF の能力強化や VDC セクレタリーやソーシャル・モービライ

ザーの能力強化など、LGCDPⅡのアウトプット1（市民や住民組織が地方ガバナンスのプロセスに積極的に参加する）、アウトプット2（地方ガバナンスの説明責任の仕組みが出来上がる）、など、LGCDPⅡのアウトプットのどの活動、サブ活動に参考になるか具体的に示すことが可能になる。プロジェクトでは終了までにC/Pがこれらの経験や手法をLGCDPⅡにどのように取り込んでいけるか、内部化の戦略を作成することになっており、それに基づいてMoFALDがどのように取り組んでいくのかをフォローアップすることが重要になる。

したがって、プロジェクト終了後にMoFALDがプロジェクトの経験をLGCDPの枠組みの中でどのように生かしているか、参照しているかを確認することが必要である。また、パイロットDDCでは、プロジェクトで実施したパイロットVDCでの取り組みがどのように継続しているか、またDDCがどのように他のVDCに普及する努力を行っているかを確認することが必要である。このようなフォローアップを事務所が中心となって行うことが必要であるが、事務所の負担を考慮すると、LGCDPⅡとの共同研究という形で調査を行って本プロジェクト終了後のフォローアップを行い、今後の支援を考える際の材料にすることが望ましい。

この共同研究では本プロジェクトのパイロットVDCでのグッドプラクティスの事例の調査、プロジェクトの活動がどのように継続しているか、継続の要員は何かなどを調査し分析するとともに、LGCDPにおけるグッドプラクティスの事例を他の郡を含めて調査分析することが考えられる。それによりGESI視点がどのようにVDC交付金事業に反映されているか、ファシリテーションやソーシャル・ムービライゼーションに関する手法と必要な研修内容、IPCやWCFメンバーに対する必要な研修内容と手法などに関して分析を行い、LGCDPⅡの中でGESI視点に基づいた計画作成と実施のプロセスの強化、女性や排除されたグループの参加を促すファシリテーション、ソーシャル・ムービライゼーションの強化に関して参考となる情報が得られるものと思われる。また、コミュニティレベルでのGESIの理解を促進するために、GESI視点が具体的に組み込まれた事例を紹介する事例集としてまとめることも検討する価値がある。

共同研究を実施するにあたっては、実際に調査を担当するコンサルタントに加えて、調査の設計、現地調査実施中の助言、調査結果の分析に対する助言などを行う、学識研究者を含むアドバイザー委員会を設置することも検討できる。また、LGCDPとの共同研究という点ではMoFALDとLGCDPⅡにかかわるドナーとの調整も十分行っておく必要がある。

付 属 資 料

1. 評価グリッド
2. M/M [合同評価報告書 (英文) を含む]
3. プロジェクト内部レビュー報告書

実績の確認

評価項目		プロジェクトの要約	実績を確認するための指標	必要な情報・データ	情報源	調査方法
実績と目標達成の見込み(上位目標)	1	【上位目標】「ネパールでジェンダー主流化・社会的包摂(GM/SI)の視点に立った施策が実施される」の達成度の現況と達成見込み	1. 他の郡で構築されたGESIの視点に立った仕組み。	・プロジェクトの取り組みをふまえて導入されたGESIの視点に立った仕組みの事例	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
実績(プロジェクト目標)	2	【プロジェクト目標】「ジェンダー主流化・社会的包摂(GM/SI)視点に立った政策・施策が、中央レベルと対象2郡のシャンジャ郡とモラン郡で実施される」の達成度	1. プロジェクト終了時まで、プロジェクトが行った提言が既存のGM/SI関連の政策と指針に反映された件数と具体例。	・プロジェクトがGM/SI関連の戦略や指針に対して行った提言の内容。提言のうち、実際に反映された内容。	・プロジェクト報告書 ・C/Pと日本人専門家 ・ドナー関係者	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	3		2. GESI実施委員会が、GESI政策に基づき対象2郡でそれぞれ設立される。	・GESI実施委員会の設立の有無とその経緯。	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	4		3. 既存のVDC統合計画委員会が、対象2郡のそれぞれ少なくとも1パイロットVDC/市で、GESI政策に沿った形で改編される。	・VDC統合計画委員会が改編されたパイロットVDCの有無とその経緯。	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	5		4. プロジェクト終了時まで、各パイロットVDC/市で女性や排除されてきたグループのエンパワーメントや能力向上を促進するサブ・プロジェクト予算支出の割合がサブ・プロジェクトの全支出額の少なくとも35%に達する。	・サブ・プロジェクトの予算支出分析。	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	6		5. GESIの視点に立ったサブ・プロジェクトの好事例が、少なくとも各パイロットVDC/市で1例ずつ、プロジェクト終了時までにとりまとめられる。	・GESIの視点に立ったサブ・プロジェクトの好事例。	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	7		6. GESIの視点に立った仕組みが、プロジェクトを参考にして、対象2郡の郡開発委員会とパイロットVDC/市以外のVDCで導入される。(GESIの視点に立った仕組みとは、GESI関連委員会の設立と強化や、GESIの視点に立ったVDC統合計画委員会の設置、GESIの視点に立った事業の計画立案、実施、モニタリング、評価、審査と監査が含まれる。)	・パイロットVDC/市以外のVDC、郡開発委員会でのGESIの視点に立った仕組みの導入例。	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー

実績 (成果)	8	【成果0】「プロジェクトマネジメントが適切に実施される」の達成度	0.1 事業実施計画書	・年間事業実施計画書	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	9		0.2 ベースライン調査報告書	・ベースライン調査報告書	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	10		0.3 PDMの指標が、プロジェクトの最初の6カ月間で設定される。	・PDM	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	11		0.4 ホームページが立ち上げられ、ニュースレターが2年次以降、年3回発行される。	・ホームページ ・ニュースレター	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	12	【成果1】「中央と対象2郡の関係者のGM/SIへの理解と認識の度合いが、研修やセミナー、パイロット事業を通じて高まる」の達成度	1.1 プロジェクト終了時までの、講師養成研修とGM/SI関連研修の受講者数。	・ToT研修、その他GM/SI関連研修受講者数	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	13		1.2 講師養成研修受講者のうち50名が、プロジェクト終了時までに少なくとも1回は講師として研修を実施する。	・ToT研修受講者の研修実施実績	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	14		1.3 中央においてプロジェクト開始から3年間で、最低3種類の研修リソース教材群が作成される。	・開発された研修リソース教材群	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	15		1.4 プロジェクト年間調査による関係者の回答スコアの平均が、年々改善される。	・年間調査(定点調査)結果	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	16	【成果2】「GM/SI審査とGM/SI監査の仕組みと関係者の能力が、対象2郡のパイロット事業を通じて強化される」の達成度	2.1 対象2郡の郡開発委員会によって作成されるGM/SI監査報告書。	・郡開発委員会を実施されたGM/SI監査の報告書	・プロジェクト報告書 ・C/Pと日本人専門家 ・パイロットVDC/市関係者	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	17		2.2 パイロットVDC/市の少なくとも各郡1VDCで作成されたGM/SI監査報告書。	・パイロットVDCで実施GM/SI監査の報告書	・プロジェクト報告書 ・C/Pと日本人専門家 ・パイロットVDC/市関係者	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	18		2.3 パイロットVDC/市の少なくとも各郡1VDCで作成されたGM/SI予算分析報告書。	・パイロットVDCで実施されたサブ・プロジェクトの予算分析の報告書	・プロジェクト報告書 ・C/Pと日本人専門家 ・パイロットVDC/市関係者	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー

実績 (成果)	19	【成果3】「GESIの視点に立った開発事業の計画立案の仕組みと関係者の能力が、対象2郡のパイロット事業を通じて強化される」の達成度	3.1 GESIの視点に立ったサブ・プロジェクトが、対象2郡の20のパイロットVDCと3つのパイロット市(シャンジャ2市、モラン1市)で実施できるようになる。	・パイロットVDC/市で実施されたサブ・プロジェクト	・プロジェクト報告書 ・C/Pと日本人専門家 ・パイロットVDC/市関係者	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・パイロットVDC/市視察
	20	【成果4】「GESIの視点に立った開発事業のモニタリングと評価の仕組みと関係者の能力が、対象2郡のパイロット事業を通じて強化される」の達成度	4.1 対象2郡のGESI実施委員会とVDC統合計画委員会あるいはGeMSIP統合計画委員会がサブ・プロジェクトをGM/SIの配慮の観点からモニタリングできるようになる。	・郡レベルのモニタリング方法、実施状況	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	21		4.2 対象2郡のGESI実施委員会とVDC統合計画委員会あるいはGeMSIP統合計画委員会がサブ・プロジェクトをGM/SIの配慮の観点から評価できるようになる。	・パイロットVDC/市のモニタリング方法、実施状況	・プロジェクト報告書 ・C/Pと日本人専門家 ・パイロットVDC/市関係者	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・パイロットVDC/市視察
	22	【成果5】「対象2郡で、地方行政機関と女性子ども事務所がGESIの視点を開発プロセスに組み込むための運用マニュアルが、プロジェクトによって得られた実施プロセス、実践、教訓をベースにして作成される」の達成度	5.1 運用マニュアル。	・運用マニュアルの作成状況	・プロジェクト報告書 ・C/Pと日本人専門家 ・パイロットVDC/市関係者	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・パイロットVDC/市視察
	23	【成果6】「運用マニュアルの主要コンポーネントを政府ガイドラインに取り込むための戦略が、地方開発省、女性・子ども・社会福祉省、女性・子ども局によって作成される」の達成度	6.1 戦略。	・戦略の作成状況	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	24	【成果7】「プロジェクトの経験と教訓が、中央のGM/SI関連委員会で共有される」の達成度	7.1 開催された共有会合とセミナーの数と、GeMSIPに関するプレゼンの数	・中央で開催された会合、セミナーの数と内容、プレゼンテーションの内容	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	実績 (ネパール側投入)	25	・C/Pの配置 ・運営経費(手当等も含む) ・プロジェクト専門家執務室、施設等の提供	投入内容と可能限り金額で示す(R/D記載内容との比較)	・C/P配置表(異動者の確認含む) ・運営経費(手当等も含む) ・提供執務室、施設	・プロジェクト報告書 ・日本人専門家
実績 (日本側投入)	26	・専門家の数・専門分野 ・供与資機材(リストと供与額) ・受け入れ研修員の数 ・運営経費等	投入内容と可能な限り金額で示す(R/D記載内容との比較)	・専門家の数・専門分野(人月数) ・供与資機材(リストと供与額) ・受け入れ研修員の数(研修員の所属別に)人月数 ・運営経費等	・プロジェクト報告書 ・日本人専門家	・報告書のレビュー ・関係者へのインタビュー

実施プロセスの把握

評価項目	評価設問(大項目)	評価設問(小項目)	必要な情報・データ	情報源	調査方法	
プロジェクト運営、活動の進捗状況	1	<ul style="list-style-type: none"> プロジェクト全体の実施状況 運営面、技術面の促進要因と阻害要因 	<ul style="list-style-type: none"> プロジェクトの運営、技術移転は円滑になされてきたか 円滑になされてきた要因は何か、なされていないとすれば原因は何か 	<ul style="list-style-type: none"> プロジェクトマネジメント体制(内部要因) PDMとの乖離 外部条件の変化、その他プロジェクトを取り巻く外部要因 	<ul style="list-style-type: none"> プロジェクト報告書 C/Pと日本人専門家 	<ul style="list-style-type: none"> 報告書のレビュー C/Pと専門家に対する質問票 関係者へのインタビュー
	2	<ul style="list-style-type: none"> 活動の進捗状況 活動の促進要因と阻害要因 活動実施にかかる問題点 	<ul style="list-style-type: none"> 各成果の活動は順調に進んでいるか 活動を促進している要因と阻害している要因は何か 十分に実施されていない活動はあるか、あるとしたらその原因は何か 	<ul style="list-style-type: none"> POとの乖離 投入や外部条件の変化 その他の内部的な促進・阻害要因と対処法 活動修正の際のプロセスや文書記録 	<ul style="list-style-type: none"> プロジェクト報告書・ミニッツ C/Pと日本人専門家 パイロットVDC/市関係者 	<ul style="list-style-type: none"> 報告書のレビュー 関係者へのインタビュー パイロットVDC/市視察
モニタリングの実施状況	3	<ul style="list-style-type: none"> モニタリングの仕組み 	<ul style="list-style-type: none"> モニタリング(プロジェクトの進捗状況の確認)はどのように行われていたか(形態・頻度) 進捗状況確認の結果はどのようにフィードバックされていたか モニタリング方法の改善の余地はあったか 	<ul style="list-style-type: none"> モニタリングツール(記録方法等含む)の有無 モニタリング実施方法、活用・フィードバック方法 	<ul style="list-style-type: none"> プロジェクト報告書 C/Pと日本人専門家 	<ul style="list-style-type: none"> 報告書のレビュー C/Pと専門家に対する質問票 関係者へのインタビュー
	4	<ul style="list-style-type: none"> 外部条件の変化とその対応 	<ul style="list-style-type: none"> 外部条件に関して変化はあったか、変化があった場合、誰がどのように対応したか 外部条件に記載していない外部要因による変化はあったか、変化があった場合、誰がどのように対応したか 	<ul style="list-style-type: none"> 外部条件の変化と対処策 記録の有無、記録方法 	<ul style="list-style-type: none"> プロジェクト報告書 C/Pと日本人専門家 	<ul style="list-style-type: none"> 報告書のレビュー 関係者へのインタビュー
	5	<ul style="list-style-type: none"> 前提条件の変化とその対応 	<ul style="list-style-type: none"> 本プロジェクトで前提条件が設定されていないが、前提条件として設定すべき事柄があったか 	<ul style="list-style-type: none"> 前提条件に関するプロジェクトマネジャー(PM)と総括の意見 	<ul style="list-style-type: none"> プロジェクト報告書 ネパール側PM、日本側総括 	<ul style="list-style-type: none"> 報告書のレビュー 関係者へのインタビュー

関係者間のコミュニケーション	6	<ul style="list-style-type: none"> ・コミュニケーションと問題認識の共有状況 	<ul style="list-style-type: none"> ・専門家とC/Pの間で十分なコミュニケーションが図られていたか ・専門家とC/Pの間で問題に対する認識は共有されていたか ・C/P機関同士で十分なコミュニケーションが図られていたか ・C/P機関同士で問題に対する認識は共有されていたか ・JICAネパール事務所/本部とプロジェクトとの間で十分なコミュニケーションが図られていたか ・JICAネパール事務所/本部やプロジェクトとの間で問題に対する認識は共有されていたか 	<ul style="list-style-type: none"> ・コミュニケーションツールの有無 ・各種会議の頻度や記録方法、記録内容 ・JICAネパール事務所、専門家、C/P等の意見、見解 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 ・JICAネパール事務所/本部 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
技術(技能)移転の手法	7	<ul style="list-style-type: none"> ・技術(技能)移転の進捗状況 	<ul style="list-style-type: none"> ・C/Pに伝えるべき技術(技能)の内容は何で対象は誰か ・移転すべき技術(技能)内容はプロジェクト開始時に比べ変化してきているか ・的確に技術が移転されているか、技術移転の際、どのような工夫がなされているか 	<ul style="list-style-type: none"> ・移転すべき技術(技能)の内容と対象者 ・移転すべき技術(技能)の内容の変化の有無 ・技術移転の方法 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・専門家に対する質問票 ・関係者へのインタビュー
相手国実施機関のオーナーシップ	8	<ul style="list-style-type: none"> ・実施機関と責任監督機関のプロジェクトに対する主体性の醸成状況 	<ul style="list-style-type: none"> ・MoFALD、MoWCSW、DWD、DDC、WDO、GM/SI関連調整委員会、Pilot VDCs/ Municipalityのプロジェクトに対する認識の度合い ・MoFALD、MoWCSW、DWD、DDC、WDO、GM/SI関連調整委員会、Pilot VDCs/Municipalityのプロジェクトへの参加の度合い ・C/Pの配置の適性度 ・プロジェクト予算の負担状況(開始後の予算額の推移) 	<ul style="list-style-type: none"> ・各種会議の開催頻度、参加者、協議内容 ・その他、実施機関の主体性の醸成が確認できる事例の有無 ・C/Pの配置人数、職位 ・プロジェクト開始後の予算額の推移 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・専門家に対する質問票 ・関係者へのインタビュー

評価5項目による分析

評価項目	評価設問(大項目)	評価設問(小項目)	必要な情報・データ	情報源	調査方法	
妥当性 (プロジェクトの実施の正当性、必要性を問う)	1	プロジェクトの必要性	協力内容(ジェンダー主流化・社会的包摂視点に立った事業サイクルシステムの構築、関係者の行政能力強化、VDC/市でのパイロット事業)はネパールのジェンダー主流化・社会的包摂促進分野のニーズに合致しているか	・連邦制・地方開発省、女性子ども社会福祉省、郡開発委員会、郡開発女性事務所のプロジェクトに対する認識、見解 ・プロジェクト報告書 ・C/Pと日本人専門家 ・パイロットVDC/市関係者 ・ドナー関係者	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー	
	2	プロジェクトの優先度	プロジェクト目標、上位目標はネパールの暫定3カ年国家開発計画、その他関連政策との整合性はあるか	・暫定3カ年国家開発計画(2007-2010年)、(2010-2013年) ・GESI政策(2010年)	・プロジェクト報告書 ・C/Pと日本人専門家 ・上位の国家開発計画とジェンダー主流化・社会的包摂促進政策・戦略	・関連文書のレビュー ・関係者へのインタビュー
	3		プロジェクト目標、上位目標は日本の対ネパール援助政策との整合性はあるか	・対ネパール国別援助方針(2012年)	・外務省ホームページ ・JICAネパール事務所	・関連文書のレビュー
	4	戦略・アプローチの適切性	プロジェクトがとったアプローチ(パイロット事業のアプローチと位置づけ、パイロット郡とVDC/市の選定、VDCとワードレベルの委員会メンバー構成等)は現場のニーズに即したもののか。またジェンダー主流化・社会的包摂促進の政策手段として適切だったか	・関係者のプロジェクトに対する認識、見解	・プロジェクト報告書 ・C/Pと日本人専門家 ・パイロットVDC/市関係者 ・ドナー関係者	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	5		日本の技術の優位性はあるか	・日本の類似分野での協力実績 ・日本の技術に対する関係者の認識	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
有効性	6	プロジェクト目標の達成	プロジェクト目標が達成される見込みはあるか	・実績表	・実績表	・実績表
	7	成果(アウトプット)の貢献	プロジェクト目標の指標の変化は、プロジェクトのそれぞれの「成果が達成されつつある変化」によって引き起こされた結果と言えるか	・成果の指標の実績 ・関係者の意見	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績

有効性 (プロジェクトの実施によりターゲットグループに利益がもたらされているか、プロジェクト目標が達成される見込みはあるか、それは成果の結果によりもたらされているのか)	8	成果(アウトプット)の貢献	プロジェクト目標の達成のために、PDMIには記載されていないが相当量の投入・活動を行い成果と呼べるようなものがあったか、それはPDMIに成果として記載すべきか	・活動実施計画(Plan of Operation)と活動実績の対応表 ・関係者の意見	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	9	プロジェクト目標に至るまでの外部条件の影響	外部条件「プロジェクトによって養成された人材の95%が、GM/SI 関連の職責で活用される」の影響はあったか	・C/Pの研修受講後の配置に関する状況	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	10		PDMIに記載されていないが影響を与えた外部要因(促進・阻害要因)があるか	・プロジェクト外部の貢献・阻害要因の特定と根拠	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	11	プロジェクトの有効性に影響を与えた貢献・阻害要因は何か		・プロジェクト内部の貢献・阻害要因の特定と根拠	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
効率性 (投入された資源量に見合った活動が実施されたか、プロジェクトは効率的であると言えるか)	12	成果(アウトプット)の達成	7つの成果(アウトプット)は達成されるか	・実績表	・実績表	・実績表
	13	(成果を達成する上での)日本側の投入の質、量、タイミングの観点からの効率性	専門家派遣人数、専門分野、派遣時期は適切だったか	・派遣実績 ・関係者の意見	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	14		供与機材の種類、量、調達・供与時期は適切だったか	・機材実績 ・機材利用状況 ・関係者の意見	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	15		研修員の受け入れ人数、分野、研修内容、研修期間、受け入れ時期は適切だったか	・研修員受け入れ実績 ・関係者の意見	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
16	プロジェクトの予算、日本側のコスト負担は適正規模だったか		・プロジェクトコスト負担実績 ・関係者の意見	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表	

効率性 (投入された資源量に見合った活動が実施されたか、プロジェクトは効率的であると言えるか)	17		C/Pの人数、配置、能力は適切だったか	<ul style="list-style-type: none"> ・C/P配置状況 ・関係者の意見 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	18	(活動を行ううえでの)ネパール側の投入の質、量、タイミングの観点からの効率性	土地、建物、施設の規模、質、利便性に問題はなかったか	<ul style="list-style-type: none"> ・建物・施設の現状 ・機材配置 ・関係者の意見 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	19		プロジェクトの予算、ネパール側のコスト負担は適切規模だったか	<ul style="list-style-type: none"> ・プロジェクトコスト負担実績 ・関係者の意見 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	20		成果(アウトプット)を達成するために十分な活動が計画され、タイミングよく実施されているか	<ul style="list-style-type: none"> ・活動実施計画(Plan of Operation)と活動実績の対応表 ・関係者の意見 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	21	活動の貢献	成果(アウトプット)の達成のために、PDMIには記載されていないが成果に貢献した活動があったか、それはPDMIに活動として記載すべきだったか	<ul style="list-style-type: none"> ・活動実施計画(Plan of Operation)と活動実績の対応表 ・関係者の意見 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	22		成果(アウトプット)の達成のために、これまで実施していないがPDMIに新たに追加すべき活動はあるか	<ul style="list-style-type: none"> ・活動実施計画(Plan of Operation)と活動実績の対応表 ・関係者の意見 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	23	活動から成果に至るまでの外部条件の影響	外部条件「対象2郡の治安状況が大幅に悪化しない」の影響はあったか	<ul style="list-style-type: none"> ・活動実施計画(Plan of Operation)と活動実績の対応表 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	24		PDMIに記載されていないが影響を与えた外部要因(促進・阻害要因)があるか	<ul style="list-style-type: none"> ・プロジェクト外部の貢献・阻害要因の特定と根拠 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	25	プロジェクトの効率性に影響を与えた貢献・阻害要因は何か		<ul style="list-style-type: none"> ・プロジェクト内部の貢献・阻害要因の特定と根拠 	<ul style="list-style-type: none"> ・プロジェクト報告書 ・C/Pと日本人専門家 	<ul style="list-style-type: none"> ・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表

インパクト (プロジェクトの実施により長期的・間接的・波及効果を生みだしつつあるか、あるいは見込みがあるか)	26	上位目標達成の見込み	上位目標は、今後プロジェクトの効果として達成される見込みがあるか	・上位目標の指標の実績 ・関係者の意見	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
	27	上位目標に至るまでの外部条件の影響	外部条件「プロジェクトによって開発された「地方行政機関、女性開発事務所のための実践的GM/SI 運用マニュアル(仮)」が、必要な改訂とともにネパール政府によって承認される」「プロジェクト終了後、ネパール政府がプロジェクトの成果を広くとりいれる」と、PDMIに記載されていない外部要因が上位目標の達成に影響を及ぼす可能性があるか	・外部条件の特定と影響度予測	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	28	波及効果	上位目標以外の予期しなかったプラスの効果・影響はあったか	・そのほかのインパクトの特定と影響予測	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	29		予期しなかったマイナスの効果・影響はあったか	・負のインパクトの特定と影響予測	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	30	上位目標の達成に影響を与えている貢献・阻害要因は何か、また今後予想される貢献・阻害要因は何か		・プロジェクト内部の貢献・阻害要因の特定と根拠	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー ・実績表
持続性 (プロジェクトの効果は協力終了後も持続していく見込みはあるか)	31	政策・制度	プロジェクトの効果を持続あるいは拡大する取り組みが連邦制・地方開発省あるいは女性・子ども・社会福祉省で担保されているか	・関係者の意見 ・担保されていることを示唆する具体的な事例	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	32	財政	連邦制・地方開発省と女性・子ども・社会福祉省で予算措置は十分講じられてきたか、今後の予算確保のための対策は十分か	・関係者の意見 ・予算負担の推移	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	33	組織	投入された機材や技術移転を受けた人材、導入された意思決定アプローチや協議方法などは今後も有効に活用されるか	・関係者の意見 ・活用されることを示唆する具体的な事例	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	34	技術	専門家から、あるいは研修を通じてC/Pに移転された技術の定着、強化の仕組みがプロジェクトの協の内容に含まれているか、連邦制・地方開発省と女性・子ども・社会福祉省は今後もプロジェクトの成果を活用していくか	・関係者の意見 ・活用されることを示唆する具体的な事例	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー
	35	持続性に影響を与えている貢献・阻害要因は何か、また今後自立発展性に影響を与えるであろう貢献・阻害要因は何か		・プロジェクト内部、外部の貢献・阻害要因の特定と根拠	・プロジェクト報告書 ・C/Pと日本人専門家	・報告書のレビュー ・C/Pと専門家に対する質問票 ・関係者へのインタビュー

MINUTES OF MEETING
BETWEEN JICA TERMINAL EVALUATION TEAM
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
FEDERAL DEMOCRATIC REPUBLIC OF NEPAL
ON JAPANESE TECHNICAL COOPERATION
FOR THE GENDER MAINSTREAMING AND SOCIAL INCLUSION PROJECT

The JICA Terminal Evaluation Team (hereinafter referred to as “the Team”) organised by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. Satoshi FUJII visited the Federal Democratic Republic of Nepal (hereinafter referred to as “Nepal”) from September 9th, 2013 to September 27th, 2013 for the purpose of conducting Terminal Evaluation for the Gender Mainstreaming and Social Inclusion Project (hereinafter referred to as “the Project”) on the basis of the Record of Discussions signed on December 7th, 2008 .

During its stay in Nepal, the Team had a series of discussions and exchanged views, also compiled the Joint Terminal Evaluation Report (hereinafter referred to as “the Report”) with the authorities concerned of the Government of Nepal.

As a result of the discussions through Joint Coordinating Committee and other opportunities, both sides agreed upon the Report and the issues recorded on the document attached hereto.

Kathmandu, September 25th, 2013



Mr. Shanta Bahadur SHRESTHA
Secretary,
Ministry of Federal Affairs and Local
Development,
Government of
Federal Democratic Republic of Nepal



Mr. Dinesh Hari ADHIKARI
Secretary,
Ministry of Women, Children and Social
Welfare,
Government of
Federal Democratic Republic of Nepal

Mr. Satoshi FUJII
Leader, Terminal Evaluation Team,
Japan International Cooperation Agency
(JICA)



ATTACHED DOCUMENT

1. Approval of Joint Terminal Evaluation Report

Both sides jointly conducted a Terminal Evaluation from September 9th, 2013 to September 27th, 2013. As a result of evaluation, the attached Report was compiled and both sides accepted.

Attached Document:

- Joint Terminal Evaluation Report



**JOINT TERMINAL EVALUATION REPORT
ON THE GENDER MAINSTREAMING AND
SOCIAL INCLUSION PROJECT (GeMSIP)**

Kathmandu, September 25, 2013



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Abbreviations

APM	All Party Mechanism
CAC	Community Awareness Center
DDC	District Development Committee
DWC	Department of Women and Children
Gem SIP	Gender Mainstreaming and Social Inclusion Project
GESI	Gender Equality and Social Inclusion
GESI IC	GESI Implementation Committee
GFP	Gender Focal Person
GM/SI	Gender Mainstreaming and Social Inclusion
GoJ	Government of Japan
GoN	Government of Nepal
GRSI	Gender Responsive and Social Inclusion
GESI	Gender and Social Inclusion
IEC	Information, Education and Communication
IPC	Integrated Planning Committee
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
LBs	Local Bodies (DDC, VDC and Municipality)
LDO	Local Development Officer
LGCDP	Local Governance and Community Development Programme
MCPM	Minimum Conditions and Performance Measures
MoFALD	Ministry of Federal Affairs and Local Development
MoLD	Ministry of Local Development
MoWCSW	Ministry of Women, Children and Social Welfare
PDM	Project Design Matrix
PMC	Project Management Committee
PO	Planning Officer
R/D	Record of Discussion
SDO	Social Development Officer
SIAG	Social Inclusion Action Group
TOR	Terms of Reference
TOT	Training of Trainers
VDC	Village Development Committee
WCF	Ward Citizen Forum
WCO	Women and Children Office
WDO	Women Development Officer

1. Introduction

1.1 Background

Nepal is a multi-geographic, multi-cultural, multi-ethnic and multi-lingual country with people belonging to different castes and approximately 60 ethnic groups. Gender discrimination and social exclusion are entrenched in the political, economic and social fabric of Nepal for years due to the discrimination of the ground of caste, sex, ethnicity, disability, religion and age. It is said that the dissatisfaction of discriminated and excluded people with the government led to an outbreak of 10 years conflict from 1996 to 2006. The Interim Constitution of Nepal, 2063 (2007) and the Three-Year Interim Plan (2007/08-2009/2010) that were formulated after the signing of a comprehensive peace agreement between the government and the Maoists in November 2006, addressed the issues of Gender Mainstreaming and Social Inclusion (GM/SI) as a priority. The government has been trying to enable women, children and excluded groups to participate in the political and administrative processes of national reconstruction, and to enjoy benefits from development through 1) allocating an earmark budget for programs for these groups, and 2) establishing an institutional arrangement for service delivery in local governance. However, the significant results were yet to be obtained because of lack of coordination and support bodies, inadequate knowledge and experiences of GM/SI among stakeholders, and inadequate function of the existing mechanism. The Government of Nepal (GoN) requested that the Government of Japan (GoJ) carry out a technical assistance project to enhance the administrative capacity to formulate Gender Equality and Social Inclusion (GESI) responsive, fair and effective development policies, as well as to implement, monitor and evaluate GESI responsive development projects and programs.

Upon this request, Japan International Cooperation Agency (JICA) has dispatched the Preliminary Study team in September 2008 to formulate and agree on the detailed design of the Gender Mainstreaming Strengthening and Social Inclusion Project (hereinafter referred to as “the Project”) in Syangja and Morang districts and the official Record of Discussion (R/D) was signed on December 7 2008 accordingly. The Project started from February 2009 as a five-year technical cooperation project. As the Project will terminate in January 2014, the Joint Terminal Evaluation was conducted from September 9 to 27, 2013.

1.2 Objectives of the Terminal Evaluation

- (1) To confirm progress of the Project and examine possibility of achievement of the Project Purpose by the end of the Project
- (2) To clarify the priority issues and challenges by the end of the Project
- (3) To assess the Project based on the five criteria such as relevance, effectiveness, efficiency, impact, and sustainability



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- (4) To make recommendations to be implemented by the end of the Project and after the termination of the Project
- (5) To obtain lessons learned from the Project for better implementation of other projects.

1.3 Joint Terminal Evaluation Team

The Joint Terminal Evaluation Team (hereinafter referred as “the Team”) consists of the following members:

[Nepalese Side]

Name	Title	Affiliation
Mr. Rudra Singh Tamang	Evaluation Member	Under Secretary of GESI Section, MoFALD
Mr. Ram Prasad Bhattarai	Evaluation Member	Under Secretary, policy, planning and Program unit, MoWCSW
Mr. Jay Lal Tiwari	Evaluation Member	Director, DWC
Mr. Laxman Baral	Evaluation Member	Assistant staff of GESI Section, MoFALD

[Japanese Side]

Name	Title	Affiliation
Mr. Satoshi Fujii	Team Leader	Senior Representative, JICA Nepal Office
Dr. Nobuhisa Takeda	Central and Local Governance	Senior Advisor (Participatory Development/ Development Administration), JICA
Ms. Makiko Kubota	Gender Mainstreaming and Social Inclusion	Visiting Senior Advisor, JICA
Mr. Makoto Iwase	Cooperation and Planning 2	Advisor, Office for Gender Equality and Poverty Reduction, JICA
Ms. Toshiko Shimada	Evaluation Analysis	Consultant, IC Net Limited
Mr. Takeshi Kikuchi	Cooperation and Planning 1	Representative, JICA Nepal Office
Mr. Nama Raj Adhikari	Mission Coordinator	Senior Program Officer, JICA Nepal Office

1.4 Outline of the Project

The Project has been conducted based on the Project Design Matrix (PDM) Version 1, 2 and 3.¹ The summary of the PDM Version 3 is described below.

(1) Overall Goal

GM/SI responsive programs are implemented in Nepal.

¹ The PDM 1 was agreed in the R/D dated on December 7, 2008. It was revised to the PDM2 in March 2010. The PDM 2 was revised to the PDM 3 on September 23, 2011 based on the recommendations of the Mid-Term Review Study.

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(2) Project Purpose

GM/SI responsive programs are implemented at the national level and two targeted districts (Syangja and Morang).

(3) Output

Output 0	Project management is implemented appropriately.
Output 1	The level of understanding and perceptions towards GM/SI of stakeholders at the national level and in the two targeted districts is enhanced through training, seminars, and the Pilot Project.
Output 2	The institutional mechanism for GM/SI Appraisal and GM/SI Audit is enhanced, and the related-capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.
Output 3	The institutional mechanism for GESI responsive planning of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.
Output 4	The institutional mechanism of GESI responsive monitoring and evaluation of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.
Output 5	Operational manuals are developed for Local Bodies (LBs) and WCO to incorporate GESI perspectives into development processes in the two targeted districts based on processes, practices, and lessons gained by the Project.
Output 6	Strategies to incorporate the essential components of operational manuals into government guidelines are developed by MoLD, MoWCSW and DWC.
Output 7	GeMSIP experiences and lessons are shared among GM/SI related committees at the central level.

1.5 Schedule of the Terminal Evaluation

Date	Programme
Sep 08 (Sun)	12:45 Arrival of Ms. Shimada KTM(TG319)
Sep 09(Mon)	09:30 Meeting with JICA Nepal(TK, NA) 10:30 Briefing to Joint Terminal Evaluation mission members on process of Joint Terminal Evaluation by Consultant @ JICA 12:15 Interview with Project local staff of GeMSIP 14:00 Interview/meeting with Mr. Upendra Adhikary, Jt. Secretary and Mr. Khadga Bahadur Rana US, MoWCSW 15:45 Interview/meeting with Mr. Jay Lal Tiwari, Director, DWC
Sep 10(Tue)	09:00 Interview with Expert team of Gem SIP 11:30 Interview/meeting with Mr. Rudra Singh Tamang, US, MoFALD 12:40 Interview/Meeting with Mr. Bodh Raj Niroula, Jt. Secretary, MOFALD and Dr. Raghu Shrestha, M & E Specialist, LGCDP II
Sep 11(Wed)	07:45 Kathmandu-Biratnagar by Buddha Air 703 (Mr. Adhikari, Ms. Shimada & Mr. Tiwari) 8.45 Arrival at Biratnagar airport and move to Hotel Vintuna and check in hotel 11.00 Interview/meeting with district level counterpart (LDO, SDO of DDC Morang) 12:30 Meeting with LGCDP II stakeholders (Local Service providers, Social Mobilizers, officials of the LGCDP cluster office at Biratnagar, some representatives of dissolved LSPs (Phase I LSPs), some Social Mobilizers working in the nearby VDCs) 13:30 Lunch 14:15 Biratnagar to Bhaudaha VDC

	<p>15:00 interaction with the User Group members of outreach clinic , WCF members and IPC members 16:30 Bhaudaha to Biratnagar 17:15 Arrived at Biratnagar</p>
Sep 12 (Thu)	<p>10:15 Biratnagar to Kathari VDC (Non-Pilot VDC) 11:00 Interview/meeting with VDC secretary, IPC members, ECF members and Social Mobilizer 12:30 Kathari VDC to DDC Morang 12:45 I(interview/meeting with district level Project staff of GeMSIP) 14:15 Interview/meeting with GESI IC at DDC</p>
Sep 13 (Fri)	<p>09:00 Biratnagar to Dangraha VDC 10:00Interview/meeting/interaction with IPC members/VDC Secretary/Social Mobilizer/Facilitators/WCF members/beneficiaries of Embroidery training for skill development of women sub project/ wood stick making training sub pilot project 13:00 Lunch 13:30 Observe Inclusive Women Community Learning Center Building at Tetariya VDC 14:00 interaction with VDC secretary, IPC members, WCF, beneficiaries of a pilot sub-project of Lakhantari VDC on ODF support 15:30 Lakhantari to Biratnagar 17:05 Biratnagar to Kathmandu (Buddha Air 712)</p>
Sep 14 (Sat)	<p>Arrival of Mr. Takeda, Ms. Kubota and Mr. Iwase (TG319) 15:10 Kathmandu to Pokhara (Buddha Air 617) Mr. Takeda, Ms. Kubota, Mr. Iwase, Mr. Kikuchi, Mr. Adhikari, Ms Shimada and other members of mission 17:00 Internal meeting</p>
Sep 15 (Sun)	<p>Team A 07:45 Pokhara to Syangja to Srikrishna Gandaki VDC (GESI IC led VDC) 10:30 Interview/meeting with IPC members/VDC Secretary/Social Mobilizer/Facilitators 12:00 Observation of goat raising sub project for single women, PWD & PWHIV and interaction with WCF and UGs 13:30 Lunch 15:00 Srikrishnagandaki to Jagatradevi VDC 15:30 Interview/meeting with IPC members/VDC Secretary/Social Mobilizer/Facilitators 16:30 Jagtradevi VDC to Syangja Team B 07:45 Pokhara to Syangja to Biruwa Archale VDC 10:30 Interview/meeting with IPC members/VDC Secretary/Social Mobilizer/Facilitators 12:00 Observation of stool making training to CAC members and interaction with WCC and UGs 13:30 Lunch 15:00 visit Putali bazar Municipality 15:15 Interview/meeting with IPC members/VDC Secretary/Social Mobilizer/Facilitators 16:30 observation of candle making training sub pilot projects(3 nos) at ward # 8 and interact with beneficiaries, WCF</p>
Sep 16 (Mon)	<p>10:15 Meeting with district C/Ps of Syangja (LDO, SDO & WCO) at DDC Syangja 12:00 Meeting with district level GeMSIP's Project staff 14:00 Meeting with GESI IC 16:00 Interview/meeting with LGCDP stakeholders at district level (District Facilitator, Local Service providers, Social Mobilizers)</p>
Sep 17 (Tue)	<p>Team A 08:00 Syangja to Walling Municipality 09:00 Meeting with IPC members/Meeting with Executive officer and social Development officer</p>

	11:00 observed a Causeway in Ekle river sub-pilot project at ward # 5 and interact with UGs and WCF 12:30 Syangja to Pokhara Team B 08:00 Syangja to Phedikhola VDC 09:00 observe Sarki Gaon Society building Construction and Mushroom farming training sub-pilot projects and interact with the beneficiaries & WCF 11:30 Interview /meeting with VDC secretaries/IPC members/social mobilizers/facilitators 13:00 Phedikhola to Pokhara 16:00 Pokhara to Kathmandu (Buddha Air 618)
Sep 18 (Wed)	Drafting of M/M & Joint Terminal Evaluation Report
Sep 19 (Thu)	10:15 Interview with Mr. Reshmi Raj Pandey, Jt. Secretary, Mr. Rudra Singh Tamang, US, MoFALD
Sep 20 (Fri)	10:15 Interview with C/P (DG & directors) of DWC 14:30 Interview with Mr. Purushottam Nepal Program Manager of LGCDP II 16:00 Interview with Mr. Upendra Adhary, Jt. Secretary and Mr. Khadga Bahadur Rana, US, Ministry of women, children and social welfare
Sep 21 (Sat)	Drafting of M/M & Joint Terminal Evaluation Report
Sep 22 (Sun)	Drafting of M/M & Joint Terminal Evaluation Report
Sep 23 (Mon)	Discussions on the final draft of M/M & Joint Terminal Evaluation Report
Sep 24 (Tue)	Discussions on the final draft of M/M & Joint Terminal Evaluation Report
Sep 25 (Wed)	JCC meeting at MoFALD & Signing of M/M at 12:00 Leave Mr. Takeda
Sep 26 (Thu)	Report to JICA Nepal office & Embassy of Japan (optional extra day for JCC)
Sep 27 (Fri)	13:50-18:25 Kathmandu-Bangkok (TG320) Ms. Kubota, Mr. Iwase & Ms. Shimada
Sep 28 (Sat)	Bangkok-Narita

1.6 Methodology of the Terminal Evaluation

The Project was evaluated using Project Cycle Management method defined in the New JICA Guidelines for Project Evaluation First Edition (2010). The procedures for the Terminal Evaluation were as follows:

- (1) The Team reviewed the PDM Version 3 (Annex 1).
- (2) The Team collected the necessary data for evaluation by reviewing the project reports and the guidelines developed by the Project, undertaking a questionnaire survey and an interview with the counterparts of the Project, and conducting field visits of some of the target Village Development Committees (VDCs) /Municipalities in Syangja district and Morang district.
- (3) The Team verified and evaluated the achievements as per the PDM Version 3 and implementation processes of the Project using an Evaluation Grid (Annex 2).
- (4) The Team evaluated the Project based on the following five criteria:

Relevance	Relevance refers to the validity of the Project Purpose and the Overall Goal in accordance with the policy direction of the GoN and the Japanese Official Development Assistance as well as needs of beneficiaries and target groups.
Efficiency	Efficiency refers to the productivity of the implementation process, examining if the inputs of the Project were efficiently converted into the Output.

Effectiveness	Effectiveness refers to the extent to which the expected benefits of the Project have been achieved as planned, and examines if the benefit was brought about as a result of the Project.
Impact	Impact refers to direct and indirect, positive and negative impacts caused by implementing the Project, including the extent to which the Overall Goal has been attained.
Sustainability	Sustainability refers to the extent to which the Nepalese side can further develop the Project, and the benefits generated by the Project can be sustained in the policy, financial, institutional, organizational and technical aspects.

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2. Achievement of the Project

2.1 Inputs

2.1.1 Nepalese side

1. At the time of the Terminal Evaluation, 12 officials were assigned as main counterpart personnel of the Project. The total number of the counterpart personnel assigned for the Project by the time of the Terminal Evaluation stood at 48 people (See Annex 3). Both Planning Officers (POs) and Social Development Officers (SDOs) of District Development Committee (DDC) Syangja and DDC Morang have also participated in the Project as the member and the member secretary of GESI Implementation Committee (IC) respectively.
2. No budget was allocated by the Nepalese side for the Project operational costs.
3. The office space in Ministry of Federal Affairs and Local Development (MoFALD), DDC in Syangja district and DDC in Morang district was provided for the Japanese experts and the Project staff members.

2.1.2 Japanese side

1. Eight (8) JICA experts were dispatched. Their professional fields are as follows: 1) Project Management/Local Level Planning and Management/Monitoring and Evaluation, 2) Chief Technical Advisor, 3) Social Inclusion, 4) Gender Mainstreaming, 5) Capacity Development/Training, and 6) Project Administration. The total man-months for the Japanese experts were 121.9 as of September 30, 2013 (See Annex 4).
2. The Japanese side has allocated around 127 million yen, i.e., 135million NRs² in total for the program budget for the Project activities such as training, block grants for sub-projects, resource materials and so on (See Annex 5).
3. The Japanese side provided vehicles, computers, digital cameras and other equipment required for project activities. The total cost for equipment provided by the Japanese side stood at 16.1 million yen, i.e., 17.1 million NRs³ (See Annex 6).
4. The Project conducted counterpart training, "Local Governance and Gender Equality in Japan". Sixteen (16) counterparts and stakeholders at the central, district and VDC levels participated in this training (See Annex 7).

2.2 Outputs

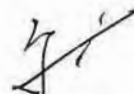
The degree to what each output has been achieved is described below:

² Exchange rate was adopted according to JICA's procurement rate (NPR1=0.941 in September 2013)

³ Exchange rate was adopted according to JICA's procurement rate (NPR1=0.941 in September 2013)



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Output 0: Project management is implemented appropriately.

The following indicators were defined in order to evaluate the achievement of the Output 0:

Indicator 0-1 Inception report

Inception report was prepared by the Project, and approved by the first Joint Coordinating Committee (JCC) in May 2009.

Indicator 0-2 Baseline survey report

The Project conducted the Baseline Survey by subcontracting it to the local institution. The main objective of the survey was to understand how GM/SI was understood among the stakeholders in the central government and in the two target districts, Syangja and Morang. The Project finalized the report in September 2009.

Indicator 0-3 Indicators in PDM are set by the first six months of the Project.

As previously mentioned, the PDM was revised twice at the 3rd JCC and the 4th JCC based on the discussion among the stakeholders of the Project. Since the original PDM stated the number of target VDCs for the Pilot Project but no clear explanation, it caused a dispute over this issue among the stakeholders, and took them time to reach a consensus. The coverage of the Pilot VDCs/Municipalities increased from six VDCs that was mentioned in the Terms of Reference (TOR) for the contract consultant to 21 VDCs and three Municipalities (See also the Output 3).

Indicator 0-4 A website is established, and newsletters are published three times per year from the second year of the Project.

The Project website was established in English in December 2009. Also, the Japanese homepage of the Project was built within the JICA website. The newsletters have been published in Nepali and English so far twelve times and distributed to various stakeholders.

Summary of Output 0

Since the four indicators of the PDM have been achieved, the Output 0 has been already achieved.

Output 1: The level of understanding and perceptions towards GM/SI of stakeholders at the national level and in the two targeted districts is enhanced through training, seminars, and the Pilot Project.

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The following indicators were defined in order to evaluate the achievement of the Output 1:

Indicator 1-1 The number of people who participate in TOT and GM/SI related training by the end of the Project.

The Project conducted various GM/SI related training at the central, district, and target-VDC/Municipality levels (See the Table below). The Gender Focal Person (GFP) Training at the central level was conducted three times in collaboration with the Ministry of Women, Children and Social Welfare (MoWCSW) and the Project.

Training conducted by the Project			
(Number of participants)			
Central level	District Level	VDC Level (Group 1)	VDC Level (Group 2& 3)
1. GM/SI Basic Training for TOT at Kathmandu (14 people)	1. GM/SI Basic Training (68 people)	1. GM/SI Basic Appraisal and Audit Training Workshop (115 people)	1. GM/SI Basic Appraisal and Audit Training Workshop (689 people)
2. Gender Focal Person Training at Central 2010 (56 people)	2. GM/SI Appraisal and Audit Training Workshop (51 people)	2. 1 st GESI Planning Training (154 people)	2. GESI Planning Training (735 people)
3. Gender Focal Person Training at Central 2012 (38 people)	3. TOT for GESI Planning (44 people)	3. 2 nd GESI Planning Training (200 people)	3. IPC Pre-planning Meeting (420 people)
4. Gender Focal Person Training at Central 2013 (49 people)	4. TOT for GM/SI Monitoring (49 people)	4. GM/SI Monitoring Training (231 people)	4. Monitoring and Financial Training (1068 people)
	5. Refresher Training (42 people)	5. GRSI Audit and Budget Analysis * (144 people)	
	6. GRSI Audit (61 people)	6. IPC Pre-planning Meeting (235 people)	
		7. Monitoring and Financial Training (72 people)	
Total number of training participants			
157	315	1151	2912

Note: *This training was conducted in the selected two VDCs of both districts.

Source: Data obtained from the Project

According to the Internal Terminal Evaluation Report (July 2013, GeMSIP), the gross number of people trained by the Project was 4535 (157 at central level, 315 at district level, and 4063 at VDC level). The average rate of women's participation is 44% while the average rate of participants of disadvantage groups is 58% (See the details in "Internal Terminal Evaluation Report").

Indicator 1-2 Among Training of Trainers (TOT) participants, 50 people conduct

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training as a resource person at least 1 time by the end of the Project.

The Project provided the Training of Trainers (TOT) to GESI Implementing Committee (IC) members in both Syangja district and Morang district. So far, 77 people (51 men and 26 women) have been trained as trainers, and 49 people (35 men and 14 women) have already conducted training more than once as a resource person⁴ at the time of the Terminal Evaluation. This almost reached the target value of the Indicator 1-2.

Indicator 1-3 At least 3 types of resource materials on GM/SI are developed within three years of the Project.

The Project has developed five resource materials, namely GM/SI Basic Training Manual, GM/SI Appraisal and Audit Manual, GM/SI Planning Manual, Pilot Project Guidelines, and GESI Responsive VDC-level Project Monitoring Framework: A Practical Handbook (See the table below). The Indicator 1-3 has been already achieved.

Resource materials developed by the Project		
	Title (Language)	Objectives and Summary
1	GM/SI Basic Training Manual (English and Nepali)	Training manuals of GMSI Basic Training for DDC, VDC, Municipality, and central level concerned organizations
2	GM/SI Appraisal and Audit Manual (English and Nepali)	Manuals and specific terms for appraisal and audit on planning of development projects to promote GM/SI for local government
3	GM/SI Planning Manual (English and Nepali)	Manuals and specific terms for planning of development projects to promote GM/SI for local government
4	Pilot Project Guidelines(English and Nepali)	Guidelines on the implementation of GeMSIP Pilot Project from GM/SI Perspective
5	GESI Responsive VDC-level Project Monitoring Framework: A Practical Handbook (English and Nepali)	Monitoring Checklist including indicator and measurement method for development projects to promote GM/SI for local government

Source: Data obtained from the Project

Indicator 1-4 Average total scores of respondents of Gender Mainstreaming and Social Inclusion (GeMSIP) annual survey of stakeholders improve over the years of the Project.

In order to measure the change of GM/SI-related understanding and attitude of the district- and VDC-level stakeholders of the Project, the Project conducted a questionnaire survey three times. The respondents were asked about their level of understanding and attitude regarding GM/SI issues on a scale from 1 to 5. As presented in the table below, the average score of total questions has improved in

⁴ Several members of GESI IC have been changed in both districts. According to the Project, 20 out of 77 participants of TOT (6 people for Morang and 14 people for Syangja) are still members of GESI IC while the rest of them have been changed. According to the End-line Survey, the proportion of the respondents who have ever been a trainer/facilitator/resource person in any GESI-related training is 68% in Syangja and 63% in Morang respectively.

both districts and all six target VDCs by comparison with the results of the first-time and the third-time surveys. Actually, this does not accurately show the change of GM/SI-related understanding and attitude of the same stakeholders over the past three years since some of the members of GESI IC and VDC Integrated Planning Committee (IPC) have been changed.

Results of Annual Survey: Average score of total questions							
District/ VDC	1 st time	2 nd time	3 rd time	District/ VDC	1 st time	2 nd time	3 rd time
	Jan. 2010	Mar. 2011	Jan. 2012		Jan. 2010	Mar. 2011	Jan. 2012
Syangja District	3.6	3.9	3.7	Morang District	4.1	4.0	4.2
Phedikhola VDC	3.2	4.1	3.9	Pokhariya VDC	3.5	4.1	4.2
Biruwa Archale VDC	3.4	4.0	4.2	Tetariya VDC	3.8	4.1	4.1
Jagatradevi VDC	3.5	3.9	4.4	Tandi VDC	3.8	3.9	4.0

Source: Data obtained from the Project

In analyzing 32 stakeholders (26 people in Syangja and 6 people in Morang) who took part in the survey three times, 24 out of them (75%) have significantly improved the scores (See the details in “Internal Terminal Evaluation Report”).

Summary of Output 1

All the indicators of the Output 1 have been almost achieved. Therefore, the Output 1 has been achieved.

Output 2:

The institutional mechanism for GM/SI Appraisal and GM/SI Audit is enhanced, and the related-capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.

Indicator 2-1

GM/SI audit report finalized by DDC in the two targeted districts

The Project organized GM/SI appraisal and audit training for the GESI IC members and the selected DDC personnel in Syangja⁵ and Morang districts in 2010. Based on the results of this training, the Project gave feedback to Revision of “Local Bodies Gender Budget Audit Guidelines 2008” (See 2.3 Project Purpose). The Project also conducted the three-day Gender Responsive and Social Inclusive (GRSI) Audit Workshop targeting DDC and GESI IC members of the two districts in July and August 2012. This Audit was undertaken in line with “Local Bodies Gender Responsive and Social Inclusive

⁵ After the training, Syangja DDC conducted GM/SI appraisal and audit with the support of Local Governance and Community Development Programme (LGCDP) in July 2010.

Budget Formulation and Audit Guidelines 2012”, which was revised by the MoFALD taking into account comments from the Project. At this workshop, the participants assessed the eight components of institutional performance on GM/SI alone by scoring in 96 indicators (See the table below), and did not carry out the GESI responsive Budget Analysis because of inadequate information on GESI aspects about DDC programs. They also prepared the GMSI Action Plan during the workshop. Both DDCs prepared the GRSI Audit Report by incorporating the results of assessment and the GMSI Action Plan. The WDOs have played important technical back-stopping roles in conducting these training and workshop. The second GRSI Audit Workshop will be conducted by the end of the Project.

Assessment Results on Institutional Performance on GM/SI at the district level			Syangja DDC	Morang DDC
	Component	Full Score	Score	Score
1	GRSI Development in Policy of LBs	12	9	7
2	Mains streaming of GRSI Program in Capacity Development Plan	12	6.5	6
3	Target Program	12	6.5	8
4	GRSI Development in Planning, Implementing and Monitoring	12	8	5
5	Internal Structure	12	7	8.5
6	Good Governance	12	9	8
7	Human Resources	12	4.5	4
8	Gender Development Policy and Commitment of GON Policy	12	5	6.5
	Total	96	55.5	53

Source: Assignment Completion Report Year 3, GeMSIP

According to the DDC counterparts, the earmark budget for target group development programs has been properly allocated as per “the Local Body Resource Mobilization and Management Operation Guidelines (2012)” to benefit disadvantaged women, children and economically and socially disadvantaged groups since this was also one of indicators of the Minimum Conditions and Performance Measures (MCPM) undertaken by the MoFALD. The GESI Section of MoFALD has conducted TOT for GRSI Budgeting Audit, and planned to provide the technical support to all DDCs with the trained human resources. However, the Japanese experts pointed out that the DDC has yet to conduct the GRSI Audit including GRSI Budget Analysis on a regular basis because of the heavy workload and the lack of human resources of DDC and WCO.

Indicator 2-2 GM/SI audit report finalized by at least one pilot VDC of each of the two targeted districts

The one and half-day training on GM/SI appraisal and audit was conducted for the members of the VDC IPC in the six pilot VDCs of Morang and Syangja districts in 2010. The three-day workshop for GRSI Audit and Budget Analysis was conducted in Phedikhola VDC, Syangja district and Tetariya VDC in Morang district in July and September 2012 respectively, with the reference to the “Local

Bodies Gender Responsive and Social Inclusive Budget Formulation and Audit Guidelines 2012". Since some of the indicators for audit and budget analysis described in this guideline were not applicable to the VDCs, the Project modified and used them in the two VDCs. The participants of the workshop discussed the main five components institutional performance on GM/SI and scored 54 indicators respectively (See the table below). As a result of assessment, the participants prepared GMSI Action Plan of VDC performance. Both Phedikola VDC and Tetariya VDC finalized the GRSI Audit and Analysis Report including the results of assessment and the GM/SI Action Plan. By the end of the Project, one more GRSI Audit and Budget Analysis will be undertaken in these two VDCs.

Assessment Results on Institutional Performance on GM/SI at the VDC level			Phedikola VDC (Syangja)	Tetariya VDC (Morang)
	Component	Full Score	Score	Score
1	GRSI Development in Policy of LBs and internal structure	12	5.3	9.5
2	Main streaming of GRSI Program in Capacity Development Plan	12	3.7	6.5
3	Target Program	12	8.5	9
4	GRSI Development in Planning, Implementing and Monitoring	12	8.3	8
5	Good Governance	12	10.5	9
	Total	60	36.3	42

Source: Assignment Completion Report Year 3, GeMSIP

Indicator 2-3 Report on GM/SI budget analysis finalized by at least one pilot VDC of each of the two targeted districts

The participants of the workshop for GRSI Audit and Budget Analysis analyzed the several VDC-level projects with indicators on GESI responsiveness and classified these projects into three categories, namely 1) direct project, 2) indirect project, and 3) neutral project. They analyzed the allocated budget for the direct and indirect projects against the total budget, and identified the aspects which need to be further improved. The results of these analyses were incorporated into the GRSI Audit and Budget Analysis Report mentioned above (See the details in "Assignment Completion Report Year 3").

Summary of Output 2

The district-level and the VDC-level participants of the GRSI Audit and Budget Analysis Workshop have gained the knowledge and skills. The three indicators of the Output 2 have been already achieved. Some of the experiences and lessons learned from this Workshop have been incorporated into "the Local Body Resource Mobilization and Management Operation Guidelines (2012)". However, the GRSI Audit and Budget Analysis have yet to be internalized at both the district and the VDC levels. There is still room for improvement of strengthening the institutional mechanism for GM/SI Appraisal and GM/SI Audit. Therefore, the Team evaluated that the Output 2 has been partially

achieved.

Output-3: The institutional mechanism for GESI responsive planning of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.

Indicator 3-1 GESI responsive sub-projects are implemented in 20 VDCs and three municipalities (two in Syangja and one in Morang).

The Pilot Project was implemented in the 21 VDCs and three Municipalities in the two districts in order to verify the effective approaches and methods to promote the GESI responsive local development processes, based on the GESI Policy and the government’s “14 steps participatory bottom-up planning process”⁶(See the table below). The Project provides an extra block grant, i.e., Rs. 500,000 per year per VDC/Municipality to implement GESI responsive sub-projects.

Number of Pilot VDCs and Municipalities				
Group	Syangja	Morang	Total	Pilot Project Implementation
Group 1	3 VDCs	3 VDCs	6 VDCs	2 cycles in Year 3 1 cycle in Year 4
Group 2 & 3	7 VDCs 2 Municipalities	8 VDCs 1 Municipality	15 VDCs 3 Municipalities	1 cycle in Year 4
Total	10 VDCs 2 Municipalities	11 VDCs 1 Municipality	21 VDCs 3 Municipalities	

Source: Data obtained from the Project

To strengthen the GESI responsive planning processes in the Pilot Project, the Project has taken the measures as follows: 1) GESI analysis was newly conducted at the Ward and VDC levels; 2) the GESI responsive proposal formats were developed; 3) the selection criteria for proposal prioritization and selection was revised to contain more explicit provisions for consideration of women and disadvantaged groups; and 4) special facilitation was conducted by the facilitators and the members of Ward Citizen Forum (WCF) and Integrated Planning Committee (IPC) to encourage the poorest and the disadvantaged groups to write their own proposals and participate in the planning process. From the Cycle 2 of Pilot Project, the GESI responsive planning and implementation has taken place in VDC block grant.

The Team confirmed the community people and the members of WCF and IPC have been gradually aware of the importance and the need of GESI in development processes, and gained know-how of proposal writing of sub-projects, screening and prioritizing them based on the GESI selection criteria. At the time of the Terminal Evaluation, 389 sub-projects (250 in Syangja and 139 in Morang) were implemented in the target VDCs/Municipalities. So far 137 sub-projects related to empowerment,

⁶ Stipulated in Annexes in “Local Body Resource Mobilization and Management Operation Guidelines 2012” (MoFALD).

capacity development and training for women and socially excluded groups were implemented, which accounts for 35 % of the total sub-projects. The extent of implementation of these sub-projects differed from one VDC/Municipality to another. Due to the lack of relevant information, it was difficult, at the time of the Terminal Evaluation, to assess the level of GESI responsiveness of other 65 % of sub-projects. The Indicator 1 has been almost achieved although the degree to which the remaining 65% are GESI responsive sub-projects or not needs to be further analyzed. Thus, the Output 3 has been almost achieved.

Output 4:

The institutional mechanism of GESI responsive monitoring and evaluation of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.

Indicator 4-1

GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to conduct monitoring of the implementation of sub-projects from a GESI perspective in the two targeted districts.

After attending GM/SI monitoring training, the members of GESI IC and IPC have been actively involved in monitoring of the sub-projects from the GESI perspective applying the monitoring checklist developed by the Project. Most of the GESI IC and the IPC members interviewed by the Team considered such GESI responsive monitoring as one of the strengths of the Project. Some of them reported that they also employed the Project monitoring checklist on the VDC block grant projects. Thus, the Indicator 4-1 has been already achieved.

Indicator 4-2

GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to evaluate sub-projects from a GESI perspective in the two targeted districts.

The Project has not carried out the training of evaluation and evaluated the sub-projects. Instead, the Project has implemented the two types of audit for the sub-projects: the public audit and the social audit with the reference of "the Public Audit, Social Audit, and Public Hearing Guidelines" developed by the MoFALD. The former is conducted by each User Group of sub-projects to clarify the budget expenditure of sub-project and to confirm its achievement. The latter is undertaken by the VDC IPC to clarify the budget expenditure of all sub-projects and to discuss the outcomes, impacts, and lessons learned. The facilitators have assisted to organize both audits, and some of the GESI IC members have also participated in these audits. The practice of GESI responsive audit has been highly appreciated by the people at the VDC/Municipality level. Considering the above, the Indicator 4-2 has been achieved.

Summary of Output 4



The Team confirmed that the members of WCF and IPC have been actively involved in monitoring of the sub-projects. In some cases, they have monitored the VDC block grant projects by applying the same monitoring check list developed by the Project. Instead of project evaluation, the public audit and the social audit were undertaken by User Groups and IPCs with the support of facilitators. The GESI IC members have also participated in monitoring and audit of the sub-projects. Some of the VDC-level stakeholders pointed out that the monitoring and supervision by the district-level stakeholders have contributed to ensuring the GESI responsiveness in the development processes, to some extent. However, according to the GESI Policy, the GESI IC does not have a role in monitoring and ensuring the GESI responsiveness in VDC-level projects. Considering the above, the Team concluded that the Output 4 has been almost achieved although the feedback system of monitoring needs to be further strengthened.

Output 5: Operational manuals are developed for Local Bodies and WCO to incorporate GESI perspectives into development processes in the two targeted districts based on processes, practices, and lessons gained by the Project.

Indicator 5-1 Operational manuals

Since the knowledge, practice and lessons learned from the Project have not been sufficiently analyzed, the operational manuals⁷ described in the Indicator 5-1 have yet to be developed at the time of the Terminal Evaluation. The Project is currently reviewing the processes and impacts of the Project, and the operational manuals are likely to be finalized by the end of the Project. Therefore the Output 5 is expected to be achieved.

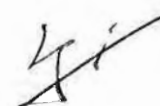
In addition to the manuals, the Project plans to develop the three types of Information Education and Communication (IEC) materials targeting 1) community people, 2) WCF and IPC members, and 3) district-level stakeholders.

Output 6: Strategies to incorporate the essential components of operational manuals into the government guidelines are developed by MoLD, MoWCSW and Department of Women and Children (DWC).

Indicator 6-1 Strategies

Since the Output 5 has yet to be developed at the time of the Terminal Evaluation, the Output 6 has not been achieved yet. In order to develop strategies, the Project needs to fully examine which activities and approaches adopted in the Pilot Project are most effective in promoting the GESI responsive local

⁷ Its title will be changed from the manuals to the reference book or the hand book.



development processes and applicable to the existing government's structures and programs such as the Local Governance and Community Development Programme (LGCDP) II.

Output 7: GeMSIP experiences and lessons are shared among GM/SI related committees at the central level.

Indicator 7-1 The number of sharing meetings and seminars and the number of presentations about GeMSIP made by the Project

The Policy Seminar was held by the Project in March 2010 to share the progress of the Project with the various stakeholders including members of Constituent Assembly, GFPs from sector ministries, representatives of GM/SI-related organizations, NGOs and donor agencies. The Project has actively participated in the GM/SI related meetings such as GESI Thematic Meeting of MoFALD/LGCDP, the GFP's Meeting, and the Social Inclusion Action Group (SIAG) Meeting to exchange information on GESI issues and experiences. The Dissemination Workshop will be held to share the achievement of the Project, and to discuss the way forward in December 2013 or January 2014. It is expected that the Output 7 will be achieved by the end of the Project.

2.3 Project Purpose

Project Purpose: Gender Mainstreaming and Social Inclusion (GM/SI) responsive programs are implemented at the national and in the two targeted districts (Syangja and Morang).

The current status of each verifiable indicator is presented below.

Indicator 1 The number and concrete examples of recommendations made by the Project that were incorporated into the existing GM/SI related policies and guidelines by the end of the Project

The Project has provided a number of comments for the GESI Policy and government's related guidelines based on the experiences of the Pilot Project in the two districts (See the table below). Out of those comments, the No. 3 and No.5 have been reflected to the Local Bodies Gender Budget Audit Guideline 2008 and 2012. The Project strongly recommended that more focus should be given to social inclusion aspects, and the gender gaps in excluded groups should be addressed in this guideline. As a result, the MoFALD incorporated these recommendations into the guideline including the matrix of GM/SI appraisal. In the end, the title of the guideline was revised to be "Gender and Social Inclusion Budget Audit Guideline 2012" (See the table below No.3 and 5).

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Comments made by the Project for the existing GM/SI related policies and guidelines		
	Policy and Guidelines	GeMSIP Contribution
1	GESI Policy 2010 (MoFALD)	<ul style="list-style-type: none"> • GeMSIP attended the GESI Thematic Committee Meeting under the MoFALD and coordinated with individual specialists for LGCDP to discuss how to develop GESI Strategy of LGCDP in order to prepare GESI Policy of MoFALD.
2	GESI Operational Guidelines (MoFALD) (in process)	<ul style="list-style-type: none"> • GeMSIP shared its practical experiences and gave comments on the guidelines based on the field trial in the two target districts and six Pilot VDCs of GeMSIP. Major comments are 1) to integrate the two-volume book into one and 2) making it more user-friendly (It is not plain for local bodies.) • The proposed guideline is underway to develop. Since MoFALD has been planning to amend GESI policy. The guideline will come later once GESI policy will be amended. • Some materials of the draft have been included in the GESI Training Resource Book.
3	Revision of Local Bodies Gender Budget Audit Guidelines (in the review report on LBGBAG)2008 (MoFALD)	<ul style="list-style-type: none"> • GeMSIP shared its practical experiences and gave comments on the guidelines based on the field trial of GM/SI appraisal and budget audit in the two target districts and six Pilot VDCs of GeMSIP. One major comment is that it should include Social Inclusion aspect and indicators as well as gender aspect. • GeMSIP shared the tools and techniques of conducting GMSI appraisal and budget analysis. MoFALD accepted GeMSIP's comments and applied the matrix of GM/SI appraisal developed by GeMSIP in the review report on LBGBAG. • The title of the guidelines was revised to be "Gender and Social Inclusion Budget Audit Guidelines".
4	Revision of the ToR of Gender Focal Points (MoWCSW) (in process)	<ul style="list-style-type: none"> • GeMSIP provided the forum to discuss the ToR of Gender Focal Points during the GMSI training, which was held by GeMSIP for Gender Focal Persons and planning officers of all Ministries, NPCS, PMO, Nepal Police and Parliamentary Secretariat.
5	Replacement of LBGBAG 2008 by Local Bodies Gender Responsive and Social Inclusive Budget Formulation and Audit Guidelines 2012 (MoFALD)	<ul style="list-style-type: none"> • GeMSIP provided feedback based the completion of GRSI Audit and Budget Analysis for Syangja and Morang DDCs and one each pilot VDC in Syangja and Morang. The comments cover a broad range like implementation period, scoring method, clarification of indicators. (See Section 5.6.5 of the Assignment Completion Report of Year 3 of GeMSIP.)
6	GESI Training Resource Book 2012 (MoFALD)	<ul style="list-style-type: none"> • There was a workshop on draft of the training resource book. Mr. Tej Sunar, National Project Coordinator, GeMSIP attended the workshop and gave his comments on the draft. Later on he gave written comments as well. The draft was highly dominated by theoretical and academic aspect. The comments were given to make it simpler and practical, based on the experience of GeMSIP.
7	VDC Social Mobilization Guideline 2012	<ul style="list-style-type: none"> • GeMSIP had given to feedback to LGCDP informally through SM Specialist in LGCDP and GESI section, basically making size of WCF smaller and manageable and provisioning composition of WCF responsive to GESI.

Source: Internal Terminal Evaluation Report, GeMSIP

The Project needs to make necessary and practical recommendations based on the strategies described in the Output 6. Thus, the Indicator 1 has been partially achieved.

Indicator 2

GESI Implementation Committee is respectively established in the two targeted districts as per the GESI Policy.

The Project established a GeMSIP Working Group in Morang and a GM/SI Coordination Committee in Syangja in 2009 as district-level coordination bodies to promote GM/SI and implement the Pilot Project. When the GESI Policy went into effect in 2010, these two committees were officially reformed as GESI IC in both districts. Thus, the Indicator 2 has been already achieved. The proportion of female members of GESI IC is 40% in Syangja district and 35% in Morang district.

Indicator 3	Existing VDC Integrated Planning Committee is reformed as per the GESI Policy at least in one pilot VDC/municipality of each of the two targeted districts.
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Since the existing VDC IPC dominated by influential and political leaders did not fully function, the Project established a GeMSIP IPC as per “the VDC Block Grant Implementation Guideline” that stipulates that at least 33 % of the members should be female, and social exclusive people should be included in its members. As the community people have been aware of the concept of GESI and appreciated the Pilot Project, they started to integrate the existing IPC and the GeMSIP IPC in the three target VDCs in Syangja in 2011. In Morang district, the three IPCs have been gradually integrated after the Local Development Officer (LDO) issued a letter to instruct the VDC secretaries in 2011. In the target VDCs/Municipalities of Group 2 and Group 3, the existing IPCs have been reformed. The member composition of IPC ensures the government provision in nine out of the 10 target VDCs in Syangja district and in eight out of the 11 target VDCs in Morang district. The Indicator 3 has been already achieved.

Indicator 4	The proportion of real expenditure of sub-projects that promote empowerment and capacity building of women and excluded groups reaches at least 35 percent of the total expenditure of sub-projects in each pilot VDC/Municipality by the end of the Project.
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The average rate of budget⁸ of selected sub-projects for empowerment and capacity building of women and excluded groups was 44% in Syangja district and 36% in Morang, which exceeds the target value of the Indicator 4. Therefore, the Indicator 4 has been already achieved. When analyzed by target VDCs/Municipalities, the rate of budget allocated to these sub-projects varies depending on the VDC/Municipality. Seven out of the 12 VDCs/municipalities in Syangja district and four out of the 12 VDCs/municipalities in Morang exceed the target value of the Indicator 4 (See the details in “Internal Terminal Evaluation Report”).

Indicator 5 Good practices of GESI responsive sub-projects are collected from each

⁸ Since actual expenditure of sub-projects of Cycle 3 has not calculated yet, the budget of sub-projects were used for this calculation. It is reasonable because the expenditure of most of sub-projects in Cycle 1 and Cycle 2 is almost the same as their estimation.

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pilot VDC/municipality by the end of the Project.

The good practices of GESI responsive sub-projects have been collected from the six target VDCs/Municipalities of Group 1. The brochure titled "We can change" that consists of anecdotes involving these good practices of GESI responsive sub-projects was published in Nepali and English. The good practices of GESI responsive sub-projects found in the target VDCs/Municipalities of Group 2 and Group 3 will be collected by the end of the Project. The Indicator 5 is likely to be achieved.

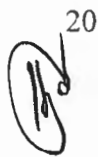
Indicator 6

GESI responsive institutional mechanism is adopted in DDC and non-pilot VDCs of the two targeted districts in reference to the Project.

(Such a mechanism includes formation and strengthening GESI related committees, formation of GESI responsive VDC Integrated Planning Committee, and promoting GESI responsive planning, implementation, monitoring, evaluation, appraisal and audit).

The intensive intervention of the Project in the two target districts has brought about some positive changes as follows:

- The DDC Syangja has taken the strong initiative in conducting the three-day GESI training for social mobilizers assigned by LGCDP, and VDC secretaries in 21 non-pilot VDCs with the technical support of the Project in 2011 and 2012.
- The DDC Syangja formed Disability Women Network Coordination Committee in 18 VDCs including 3 Pilot VDCs, Single Woman's Network in 19 VDCs and Inter-Party Women Network Coordination Committee in all VDCs with the earmark budget of DDC for women and excluded people. The earmark budget was also allocated for skill development training and construction of a training center/shelter for domestic violence victims.
- The DDC Syangja organized the GESI disaggregated data training for the GESI IC in 2011 with the support of the Project.
- In Morang district, the Women and Children Office (WCO) in collaboration with the DDC organized a workshop on GM/SI appraisal and audit in April 2011 to stimulate awareness about GESI among members of All Party Mechanism (APM).
- The DDC and the GESI IC in Morang district provided the training on gender to the Dalit and the socially excluded groups in 2012.
- In response to the request from the social mobilizers of LGCDP in Morang, the DDC Morang, the LGCDP, and the Project organized the training on practical social mobilization in 2013 for all 65 VDC secretaries and social mobilizers assigned in 65 VDCs and Biratnagar Municipality. The same training was carried out in Syangja for all secretaries, executive officers and social mobilizers of all 60 VDCs and two municipalities.
- The members of GESI IC Morang took initiative in organizing the GESI training for 5 VDC

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secretaries and the members of IPC in the five non-pilot VDCs.
Considering the above, the Indicator 6 has been achieved to some extent.

Summary of Project Purpose

Except for the Indicator 1 and 5, the four indicators of the Project Purpose have been almost achieved. At the time of the Terminal Evaluation, the Project Purpose has been partially achieved, but is expected to be fully achieved by the end of the Project.

2.4 Overall Goal

Overall Goal:	GM/SI responsive programs are implemented in Nepal.
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Indicator	GESI responsive institutional mechanism developed in other districts
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At the time of the Terminal Evaluation, it was reported that the GESI responsive institutional mechanism was developed with the initiative of the LDO Dhankuta who used to be the GESI Section Chief of the MoFALD. It includes establishing GESI IC, implementing GM/SI activities on a pilot basis in one VDC in 2010, and organizing the orientation on GESI and GM/SI audit training workshop for the DDC staff members.

The Project conducted the Dissemination Seminar inviting LDO, Women Development Officer (WDO), SDO and Executive Officer from the five each adjacent districts of Morang and Syangja districts respectively in 2012 and 2013. At the time of the Terminal Evaluation, the effects of the Project have not been observed yet in these adjacent districts.

The MoFALD has given much emphasis on implementing the GESI Policy at district and VDC levels in the framework of the national program, LGCDP. The formation of GESI IC and provision of GESI-related training have been undertaken by the GESI Section of the MoFALD in all 75 districts. The formation of WCF in each ward and Community Awareness Center (CAC) in one each VDC has been accelerated by the LGCDP, which can be considered as contributing factors of the achievement of the Overall Goal.

Some positive evidences of achievement of the Indicator 1 have been already observed at the time of the Terminal Evaluation. The LGCDP's efforts and initiatives have also contributed to the achievement of the Overall Goal. However, it is not clear how the outcomes of the Project can be applied to other districts after the completion of the Project. The achievement of the Overall Goal would depend on continuous efforts of GoN to implement the GESI Policy and disseminate the outcomes of the Project under the LGCDP II as well as the efforts of the National Gender Machinery.



3. Implementation Process of the Project

Overall, the Project has been implemented as planned.

Factors that contributed to the implementation process

- The GESI Policy and other related guidelines and the strong policy commitment of the government in this regard are the positive contributing factors that enhanced the effectiveness and brought about the positive impact.
- The local staff members of the Project have been fully involved in the Project with a sense of strong commitment and responsibility. They have played significant roles in coordinating with the central-, district- and VDC-level counterparts and the community people.
- The Project has coordinated closely with the district- and VDC/Municipality-stakeholders by promoting process-oriented approaches in the implementation of the Pilot Project.

Factors that prevented the smooth implementation

- Most of the counterparts, particularly in the central level were too busy to take part in the Project. In addition, because of the current post-conflict transitional period of Nepal, the central and district counterparts have been transferred so frequently. These factors have affected the effective and efficient implementation of the Project to some extent.

Monitoring

- The progress of the Project was reported and discussed between the Nepalese counterparts and the Japanese experts at the Project Management Committee (PMC) and the JCC. The PMC meeting has been conducted quarterly to discuss the progress of the Project and the concerns raised by the stakeholders. The JCC meeting has been organized once a year to approve some important issues for the Project such as revision of the PDM and the procedures of the Pilot Project. Overall, both meetings were functioned as expected. However, some of the Japanese noted that some agenda has not fully been discussed in the PMC because of the limited authority, and discussed in the separate meetings. Also, they pointed out that the feedback of the effects of the Project to the policy level has not been sufficiently discussed at the JCC meetings.
- At the district level, the Mid-Term Review Study recommended that the regular meeting be held to establish a feedback system of monitoring and evaluation in the Pilot Project. However, such a regular meeting could not be held. The members of GESI and IPC as well as User Groups have taken part in monitoring of the sub-projects with the support of the two facilitators. The monitoring results have been shared among the them in various occasions such as the training, the meetings and workshops organized by the Project. The central- level counterparts have sometimes participated in the district-level Dissemination Seminar and the exchange visit to Morang and Syangja districts to observe the achievement of the Pilot Project. As part of the monitoring and



self-evaluation, the Internal Mid-Term Review and Terminal Evaluation were undertaken among the Project stakeholders.

Communication among Project stakeholders

- The Japanese experts have closely coordinated and communicated with the central- and district-level counterparts as well as the JICA Nepal Office through formal and informal meetings, and reporting. At the central level, it was hard for the Japanese experts to communicate and coordinate with the two different ministries and one department. The Project office was located far from the two ministries. In addition, most of the central-level counterparts were so busy and frequently transferred. The local staff members of the Project at both the central and district levels have played a key role of coordination with the counterparts and other stakeholders.

Technical transfer and ownership of implementing organizations

- The counterparts have gained the knowledge of the GESI Policy and GM/SI issues, know-how of GESI responsive planning and monitoring and facilitation skills through the various training including training in Japan, and the Pilot Project activities. Particularly, the VDC- and Municipality-level stakeholders have gradually increased a sense of ownership to the Project.
- At the beginning of the Project, the stakeholder analysis of counterparts has not been well undertaken. This led to the fact that the MoWCSW and the DWC have not been sufficiently involved in the major activities of the Project.



4. Results of Evaluation with Five Evaluation Criteria

4.1 Relevance

It can be assessed that the Project has a high degree of relevance for technical cooperation. Results are summarized below:

Consistency of the policies of the GoN and the GoJ

- The Project is consistent with the Three Year Interim Plan (2007/08-2009/10; and 2010/11-2012/13). The former aims for social justice and democratic and inclusive development, while the latter emphasizes participation of all women and socially excluded groups in the political and administrative processes of state reconstruction, and fair provision of public services. The Project has been implemented to put the GESI Policy into practice as a pilot basis in the two districts. It is apparent that the Project is in line with these policies.
- According to the Country Assistance Policy for Nepal (2012) and the Rolling Plan for Nepal (2012), peacebuilding and steady transition to democracy is one of the three priority areas for assistance. This policy highlights the need for assistance for local governance and social inclusion focusing on the socially and traditionally excluded people. In the JICA Country Analytical Work (2012), public administration capacity building program is one of JICA cooperation programs in Nepal. This program also emphasizes to strengthen local administration “to establish and disseminate participatory framework and models for social inclusion and gender mainstreaming”. Thus, the Project is consistent with the Japanese aid policies.

Necessity of the Project

- The Project has responded to the needs of the GoN by demonstrating the implementation of the GESI Policy (2010) in local governance of the two target districts through the Pilot Project. Since the Project has focused on strengthening the GESI responsive local development process, its components match the needs of the MoFALD. In Nepal, the community people, particularly women and socially excluded groups have had limited access to the local development process including planning, implementation and monitoring because the local and political leaders have often dominated the decision making as well as benefits of development projects at VDC levels. Given this context, the Project also matches the needs of these people since the Project has provided opportunities that enable the poor, the socially excluded people, and women to be involved in the GESI responsive planning and selecting, implementation and monitoring, and audit of sub-projects, and to receive benefits from these sub-projects.

Appropriateness of strategies and approaches of the Project

- The Project has focused on the processes in which the community people were directly involved in working in the GESI responsive local development together. Such learning-by-doing approach



is appropriate in terms of raising awareness and changing behavior to promote GESI, increasing participation of the majority people in decision making processes of development, improving capacity of the people, and empowering women and the disadvantaged groups.

- The Pilot Project undertaken in the selected target VDCs/Municipalities was originally expected to help to establish a model of GM/SI responsive mechanism in the Project. However, many stakeholders including the counterparts noted that the coverage of the pilot VDCs/Municipalities of the Project was too small since the LGCDP including GESI components has been undertaken in the 75 districts. At the time of the Terminal Evaluation, the GoN side commented the necessity to cover all VDCs/Municipalities at least in one district with consideration for equal provision of services.

Appropriateness of the design of the Project

- The design of the Project was revised twice during the implementation of the Project. No official document described the concept of the Pilot Project. Furthermore, the original PDM stated the number of target VDCs for the Pilot Project but no clear explanation. It caused a dispute over this issue among the stakeholders, and took them time to reach a consensus.

4.2 Effectiveness

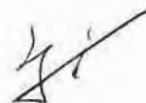
The effectiveness of the Project can be assessed as moderately high at the moment of the Terminal Evaluation. Results are summarized below:

Achievement of the Project Purpose and contribution of Outputs

- There are some variations in the level of achievement of Outputs (See 2.2 Outputs). The manuals (Output 5) and strategies of internalizing the effects of the Project (Output 6) have yet to be developed. They affected the achievement of the Project Purpose.

Factors that promoted the effectiveness of the Project

- Learning-by-doing approach in the Pilot Project: The Project has focused on the processes in which the community people were directly involved in working in GESI responsive local development together. Such learning-by-doing approach is more effective than orientation or training alone in terms of raising awareness, changing behavior to promote GESI and acquiring the practical knowledge and skills of GESI responsive local development.
- Intensive and special facilitation in the Pilot Project: The Project has assigned the two facilitators in each target VDC/Municipality to disseminate information and encourage the people, particularly women and socially excluded groups to take part in the GESI responsive local development. The special facilitation adopted by the Project has also helped these groups get access to information and participate in proposal writing and various meetings, implementation



and monitoring of sub-projects.

- GESI responsive, participatory and transparent decision-making process: The Project has supported to make the decision-making process more GESI responsive and participatory by various interventions. They included formation of a GESI responsive WCF and IPC, formation of User Groups before submission of proposals, requirement of proposal submission, introduction of voting technique and prioritization of sub-projects based on the selection criteria in WCF and IPC, introduction of GESI responsive selection criteria, and implementation of participatory and intensive monitoring and audit of sub-projects. Accordingly, the transparency has been enhanced in the planning and screening processes, and budget allocation of sub-projects.
- Support system and intensive monitoring: The continuous support and guidance from the district level to the VDC level are imperative to promote the GESI responsive local development. The project staff members assigned at the district level frequently visited the target VDCs/Municipalities to provide the necessary technical assistance and advice to the facilitators. The GESI IC members also visited the target VDCs/Municipalities to monitor sub-projects and interact with the VDC secretary, the IPC members, the facilitators and the community people. In addition, the Japanese experts and the central-level project staff members were also involved in monitoring. The frequent monitoring from the outsiders has been effective in encouraging the people to follow the GESI responsive development process.
- Improved capacity of GESI IC members: The members of GESI IC have been actively involved in the Pilot Project. The level of their awareness and understanding of how to promote the GESI responsive local development has been increased. Almost half of the members of GESI IC had experiences in providing GESI-related training as resource persons. Some of them in Morang district took initiative in expanding the effects of the Pilot Project to the non-pilot VDCs by providing the GESI training to the VDC secretaries and the IPC members.

Factors that inhibited the effectiveness of the Project

- Strategies for internalization of the Project's effects have yet to be developed: As most of the stakeholders at the central-, district- and VDC/Municipality-levels noted, they were not sure how they would be able to sustain and apply the experiences of the Pilot Project to non-target VDCs/Municipalities and other districts. They also pointed out that the intensive support and intervention in the limited areas would not be able to serve as an applicable model. The Pilot Project is supposed to demonstrate and examine what interventions and approaches are effective in achieving an intended objective. At the time of the Terminal Evaluation, the strategies for internalization of the effects of the Project have yet to be developed. This has reduced the effectiveness of the Project somewhat.

4.3 Efficiency

Most of the inputs from the Nepali side and the Japanese side were provided as scheduled, and the project activities were conducted as planned. (See 2.1 Inputs). However, several factors such as discrepancy in number of pilot VDCs/Municipalities and the frequent transfer of counterparts have prevented the efficient implementation of the Project (See also 3.Implementation Process of the Project). Therefore, the Project's efficiency as a whole is medium.

Factors that promoted the efficiency of the Project

- Assigning of the local staff members of the Project at the central and district levels: The Project staff members⁹ have played a key role in coordination and communication among the various stakeholders including the counterparts and the Japanese experts in the Project. They have worked together as a team with the strong commitment to the Project. This helped the smooth implementation of the Project.
- Procurement of additional vehicles: From the third year, the pilot VDCs/Municipalities increased from six VDCs to 21 VDCs and three Municipalities. The two vehicles were procured to carry out the Pilot Project in the target VDCs/Municipalities of Group 2 and Group 3 in 2012. This was also a contributing factor for increasing the efficiency of the Project.

Factors that prevented the efficiency of the Project

- Discrepancy in the number of pilot VDCs/Municipalities: As early mentioned, the different number of target VDC and Municipality of Pilot Project was described with no clear explanation in the PDM Version 1 and the TOR for the contract consultant. This raised a dispute over the number of pilot VDCs/Municipalities among the stakeholders from the beginning of the Project, 2009. After a series of discussions among them, they finally reached a consensus on this issue in March 2012. The discrepancy in the number of pilot VDCs/Municipalities prevented the efficient implementation of the Project.
- Frequent transfer of counterparts: Most of the counterparts were unable to spend adequate time on the project activities since they had their own regular work. Thus their involvement in the Project was limited, which affected smooth implementation of the Project. In addition, the counterparts were frequently transferred at both the central and district levels because of the transitional period of the country. This affected the smooth implementation of the Project, and the effective technical transfer from the Japanese experts to some extent.

4.4 Impact (Prospects)

At the time of the Terminal Evaluation, some positive impact was already confirmed in Dhankuta, the

⁹ The two staff members have been assigned in Kathmandu, while the three staff members have been assigned in Morang and Syangja districts respectively.

district north of Morang district (See 2.4 Overall Goal). The LGCDP's efforts and initiatives have also contributed to the achievement of the Overall Goal. Since the LGCDP II will continue to strengthen the GESI responsive development, the more positive impacts will be generated.

However, it is not clear how the effects of the Project can be internalized and applied to other districts after the completion of the Project. The achievement of the Overall Goal would depend on continuous efforts of GoN to implement the GESI responsive local development as per the GESI Policy and disseminate the outcomes of the Project under the LGCDP II as well as the efforts of the National Gender Machinery.

4.5 Sustainability (Prospects)

It is fair to say that the sustainability of the Project is likely to be moderately low to medium. Results are summarized below:

Policy aspect

- The policy environment has become considerably favorable for the Project. Since the GESI Policy became effective in 2010, the MoFALD has demonstrated a strong policy commitment to promoting GESI. The LGCDP I (2008-2012) including the GESI components has been undertaken in all the 75 districts of the country. Other related guidelines and manuals have been revised and developed by the MoFALD within the framework of the LGCDP. The LGCDP II (20013-2017) has also strengthened to mainstream GESI in the context of the local governance. The current GESI Policy and LGCDP II are expected to be sustained after the completion of the Project. Thus, it is fair to say that the sustainability in the policy aspect is likely to be high.

Financial aspect

- The allocation of earmark budget of VDC and DDC block grants for target programs for women, children and the excluded groups will continue to be ensured through strengthening the audit system and the MCPM system under the LGCDP II. The GESI related budget including various training, salaries of social mobilizers, and the program budget for mobilization of CAC will be allocated by the LGCDP II.
- However, in the Project, the operational costs have been provided by the Japanese side. At the time of the Terminal Evaluation, the necessary cost of activities to sustain the effects of the Project has yet to be estimated. It was hard to predict the sustainability of the Project's effects in the financial aspect.

Institutional aspect

- The bottom-up planning process will be sustained since it is in line with the government's "14



steps participatory bottom-up planning process”. In the target VDCs/Municipalities, the community people have gradually gained the know-how of GESI responsive planning, implementing, monitoring and auditing of sub-projects through active participation in the Pilot Project. However, it would take time to internalize such practice among the people in some cases since the gender discrimination and social exclusion are deeply entrenched in the community for years.

- Overall, the internalization of the Project’s effects will still remain an issue at the central, district, and VDC levels since the strategies of internalization have yet to be developed by the Project. The GESI responsive projects tend to be covered by the Project while other projects such as infrastructure development are covered by the VDC block grant. The detailed analysis has yet to be done to reveal whether the GESI perspective has been mainstreamed into the project implementation processes under the VDC block grant. Considering the above, it is fair to say that the sustainability of the institutional aspect is likely to be moderately low to medium.
- It is hard to predict at this moment whether the elections of LGBs will affect the sustainability of the existing institutional arrangements.

Organizational aspect

- In the target VDCs/Municipalities, both WCFs and IPCs are likely to keep playing a role in promoting the GESI responsive local development. The GESI IC in both districts will remain. However, the GESI IC is a coordination body and does not have any budget for provision of training or guidance and monitoring of the VDC-level projects.
- The DDCs and the WCOs have been so far involved in the Project as the members of GESI IC in the two districts. However, in the case of WCOs, their organizational capacity to provide technical backstopping for DDCs to promote GESI responsive development has not been strengthened by the Project. At the central level, the MoWCSW and the DWC have been less involved in the activities of the Project despite of their role to promote gender mainstreaming and women’s empowerment in the community. The experiences of WDOs at the Pilot districts have not been fully integrated into these organizations. Thus, the MoWCSW and the DWC are less likely to play a role in sustaining and expanding the Project’s effects.
- The MoFALD is expected to take the lead in sustaining and disseminating the effects and the impacts of the Project. However, it was not clear how to internalize what aspects of the Project in the framework of the LGCDP II because of the absence of the strategies of internalization. Therefore, the sustainability in the organizational aspect is moderately low to medium.

Technical aspect

- The community people have been gradually aware of GESI and gained the know-how of writing

proposals and participating in the decision making and implementation processes of local development. Most of the women and the disadvantaged groups interviewed by the Team felt that they still need technical assistance and facilitation to internalize what they learned from the Project. The members of the WCF and the IPC have improved their capacity of promoting the GESI responsive planning, implementation, monitoring and audit. They are likely to keep applying the obtained knowledge and skills to the practice. However, it was not sure whether they would be able to take the lead in promoting the GESI responsive local development, particularly in the cases where the traditional and political leaders dominate the decision-making process because of the absence of elected LGBs, and the VDC secretary does not have adequate leadership and understanding of GESI.

- The members of GESI IC have gained the know-how of implementing GESI in local development processes at the VDC level, and some of them have been trained to provide GESI related training as resource persons. As the previously mentioned, it was not clear whether they would be able to continue to work as the GESI IC members because of their limited mandates stipulated in the GESI Policy and lack of financial resources. However, they are likely to keep applying the obtained knowledge and skills at their respective work.
- For internalization of the Project's effects, the strategies have yet to be developed by the Project. Thus, it was hard to assess whether the central-level counterparts would be able to sustain what they experienced in the Project. Thus, the sustainability of the technical aspect is moderately low to medium.

Considering the above, the Project's overall sustainability is moderately low to medium.

5. Conclusion

The purpose of the Project was to strengthen the GESI responsive local development processes in Nepal. The Project conducted various capacity development activities including the sub-project implementation in the target VDCs/Municipalities in Syangja and Morang districts. At the time of the Terminal Evaluation, 389 sub-projects (250 in Syangja and 139 in Morang) were implemented in the target VDCs/Municipalities. So far 137 sub-projects related to empowerment, capacity development and training for these groups were implemented, which accounts for 35 % of the total sub-projects.

The process-oriented and learning-by-doing approach adopted by the Project has significantly contributed to raising awareness and changing behavior of the stakeholders of the Project to promote GESI. This approach was effective in promoting people's participation in decision making processes of development, and improving their capacity. The intensive facilitation by assigning two facilitators in each target VDC/Municipality has helped the community people, particularly women and socially excluded groups, get access to information and participate in planning and implementation of sub-projects. The Project has succeeded to make the decision-making process more GESI responsive, participatory and transparent by various interventions and continuous support in the Pilot Project.

Since the members of GESI IC including the district-level counterparts of DDC and WCO have been actively involved in the Pilot Project, the level of their awareness and understanding of how to promote the GESI responsive local development has been increased. All the above have contributed to achievement of the Outputs and the Project Purpose, and enhancement of the relevance, effectiveness, and efficiency of the Project.

The GESI Policy and other related guidelines developed or revised by the MoFALD and other organizations and the strong policy commitment of the GoN to the implementation of the GESI Policy were promoting factors that contributed to the Project's high degree of relevance, impact and the sustainability in the policy aspect. The GESI responsive institutional mechanism replicated in Dhankuta district showed the positive impact that would help the Project achieve the Overall Goal. The LGCDP's efforts and initiatives will also contribute to the achievement of the Overall Goal.

However, some challenges have still remained toward achieving the Output 5 and 6 as well as the Project Purpose, and internalizing and sustaining the Project's effects. Although the Project has produced the significant outcomes through the Pilot Project in the target VDCs/Municipalities, most of the district- and central-level counterparts emphasized that the intensive support and intervention in the small areas would not be able to serve as an applicable model to non-pilot VDCs/Municipalities and other districts. This affected the relevance, effectiveness and sustainability of the Project. At the

time of the Terminal Evaluation, the manuals and the strategies for internalization of the Project have yet to be developed. This has also prevented the achievement of the Output 5 and 6, and the Project Purpose, and affected the effectiveness and sustainability in the institutional, organizational and technical aspects. It is imperative to endeavor to enhance the overall sustainability in order to internalize and expand the effects of the Project.

The Project is expected to achieve the Project Purpose by the end of the Project by taking necessary measures based on the recommendations of the Terminal Evaluation. Thus, it will be completed in the end of January 2014 as scheduled.



6. Recommendations

The Team made the following recommendations based on the results of evaluation.

6.1 Recommendations to be implemented during the Project period

(1) Developing strategies for internalization and dissemination of the Project's achievement

The strategies described in the Output 5 and 6 in the PDM have yet to be developed. The Project should analyze experiences of GESI responsive planning and implementation in the pilot VDCs/Municipalities in order to identify what factors contributing to promote GESI responsiveness in the planning process. It is necessary to indicate in the strategies for utilizing good experiences and lessons learned from the Project by analyzing what aspects can be disseminated to other non-pilot VDCs by the DDC themselves, and what aspects can be considered as a reference for the particular activities of LGCDP II output 1, 2, 4, and 7. For example, with regard to the facilitation adopted by the Project, the Project should analyze the functions of village facilitators of the Project in each step of facilitation and identify which facilitation efforts produced good effects for promoting GESI responsive planning. It is also necessary to compare with the functions of social mobilizers assigned by the LGCDP in order to consider which functions can be carried out by the social mobilizer, and which functions can be carried out by the other actors such as VDC Secretary, IPC and WCF members. It is important to identify the minimized essential facilitation steps and who can implement such function. These strategies should be presented by the counterparts in the Dissemination Workshop to be held in December 2013 or January 2013.

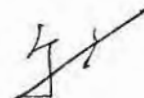
(2) Developing the concise and user-friendly IEC material for community people

The Project is preparing the three types of IEC materials targeting 1) community people, 2) WCF and IPC members, and 3) district-level stakeholders. It is necessary to make IEC material for community people be concise and user-friendly. It should contain the simplified essential information about participation in planning process, project proposal for VDC block grant, access to target budget and GESI responsive project proposal along with the cartoon, illustration and photo. It is desirable to be a few-page leaflet to convey simplified messages.

6.2 Recommendations to be implemented after the termination of the Project

(1) Disseminating the effects of the Project by the DDCs in Syangja and Morang

It is recommended that the DDCs in Syangja and Morang take the lead in disseminating the Project's effects after the completion of the Project. They need to utilize the VDC secretaries and social mobilizers in the pilot VDCs/Municipalities and the GESI IC members as resource persons for training targeting VDC secretaries and social mobilizers of other non-pilot VDCs in order to share their experiences and to promote GESI responsive project selection criteria, GESI-responsive proposal and



monitoring formats, and assistance to proposal writing by IPC and WCF members.

(2) Applying the effective tools, methods and approaches taken by the Project to the LGCDP II

It is recommended that the MoFALD endeavor to apply the effective tools, methods and approaches taken by the Project to the activities of LGCDP II, especially, the Output 1, 2, 4 and 7 for enhancing GESI responsive planning process.

(3) Promoting GESI responsiveness in the non-earmark budget of block grants

It is recommended that the MoFALD and LGBs promote GESI responsiveness in not only the earmark budget for target group programs but also the non-earmark budget of block grants.

(4) Conducting a joint impact study on GESI responsive project planning and implementation

It can be considered to conduct a joint impact study with the LGCDP and JICA to analyze good practice cases of GESI responsive project planning and implementation from the LGCDP II and the pilot VDCs/Municipalities of the Project by following up their continuous activities. Such a study will contribute to further enhancement of GESI responsive development.

7. Lessons Learned

The Team identified the following lessons learned from the Project.

(1) Roles and responsibilities of counterpart agencies, and their concerned activities of a project should be clarified at the beginning of the project and described in official documents

In case of a project implemented by multiple counterpart agencies, it is necessary to undertake stakeholder analysis among project stakeholders at the beginning of the Project in order to clarify roles and functions of respective agencies. Their respective responsibilities and concerned activities should be clearly described in the official documents such as the PDM and the Plan of Operation, as well as the Inception Report.

(2) A pilot project needs to be strategically designed by considering an exit strategy

When a pilot project is one of the components of a project, it is essential to clarify its objective and design strategically by considering an exit strategy and feedback to institutionalization including whether to provide additional fund or not.

(3) Implementation strategies of a project need to be flexibly reconsidered to ensure the sustainability of the project's outcomes

When a large-scale sector wide program is formulated after implementation of a technical cooperation project, it is necessary to flexibly reconsider the project implementation strategies, within the



framework of JICA's technical cooperation scheme, to ensure the sustainability of the project's outcomes.

-END-

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Annex 1

Project Design Matrix Version 3

Updated on September 23 2011 revised by the 4th JCC

Project Name: Gender Mainstreaming and Social Inclusion Project (GeMSIP) in Nepal

Duration of the Project: January 2009 to January 2014 (5 years)

Target Area: National Level, Syangja Dist. and Morang Dist.

Responsible Agencies: MoLD, MoWCSW/DWC and JICA

Implementing Agencies: MoLD, MoWCSW, DWC, DDC, WCO, Municipality, VDC and GM/SI related Coordinating Committees, Line ministries concerned at the national and district levels

Target Group: ① Government Officials at the national, district and VDC/Municipality levels (direct target beneficiaries) ② Women and excluded groups(indirect/final target beneficiaries)

Narrative Summary	Objectively Verifiable Indicators	Means of Indicators	Important Assumption
Super Goal Quality of life of women and socially excluded groups is improved in Nepal.		District Gender Empowerment Measures, District Gender Development Indicators, District Social Inclusion Indicators and household surveys etc.	
Overall Goal GM/SI responsive programs are implemented in Nepal.	GESI responsive institutional mechanism developed in other districts	DDC plan & annual report	Priority of GM/SI policy in Nepal is not changed.
Project Purpose GM/SI responsive programs are implemented at the national level and two targeted districts (Syangja and Morang).	1. The number and concrete examples of recommendations made by the Project that were incorporated into the existing GM/SI related policies and guidelines by the end of the Project 2. GESI Implementation Committee is respectively established in the two targeted districts as per the GESI Policy. 3. Existing VDC Integrated Planning Committee is reformed as per the GESI Policy at least in one pilot VDC/municipality of each of the two targeted districts. 4. The proportion of real expenditure of	Project completion reports Project progress reports Project completion reports Project progress reports Project completion reports Project progress reports Project completion reports	Outcome of the project is fully internalized by the government of Nepal after the completion of project. The GESI responsive local governance is sustained even if Nepal is transformed to a federal nation.

	<p>sub-projects that promote empowerment and capacity building of women and excluded groups reaches at least 35 percent of the total expenditure of sub-projects in each pilot VDC/Municipality by the end of the Project.</p> <p>5. Good practices of GESI responsive sub-projects are collected from each pilot VDC/municipality by the end of the Project.</p> <p>6. GESI responsive institutional mechanism is adopted in DDC and non-pilot VDCs of the two targeted districts in reference to the Project. (Such a mechanism includes formation and strengthening GESI related committees, formation of GESI responsive VDC Integrated Planning Committee, and promoting GESI responsive planning, implementation, monitoring, evaluation, appraisal and audit).</p>	<p>Project progress reports</p> <p>Project completion reports Project progress reports</p> <p>Project completion reports Project progress reports</p>	
<p>Outputs</p> <p>0. Project management is implemented appropriately.</p> <p>1. The level of understanding and perceptions towards GM/SI of stakeholders at the national level and in the two targeted districts is enhanced through training, seminars, and the Pilot Project.</p>	<p>0-1. Inception report</p> <p>0-2. Baseline survey report</p> <p>0-3. Indicators in PDM are set by the first six months of the Project.</p> <p>0-3. A website is established and newsletters are published three times per year from the second year of the Project</p> <p>1-1. The number of people who participate in TOT and GM/SI related training by the end of the Project</p> <p>1-2. Among Training of Trainers (TOT) participants, 50 people conduct training as a resource person at least 1 time by the end of the Project.</p> <p>1-3. At least 3 types of resource materials on GM/SI* are developed within three</p>	<p>Inception report Baseline survey report PDM</p> <p>Website Newsletters</p> <p>Project monitoring records</p> <p>Project monitoring records</p> <p>Resource materials developed by the Project</p>	<p>95% of trained personnel are utilized at GM/SI related responsibility.</p>

<p>2. The institutional mechanism for GM/SI Appraisal and GM/SI Audit is enhanced, and the related-capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.</p> <p>3. The institutional mechanism for GESI responsive planning of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.</p> <p>4. The institutional mechanism of GESI responsive monitoring and evaluation of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.</p> <p>5. Operational manuals are developed for Local Bodies (LBs) and WCO to incorporate GESI perspectives into development processes in the two targeted districts based on processes, practices, and lessons gained by the Project.</p> <p>6. Strategies to incorporate the essential components</p>	<p>years of the Project.</p> <p>1-4. Average total scores of respondents** of GeMSIP annual survey of stakeholders improve over the years of the Project.</p> <p>2-1. GM/SI audit report finalized by DDC in the two targeted districts.</p> <p>2-2. GM/SI audit report finalized by at least one pilot VDC of each of the two targeted districts</p> <p>2-3. Report on GM/SI budget analysis finalized by at least one pilot VDC of each of the two targeted districts</p> <p>3-1. GESI responsive sub-projects are implemented in 20 VDCs and three municipalities (two in Syangja and one in Morang).</p> <p>4-1. GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to conduct monitoring of the implementation of sub-projects from a GESI perspective in the two targeted districts.</p> <p>4-2. GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to evaluate sub-projects from a GESI perspective in the two targeted districts.</p> <p>5-1. Operational manuals</p> <p>6-1. Strategies</p>	<p>GeMSIP annual survey results</p> <p>GESI audit report of DDC Project progress reports Project monitoring records GESI audit report of pilot VDC GESI budget analysis report of pilot VDC</p> <p>Project monitoring records Project progress reports</p> <p>Project monitoring records Project progress reports</p> <p>Project evaluation records Project progress reports</p> <p>Operational manuals</p> <p>Strategies</p>	
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<p>of operational manuals into government guidelines are developed by MoLD, MoWCSW and DWC.</p> <p>7. GeMSIP experiences and lessons are shared among GM/SI related committees at the central level.</p>	<p>7-1. The number of sharing meetings and seminars and the number of presentations about GeMSIP made by the Project</p>	<p>Each meeting record Presentation materials</p>	
<p>Activities</p> <p>0-1. Prepare and finalize the inception report through discussions among stakeholders</p> <p>0-2. Conduct a baseline survey on the all Objectively Verifiable Indicators of PDM.</p> <p>0-3. Specify Objectively Verifiable Indicators in PDM</p> <p>0-4. Carry out activities of public relations</p> <p>1-1. Formulate training plan</p> <p>1-2. Develop and revise Training Manuals and Pilot Project Guidelines</p> <p>1-3. Conduct Training of Trainers</p> <p>1-4. GM/SI Basic training and other training.</p> <p>1-5. Conduct seminars</p> <p>1-6. Conduct GeMSIP Annual Survey</p>	<p style="text-align: center;">Input</p> <p>Japan side</p> <p>1. Dispatch of Japanese Experts</p> <p>(1) Chief Technical Advisor</p> <p>(2) Gender Mainstreaming Expert</p> <p>(3) Social Inclusion Expert</p> <p>(4) Local level planning, Monitoring and Evaluation Expert</p> <p>(5) Capacity development/Training Expert</p> <p>(6) Financial and Administrative Expert</p> <p>2. Training in-country, in third countries and in Japan</p> <p>3. Provision of Equipment</p> <p>4. Local cost</p> <p>Nepal side</p> <p>1. Assignment of counter personnel of MoLD, MoWCSW, DWC at the national level and DDC, WCO in Syangja and Morang districts at the local level</p> <p>2. Project office, facilities /equipment</p> <p>3. Necessary budget</p>	<p>The security situation in the two targeted districts is not deteriorated severely.</p>	





<p>2-1. Conduct GM/SI appraisal and audit training for stakeholders at the district- and pilot VDC/Municipality-levels</p> <p>2-2. Conduct GM/SI appraisal and audit at the district level</p> <p>2-3. Conduct GM/SI audit in pilot VDCs/ Municipalities</p> <p>2-4. Conduct GM/SI budget analysis on sub-projects in pilot VDCs/Municipalities</p> <p>3-1. Establish a coordination body for implementation of the Pilot Project at the district level</p> <p>3-2. Conduct an orientation program and training at the district level</p> <p>3-3. Select the pilot VDCs/Municipalities</p> <p>3-4. Establish a coordination body for implementation of the Pilot Project at the pilot VDC/Municipality-level</p> <p>3-5. Conduct an orientation program and training at the VDC level</p> <p>3-6. Establish a coordination body for implementation of the Pilot Project at the ward level</p> <p>3-7. Conduct an orientation program at the Ward level</p> <p>3-8. Conduct situation analysis from GESI perspectives</p> <p>3-9. Plan, screen and select GESI responsive sub-projects in pilot VDCs/Municipalities</p> <p>3-10. Implement GESI responsive sub-projects in pilot VDCs/Municipalities</p> <p>4-1. Conduct monitoring of sub-projects in pilot VDCs/Municipalities</p> <p>4-2. Conduct evaluation of sub-projects in pilot VDCs/Municipalities</p> <p>4-3. Conduct an in-depth study for sub-projects</p> <p>5-1. Incorporate findings and lessons obtained by results of evaluation, and in-depth study of</p>			<p style="text-align: center;">Pre-Conditions</p>
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Annex 1-5

<p>sub-projects into operational manuals</p> <p>5-2. Collect good practices of GESI responsive sub-projects</p> <p>5-3. Share findings, lessons and good practices of the Pilot Project with various stakeholders through organizing meetings, field-study and developing promotional materials and using media</p> <p>5-4. Develop the operational manuals</p> <p>6-1. Share the operational manuals with the stakeholders through meetings and seminars</p> <p>6-2. Develop the strategies</p> <p>7-1. Share experiences and lessons among GM/SI related committees at the central level</p>		
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* Resource materials include 1) GM/SI basic training modules, 2) GM/SI appraisal and audit guidelines, 3) GM/SI-responsive planning manual, and 4) GM/SI monitoring checklist.

** Respondents of GeMSIP annual survey are: Central level: participants of GM/SI basic training and refresher training; District level: all members of GM/SI Coordination Committee (Syangja) and GeMSIP Working Group (Morang); VDC level: all members of VDC-level organization for GeMSIP pilot project and all Facilitators.

Annex 2 Evaluation Grid

1. Achievement of the Project

Evaluation Item	S. N.	Narrative Summary	Indicators	Data Needed	Data Sources	Data Collection Methods
Performance/ Prospect of achievement (Overall Goal)	1	The extent of achievement or the prospect of achievement of Overall Goal "GM/SI responsive programs are implemented in Nepal"	1. GESI responsive institutional mechanism developed in other districts.	• Example cases in which GESI responsive institutional mechanism developed in other districts	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
Performance (Project Purpose)	2	The extent and the prospect of achievement of Project Purpose "Gender Mainstreaming and Social Inclusion (GM/SI) responsive programs are implemented at the national level and two target districts (Syangja and Morang)"	1. The number and concrete examples of recommendations made by the Project that were incorporated into the existing GM/SI related policies and guidelines by the end of the Project	• Concrete examples of recommendations made by the Project that were incorporated into the existing GM/SI related policies and guidelines	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	3		2. GESI Implementation Committee is respectively established in the two target districts as per the GESI Policy.	• The current status of GESI Implementation Committee in the two target districts	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	4		3. Existing VDC Integrated Planning Committee is reformed as per the GESI Policy at least in one pilot VDC/municipality of each of the two target districts.	• The current status of existing VDC Integrated Planning Committee in the pilot VDCs/Municipalities	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	5		4. The proportion of real expenditure of sub-projects that promote empowerment and capacity building of women and excluded groups reaches at least 35 percent of the total expenditure of sub-projects in each pilot VDC/Municipality by the end of the Project.	• The proportion of real expenditure of sub-projects that promote empowerment and capacity building of women and excluded groups	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	6		5. Good practices of GESI responsive sub-projects are collected from each pilot VDC/municipality by the end of the Project.	• Good practices of GESI responsive sub-projects	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	7		6. GESI responsive institutional mechanism is adopted in DDC and non-pilot VDCs of the two target districts in reference to the Project. (Such a mechanism includes formation and strengthening GESI related committees, formation of GESI responsive VDC Integrated Planning Committee, and promoting GESI responsive planning, implementation, monitoring, evaluation, appraisal and audit).	• Case examples of GESI responsive institutional mechanism adopted by DDC and non-pilot VDCs of the two target districts	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders

Annex 2 Evaluation Grid

Performance (Outputs)	8	The extent of achievement of Output 0 "Project management is implemented appropriately"	0.1 Inception report	• Inception report	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	9		0.2 Baseline survey report	• Baseline survey report	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	10		0.3 Indicators in PDM are set by the first six months of the Project	• PDM	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	11		0.4 A website is established and newsletters are published three times per year from the second year of the Project	• Website of GeMSIP • Newsletters	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	12	The extent of achievement of Output 1 "the level of understanding and perceptions towards GM/SI of stakeholders at the national level and in the target districts is enhanced through training, seminars and the the Pilot Project"	1.1 The number of people who participate in TOT and GM/SI related training by the end of the Project	• The number of people who received TOT and other GM/SI-related trainings	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	13		1.2 Among Training of Trainers (TOT) participants, 50 people conduct training as a resource person at least 1 time by the end of the Project.	• The number of TOT participants who conducted training as a resource person	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	14		1.3 At least 3 types of resource materials on GM/SI*** are developed within three years at the central level.	• Resource materials on GM/SI developed by the Project	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	15		1.4 Average total scores of respondents of GeMSIP annual survey of stakeholders improve over the years of the Project	• Results of GeMSIP annual survey regarding the understanding of GM/SI	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	16	The extent of achievement of Output 2 " the institutional mechanism for GM/SI Appraisal and GM/SI Audit is enhanced, and the related-capacity of the stakeholders is strengthened through the Pilot Project in the two targetdistricts".	2.1 GM/SI audit report finalized by DDC in the two targetdistricts.	• GM/SI audit report finalized by DDC in the two target districts	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	17		2.2 GM/SI audit report finalized by at least one pilot VDC of each of the two targetdistricts	• GM/SI audit report finalized by pilot VDCs	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	18		2.3 Report on GM/SI budget analysis finalized by at least one pilot VDC of each of the two targetdistricts	• GM/SI budget analysis report finalized by pilot VDCs	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	19	The extent of achievement of Output 3 "the institutional mechanism for GESI responsive planning of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targetdistricts. "	3.1 GESI responsive sub-projects are implemented in 20 VDCs and three municipalities (two in Syangja and one in Morang).	• Sub-projects implemented in Pilot VDCs/Municipalities	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders

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Performance (Outputs)	20	The extent of achievement of Output 4 "the institutional mechanism of GESI responsive monitoring and evaluation of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targetdistricts. "	4.1 GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to conduct monitoring of the implementation of sub-projects from a GESI perspective in the two targetdistricts.	•Monitoring methods and progress of monitoring of sub-projects	•Project documents and reports •C/P and Japanese experts	•Review of documents and reports •Questionnaire •Interview with stakeholders
	21	The extent of achievement of Output 4 "the institutional mechanism of GESI responsive monitoring and evaluation of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targetdistricts. "	4.2 GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to evaluate sub-projects from a GESI perspective in the two targetdistricts.	•Evaluation methods and progress of evaluation of sub-projects	•Project documents and reports •C/P and Japanese experts	•Review of documents and reports •Questionnaire •Interview with stakeholders
	22	The extent of achievement of Output 5 "Operational manuals are developed for Local Bodies (LBs) and WCO to incorporate GESI perspectives into development processes in the two targetdistricts based on processes, practices, and lessons gained by the Project "	5.1 Operational manuals	•Progress of development and utilization of the operational manuals	•Project documents and reports •C/P and Japanese experts	•Review of documents and reports •Questionnaire •Interview with stakeholders
	23	The extent of achievement of Output 6 "Strategies to incorporate the essential components of operational manuals into government guidelines are developed by MoFALD, MoWCSW and DWC."	6.1 Strategies	•Progress of development and utilization of the strategies	•Project documents and reports •C/P and Japanese experts	•Review of documents and reports •Questionnaire •Interview with stakeholders
	24	The extent of achievement of Output 7 "GeMSIP experiences and lessons are shared among GM/SI related committees at the central level."	7.1 The number of sharing meetings and seminars and the number of presentations about GeMSIP made by the Project	• Achievement of sharing meetings and seminars and the contents of presentation about GeMSIP made by the Project	•Project documents and reports •C/P and Japanese experts	•Review of documents and reports •Questionnaire •Interview with stakeholders
Performance (Inputs from the Nepalese side)	25	•Assignment of counterpart personnel (C/P) •Allocation of operational cost for the Project •Provision of land, building, and other necessary facilities	Actual inputs including comparison with the description of Record of Discussion (R/D)	•List of counterpart personnel •Operational cost borne by the Nepalese side •Office space and facilities provided by the Nepalese side	•Project documents and reports •Japanese experts	•Review of documents and reports •Interview with stakeholders
	26	•Number and professional field of Experts •Provision of equipment (list and total cost) •Number of training participants in Japan •Allocation of operational cost for the Project	Actual inputs (including comparison with the description of R/D)	•Number of dispatched Experts and professional field •List of provided equipment •List of training participants •Operational cost borne by the Japanese side	•Project documents and reports •Japanese experts	•Review of documents and reports •Interview with stakeholders

Annex 2 Evaluation Grid

2. Process of Project Implementation

Evaluation Item	Evaluation Question (Main Question)	Evaluation Question (Sub Question)	Data Needed	Data Sources	Data Collection Methods
Project management and progress of activities	1 • Overall project management • Contributing and hindering factors from the operational and technical aspects	• Have the project management and the technical transfer been conducted smoothly? • If they have been smoothly conducted, what are contributing factors? If not smoothly conducted, what are hindering factors?	• Project management system (internal factors) • Divergence between original PDM and current activities • Changes of important assumptions and other external factors that might influence the Project	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	2 • Progress of activities • Contributing and hindering factors for implementation of activities • Any challenges arisen during implementation of activities	• Have the activities of each output been smoothly conducted? • What are the contributing and hindering factors which might influence implementation of activities? • Are there any activities that have not been completely conducted? If not completely conducted, what is a cause?	• Divergence between original Plan of Operation and current activities • Changes of inputs and important assumptions • Other internal factors such as contributing and hindering factors and countermeasures • Process of modifying activities and relevant documents describing such modification	• Project documents and reports including meeting of minutes • C/P and Japanese experts	• Review of documents and reports • Interview with stakeholders
Monitoring of progress of activities	3 • Monitoring mechanism	• How has the monitoring activities been conducted? (including methods, frequency) • How were the results of monitoring fed back to the Project? • Is there any room for improving monitoring methods?	• Whether or not any monitoring tools • Methods of monitoring, and of utilization and feedback of monitoring results	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Questionnaire • Interview with stakeholders
	4 • Response to changes of important assumptions	• Were there any changes of important assumption? If there were any changes, who responded to them and how? • Were there any changes caused by external factors that were not originally described in the PDM as important assumptions? If there were such changes, who responded to them?	• Changes of important assumptions and countermeasures • Whether or not there are any records, and methods of recording/reporting	• Project documents and reports • C/P and Japanese experts	• Review of documents and reports • Interview with stakeholders
	5 • Preconditions	• There were no preconditions in PDM. Were there any preconditions to commence the Project in practice?	• Project Managers' views about preconditions of the Project	• Project documents and reports • Project Manager and Team Leader	• Review of documents and reports • Interview with stakeholders

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Communication among project stakeholders	6	<ul style="list-style-type: none"> • Communication and common understanding about problems/concerns related to the Project 	<ul style="list-style-type: none"> • Have the Experts and the C/P communicated sufficiently? • Have the Experts and the C/P had common understanding about problems/concerns related to the Project? • Have the C/P organizations communicated sufficiently? • Have the C/P organizations had common understanding about problems/concerns related to the Project? • Have the Project, JICA Nepal Office and JICA Headquarter communicated sufficiently? • Have the Project, JICA Nepal Office and JICA Headquarter had common understanding about problems/concerns related to the Project? 	<ul style="list-style-type: none"> • Whether or not there are any communication tools • Frequency of various meetings for project management and methods of recording/reporting • Views of JICA Nepal Office, Experts and C/P 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts • JICA Nepal Office and Headquarter 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
Technical transfer	7	<ul style="list-style-type: none"> • Progress of technical transfer 	<ul style="list-style-type: none"> • What type of knowledge and skills that should be transferred to which level of counterparts? • Have knowledge and skills that should be transferred to counterparts been changed compared to the beginning of the Project? • Have such knowledge and skills been transferred to counterparts in an appropriate manner? • How did the Experts work out to transfer knowledge and skills mentioned above? 	<ul style="list-style-type: none"> • Target groups of knowledge and skills transfer, detailed information on knowledge and skills that should be transferred to counterparts • Whether or not there are any changes in knowledge and skills that should be transferred to counterparts by comparison with the original plan • Methods of transfer of knowledge and skills 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
Ownership of implementing organizations	8	<ul style="list-style-type: none"> • Progress of nurturing a sense of ownership among the implementing organization and the responsible organization 	<ul style="list-style-type: none"> • Extent of recognition of the Project among MoFALD, MoWCSW, DWC, DDC, WCO, GM/SI related Coordinating Committees, and Pilot VDCs/Municipalities • Extent of participation of the Project among the above organizations • Appropriateness of assignment of C/P • Operational costs borne by the Nepalese side 	<ul style="list-style-type: none"> • Frequency of each meeting, participants of each meeting, and issues discussed • Whether or not there are any case examples that might indicate the ownership of implementing agencies has been enhanced. • Number and duty position of C/P • Project operational costs borne by the Nepalese side 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders

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3. Evaluation by Five Criteria

Evaluation Item	S. N.	Evaluation Question (Main Question)	Evaluation Question (Sub Question)	Data Needed	Data Sources	Data Collection Methods
Relevance (Are the Project Purpose and the Overall Goal valid for the Project?)	1	Necessity of the Project	Does the Project, focusing on development of a mechanism that consists of GM/SI appraisal and audit, GM/SI-responsive planning, and GM/SI monitoring of implementation, capacity development of the persons concerned, and implementation of the Pilot Project in selected VDCs/Municipalities meet needs of the sector of GM/SI promotion in Nepal?	<ul style="list-style-type: none"> Perceptions and views of Ministry of Federal Affairs and Local Development (MoFALD), Ministry of Women, Children and Social Welfare (MoWCSW), District Development Committee (DDC) and Women and Children Office (WCO) about the Project 	<ul style="list-style-type: none"> Project documents and reports C/P and Japanese experts Other stakeholders 	<ul style="list-style-type: none"> Review of documents and reports Questionnaire Interview with stakeholders
	2	Priority of the Project	Are the Project Purpose and the Overall Goal consistent with the three-year interim plan and other related-policies?	<ul style="list-style-type: none"> The three-year interim plan (2007-2010), (2010-2013) The GESI Policy (2010) 	<ul style="list-style-type: none"> Project documents and reports C/P and Japanese experts Relevant policies and strategies 	<ul style="list-style-type: none"> Review of documents and reports Interview with stakeholders
	3		Are the Project Purpose and the Overall Goal consistent with Japanese Government's aid policies for Nepal?	<ul style="list-style-type: none"> Japanese economic cooperation policy for Nepal (2012) Rolling plan for Nepal (2012) 	<ul style="list-style-type: none"> Website of Ministry of Foreign Affairs JICA Nepal Office 	<ul style="list-style-type: none"> Review of documents and reports
	4	Appropriateness of strategies and approaches of the Project	Are the approaches* adopted by the Project relevant as means for promoting GM/SI? Do the approaches meet national and local needs? *concept of the Pilot Project, selection of the two targeted districts and pilot VDCs/Municipalities, and formation and its membership of committees at the VDC and ward levels)	<ul style="list-style-type: none"> Stakeholders' views 	<ul style="list-style-type: none"> Project documents and reports C/P and Japanese experts Relevant donor agencies 	<ul style="list-style-type: none"> Review of documents and reports Questionnaire Interview with stakeholders
	5		Does Japan have the adequate experiences and know-how of promotion GM/SI?	<ul style="list-style-type: none"> Japan's similar cooperation Perceptions and views about the Japanese technologies and techniques expressed by the relevant parties 	<ul style="list-style-type: none"> Project documents and reports C/P and Japanese experts 	<ul style="list-style-type: none"> Review of documents and reports Questionnaire Interview with stakeholders
Effectiveness	6	Achievement of the Project Purpose	Is there a good chance that the Project Purpose would be achieved?	<ul style="list-style-type: none"> Achievement Grid 	<ul style="list-style-type: none"> Achievement Grid 	<ul style="list-style-type: none"> Achievement Grid
	7	Contribution of Outputs	Has the Project Purpose been achieved due to the effect of achievement of each Output?	<ul style="list-style-type: none"> Achievement of Outputs Stakeholders' views 	<ul style="list-style-type: none"> Project documents and reports C/P and Japanese experts 	<ul style="list-style-type: none"> Review of documents and reports Questionnaire Interview with stakeholders Achievement Grid

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Effectiveness (Has the target group received benefits from implementation of the Project? Has the Project Purpose been achieved or going to be achieved? Did or does the achievement of the Project Purpose result from Outputs?)	8	Contribution of Outputs	In order to achieve the Project Purpose, are there any Outputs that were not described in PDM but should be added in PDM?	<ul style="list-style-type: none"> • Comparison between original Plan of Operation and actual performance of activities • Views expressed by the stakeholders 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	9	Influence of Important Assumptions from the Outputs to the Project Purpose	Did the Important Assumptions, i.e., "95% of trained personnel are utilized at GM/SI related responsibility" influence implementation of Activities?	<ul style="list-style-type: none"> • Current state of assignment of counterpart personnel who received trainings 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	10		Except for the Important Assumptions, were there any external factors that have influenced the Project positively or negatively?	<ul style="list-style-type: none"> • Identification of external factors that contribute to and impede the achievement of the Project Purpose 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	11	What are the contributing and hindering factors that have influenced effectiveness of the Project?		<ul style="list-style-type: none"> • Identification of internal factors that contribute to and impede the achievement of the Project Purpose 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
Efficiency (Was input converted to efficient activities? Was the Project carried out efficiently?)	12	Achievement of Outputs	Is there a good chance that seven Outputs would be achieved?	<ul style="list-style-type: none"> • Achievement Grid 	<ul style="list-style-type: none"> • Achievement Grid 	<ul style="list-style-type: none"> • Achievement Grid
	13	Efficiency of the inputs from the Japanese side in terms of quality, quantity and timing, judging from the achieved outputs	Were the number of experts dispatched, their special fields of expertise, and timing of dispatch appropriate?	<ul style="list-style-type: none"> • List of dispatch of experts • Stakeholders' views about the experts 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	14		Were the type, quantity and timing of the procurement and provision of equipment appropriate?	<ul style="list-style-type: none"> • List of equipment provided • Current state of utilization of provided equipment • Stakeholders' views about equipment 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	15		Were the number of trainees of counterpart training in Japan and third countries, the training content and the training period appropriate?	<ul style="list-style-type: none"> • List of C/P training in Japan and other countries • Stakeholders' views about the C/P training 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	16		Was the size of project operational cost borne by the Japanese side appropriate?	<ul style="list-style-type: none"> • List of project operational costs borne by the Japanese side • Stakeholders' views about project operational costs 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid

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<p>Efficiency (Was input converted to efficient activities? Was the Project carried out efficiently?)</p>	17	Were the number of counterparts, their assignment and their capabilities appropriate?	<ul style="list-style-type: none"> • List of C/P • Stakeholders' views about assignment of the C/P 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid 	
	18	Efficiency of the inputs from the Nepalese side in terms of quality, quantity and timing, judging from the achieved outputs Were there any problems related to the land, the buildings and facilities provided by the Nepalese side in terms of area, quality and convenience?	<ul style="list-style-type: none"> • Current state of buildings and facilities provided by the Nepalese side • Stakeholders' views about the buildings and facilities provided by the Nepalese side 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid 	
	19	Was the size of project operational cost borne by the Nepalese side appropriate?	<ul style="list-style-type: none"> • List of project operational cost borne by the Nepalese side • Stakeholders' views about project operational costs 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid 	
	20	Contribution of Activities	Were sufficient activities planned to produce the Outputs? Were these activities carried out in a timely manner?	<ul style="list-style-type: none"> • Comparison between the Plan of Operation and the actual performance • Stakeholders' views 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	21		Were there any activities that were not described in PDM but could contribute to the achievement of Outputs? If there were, should such activities have been additionally described in PDM?	<ul style="list-style-type: none"> • Comparison between the Plan of Operation and the actual performance • Stakeholders' views 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	22		Were there any activities that have been carried out but need to be added in PDM in order to achieve the Outputs?	<ul style="list-style-type: none"> • Comparison between the Plan of Operation and the actual performance • Stakeholders' views 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	23	Comparison of the similar projects	Were the total costs of the Project appropriate compared to those of the similar projects? Were there any alternatives to implement the Project efficiently?	<ul style="list-style-type: none"> • Total costs of inputs • Type of outputs, and beneficiaries of the similar projects 	<ul style="list-style-type: none"> • Similar project documents and reports 	<ul style="list-style-type: none"> • Review of documents and reports

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<p>Efficiency (Was input converted to efficient activities? Was the Project carried out efficiently?)</p>	24	<p>Influence of Important Assumptions from the Activities to the Outputs</p> <p>Did the Important Assumptions, i.e., "Security situation at the two targeted districts are not deteriorated severely." influence implementation of Activities?</p>	<ul style="list-style-type: none"> • Comparison between the Plan of Operation and the actual performance 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	25	<p>Except for the Important Assumptions, were there any external factors that have influenced the Project positively or negatively?</p>	<ul style="list-style-type: none"> • Identification of external factors that contribute to and impede efficiency of the Project 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	26	<p>What are the contributing and hindering factors that have influenced efficiency of the Project?</p>	<ul style="list-style-type: none"> • Identification of external factors that contribute to and impede efficiency of the Project 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
<p>Impacts (Has the Project generated the long-term, indirect and ripple effects? Is there a good chance that the Project would generate these impacts?)</p>	27	<p>Prospect of achievement of the Overall Goal</p> <p>Is there a good chance that Overall Goal "Gender Mainstreaming and Social Inclusion (GM/SI) responsive programs and projects are developed and implemented by utilizing "GM/SI practical operational manuals for Local Bodies and Women Children Office" would be achieved?</p>	<ul style="list-style-type: none"> • Achievement of the Overall Goal Indicators • Stakeholders' views 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	28	<p>Influence of Important Assumptions</p> <p>Are the Important Assumption i.e., "Outcome of the project is fully internalized by the government of Nepal after the completion of project", "GM/SI practical operation manuals developed by the Project are authorized with necessary revisions by the government of Nepal" and other external factors that were not described in PDM likely to influence the achievement of Overall Goal?</p>	<ul style="list-style-type: none"> • Confirmation of Important Assumptions and prospects of their influence 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	29	<p>Ripple effects</p> <p>Except for the Overall Goal, were there any positive effects brought about by the Project?</p>	<ul style="list-style-type: none"> • Identification of other impacts and prospects for their influence 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	30	<p>Were there any unexpected and negative effects brought about by the Project?</p>	<ul style="list-style-type: none"> • Identification of negative impacts and prospects of their influence 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	31	<p>What are the contributing and hindering factors that have influenced or will influence the achievement of the Overall Goal?</p>	<ul style="list-style-type: none"> • Identification of internal contributing and hindering factors 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid

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<p>Sustainability (Is there a good chance that the effects of the Project would be sustained after the termination of the Project?)</p>	32	<p>Policies and institution</p> <p>Are there any policies and institutional arrangement in MoFALD and MoWCSW that can ensure sustainability and expansion of the effects generated by the Project?</p>	<ul style="list-style-type: none"> • Stakeholders' views • Case examples indicating that sustainability and expansion of the effects of the Project can be ensured 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	33	<p>Finance</p> <p>Have MoFALD and MoWCSW allocated the sufficient budget to sustain the effects of the Project? Will MoFALD and MoWCSW be able to secure the sufficient budget to sustain the effects of the Project?</p>	<ul style="list-style-type: none"> • Stakeholders' views • List of budget allocation 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	34	<p>Organization</p> <p>Will the provided equipment and trained human resources be likely to be utilized effectively after the completion of the Project? Will the modality and manner of operation of activities adopted by the Project be likely to be effectively sustained after the completion of the Project?</p>	<ul style="list-style-type: none"> • Stakeholders' views • Case examples indicating that the inputs provided or activities implemented by the Project can be utilized 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	35	<p>Technologies</p> <p>Does the Project have a mechanism for sustaining and strengthening the technologies and skills transferred by the Japanese experts? To what extent, will MoFALD and MoWCSW be able to utilize and sustain the technologies and skills transferred after the completion of the Project?</p>	<ul style="list-style-type: none"> • Stakeholders' views • Case examples indicating that the technologies and skills transferred by the Project can be utilized 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	36	<p>What are the contributing and hindering factors that have influenced or will influence sustainability of the Project?</p>	<ul style="list-style-type: none"> • Identification of internal and external factors, and contributing and hindering factors for sustainability of the Project 	<ul style="list-style-type: none"> • Project documents and reports • C/P and Japanese experts 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders

Annex 3 List of the Nepalese Counterparts

(As of Aug 2013)

No	Name	Position title/Department	Assignment Period	Project responsibility	Remarks
Ministry of Federal Affairs and Local Development (MoFALD)					
1	Mr. Shanta Ram Shreshtha	Secretary	Oct 2012 - present	JCC Co-chairperson	
	Mr. Shital Babu Regmee	Former Secretary	Nov 2011 – Oct 2012	JCC Co-chairperson	Transfer
	Mr. Susil Ghimire	Former Secretary	May 2011 – Nov 2011	Former JCC Co-chairperson	Transfer
	Mr. Krishna Gyawali	Former Secretary	July 2010 – Apr 2011	Former JCC Co-chairperson	Transfer
	Mr. Shyam Prasad Mainali	Former Secretary	July 2009- June 2010	Former JCC Co-chairperson	Transfer or Retire
	Mr. Punya Prasad Neupane	Former Secretary	Mar 2009 – June 2009	Former JCC Co-chairperson	Transfer
2	Mr. Reshmi Raj Pandey	Joint Secretary, General Administration Division	April 2013 – present	PMC Co-chairperson, Project Director, JCC Member	
	Mr. Shiva Bdr. Rayamajhi*	Former Joint Secretary, General Administration Division	Nov 2011 – April 2013	PMC Co-chairperson, Project Director, JCC Member	Retire
	Mr. Kedar Neupane	Former Joint Secretary, General Administration Division	July 2011 – Nov 2011	PMC Co-chairperson, Project Director, JCC Member	Transfer
	Mr. Shiva Bdr. Rayamajhi*	Former Joint Secretary, General Administration Division	Nov 2009 – June 2011	Former PMC Co-chairperson, Project Director, JCC Member	Transfer
	Mr. KP Devkota	Former Joint Secretary, General Administration Division	Apr 2009 – Sep 2009	Former PMC Co-chairperson, Project Director, JCC Member	Transfer
3	Mr. Rudra Singh Tamang	Under Secretary/Section Chief, Gender Equity and Social Inclusion Section	Aug 2013 – present	JCC/PMC Member, Project Manager	
	Mr. Gokarna Prasad Sharma	Former Under Secretary/Section Chief, Gender Equity and Social Inclusion Section	Dec 2012 – July 2013	JCC/PMC Member, Project Manager	Transfer

	Mr. Prasottam Nepal	Former Under Secretary/Section Chief, Gender Equity and Social Inclusion Section	Jan 2012 – Nov 2012	JCC/PMC Member Project Manager	Transfer
	Ms. Sudha Neupane	Former Under Secretary/Section Chief, Gender Equity and Social Inclusion Section	May 2010 – Dec 2011	Former JCC/PMC Member Project Manager	Retire
	Mr. Babu Ram Gautam**	Former Under Secretary/Section Chief, Gender Equity and Social Inclusion Section	Apr 2009 – May 2010	Former JCC/PMC Member Project Manager	Transfer
Ministry of Women, Children and Social Welfare (MoWCSW)					
4	Mr. Dinesh Hari Adhikari	Secretary	Oct 2012 - present	JCC Co-chairperson	-
	Mr. Balananda Paudel	Former Secretary	Oct 2011 – Oct 2012	JCC Co-chairperson	Retire
	Mr. Ananda Raj Pokherel	Former Secretary	Apr 2011 – Oct 2011 (?)	JCC Co-chairperson	Transfer (?)
	Mr. Krishna Gyawali	Former Secretary	Jan 2011 – Apr 2011	Former JCC Co- chairperson	Retire
	Mr. Mahendra Prasad Shrestha	Former Secretary	Apr 2010 - Jan 2011	Former JCC Co- chairperson	Retire
	Ms. Bindra Hada	Former Secretary	Mar 2009 – Apr 2010	Former JCC Co- chairperson	Transfer
5	Mr. Upendra Pd. Adhikary	Joint Secretary, Women and Children Planning Division	Nov 2012 – present	JCC Member	
	Dr. Hari Paduel	Former Joint Secretary, Women and Children Planning Division	Nov 2010 – Nov 2012	JCC Member	Transfer
	Mr. Ratna Kaji Bajracharya	Former Joint Secretary, Women and Children Planning Division	Mar 2009 – Nov 2010	Former JCC Member	Retire
6	Mr. Khadga B. Rana	Under Secretary/Section Chief, Women Development and Coordination Section	Nov 2012- present	JCC/PMC Member	
	Mr. Gaja Bdr Rana	Former Under Secretary/Section Chief, Women Development and Coordination Section	Apr 2009- Nov 2012	JCC/PMC Member	Transfer

Department of Women and Children (DWC)					
7	Mr. Padam Raj Bhatta	Director General	Nov. 2012 - present	PMC Co-chairperson JCC Member	
	Mr. Purna Bhakta Tandukar	Former Director General	Oct. 2012 –Nov. 2012t	PMC Co-chairperson JCC Member	Retire?
	Mr. Diwakar Devkota	Former Director General	Apr 2010 – Oct 2012	PMC Co-chairperson JCC Member	Retire
	Ms. Mandira Paudel	Former Director General	Mar 2009 – Dec 2010	PMC Co-chairperson JCC Member	Retire
8	Mr. Jay Lal Tiwari	Director, Women Development Section	Mar. 2013 - present	JCC/PMC Member	
	Mr. Madhav Gartaula	Former Director, Planning Section	Oct 2012 – Mar. 2013	JCC/PMC Member	
	Mr. Keshav Prasad Regmi	Former Director, Planning Section	Mar 2009 – Sep 2012	JCC/PMC Member	Transfer
Morang District: District Development Committee (DDC)					
9	Mr. Shiva Ram Pokharel	Local Development Officer	July 2012 – present	Former Member JCC/PMC	
	Mr. Pashupati Pokhrel	Former Local Development Officer	Jan 2012 – July 2012	Former Member JCC/PMC	Transfer
	Mr. Babu Ram Gautam**	Former Local Development Officer	July 2011 – Dec. 2011	JCC/PMC Member	Transfer
	Mr. Pashupati Pokhrel	Former Local Development Officer	Jan 2010 – July 2011	Former Member JCC/PMC	Transfer
	Mr. Uddhav P Timilsena	Former Local Development Officer	Mar 2009 – Jan 2010	Former Member JCC/PMC	Transfer
Morang District: Women and Children Office (WCO)					

10	Ms. Geeta Mahat	Women Development Officer	Mar. 2013 - present	JCC/PMC Member	
	Ms. Manju Lohani	Acting Women Development Officer	Oct 2011 – Mar. 2013	JCC/PMC Member	tenure
	Ms. Durga Baral	Former Women Development Officer	Mar 2009 – Sep 2011	JCC/PMC Member	Overseas education, Transfer
Syangja District : District Development Committee (DDC)					
11	Mr. Jivan Situala	Local Development Officer	Oct 2012 - present	Former Member JCC/PMC	Transfer
	Mr. Narahari Baral	Former Local Development Officer	Jan 2012 – Sep 2012	Former Member JCC/PMC	Transfer
	Mr. Dirgha Narayan Paudel	Former Local Development Officer	Jan 2012 - present	Former Member JCC/PMC	Transfer
	Mr. Ram Mani Bhattarai	Former Local Development Officer	July 2011 – Jan 2012	Former Member JCC/PMC	Transfer
	Mr. Ram ji Prasad Baral	Former Local Development Officer	Jan 2011 – July 2011d	Former Member JCC/PMC	Transfer
	Mr. Dirgha Narayan Paudel	Former Local Development Officer	Mar 2009 – Jan 2011	Former Member JCC/PMC	Transfer
Syangja District: Women and Children Office (WCO)					
12	Ms Meera Sherchan	Women Development Officer	Jan 2010 - present	JCC/PMC Member	
	Ms. Shobha Shah	Former Women Development Officer	Mar 2009 – Dec 2010	Former Member JCC/PMC	Transfer

Note: indicates the staff members who were transferred to work in other organizations.
*and ** indicate the same person.

Annex 4: List of the Japanese Experts

As of September 30, 2013

	Name	Position	Assignment in Nepal and Japan (Unit: Man Month)				
			1 st year Mar. 2009 to Oct. 2009	2 nd year Nov. 2009 to Oct. 2010	3 rd year Nov. 2010 to Oct. 2012	4 th year Nov 2012 to Feb. 2014	Total
1	Mr. Norimich Toyomane	Project Management/Local Level Planning Management/Monitoring and Evaluation	3.10	4.60	8.30	7.20	23.20
2	Ms. Toshiko Hamano	Chief Technical Advisor	5.50	6.70	8.00	4.00	24.20
3	Mr. Yoshio Aizawa	Social Inclusion	3.40	3.40	0.00	0.00	6.80
4	Ms. Yoko Komatsubara (Kasai)	Social Inclusion	0.00	0.00	10.60	6.90	17.50
5	Ms. Masami Watanabe	Gender Mainstreaming	2.80	5.03	11.50	6.40	25.73
6	Ms. Yoko Komatsubara (Kasai)	Capacity Development/Training 1	4.00	5.07	0.00	0.00	9.07
7	Ms. Mana Takasugi	Capacity Development/Training 2	1.00	1.50	0.00	0.00	2.50
8	Ms. Michiko Tsurumine	Capacity Development/Training	0.00	0.00	8.50	4.40	12.90
9	Mr. Ryosuke Sakumasu	Project Administration	2.00	1.00	0.00	0.00	3.00
	Total		19.80*	26.30*	46.90	28.9**	121.9*

Source: Data obtained from JICA Nepal Office

Note: *The personal cost of Project Administration borne by the consulting firm was not included in the total of M/M.

**As of September 30, 2013

Annex 5 Costs borne by the Japanese Side

Project Period: March 2009 to January 2014 (Five years)

Total Estimated Budget:

Japanese Yen	= NRs (@0.941)
430,000,000	456,960,680

Yearly budget in Nepal (Kathmandu and Syangja and Morang district offices)

	Year 1	Year 2	Year 3	Year 4	Total
	3.2009-9.2009	11.2009-9.2010	11.2010-10.2012	11.2012-1.2014	
	Actual	Actual	Actual	Proposed budget	
Program Budget	6,766,000	14,724,000	46,145,000	59,501,000	127,136,000
Equipment	2,670,000	138,000	1,398,000	0	4,206,000
Vehicle	6,300,000	0	6,357,200	0	12,657,200
Total (JPY)	15,736,000	14,862,000	53,900,200	59,501,000	**143,999,200
Total (NRs)	16,722,000	15,793,000	57,279,000	63,231,000	153,025,000
Exchange Rate*	@0.941	@0.941	@0.941	@0.941	

Note: *Exchange rate was adopted according to JICA's procurement rules (NPR1=0.941 in September 2013).

** Counterpart training in Japan, expenses for Japanese Experts including airfare and allowance, and other consultant fees are not included.

Program Budget (Year 1-4)	127,136,000 Yen 135,107,000 NRs
----------------------------------	------------------------------------

Annex 6 List of Equipment provided by the Japanese Side

Year 1

Item	Specifications	Cost			Quantity	Location	Frequency of Use (A: Always - B: Often - C: Sometimes)	Condition (A: Good B: Fair C: Bad)
		US\$	NRs	JPY				
1	Note/Laptop PC	HP		117,500		Kathmandu Office	A	A
2	Note/Laptop PC	DELL		210,000		Kathmandu Office	C	C
3	Note/Laptop PC	DELL		210,000		Syangja Office	A	B
4	Note/Laptop PC	DELL		210,000		Morang Office	A	B
5	Application software	Microsoft Office 2007		257,075		All Offices	A	A
6	Antivirus software	Kaspersky antivirus		14,000		All Offices	A	A
7	Projector	EPSON EB-X6		78,000		Kathmandu Office	A	A
8	Scanner	Canon CanoScan LIDE100		5,800		Kathmandu Office	A	A
9	Desk, Chair, Bookshelf			176,858		All Offices	A	A
10	Printer	HP Laser Jet P3005 PCL 5e		88,140		Kathmandu Office	A	A
11	Printer	Canon		42,240		Syangja Office	A	A
12	Printer	Canon		30,000		Morang Office	A	A
13	Network equipment			71,350		All Offices	A	B
14	Copy machine	KYOCERA KM-3050		423,072		Kathmandu Office	A	A
15	Tel/Fax machine	Sharp UX-P410		16,800		Kathmandu Office	A	A
16	Tel/Fax machine	Panasonic		7,400		Syangja Office	A	A
17	Tel/Fax machine			3,245		Morang Office	A	A
18	Digital camera	SONY		18,850		Syangja Office	A	B
19	Digital camera	SONY		18,500		Morang Office	A	B
20	UPS	1400VA		72,752		Kathmandu Office	B	B
21	Stabilizer	Kumanical SVC-5000VA		23,730		Kathmandu Office	A	B
22	Stabilizer	Kumanical SVC-2000VA		11,752		Kathmandu Office	A	B
23	Vehicle	Nissan Patrol			3,150,000	Syangja Office	A	A
24	Vehicle	Nissan Patrol			3,150,000	Morang Office	A	A
Total				2,107,064	6,300,000			
Total (yen) *				8,282,747				

Year 2

Item	Specifications	Cost			Quantity	Location	Frequency of Use (A: Always - B: Often - C: Sometimes)	Condition (A: Good B: Fair C: Bad)
		US\$	NRs	JPY				
1	UPS		61,585		1	Morang Office	A	A
2	UPS		45,400		1	Syangja Office	A	A
3	Network equipment		5,500		2	Kathmand & Syangja Office	B	C
			112,485					
Total (yen) *			105,848					

Year 3

Item	Specifications	Cost			Quantity	Location	Frequency of Use (A: Always - B: Often - C: Sometimes)	Condition (A: Good B: Fair C: Bad)
		US\$	NRs	JPY				
1	Note/Laptop PC	Lenovo	129,950		1	Kathmandu Office	A	A
2	Note/Laptop PC	Lenovo	129,950		1	Syangja Office	A	A
3	Projector	EPSON	66,105		1	Syangja Office	A	A
4	Projector	EPSON	66,105		1	Morang Office	A	A
5	Note/Laptop PC	Lenovo	123,000		1	GESI Sectin of MoFALD	A	A
6	Note/Laptop PC	Lenovo	123,000		1	DDC(GESI IC) in Syangja	A	A
7	Note/Laptop PC	Lenovo	123,000		1	DDC(GESI IC) in Morang	A	A
8	Digital camera	Canon	20,000		1	Kathmandu Office	A	A
9	Note/Laptop PC	Lenovo	138,990		1	DWC	A	A
10	Note/Laptop PC	Lenovo	138,990		1	MoWCSW	A	A
11	Note/Laptop PC	Lenovo	138,990		1	Kathmandu Office	C	C
12	Note/Laptop PC	Lenovo	138,990		1	Morang Office	A	A
13	Printer	HP1102	13,000		1	DWC	A	A
14	Scanner	Canon Lide110	7,500		1	MoWCSW	A	A
15	Application software	Microsoft Office 2010	108,000		6	MoFALD, MoWCSW, DWC他	A	A
16	Antivirus software	Kaspersky antivirus	8,400		7	MoFALD, MoWCSW, DWC他	A	A
17	Vehicle	Nissan Patrol		3,178,600	1	Syangja Office	A	A
18	Vehicle	Nissan Patrol		3,178,600	1	Morang Office	A	A
Total			1,473,970	6,357,200				
Total (yen) *			7,744,206					

Year 1	8,282,747
Year 2	105,848
Year 3	7,744,206
Total (yen)	16,132,801

Note: *Exchange rate was adopted according to JICA's procurement rules (NPR1=0.941 in September 2013).



Annex 7 List of Participants of Training in Japan

No.	Name	Sex	Organization	Position
1	Purna Bhakta Tandukar	M	MoWCSW	Joint Secretary
2	Padam Raj Bhatta	M	DWD	Director General
3	Gokarna Prasad Sharma	M	MoFALD	Under Secretary, GESI Section Chief
4	Gopi Krishna Khanal	M	MoFALD	Joint Secretary, LGCDP
5	Surya Prasad Shrestha	M	MoWCSW	Under Secretary, Section Chief
6	Madhav Prasad Gadtaula	M	DWD	Director
7	Jiwan Prakash Sitaula	M	DDC Syangja	LDO
8	Shiva Ram Pokharel	M	DDC Morang	LDO
9	Meera Sherchan	F	WCO Syangja	WDO
10	Geeta Mahat	F	WCO Morang	WDO
11	Shree Ram Acharya	M	Phedikhola VDC, Syangja district	VDC Secretary
12	Hari Prasad Paudyal	M	Biruwa Archale VDC, Syangja district	VDC Secretary
13	Raman Giri	M	Jagatradevi VDC, Syangja district	VDC Secretary
14	Kamal Guragain	M	Tandi VDC, Morang	VDC Secretary
15	Lila Ram Bastola	M	Tetariya VDC, Morang	VDC Secretary
16	Bishnu Prasad Ojha	M	Pokhariya VDC, Morang	VDC Secretary

Note: Position as of April 2013

Source: Progress Report 3(JICA/GeMSIP)

Annex 7-1



Ministry of Federal Affairs and
Local Development
and
Ministry of Women, Children and Social Welfare
Democratic Republic of Nepal



Japan International Cooperation Agency (JICA)

**GENDER MAINSTREAMING
AND
SOCIAL INCLUSION PROJECT
(GeMSIP)**



Internal Terminal Evaluation Report

July 2013

International Development Center of Japan (IDCJ)
International Development Associates Ltd. (IDeA)

Exchange Rate (as of July 2013)

US\$1=JPY98.07

NRs1=JPY1.027

GENDER MAINSTREAMING AND SOCIAL INCLUSION PROJECT (GeMSIP)

Internal Terminal Evaluation Report

July 2013

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Acronyms and Abbreviations

ADB	Asian Development Bank
A/J	Adibasi/Janajati
APM	All Party Mechanism
BoG	Basic Operational Guidelines
CA	Constituent Assembly
CAC	Citizen Awareness Center
CBO	community-based organization
CD	capacity development
CDO	Chief District Officer
CEDAW	Convention on the elimination of all forms of discrimination against women
CIDA	Canadian International Development Agency
CP	Counterpart
CPA	Comprehensive Peace Accord
DADO	District Agriculture Development Office
DAG	Disadvantaged Group
DANIDA	Danish International Development Agency
DAO	District Administration Office
DDC	District Development Committee
DDCC	District Dalit Coordination Committee
DECC	District Ethnic Coordination Committee
DEO	District Education Office
DFID	Department for International Development (UK)
DFO	District Forest Office
DHO	District Health Office
DLGSP	Decentralized Local Governance Support Program
DLSO	District Livestock Service Office
DPO	District Project Officer
DTO	District Technical Office
DWC	Department of Women and Children
EO	Executive Officer
FEDO	Feminist Dalit Organization
GAD	General Administration Division
GBV	gender-based violence
GeMSIP	Gender Mainstreaming and Social Inclusion Project
GESI	gender equality and social inclusion
GESI IC	GESI Implementation Committee
GFP	Gender Focal Point
GIZ	Gesellschaft für Internationale Zusammenarbeit GmbH
GM	gender mainstreaming
GM/SI	gender mainstreaming and social inclusion
GM/SI AA	gender mainstreaming and social inclusion appraisal and audit
GO	government
GoN	Government of Nepal
GRB	gender responsive budget
GRSI	gender responsiveness and social inclusion
GSI	gender and social inclusion
GTZ	Gesellschaft für Technische Zusammenarbeit GmbH
HDI	Human Development Index
HH	household
ICR	Inception Report

ICRC	International Committee of the Red Cross
IDCJ	International Development Center of Japan
IdEA	International Development Associates Ltd.
IDP	internally displaced person
IEC	Information, Education and Communication
IIDS	Institute for Integrated Development Studies
ILO	International Labour Organization
INGO	International non-governmental organization
IPC	Integrated Planning Committee
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
LB	Local Body
LBFAR	Local Bodies Financial Administration Regulation
LBGBAG	Local Bodies Gender Budget Audit Guideline
LBSS	Local Body Support Section
LDF	Local Development Fund
LDO	Local Development Officer
LGCDP	Local Governance and Community Development Programme
LSGA	Local Self-Governance Act
LSGR	Local Self-Governance Regulations
MCPM	Minimum Conditions and Performance Measures
MDG	Millennium Development Goals
M&E	monitoring and evaluation
MJF	Madhesi Janadhikar Forum
MLD	Ministry of Local Development
MoFALD	Ministry of Federal Affairs and Local Development
MoGA	Ministry of General Administration
MoLD	Ministry of Local Development
MoWCSW	Ministry of Women, Children and Social Welfare
MWCSW	Ministry of Women, Children and Social Welfare
MWG2061	Mainstreaming Working Guideline 2061 of Gender and Child Rights
NGCCP	Nepal Government Citizen Partnership Project
NLA	National Labor Academy
NC	Nepal Congress
NGO	non-governmental organization
NPC	National Planning Commission
NWC	National Women Commission
OBC	other backward community
OJT	on-the-job training
OPD	Outpatient Department
PDM	Project Design Matrix
PMC	Project Management Committee
PO	Planning Officer
PPS	probability proportional to size
ppt	powerpoint
P/R	Progress Report
PWD	people with disability
Q&A	Questions and Answers
R/D	Record of Discussion
SDC	Swiss Development Cooperation
SDO	Social Development Officer
SMES	Strengthening Monitoring and Evaluation System in Nepal
SI	social inclusion

SIAG	Social Inclusion Action Group
SIP	Strategic Implementation Plan
SM	Social Mobilizer
SRM	social resource mapping
TMDP	Tarai-Madhesh Loktantrik Party
TOR	Terms of Reference
ToT	Training of Trainers
TYIP	Three Year Interim Plan
UG	user group
UML	Unified Marxist-Leninist
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNSCR	United Nations Security Council Resolution
VAW	violence against women
VDC	Village Development Committee
VDF	Village Development Fund
WB	The World Bank
WCF	Ward Citizen Forum
WCO	Women and Children Office
WDO	Women Development Officer
WID	women in development
WOREC	Women and Rehabilitation Center

1 INTRODUCTION

1.1 Background

The Government of Nepal in 2007 officially requested to the Japanese Government a project on gender mainstreaming and social inclusion (GM/SI). The GoN has long striven to promote GM/SI to eradicate unjust disparities closely related to prevalent disparities between castes, ethnic groups, regions and genders. A number of policies and guidelines have since been developed and adopted at the central level. However, their impact remains minimal particularly in local bodies because they are hardly implemented at the local levels.

In response to this request, the Ministry of Local Development (MoLD), the Ministry of Women, Children and Social Welfare (MoWCSW), and Japan International Cooperation Agency (JICA) signed the Record of Discussion (R/D) on December 7, 2008, deciding to implement the Gender Mainstreaming and Social Inclusion Project (GeMSIP). Duration of this project is about five years from February 2009 to January 2014.

According to the R/D, the overall goal of the project is that GM/SI-responsive programs are developed and implemented in Nepal. The goal, outcome, outputs, and main activities of GeMSIP are shown in Project Design Matrix (PDM) (Appendix-1).

The latest PDM version 3 was approved at the 4th JCC meeting held on September 23, 2011, according to the discussion and recommendation of the Joint Mid-term Review by the GoN and JICA/GoJ.

1.2 Objective

JICA/GoN will conduct Terminal Evaluation in Year 4 of GeMSIP around six months before GeMSIP will terminate in January 2014. It is joint evaluation between JICA/GoJ and GoN. Before the Joint Terminal Evaluation, GeMSIP conducted internal terminal evaluation with the main counterparts in each pilot District; Syangja and Morang and Kathmandu from April to June 2013. The objectives of the internal terminal evaluation were:

- To inform the upcoming Joint Terminal Evaluation of GeMSIP to the Nepali counterparts.
- To assess the progress and achievements of GeMSIP over the four years;
- To evaluate GeMSIP with respect to five evaluation criteria, especially sustainability of GeMSIP's effect: and
- To obtain lessons learnt and suggestions to GeMSIP.

The progress of GeMSIP was reviewed based on the latest PDM version 3 of GeMSIP, which was agreed at the 4th JCC meeting (Appendix-1).

1.3 Methodology

Following were the methodologies used to conduct the internal terminal evaluation:

(1) Literature Review

The GESI-related plan, policy and guidelines of Government of Nepal, the technical reports developed by GeMSIP, the progress and assignment completion reports prepared by GeMSIP, and other GESI-related documents were reviewed.

(2) GeMSIP Annual Survey

To measure the change of GM/SI-related understanding and attitude of people involved in the project, a questionnaire survey is to be conducted annually with the district- and VDC-level stakeholders. The survey has been conducted three times at district level and VDC level. This report attempted simple comparative analysis of the results of the survey at both levels of district and VDC.

(3) Internal Terminal Evaluation Workshop

The Internal Terminal Evaluation Workshop was held in Morang District, Syangja District and Kathmandu from April to June 2013. Table 1 shows the dates and participants of the Workshop.

Table 1 Dates and Participants of the Internal Mid-term Review Workshop

CP/	Date*	Participant
Morang District	April 29	Member of GESI IC 12 (F 3, M 9) VDC Secretary 3, GeMSIP 5
Syangja District	May 27	Member of GESI IC 22 (F 7, M15), VDC Secretary 3, GeMSIP 7
Central (Kathmandu)	June 9	Member of PMC 5 (F 1, M 7) and GeMSIP 8

Note: *Dates are all in 2013.

During the Workshop the counterparts actively discussed and reviewed following topics.

- Review of the achievement of GeMSIP;
- Assessment of relevance, effectiveness, efficiency, impact, and sustainability of GeMSIP; and
- Lessons learnt and recommendations

The participant lists of the Workshop are in Appendix-2 and the Workshop Program is in Appendix-3.

2 REVIEW OF THE PROGRESS OF THE GeMSIP

In this section, GeMSIP attempts to show how much overall goal, project purpose and outputs have been achieved with respect to indicators specified in PDM, based on the actual progress of activities. The detail information on project activities is shown in the progress reports and assignment completion Reports of GeMSIP.

2.1 Overall Goal

GeMSIP's Overall Goal is that GM/SI responsive programs are implemented in Nepal. In order to bring forward this goal GeMSIP conducted Dissemination Seminar inviting LDO, WDO, SDO and Executive Officer from the five each adjacent district of Morang and Syangja¹ respectively. Table 2.1 shows the summary of the seminar.

Table 2.1 Dissemination Seminar of Morang and Syangja

District	Date	Invited District	Invitee	Venue of Seminar	Program of Seminar	Visiting VDCs
Morang	13-16 Sep. 2012	Jhapa, Ilam, Dhankuta, Panchthar and Sunsari	LDO, WDO, SDO and Executive Officer of Municipality	Biratnagari in Morang District	- Introduction of GeMSIP - Presentation on GMSI practice of DDC and VDC level of GeMSIP Pilot District	Tetariya and Tandi in Morang District
Syangja	28-30 Mar. 2013	Kaski, Tanahun, Parbat, Palpa and Gulmi		Pokhara in Kaski District	- Visit to GeMSIP pilot VDC and sub-project - Wrap-up meeting	Fedikhola in Syangja District

A questionnaire survey was conducted just before the closing of the seminar targeted the participants from invited districts. According to the results of survey most participants appreciated GeMSIP achievement in the pilot Districts and VDCs. They expressed their interests in adoption of GeMSIP way, specifically;

- Make development process participatory and GESI responsive by involving women, Dalit, Janajati and the other backward communities in the planning, implementation and M&E process,
- Follow and implement existing acts, policies and guidelines,
- Enhance social mobilization,
- Promote awareness raising, coordination and relation building.

It's able to expected that GM/SI has been promoted and GM/SI responsive programs are implemented at to some extent in the invited ten districts.

¹ Planning Officer of Kaski District was also invited to the Dissemination Seminar of Syangja

2.2 Project Purpose

GeMSIP's Project Purpose is that GM/SI responsive programs are implemented at the national level and two targeted districts (Syangja and Morang). The current status of achievement in the context of indicators set in PDM is as follows.

(1) Indicator 1: The number and concrete examples of recommendations made by the Project that were incorporated into the existing GM/SI related policies and guidelines by the end of the Project.

GeMSIP has contributed to the revision and preparation of following national policy and guidelines. From this fact, a certain level of effectiveness can be recognized.

Table 2.2.1 GeMSIP contribution to revision and preparation of GESI-related policy

Policies and Guidelines	GeMSIP Contribution
GESI Policy 2010 (MoLD)	<ul style="list-style-type: none"> GeMSIP attended the GESI Thematic Committee Meeting under the MoLD and coordinated with individual specialists for LGCDP to discuss how to develop GESI Strategy of LGCDP in order to prepare GESI Policy of MoLD.
GESI Operational Guidelines (MoLD) (in process)	<ul style="list-style-type: none"> GeMSIP shared its practical experiences and gave comments on the guidelines based on the field trial in the two target districts and six Pilot VDCs of GeMSIP. Major comments are 1) to integrate the two-volume book into one and 2) making it more user-friendly (It is not plain for local bodies.) The proposed guideline is underway to develop. Since MoFALD has been planning to amend GESI policy. The guideline will come later once GESI policy will be amended. Some materials of the draft have been included in the GESI Training Resource Book.
Revision of Local Bodies Gender Budget Audit Guidelines (in the review report on LBGBAG)2008 (MoLD)	<ul style="list-style-type: none"> GeMSIP shared its practical experiences and gave comments on the guidelines based on the field trial of GM/SI appraisal and budget audit in the two target districts and six Pilot VDCs of GeMSIP. One major comment is that it should include Social Inclusion aspect and indicators as well as gender aspect. GeMSIP shared the tools and techniques of conducting GMSI appraisal and budget analysis. MoLD accepted GeMSIP's comments and applied the matrix of GM/SI appraisal developed by GeMSIP in the review report on LBGBAG. The title of the guidelines was revised to be "Gender and Social Inclusion Budget Audit Guidelines".
Revision of the ToR of Gender Focal Points (MoWCSW) (in process)	<ul style="list-style-type: none"> GeMSIP provided the forum to discuss the ToR of Gender Focal Points during the GMSI training, which was held by GeMSIP for GFPs and planning officers of all Ministries, NPCS, PMO, Nepal Police and Parliamentary Secretariat.
Replacement of LBGBAG 2008 by Local Bodies Gender Responsive and Social Inclusive Budget Formulation and Audit Guidelines 2012 (MoFALD)	<ul style="list-style-type: none"> GeMSIP provided feedback based the completion of GRSI Audit and Budget Analysis for Syangja and Morang DDCs and one each pilot VDC in Syangja and Morang. The comments cover a broad range like implementation period, scoring method, clarification of indicators. (See Section 5.6.5 of the Assignment Completion Report of Year 3 of GeMSIP.)
GESI Training Resource Book 2012 (MoFALD)	<ul style="list-style-type: none"> There was a workshop on draft of the training resource book. Mr. Tej Sunar, National Project Coordinator, GeMSIP attended the workshop

	and gave his comments on the draft. Later on he gave written comments as well. The draft was highly dominated by theoretical and academic aspect. The comments were given to make it simpler and practical, based on the experience of GeMSIP.
VDC Social Mobilization Guideline 2012	<ul style="list-style-type: none"> GeMSIP had given to feedback to LGCDP informally through SM Specialist in LGCDP and GESI section, basically making size of WCF smaller and manageable and provisioning composition of WCF responsive to GESI.

(2) Indicator 2: GESI Implementation Committee is respectively established in the two targeted districts as per the GESI Policy.

GESI Implementation Committee (GESI IC) had not been established in any district in Nepal including Morang and Syangja districts when GeMSIP has started in March 2009. GeMSIP explained new Government policy; GESI Strategy of MoLD (later it was finalized as GESI Policy of MoLD) and continuously encouraged both districts to form GESI IC officially following the government guidelines. Afterward GESI IC has been formed in Syangja District in April 2010 and in Morang in October 2010. GESI IC in Syangja and Morang are the first and second GESI IC out of total 75 districts of Nepal, which was formally established according to the GESI Policy of GoN.

There were two main reasons why it took long time to form GESI IC in both district. One was there has been already several coordination committees related to GESI in each district. Owing to this circumstance DDC and WDO had to make big efforts to coordinate among existing coordination committees. The other reason was related to member composition of GESI IC which has been stipulated by the government guidelines. It should ensure at least 33% of representation of woman and proportional representation of other excluded groups. It was technically very difficult to achieve that requirement because there were few members from women and excluded groups in government and non-government organization as well.

Table 2.2.2 shows the member composition by gender and social group of current GESI IC of both districts. The member list of GESI IC is shown in Appendix 4. The member composition of GESI IC of both districts ensures the government provision.

Table 2.2.2 Member Composition of GESI IC

Syangja: GESI IC

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
25	15	10	19	2	3	0	1	6
(%)	60%	40%	76%	8%	12%	0%	4%	24%

Morang: GESI IC

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
23	15	8	13	4	1	5		10
(%)	65%	35%	52%	16%	4%	20%	0%	40%

(3) Indicator 3: Existing VDC Integrated Planning Committee is reformed as per the GESI Policy at least in one pilot VDC/municipality of each of the two targeted districts

When GeMSIP first started its operation in the six pilot VDCs of Syangja and Morang in early 2010 Integrated Planning Committee (IPC) had been hardly functioning and its member composition was not GESI responsive.

There was an argument about what organization should be responsible in the pilot VDCs to carry out GeMSIP activities. One idea was to utilize the existing IPC (VDC IPC) for the purpose even though its composition was not fully GESI sensitive; it would be gradually reformed as GeMSIP activities went on. Other people opposed this idea saying that GESI-sensitive IPC was the necessary condition to be met at the very beginning. After a series of consultation and discussion with Nepalese counterparts and JICA, it was decided to establish a new parallel IPC called GeMSIP IPC exclusively for the purpose of GeMSIP activities. GeMSIP IPC was subsequently set up in each pilot VDC following the GESI-responsive guidelines specifically developed by respective GESI ICs of the two districts based on the government guidelines.

As it turned out, people in the pilot VDCs overwhelmingly welcomed the new GeMSIP ways of project formulation, selection and implementation and, thus, appreciated GeMSIP IPC at the center of the whole improved process. Given this realization and appreciation, it was a very natural step forward for them to integrate the two IPCs into one.

In actuality, two VDCs in Syangja (Phedikhola and Jagatradevi) finished the formal integration by August 2011, right after the completion of Cycle 1. The remaining VDC, Biruwa Archale, also successfully integrated the two IPCs in November 2011. By contrast, the three VDCs in Morang have been slow to complete the integration even though they all aim at it. To facilitate the process, LDO Morang issued a letter in October 2011 after the fourth JCC, formally instructing the three VDC Secretaries to integrate the two IPCs. Their official planning process for FY2012/13 has been led by GeMSIP IPC. They have recognized there is one official IPC in their VDC. *De facto* integration seems to have been accomplished in Morang, too.

Table 2.2.3 shows the member composition by gender and social group of current six IPCs of Group 1. The member list of IPCs is shown in Appendix 5. The member composition of IPC of both districts ensures the government provision.

Table2.2.3 Member Composition of Six IPCs of Group 1

**Syangja District
Phedikhola**

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
17	11	6	10	3	4	0	0	7
(%)	65%	35%	59%	18%	24%	0%	0%	41%

**Morang District
Pokhariya**

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
18	12	6	1	15	1	1	0	17
(%)	67%	33%	6%	83%	6%	6%	0%	94%

Biruwa Archale

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
19	10	9	8	8	3	0	0	11
(%)	53%	47%	42%	42%	16%	0%	0%	58%

Tetariya

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
15	7	8	1	11	1	2	0	14
(%)	47%	53%	7%	73%	7%	13%	0%	93%

Jagatradevi

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
19	11	8	6	11	2	0	0	13
(%)	58%	42%	32%	58%	11%	0%	0%	68%

Tandi

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
24	12	12	9	12	3	0	0	15
(%)	50%	50%	38%	50%	13%	0%	0%	63%

Table 2.2.4 shows the member composition by gender and social group of IPCs of VDC/Municipality of Group 2&3. The member list of IPCs is shown in Appendix 6. The member composition of IPCs almost ensures the government provision.

Table2.2.4 Member Composition of IPCs of Group 2&3

**Syangja District
Panchamul VDC**

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
19	12	7	14	3	2	0	0	5
(%)	63%	37%	74%	16%	11%	0%	0%	26%

Kitchnas VDC

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
19	11	8	9	6	3	1	0	10
(%)	58%	42%	47%	32%	16%	5%	0%	53%

Sekham VDC

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
22	13	9	8	11	3	0	0	14
(%)	59%	41%	36%	50%	14%	0%	0%	64%

Shree Krishna Gandaki VDC

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
22	13	9	13	6	3	0	0	9
(%)	59%	41%	59%	27%	14%	0%	0%	41%

Kyakmi VDC

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
19	13	6	4	12	2	0	1	15
(%)	68%	32%	21%	63%	11%	0%	5%	79%

Putalibazar Municipality

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
26	20	6	16	7	3	0	0	10
(%)	77%	23%	62%	27%	12%	0%	0%	38%

Chitrebhanjyang VDC

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
18	10	8	2	13	3	0	0	16
(%)	56%	44%	11%	72%	17%	0%	0%	89%

Kuwakot VDC

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
22	14	8	12	7	2	1	0	10
(%)	64%	36%	55%	32%	9%	5%	0%	45%

Morang District**Ramitekola**

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
16	11	5	1	14	1	0	0	15
(%)	69%	31%	6%	88%	6%	0%	0%	94%

Dangraha

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
20	13	7	3	13	2	2	0	17
(%)	65%	35%	15%	65%	10%	10%	0%	85%

Majhare

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
33	23	10	3	15	2	13	0	30
(%)	70%	30%	9%	45%	6%	39%	0%	91%

Motipur

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
27	17	10	2	21	1	3	0	25
(%)	63%	37%	7%	78%	4%	11%	0%	93%

Waling Municipality

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
21	16	5	12	7	2	0	0	9
(%)	76%	24%	57%	33%	10%	0%	0%	43%

Lakhantari

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
24	16	8	1	21	1	1	0	23
(%)	67%	33%	4%	88%	4%	4%	0%	96%

Madhumalla

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
21	15	6	11	8	1	1	0	10
(%)	71%	29%	52%	38%	5%	5%	0%	48%

Boudaha

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
21	14	7	2	3	12	4	0	19
(%)	67%	33%	10%	14%	57%	19%	0%	90%

Urlabari

Total Member (person)	Gender		Social Group					
	M	F	B/C	A/J	Dalit	OBC	Others	except B/C
18	12	6	11	5	1	1	0	7
(%)	67%	33%	61%	28%	6%	6%	0%	39%

(4) Indicator 4: The proportion of real expenditure of sub-projects that promote empowerment and capacity building of women and excluded groups reaches at least 35 percent of the total expenditure of sub-projects in each pilot VDC/Municipality by the end of the Project.

The sub-projects of GeMSIP Pilot Project are prioritized by WCF and recommended to IPC for the selection. After the selection by IPC, selected sub-projects are submitted to Village/Municipality Council for final selection according to the 14 step planning process stipulated by the GoN. Both WCFs and IPCs are composed of GESI-responsive members according to the government guidelines. It means women and excluded groups, who should be targeted for empowerment and capacity building, are involved in the development process

especially planning process. In fact they have participated in the series of planning process positively and express their voice actively. In this context 100% of sub-projects of GeMSIP ensure their empowerment and capacity building by providing real practice of meaningful participation in the whole development processes; planning, implementation and monitoring.

Among them, we chose some sub-projects of Cycle 3 of Group 1 and Cycle 1 of Group 2&3 which can be assessed as project which contribution is relatively higher because of its feature. The selection criteria are as follows.

- 1) GESI awareness/ empowerment training
- 2) Vocational training for women and excluded group
- 3) Project for income generation for women and excluded group
- 4) Bulletin Board for GESI awareness
- 5) Project for direct improvement of living standard of women and excluded group

The rate of expenditure² of selected sub-projects of the total expenditure of sub-projects in each VDC/Municipality of Syangja is shown in Table 2.2.5. The selected sub-projects are shown in Appendix 7.

Table 2.2.5 Rate of expenditure of selected sub-projects of Syangja

No.	VDC/Municipality	Sub-Projects		Empowerment and Capacity Building Project		
		Total No	Total Budget	No	Budget	% of Total
1	Phedikhola	14	500,000	8	328,000	66%
2	Biruwa Archale	15	500,000	10	332,000	66%
3	Jagatradevi	10	500,000	7	276,450	55%
	Total of G1	39	1,500,000	25	936,450	62%
4	Panchamul	9	500,000	2	165,000	33%
5	Putalibazar	20	500,000	12	299,615	60%
6	Kitchnas	16	500,000	4	137,000	27%
7	Chitrebhanjyang	18	500,000	6	176,000	35%
8	Kyakmi	16	500,000	8	245,000	49%
9	Sekham	13	500,000	7	305,000	61%
10	Kuwakot	19	500,000	5	145,500	29%
11	Waling	17	500,000	3	89,000	18%
12	Shree Krishna Gandaki	12	500,000	5	170,000	34%
	Total of G2&3	140	4,500,000	52	1,732,115	38%
	Grand total	179	6,000,000	77	2,668,565	44%

Similarly, the rate of expenditure³ of selected sub-projects of the total expenditure of

² For this calculation we used budget instead of expenditure of sub-projects since actual expenditure of sub-project of Cycle 3 has not settled yet. It is reasonable because it has been observed that most sub-projects of Cycle 1 and Cycle 2 spent their budget as their estimate which they submitted attached their proposal.

³ For this calculation we used budget instead of expenditure of sub-projects since actual expenditure of sub-project of Cycle 3 has not settled

sub-projects in each VDC of Morang is shown in Table 2.2.5. The selected sub-projects are shown in Appendix 8.

Table 2.2.6 Rate of expenditure of selected sub-projects of Morang

No.	VDC/Municipality	Sub-Projects		Empowerment and Capacity Building Project		
		Total No	Total Budget	No	Budget	% of Total
1	Tandi	10	500,000	1	31,734	6%
2	Tetariya	4	500,000	2	415,000	83%
3	Pokhariya	10	500,000	3	144,350	29%
Total of G1		24	1,500,000	6	591,084	39%
4	Ramitekhola	5	500,000	1	50,000	10%
5	Madhumalla	14	500,000	4	150,000	30%
6	Urlabari	17	500,000	8	160,000	32%
7	Dangraha	6	500,000	2	165,000	33%
8	Motipur	8	500,000	5	249,000	50%
9	Lakhantari	11	500,000	3	146,525	29%
10	Bhauaha	7	500,000	4	214,500	43%
11	Majhare	7	500,000	3	223,500	45%
12	Biratnagar	0	0	0	0	0%
Total of G2		75	4,000,000	30	1,358,525	34%
Grand total		99	7,000,000	42	2,540,693	36%

(5) Indicator 5: Good practices of GESI responsive sub-projects are collected from each pilot VDC/municipality by the end of the Project.

Good practices of GESI responsive sub-projects have been collected from each pilot VDC/municipality. In this report Good practice of GESI responsive development process of Group 1 are mentioned which relate to empowerment of women and the excluded, GESI-responsiveness, and decision-making process.

Empowerment of Women and the Excluded:

Cycle 1: Social Audit, Pokhariya VDC, Morang (September 2011)

Mr. Bishnu Prasad Ojha, VDC Secretary of Pokhariya said that he was wondering what GeMSIP is all about as I was not aware of what GeMSIP is actually going to do when it spent nearly a year or so during its preparatory phase of intervention in the pilot VDC. And now once again I so wonder how all these changes it has helped bring about in the lives of the people in Pokhariya distinctly women and deprived population who are now part of GeMSIP and who have proved that even women and Dalit as well as most deprived groups can contribute to the overall equitable and sustainable

yet. . It is reasonable because it has been observed that most sub-projects of Cycle 1 and Cycle 2 spent their budget as their estimate which they submitted attached their proposal.

development of the community through their increased level of awareness and skills on GMSI responsiveness that ensures their due participation in participatory planning process, implementation and monitoring of the projects and programs in a gender responsive and socially inclusive way. And I am amazed to see all this happening before my eyes. All of us should continue this practice towards the extent of effective self-functioning of LB's mechanisms in delivering the timely and adequate delivery of services to the poor and needy and all in general. This would be the true materializing of the vision of GeMSIP before it is phase out. But all this depends on us all not on GeMSIP itself.

Cycle 1: Social Audit, Pokhariya VDC, Morang (September 2011)

"I know for sure there hardly used to be any Dalit chairperson of User Committees and certainly not a single woman chairperson in Pokhariya VDC before GeMSIP intervention. I must thank GeMSIP and enthusiasm and efforts of the people of Pokhariya for making these kind of positive changes happen in the lives of the people in Pokhariya. It is high time LBs as well as other concerned development partners should positively respond to the need of practicing such participatory and inclusive planning formulation, screening prioritization and final selection as well as implementation and monitoring and Social Audit at VDC and ward level to ensure transparency and accountability making people properly benefit from good governance."

Cycle 2: Social Audit, Tandi VDC, Morang (August 2012)

A female Dalit member of IPC said "Dalit women who were not even able to introduce themselves or speak up in the meeting are now involved in project implementation and attending related meetings and voicing their opinions. This is a big change."

Cycle 2: Social Audit, Tetariya VDC, Morang (August 2012)

A female IPC member said: Women have come to get involved in VDC's development process through formulation and implementation of projects.

Cycle 2: District-level Review Meeting, Syangja (September 2012)

When one journalist asked; what is the evidence of women empowerment? A female IPC member from a pilot VDC stood up and told him "Before GeMSIP I was not even able to tell my name in the meeting. I was not used to speaking up or attending these meetings. With GeMSIP many things changed. We women are now aware of VDC planning and budgeting process and we know we can voice our concerns. We discuss what our problems are. The fact that I am talking to you now in this meeting is a good evidence of change" and other women also stood up and said similar things. It was really impressive.

Cycle 3: IPC meeting for sub-project selection, Jagatradevi VDC, Syangja (December 2012)

In the IPC meeting to select GeMSIP sub-projects in Jagatradevi VDC, Syangja, members from Dalit and Janajati communities as well as a representative of disabled people played a very active role in selection. Ms. Renu Thapa said, "After GeMSIP started, Dalit and Janajati can get information about the target funds. Women are actively involved in project preparation and decision-making." Ms. Punam B.K., a Dalit representative, said, "Dalit people should get the chance to be involved in decision-making process and allocation of Dalit target funds." Mr. Man Rana, a person with disability, strongly raised his voice and successfully advocated two PWD-related sub-projects.

Cycle 3: Conversation with a GESI IC member, Morang (February 2013)

"I am happy that I have learned a lot from GeMSIP. It is already 28 years since I started working for

the NGO, but nobody taught me these things. I have come to know first time in my life about GESI-responsive local development process thanks to having become a GESI IC member. “I have started to try this process that GeMSIP has been promoting, in my village (Murigauri VDC). Due to VDC politics I am not an IPC member there, but I support participation of other women through Women Network. GeMSIP process should be followed in all 65 VDCs in Morang.

GESI-responsiveness:

Cycle 1: GM/SI Monitoring Training, Fedikhola VDC, Syangja (April 2011)

When asked about the progress of pilot project during the training, a member of GeMSIP IPC replied as below:

“Although we placed great emphasis on GESI responsive project planning and implementation, the Dalit had a tendency to evade meetings. But when we held meetings near their settlement areas their attendance increased. So, we realized that we need to devise more ways so that the Dalit can more easily participate in the activities.”

Cycle 1: Sub-project Progress Review Meeting, Jagatradevi VDC, Syangja (May 2011)

During the review of GeMSIP sub-projects’ progress in Jagatradevi VDC, Syangja, it was found that not a single post was held by women in the Users Committees of Wards 1 and 2. The members of IPC (Integrated Planning Committee) concluded that such projects could not be GESI responsive and decided to hold the second disbursement until at least one key post was given to women. Then one young male IPC member, who was also chairperson of the Users Committee in question, shouted that women were neither ready nor able to hold the key posts of a Users Committee. He further aid that he had once tried to include women earlier without success and therefore it should not be possible even now. A long debate followed. Finally, an old woman (also an IPC member) from Janajati community, who kept silent during the discussion, raised her hand and said, “Who says women are not ready to hold the key posts? If women are not capable of taking leadership, how can mothers groups actively work in the Wards? If women are not really ready, then we will go to make them ready.” Other participants fully agreed with her view. The young member fell silent and said he would try. Later they gave two key posts to women and received the second installment as planned.

Cycle 1: GM/SI Monitoring Training, Biruwa Archale VDC, Syangja (May 2011)

In the training when discussing the current monitoring practice someone asked what GM/SI Monitoring is. One GeMSIP IPC member answered, “For example, for a road construction project, for normal monitoring we just check the progress such as what is the length of the road constructed or if the progress is as planned, while GM/SI monitoring we should discuss who formulated the project, who were involved in the discussion during the planning, who is implementing the project, who will benefit from the project and so on.”

Cycle 1: Implementation of Awareness Training on Women’s Legal Rights, Tandhi VDC, Morang (June 2011)

Sakriya Aama Samuh (Active Mothers’ Group) of Ward 9, Tandhi VDC, Morang, conducted a 3-day training on Legal Awareness of Women on June 2~4, 2011 as a GeMSIP sub-project. The group used to work only for saving and credit program. Through GeMSIP, they realized that they were barred from the VDC planning process and unable to address their real needs. Being aware of the acute

problem of domestic violence and human trafficking in the Ward, they decided to organize this training with GeMSIP funds. They took extra care to ensure that women from Dalit, Adibashi/Janajati and most deprived families participate in this training. A total of 66 women and a few men took part. After the training, the participants developed a three-month action plan. Its main activity was to form a broader community-based mechanism to fight against the violence in VDC. Within a half year since its establishment, this mechanism helped the group successfully settle five cases of violence against women.

Cycle 2: IPC Meeting, Biruwa Archale VDC, Syangja (November 2011)

IPC member, Mr. Nal Bahadur Thapa, said that now he felt sorry because they didn't select the proposal of Dalit. "Last year a Dalit group submitted a proposal of goat keeping but we only selected small projects and only thought about women, not the project form the most needy. GeMSIP conducted GESI hearing in ward no 4 of Biruwa Archale and conducted different GESI awareness training. After this program we realized that we have to consider the poorest of the poor. Now we know why we will do and what we will consider. Definitely this time we will use our wisdom and select the GESI responsive project."

Cycle 2: IPC Meeting, Phedikhola VDC, Syangja (November 2011)

During the time of IPC meeting to discuss how to align with Government planning process especially GeMSIP facilitate to IPC member to find the process of conduct Ward Mass meeting together. Mr. Shiva Parajuli of APM member suggested to analysis GESI in Ward Mass meeting and also shared the information of VDC planning process.

Cycle 2: IPC Meeting, Jagatradevi VDC, Syangja (November 2011)

During an IPC meeting in Jagatradevi VDC, Syangja, to discuss criteria to be used in proposal selection, a female Janajati member said, "I would propose to review all the criteria used last year. Because of one particular criterion that project should cover as many beneficiaries as possible, we did not select a proposal from Sunkarne (a small settlement with 10 Janajati households). If our concern is to support excluded groups, we should revise this criterion. Otherwise proposals from them would be rejected again." Listening to her argument, the IPC changed the criterion to "proposals from the most needy groups shall be selected."

Cycle 3: Project prioritization by WCF, Ward No 8, Biruwa Archale VDC, Syangja (December 2012)

People were discussing the road construction project against the selection criteria 6, i.e., projects related to income generation of Dalit, Marginalized and Disadvantaged people (5 marks are given if applicable and 1 mark if not).

After reading the criteria no. 6, Facilitator, Mr. Nar Bahadur B.K., asked the participants, "what do you think on this point?" A so-called high-caste man who supports the project stood up and said, "Everyone can use the road. It is for all the people. The poor will use the road when they go to sell vegetables, which will contribute to their income generation. So, certainly it can get 5 marks!" Mr. Nar Bahadur gently asked the others, "what do you think? Does it contribute to income generation of the poor?" A woman who kept quiet till then said, "poor people cannot afford a bus fare even there is a motor road, and they will carry their vegetables in the *doko* hanging over their heads and walk to the market. So, I think the life of the poor will not change." Many people nodded listening to her opinion. One man added, "Right. For those who have cars the road is very useful and supports income generation, but..." Finally the participants agreed to give one mark to the criteria. Mr. Nar Bahadur asked the person who spoke up first for support of the road, "what do you think?" He made a hesitant smile and said, "well. I guess it should be one mark."

Decision-Making Process:

Cycle 2: Ward Mass Meeting, Phedikhola VDC Ward No. 1, Syangja (December 2011)

During the ward mass meeting a loud-voiced man from elite class read out a list of demands and asked the participants for agreement, but most of the participants kept silent. GeMSIP Officer and IPC members explained that it was decided that people will submit proposals to VDC fund using a proposal format just like GeMSIP. He finally folded the paper and put it back to his pocket without saying anything.

Cycle 2: Ward Mass Meeting, Phedikhola VDC Ward No. 2, Syangja (December 2011)

At a Ward Mass meeting, APM member Mr. Narayan Sharma made a speech: "Thanks to GeMSIP, our VDC is changing. In the past, demands put forward by elites with loud voice became demands of the Ward. Proposals were selected without any ordinary villagers involved. This year, however, the project selection process and criteria are clearly explained to everyone in this open meeting. Everyone can now submit proposals with his or her own voice. This is a huge leap and improvement for Phedikhola VDC. I am grateful to GeMSIP."

Cycle 3: IPC Sub-project Selection Meeting, Phedikhola VDC, Syangja (December 2012)

While selecting projects, there continued demands of raised voices to push the projects of their own Wards for some time. Mr. Durga Datta Sharma, an IPC member, stood up and told the participants, "we are representatives of our own wards, but now we need to discuss as IPC members trying to make the best for the whole of the VDC. Let's stop talking what is beneficial to own wards." Some IPC members nodded accepting his points.

Cycle 3: Village Council, Phedikhola VDC, Syangja (January 2013)

IPC member, Mr Durga Datta Sharma, said "GeMSIP supports VDC to implement the policies of GoN. From the settlement level proposals were submitted by all kind of people (Dalit, poor people, disable, Janajati, single women and children). Phedikhola IPC is addressing and listening to their voice through the planning process. WCF and IPC members are clear in their roles so WCF prioritized the project in Ward level in 9 Wards by using the project selection indicators and submitted to IPC in time. After submission of the projects to IPC, IPC selected the projects according to the WCF prioritization by using the equity and GESI responsive way."

(6) GESI responsive institutional mechanism is adopted in DDC and non-pilot VDCs of the two targeted districts in reference to the Project

Some results related to introduction of GESI responsive institutional mechanism have been seen in both DDC and non-plot VDCs of Syangja and Morang

In DDC:

- Capacity development of GESI IC

The capacity of GESI IC members has been strengthened according to the progress of GeMSIP. After being trained by GeMSIP, GESI IC members in both districts have been performing the role of facilitator at the both VDC and district levels training and workshops

on GESI responsive planning, monitoring and GRSI Audit.

In case of Syangja, GESI IC proposed to replicate GM/SI approach introduced by GeMSIP in 15 VDCs of Syangja run by LGCDP I. They became able to take approval from District Council for the replication. Finally, DDC decided to train the VDC Secretaries and Social Mobilizer from these 15 VDCs in GM/SI approach with the technical support from GeMSIP in 2011. Based on this experience DDC conducted the same training by itself for the other 6 VDCs in 2012.

- GESI related workshop

After the introduction of GeMSIP various seminar and training were held organized DDC and WCO in Syangja and Morang. Especially in case of Morang, the relationship between DDC and WCO became closer and they often conduct GESI related activities jointly inviting the concerned persons of district level planning process including political members. In many cases they request GeMSIP technical support and GeMSIP contributes in that line.

- GESI responsive planning process at district level

GESI related coordination committees of district have been capacitated and empowered now. In case of Morang they are planning their projects by themselves this year instead of APM who had made it previously. This makes planning process more transparent. The same phenomenon has been seen in Syangja.

In non-pilot VDC:

- Formation of GESI responsive IPC

During the GM/SI training organized by Syangja DDC with technical support of GeMSIP, 15 VDCs of Syangja made action plan to reform existing IPC ensuring GESI responsive member composition. After the training GESI IC members independently facilitated the orientation held by each VDC and finally GESI responsive IPC was formed in 15 VDCs in 2011. Similarly the other 6 VDCs trained by DDC established GESI responsive IPC in 2012. In total 21 non-pilot VDCs of Syangja GESI responsive planning have started.

- Training on Practical Social Mobilization for VDC Secretaries and LGCDP Social Mobilizers

According to the request from LGCDP Social Mobilizers GeMSIP together with DDC Morang and LGCDP Morang conducted the training on Practical Social Mobilization in February 2013 for all 65VDC Secretaries and Social Mobilization of LGCDP in 65VDCs and

Biratnagar Municipality in Morang. The Local Service Providers and the other concerned officers from DDC and Municipality also participated. The main objectives of the training are to support LGCDP at local level by strengthening practical social mobilization capacity of LGCDP Social Mobilizers and to replicate the GeMSIP experiences and learning in non-pilot VDCs and non-pilot Wards of Biratnagar in Morang through LGCDP. Through the training participants understood the way of GeMSIP and expressed their demand to adopt the same way of GeMSIP in all 65 VDCs.

- Introduction of GeMSIP way for GESI promotion

Some GESI IC members of Syangja and Morang are willing to introduce the way of GeMSIP in non-pilot VDCs of respective district for promoting GESI. They have understood what GeMSIP has achieved in communities and VDC planning process and realized its effectiveness. A member of GESI IC of Morang is proposing to conduct GM/SI training in some VDCs by collaborating with GeMSIP, concerned VDCs, and Women Development Association which she belongs to as President.

2.3 Outputs

GeMSIP has seven expected outputs as set out in PDM. Output-wise progress is as follows.

2.3.1 Output 1: The level of understanding and perceptions towards GM/SI of stakeholders at the national level and in the two targeted districts is enhanced through training, seminars, and the Pilot Project.

(1) Indicator 1-1: The number of people who participate in TOT and GM/SI related training by the end of the Project.

The gross number of persons trained by GeMSIP is 4,535 (Table 2.3.1. The detail is shown in Appendix 9.) Among them around 200 persons were trained as resource persons. The average rate of women's participation is 44%. The average rate of non-Brahmin/Chhetri participants is 58%. From these figures it can be safely said that GeMSIP has achieved this target.

Table2.3.1 Trained persons by GeMSIP

Central, District, VDC/Municipality	Total Participants	Gender		Social Group					
		M	F	B/C	A/J	Dalit	OBC	Others	except B/C
Central level (Total)	157	86	71	114	37	2	1	4	44
(%)	-	55%	45%	73%	24%	1%	1%	3%	28%
Syangja District (Total)	175	130	45	107	33	16	3	0	52
(%)	-	74%	26%	61%	19%	9%	2%	0%	30%
Mornag District (Total)	140	79	61	91	21	10	12	0	43
(%)	-	56%	44%	65%	15%	7%	9%	0%	31%
VDC Level (Group 1)									
Syangja: Phedikhola VDC (Total)	217	118	99	104	45	40	0	0	85
(%)	-	54%	46%	48%	21%	18%	0%	0%	39%
Syangja: Biruwa Archale VDC (Total)	223	107	116	68	92	36	0	0	128
(%)	-	48%	52%	30%	41%	16%	0%	0%	57%
Syangja: Jagatra Devi VDC (Total)	202	107	95	63	93	20	0	0	113
(%)	-	53%	47%	31%	46%	10%	0%	0%	56%
Morang: Pokhariya VDC (Total)	162	83	79	3	114	18	8	3	143
(%)	-	51%	49%	2%	70%	11%	5%	2%	88%
Morang: Tetariya VDC (Total)	184	82	102	14	116	4	14	3	137
(%)	-	45%	55%	8%	63%	2%	8%	2%	74%
Morang: Tandi VDC (Total)	163	75	88	40	90	15	0	1	106
(%)	-	46%	54%	25%	55%	9%	0%	1%	65%
VDC/Municipality Level (Group 2&3)									
Syangja: PanchamulVDC (Total)	150	85	65	57	25	44	0	0	69
(%)	-	57%	43%	38%	17%	29%	0%	0%	46%
Syangja: Sekham VDC (Total)	168	91	77	40	67	25	5	0	97
(%)	-	54%	46%	24%	40%	15%	3%	0%	58%
Syangja: Kyakmi VDC (Total)	186	105	81	18	113	24	0	0	137
(%)	-	56%	44%	10%	61%	13%	0%	0%	74%
Syangja: Chitrebhanjyang VDC (Total)	196	98	98	23	121	14	0	0	135
(%)	-	50%	50%	12%	62%	7%	0%	0%	69%
Syangja: Kuwakot VDC (Total)	202	109	93	57	80	34	1	0	115
(%)	-	54%	46%	28%	40%	17%	0%	0%	57%
Syangja: Kitchnas VDC (Total)	189	104	85	58	51	43	0	0	94
(%)	-	55%	45%	31%	27%	23%	0%	0%	50%
Syangja: Shree Krishna Gandaki VDC (Total)	161	84	77	58	28	51	0	0	79
(%)	-	52%	48%	36%	17%	32%	0%	0%	49%
Syangja: Putalibazar Municipality (Total)	201	116	85	74	26	29	0	0	55
(%)	-	58%	42%	37%	13%	14%	0%	0%	27%
Syangja: Waling Municipality (Total)	159	83	76	72	47	31	0	0	78
(%)	-	52%	48%	45%	30%	19%	0%	0%	49%
Morang: Ramitekhola VDC (Total)	121	91	30	5	87	12	0	0	99
(%)	-	75%	25%	4%	72%	10%	0%	0%	82%
Morang: Dangraha VDC (Total)	143	79	64	18	87	15	4	0	106
(%)	-	55%	45%	13%	61%	10%	3%	0%	74%
Morang: Majhare VDC (Total)	170	114	56	2	40	10	96	1	147
(%)	-	67%	33%	1%	24%	6%	56%	1%	86%
Morang: Motipur VDC (Total)	155	83	72	8	98	17	11	0	126
(%)	-	54%	46%	5%	63%	11%	7%	0%	81%
Morang: Lakhantari VDC (Total)	158	86	72	10	115	10	3	0	128
(%)	-	54%	46%	6%	73%	6%	2%	0%	81%
Morang: Madhumalla VDC (Total)	190	126	64	49	68	43	1	1	113
(%)	-	66%	34%	26%	36%	23%	1%	1%	59%
Morang: Bhoudaha VDC (Total)	141	91	50	38	21	37	23	2	83
(%)	-	65%	35%	27%	15%	26%	16%	1%	59%
Morang: Urlabari VDC (Total)	222	111	111	90	80	26	4	0	110
(%)	-	50%	50%	41%	36%	12%	2%	0%	50%
Grand Total	4,535	2,523	2,012	1,281	1,795	626	186	15	2622
(%)	-	56%	44%	28%	40%	14%	4%	0%	58%

(2) Indicator 1-2: Among Training of Trainers (TOT) participants, 50 people conduct training as a resource person at least 1 time by the end of the Project.

After being trained by GeMSIP, GESI IC members in both districts have been performing the role of resource person at the both VDC and district level training and workshops. There are more than 50 resource persons in two districts because the total number of current GESI IC members of two districts is 48. Additionally some members of GESI IC were replaced with new members and previous members are also able to work together. In addition to this there are many central-level resource persons who are/were core counterpart of GeMSIP and participated in central-level training organized by GeMSIP.

(3) Indicator 1-3: At least 3 types of resource materials on GM/SI are developed within three years at the central level.

GeMSIP has developed those materials listed in Table 2.3.2. GeMSIP developed five resource materials on GM/SI up to now; GM/SI Basic Training Manual, GM/SI Appraisal and Audit Manual, GM/SI Planning Manual, GeMSIP Pilot Project Guidelines and GESI responsive VDC-level Project Monitoring Framework: A Practical Handbook in both Nepali and English.

In addition, GeMSIP prepared the progress report and assignment completion report every year (Table 2.3.3).

Table 2.3.2 Resource Materials on GM/SI developed by GeMSIP

No	Year	Title, Language	Date Prepared	Objective and Summary	Reflection to Government
1	1	GM/SI Basic Training Manual (draft) (English and Nepali)	Sep 2009	Training manuals of GMSI Basic Training for DDC, VDC, Municipality, and central level concerned organizations	not-yet
2	2	GM/SI Appraisal and Audit Manual (draft) (English and Nepali)	Oct 2010	Manuals and specific terms for appraisal and audit on planning of development projects to promote GM/SI for local government	For the revision of "Local Bodies Gender Budget Audit Guidelines 2008 (MoLD)"
3		GM/SI Planning Manual (draft) (English and Nepali)	Oct 2010	Manuals and specific terms for planning of development projects to promote GM/SI for local government	For the preparation of "GESI Operational Guidelines (MoLD)"
4		Pilot Project Guidelines (English and Nepali)	Oct 2010	Guidelines on the implementation of GeMSIP Pilot Project from GM/SI perspective	
5		GESI Responsive VDC-level Project Monitoring Framework: A practical hand book (draft) (English and Nepali)	Oct 2010	Monitoring Checklist including indicator and measurement method for development projects to promote GM/SI for local government	not-yet
6	3	Internal Mid-term Review Report (English and Nepali)	June 2011	Survey report on the outputs and indicators of progress of GeMSIP and evaluation from five criteria for the Mid-term Review	For the implementation of Joint Mid-term Review by GoN and JICA/GoJ

Table 2.3.3 The other reports developed by GeMSIP

No	Year	Title, Language	Date Prepared
1	1	Draft Inception Report (English)	Mar 2009
2		Inception Report (English and Nepali)	May, July 2009
3		Baseline Survey Report (English)	Sep 2009
4		Assignment Completion Report of Year 1 (English and Nepali)	Sep 2009
5	2	Annual Plan Year 2 (English and Nepali)	Nov 2009
6		Progress Report 1 (Japanese)	June 2010
7		Assignment Completion Report of Year 2 (English and Japanese)	Oct 2010
8	3	Annual Plan Year 3 (English and Nepali)	Dec 2010
9		Progress Report 2 (Japanese)	June 2011
10		Assignment Completion Report of Year 3 (English and Japanese)	Sep 2012
11	4	Annual Plan Year 3 (English and Nepali)	Dec 2012
12		Progress Report 2 (Japanese)	May 2013
13		Endline Survey Report (English)	July 2013

(4) Indicator 1-4: Average total scores of respondents of GeMSIP annual survey of persons concerned improve over the years of the Project.

To measure the change of GM/SI-related understanding and attitude of people involved in the project, a questionnaire survey is to be conducted annually with the district- and VDC-level stakeholders. The survey has been conducted 3 times at both levels of district and VDC.

As shown in Table 2.3.4 the questionnaire consists of 10 questions to which the respondent is asked to rate from (1) [No, not at all] to (5) [Yes, very much] which is most appropriate to his/her current situation or opinion by their own self-evaluation, and for the questions 1 to 4 there is additional space to write down the answer if the respondent rates (4) [Yes] or (5) [Yes, very much].

Table 2.3.4 Questions of GeMSIP Annual Survey

No.	Question
1	Can you explain to others why gender mainstreaming and social inclusion are necessary in Nepal?
1-1	If you tick (4) or (5) in Question 1, please write down in the space below what gender mainstreaming and social inclusion is in your understanding.
2	Can you explain to others what GM/SI appraisal and audit is?
2-1	If you tick (4) or (5) in Question 2, please write down in the space below what GM/SI appraisal and audit is in your understanding.
3	Can you explain to others what GM/SI-responsive planning is?
3-1	If you tick (4) or (5) in Question 3, please write down in the space below what GM/SI-responsive planning is in your understanding.
4	Can you explain to others what GM/SI monitoring is?
4-1	If you tick (4) or (5) in Question 4, please write down in the space below what GM/SI monitoring is in your understanding.
5	Do you think you have become more aware of gender and social inclusion issues in your daily work?
6	Do you think you have become more willing to work for GM/SI through your duties?
7	Do you think your agency/organization should do more to promote GM/SI?
8	In your work do you collect or use GM/SI disaggregated information?
9	In your work do you plan programs/projects following GM/SI-responsive process?
10	In your work do you monitor programs/projects from GM/SI perspectives?

Table 2.3.5 shows the number of respondents by organization and sex for the three surveys at district-level.

Table 2.3.5 Respondents by Organization and Sex (District)

District	Sex	DDC/DTO /DAO	WCO (WDO)	Sector agency	GESI related committee /organization	Others	Total
First Time: January 2010							
Syangja	Male	10	0	6	3	1	20
	Female	1	2	0	1	1	5
	Total	11	2	6	4	2	25
Morang	Male	5	0	1	4	1	11
	Female	0	2	2	0	2	6
	Total	5	2	3	4	3	17
Sub Total		16	4	9	8	5	42
Second Time: March 2011							
Syangja	Male	6	0	5	2	1	14
	Female	2	2	1	3	0	8
	Total	8	2	6	5	1	22
Morang	Male	3	0	0	4	1	8
	Female	0	2	2	3	0	7
	Total	3	2	2	7	1	15
Sub Total		11	4	8	12	2	37
Third Time: January 2012							
Syangja	Male	4	0	6	3	0	13
	Female	1	2	1	2	0	6
	Total	5	2	7	5	0	19
Morang	Male	1	0	1	4	0	6
	Female	0	0	1	4	0	5
	Total	1	0	2	8	0	11
Sub Total		6	2	9	13	0	30

Note: DDC (District Development Committee), DTO (District Technical Office), DAO (District Administration Office), WDO (Women Development Office)

Table 2.3.6 shows the number of respondents by sex for the three surveys at VDC-level.

Table 2.3.6 Dates and Respondents by Sex (VDC)

District	First Survey		Second Survey		Third Survey	
	VDC	Date	Respondents	Date	Respondents	Date
VDC-level in Syangja						
Phedikhola	01/06/2010	19(F6, M13)	29/04/2011	16 (F6, M10)	27/07/2012	17 (F6, M11)
Biruwa Archale	26/06/2010	23 (F10, M13)	02/05/2011	16 (F6, M10)	31/08/2012	14 (F7, M7)
Jagatradevi	25/05/2010	23 (F9, M14)	04/05/2011	13 (F6, M7)	01/09/2012	18(F5, M13)
VDC-level in Morang						
Pokhariya	25/08/2010	16 (F11, M5)	29/04/2011	12 (F8, M4)	30/08/2012	14 (F8, M6)
Tetariya	24/09/2010	28 (F12, M16)	11/04/2011	13 (F9, M4)	29/08/2012	16 (F8, M8)
Tandi	02/09/2010	24 (F13, M11)	06/05/2011	9 (F6, M3)	28/08/2012	14 (F7, M7)

Figure 2.1 shows the results of the district-level and VDC-level survey. See Appendix 10 for details. As is seen in the results, the pattern is similar with all questions. The average score of most questions has improved in both districts and all six pilot VDCs by comparison of the results of 1st time survey and 3rd time survey (Table 2.3.7). If we compare districts

with VDCs, improvement is more significant with VDCs both in Syangja and Morang.

Table 2.3.7 Average score of total questions

District/VDC	Average score			District/VDC	Average score		
	1 st time	2 nd time	3 rd time		1 st time	2 nd time	3 rd time
Syangja District	3.6	3.9	3.7	Morang District	4.1	4.0	4.2
Phedikhola VDC	3.2	4.1	3.9	Pokhariya VDC	3.5	4.1	4.2
Biruwa Archale VDC	3.4	4.0	4.2	Tetariya VDC	3.8	4.1	4.1
Jagatraevi VDC	3.5	3.9	4.4	Tandi VDC	3.8	3.9	4.0

Figure 2.2 shows the results of the three groupings by category of question. Questions 1 to 4 are about individual understanding and knowledge of GM/SI. On the other hand Questions 5 and 6 are concerning individual attitude to GM/SI. Finally, Questions 7 to 10 are related to institutional attitude to GM/SI of the working place of respondents. The pattern is almost similar with all questions. In every grouping, even the third grouping regarding institutional attitude, the rate of respondents of “Yes” and “Yes, very much” has improved in both Districts and six pilot VDCs in Syangja and Morang.

In addition, GeMSIP also observed changes in GM/SI-related personal understanding and attitude of concerned persons. Following are the numbers of respondents who took the survey three times and were available for comparative analysis. The results of survey are shown in Appendix 11.

Table 2.3.8 Number of respondent for comparative analysis of personal change

District/VDC	No.	District/VDC	No.	Total No. in two Districts
Syangja District	8	Morang District	1	9
Phedikhola VDC	6	Pokhariya VDC	1	Total No. in six VDCs
Biruwa Archale VDC	6	Tetariya VDC	2	23
Jagatraevi VDC	6	Tandi VDC	2	Grand total No.
Total No in Syangja	26	Total No in Morang	6	32

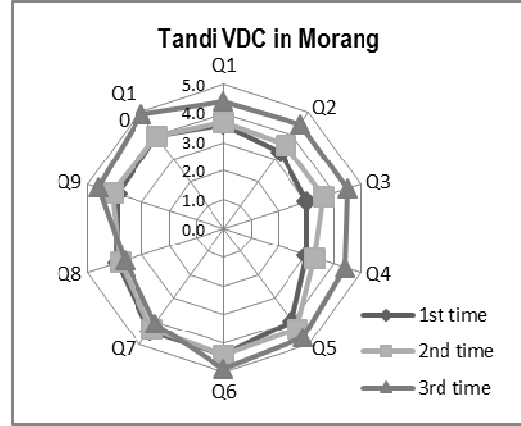
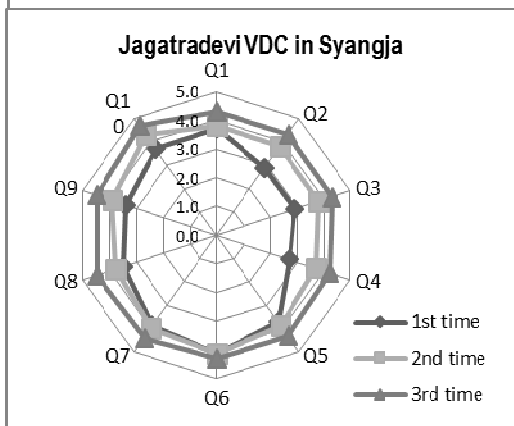
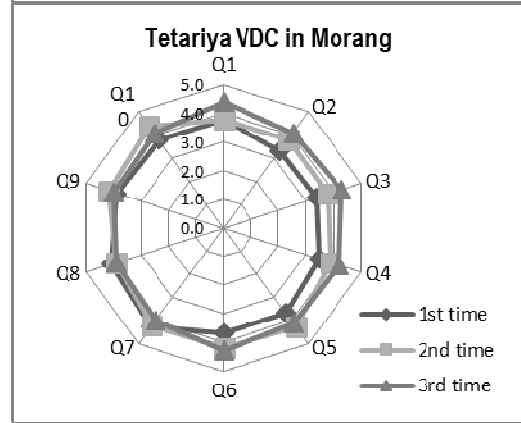
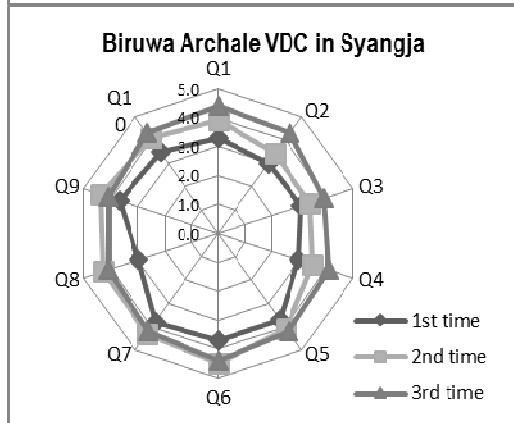
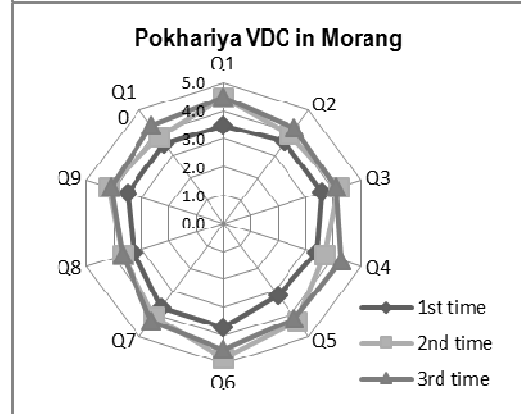
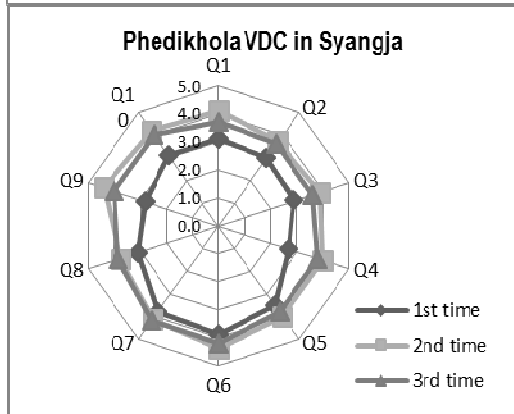
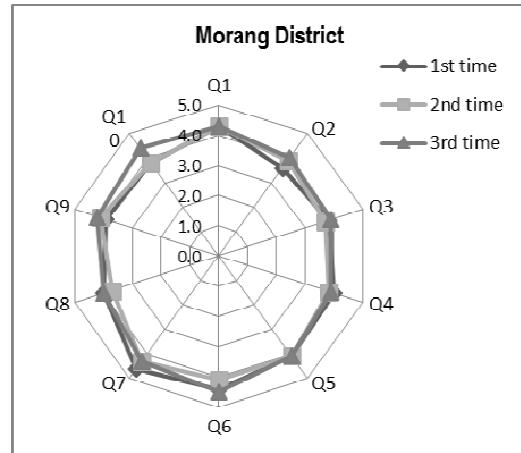
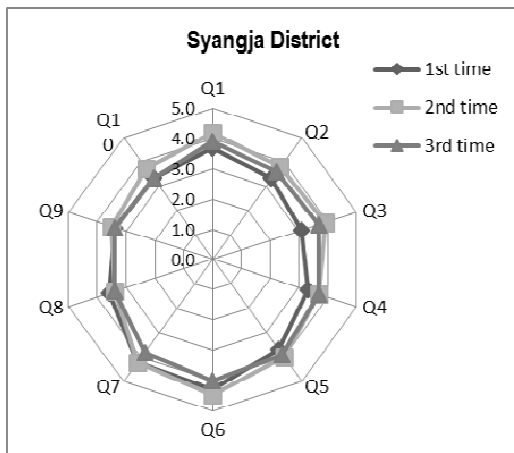


Figure 2.1 Results of Survey in average score by ten questions

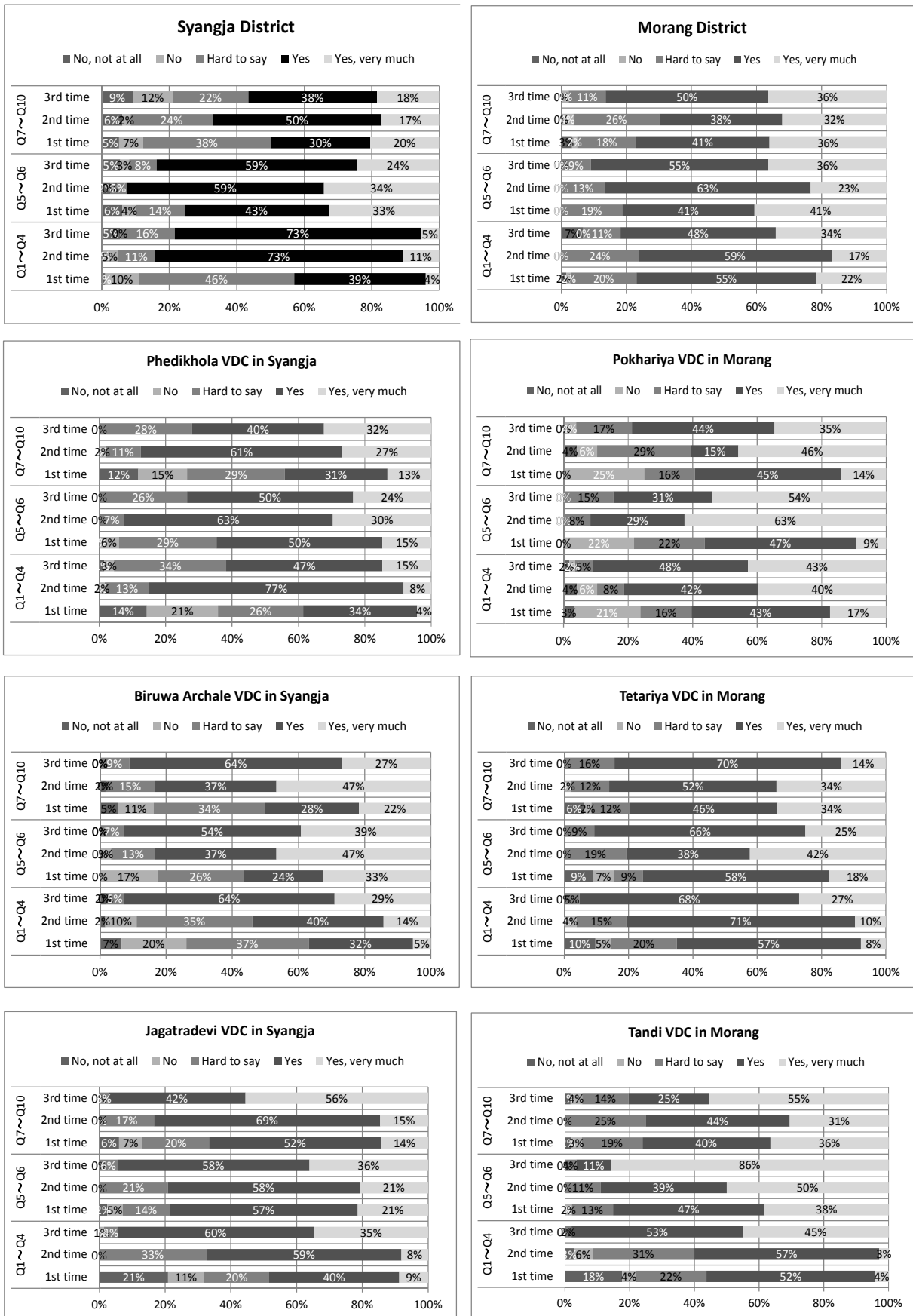


Figure 2.2 Results of Survey in rate of respondents by three category of question

2.3.2 Output 2: Persons concerned are able to carry out “GM/SI Appraisal” and “GM/SI Audit”

(1) Indicator 2-1: GM/SI audit report finalized by DDC in the two targeted districts.

GeMSIP organized GM/SI Appraisal & Audit practical training in Syangja and Morang district in January 2010. Based on that practice Gender Responsive and Social Inclusive (GRSI) Audit was conducted intended for Syangja and Morang DDC in July and April 2012 respectively. It was implemented in line with "Local Bodies Gender Responsive and Social Inclusive Budget Formulation and Audit Guidelines (LBs GRSI BFAG) 2012", which was revised by MoFALD taking into account comments from GeMSIP.

LBs GRSI BFAG 2012 consists of mainly the following two parts; 1) assessment of institutional performances on GMSI, and 2) analysis of budget (allocated and spent) of program/project from GESI perspectives. Syangja and Morang DDC conducted the part of assessment of institutional performance on GMSI.

The participants were LDO, key officers of DDC including Planning, Program, Social Development, Information and Accounting Officer and GESI IC members including WDO. As a result GRSI Audit report was prepared in both districts.

(2) Indicator 2-2: GM/SI audit report finalized by at least one pilot VDC of each of the two targeted districts, and

(3) Indicator 2-3: Report on GM/SI budget analysis finalized by at least one pilot VDC of each of the two targeted districts.

GeMSIP organized GM/SI Appraisal & Audit Training at six pilot VDCs May to June 2010. Based on that practice GRSI Audit and budget analysis was conducted intended for Phedikhola VDC of Syangja District and Tetariya VDC of Morang District in July and September 2012 respectively. It was implemented in line with LBs GRSI BFAG 2012. However, some of indicators for both audit and budget analysis were not applicable to VDC, so GeMSIP developed the modified indicators for VDC-level Audit and Budget Analysis. Regarding this matter, the GESI Section of MoFALD accepted to use them as a test in the two VDCs.

The participants were IPC members, representatives from political parties and VDC level line offices. As a result GRSI Audit and Budget Analysis report was prepared in both VDCs.

2.3.3 Output 3: The institutional mechanism for GESI responsive planning of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.

(1) Indicator 3-1: GESI responsive sub-projects are implemented in 20 VDCs and three municipalities (two in Syangja and one in Morang).

GeMSIP has continued implementation of Pilot Project for Group 1 (three selected VDCs in each Pilot District) and for Group 2 & 3 (15 VDCs and 3 Municipalities in total in the two Pilot Districts) following the government policy and guidelines. All pilot VDCs and Municipalities have introduced GESI responsive development processes and selected sub-projects in GESI responsive way. The number of pilot local bodies has increased following the implementation schedule that was agreed at the 4th JCC meeting held on September 23, 2011 after a long process of negotiation and discussion between GoN and JICA/GoJ (Table 2.3.9). The selection process and criteria of pilot VDC were described in “GeMSIP Assignment Completion Report Year 2” and “GeMSIP Assignment Completion Report Year 3”.

Table 2.3.9 Number of Pilot VDCs and Municipalities

Pilot VDC/Municipality	2010/11 (Year 3)	2011/12 (Year 3)	2012/13 (Year 4)
Group 1			
<Syangja>: 3 VDCs 1)Phedikhola VDC, 2)Biruwa Archale VDC, 3)Jagatradevi VDC	Cycle 1	Cycle 2	Cycle 3
<Morang>: 3VDCs 1)Pokharia VDC, 2)Tetariya VDC, 3)Tandi VDC			
Group 2&3			
<Syangja>: 7VDCs & 2 Municipalities 4) Chitrebhanjyng VDC, 5)Kichanas VDC, 6)Kuwakot VDC, 7)Kyakmi VDC, 8)Panchamul VDC, 9) Sekham VDC, 10)Shree Krishna Gandaki VDC, 11)Putalibazar Municipality, 12)Waling Municipality	-	Prepara- tion	Cycle 1
<Morang>: 8VDCs & 1 Municipality 4) Bhoudaha VDC , 5) Dangraha VDC, 6)Lakhantari VDC, 7) Madhumalla VDC, 8) Majhare VDC, 9) Ramitekhola VDC 10)Urlabari VDC, 11)Biratnabar Municipality			

In the Pilot VDC/Municipality of GeMSIP, VDC followed government planning process and timing in not only GeMSIP pilot project but also their own funded projects. They used the same proposal format and some of the GESI responsive selection criteria. It means they applied GeMSIP way to their own planning process to make them GESI responsive. It can be said GESI responsive planning has been institutionalized in the Pilot VDC/Municipality of GeMSIP.

Table 2.3.10 shows the transition of the number of proposal of Group 1 submitted for GeMSIP sub-project from community to Ward, Ward to IPC and IPC to Village Council for final approval. There is no big change in the number of proposal submitted from Ward to IPC, however, it can be said proposals have been prepared by people and submitted to IPC consistently.

Table 2.3.10 Transition of the number of proposal of Group 1

VDC	Cycle	Community to Ward	Ward to IPC	IPC to Council	VDC	Cycle	Community to Ward	Ward to IPC	IPC to Council
Syangja					Morang				
Phedikhola	1	44	44	10	Pokhariya	1	21	19	3
	2	-	38	13		2	-	27	15
	3	126	37	14		3	47	33	10
Biruwa	1	45	43	12	Tetariya	1	30	28	4
	2	-	43	14		2	-	31	8
	3	123	40	15		3	84	29	4
Jagatradevi	1	47	43	9	Tandi	1	25	25	2
	2	-	30	13		2	-	23	8
	3	103	30	10		3	75	22	10
Total of Syangja	1	136	130	31	Total of Morang	1	76	72	9
	2	-	111	40		2	-	81	31
	3	352	107	39		3	206	84	24
Total of Syangja & Morang						1	212	202	40
						2	-	192	71
						3	558	191	63

Note: The number of proposal of Cycle 3 which prepared by community and submitted to Ward includes the number of proposal for VDC funded project.

Table 2.3.11 and Table 2.3.12 show the number of proposal submitted for GeMSIP sub-project and VDC funded projects as well. Since Cycle 2 of Group 1 and Cycle 1 of Group 2&3, IPC has applied the GeMSIP planning process which was stipulated by the government to the planning process of VDC's planning projects. Before GeMSIP has started, IPC hadn't received proposal for VDC funded projects. The Significant change is seen in the Pilot VDCs/Municipalities GeMSIP.

Table 2.3.11 Number of proposal of Cycle 3 of Group 1 and Cycle 1 of Group 2&3 in Syangja

VDC/ Municipality	Ward-level	VDC-level			
	No. of Proposals prepared by UGs	No. of Proposals Submitted to IPC		No. of Proposals Selected for Council's Approval	
		GeMSIP	VDC/ Municipality	GeMSIP	VDC/ Municipality
Phedikhola	126	37	89	14 12 (single ward), 2 (multiple wards)	37
Biruwa Archale	123	40	83	15 14 (single ward), 1 (multiple wards)	35

Jagatradevi	103	30	83	10 9 (single ward), 1 (multiple wards)	53
<i>Group 2&3</i>					
Chitrehanjyang	65	36	29	18 17 (single ward), 1 (multiple wards)	19
Kitchnas	87	45	42	16 15 (single ward), 1 (multiple wards)	19
Kuwakot	130	60	70	19 19 (single ward)	32
Kyakmi	95	32	63	16 (single ward)	11
Panchamul	122	26	96	9 (single ward)	37
Sekham	47	2 (45)	45	13 12 (single ward), 1 (multiple wards)	20
Shreekrishna Gandaki (SKG)	93	23 (52)	18 (52)	12 9 (single ward), 3 (multiple wards)	27
Putalibazar	Ward 8: 46 Ward 9: 41	Ward 8: 25 Ward 9: 13	Ward 8: 21 Ward 9: 28	Ward 8: 12 Ward 9: 8	Ward 8: 12 Ward 9: 10
Waling	Ward 4: 29 Ward 5: 58	Ward 4: 9 Ward 5: 9	Ward 4: 20 Ward 5: 49	Ward 4: 9 Ward 5: 8	Ward 4: 14 Ward 5: 19
Total				179	

Note: In case of SKG VDC, altogether 93 proposals were prepared. Among them 52 projects were collaborated project between VDC and GeMSIP. Whereas 23 projects were submitted for GeMSIP and 18 for the VDC funded independently. Likewise, in case of Sekham VDC, 2 proposals were submitted for GeMSIP and 45 proposals were collaboratively submitted to GeMSIP and VDC. No projects were submitted to VDC separately.

Table 2.3.12 Number of proposal of Cycle 3 of Group 1 and Cycle 1 of Group 2&3 in Morang

VDC	Ward-level	VDC-level			
	No. of Proposals prepared by UGs	No. of Proposals Submitted to IPC		No. of Proposals Selected for Council's Approval	
		GeMSIP	VDC	GeMSIP	VDC
Tetariya	84	29	55	4 2 (single ward), 2 (multiple wards)	27
Pokhariya	47	33	13	10 7 (single ward), 3 (multiple wards)	4
Tandi	75	22	53	10 (single ward)	25
Motipur	64	35	25	8 5 (single ward), 3 (multiple wards)	9
Majhare	55	38	16	7 6 (single ward), 1 (multiple wards)	7
Dangraha	84	29	55	6 1 (single ward), 5 (multiple wards)	21
Bhoudara	106	27	71	7 2 (single ward), 5 (multiple wards)	26
Lakhantari	71	31	40	11 7 (single ward), 4 (multiple wards)	11
Ramitekholra	35	25	10	5 3 (single ward), 2 (multiple wards)	7
Urlabari	156	17	23	17 (single ward)	23
Madhumalla	162	25	137	14 10 (single ward), 4 (multiple wards)	34
Total				99	

According to the consultation with district and central level counterparts, the follows were decided for implementation of pilot project in Group 2&3 VDC/Municipality.

- Both in Morang and Syangja GESI IC would take charge one VDC while the rest would be taken care of by GeMSIP as for the VDCs in Group 1.
- In Putalibazar and Waling Municipality in Syangja, not all wards but only 2 wards (Ward 8 & Ward 9 and Ward 4 & Ward 5 respectively) would take part in the GeMSIP Pilot Project.
- In Biratnagar Municipality (Sub Metropolitan City) in Morang not all wards but only 2 wards (Ward 1 and Ward 22) would take part in the GeMSIP Pilot Project. GeMSIP, however, will not provide any grant and not employ any Facilitators to work in the city.

GM/SI orientation was held at Ward 1 of Biratnagar in 30 May 2013 coordinating with the relevant Ward, Biratnagar City, GESI IC of Morang DDC and GeMSIP.

2.3.4 Output 4: The institutional mechanism of GESI responsive monitoring and evaluation of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.

- (1) Indicator 4-1: GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to conduct monitoring of the implementation of sub-projects from a GESI perspective in the two targeted districts.

GeMSIP conducted GM/SI Monitoring Training at two targeted districts and 6 pilot VDCs during the period from March to May 2011. After that they have started GESI responsive monitoring of GeMSIP sub-projects using Monitoring Checklist prepared by GeMSIP. GeMSIP revised the Monitoring Checklist a few times based on the field experience through Pilot Project. Now all Pilot VDC/Municipality of Group 1 and Group 2&3 have been conducting GESI responsive monitoring for GeMSIP sub-projects. In most Pilot VDCs they established Monitoring Committee⁴ according to the government guidelines and they have started to use the same Monitoring Checklist for monitoring VDC funded project as well (See Table 2.3.13). For this reason it can be said GESI responsive monitoring has been institutionalized gradually in the Pilot VDC/Municipality of GeMSIP.

At the same time GESI IC members frequently visit to GeMSIP sub-projects with GeMSIP

⁴ According to the government guideline, IPC doesn't have responsibility for monitoring project in concerned VDC and Municipality.

District Officers and monitor using the same Monitoring Checklist. They give their suggestions for betterment of sub-projects from several aspects including GESI perspective. However, GESI IC haven't had chance to be involved in district level monitoring because it doesn't have responsibility for monitoring officially. It may be one issue to internalize GESI responsive monitoring in district level.

Table 2.3.13 Status of Monitoring Committee and use of the Monitoring Check List

VDC	Monitoring Committee	Targeted project for monitoring		Monitoring Checklist of GeMSIP	
		GeMSIP sub-project	VDC funded project	For GeMSIP sub-project	For VDC funded project
Syangja					
Phedikhola	yes	yes	yes	using	using
Biruwa Archale	yes	yes	no	using	no
Jagatradevi	yes	yes	no	using	no
Morang					
Pokharia	yes	yes	yes	using	using
Tetariya	yes	yes	yes	using	using
Tandi	yes	yes	yes	using	using
Bhoudaha	yes	yes	no	using	no
Dangraha	yes	yes	yes	using	no
Lakhantari	yes	yes	yes	using	using
Madhumalla	yes	yes	yes	using	using
Majhare	yes	yes	no	using	no
Ramitekhola	yes	yes	yes	using	using
Urlabari	yes	yes	yes	using	no

Source: GeMSIP Project Team

(2) Indicator 4-2: GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to evaluate sub-projects from a GESI perspective in the two targeted districts.

GeMSIP hasn't provided GESI monitoring training at pilot districts and VDCs. Instead during GESI monitoring training GeMSIP explains important of evaluation from GESI aspect showing the suggested Detail Monitoring Checklist prepared by GeMSIP. Up to now evaluation of sub-projects has not been implemented by GESI IC and IPC as well.

At the same time since GeMSIP Pilot Project has launched, public audit and social audit have been held at each level of sub-project (User group), VDC and DDC in GeMSIP Pilot VDCs and DDCs according to the government guidelines. These practices also make development process transparent and GESI responsive.

2.3.5 Output 5: Operational manuals are developed for Local Bodies (LBs) and WCO to incorporate GESI perspectives into development processes in the two targeted districts based on processes, practices, and lessons gained by the Project.

(1) Indicator 5-1: Operational manuals

As mentioned earlier in Section 2.2.1, GeMSIP has developed resource materials for GM/SI training and GM/SI implementation in targeted districts and Pilot VDC/Municipality. According to the Term of Reference from JICA to GeMSIP, GeMSIP will prepare “GM/SI-responsive practical operational manuals for local bodies and WDO (tentative)” based on these materials. However, there are many government guidelines and manuals related to GESI and the central level counterparts strongly suggest GeMSIP avoiding duplication and confusion. In consideration of this situation GeMSIP has proposed a manual for local bodies, WCO and the other district level concerned organizations to promote GESI in local level. Further consultation is still need among the concerns parties for finalization of the “manual”.

2.3.6 Output 6: Strategies to incorporate the essential components of operational manuals into government guidelines are developed by MoLD, MoWCSW and DWC

(1) Indicator 6-1: Strategies

According to the recommendation by Mid-term Review GeMSIP is making efforts to undertake various activities to enhance the quality of operational manuals, for example, sharing GeMSIP experiences in meeting inviting various concerns parties including political persons, conducting field visit for the central level stakeholders and developing promotional Videos. Recently GeMSIP has started to share the promotion Videos with the central, district and VDC levels stakeholders and to try to obtain their feedback regarding essential components of operational manual. Based on these the strategies will be developed in a while.

2.3.7 Output 7: GeMSIP experiences and lessons are shared among GM/SI related committees at the central level.

(1) Indicator 7-1: The number of sharing meetings and seminars and the number of presentations about GeMSIP made by the Project

GeMSIP has made efforts to have meetings with GM/SI-related organizations to share GeMSIP achievement and to strengthen their network. There are three major activities in this regard.

One is to hold a Policy Seminar in Kathmandu in March 2010. There were around 100 participants including members of Constituent Assembly, high-level officers of MoLD and

MoWCSW, Gender Focal Persons from sector ministries, LDOs, WDOs and other concerned persons of Syangja and Morang Districts, representatives of GM/SI-related organizations and NGOs, and Development Partners. At the Policy Seminar, GeMSIP was formally introduced to the participants and information and opinions related to GM/SI from Nepal, Japan, and other countries were exchanged and shared. The similar type of seminar will be held in the late 2013 or the beginning of 2014. Second is participation in meetings related to GM/SI such as GESI Thematic Meeting of MoFALD/LGCDP and SIAG Meeting. Third is coordination with GM/SI-related Development Partners and their programs. Some further information was recorded in the “GeMSIP Assignment Completion Reports”, Year 1, Year 2 and Year 3 and ‘ Progress Report 3, Year 4’ (May 2013, unofficial publication).

2.4 Measures Taken to Recommendations by Joint Mid-term Review

In answer to the seven recommendations by Joint Mid-term Review conducting in September 2011, GeMSIP has taken following measures:

1) Revision of PDM and Plan of Operation (PO)

PDM Version 3 and PO Version 2 were discussed and approved by JCC at the forth meeting held on September 23, 2011.

2) Involving DDC and WCO to take the lead in whole processes of implementation of the Pilot Project in newly selected pilot VDCs/Municipalities

GESI IC of Syangja and Morang have selected one pilot VDC each under their responsibility: Shreekrishna Gandaki in Syangja and Ramitekhola in Morang. GESI ICs have been conducting GeMSIP activities in these VDCs in close collaboration with Facilitators and with technical and financial support from GeMSIP.

3) Strengthening the GESI promoting capacity of the stakeholders

Training and workshop has been conducted for various stakeholders since September 2011.

Gender Focal Points	Refresher training (February 2012 and March 2013)
GESI IC	GESI monitoring training (March 2011)
GESI IC	Refresher training (January 2012)
DDC/GESI IC	GRSI Audit (July-August 2012)
Group 1 VDC	IPC meeting for setting selection criteria (November 2012)
Group 1 VDC	GESI monitoring training (April-May 2012 and Feb-March 2013)
Group 1 VDC	GRSI Audit (July-September 2012)
Group 1 VDC	GRSI Budget Analysis (July-September 2012)
WCF	GESI analysis (November-December 2012)

Group 2&3 VDC/WCF	GM/SI basic training and GRSI Audit & budget analysis training (June- Sept 2012)
Group 2&3 VDC/WCF	GESI planning training (Sep-Oct 2012)
Group 2&3 VDC/WCF	IPC meeting for setting selection criteria (Nov-Dec 2012)
Group 2&3 VDC/WCF	GESI monitoring training (Feb-March 2013)
WCF	GESI analysis (Nov-Dec 2012)

4) Strengthening GESI perspectives in the Pilot Project

During Cycle 2 of Pilot Project (Group 1), simple social analysis was newly conducted at Ward and VDC levels. This exercise effectively oriented local peoples' attention to the most disadvantaged groups in their community. Based on this result, during Cycle 3 of pilot project (Group 1), simple GESI analysis was conducted at WCF meeting using the Social Resource Map prepared in 2010 and discussed following four questions:

1. Who are the most disadvantaged people in your Ward?
2. Where do they live?
3. How and why are they excluded or disadvantaged?
4. What can we do to support them?

Since the Facilitators were trained on this simple tool of GESI Analysis during the Facilitator Training in November 2012, they in general facilitated the session well and discussed the issue in a concrete way by identifying settlements and even households which need special attention and facilitation during the planning process.

Also at the beginning of Cycle 2 and Cycle 3, IPC of respective VDCs revised their selection criteria to be used for proposal prioritization and selection. Criteria evolved over the three cycles in all VDCs, but the change was much more substantial between Cycle 1 and Cycle 2. The revised criteria contain more explicit provisions for consideration of women and socially excluded groups. The differences from Cycle 2 to Cycle 3 are nominal, a result of "fine tuning" to the lessons learned from the previous cycle.

At the proposal formulation stage, WCF and IPC members volunteered to provide special facilitation to the poorest and most disadvantaged segment of their community encouraging them to write their own proposals and participate in the VDC planning process.

5) Strengthening community-based facilitation

Since Cycle 2 of Pilot Project (Group 1), community-based special facilitation has been conducted mainly by WCF and IPC members and GeMSIP Facilitators to encourage the poorest/most disadvantaged groups which were founded through GESI analysis to get

involved in the planning process. This new scheme proved workable and appropriate.

6) Establishing a feedback system of monitoring and evaluation in the Pilot Project

This recommendation actually suggests that GESI IC should hold regular (e.g., bi-monthly) meetings. It has turned out that this is not so easy to do as it appears. Two main difficulties are busy members (LDO and WDO in particular) and lack of administrative budget. GeMSIP has so far provided initiatives to hold GESI IC meetings but it should discontinue this practice gradually. It should also be noted that GESI IC's mandate needs to be revised if its regular meeting is to be truly meaningful.

7) Enhancing the quality of operational manuals

GeMSIP's final output, "Practical Operational GESI Manual for Local Bodies and WCOs (tentative)," will be based on and aligned with official guidelines after careful review. Experiences and lessons gained in the VDCs/Municipalities and Districts through Pilot Project and other activities will be fully incorporated in the manual. As a principle, it should be "easy to understand" and "easy to use" for potential users at DDC and VDC levels.

According to the recommendation by Mid-term Review GeMSIP is making efforts to undertake various activities to enhance the quality of operational manuals. For example, GeMSIP conducted field visit for the central level stakeholders to increase their understanding of GeMSIP and GM/SI and to obtain their comments on GeMSIP approach. Developing promotion videos and utilizing mass media are also expected to promote GM/SI and to get useful feedback for preparing operational manuals.

2.5 Wrap-up of the Progress Status of GeMSIP

Progress and achievement of GeMSIP were presented and reviewed at the Internal Terminal Evaluation Workshops. In the Workshop at districts, LDO made a presentation on the progress and achievement of GeMSIP in respective districts. In Kathmandu, GeMSIP JICA Expert reported overall progress and achievement of GeMSIP. Throughout the Workshops, the participants actively discussed the agenda and recognized that the progress and achievement status of GeMSIP was on the right track as scheduled.

3. SELF-ASSESSMENT FROM FIVE ASPECTS

- Relevance, Effectiveness, Efficiency, Impact and Sustainability -

GeMSIP was assessed during the Internal Terminal Evaluation Workshop in Morang, Syangja, and Kathmandu by using five criteria, namely, relevance, effectiveness, efficiency, impact, and sustainability. The participants of the Workshop at the district level were the members of GESI IC and VDC Secretaries Group 1 Pilot VDC, and at the central level were the core members of PMC (Appendix-2). The participants of the district Workshops were divided into three groups in Morang and into four groups on Syangja based on the number of participants. Firstly each group separately discussed and rated GeMSIP based on some predetermined questions (Appendix-12) and then presented its evaluation result and the reason in a plenary session. At the central level the participants discussed and assessed GeMSIP in a plenary session only.

Following is a summary of the evaluation results and their reasons.

A. Relevance:

The objective of GeMSIP is still relevant. There has not been expected change in the Government policy and in the needs of GESI.

Main reasons are:

- The GoN has prioritized GESI in the national policy (TYIP) and Interim Constitution 2007. The Interim Constitution 2007 has embraced the concept of inclusive development.
- Policy and guidelines related to GESI have been developed and implemented at national to local level.
- The provision which allocate 35% of capital budget for target groups has continued in the latest guideline named Local Body Resource Mobilization and Management Guidelines 2069.

At the same time, many participants pointed out the weakness of implementation of local level and central level as well. In order to promote GESI implementation they suggested institutionalization of GESI in every levels; central, district and especially in VDC level. GeMSIP has made efforts to materialize Government policies and guidelines and support institutionalization of GESI practice in all levels. In this context, the purpose of GeMSIP is also still relevant.

B. Effectiveness:

In order to assess prospective achievement of project purpose of GeMSIP, one specific question was posed to the participants; Is the Project purpose of GeMSIP expected to be achieved in non-pilot VDC and Municipality by the end of the planned period? The opinion was divided. The main reasons of both positive and negative answers are as follows.

The reason of positive answer:

- Because GeMSIP produced good results, it could be implemented in other VDCs.
- The experiences and knowledge of pilot VDCs can be shared with others.
- Since GeMSIP's social mobilization component is so good, it has brought awareness in target groups.

The reason of negative answer:

- Non-pilot VDCs don't have enough capacity and human resources. They also need awareness-raising.
- In non-pilot area WCF and IPC are not GESI responsive because they have not been formed according to the government guidelines properly. They have not been empowered.

At the same time, the most participants showed positive response to the question regarding the dissemination of GMSI by DDC and GESI IC. They recognize that the level of GESI understanding has been improved in district. In Syangja DDC took initiative and started to disseminate GeMSIP way in the 21 non-pilot VDCs. In the similar way they expect DDC and VDC promote it with ownership.

Lastly they pointed out the need of capacity development which makes it possible to internalize GESI responsive planning and monitoring through practice rather than training.

C. Efficiency:

The participant assessed GeMSIP has been undertaken efficiency because its planned activities are mostly progressing as scheduled. Budget has also been used in appropriate. The Implementation of sub-project has been doing properly. The achievement has been made in time as per the specified objective.

At the same time some of them raised the insufficient budget for sub-project. Some of them noted the financial resource should ensure in local level.

In addition to this it was appreciated that GeMSIP investment in VDC was properly utilized

because the sub-project proposals were according to the needs and selected with participation from target groups. The regular monitoring from different levels was also implemented.

D. Impact:

GeMSIP has produced some positive impacts as below.

Formation of implementation bodies:

- IPC, WCF and GESI IC were formed in GESI respective way.
- The 33 percentage of women's participation and marginalized peoples' participation was ensured.

Empowerment of women and the excluded:

- Target groups have been empowered and their meaningful participation has been ensured. They became to be able to put their voice in decision making process.
- Leadership was developed.

Enhancement of GESI- responsive:

- Target groups' voice has been reflected into planning process and final selection.
- The implementation of GESI issue has been increased.
- Monitoring has been done with GESI responsive method.
- Democratization has been supported.
- Transparency was ensured in the process of budget sending.

Awareness-raising:

- People's awareness of GESI has increased.
- People's awareness about planning process in local level has increased.
- People's attitude regarding GESI has changed.
- Leadership was developed.

Dissemination:

- The demand from neighboring VDCs and Districts to introduce GeMSIP results has increased.

On the other hand the participants raised the following negative points.

- Small projects are demanded and large-size projects are not selected.
- Some very important projects are not selected because of being thoughtful of GESI.
- Budget is allocated on a kind of rata basis.
- GeMSIP is considered as a project and it is lengthy process.
- The coverage of project area is limited.

- Output is low in comparison with its input.
- GeMSIP supports all planning process of VDC, however, doesn't support planning process of DDC among the 14 steps planning process.

The follows are pointed out in order to dissolve or minimize them.

- To organize training to change the understanding about type of project and budgeting way.
- To come by a big program not a project.
- To coordinate with others and reduce inputs.
- To expand working area.

E. Sustainability:

It was expected that GoN would continue the policy related to GESI after the completion of GeMSIP. In addition to this the participants assesses the institutional capacity of all three levels; central, district and VDC, positively especially in the institutional structure and human resources trained by GeMSIP. They said it's not possible to go back in the past days when target group could not participate in benefit sharing.

At the same time, the follows was pointed out for ensuring sustainability.

- Technical support is still need for community, Ward, VDC and District levels.
- Allocation of facilitators in VDC is needed to be expanded.
- Internalization of GESI into the local bodies should be enhanced.
- Continuing activities of GESI IC, IPC and WCF should be continued.
- Monitoring and evaluation from GESI perspective should be continued.
- Mobilization of facilitators should be continued.
- The GESI Policy of MoFALD would be amended according to its three years practices.
- Technical human support is still needed for central level agencies as well.
- Strengthening institutional structure should be ensured.

4 RECOMMENDATIONS AND SUGGESTIONS

Throughout the progress review and Internal Terminal Evaluation Workshop, the participants and concerned persons actively discussed and gave suggestions to GeMSIP.

4.1 Recommendation and Suggestions from the Counterparts

During the Internal Mid-term Review in 2010, GeMSIP obtained many suggestions from counterparts. Among them institutionalization was one key word to promote GMSI for GeMSIP and counterparts as well. In particular, integration of VDC IPC and GeMSIP IPC, coordination of planning schedule between VDC and GeMSIP, and involving APM and Village Council into GeMSIP activities were strongly requested by central, district, and VDC levels. According to those comments GeMSIP modified its implement manner. At the same time VDC and the other concerned parties also changed their thinking way and harmonized with GeMSIP willingly. For those efforts similar kind of comments were not raised during the Internal Terminal Evaluation.

Instead their suggestions were concentrated on sustainability and dissemination of GeMSIP results. Comments and suggestions which GeMSIP obtained are summarized as follows.

Sustainability

For ensuring sustainability they pointed out further *internalization* and *capacity development*. They realized there is proper government policy and guidelines related to GMSI and GESI, however, implementation is still weak. In concrete terms;

- GeMSIP should expand its project period and give opportunity to implement GESI responsive planning continuously for some time. For even Group 1 VDCs, GeMSIP program should be continued for minimum two years.
- Even GeMSIP pilot VDCs, especially Group 2&3 VDCs, need further orientation and practice.
- Empowerment of target groups and members of CAC is still needed.
- Social Mobilizers should be mobilized and oriented because facilitation is necessary for effective implementation of GMSI.
- The role of GESI IC should be reviewed and enhanced.
- GESI IC should collect and kept the record of GESI responsive activities and the GESI related data of overall District.
- The Social Mobilization Section of DDC should be strengthened.

- GESI related coordination committees of DDC and line agencies also need to be oriented.
- The Local Service Provider of LGCDP should be oriented.
- Local bodies should allocate financial resource to sustain GMSI efforts.
- Strengthening capacity of WCF should be enforced.
- Capacity development of local development partners on GESI is needed.

Dissemination

The participants understood the effectiveness of GeMSIP approach to promote GMSI and GESI, and recommended dissemination of GeMSIP approach to non-pilot VDCs in Syangja and Morang. They also suggested GeMSIP expanding its target to more deprived area in Nepal. The follows are main ideas for the dissemination.

- GeMSIP should orient GESI responsive planning and monitoring to non-pilot VDCs.
- GeMSIP should continue to disseminate GeMSIP good practice to non-pilot VDCs.
- The neighboring VDCs of GeMSIP pilot VDCs should be oriented first.
- GESI campaign and declaration is useful for internalization and dissemination.
- GESI IC and Social Mobilization Section of DDC should be enhanced.
- Observation tour and exchange tour is effective to understand the good practice.
- GESI responsive budget allocation and GESI responsive project/programme should be also applied to District sector offices by the GESI IC members of those offices who were involved in the various GESI related trainings provided by GeMSIP.
- GeMSIP should expand its program throughout country rather than limiting two districts to provide opportunity for all local bodies to practice GESI responsive planning, implementation, monitoring and evaluation.

Coordination

The central and district counterparts clearly recommended GeMSIP to coordinate with LGCDP, especially LGCDP phase II closely.

4.2 Reflection about the Next Step of GeMSIP

Based on the findings through the Internal Terminal Evaluation, several points which GeMSIP needs to consider are as below.

- A meeting to develop the dissemination strategy of GeMSIP/GM/SI mechanism will be held soon.
- Useful manual and material will be prepared for sustainability and dissemination of GeMSIP approach.
- Training program will be implemented wherever possible.
- Dissemination program will be organized as far as possible.
- GeMSIP will give feedback on government policy and guidelines based on the field experiences through GeMSIP pilot project.

Appendix-1 Project Design Matrix Version 3

Updated on September 23 2011 revised by the 4th JCC

Project Name: Gender Mainstreaming and Social Inclusion Project (GeMSIP) in Nepal (years)

Duration of the Project: January 2009 to January 2014 (5 years)

Target Area: National Level, Syangja Dist. and Morang Dist.

Responsible Agencies: MoLD, MoWCSW/DWC and JICA

Implementing Agencies: MoLD, MoWCSW, DWC, DDC, WCO, Municipality, VDC and GM/SI related Coordinating Committees, Line ministries concerned at the national and district levels

Target Group: ❶ Government Officials at the national, district and VDC/Municipality levels (direct target beneficiaries) ❷ Women and excluded groups(indirect/final target beneficiaries)

Narrative Summary	Objectively Verifiable Indicators	Means of Indicators	Important Assumption
<p>Super Goal Quality of life of women and socially excluded groups is improved in Nepal.</p>		<p>District Gender Empowerment Measures, District Gender Development Indicators, District Social Inclusion Indicators and household surveys etc.</p>	
<p>Overall Goal GM/SI responsive programs are implemented in Nepal.</p>	<p>GESI responsive institutional mechanism developed in other districts</p>	<p>DDC plan & annual report</p>	<p>Priority of GM/SI policy in Nepal is not changed.</p>
<p>Project Purpose GM/SI responsive programs are implemented at the national level and two targeted districts (Syangja and Morang).</p>	<p>1. The number and concrete examples of recommendations made by the Project that were incorporated into the existing GM/SI related policies and guidelines by the end of the Project 2. GESI Implementation Committee is respectively established in the two</p>	<p>Project completion reports Project progress reports Project completion reports Project progress reports</p>	<p>Outcome of the project is fully internalized by the government of Nepal after the completion of project. The GESI responsive local governance is sustained even if Nepal is transformed to a federal nation.</p>

	<p>targeted districts as per the GESI Policy.</p> <p>3. Existing VDC Integrated Planning Committee is reformed as per the GESI Policy at least in one pilot VDC/municipality of each of the two targeted districts.</p> <p>4. The proportion of real expenditure of sub-projects that promote empowerment and capacity building of women and excluded groups reaches at least 35 percent of the total expenditure of sub-projects in each pilot VDC/Municipality by the end of the Project.</p> <p>5. Good practices of GESI responsive sub-projects are collected from each pilot VDC/municipality by the end of the Project.</p> <p>6. GESI responsive institutional mechanism is adopted in DDC and non-pilot VDCs of the two targeted districts in reference to the Project. (Such a mechanism includes formation and strengthening GESI related committees, formation of GESI responsive VDC Integrated Planning Committee, and promoting GESI responsive planning, implementation, monitoring, evaluation, appraisal and audit).</p>	<p>Project completion reports Project progress reports</p> <p>Project completion reports Project progress reports</p> <p>Project completion reports Project progress reports</p> <p>Project completion reports Project progress reports</p>	
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<p>Outputs</p> <p>0. Project management is implemented appropriately.</p> <p>1. The level of understanding and perceptions towards GM/SI of stakeholders at the national level and in the two targeted districts is enhanced through training, seminars, and the Pilot Project.</p> <p>2. The institutional mechanism for GM/SI Appraisal and GM/SI Audit is enhanced, and the related-capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.</p> <p>3. The institutional mechanism for GESI responsive planning of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.</p>	<p>0-1. Inception report 0-2. Baseline survey report 0-3. Indicators in PDM are set by the first six months of the Project. 0-4. A website is established and newsletters are published three times per year from the second year of the Project</p> <p>1-1. The number of people who participate in TOT and GM/SI related training by the end of the Project 1-2. Among Training of Trainers (TOT) participants, 50 people conduct training as a resource person at least 1 time by the end of the Project. 1-3. At least 3 types of resource materials on GM/SI* are developed within three years of the Project. 1-4. Average total scores of respondents** of GeMSIP annual survey of stakeholders improve over the years of the Project.</p> <p>2-1. GM/SI audit report finalized by DDC in the two targeted districts. 2-2. GM/SI audit report finalized</p>	<p>Inception report Baseline survey report PDM</p> <p>Website Newsletters</p> <p>Project monitoring records</p> <p>Project monitoring records</p> <p>Resource materials developed by the Project</p> <p>GeMSIP annual survey results</p> <p>GESI audit report of DDC Project progress reports Project monitoring records GESI audit report of pilot</p>	<p>95% of trained personnel are utilized at GM/SI related responsibility.</p>
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<p>4. The institutional mechanism of GESI responsive monitoring and evaluation of development projects is enhanced, and the related capacity of the stakeholders is strengthened through the Pilot Project in the two targeted districts.</p> <p>5. Operational manuals are developed for Local Bodies (LBs) and WCO to incorporate GESI perspectives into development processes in the two targeted districts based on processes, practices, and lessons gained by the Project.</p> <p>6. Strategies to incorporate the essential components of operational manuals into government guidelines are developed by MoLD, MoWCSW and DWC.</p> <p>7. GeMSIP experiences and lessons are shared among GM/SI related committees at the central level.</p>	<p>by at least one pilot VDC of each of the two targeted districts</p> <p>2-3. Report on GM/SI budget analysis finalized by at least one pilot VDC of each of the two targeted districts</p> <p>3-1. GESI responsive sub-projects are implemented in 20 VDCs and three municipalities (two in Syangja and one in Morang).</p> <p>4-1. GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to conduct monitoring of the implementation of sub-projects from a GESI perspective in the two targeted districts.</p> <p>4-2. GESI Implementation Committee and VDC Integrated Planning Committee or GeMSIP Integrated Planning Committee are able to evaluate sub-projects from a GESI perspective in the two targeted districts.</p> <p>5-1. Operational manuals</p>	<p>VDC GESI budget analysis report of pilot VDC</p> <p>Project monitoring records Project progress reports</p> <p>Project monitoring records Project progress reports</p> <p>Project evaluation records Project progress reports</p> <p>Operational manuals</p> <p>Strategies</p>	
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	6-1. Strategies	Each meeting record Presentation materials	
	7-1. The number of sharing meetings and seminars and the number of presentations about GeMSIP made by the Project		
Activities 0-1. Prepare and finalize the inception report through discussions among stakeholders 0-2. Conduct a baseline survey on the all Objectively Verifiable Indicators of PDM. 0-3. Specify Objectively Verifiable Indicators in PDM 0-4. Carry out activities of public relations 1-1. Formulate training plan 1-2. Develop and revise Training Manuals and Pilot Project Guidelines 1-3. Conduct Training of Trainers 1-4. GM/SI Basic training and other training. 1-5. Conduct seminars 1-6. Conduct GeMSIP Annual Survey 2-1. Conduct GM/SI appraisal and audit training for	Japan side 1. Dispatch of Japanese Experts (1) Chief Technical Advisor (2) Gender Mainstreaming Expert (3) Social Inclusion Expert (4) Local level planning, Monitoring and Evaluation Expert (5) Capacity development/Training Expert (6) Financial and Administrative Expert 2. Training in-country, in third countries and in Japan 3. Provision of Equipment 4. Local cost	Input Nepal side 1. Assignment of counter personnel of MoLD, MoWCSW, DWC at the national level and DDC, WCO in Syangja and Morang districts at the local level 2. Project office, facilities /equipment 3. Necessary budget	The security situation in the two targeted districts is not deteriorated severely.

<p>stakeholders at the district- and pilot VDC/Municipality-levels</p> <p>2-2. Conduct GM/SI appraisal and audit at the district level</p> <p>2-3. Conduct GM/SI audit in pilot VDCs/ Municipalities</p> <p>2-4. Conduct GM/SI budget analysis on sub-projects in pilot VDCs/Municipalities</p> <p>3-1. Establish a coordination body for implementation of the Pilot Project at the district level</p> <p>3-2. Conduct an orientation program and training at the district level</p> <p>3-3. Select the pilot VDCs/Municipalities</p> <p>3-4. Establish a coordination body for implementation of the Pilot Project at the pilot VDC/Municipality-level</p> <p>3-5. Conduct an orientation program and training at the VDC level</p> <p>3-6. Establish a coordination body for implementation of the Pilot Project at the ward level</p> <p>3-7. Conduct an orientation program at the Ward level</p> <p>3-8. Conduct situation analysis from GESI perspectives</p> <p>3-9. Plan, screen and select GESI responsive sub-projects in pilot VDCs/Municipalities</p> <p>3-10. Implement GESI responsive sub-projects in pilot VDCs/Municipalities</p> <p>4-1. Conduct monitoring of sub-projects in pilot VDCs/Municipalities</p> <p>4-2. Conduct evaluation of sub-projects in pilot VDCs/Municipalities</p> <p>4-3. Conduct an in-depth study for sub-projects</p>			<p>Pre-Conditions</p>
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<p>5-1. Incorporate findings and lessons obtained by results of evaluation, and in-depth study of sub-projects into operational manuals</p> <p>5-2. Collect good practices of GESI responsive sub-projects</p> <p>5-3. Share findings, lessons and good practices of the Pilot Project with various stakeholders through organizing meetings, field-study and developing promotional materials and using media</p> <p>5-4. Develop the operational manuals</p> <p>6-1. Share the operational manuals with the stakeholders through meetings and seminars</p> <p>6-2. Develop the strategies</p> <p>7-1. Share experiences and lessons among GM/SI related committees at the central level</p>		
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* Resource materials include 1) GM/SI basic training modules, 2) GM/SI appraisal and audit guidelines, 3) GM/SI-responsive planning manual, and 4) GM/SI monitoring checklist.

** Respondents of GeMSIP annual survey are: Central level: participants of GM/SI basic training and refresher training; District level: all members of GM/SI Coordination Committee (Syangja) and GeMSIP Working Group (Morang); VDC level: all members of VDC-level organization for GeMSIP pilot project and all Facilitators.

Appendix-2 Member List of Intrenal Terminal Evaluation Workshop

Participant of Workshop in Kathmandu (9 June 2013)

Mr. Reshmi Raj Pandey	Joint Secretary, MoFALD (Chairperson)
Mr. Padam Raj Bhatta	Director General, DWC, MoWCSW(Co-chairperson)
Mr. Gokarna Prasad Sharma	Under Secretary, Section Chief, GESI Section, MoFALD (MC)
Mr. Khadga Bahadur Rana	Under Secretary, Women Development and Coordination Section, MoWCSW
Ms. Sunita Nepal	Under Secretary, MoGA
Mr. Jay Lal Tiwari	Director, DWC
Mr. Madhav Prasad Gadtaula	Director, DWC
Mr. Asman Tamang	Section Officer, MoFALD
Mr. Norimichi Toyomane	JICA Expert for GeMSIP
Ms. Yoko Komatsubara	JICA Expert for GeMSIP
Ms. Michiko Tsurumine	JICA Expert for GeMSIP
Mr. Tej Bahadur Sunar	National Project Coordinator, GeMSIP
Ms. Bhagawati Sharma Bhandari	National Project Officer, GeMSIP
Mr. Ram Achal Yadav	District Project Manager, Morang, GeMSIP
Ms. Umakala Sharma	District Project Manager, Syangja, GeMSIP
Ms. Rama Raut	Administrative and PR Officer, GeMSIP

Participant of Workshop in Morang District (29 April 2013)

SN	Name	Position at GESI IC	Position of organization	Organization
1	Mr. Shiva Ram Pokharel	Chairperson	LDO	District Development Committee
2	Ms.Gita Mahat	Vice Chairperson	WDO	Women & Children Office
3	Ms. Manju Lohani	Member	Supervisor	Women & Children Office
4	Mr. Basanta Raj Aryal	Member	Planning Officer	District Agriculture Development Office, Morang
5	Mr.Mukunda Upadhyay	Member	Youth Development Officer	Biratnagar Sub-Metropolitan Corporation, Morang
6	Mr. Laxmi Dhimal	Member Secretary	Social Development Officer	Social Development Unit/DDC, Morang
7	Mr. Tirtha Prasad Dhital	Member	Chief	District Cottage & Small Industry Office, Morang
8	Mr. Mansoor Alam	Member	Vice Chairperson	OBC District Coordination Committee, Morang
9	Mr. Himal Dhoj Limbu	Member	Vice Chairperson	Adibashi –Janjati District Coordination Committee
10	Ms. Sushila Karki	Member	President	Nari Bikas Sangh (women Development Association)
11	Mr. Bimal Basnet	Member	Coordinator	District Coordination Committee of PWD
12	Mr. Dhaneshwor Shah	Member	Chair person	OBC
13	Mr. Bishnu Ojha	-	Secretary	Pokhariya VDC
14	Mr. Lila Ram Bastola	-	Secretary	Tetariya VDC
15	Mr. Kamal Guragain	-	Secretary	Tandi VDC

Participant of Workshop in Syangja District (27 May 2013)

S.N.	Name	Position at GESI IC	Position of organization	Organization
1	Mr. Jiwan Prakash Sitaula	Chair Person	LDO	District Development Committee
2	Ms. Meera Sherchan	Vice Chairperson	WDO	Women and Children Office
3	Mr. Thana Pati Neupane	Member Secretary	SDO	District Development Committee
4	Mr. Dhan Prasad Koirala	Member	Section Officer	District Development Committee
5	Ms. Shirjana Lamichhane	Member	AO	District Development Committee
6	Mr. Moti Prasad Lamichhane	Member	DLSO/GFP	District Livestock Service Office
7	Ms. Shusila Aryal	Member	SS/ GFP	District Education Office
8	Mr. Rajendra Pokhrel	Member	ASCO/GFP	District Soil Conservation Office
9	Mr. Thanewore Aryal	Member	GFP	District Technical Office
10	Mr. Surendra Raj Poudel	Member	Statistical Officer	Branch of Statistics Office
11	Ms. Rajeshwari Achrya	Member	DWAT/GFP	Drinking Water and Sanitation Division Office
12	Mr. Ram Prasad Bhatarai	Member	MT/GFP	District Cottage and Small Industry Office
13	Mr. Nava Raj Bhandari	Member	CPO/GFP	District Agriculture Development Office
14	Ms. Devi Thapa	Member	V.C. Person	Women Coordination Committee
15	Mr. Rukbir B.K.	Member	V.C. Person	Dalit Coordination Committee
16	Ms. Asha Ghatane	Member	DPC/DNF	Dalit NGO Federation
17	Mr. Arjun Kafle	Member	V.C. Person	District Disable Coordination Committee
18	Ms. Nil Kumari Miya	Member	Representative	Muslim Community
19	Mr. Krishna Prasad Aryal	Substitution	PHO/GFP	District Health Office
20	Mr. Shree Ram Acharya	-	Secretary	Phedikhola VDC
21	Mr. Hari Poudel	-	Secretary	Biruwa Archale VDC
22	Mr. Raman Giri	-	Secretary	Jagatradevi VDC

Appendix-3 Program of Internal Terminal Evaluation Workshop

GeMSIP: Internal Terminal Evaluation Workshop (Kathmandu)

Time	Agenda	Responsible Person
15:00-15:05	Opening	Co-Chairperson of PMC, LDO/WDO
15:05-15:10	Objective of the Workshop	GeMSIP JICA Expert
15:10-16:10	(1) Progress Review of GeMSIP <ul style="list-style-type: none"> • Review project design of GeMSIP • Review progress and achievement of the GeMSIP • Open floor (comments/feedbacks from the participants) 	GeMSIP Counterparts GeMSIP Project Officers/GeMSIP JICA Expert
16:10-17:10	(2) Evaluation from five criteria <ul style="list-style-type: none"> • Evaluation from relevance, efficiency, effectiveness and impact, and Sharing of preliminary finding of questionnaire survey on evaluation 	GeMSIP Counterparts GeMSIP Project Officers
17:10-17:40	(3) Lesson learnt and Recommendation <ul style="list-style-type: none"> • Obtain lesson learnt and recommendations, and Reflection to the next step 	GeMSIP Counterparts GeMSIP Project Officers
17:40-17:50	Closing	GeMSIP JICA Expert Co-Chairperson of PMC, LDO/WDO

Appendix-4 Member List of GESI IC of Syangja and Morang District

Syangja GESI IC

S.N.	Name	Position at GESI IC	Position	Social Group	Organization
1	Mr. Jiwana Prakash Sitaula	Chair Person	LDO	Brahimin	District Development Committee
2	Ms. Meera Sherchan	Vice Chairperson	WDO	Janajati	Women and Children Office
3	Mr. Thana Pati Neupane	Member Secretary	SDO	Brahimin	District Development Committee
4	Mr. Dhan Prasad Koirala	Member	Section Officer	Brahimin	District Development Committee
5	Ms. Shirjana Lamichhane	Member	AO	Brahimin	District Development Committee
6	Ms. Thagi Kumari Khanal	Member	WW/GFP	Brahimin	Women and Children Office
7	Mr. Moti Prasad	Member	DLSO/GFP	Brahimin	District Livestock Service Office
8	Ms. Shusila Aryal	Member	SS/ GFP	Brahimin	District Education Office
9	Mr. Jagadish Regmi	Member	AFO/ GFP	Brahimin	District Forest Office
10	Mr. Rajendra Pokhrel	Member	ASCO/GFP	Brahimin	District Soil Conservation Office
11	Ms. Jamuna Pariyar	Member	Er./ GFP	Dalit	Western Irrigation Division Office
12	Mr. Thaneswore Aryal	Member	GFP	Brahimin	District Technical Office
13	Mr. Surendra Raj Poudel	Member	Statistical Officer	Brahimin	Branch of Statistics Office
14	Ms. Rajeshwori Achrya	Member	DWAT/GFP	Brahimin	Drinking Water and Sanitation
15	Mr. Ram Prasad Bhatara	Member	MT/GFP	Brahimin	District Cottage and Small Industry
16	Mr. Nava Raj Bhandari	Member	CPO/GFP	Brahimin	District Agriculture Development
17	Ms. Devi Thapa	Member	V.C. Person	Chhetri	Women Coordination Committee
18	Mr. Rukbir B.K.	Member	V.C. Person	Dalit	Dalit Coordination Committee
19	Mr. Lokendra Thapa	Member	V.C. Person	Janajati	Janajati Coordination Committee
20	Mr. Rukum Datta Poudel	Member	Chair Person	Brahimin	NGO Federation
21	Ms. Asha Ghatane	Member	DPC/DNF	Dalit	Dalit NGO Federation
22	Mr. Arjun Kafle	Member	V.C. Person	Brahimin	District Disable Coordination
23	Ms. Manisha Thapa	Member	Treasurer	Brahimin	District Child Network
24	Ms. Nil Kumari Miya	Member	Representative	Muslim	Muslim Community
25	Mr. Ram Chandra Aryal	Member	PHO/GFP	Brahimin	District Health Office

Morang GESI IC

No	Name	Position at GESI IC	Position ((representing organization)	Organization	Social Group
1	Mr. Shiva Ram Pokharel	Chairperson	LDO	District Development Committee, Morang	B/C
2	Ms.Gita Mahat	Vice Chairperson	WDO	Women & Children Office, Morang	B/C
3	Ms. Manju Lohani	Member	Supervisor	Women & Children Office, Morang	B/C
4	Mr. Khadga Raj Rai	Member	Admin & Planning Officer	District Development Committee, Morang	A/J
5	Mr. Sunil Nirula	Member	Administrative Officer	District Administration Office, Morang	B/C
6	Mr.Upendra Dahal	Member	Under Secretary	District Education Office, Morang	B/C
7	Mr. Basanta Raj Aryal	Member	Planning Officer	District Agriculture Development Office	B/C
8	Mr.Mukunda Upadhyay	Member	Youth Development Officer	Biratnagar Sub-Metropolitan Corporation	B/C
9	Ms.Sita Paudyal	Member	Chair Person	NGO Federation, Morang	B/C
10	Ms. Anita Subba	Member	Public Health Nurse	District Public Health Office, Morang	A/J
11	Mr. Laxmi Dhimal	Member Secretary	Social Development Officer	Social Development Unit/DDC, Morang	B/C
12	Mr. Tirtha Prasad Dhital	Member	Chief	District Cottage & Small Industry Office, Morang	B/C
13	Mr. Dev Raj Chaudhary	Member	President	Adibashi –Janjati District Federation, Morang	A/J
14	Mr. Mansoor Alam	Member	Vice Chairperson	OBC District Coordination Committee, Morang	OBC
15	Mr. Dipendra Paswan	Member	Vice Chairperson	Dalit Uplift District Coordination Committee, Morang	Dalit
16	Mr. Himal Dhoj Limbu	Member	Vice Chairperson	Adibashi –Janjati District Coordination Committee, Morang	A/J
17	Ms. Sushila Karki	Member	President	Nari Bikas Sangh (women Development Association)	B/C
18	Mr. Ganga Ram Yadav	Member	Officer	District Livestock Development Office, Morang	OBC
19	Ms. Madina Khatoon	Member	President	AI – Amanh Muslim Women Nepal (Muslim women NGO)	OBC
20	Ms. Afshana Praween	Member	Secretary	District Child Club Network, Morang	OBC
21	Mr. Bimal Basnet	Member	Coordinator	District Coordination Committee of PWD	B/C
22	Ms. Bhawana Dhakal	Member	Vice chair person	District Women Coordination Committee	B/C
23	Mr.Dhaneshwor Shah	Member	Chair person	OBC	OBC

Appendix-5 Member List of IPC of Group 1 VDC of GeMSIP Pilot Project

<Syangja District>

IPC of Phedikhola VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Shree Ram Achrya	VDC	Secretary/Coordinator	Brahmin
2	Mr.	Durga Datta Sharma	UNCP-M-Representative	Treasurer	Brahmin
3	Mr.	Himalya Jung Banya	NCP/UML Representative	Member	Chhetri
4	Mr.	Min Bahadur Khatri	NDP-Representative	Member	Chhetri
5	Mr.	Tek Bahadur Karki	NC -Representative	Member	Chhetri
6	Ms.	Bindu K.C.	NGO Representative	Member	Chhetri
7	Ms.	Tulsi Devi Subedi	CBO Representative	Member	Brahmin
8	Mr.	Kaji Bahadur Mijar	Dalit Representative	Member	Dalit
9	Mr.	Yam Bahadur Gurung	Janajati Representative	Member	Janajati
10	Ms.	Gyanu B.K.	Woman Representative	Member Secretary	Dalit
11	Ms.	Hema Godar	Disbale Representative	Member	Brahmin
12	Ms.	Rima Subedi	Ward Representative	Member	Brahmin
13	Mr.	Suman B.K.	Child Representative	Member	Dalit
14	Ms.	Mana Maya B.K.	Ward Representative	Member	Dalit
15	Mr.	Netra Naryan Gautam	Ward Representative	Auditor	Brahmin
16	Mr.	Khim Bahadur Gurung	Ward Representative	Member	Janajati
17	Mr.	Dambar Bahadur Gurung	Jana Shakti Party	Member	Janajati

IPC of Biruwa Archale VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Hari Prasad Paudyal	VDC	Secretary/Coordinator	Brahmin
2	Mr.	Til Bahadur Gurung	UNCP -M	Member Secretary	Janajati
3	Mr.	Yub Raj KC	NC - Representative	Member	Chhetri
4	Mr.	Gir Bahadur K.C.	NCP UML -	Member	Chhetri
5	Mr.	Reshma Thapa	Women Network	Member	Janajati
6	Ms.	Indra Kumari Thapa	NGO Representative	Treasurer	Janajati
7	Ms.	Nanda Kumari Khadka	CBOs Representative	Member	Chhetri
8	Ms.	Shanta Kumari Gurung	Women	Member	Janajati
9	Ms.	Dil Kumari Sarki	Dalit	Member	Dalit
10	Ms.	Sunita B.K.	Dalit	Member	Dalit
11	Mr.	Pandav Sunar	Child Club	Member	Dalit
12	Mr.	Prem Bahadur Regmi	Disable Representative	Member	Brahmin
13	Ms.	Kan Kumari Rana	Janajati Ward /IPC	Member	Janajati
14	Mr.	Chim Lal Regmi	Ward/ IPC	Member	Brahmin
15	Mr.	Nal Bahadur Thapa	Ward/ IPC	Member	Janajati
16	Ms.	Kamala Khadka	Ward/ IPC	Member	Chhetri
17	Ms.	Sita Khadka	Power group	Auditor	Chhetri
18	Ms.	Devi Thapa	Janajati	Member	Janajati
19	Mr.	Balman Gurung	Janajati Ward /IPC	Member	Janajati

IPC of Jagatradevi VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Raman Giri	VDC	Secretary/Coordinator	Brahmin
2	Mr.	Laxman Prasad Bhatarai	Nepali Congress	Member	Brahmin
3	Mr.	Arjun Prasad Shrestha	UNCP	Member	Janajati
4	Mr.	Kishan Shrestha	NCP UML	Member	Janajati
5	Mr.	Surya Thapa	Rastriya Janamorha	Auditor	Janajati
6	Mr.	Padam Bahadur Gaha	Janmukti Party	Member	Janajati
7	Mr.	Devi Prasad Karmachrya	Ra. Pra. Pa.	Member	Janajati
8	Mr.	Thag Bir Damai	Dalit/IPC	Member	Dalit
9	Mr.	Lal Bahadur G.T.	Janajati/IPC	Member	Janajati
10	Ms.	Beni Kala Basyal	NGO	Member	Brahmin
11	Ms.	Sita Bhatarai	Ward	Member	Brahmin
12	Ms.	Punam B.K.	Ward /IPC	Member	Dalit
13	Ms.	Parbati Rana	Ward	Member	Janajati
14	Ms.	Sushila Karmachrya	CBOs	Member Secretary	Janajati
15	Mr.	Man Bahdur Rana	Disable	Member	Janajati
16	Ms.	Parbati Bhandari	Ward /IPC	Member	Brahmin
17	Ms.	Bipana Thapa	Child Club	Member	Janajati
18	Ms.	Renu Thapa	Ward/ IPC	Treasurer	Janajati
19	Mr.	Chabilal Neupane	Ward /IPC	Member	Brahmin

<Morang District>

IPC of Pokhariya VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Bishnu Pd. Ojha	VDC-Pokhariya	VDC Secretatory	-	Brahmin
2	Mr. Santosh Mandal	CPN-Maoist	Representative	3	A/J
3	Mr. Sidhyanand Kardar	Nepali Congress	Representative	5	A/J
4	Mr. Ram Dhani Mandal	CPN-UML	Representative	3	A/J
5	Mr. Jagadish Pd. Mandal	MJF-Nepal	Representative	4	A/J
6	Mr. Jayanath Mandal	Nepal Sadhabhawana Party	Representative	6	A/J
7	Mr. Bholu Pd. Mandal	Terai Madhesi Democratic Party	Representative	7	A/J
8	Mr. Om Prakash Mandal	Rastriya Prajatantra Party	Representative	4	A/J
9	Ms. Sima Devi Mandal	NGOs (Redcross)	Representative	1	A/J
10	Ms. Dhurba Maya Devi Mandal	Mothers/Women Groups	Representative	5	A/J
11	Ms. Mina Baske	Mothers/Women Groups	Representative	2	A/J
12	Ms. Ranju Devi Sardar	CBOs	Representative	8	A/J
13	Mr. Binod Thakur	OBC	Representative	7	OBC
14	Ms. Sanjula Mandal	Child Network	Representative	3	A/J
15	Ms. Urmila Devi Rishidev	Dalit Org	Representative	9	Dalit
16	Mr. Surya Nanda Mandal	UCPN-Maoist	Representative	3	A/J
17	Mr. Shiva Narayan Mandal	A/J Org	Representative	8	A/J
18	Mr. Kailash Pd. Mandal	VDC-Pokhariya	Member Secretary	6	A/J

IPC of Tetariya VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Lila Ram Bastola	VDC-Tetariya	Secretary	-	Brahmin
2	Ms. Dasani Devi Sardar	Nepali Congress	Representative	6	A/J
3	Ms. Manju Biswash	CPN-Maoist	Representative	8	A/J
4	Mr. Sri Narayan Choudhary	CPN-Unified	Representative	3	A/J
5	Mr. Gyan Chandra Gachhadar	A/J Federation (Village Coordination Council)	Representative	5	A/J
6	Mr. Bidyanand Thakur	OBC Org	Representative	7	OBC
7	Ms. Gunawati Dhami	CPN-UML	Representative	1	A/J
8	Mr. Koshi Lal Sardar	Dalit Jagriti Manchha	Representative	9	Dalit
9	Ms. Sristha Biswash	Community Mediation Centre	Representative	4	A/J
10	Ms. Janaki Bishwash	A/J Women Awareness Forum	Representative	8	A/J
11	Ms. Bahudaliya Choudhary	MJF-Democratic	Representative	3	A/J
12	Mr. Kiran Kumar Biswash	Sanitation Coordination Committee	Member Secretary	2	A/J
13	Ms. Phool Kumari Biswash	Bhagawati Safe Motherhood Network	Representative	4	A/J
14	Mr. Prahlad Bhagat	Youth Information Centre	Representative	4	OBC
15	Ms. Rohini Kumari Khan	Tejaswi Child Club Network	Representative	4	A/J

IPC of Tandi VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Kamal Guragain	VDC-Tandi	VDC Secretatory	-	Brahmin
2	Mr. Indra Baraili	CPN-Maoist	Representative	5	Dalit
3	Ms. Uma Nepali	CPN-Maoist	Representative	8	Dalit
4	Mr. Bhanubhakta Luitel	Nepali Congress	Representative	9	B/C
5	Ms. Sunita Limbu	Nepali Congress	Representative	6	A/J
6	Mr. Dharmananda K.C	CPN-UML	Representative	1	Chhetri
7	Ms. Khindra Rai	CPN-UML	Representative	5	A/J
8	Mr. Arjun Sinha Lingden	National Limbuwan Federation Party	Representative	2	A/J
9	Ms. Anu Dewan	National Limbuwan Federation Party	Representative	2	A/J
10	Mr. Khir Bahadur Magar	National Democratic Federation Party	Representative	8	A/J
11	Ms. Devi Rai Magar	National Democratic Federation Party	Representative	8	A/J
12	Ms. Sujata Rai	Child Network	Representative	6	A/J
13	Ms. Narmaya Pokhrel	Mothers/Women Group	Representative	2	Brahmin
14	Mr. Lekh Bd. B.K	Dalit Org	Representative	3	Dalit
15	Mr. Bhakta Bd. Rai	NGOs	Representative	4	A/J
16	Ms. Sarala Rai	CBOs	Representative	4	A/J
17	Ms. Mina Rai Limbu	Women Org	Representative	5	A/J
18	Ms. Gita Adhikari	Community Forest	Representative	6	Brahmin
19	Ms. Shusma Rai	Mothers Group	Representative	7	A/J
20	Ms. Bhajindra Bhattra	Female Community Health Volunteer	Representative	8	Brahmin
21	Mr. Hari Magar	A/J Org	Representative	8	A/J
22	Mr. Chandra Pd. Bhattra	Disable Org	Representative	9	Brahmin
23	Mr. Tej Nath Ghimire	VDC-Tandi	Member Secretary	-	Brahmin
24	Mr. Dinesh Poudel	CPN-Maoist	Representative	8	Brahmin

Appendix-6 Member List of IPC of Group 2&3 VDC/Municipality of GeMSIP Pilot Project

<Syangja District>

IPC of Chitrehanjyang VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Narayan prasad Sigdel	VDC	Secretary/Coordinator	Brahmin
2	Ms.	Nara Maya Thapa	Single Women	Member	Janajati
3	Ms.	Bindu Pariyar	Child Club	Member	Dalit
4	Ms.	Lekha Bhujel	Backward Community	Member	Janajati
5	Mr.	Arjun Thapa	NGO	Member	Janajati
6	Ms.	Bhabi Sara Rana	Mother Group	Treasurer	Janajati
7	Ms.	Pin kumari Thapa	Women Cooprtive	Member	Janajati
8	Ms.	Hari kala Manandhar	Women Network	Member	Janajati
9	Mr.	Nanda Bahadur B.K.	Dalit Network	Member	Dalit
10	Mr.	Khim Bahadur Thapa	Aadhi/Janajati	Auditor	Janajati
11	Ms.	Tara B.K.	CAC	Member	Dalit
12	Mr.	Chandra Thapa	Disable	Member	Janajati
13	Ms.	Bindu Thapa	Women Agiculture	Member	Janajati
14	Mr.	Ghana shyam Bhandari	VDC	Member	Brahmin
15	Mr.	Prem Thapa	U-Maoist	Member Secretary	Janajati
16	Mr.	Gun Bahadur Rana	NC	Member	Janajati
17	Mr.	Manorath Sharma	CPN-UML	Member	Janajati
18	Mr.	Arjun Thapa	Maoist (Baidhya)	Member	Janajati

IPC of Kitchnas VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Ramesh Prasad Sharma	VDC	Secretary/Coordinator	Brahmin
2	Ms.	Sabitri Bhujel	Minority Group	Member	Janajati
3	Ms.	Bishnu Nepali	Dalit	Member	Dalit
4	Ms.	Radha Wagle	Mother Group	Secretary	Brahmin
5	Mr.	Lokendra Rana	Disable	Member	Janajati
6	Mr.	Khadka Bahadur Rana	Youth Club()	Member	Janajati
7	Ms.	Tils B.K.	Dalit Network	Member	Dalit
8	Ms.	Tek Maya Misra	Mother Group	Member	Madhesi
9	Mr.	Tuk Bahadur Gurung	Aadhi/Janajati	Member	Janajati
10	Mr.	Mukta Bahadur B.K.	Dalit Network	Member	Dalit
11	Mr.	Jyoti Prasad Manandhar	Community Forest	Member	Janajati
12	Mr.	Suva kanta Poudel	Agriculture	Member	Brahmin
13	Ms.	Jamuna Thapa	Child Club	Member	Janajati
14	Mr.	Bishnu Kumar Khand	Community Forest	Member	Chhetri
15	Ms.	Romakanti Sharma	Single Women Group	Member	Brahmin
16	Ms.	Bishnu Maya Wagle	HA Helper	Treasurer	Brahmin
17	Mr.	Yub Raj Wagle	Maoist	Member	Brahmin
18	Mr.	Danda Pani Neupane	Nepali Congress	Member	Brahmin
19	Mr.	Kalyan Kumar Pokhrel	CPN-UML	Auditor	Brahmin

IPC of Kuwakot VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Ram Nath Sah	VDC	Secretary/Coordinator	Madhesi
2	Ms.	Sarita Bhandari	Single Women	Member	Brahmin
3	Ms.	Nirmala Nepali	Dalit Network	Member	Dalit
4	Ms.	Ram Kumari Ale	Volunteer	Member	Janajati
5	Ms.	Shova Koirala	Single Women Network	Member	Brahmin
6	Ms.	Chova Kala Bhandari	Women Represent.	Treasurer	Brahmin
7	Ms.	Devi Sara Sunar	Dalit Single Women	Member	Dalit
8	Ms.	Yam Kumari Khanal	Interparty Women Network	Member	Brahmin
9	Mr.	Ran Bahadur Sinjali	Social Mobilizer	Member	Janajati
10	Mr.	Sovan Kumar Mall	Intellectual	Auditor	Chhetri
11	Mr.	Sagar Pangeni	Child Club	Member	Brahmin
12	Mr.	Sujendra Sen	NGO	Member	Chhetri
13	Mr.	Surya Prasad Majhi	Marginalized	Member	Janajati
14	Ms.	Binu Shrestha	Mother Group	Member	Janajati
15	Mr.	Jib Lal Khanal	Saa. Sa 8	Member	Brahmin
16	Mr.	Nar Bahadur Sinjali	Disable Network	Member	Janajati
17	Mr.	Mani Prasad Bhandari	WCF	Member	Brahmin
18	Mr.	Krishna Neupane	WCF	Member	Brahmin
19	Mr.	Hum Bahadur Ale	Janajati	Member	Janajati
20	Mr.	Tik Ram Shrestha	CPN-Maoist	Member Secretary	Janajati
21	Mr.	Ram Chandra Pangeni	NC	Member	Brahmin
22	Mr.	Resham Lal Pangeni	CPN-UML	Member	Brahmin

IPC of Kyakmi VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Durga Prasad Poudel	VDC	Secretary/Coordinator	Brahmin
2	Ms.	Indra Maya Thapa	Women Representative	Member	Janajati
3	Ms.	Radha Devi Ale	Paralegale	Member	Janajati
4	Ms.	Neeta B.K.	Interparty Women Network	Member	Dalit
5	Mr.	Padam Manandhar	Child Club	Member	Janajati
6	Mr.	Karba Narayan Manandhar	Janajati	Member	Janajati
7	Mr.	Muhamad Ajimiya	Minority	Member	Muslim
8	Mr.	Ludra Narayan Manandhar	Disable	Member Secretary	Janajati
9	Ms.	Tara Poudel	Volunteer	Member	Brahmin
10	Mr.	Tul Bahadur Thapa	Ward Representative	Member	Janajati
11	Mr.	Netra Narayan Manandhar	"	Member	Janajati
12	Ms.	Bimala Rana	"	Member	Janajati
13	Mr.	Dev Kumar Manandhar	Corporative Org.	Auditor	Janajati
14	Ms.	Dil Maya Thapa	CAC	Treasurer	Janajati
15	Mr.	Bel Bahadur B.K.	Dalit	Member	Dalit
16	Mr.	Ram Nath Sharma	Nepali Congress	Member	Brahmin
17	Mr.	Bishnu Bahadur Chand	CPN-UML	Member	Chhetri
18	Mr.	Indra Kumar Thapa	CPN-Maoist	Member	Janajati
19	Mr.	Khum Bahadur Rana	Janamorcha	Member	Janajati

IPC of Panchamul VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Mahendra Prasad Dhakal	VDC	Secretary/Coordinator	Brahmin
2	Mr.	Jumlal B.k.	Dalit Representative	Member Secretary	Dalit
3	Mr.	Nar Bahadur Gharti	Janajati	Member	Janajati
4	Ms.	Bhola Dhakal	Disable Women	Member	Brahmin
5	Ms.	Anisha Adhikari	Chlid Club	Member	Brahmin
6	Mr.	Prem Prasad Tiwari	Ward Rep. 1	Member	Brahmin
7	Ms.	Laxmi Dhakal	Ward Rep. 2	Member	Brahmin
8	Ms.	Laxmi Sharma	Ward Rep. 3	Member	Brahmin
9	Ms.	Parbati Gurung	Ward Rep. 4	Member	Janajati
10	Mr.	Thaneswor Poudel	Ward Rep. 5	Auditor	Brahmin
11	Ms.	Tulsi Adhikari	Ward Rep. 6	Treasurer	Brahmin
12	Mr.	Guru Datta Dhakal	Ward Rep. 7	Member	Brahmin
13	Mr.	Dilip Pariyar	Ward Rep. 8	Member	Dalit
14	Mr.	Prem Bahadur Gururng	Ward Rep. 9	Member	Janajati
15	Ms.	Ambika Dhakal	U-Maoist	Member	Brahmin
16	Mr.	Jibnath Sharma	NC	Member	Brahmin
17	Mr.	Narayan Prasad Adhikari	CPN-UML	Member	Brahmin
18	Mr.	Surya Bahadur Dhakal	NDP Nepal	Member	Brahmin
19	Mr.	Balkrishna Dhakal	NDP	Member	Brahmin

IPC of Sekham VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Gyan Bahadur Sinjali	VDC	Secretary/Coordinator	Janajati
2	Ms.	Kalpana Sunar	Mother Group	Member	Dalit
3	Mr.	Anil Thapa	Disable	Member	Janajati
4	Ms.	Uma Kumari B.K.	Dalit Rpresentative	Member	Dalit
5	Ms.	Sarishma Malla	NGO	Member	Chhetri
6	Mr.	Gupta Bahadur B.K.	CAC	Member	Dalit
7	Ms.	Laxmi Khan	Women Representative	Member	Chhetri
8	Ms.	Sita Giri	Women Representative	Member	Brahmin
9	Ms.	Anita Thapa	Ward Representative	Member	Janajati
10	Ms.	Sumitra Sahi	"	Member	Chhetri
11	Mr.	Govinda Manandhar	"	Member	Janajati
12	Mr.	Thir Lal Pathak	"	Member	Brahmin
13	Mr.	Dan Bahadur Thapa	"	Member Secretary	Janajati
14	Ms.	Sangita Thapa	"	Treasurer	Janajati
15	Mr.	Upendra Man Shrestha	Children Reptve.	Member	Janajati
16	Mr.	Ram Bahadur Gurung	Aadhi/Janajati	Member	Janajati
17	Ms.	Reli Maya Gaire	Backward Class	Member	Brahmin
18	Mr.	Man Bahadur Thapa	Backward Class	Member	Janajati
19	Mr.	Durga Man Manandhar	U-Maoist	Auditor	Janajati
20	Mr.	Rabi Chandra Mall	Nepali Congress	Member	Chhetri
21	Mr.	Kashar Bahadur Thapa	CPN-UML	Member	Janajati
22	Mr.	Netra Bahadur Shahi	Maoist -2	Member	Chhetri

IPC of Shree Krishna Gandaki VDC, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Hira Mani Pandey	VDC	Secretary/Coordinator	Brahmin
2	Ms.	Devi Sundauli	CAC	Member	Dalit
3	Ms.	Gita Bhattarai	Single Women	Member	Brahmin
4	Ms.	Samichha Neupane	Child Club	Member	Brahmin
5	Mr.	Moti Lal B.K.	Dalit Representative	Member	Dalit
6	Mr.	Dhan Singh Saru	Coordinator (HIV)	Member	Janajati
7	Mr.	Bishwa Bandu Neupane	Inter Club	Member	Brahmin
8	Ms.	Kamala B.K.	Inter Party Women Network	Member	Dalit
9	Ms.	Tulsa Pandey	NGO	Treasurer	Brahmin
10	Mr.	Bhim Shrestha	Janajati	Member	Janajati
11	Mr.	Prem Majhi	Backward Community	Member	Janajati
12	Ms.	Tulsa Neupane	Disable	Member	Brahmin
13	Mr.	Eknarayan Neupane	WCF	Auditor	Brahmin
14	Ms.	Humi Thapa	Women Org	Member	Janajati
15	Ms.	Sarita Neupane	CMC	Member	Brahmin
16	Mr.	Indra Bahadur Thapa	CPN Maoist	Member	Janajati
17	Mr.	Narayan Bhattarai	NC	Member	Brahmin
18	Mr.	Hira Bahadur Thapa	CPN	Member	Janajati
19	Mr.	Himlal Neupane	NDP(Raprapa)	Member	Brahmin
20	Mr.	Yadav Adhikari	CPN Maoist 2	Member Secretary	Brahmin
21	Ms.	Chandra Kala Neupane	Ward Volunteer	Member	Brahmin
22	Mr.	Shali Gram Neupane	Social Worker	Member	Brahmin

IPC of Putalibazar Municipality, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Hari Ram Nagila	Putalibazar Municipality	EO/Coordinator	Brahmin
2	Ms.	Kumari Gayak	WCF-9	Treasurer	Dalit
3	Ms.	Hari kala Bhujel	WCF-8	Member	Janajati
4	Mr.	Bhola Nath Lamsal	Senior Citizen	Member	Brahmin
5	Ms.	Sita Sundas	Women Network	Member	Dalit
6	Ms.	Laxmi Sharma	Women Network	Member	Brahmin
7	Ms.	Devi Aryal	Comu. Org.	Member	Brahmin
8	Ms.	Shusila Sharma	CPN-Joint	Auditor	Brahmin
9	Mr.	Hum Bahadur Kumal	Minority Group	Member	Janajati
10	Mr.	Som Bahadur Nepali	Dalit Org.	Member	Dalit
11	Mr.	Prem Bahadur Rana	Janajati	Member	Janajati
12	Mr.	Prakash Paudel	WCF-8	Member	Brahmin
13	Mr.	Tulsi Giri	WCF-9	Member	Brahmin
14	Mr.	Ananta Kumar Shrestha	NGO Fed.	Member	Janajati
15	Mr.	Thakur Prasad Sharma	Chamebr Commerce	Member	Brahmin
16	Mr.	Narayan Prasad Lamsal	U-Maoist	Member	Brahmin
17	Mr.	Bed Prasad Doranga	NC	Member	Chhetri
18	Mr.	Om Khadka	CPN-UML	Member	Chhetri
19	Mr.	Dipak Pokhrel	Maoist -	Member	Brahmin
20	Mr.	Chakra Bahadur Gurung	CPN- ML	Member	Janajati
21	Mr.	Gem Bahadur Hamal	N Janamorcha	Member	Chhetri

22	Mr.	Buddha Singh Thapa	NDP	Member	Janajati
23	Mr.	Jaya Narayan Shrestha	NDP-Nepal	Member	Janajati
24	Mr.	Jhabiswar Timilsina	N Janashakti	Member	Brahmin
25	Mr.	Dipendra Bahadru Thapa	Politician	Member	Chhetri
26	Mr.	Pom Narayan Parajuli	Municipality	Member Secretary	Brahmin

IPC of Waling Municipality, Syangja

S.N.	Title	Name	Organization	Position	Social Group
1	Mr.	Yub Raj Adhikari	Municipality	EO/Coordinator	Brahmin
2	Ms.	Khagisara Thapa	Interparty Women Network	Member	Janajati
3	Mr.	Janak Subedi	Child Club	Member	Brahmin
4	Mr.	Indra Majhi	Backward Community	Member	Janajati
5	Mr.	Jaman Singh Nepali	Dalit Network	Member	Dalit
6	Mr.	Jit Bahadur Gurung	Janajati Network	Member	Janajati
7	Mr.	Tej Prasad Kafle	Senior Citizen	Member	Brahmin
8	Ms.	Rajya Shree Shrestha	Female Network	Member	Janajati
9	Ms.	Bishnu Subedi	NGO Federation	Member	Brahmin
10	Ms.	Rita Pangeni	WCF, Ward No-4	Member	Brahmin
11	Mr.	Bhogindra Bahadur Thapa	WCF, Ward No-5	Member	Janajati
12	Mr.	Tikaram Tiwari	Chamber of Commerce	Member	Brahmin
13	Ms.	Dipa Bhusal	CPN Maoist	Member Secretary	Brahmin
14	Mr.	Dilip Pratap Khad	Nepali Congress	Member	Chhetri
15	Mr.	Dilip Kumar Bagale	CPN-UML	Treasurer	Brahmin
16	Mr.	Khum Bahadur Rana	Rastriya Janamorcha	Auditor	Janajati
17	Mr.	Lal Chand Gaire	Rastriya Prajatanta Party	Member	Brahmin
18	Mr.	Shyam Prasad Aryal	Janshakti Party	Member	Brahmin
19	Mr.	Mahesh Kafle	Ra. Pra. Pa. Nepal	Member	Brahmin
20	Mr.	Dal Raj B.K.	CPN- Marxist	Member	Dalit
21	Mr.	Sanjaya Shrestha	CPN- Unified	Member	Janajati

<Morang District>

IPC of Ramitekola VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Hari Prasad Upreti	VDC	VDC Secretatory	-	Brahmin
2	Mr. Bishwa Rai	Fedration of A/J	Representative	2	A/J
3	Ms. Karna Maya Rai	Women Fedration	Representative	2	A/J
4	Mr. Parbin Rai	CPN-UML	Representative	6	A/J
5	Mr. Raj Kumar Rai	Khumbuwan Rastiya Morcha	Representative	5	A/J
6	Mr. Padam Bahadur Tamag	Nepali Congress	Representative	1	A/J
7	Mr. Umesh Chamling	CPN-Maoist	Representative	4	A/J
8	Ms Dil Maya Rai	PWD	Representative	3	A/J
9	Ms. Bistrit Rai	Child Network	Representative	4	A/J
10	Ms. Sarita Rai	Woman Organization	Representative	2	A/J
11	Mr. Hasta Bahadur Rai	Social Organization	Representative	6	A/J
12	Mr. Amrit Kumar Rai	Organization	Representative	2	A/J
13	Ms. Tiwari Rai	Mothers/Women Group	Representative	8	A/J
14	Mr. Prem Chamlig	WCF	Representative	4	A/J

15	Mr. Tul Badadur Ghimire	Federation of Dalit	Representative	9	Dalit
16	Mr. Janga Bahadur Rai	VDC	Member Secretary	4	A/J

IPC of Dangraha VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Kumar Baral	VDC	Secretary	-	Brahmin
2	Mr. Sitambar Yadav	Health post	Health post Incharge	-	OBC
3	Mr. Shubha Narayan Yadav	Service Centre Livestock Service Centre	Doctor, Livestock	-	OBC
4	Mr. Dilli Ram Acharya	CPN-Maoist	Representative	3	B/C
5	Mr. Yadu Nandan Gachhadar	Nepali Congress	Representative	9	A/J
6	Mr. Asha Ram Biswash	CPN-UML	Representative	6	A/J
7	Mr. Murari Lal Biswash	Madhesi Jandhikar Forum Loktantrik	Representative	4	A/J
8	Mr. Pankaj Chaudhary	Loktantrik Samajbadi Dal	Representative	9	A/J
9	Mr. Pathar Lal Gachhadar	Sadbhawana Anandi devi	Representative	9	A/J
10	Mr. Bhawar Lal Mandal	National Democratic Party	Representative	4	A/J
11	Ms. Urbasi Majhi	NGOs	Representative	4	A/J
12	Ms. Puspa Majhi	CBOs	Representative	1	A/J
13	Ms. Kamala Chaudhary	Woman Organization	Representative	3	A/J
14	Ms. Yamuna Bista	Woman Federation	Representative	2	B/C
15	Mr. Raj Kumar Chudhary	Federation of A/J	Representative	7	A/J
16	Mr. Jaya Prakash Sardar	Dalit	Representative	5	Dalit
17	Ms. Santi Devi Majhai	Child Club	Representative	6	A/J
18	Ms. Asha Rishidev	WCF	Representative	2	Dalit
19	Ms. Kina Majhi	Single woman and Health Worke	Representative	8	A/J
20	Mr. Jaya Narayan Sutihar	PWD	Representative	3	A/J

IPC of Majhare VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Netra Prasad Koirala	VDC	VDC Secretary	-	Brahmin
2	Mr. Dilip Mandal	VDC	Member Secretary	-	A/J
3	Mr. Ripu Mardan Dotel	Sub health post	Representative	-	B/C
4	Mr. Lalji Shah	OBC	Representative	6	OBC
5	Mr. Ganga Prasad Mandal	Nepali Congress	Representative	1	A/J
6	Mr. Binod Mandal	Trai Madesh Loktantrik Party	Representative	1	A/J
7	Mr. Mukha Lal Singh	Trai Madesh Loktantrik Party	Representative	3	OBC
8	Mr. Lochan Mahato	Nepal Sadbhawana Party Rajendra Mahato	Representative	2	OBC
9	Mr. Ashok Kamat	CPN-UMaoist (Baidha)	Representative	3	OBC
10	Mr. Jagadish Singh	Madhesi Jandhikar Forum Neapl	Representative	3	OBC
11	Mr. Badri Lal Singh	Rastiya Janta Dal	Representative	3	OBC
12	Mr. Ganeshi Singh	Rastiya Pajatantra Party	Representative	3	OBC
13	Mr. Sanjay Shah	Chure Bhawar Party	Representative	3	OBC
14	Mr. Sambhu Poddhar	Madhesi Jandhikar Forum Lokthantarik	Representative	7	OBC

15	Mr. Kirta Nanda Mandal	CPN-UML	Representative	8	A/J
16	Mr. Shiva Lal Hasda	CPM-ML	Representative	6	A/J
17	Mr. Ghan Shyam Mandal	Nepal Sadbhawana Party Anandi Devi	Representative	8	A/J
18	Mr. Siya Nanda Kamat	Madhesi Janadhikar Forum Gantantrik	Representative	3	OBC
19	Mr. Mahendra Prasad Mandal	A/J Fedration	Representative	5	A/J
20	Mr. Dinesh Mandal	PWD	Representative	1	A/J
21	Mr. Jhameli Rishidev	Dalit	Representative	1	Dalit
22	Ms. Radha Devi Mandal	CBOs	Representative	5	A/J
23	Ms. Anita Devi Singh	Woman Fedration	Representative	5	OBC
24	Ms. Panni Murmu	CBOs	Representative	6	OBC
25	Ms. Jaykala Biswash	CBOs	Representative	8	A/J
26	Ms. Bhim Kumari Dargi	NGOs	Representative	-	Dalit
27	Ms. Rama Katuwal	NGOs	Representative	-	B/C
28	Ms. Subhadra Kumari Mandal	Woman Fedration	Representative	4	A/J
29	Ms Arati Kumari Shah	Child Network	Representative	6	OBC
30	Ms. Anari Devi Mandal	CBOs	Representative	4	A/J
31	Ms. Sangita Devi Hemren	CBOs	Representative	8	A/J
32	Mr. Mahendra Mandal	CBOs	Representative	5	A/J
33	Mr. Shyam Baski	Child Network	Representative	7	A/J

IPC of Motipur VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Ram Bahadur Bhujel	VDC	VDC Secretatory	-	A/J
2	Mr. Tula Ram Majhi	VDC	Member Secretary	-	A/J
3	Mr. Ram Dev Singh	Agriculture Service Centre	Representative	-	OBC
4	Mr. Dinesh Khawas	Sub health post	Sub health post	-	A/J
5	Mr. Satya Narayan Majhi	Nepali Congress	Representative	8	A/J
6	Mr. Tilak Ram Khawas	CPN-UMaoist	Representative	8	A/J
7	Mr. Shiva Narayan Majhi	CPN-UML	Representative	6	A/J
8	Mr. Jay Prakash Gachhadar	Madhesi Janadhikar Forum Loktantrik	Representative	6	A/J
9	Mr. Chandra Lal Sardar	Nepal Sadbhawana Party	Representative	7	A/J
10	Mr. Krishna Kumar Majhi	Rastriya Prajatantra Party	Representative	7	A/J
11	Mr. Kalkatu Chaudhary	Rastriya Prajatantra Party, Nepal	Representative	3	A/J
12	Mr. Sasi Natha Kha	Nepal Majdur Kisan Party	Representative	3	A/J
13	Mr. Ram Narayan Majhi	Madhesi Janadhikar Forum Gantantrik	Representative	3	A/J
14	Mr. Sukha Ram Shah	Nepal Rastriya Janta Dal	Representative	6	OBC
15	Ms. Jamuna Nirula	Woman Fedration	Representative	2	B/C
16	Ms. Bimal Devi Majhi	Mahila Fedration	Representative	6	A/J
17	Ms. Gahani Devi Majhi	Mother Group	Representative	6	A/J
18	Mr. Prem Kumar Rokka	Dalit	Representative	1	Dalit
19	Ms. Sarita Kumari Majhi	NGOs	Representative	1	A/J
20	Ms. Suresh Kumar Majhi	Madhesi Janadhikar Forum Nepal	Representative	9	A/J
21	Mr. Bhup Narayan Chaudhary	A/J Fedration	Representative	4	A/J
22	Mr. Punit Lal Majhi	NGOs	Representative	6	A/J
23	Ms. Kendra Maya Dahal	Cooperative	Representative	2	B/C
24	Ms. Paro Kumari Majhi	Cooperative	Representative	6	A/J

25	Ms Sarita Kumari Sardar	PWD	Representative	2	A/J
26	Ms. Parbati Devi Thakur	OBC	Representative	6	OBC
27	Ms. Pabita Kumari Majhi	Child Network	Representative	6	A/J

IPC of Lakhantari VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Chandra Prasad Kattel	VDC	VDC Secretatory	-	Brahmin
2	Mr. Krishna Kumar Sardar	Nepali Congress	Representative	9	A/J
3	Mr. Karna Bahadur Magar	CPN-UML	Representative	8	A/J
4	Mr. Nageshwor Majhi	Madhesi Janaadhikar Forum Loktantrik	Representative	2	A/J
5	Mr. Dhani Lal Majhi	MJF-Nepal	Representative	7	A/J
6	Mr. Bhuwaneshwor Majhi	Rastriya Prajatantra Party	Representative	7	A/J
7	Mr. chattru Biswash	Rastriya Janshakti Party	Representative	9	A/J
8	Mr. Prakash Kumar Bhagat	Rastriya Prajatantra Party, Nepal	Representative	6	A/J
9	Mr. Panna Lal Majhi	CPN-U	Representative	2	A/J
10	Ms. Usha Devi Biswash	CBOs	Representative	9	A/J
11	Mr. Shiva Narayan Majhi	CBOs	Representative	2	A/J
12	Mr. Bhart B.K.	Federation of Dalit	Representative	6	Dalit
13	Ms. Kala Devi Majhi	Woman -Fed	Representative	8	A/J
14	Ms. Dana Devi Majhi	Woman health worker	Representative	5	A/J
15	Mr. Prithivi Narayan Bhagat	Child club network	Representative	6	A/J
16	Mr Sabar Lal Bhagat	A/J -Fed.	Representative	8	A/J
17	Mr. Chandar Shah	OBC	Representative	1	OBC
18	Ms. Anita Devi Majhi	Mother Group	Representative	6	A/J
19	Ms. Arkha Devi Kha	PWD	Representative	5	A/J
20	Ms. Sita Devi Magar	Co-operative	Representative	8	A/J
21	Ms. Saran Devi Majhi	Co-operative	Representative	7	A/J
22	Mr. Manoj Kumar Majhi	Tarai- Madhesh Loktantrik Party	Representative	4	A/J
23	Ms. Januka Magar	UCPN- Maoist	Representative	6	A/J
24	Mr. Parhari Chaudhary	CPN-Maoist	Representative	5	A/J

IPC of Madhumalla VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Krishna Prasad Bhattarai	VDC	VDC Secretatory	-	Brahmin
2	Mr. Mahendra Bhandari	VDC	Member Secretatory	-	Brahmin
3	Ms. Kabita Limbu	NGOs	Representative	1	A/J
4	Mr. Bal Krishna Shrestha	Nepali Congress	Representative	1	A/J
5	Mr. Ganga Bhandari	CPN-UMaoist	Representative	5	Brahmin
6	Mr. Semant Raj Dahal	Nepali Congress	Representative	1	Brahmin
7	Mr. Vesh Raj Kafle	CPN-UML	Representative	2	Brahmin
8	Mr. Som Nath Adhikari	Rastriya Pajatantra Party	Representative	6	Brahmin
9	Mr. Parbat Man Shrestha	Manch Sambadha Sanghiya Limbuwan Rajya Parisad	Representative	1	A/J
10	Mr. Megh Nath Ghimire	CPN-UMaoist	Representative	2	Brahmin
11	Mr. Devi Prasad Acharya	CPN-UML	Representative	5	Brahmin
12	Mr. Bhupendra Raj Karki	Rastriya Pajatantra Party	Representative	4	Chhetri
13	Mr. Ram Chandra Thapa Magar	Manch Sambadha Sanghiya Limbuwan Rajya Parisad	Representative	1	A/J

14	Mr. Chandra Nepali	Dalit	Representative	1	Dalit
15	Mr. Kul Bahadur Magar	A/J Fedration	Representative	4	A/J
16	Ms. Ambika Baniya	Sinear Citizen	Representative	1	Chhetri
17	Ms. Sumitra Devi Lama	NGOs	Representative	1	A/J
18	Ms Laxmi Shrestha	PWD	Representative	1	A/J
19	Mr. Sankar Prasad Dev	Health post	Representative	-	OBC
20	Ms. Phool Maya Puri	Child network	Representative	1	Brahmin
21	Ms. Bishnu Kumari Tamag	Single Woman	Representative	1	A/J

IPC of Boudaha VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Bhoj Raj Bhujel	VDC	VDC Secretatory	-	A/J
2	Mr. Bishwa Nath Sardar	VDC	Representative	-	Dalit
3	Mr. Durga Nath Thakur	CPN-UML	Representative	6	OBC
4	Mr. Sampat Lal Shah	Nepali Congress	Representative	1	OBC
5	Mr. Pitambar Sardar	CPN-UMaoist	Representative	2	Dalit
6	Mr. Phagu Sardar	Madhesi Janadhikar Forum Loktantrik	Representative	6	Dalit
7	Mr. Som Raj Sardar	Nepal Sadbhawana Party	Representative	6	Dalit
8	Mr. Kamleshwor Sardar	Trai Madhes Loktantrik Party	Representative	6	Dalit
9	Mr. Mukesh Shah	OBC	Representative	1	Dalit
10	Ms. Santa Bhatta	Woman	Representative	1	Dalit
11	Ms. Mansariya Devi Ram	Dalit	Representative	1	Dalit
12	Ms. Janki Devi Sardar	CBOs	Representative	2	Dalit
13	Ms. Rajwati Devi Sardar	Woman	Representative	6	Dalit
14	Mr. Sampati Lal Sardar	Sub-Health post	Representative	-	Dalit
15	Mr. Ram Dev Singh	A/J Fedration	Representative	-	Dalit
16	Ms. Mamta Barman	Sinear Citizen	Representative	-	OBC
17	Mr. Asrfhi Shah	NGOs	Representative	6	OBC
18	Ms. Karuna Gurung	PWD	Representative	3	A/J
19	Mr. Shyam Narayan Biswash	Health post	Representative	1	A/J
20	Mr. Dhan Bahadur Malla Thakuri	Child network	Representative	1	Brahmin
21	Ms. Gita Parajuli	Single Woman	Representative	6	Brahmin

IPC of Uralbari VDC, Morang

SN	Name	Organization	Position	Ward	Social Group
1	Mr. Murari Prasad Ghimire	VDC	VDC Secretatory	-	Brahmin
2	Mr. Dilip Subba	CPN-UMaoist	Representative	5	A/J
3	Mr. Birbal Thapa	Nepali Congress	Representative	4	Chhetri
4	Mr. Ganga Prasad Bastola	CPN-UML	Representative	6	Brahmin
5	Mr. Indra Bahadur Gurung	A/J Fedration	Representative	4	A/J
6	Mr. Surya Bahadur Majhi	Sanghiya Lumbuwan	Representative	1	A/J
7	Mr. Biddhya Prasad Sharma	Madhesi Janadhikar Forum Loktantrik	Representative	4	Brahmin
8	Mr. Om Bahadur Karki	Rastriya Pajatantra Party, Nepal	Representative	4	Chhetri
9	Mr. Yogendra Katuwal	Rastriya Pajatantra Party	Representative	1	Chhetri
10	Mr. Jay Pakharin	A/J Fedration	Representative	4	A/J
11	Mr. Bhakta Bahadur B.K.	Dalit	Representative	1	Dalit
12	Ms. Shova Palunga	Single Woman	Representative	2	A/J
13	Ms. Laxmi Bhandari	NGOs	Representative	4	Brahmin

14	Ms. Bhagiratha Adhikari	NGOs	Representative	3	Brahmin
15	Ms. Hemanti Thakur	OBC	Representative	5	OBC
16	Ms. Urmila Koirala	Health Volenture	Representative	8	Brahmin
17	Ms. Gayatra Bhattraï	PWD	Representative	2	Brahmin
18	Mr. Pujan Bhandari	Child Network	Representative	8	Brahmin

Appendix-7 List of Sub-project of Gropup 1 of Cycle3

<Syangja District>

Phedikhola VDC

No	Project Title	User Group/Communcity Organization	Ward No.	Approved Budget (Rs)	Empowermet/Capacity Building of Women, Excluded Groups
1	3-day Kanya Mushroom Production Training	Khahare Women Agri Group	1	20,000	20,000
2	Khahare – Khadketari Rural Road Repair	Khahare – Khadketari Road Construction Committee	1	39,000	
3	Sarki Goun Society Building Construction	Sarki Goun Samaj Sudhar Samiti	2	60,000	60,000
4	Mushroom Farming Training	Phedikhola Mathillo Tole Mother Group	2	6,000	6,000
5	Orange and Vegetable Farming	Sharandi Agriculture Group	3	18,000	
6	Paire Gravel Road Repair	Paire Gramin Sadak Repair UG	4	50,000	
7	School Building Construction (Chandi Danda HSS)	Chandi Danda HSS Repair Committee	5	45,000	
8	Goat Raising and Exchange Program	Golden Hill Youth Club & Dalit Uthan Group	6	50,000	50,000
9	Goat Raising and Exchange Program	Tallo Kudule Group	7	55,000	55,000
10	DWS Source Protection	Aage Kuna Mathillo DWS UG	2 & 7	10,000	
11	5-day Training on Doll Making	Nagarik Sachetana Kendra	8	40,000	40,000
12	Goat Raising and Exchange Program	Mahila Agri Samuha	9	80,000	80,000
13	Tare Dhunga DWS Repair	Tare Dhunga Dihi DWS UG	9	10,000	
14	Candle Making along with Training	VDC Level Disabled Network	1 to 9	17,000	17,000
Grand Total				500,000	328,000

Biruwa Archale VDC

No	Project Title	User Group/Communcity Organization	Ward No.	Approved Budget (Rs)	Empowermet/Capacity Building of Women, Excluded Groups
1	Stool Making Training to 25 Persons	Citizen Awareness Center	1	28,000	28,000
2	Goat Raising for 8 Households	Goat Raising Users Committee	2	40,000	40,000
3	Management of Electricity for 9 Households of Dalit	Electricity Management UC	3	20,000	20,000
4	Candle Making Training for 10 Days	Lagansil Women Development Committee	3	20,000	20,000
5	Rural Road Level Promotion	Arkekot Road UC	4	35,000	
6	Bag Knitting Training to 25 Women	Bag Knitting Training UC	4	24,000	24,000
7	Construction of Irrigation Pond	Vegetable-Production Pond Construction Committee	5	35,000	
8	Well for Drinking Water	Manakamana Mothers Group	5	23,000	
9	Construction of 2 Rooms of School Building	Shree Jamune Danda Secondary School	5	50,000	
10	Construction of Building of Mothers Group	Social Welfare Mothers Group	6	80,000	80,000
11	Goat raising for 9 Households	Goat Keeping Users Committee	7	45,000	45,000
12	Rural Road Maintenance	Rural Road Maintenance UC	8	25,000	
13	Bag Knitting Training for 17 Persons for 20 days	Sipmulak Bag Knitting Training UC	8	20,000	20,000
14	10-day Stool Making Training to 20 Persons	Radhe Shyam Mothers Group	9	20,000	20,000
15	Goat Keeping for Dalit Households	Goat Keeping UC	3, 4, 5 & 6	35,000	35,000
Grand Total				500,000	332,000

Jagatradevi VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	2-day GESI Training	Radha Krishna Mother Group	1	7,830	7,830
2	Goat Keeping in 3 Poor and PWD Households	Goat Keeping Users Group	2	18,000	18,000
3	16-week Integrated Waste Management Training	Bal Siddha Vegetable Production Group	3	60,000	
4	Daradi Khorlungsing Pipe Purchase and Irrigation Dam Construction	Irrigation Users Committee	4	90,000	
5	3-month Sew Cutting Training	Shrijana Mother Group	5	80,000	80,000
6	3-month Sew Cutting Training	Naba Shrijana Mother Group	6	60,000	60,000
7	Toilet Construction in 8 Poor Households	Toilet Construction Committee	7	90,000	90,000
8	2-day GESI Training	Bhanyang Bari Mother Group	8	8,620	8,620
9	Gate and Fencing with Wire	JyanJyoti Primary School	9	73,550	
10	2-day GESI Training, VDC level	Women Saving and Loan Cooperative Organization	4,5,6,7, 8 and 9	12,000	12,000
Grand Total				500,000	276,450

<Morang District>
Pokhariya VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	New Born Child Care Training	Mahila Health Volunteer Samuha	VDC level	66,420	66,420
2	Erecting Boarding Board against Domestic Violence (Early Child Marriage)	Child Protection Committee	VDC level	45,000	45,000
3	Sewing and Cutting Training (Tailoring)	Himalaya Woman Federation	VDC level	32,930	32,930
4	Ground Leveling (Soil Filling) in Baba Dinabhadri Primary School	Baba Dinabhadri Primary School Management Committee	9	55,000	
5	Culvert Construction (Hume Pipe)	Culvert Construction Committee	4	50,000	
6	Road Construction	Road Construction User Committee	3	50,000	
7	Road Maintenance	Road Repair User Committee	7	99,900	
8	Public Platform Construction	Bajrangbali Farmer Group	6	83,050	
9	Carpet Purchase for Students at Islamiya Primary School	Islamiya Primary School Management Committee	6	6,700	
10	Management of Citizen Awareness Centre (Purchase of Carpet and Mattress)	Citizen Awareness Centre Woman Group	2	11,000	
Grand Total				500,000	144,350

Tetariya VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Purchase of Sports Material	Shree Adrash Child Club	2	25,000	
2	Roof Construction of Shree Ram Janki ECD	Ram Janki ECD Management Committee	5	60,000	
3	Inclusive Women Community Learning Centre Building Construction	Inclusive Woman Awareness Forum	VDC Level	350,000	350,000
4	Sewing and Cutting Training (Tailoring) to Women of Dalit, OBC, A/J	Inclusive Woman Development Group	VDC Level	65,000	65,000
Grand Total				500,000	415,000

Tandi VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Construction of Drinking Water Reserve Tank 8000 Ltr. (Suryakhola Devi Than)	Suryakhola Devi Than Drinking Water User	1	56,756	
2	Road Repair 1 km (From Suryamukhi Primary School to Ward No.9)	Road Construction User Committee	2	38,400	
3	RCC Floor Labeling of Sirjana Primary School	Shree Sirjana Primary School Management Committee	3	108,960	
4	Purchase of Electric Poles	Electricity User Committee	4	50,000	
5	Road Construction from Darjlingtole to Daitetar (1 km)	Road Track Construction User Committee	5	50,000	
6	Electricity Expansion Work in Simsare	Simsare User Committee	6	40,000	
7	Purchase of Stripes for Rani Pokhari Primary School	Shree Rani Pokhari Lower Secondary School Management Committee	7	64,150	
8	Leadership-oriented Skill Development Program	Citizen Awareness Centre	8	31,734	31,734
9	Drinking Water Reserve Tank Construction in Tindhovane	Teharethume Drinking Water User Committee	8	35,000	
10	Road Construction from Batakhola to Sabung	Sirantole Road Construction Committee	9	25,000	
Grand Total				500,000	31,734

Appendix-8 List of Sub-project of Gropup 2&3 of Cycle 1

<Syangja District>

Panchamul VDC

No	Project Title	User Group/Commuciny Organization	Ward No.	Approved Budget (Rs)	Empowermet/Capacity Building of Women, Excluded Groups
1	Kamara Majuwa Drinking Water	Kamara Majuwa Drinking Water Users Committee	1	50,000	
2	Swara Drinking Water	Swara Drinking Water Maintenance Users Committee	2	35,000	
3	Fish Keeping Pond Construction	Fish Keeping Pond Construction Users Committee	3	30,000	
4	Dalit Basti Drinking Water	Dalit Users Committee	4	85,000	85,000
5	Juke Pani Drinking Water	Dalit Drinking Water Users Committee	5	80,000	80,000
6	Chahara Khola Dila Muni Irrigation Canal	Chahara Khola Dila Muni Users Committee	6	50,000	
7	Ward Clinic Building Construction	Ward Clinic Building Construction Users Committee	7	40,000	
8	Furniture Support for Higher Secondary School	Construction Committee	8	80,000	
9	Hala Paire Pure Drinking Water	Hala Paire Pure Drinking Water Users Committee	9	50,000	
Grand Total				500,000	165,000

Putalibazar Municipality

No	Project Title	User Group/Commuciny Organization	Ward No.	Approved Budget (Rs)	Empowermet/Capacity Building of Women, Excluded Groups
1	Patle Kharka Tole Goat Raising	Patle Kharka Goat Raising Usres Committee	8	30,000	30,000
2	Gairaghar Bahunpani Chandaratole Rural Road Construction	Gairaghar Bahunpani Chandara Tole Rural Road Construction Committee	8	25,000	
3	Unseasonal Vegetable Production Training	Chandikalika Coffee Fruits and Vegetable Cooperative Organization, Putalibazar-8 Thulapandhero	8	20,000	
4	Source Protection	Ratmata Khatrithar Mother Group	8	15,000	
5	Candle Making Training	Chhupa Users Committee	8	15,000	15,000
6	Goat Raising for 16 Households	Sohraghar Tole Development Organization	8	30,000	30,000
7	GMSI Training for People of Todke Madikna	Todke Madkina Tole Development Organization	8	20,000	20,000
8	Candle Making Training	Khatrithar Users Committee	8	15,000	
9	Candle Making Training	Pashupati Mother Group	8	15,000	15,000
10	Rural Road Construction (Kuwapani B.K. Tole)	Kuwapani Lakurikhola Syanichaur B.K. Tole User Committee	8	25,000	25,000
11	Wood Stick Making Training	Thakurithar Women User Group	8	20,000	20,000
12	Phulbari Tole Agro-Group – Kholapani Dhab - DandaKhet Irrigation Project	Phulbari Tole Agriculture Group	8	20,000	
13	Road and Culvert Construction from Dandako Chautaro to Saune Pani	Saunepani Users Group	9	30,000	
14	GMSI Training (2 Days)	Sirindanda Mother Group	9	20,000	20,000
15	Rural Road from Iamsal Pandhero to Dihi	Rural Road Construction Committee	9	50,000	
16	Candle Making Training for Women of Gayaktole	Gayaktole Tole Development Organization	9	32,280	32,280
17	Capacity Enhancement Training (2 Days)	Jogichaur Tole Development Organization	9	18,335	18,335
18	Water Tank Construction (For Toilet Use)	Shree Shraban Secondary School	9	25,385	
19	Goat Keeping to Women of Gahate	Janajagriti Mother Group, Gahate	9	50,000	50,000
20	Women Empowerment and Leadership Development Training	Banskot Mother Group	9	24,000	24,000
Grand Total				500,000	299,615

Kitchnas VDC

No	Project Title	User Group/Communcity Organization	Ward No.	Approved Budget (Rs)	Empowermet/Capacity Building of Women, Excluded Groups
1	Samdanda Bag Knitting Project	Kalyani Mothers Group	1	36,000	36,000
2	Chyangnas Drinking Water Project	Chyangnas Drinking Water UC	2	41,000	
3	Bardah Modha Kitting Training	Bardah Modha Kitting Training UG	2	16,000	16,000
4	Pushpa Goun DWS Project (Ruksepani)	Pushpa Goun Drinking Water UC (Ruksepani)	3	17,500	
5	Pushpa Goun Drinking Water Construction Project (Source Conservation)	Pushpa Goun Drinking Water UC	3	28,000	
6	Thulo Chautari Drinking Water Project	Thulo Chautari Drinking Water UG	3	20,000	
7	Dahapokhari to Chyangnas Road Maintenance	Kitchnas VDC Tallo Shikhar Sing Committee	4	45,000	
8	Pairani Simle Drinking Water Project	Pairani Simle Drinking Water UC	4	55,000	
9	Thado Khola Drinking Water Project	Thado Khola Drinking Water UG	5	10,000	
10	Gyanendra Thok Drinking Water Project	Gyanendra Thok Drinking Water UC	5	35,000	
11	Hattigounda Bee Keeping Project	Hattigounda Bee Keeping UC	6	40,000	40,000
12	Shree Devbani L.S.School	School Management Committee	5 & 7	26,000	
13	Besimulbari Drinking Water Project	Besimulbari Drinking Water UC	7	40,000	
14	Kuwa Pani Goat Keeping Project	Kuwa Pani Goat Keeping UC	8	45,000	45,000
15	Well Protection (Drinking Water)	Jamune Drinking Water UC	9	30,500	
16	Khani Topa & Jukepani Drinking Water Project	Khani Topa & Jukepani Drinking Water UG	9	15,000	
Grand Total				500,000	137,000

Chitrehanjyang VDC

No	Project Title	User Group/Communcity Organization	Ward No.	Approved Budget (Rs)	Empowermet/Capacity Building of Women, Excluded Groups
1	Saru Tole Drinking Water Project	Sarutole Drinking Water UC	1	12,000	
2	Ekma Mule Trail Project	Ekma Mule Trail UC	1	20,000	
3	Dharadi DWS Construction	Braha Danda UC	2	6,000	
4	Panyardi DWS Construction Project	Ward Citizen Forum	2	50,000	
5	Bee Keeping Training at VDC Level and Bee Keeping for 13 Households	VDC-Level Agri Network and Majha Gaun Dalit Samiti	1 to 9	60,000	60,000
6	Gaudi DWS (Well) Repair	Bangeswara UG	3	35,000	
7	Jukepani Drinking Water Project	Niwaswara UC	4	20,000	
8	Paharepani Drinking Water Project	Lami Shwora User Committee	4	30,000	
9	Mangale Khola DWS Project	Mangale Khola Pandhero Nirman UG	5	32,000	
10	Ginger & Turmeric Farming Project	Bahudeshiya Krishi Samuha	5	26,000	26,000
11	Tomato & Vegetable Farming Project	Bagar Tole User Committee	6	15,000	15,000
12	Vegetable & Tomato Farming Project	Pragatishil Tarkari Kheti Samuha	6	15,000	15,000
13	Mudula Drinking Water Tank Construction Project	Triveni Tole User Committee	7	25,000	
14	Barkari Thar DWS Tank Construction Project	Barkari Tole UG	7	20,000	
15	Sanghu Khola Wooden Bridge Construction Project	SanghuKhola Wooden Bridge Construction Committee	8	60,000	
16	Dhalnebot Pandhero (DWS) Construction	Chandrama Women Bikas Committee	8	14,000	
17	Goat Raising Project	Sristi Mothers Group	9	30,000	30,000
18	Women Goat Raising Project	Women Goat Raising Group	9	30,000	30,000
Grand Total				500,000	176,000

Kyakmi VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Alaichibari, Dandakhani Toilet Construction	Alaichibari & Dandakhani Community	1	25,000	
2	Ghegachap Orange Farming	Goun Sudhar Mother Group	1	20,000	20,000
3	Gairakhola Goat Raising	Gairakhola Tallo & Mathillo Tole	2	45,000	45,000
4	Orange Farming	Mother Group & Community	3	30,000	30,000
5	Orange Farming Project Chansing	Gairithok Community People	4	30,000	30,000
6	Koirale to Kataharphed Road Construction	Koirale Katahare Motor Road Construction Committee, Janajati and Mother Group	4	40,000	
7	Kamausa Vegetable Farming	Kamausa Vegetable Production Agriculture Group	5	25,000	25,000
8	Orange Farming Upper Chansing	Santoshi Mother Group	5	20,000	20,000
9	Goat Raising by CAC	Citizen Awareness Centre	6	60,000	60,000
10	Furniture Support to Pokhari Bhanjyang LSS	Shree Pokhari Bhanjyang LSS, Kyakmi	6	20,000	
11	DWS Repair of Bahundi "A"	Tallo Bahundi, Kyakmi-7	7	30,000	
12	DWS Repair of Bahundi "B"	Tallo Bahundi "B"	7	15,000	
13	Jagan Than Coffee Farming	Jagan Than Coffee Farming Group	8	15,000	15,000
14	Pokharichap – Deurali – Ruwadi Road Construction	Community People of Kyakmi-8, Deurali	8	25,000	
15	Pitamber HSS Solar Energy Management	Shree Pitamber HSS Solar Energy Management Committee	9	50,000	
16	Kotkalika Road Repair	Bazar Management Committee and Bahumukhi Club	9	50,000	
Grand Total				500,000	245,000

Sekham VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Stool Making Training	Society Sudhar Mothers Group	1	20,000	20,000
2	Stool Making Training	Society Utthan Mothers Group	2	40,000	40,000
3	Sekham Bangradi Bankatta Drinking Water Maintenance	Sekham Ward No. 3 Bankatta Barandi	3	18,000	
4	Darbare Thar Drinking Water Project	Darbarethar Drinking Water UC (Makaidanda)	4	50,000	
5	Mushroom Farming	Paribartanshil Women Income Group and Amdanda Sekham-5	5	45,000	45,000
6	Bee Keeping for 12 Households	Jamundanda Gayadanda Sathimure Tole	6	80,000	80,000
7	Pig Keeping Project	Citizen Awareness Center Pig Keeping Group	6	20,000	20,000
8	Saune DWS Construction	Khani Gaun Drinking Water Users Committee	7	20,000	
9	Tallo Pandhera Well Construction	Puri Gaun Well Construction Committee	7	20,000	
10	Pig Keeping Project	Kot Kalika Mother Group	8	75,000	75,000
11	Chisapani Drinking Water Project	Duwar Thar Maidan Drinking Water User Committee	9	48,000	
12	Baithar Dhara Drinking Water Maintenance Project	Duwar Thar Maidan Drinking Water User Committee	9	39,000	
13	GESI Training	Aragaman Post (Monthly Magazine) Family	1-9	25,000	25,000
Grand Total				500,000	305,000

Kuwakot VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Bari Kuna Goat Raising	Bari Kuna Goat Raising Users Group	1	33,000	33,000
2	Chanan Pig Keeping	Chanan Pig keeping Users Committee	1	20,000	20,000
3	Balauti Kharka Drinking Water	Balauti Kharka Drinking Water Users Committee-	2	20,000	
4	Khahare Drinking Water	Khahare Drinking Water Users Committee	2	40,000	
5	Unnat Goat Keeping	Majhi Unnat Goat keeping Users Committee	3	45,000	45,000
6	Mathilo Padara Drinking Water	Mathilo Padara Drinking Water Users Committee	3	17,500	
7	Kisan Lower Secondary School Drinking Water Project	Kisan Lower Secondary School Management Committee	4	25,000	
8	Kisan Single Women Goat Keeping	Kisan Single Women Users Committee	4	30,000	30,000
9	Dhad Khola Drinking Water	Dhad Khola Drinking Water Users Committee	5	40,000	
10	Arjan Khola Drinking Water	Arjan Khola Drinking Water Users Committee	5	30,000	
11	Off Season Vegetable Farming	Archale Agriculture Users Group	6	17,500	17,500
12	Magare Bata Muni Drinking Water Maintenance	Magare Bata Muni Drinking Water Users Committee	6	35,000	
13	Kimkha Drinking Water	Kimkha Drinking Water Users Committee	7	30,000	
14	Chhapa Dada Well Maintenance	Chhapa Dada Users Committee	7	15,000	
15	Baral Dada Drinking Water	Baral Dada Drinking Water Users Committee	8	17,000	
16	Khirak, Sarndi Chaughare Drinking Water	Khirak, Sarndi Chaughare Drinking Water Users Committee, Ward No 8	8	19,000	
17	Upgrade of Sub Health Post through Refrigerator Purchase	Mother Group, Club Users Committee	8	16,000	
18	Bir Dada Drinking Water Maintenance	Bir Dada Drinking Water Maintenance Users Committee	9	25,000	
19	Toilet Construction of Bhakteshor Child Care Center	School Management Committee	9	25,000	
Grand Total				500,000	145,500

Waling Municipality

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Pipe and Measurement Tape Purchase	Ekle Pipal Tole Development Organization	5	30,000	
2	Sewing and Cutting Training	Devasthan Tole Development Organization	5	29,500	29,500
3	Mill (By Electricity)	Pandegaun Chiryau Tole Development Organization	5	30,000	
4	Sewing and Cutting Training	Dhaleko Sami Mother Group	5	29,500	29,500
5	Bansgaira Well Construction and Maintenance	Society Improvement Tole Development Organization, Bharuwa	5	27,000	
6	Causeway in Eklepipal River	Langhali Tole Development Group	5	45,000	
7	Gavin Demand for River Banking	Aadarsha Tole Development Organization (Pangeni)	5	29,500	
8	Drainage Sanitation (From Paire to Mirdi Bridge)	Mirdi Tole Development Group	5	29,500	
9	Sewing and Cutting Training for Dalit Poor Women	Chheudanda Tole Development Organization	4	30,000	30,000
10	Maski Danda DWS Construction and Maintenance	Kalika Tole Development Organization	4	27,000	
11	Pachabadi Asimure Irrigation Canal Construction Project	Bagaincha Tole Development Organization	4	30,000	
12	DWS Chamber and Wall Construction	Garhau Kalika Tole Development Organization	4	15,000	
13	Chithak Waiting Place Construction Project	Agriidanda Tole Development Organization	4	36,000	
14	Drinking Water Maintenance Improvement	Giriganun Physical Infrastructure Development Committee	4	15,000	
15	Rural Agricultural Road Construction from Kahare Kholsa to Maski Danda Garhausar	Chhyangling Tole Development Organization	4	36,000	
16	Birantari Miyale Drinking Water Tank Construction	Birantari Miyale Drinking Water Users Committee	4	30,000	
17	Bogati Danda Drinking Water Project	Bogatidanda Tole Development Organization	4	31,000	
Grand Total				500,000	89,000

Shree Krishna Gandaki VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Newardi Well Construction	Newardi Well Construction Committee	1	30,000	
2	Goat Keeping	Jharlyangdi Dalit Users Group	2	40,000	40,000
3	Pad Dada Drinking Water Pipe Purchase	Pad Dada Drinking Water Users Group	3	20,000	
4	Lilak Chahara Well Construction	Kalika Mother Group	4	30,000	
5	Magar Tole Electrical Drinking Water	Magar Tole Drinking Water Users Committee	5	66,000	
6	Improving Cooking Stove (ICS)	Pragati Maidan Mother Group	6	26,000	26,000
7	Water Tank Construction	Sarkari Bash Drinking Water Users Committee	7	44,000	
8	Pisa Kharek Water Tank Construction	Pisa Kharek Drinking Water Users Committee	8	40,000	
9	Ambot Drinking Water Tank Construction	Ambot Tank Construction Users Committee	9	100,000	
10	Goat Raising (VDC level)	VDC Level Single Women Federation	1-9	45,000	45,000
11	Goat Raising	VDC Level PWD Network	1-9	27,000	27,000
12	Goat Raising	VDC Level HIV/AIDS Coordination Committee	1-9	32,000	32,000
Grand Total				500,000	170,000

<Morang District>
Ramitekhola VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Purchase of Water Supply Tank and Toilet Repair at Sub-Health Post	Ramitekhola Sub-Health Post Operation and Management Committee	5	35,000	
2	Women Leadership Development Training	Chulachuli Mahila Saving and Credit Cooperative Organization Ltd.	2	50,000	50,000
3	Building Construction of Manohar Lower Secondary School	Manohar Lower Secondary School Management Committee	5	165,000	
4	Kyamune Drinking Water Project	Kyamune Drinking Water Construction User Committee	2	150,000	
5	Road Repair (Khola Gayu Baise Sadak)	Khola Gayu and Baise Sadak Construction and Repair User Committee	1	100,000	
Grand Total				500,000	50,000

Madhumalla VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	ILO 169 Workshop	Nepal Adibasi Janjati Federation (Mahasangh) Village Coordination Council	VDC level	35,000	35,000
2	Identification of Dalit Rights Issues	Creage Nepal	VDC level	40,000	40,000
3	Road Repair Project (Beteni Sukumbasi)	Beteni Road improvement User Committee	5	25,000	
4	Nab Sirjana Road Gravel and Repair	Nab Sirjana Road Gravel User Committee	6	30,000	
5	Community Clinic Wall Construction	Janjagiriti Woman Group	3	35,000	
6	Community Library (Khakarbari)	Sirjansil Community Library	5	22,500	
7	Mehebangi Sukumbasi Road Gravel	Mehebangi Sukumbasi Road Gravel User Community	8	47,000	
8	Electricity Expansion Project (From Milon Chowk to West near Durga Danuwar House)	Soltikinar Electricity Expansion User Community	9	20,000	
9	Legal Awareness Workshop against Women Violence	Woman Empowerment Mobilization Centre	VDC level	40,000	40,000
10	Construction of Citizen Awareness Centre (Cottage)	Namuna Citizen Awareness Centre	7	25,000	
11	Culvert Construction (Manokamana Primary School)	Manokamana Primary School Management Committee	1	23,000	
12	Namuna Drinking Water Tank Construction	Namuna Drinking Water and Sanitation User Committee	4	100,000	
13	Workshop for Identifying Child Rights Issues	Madhumalla Child Network	VDC level	35,000	35,000
14	Lekhnath Library	Lekhnath Library Management Committee	2	22,500	
Grand Total				500,000	150,000

Urlabari VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Community Building Construction	Citizen Awareness Centre	1	25,000	25,000
2	Purchase of Electricity and Line Expansion in Jhumra Tole	Jhumra Tole	2	100,000	
3	Toilet Construction at Ama Milan Kendra (Mother Meeting Centre)	Ama Milan Kendra	2	50,000	
4	Road Gravel (in front of Gopal Chowk)	Gopal Chowk Road Construction User Community	3	30,000	
5	Road Gravel (400 m)	Suryatole Road Gravel User Committee	3	25,000	
6	Bamboo Stool Making Training	Mahila Utthan Manch	4	25,000	25,000
7	Road Gravel in Munal Tole	Munal Tole User Group	4	40,000	
8	Health Training for OBC and Deprived Community	Sisaulitole Health User Committee	5	15,000	15,000
9	Leadership Development Training	Nepal Majhi Utthan Sangh	5	10,000	10,000
10	Purchase of Electric Poles	Bakara Bandada User Committee	5	15,000	
11	Purchase of Electric Poles in Durgatole, Nayabasti	Durgatole, Nayabasti User Committee	6	25,000	
12	Purchase of Wheel Chair (for PWD)	Disabled People Organization	6	25,000	25,000
13	Purchase of Concrete Ring and Pan for Toilet Construction	Ekata Chowk Sukumbasi Tole	7	35,000	
14	Safe Motherhood Awareness Training	Mahila Uddhami User Jagaran Kendra	7	15,000	15,000
15	Purchase of Naumati Baja (Cultural Musical Instruments of Dalit)	Dalit Sewa Sangh	8	25,000	25,000
16	Road Construction and Repair	Jantole Road Construction User Committee	8	20,000	
17	Bamboo Stool Making Training	Sirjansil Mahila Samuha User Committee	9	20,000	20,000
Grand Total				500,000	160,000

Dangraha VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Embroidery Training for Skill Development of Women	Woman Federation Dangraha	VDC level	120,000	120,000
2	School Compound Wall (Shree Sarbahitaisi Lower Secondary School)	Shree Sarbahitaisi Lower Secondary School Management Committee	6	70,000	
3	Toilet Construction	Dangraha Drinking Water and Sanitation User Committee	VDC level	165,000	
4	Bicycle Purchase (For Health Volunteer)	Woman Health Volunteer, Dangraha	VDC level	50,000	
5	Material Purchase for Livestock Centre	Livestock Centre, Dangraha	VDC level	50,000	
6	8-day Wood Stick Making Training	National PWD Federation Nepal Village Unit Committee, Dangraha	VDC level	45,000	45,000
Grand Total				500,000	165,000

Motipur VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Sewing and Cutting Training (Tailoring)	Uddhamsil Woman Group	VDC level	60,000	60,000
2	Training on Women Sex/ Reproductive Health	Motipur Samaj Sewa Club	VDC level	70,000	70,000
3	Community Clinic Building Construction	Community Clinic Building Construction Committee	1	100,000	
4	Drinking Water Tubewell Installation	Dalit Group	2	25,000	25,000
5	Drinking Water Tubewell Installation	Dalit Group	5	25,000	25,000
6	Training on Improved Agriculture and Vegetable Farming	OBC Group	VDC level	69,000	69,000
7	Construction of Incomplete Public Platform (RCC)	Janjagaran Youth Club	9	90,000	
8	Repair of School Compound	Shree Balbdhiya Mandir Primary School	6	61,000	
Grand Total				500,000	249,000

Lakhantari VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Water Supply Pipeline Expansion (Ward 5, 6 and 7)	Lakhantari Drinking Water User Committee	VDC level	100,000	
2	ODF Program (Ward 1-9)	Drinking Water and Sanitation Main User Committee, Lakhantari	VDC level	60,000	
3	Preparation for Public Service Commission Exam (Ward 1-9)	Public Service Commission Exam Management Committee (PSCE)	VDC level	25,000	
4	Construction of Community Clinic Building	Sirsti Birta User Community	5	15,000	
5	Sewing and Cutting Training (Tailoring)	Lakhantari Inclusive Woman User Committee	VDC level	100,000	100,000
6	Vegetable Farming Training	Godabari Woman User Committee	4	21,525	21,525
7	Road Gravel and Installation of Hume Pipe (Two Pcs) at Shiksha Bikash Primary School	Shiksha Youth User Committee	9	35,000	
8	Road Gravel in Company Tole	Company Tole User Committee	7	15,000	
9	Road Gravel and Repair (Than Tole)	Paschim (West) Than Tole User Committee	1	40,000	
10	Road Gravel and Repair (Kahar Tole)	Sarbariya Tole User Committee	4	63,475	
11	Kitchen Garden Training (Birta Tole)	Adhibasi/Jannati and Dalit User Committee	6	25,000	25,000
Grand Total				500,000	146,525

Bhauddaha VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Child Protection Program	Village Child Right and Protection Sub-Committee	VDC level	76,450	76,450
2	Purchase of Sport Materials	Village Sports Development Committee	VDC level	45,500	
3	Improvement of Sarsawati ECD Centre	Shree Sarsawati Child Development Centre	8	40,000	
4	Reproductive Health Training	Health Management Coordination Committee	VDC level	80,000	80,000
5	Cooperative Education Training	Shree Saligram Farmer Cooperative Ltd.	VDC level	17,000	17,000
6	Candle Making Training	Woman Federation	VDC level	41,050	41,050
7	Construction of Incomplete Community Clinic Building	Village Clinic User Committee, 1,2,3,4	VDC level	200,000	
Grand Total				500,000	214,500

Majhare VDC

No	Project Title	User Group/Community Organization	Ward No.	Approved Budget (Rs)	Empowerment/Capacity Building of Women, Excluded Groups
1	Toilet Construction, Musari Tole	Majhare-6 Dalit Tole	6	148,500	148,500
2	Bamboo Stool Making Training	Women Federation Majhare	5	11,000	11,000
3	Irrigation Project (Boring Installation)	Kamat Tole Committee, Majhare-3	3	55,000	
4	Compound Wall Construction	Shree Durga Higher Secondary School	3	71,500	
5	Road Gravel, Soil Filling and Hume Pipe Purchase	Majhare-2 Nuniyatole Committee A	2	100,000	
6	Pig Raising	Jaguwa Dalit Tole	1	64,000	64,000
7	Soil Filling	Bhimpur Nayatole Committee Majhare-8	8	50,000	
Grand Total				500,000	223,500

Appendix-9 Number of trained participants by GeMSIP

Central, District, VDC/Municipality	Total Participants	Gender		Social Group						
		M	F	B/C	A/J	Dalit	OBC	Others	except B/C	
Central Level										
1	GM/SI Basic Training for ToTat Kathmandu	14	8	6	11	1	1	1	0	3
2	GFP Training at Central 2010 1st Batch	31	18	13	25	5	0	0	1	6
3	GFP Training at Central 2010 1st Batch	25	14	11	15	6	1	0	3	10
4	GFP Training at Central 2012	38	22	16	26	12	0	0	0	12
5	GFP Training at Central 2013	49	24	25	37	13	0	0	0	13
(%)		157	86	71	114	37	2	1	4	44
	(%)	-	55%	45%	73%	24%	1%	1%	3%	28%
Syangja District										
1	GM/SI Basic Training	27	18	9	12	10	5	0	0	15
2	GM/SI Appraisal and Audit Training Workshop	34	27	7	25	6	3	0	0	9
3	ToT for Gender-Responsive and Socially Inclusive Planning	29	23	6	21	6	2	0	0	8
4	ToT for GM/SI Monitoring	26	18	8	21	2	2	1	0	5
5	Refresher Training	25	18	7	18	4	2	1	0	7
6	GRSI Audit	34	26	8	10	5	2	1	0	8
	Syangja District (Total)	175	130	45	107	33	16	3	0	52
	(%)	-	74%	26%	61%	19%	9%	2%	0%	30%
Morang District										
1	GM/SI Basic Training	41	17	24	30	5	2	4	0	11
2	GM/SI Appraisal and Audit Training Workshop	17	10	7	11	3	2	1	0	6
3	ToT for Gender-Responsive and Socially Inclusive Planning	15	8	7	10	2	2	1	0	5
4	ToT for GM/SI Monitoring	23	15	8	15	4	2	2	0	8
5	Refresher Training	17	9	8	9	3	1	1	0	5
6	GRSI Audit	27	20	7	16	4	1	3	0	8
	Mornag District (Total)	140	79	61	91	21	10	12	0	43
	(%)	-	56%	44%	65%	15%	7%	9%	0%	31%
VDC Level (Group 1)										
Syangja: VDC Level (Phedikhola VDC)										
1	GMSI Basic and Appraisal & Audit Training Workshop	19	13	6	11	5	3	0	0	8
2	1st Gender-Responsive and Socially Inclusive Planning Training	23	15	8	14	6	3	0	0	9
3	2nd Gender-Responsive and Socially Inclusive Planning Training	30	18	12	19	7	4	0	0	11
4	GM/SI Monitoring Training	46	30	16	27	14	5	0	0	19
5	GRSI Audit and Budget Analysis	24	15	9	12	4	4	0	0	8
6	IPC Pre-planning Meeting	24	13	11						0
7	Monitoring and Financial Training	51	14	37	21	9	21	0	0	30
	Syangja: Phedikhola VDC (Total)	217	118	99	104	45	40	0	0	85
	(%)	-	54%	46%	48%	21%	18%	0%	0%	39%
Syangja: VDC Level (Biruwa Archale VDC)										
1	GMSI Basic and Appraisal & Audit Training Workshop	23	13	10	9	10	4	0	0	14
2	1st Gender-Responsive and Socially Inclusive Planning Training	27	16	11	10	12	5	0	0	17
3	2nd Gender-Responsive and Socially Inclusive Planning Training	33	17	16	13	14	6	0	0	20
4	GM/SI Monitoring Training	56	31	25	20	30	6	0	0	36
5	IPC Pre-planning Meeting	27	16	11						0
6	Monitoring and Financial Training	57	14	43	16	26	15	0	0	41
	Syangja: Biruwa Archale VDC (Total)	223	107	116	68	92	36	0	0	128
	(%)	-	48%	52%	30%	41%	16%	0%	0%	57%
Syangja: VDC Level (Jagatra Devi VDC)										
1	GMSI Basic and Appraisal & Audit Training Workshop	25	15	10	9	14	2	0	0	16
2	1st Gender-Responsive and Socially Inclusive Planning Training	30	17	13	10	17	3	0	0	20
3	2nd Gender-Responsive and Socially Inclusive Planning Training	35	19	16	12	20	3	0	0	23
4	GM/SI Monitoring Training	46	29	17	17	25	4	0	0	29
5	IPC Pre-planning Meeting	26	17	9						0
6	Monitoring and Financial Training	40	10	30	15	17	8	0	0	25
	Syangja: Jagatra Devi VDC (Total)	202	107	95	63	93	20	0	0	113
	(%)	-	53%	47%	31%	46%	10%	0%	0%	56%

Morang: VDC Level (Pokhariya VDC)											
1	GMSI Basic and Appraisal & Audit Training Workshop	17	6	11	1	14	1	1	0	16	
2	1st Gender-Responsive and Socially Inclusive Planning Training	23	11	12	0	18	3	2	0	23	
3	2nd Gender-Responsive and Socially Inclusive Planning Training	37	23	14	1	29	2	2	3	36	
4	GM/SI Monitoring Training	30	17	13	1	20	8	1	0	29	
5	IPC Pre-planning Meeting	16	10	6						0	
6	Monitoring and Financial Training	39	16	23	0	33	4	2	0	39	
Morang: Pokhariya VDC (Total)		162	83	79	3	114	18	8	3	143	
		(%)	-	51%	49%	2%	70%	11%	5%	2%	88%
Morang: VDC Level (Tetariya VDC)											
1	GMSI Basic and Appraisal & Audit Training Workshop	16	7	9	1	13	0	2	0	15	
2	1st Gender-Responsive and Socially Inclusive Planning Training	25	11	14	1	19	1	4	0	24	
3	2nd Gender-Responsive and Socially Inclusive Planning Training	36	19	17	1	29	1	2	3	35	
4	GM/SI Monitoring Training	31	9	22	3	25	1	2	0	28	
5	GRSI Audit and Budget Analysis	34	22	12	4	15	1	2	0	18	
6	IPC Pre-planning Meeting	21	7	14						0	
7	Monitoring and Financial Training	21	7	14	4	15	0	2	0	17	
Morang: Tetariya VDC (Total)		184	82	102	14	116	4	14	3	137	
		(%)	-	45%	55%	8%	63%	2%	8%	2%	74%
Morang: VDC Level (Tandi VDC)											
1	GMSI Basic and Appraisal & Audit Training Workshop	15	6	9	4	8	3	0	0	11	
2	1st Gender-Responsive and Socially Inclusive Planning Training	26	12	14	8	15	3	0	0	18	
3	2nd Gender-Responsive and Socially Inclusive Planning Training	29	16	13	10	13	5	0	1	19	
4	GM/SI Monitoring Training	22	10	12	10	10	2	0	0	12	
5	IPC Pre-planning Meeting	17	6	11						0	
6	Monitoring and Financial Training	54	25	29	8	44	2	0	0	46	
Morang: Tandi VDC (Total)		163	75	88	40	90	15	0	1	106	
		(%)	-	46%	54%	25%	55%	9%	0%	1%	65%
VDC/Municipality Level (Group 2&3)											
Syangja: VDC Level (PanchamuVDC)											
1	GMSI Basic and Appraisal & Audit Training Workshop	38	18	20	9	5	24	0	0	29	
2	Gender-Responsive and Socially Inclusive Planning Training	46	27	19	27	8	11	0	0	19	
3	IPC Pre-planning Meeting	24	18	6						0	
4	Monitoring and Financial Training	42	22	20	21	12	9	0	0	21	
Syangja: PanchamuVDC (Total)		150	85	65	57	25	44	0	0	69	
		(%)	-	57%	43%	38%	17%	29%	0%	0%	46%
Syangja: VDC Level (Sekham)											
1	GMSI Basic and Appraisal & Audit Training Workshop	32	21	11	2	16	9	5	0	30	
2	Gender-Responsive and Socially Inclusive Planning Training	37	23	14	15	17	5	0	0	22	
3	IPC Pre-planning Meeting	31	21	10						0	
4	Monitoring and Financial Training	68	26	42	23	34	11	0	0	45	
Syangja: Sekham VDC (Total)		168	91	77	40	67	25	5	0	97	
		(%)	-	54%	46%	24%	40%	15%	3%	0%	58%
Syangja: VDC Level (Kyakmi)											
1	GMSI Basic and Appraisal & Audit Training Workshop	36	26	10	1	27	8	0	0	35	
2	Gender-Responsive and Socially Inclusive Planning Training	43	23	20	8	31	4	0	0	35	
3	IPC Pre-planning Meeting	31	23	8						0	
4	Monitoring and Financial Training	76	33	43	9	55	12	0	0	67	
Syangja: Kyakmi VDC (Total)		186	105	81	18	113	24	0	0	137	
		(%)	-	56%	44%	10%	61%	13%	0%	0%	74%

Syangja: VDC Level (Chitrehanjyang)										0	
1	GMSI Basic and Appraisal & Audit Training Workshop	44	29	15	6	30	2	6	0	32	
2	Gender-Responsive and Socially Inclusive Planning Training	38	21	17	5	28	5	0	0	33	
3	IPC Pre-planning Meeting	28	17	11						0	
4	Monitoring and Financial Training	86	31	55	12	63	7	0	0	70	
Syangja: Chitrehanjyang VDC (Total)		196	98	98	23	121	14	0	0	135	
		(%)	-	50%	50%	12%	62%	7%	0%	0%	69%
Syangja: VDC Level (Kuwakot)										0	
1	GMSI Basic and Appraisal & Audit Training Workshop	42	27	15	6	14	21	1	0	36	
2	Gender-Responsive and Socially Inclusive Planning Training	41	22	19	21	16	4	0	0	20	
3	IPC Pre-planning Meeting	30	18	12						0	
4	Monitoring and Financial Training	89	42	47	30	50	9	0	0	59	
Syangja: Kuwakot VDC (Total)		202	109	93	57	80	34	1	0	115	
		(%)	-	54%	46%	28%	40%	17%	0%	0%	57%
Syangja: VDC Level (Kitchnas)										0	
1	GMSI Basic and Appraisal & Audit Training Workshop	40	26	14	4	11	25	0	0	36	
2	Gender-Responsive and Socially Inclusive Planning Training	39	19	20	25	10	4	0	0	14	
3	IPC Pre-planning Meeting	37	21	16						0	
4	Monitoring and Financial Training	73	38	35	29	30	14	0	0	44	
Syangja: Kitchnas VDC (Total)		189	104	85	58	51	43	0	0	94	
		(%)	-	55%	45%	31%	27%	23%	0%	0%	50%
Syangja: VDC Level (Shree Krishna Gandaki)										0	
1	GMSI Basic and Appraisal & Audit Training Workshop	42	24	18	4	6	31	1	0	37	
2	Gender-Responsive and Socially Inclusive Planning Training	42	24	18	30	8	4	0	0	12	
3	IPC Pre-planning Meeting	23	19	4						0	
4	Monitoring and Financial Training	54	17	37	24	14	16	0	0	30	
Syangja: Shree Krishna Gandaki VDC (Total)		161	84	77	58	28	51	0	0	79	
		(%)	-	52%	48%	36%	17%	32%	0%	0%	49%
Syangja: VDC Level (Putalibazar Municipality)										0	
1	GMSI Basic and Appraisal & Audit Training Workshop	41	31	10	7	10	18	6	0	28	
2	Gender-Responsive and Socially Inclusive Planning Training	41	27	14	27	8	6	0	0	14	
3	IPC Pre-planning Meeting	28	21	7						0	
4	Monitoring and Financial Training	91	37	54	40	8	5	0	0	13	
Syangja: Putalibazar Municipality (Total)		201	116	85	74	26	29	0	0	55	
		(%)	-	58%	42%	37%	13%	14%	0%	0%	27%
Syangja: VDC Level (Waling Municipality)										0	
1	GMSI Basic and Appraisal & Audit Training Workshop	38	24	14	4	14	20	0	0	34	
2	Gender-Responsive and Socially Inclusive Planning Training	43	27	16	25	11	7	0	0	18	
3	IPC Pre-planning Meeting	20	13	7						0	
4	Monitoring and Financial Training	58	19	39	43	22	4			26	
Syangja: Waling Municipality (Total)		159	83	76	72	47	31	0	0	78	
		(%)	-	52%	48%	45%	30%	19%	0%	0%	49%
Morang: VDC Level (Ramitekhola VDC)										0	
1	GMSI Basic and Appraisal & Audit Training Workshop	32	26	6	4	26	2	0	0	28	
2	Gender-Responsive and Socially Inclusive Planning Training	41	32	9	1	36	4	0	0	40	
3	IPC Pre-planning Meeting	17	14	3						0	
4	Monitoring and Financial Training	31	19	12	0	25	6	0	0	31	
Morang: Ramitekhola VDC (Total)		121	91	30	5	87	12	0	0	99	
		(%)	-	75%	25%	4%	72%	10%	0%	0%	82%

Morang: VDC Level (Dangraha VDC)

1	GMSI Basic and Appraisal & Audit Training Workshop	39	21	18	2	28	7	2	0	37	
2	Gender-Responsive and Socially Inclusive Planning Training	41	24	17	9	26	4	2	0	32	
3	IPC Pre-planning Meeting	19	13	6						0	
4	Monitoring and Financial Training	44	21	23	7	33	4	0	0	37	
Morang: Dangraha VDC (Total)		143	79	64	18	87	15	4	0	106	
		(%)	-	55%	45%	13%	61%	10%	3%	0%	74%

Morang: VDC Level (Majhare VDC)

1	GMSI Basic and Appraisal & Audit Training Workshop	53	35	18	2	6	0	45	0	51	
2	Gender-Responsive and Socially Inclusive Planning Training	51	37	14	0	21	3	26	1	51	
3	IPC Pre-planning Meeting	21	15	6						0	
4	Monitoring and Financial Training	45	27	18	0	13	7	25	0	45	
Morang: Majhare VDC (Total)		170	114	56	2	40	10	96	1	147	
		(%)	-	67%	33%	1%	24%	6%	56%	1%	86%

Morang: VDC Level (Motipur VDC)

1	GMSI Basic and Appraisal & Audit Training Workshop	48	28	20	2	39	5	2	0	46	
2	Gender-Responsive and Socially Inclusive Planning Training	46	26	20	4	38	2	2	0	42	
3	IPC Pre-planning Meeting	21	12	9						0	
4	Monitoring and Financial Training	40	17	23	2	21	10	7	0	38	
Morang: Motipur VDC (Total)		155	83	72	8	98	17	11	0	126	
		(%)	-	54%	46%	5%	63%	11%	7%	0%	81%

Morang: VDC Level (Lakhantari VDC)

1	GMSI Basic and Appraisal & Audit Training Workshop	43	23	20	3	37	3	0	0	40	
2	Gender-Responsive and Socially Inclusive Planning Training	46	26	20	5	36	3	2	0	41	
3	IPC Pre-planning Meeting	20	14	6						0	
4	Monitoring and Financial Training	49	23	26	2	42	4	1	0	47	
Morang: Lakhantari VDC (Total)		158	86	72	10	115	10	3	0	128	
		(%)	-	54%	46%	6%	73%	6%	2%	0%	81%

Morang: VDC Level (Madhumalla VDC)

1	GMSI Basic and Appraisal & Audit Training Workshop	42	29	13	2	16	23	1	0	40	
2	Gender-Responsive and Socially Inclusive Planning Training	47	33	14	21	19	6	0	1	26	
3	IPC Pre-planning Meeting	28	21	7						0	
4	Monitoring and Financial Training	73	43	30	26	33	14	0	0	47	
Morang: Madhumalla VDC (Total)		190	126	64	49	68	43	1	1	113	
		(%)	-	66%	34%	26%	36%	23%	1%	1%	59%

Morang: VDC Level (Bhoudaha VDC)

1	GMSI Basic and Appraisal & Audit Training Workshop	38	27	11	23	7	3	5	0	15	
2	Gender-Responsive and Socially Inclusive Planning Training	41	26	15	8	9	15	8	1	33	
3	IPC Pre-planning Meeting	20	14	6						0	
4	Monitoring and Financial Training	42	24	18	7	5	19	10	1	35	
Morang: Bhoudaha VDC (Total)		141	91	50	38	21	37	23	2	83	
		(%)	-	65%	35%	27%	15%	26%	16%	1%	59%

Morang: VDC Level (Urlabari VDC)

1	GMSI Basic and Appraisal & Audit Training Workshop	41	26	15	23	13	4	1	0	18	
2	Gender-Responsive and Socially Inclusive Planning Training	52	31	21	28	18	4	2	0	24	
3	IPC Pre-planning Meeting	22	8	14						0	
4	Monitoring and Financial Training	107	46	61	39	49	18	1	0	68	
Morang: Urlabari VDC (Total)		222	111	111	90	80	26	4	0	110	
		(%)	-	50%	50%	41%	36%	12%	2%	0%	50%
Grand Total		4,535	2,523	2,012	1,281	1,795	626	186	15	2622	
		(%)	-	56%	44%	28%	40%	14%	4%	0%	58%

Appendix-10 Result of Annural Survey by District and VDC

Syangja District

District	Syangja																	
Date of Survey	1 st time (January 2010)						2 nd time (March 2011)						3 rd time (January 2012)					
Questions	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave
	Rating	1	2	3	4		5	1	2	3	4		5	1	2	3	4	
Q1. Can you explain to others why GM/SI is necessary in Nepal?	1	0	6	16	2	3.7	0	0	1	15	6	4.2	1	0	1	15	2	3.9
	4%	0%	24%	64%	8%		0%	0%	5%	68%	27%		5%	0%	5%	79%	11%	
Q2. Can you explain to others what GM/SI appraisal and audit is?	0	4	11	9	1	3.3	0	1	3	16	1	3.8	1	0	5	12	1	3.6
	0%	16%	44%	36%	4%		0%	5%	14%	76%	5%		5%	0%	26%	63%	5%	
Q3. Can you explain to others what GM/SI-responsive planning is?	0	4	14	7	0	3.1	0	1	2	15	2	3.9	1	0	3	14	0	3.7
	0%	16%	56%	28%	0%		0%	5%	10%	75%	10%		6%	0%	17%	78%	0%	
Q4. Can you explain to others what GM/SI monitoring is?	0	2	15	7	1	3.3	0	2	3	15	0	3.7	1	0	3	13	1	3.7
	0%	8%	60%	28%	4%		0%	10%	15%	75%	0%		6%	0%	17%	72%	6%	
Q5. Do you think you have become more aware of GSI issues in your daily work?	2	1	4	13	5	3.7	1	0	1	16	3	4.0	1	0	2	13	3	3.9
	8%	4%	16%	52%	20%		5%	0%	5%	76%	14%		5%	0%	11%	68%	16%	
Q6. Do you think you have become more willing to work for GM/SI through your duties?	1	1	3	8	11	4.3	0	0	1	8	11	4.5	1	1	1	9	6	4.0
	4%	4%	13%	33%	46%		0%	0%	5%	40%	55%		6%	6%	6%	50%	33%	
Q7. Do you think your agency/organization should do more to promote GM/SI?	1	1	1	10	12	4.2	2	0	0	8	10	4.2	2	1	2	8	6	3.8
	4%	4%	4%	40%	48%		10%	0%	0%	40%	50%		11%	5%	11%	42%	32%	
Q8. In your work do you collect or use GM/SI disaggregated information?	1	1	13	6	3	3.6	1	1	9	8	2	3.4	2	3	2	10	2	3.4
	4%	4%	54%	25%	13%		5%	5%	43%	38%	9%		11%	16%	11%	53%	11%	
Q9. In your work do you plan programs/ projects following GM/SI-responsive process?	1	2	12	6	4	3.4	2	0	5	13	1	3.5	2	2	5	7	3	3.4
	4%	8%	48%	24%	16%		9%	0%	24%	62%	5%		11%	11%	26%	37%	16%	
Q10. In your work do you monitor programs/ projects from GM/SI perspectives?	2	3	11	7	1	3.3	0	1	6	12	1	3.7	1	3	8	4	3	3.3
	8%	13%	46%	29%	4%		0%	5%	30%	60%	5%		5%	16%	42%	21%	16%	

Rating: 1 [No, not at all], 2 [No], 3 [Hard to say], 4 [Yes], 5 [Yes, very much]

Morang District

District	Morang																	
Date of Survey	1 st time (January 2010)						2 nd time (March 2011)						3 rd time (January 2012)					
Questions	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave
	Rating	1	2	3	4		5	1	2	3	4		5	1	2	3	4	
Q1. Can you explain to others why GM/SI is necessary in Nepal?	0	0	0	12	5	4.3	0	0	0	11	4	4.3	0	0	1	6	4	4.3
	0%	0%	0%	71%	29%		0%	0%	0%	73%	27%		0%	0%	9%	55%	36%	
Q2. Can you explain to others what GM/SI appraisal and audit is?	1	1	3	9	2	3.6	0	0	3	9	2	3.9	1	0	0	7	3	4.0
	6%	6%	19%	56%	13%		0%	0%	21%	64%	14%		9%	0%	0%	64%	27%	
Q3. Can you explain to others what GM/SI-responsive planning is?	0	0	6	8	3	3.8	0	0	6	7	2	3.7	1	0	2	4	4	3.9
	0%	0%	35%	47%	18%		0%	0%	40%	47%	13%		9%	0%	18%	36%	36%	
Q4. Can you explain to others what GM/SI monitoring is?	0	0	4	7	4	4.0	0	0	5	8	2	3.8	1	0	2	4	4	3.9
	0%	0%	27%	47%	27%		0%	0%	33%	53%	14%		9%	0%	18%	36%	36%	
Q5. Do you think you have become more aware of GSI issues in your daily work?	0	0	4	7	5	4.1	0	0	2	10	3	4.1	0	0	2	6	3	4.1
	0%	0%	25%	44%	31%		0%	0%	13%	67%	20%		0%	0%	18%	55%	27%	
Q6. Do you think you have become more willing to work for GM/SI through your duties?	0	0	2	6	8	4.4	0	0	2	9	4	4.1	0	0	0	6	5	4.5
	0%	0%	13%	38%	50%		0%	0%	13%	60%	27%		0%	0%	0%	55%	45%	
Q7. Do you think your agency/ organization should do more to promote GM/SI?	0	0	1	4	10	4.6	0	1	1	5	7	4.3	0	0	2	4	5	4.3
	0%	0%	7%	27%	67%		0%	7%	7%	36%	50%		0%	0%	18%	36%	45%	
Q8. In your work do you collect or use GM/SI disaggregated information?	0	0	3	8	3	4.0	0	0	7	3	3	3.7	0	0	2	7	2	4.0
	0%	0%	21%	57%	21%		0%	0%	54%	23%	23%		0%	0%	18%	64%	18%	
Q9. In your work do you plan programs/ projects following GM/SI-responsive process?	1	0	4	6	5	3.9	0	1	1	7	4	4.1	0	1	0	6	4	4.2
	6%	0%	25%	38%	31%		0%	8%	8%	54%	30%		0%	9%	0%	55%	36%	
Q10. In your work do you monitor programs/ projects from GM/SI perspectives?	1	1	3	7	4	3.8	0	0	5	5	3	3.8	0	0	1	5	5	4.4
	6%	6%	19%	44%	25%		0%	0%	38%	38%	23%		0%	0%	9%	45%	45%	

Rating: 1 [No, not at all], 2 [No], 3 [Hard to say], 4 [Yes], 5 [Yes, very much]

Phedikhola VDC in Syangja

VDC/District	Phedikhola VDC in Syangja District																	
Date of Survey	1 st time (June 2010)					2 nd time (April 2011)					3 rd time (July 2012)							
Questions	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave
	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
Rating	1	2	3	4	5	Ave	1	2	3	4	5	Ave	1	2	3	4	5	Ave
Q1. Can you explain to others why GM/SI is necessary in Nepal?	2	5	2	8	1	3.1	0	0	0	13	2	4.1	0	1	6	7	3	3.7
	11%	28%	11%	44%	6%		0%	0%	0%	87%	13%		0%	6%	35%	41%	18%	
Q2. Can you explain to others what GM/SI appraisal and audit is?	2	5	4	5	2	3.0	0	1	4	9	1	3.7	0	1	6	8	2	3.6
	11%	28%	22%	28%	11%		0%	7%	27%	60%	7%		0%	6%	35%	47%	12%	
Q3. Can you explain to others what GM/SI-responsive planning is?	3	1	7	6	0	2.9	0	0	3	11	1	3.9	1	0	6	7	3	3.6
	18%	6%	41%	35%	0%		0%	0%	20%	73%	7%		6%	0%	35%	41%	18%	
Q4. Can you explain to others what GM/SI monitoring is?	3	4	5	5	0	2.7	0	0	1	13	1	4.0	0	0	5	10	2	3.8
	18%	24%	29%	29%	0%		0%	0%	7%	87%	7%		0%	0%	29%	59%	12%	
Q5. Do you think you have become more aware of GSI issues in your daily work?	0	2	6	7	2	3.5	0	0	2	9	2	4.0	0	0	5	11	1	3.8
	0%	12%	35%	41%	12%		0%	0%	15%	69%	15%		0%	0%	29%	65%	6%	
Q6. Do you think you have become more willing to work for GM/SI through your duties?	0	0	4	10	3	3.9	0	0	0	8	6	4.4	0	0	4	6	7	4.2
	0%	0%	24%	59%	18%		0%	0%	0%	57%	43%		0%	0%	24%	35%	41%	
Q7. Do you think your agency/ organization should do more to promote GM/SI?	0	4	1	7	5	3.8	0	0	2	9	3	4.1	0	0	4	5	8	4.2
	0%	24%	6%	41%	29%		0%	0%	14%	64%	21%		0%	0%	24%	29%	47%	
Q8. In your work do you collect or use GM/SI disaggregated information?	3	1	7	4	2	3.1	0	1	2	10	1	3.8	0	0	5	8	4	3.9
	18%	6%	41%	24%	12%		0%	7%	14%	71%	7%		0%	0%	29%	47%	24%	
Q9. In your work do you plan programs/ projects following GM/SI-responsive process?	3	2	7	5	0	2.8	0	0	0	8	6	4.4	0	0	5	7	5	4.0
	18%	12%	41%	29%	0%		0%	0%	0%	57%	43%		0%	0%	29%	41%	29%	
Q10. In your work do you monitor programs/ projects from GM/SI perspectives?	2	3	5	5	2	3.1	0	0	2	7	5	4.2	0	0	5	7	5	4.0
	12%	18%	29%	29%	12%		0%	0%	14%	50%	36%		0%	0%	29%	41%	29%	

Rating: 1 [No, not at all], 2 [No], 3 [Hard to say], 4 [Yes], 5 [Yes, very much]

Biruwa Archale in Syangja

VDC/District	Biruwa Archale VDC in Syangja District																	
Date of Survey	1 st time (June 2010)						2 nd time (May 2011)						3 rd time (August 2012)					
Questions	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave
	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
Rating	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
Q1. Can you explain to others why GM/SI is necessary in Nepal?	1	4	8	8	2	3.3	1	0	2	10	3	3.9	0	0	0	9	5	4.4
	4%	17%	35%	35%	9%		6%	0%	13%	63%	19%		0%	0%	0%	64%	36%	
Q2. Can you explain to others what GM/SI appraisal and audit is?	1	5	9	8	0	3.0	0	2	8	4	2	3.4	0	0	2	6	6	4.3
	4%	22%	39%	35%	0%		0%	13%	50%	25%	13%		0%	0%	14%	43%	43%	
Q3. Can you explain to others what GM/SI-responsive planning is?	2	4	9	6	2	3.1	0	2	7	5	2	3.4	1	0	0	10	2	3.9
	9%	17%	39%	26%	9%		0%	13%	44%	31%	13%		8%	0%	0%	77%	15%	
Q4. Can you explain to others what GM/SI monitoring is?	2	5	8	7	1	3.0	0	2	5	6	2	3.5	0	0	1	10	3	4.1
	9%	22%	35%	30%	4%		0%	13%	33%	40%	13%		0%	0%	7%	71%	21%	
Q5. Do you think you have become more aware of GSI issues in your daily work?	0	4	6	6	7	3.7	0	1	2	7	5	4.1	0	0	0	11	3	4.2
	0%	17%	26%	26%	30%		0%	7%	13%	47%	33%		0%	0%	0%	79%	21%	
Q6. Do you think you have become more willing to work for GM/SI through your duties?	0	4	6	5	8	3.7	0	0	2	4	9	4.5	0	0	2	4	8	4.4
	0%	17%	26%	22%	35%		0%	0%	13%	27%	60%		0%	0%	14%	29%	57%	
Q7. Do you think your agency/ organization should do more to promote GM/SI?	0	1	9	7	6	3.8	0	0	2	6	7	4.3	0	0	1	9	4	4.2
	0%	4%	39%	30%	26%		0%	0%	13%	40%	47%		0%	0%	7%	64%	29%	
Q8. In your work do you collect or use GM/SI disaggregated information?	2	4	10	5	2	3.0	0	0	2	7	6	4.3	0	0	2	9	3	4.1
	9%	17%	43%	22%	9%		0%	0%	13%	47%	40%		0%	0%	14%	64%	21%	
Q9. In your work do you plan programs/ projects following GM/SI-responsive process?	1	3	6	6	7	3.7	0	0	2	5	8	4.4	0	0	1	10	3	4.1
	4%	13%	26%	26%	30%		0%	0%	13%	33%	53%		0%	0%	7%	71%	21%	
Q10. In your work do you monitor programs/ projects from GM/SI perspectives?	2	2	6	8	5	3.5	1	0	3	4	7	4.1	0	0	1	8	5	4.3
	9%	9%	26%	35%	22%		7%	0%	20%	27%	47%		0%	0%	7%	57%	36%	

Rating: 1 [No, not at all], 2 [No], 3 [Hard to say], 4 [Yes], 5 [Yes, very much]

Jagatradevi VDC in Syangja

VDC/District	Jagatradevi VDC in Syangja District																	
Date of Survey	1 st time (May 2010)						2 nd time (May 2011)						3 rd time (September 2012)					
Questions	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave
	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
Rating	1	2	3	4	5	Ave	1	2	3	4	5	Ave	1	2	3	4	5	Ave
Q1. Can you explain to others why GM/SI is necessary in Nepal?	2	1	4	12	4	3.7	0	0	2	11	0	3.8	0	0	1	10	7	4.3
	9%	4%	17%	52%	17%		0%	0%	15%	85%	0%		0%	0%	6%	56%	39%	
Q2. Can you explain to others what GM/SI appraisal and audit is?	5	3	5	9	1	2.9	0	0	4	7	1	3.8	0	0	1	11	6	4.3
	22%	13%	22%	39%	4%		0%	0%	33%	58%	8%		0%	0%	6%	61%	33%	
Q3. Can you explain to others what GM/SI-responsive planning is?	5	4	4	8	2	2.9	0	0	5	5	2	3.8	0	0	1	11	6	4.3
	22%	17%	17%	35%	9%		0%	0%	42%	42%	17%		0%	0%	6%	61%	33%	
Q4. Can you explain to others what GM/SI monitoring is?	7	2	5	7	1	2.7	0	0	5	6	1	3.7	0	1	0	11	6	4.2
	32%	9%	23%	32%	5%		0%	0%	42%	50%	8%		0%	6%	0%	61%	33%	
Q5. Do you think you have become more aware of GSI issues in your daily work?	0	2	5	11	3	3.7	0	0	2	9	1	3.9	0	0	1	11	6	4.3
	0%	10%	24%	52%	14%		0%	0%	17%	75%	8%		0%	0%	6%	61%	33%	
Q6. Do you think you have become more willing to work for GM/SI through your duties?	1	0	1	13	6	4.1	0	0	3	5	4	4.1	0	0	1	10	7	4.3
	5%	0%	5%	62%	29%		0%	0%	25%	42%	33%		0%	0%	6%	56%	39%	
Q7. Do you think your agency/ organization should do more to promote GM/SI?	0	1	5	11	4	3.9	0	0	2	8	2	4.0	0	0	0	10	8	4.4
	0%	5%	24%	52%	19%		0%	0%	17%	67%	17%		0%	0%	0%	56%	44%	
Q8. In your work do you collect or use GM/SI disaggregated information?	2	1	5	10	3	3.5	0	0	3	9	0	3.8	0	0	1	7	10	4.5
	10%	5%	24%	48%	14%		0%	0%	25%	75%	0%		0%	0%	6%	39%	56%	
Q9. In your work do you plan programs/ projects following GM/SI-responsive process?	1	2	6	11	1	3.4	0	0	2	9	1	3.9	0	0	1	7	10	4.5
	5%	10%	29%	52%	5%		0%	0%	17%	75%	8%		0%	0%	6%	39%	56%	
Q10. In your work do you monitor programs/ projects from GM/SI perspectives?	2	2	1	12	4	3.7	0	0	1	7	4	4.3	0	0	0	6	12	4.7
	10%	10%	5%	57%	19%		0%	0%	8%	58%	33%		0%	0%	0%	33%	67%	

Rating: 1 [No, not at all], 2 [No], 3 [Hard to say], 4 [Yes], 5 [Yes, very much]

Pokhariya VDC in Morang

VDC/District	Pokhariya VDC in Morang District																	
Date of Survey	1 st time (August 2010)						2 nd time (April 2011)						3 rd time (August 2012)					
Questions	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave
Rating	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
Q1. Can you explain to others why GM/SI is necessary in Nepal?	1	3	3	5	4	3.5	0	0	0	6	6	4.5	0	0	1	5	8	4.5
	6%	19%	19%	31%	25%		0%	0%	0%	50%	50%		0%	0%	7%	36%	57%	
Q2. Can you explain to others what GM/SI appraisal and audit is?	1	2	2	9	2	3.6	0	2	2	3	5	3.9	0	1	1	6	6	4.2
	6%	13%	13%	56%	13%		0%	17%	17%	25%	42%		0%	7%	7%	43%	43%	
Q3. Can you explain to others what GM/SI-responsive planning is?	0	4	3	5	4	3.6	0	0	2	6	4	4.2	1	0	0	8	5	4.1
	0%	25%	19%	31%	25%		0%	0%	17%	50%	33%		7%	0%	0%	57%	36%	
Q4. Can you explain to others what GM/SI monitoring is?	0	4	2	8	1	3.4	2	1	0	5	4	3.7	0	0	1	8	5	4.3
	0%	27%	13%	53%	7%		17%	8%	0%	42%	33%		0%	0%	7%	57%	36%	
Q5. Do you think you have become more aware of GSI issues in your daily work?	0	4	5	7	0	3.2	0	0	2	4	6	4.3	0	0	2	6	5	4.2
	0%	25%	31%	44%	0%		0%	0%	17%	33%	50%		0%	0%	15%	46%	38%	
Q6. Do you think you have become more willing to work for GM/SI through your duties?	0	3	2	8	3	3.7	0	0	0	3	9	4.8	0	0	2	2	9	4.5
	0%	19%	13%	50%	19%		0%	0%	0%	25%	75%		0%	0%	15%	15%	69%	
Q7. Do you think your agency/ organization should do more to promote GM/SI?	0	4	2	5	5	3.7	0	0	5	1	6	4.1	0	0	3	3	7	4.3
	0%	25%	13%	31%	31%		0%	0%	42%	8%	50%		0%	0%	23%	23%	54%	
Q8. In your work do you collect or use GM/SI disaggregated information?	0	5	3	7	1	3.3	1	1	3	3	4	3.7	0	1	4	6	2	3.7
	0%	31%	19%	44%	6%		8%	8%	25%	25%	33%		0%	8%	31%	46%	15%	
Q9. In your work do you plan programs/ projects following GM/SI-responsive process?	0	3	3	9	1	3.5	0	1	2	3	6	4.2	0	1	1	7	4	4.1
	0%	19%	19%	56%	6%		0%	8%	17%	25%	50%		0%	8%	8%	54%	31%	
Q10. In your work do you monitor programs/ projects from GM/SI perspectives?	0	4	2	8	2	3.5	1	1	4	0	6	3.8	0	0	1	7	5	4.3
	0%	25%	13%	50%	13%		8%	8%	33%	0%	50%		0%	0%	8%	54%	38%	

Rating: 1 [No, not at all], 2 [No], 3 [Hard to say], 4 [Yes], 5 [Yes, very much]

Tetariya VDC in Morang

VDC/District	Tetariya VDC in Morang District																	
Date of Survey	1 st time (September 2010)						2 nd time (April 2011)						3 rd time (August 2012)					
Questions	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave
	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
Rating	1	2	3	4	5	Ave	1	2	3	4	5	Ave	1	2	3	4	5	Ave
Q1. Can you explain to others why GM/SI is necessary in Nepal?	2	0	4	18	4	3.8	0	0	3	9	1	3.8	0	0	0	10	6	4.4
	7%	0%	14%	64%	14%		0%	0%	23%	69%	8%		0%	0%	0%	63%	38%	
Q2. Can you explain to others what GM/SI appraisal and audit is?	3	3	7	13	2	3.3	0	0	4	7	2	3.8	0	0	2	11	3	4.1
	11%	11%	25%	46%	7%		0%	0%	31%	54%	15%		0%	0%	13%	69%	19%	
Q3. Can you explain to others what GM/SI-responsive planning is?	4	0	5	15	1	3.4	0	1	1	10	1	3.8	0	0	0	12	4	4.3
	16%	0%	20%	60%	4%		0%	8%	8%	77%	8%		0%	0%	0%	75%	25%	
Q4. Can you explain to others what GM/SI monitoring is?	1	2	5	13	1	3.5	0	1	0	11	1	3.9	0	0	1	10	4	4.2
	5%	9%	23%	59%	5%		0%	8%	0%	85%	8%		0%	0%	7%	67%	27%	
Q5. Do you think you have become more aware of GSI issues in your daily work?	2	1	2	15	3	3.7	0	0	2	5	6	4.3	0	0	2	11	3	4.1
	9%	4%	9%	65%	13%		0%	0%	15%	38%	46%		0%	0%	13%	69%	19%	
Q6. Do you think you have become more willing to work for GM/SI through your duties?	2	2	2	11	5	3.7	0	0	3	5	5	4.2	0	0	1	10	5	4.3
	9%	9%	9%	50%	23%		0%	0%	23%	38%	38%		0%	0%	6%	63%	31%	
Q7. Do you think your agency/ organization should do more to promote GM/SI?	0	0	2	10	7	4.3	0	0	0	9	2	4.2	0	0	1	14	1	4.0
	0%	0%	11%	53%	37%		0%	0%	0%	82%	18%		0%	0%	6%	88%	6%	
Q8. In your work do you collect or use GM/SI disaggregated information?	1	0	2	11	6	4.1	0	1	3	5	4	3.9	0	0	4	10	2	3.9
	5%	0%	10%	55%	30%		0%	8%	23%	38%	31%		0%	0%	25%	63%	13%	
Q9. In your work do you plan programs/ projects following GM/SI-responsive process?	2	1	3	8	8	3.9	0	0	2	6	5	4.2	0	0	2	12	2	4.0
	9%	5%	14%	36%	36%		0%	0%	15%	46%	38%		0%	0%	13%	75%	13%	
Q10. In your work do you monitor programs/ projects from GM/SI perspectives?	2	1	3	9	7	3.8	0	0	1	6	6	4.4	0	0	3	9	4	4.1
	9%	5%	14%	41%	32%		0%	0%	8%	46%	46%		0%	0%	19%	56%	25%	

Rating: 1 [No, not at all], 2 [No], 3 [Hard to say], 4 [Yes], 5 [Yes, very much]

Tandi VDC in Morang

VDC/District	Tandi VDC in Morang District																	
Date of Survey	1 st time (September 2010)						2 nd time (May 2011)						3 rd time (August 2012)					
Questions	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave	No. and % of respondents who rated as:					Ave
	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
Rating	1	2	3	4	5	Ave	1	2	3	4	5	Ave	1	2	3	4	5	Ave
Q1. Can you explain to others why GM/SI is necessary in Nepal?	2	0	6	14	2	3.6	1	0	1	6	1	3.7	0	0	0	9	5	4.4
	8%	0%	25%	58%	8%		11%	0%	11%	67%	11%		0%	0%	0%	64%	36%	
Q2. Can you explain to others what GM/SI appraisal and audit is?	3	2	6	12	1	3.3	0	1	2	6	0	3.6	0	0	0	7	7	4.5
	13%	8%	25%	50%	4%		0%	11%	22%	67%	0%		0%	0%	0%	50%	50%	
Q3. Can you explain to others what GM/SI-responsive planning is?	6	2	4	11	1	3.0	0	0	4	5	0	3.6	0	0	0	7	6	4.5
	25%	8%	17%	46%	4%		0%	0%	44%	56%	0%		0%	0%	0%	54%	46%	
Q4. Can you explain to others what GM/SI monitoring is?	6	0	5	13	0	3.0	0	1	4	3	0	3.3	0	0	1	3	4	4.4
	25%	0%	21%	54%	0%		0%	13%	50%	38%	0%		0%	0%	13%	38%	50%	
Q5. Do you think you have become more aware of GSI issues in your daily work?	0	1	3	14	6	4.0	0	0	1	4	4	4.3	0	0	1	2	11	4.7
	0%	4%	13%	58%	25%		0%	0%	11%	44%	44%		0%	0%	7%	14%	79%	
Q6. Do you think you have become more willing to work for GM/SI through your duties?	0	0	3	8	12	4.4	0	0	1	3	5	4.4	0	0	0	1	13	4.9
	0%	0%	13%	35%	52%		0%	0%	11%	33%	56%		0%	0%	0%	7%	93%	
Q7. Do you think your agency/ organization should do more to promote GM/SI?	0	0	3	9	12	4.4	0	0	1	4	4	4.3	0	0	5	3	6	4.1
	0%	0%	13%	38%	50%		0%	0%	11%	44%	44%		0%	0%	36%	21%	43%	
Q8. In your work do you collect or use GM/SI disaggregated information?	0	3	4	10	7	3.9	0	0	4	3	2	3.8	1	1	3	6	3	3.6
	0%	13%	17%	42%	29%		0%	0%	44%	33%	22%		7%	7%	21%	43%	21%	
Q9. In your work do you plan programs/ projects following GM/SI-responsive process?	1	0	7	8	8	3.9	0	0	2	4	3	4.1	0	1	0	3	10	4.6
	4%	0%	29%	33%	33%		0%	0%	22%	44%	33%		0%	7%	0%	21%	71%	
Q10. In your work do you monitor programs/ projects from GM/SI perspectives?	1	0	4	11	8	4.0	0	0	2	5	2	4.0	0	0	0	2	12	4.9
	4%	0%	17%	46%	33%		0%	0%	22%	56%	22%		0%	0%	0%	14%	86%	

Rating: 1 [No, not at all], 2 [No], 3 [Hard to say], 4 [Yes], 5 [Yes, very much]

Appendix-11 Result of Annural Survey by Individual Person

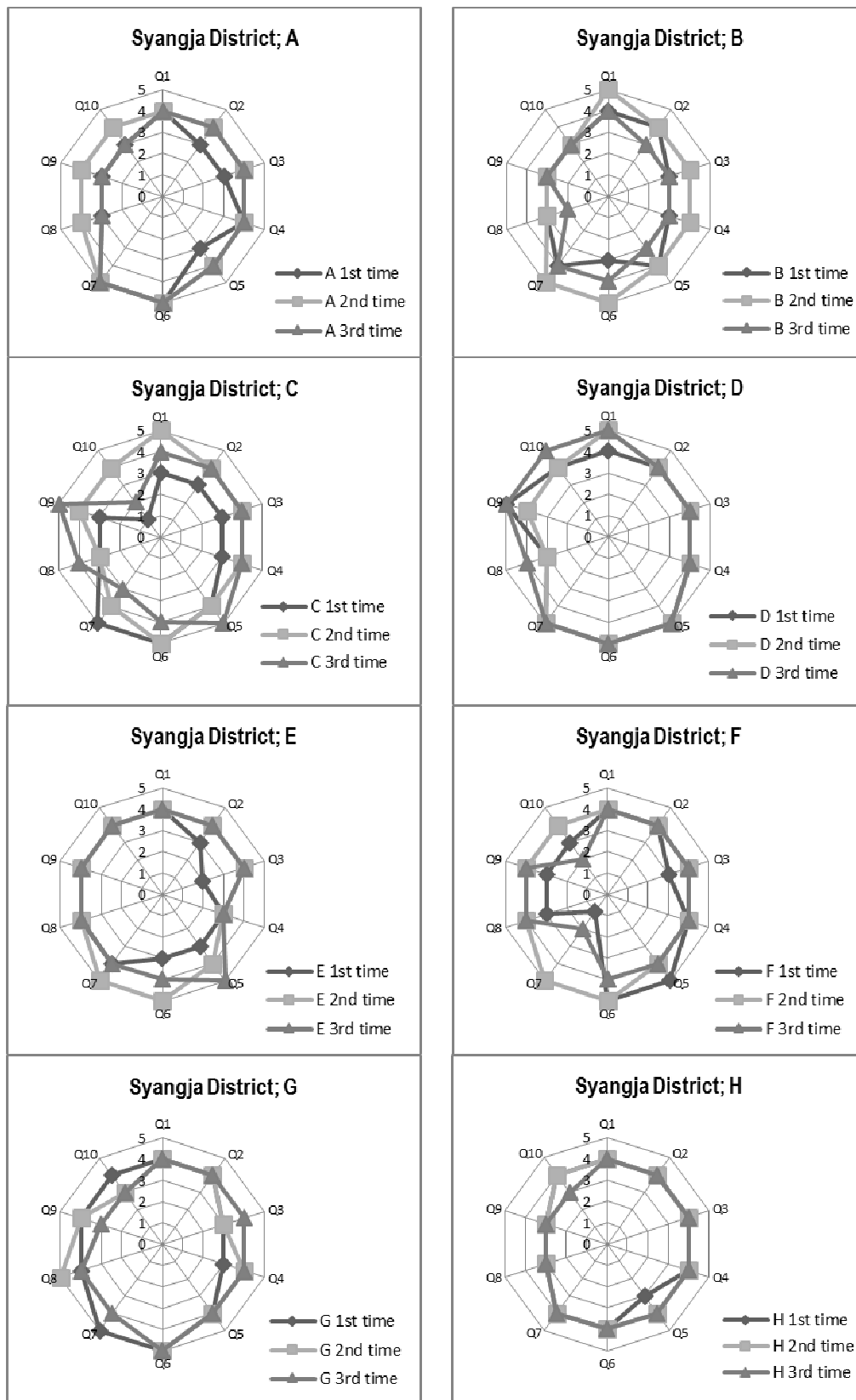


Figure A.1 Result of Survey of Personal Change at Syangja District

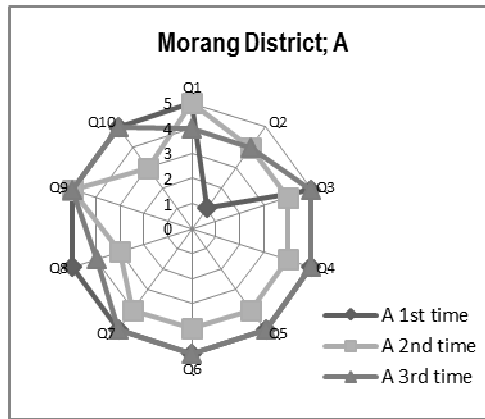


Figure A.2 Result of Survey of Personal Change at Morang District

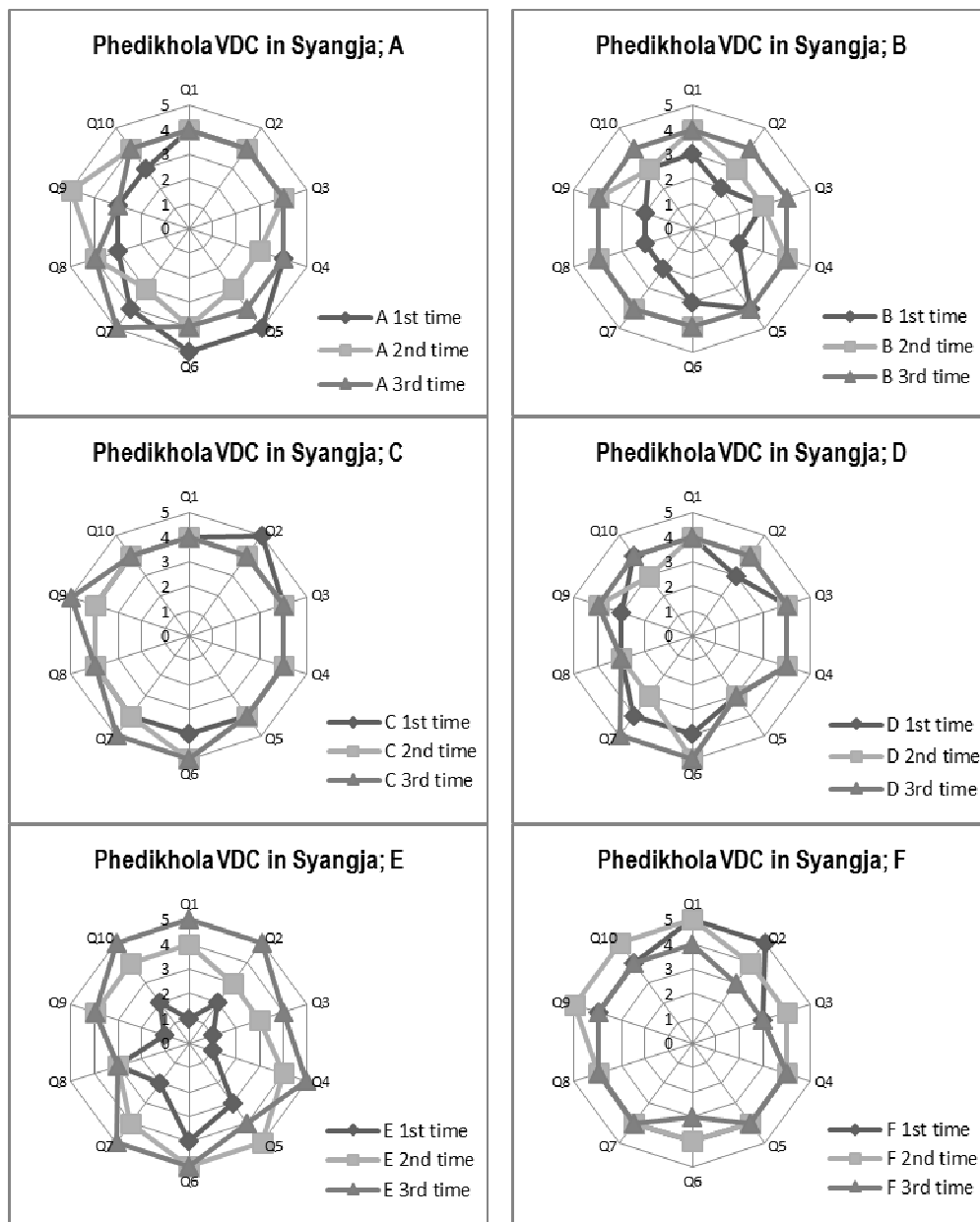


Figure A.3 Result of Survey of Personal Change at Phedikhola in Syangja

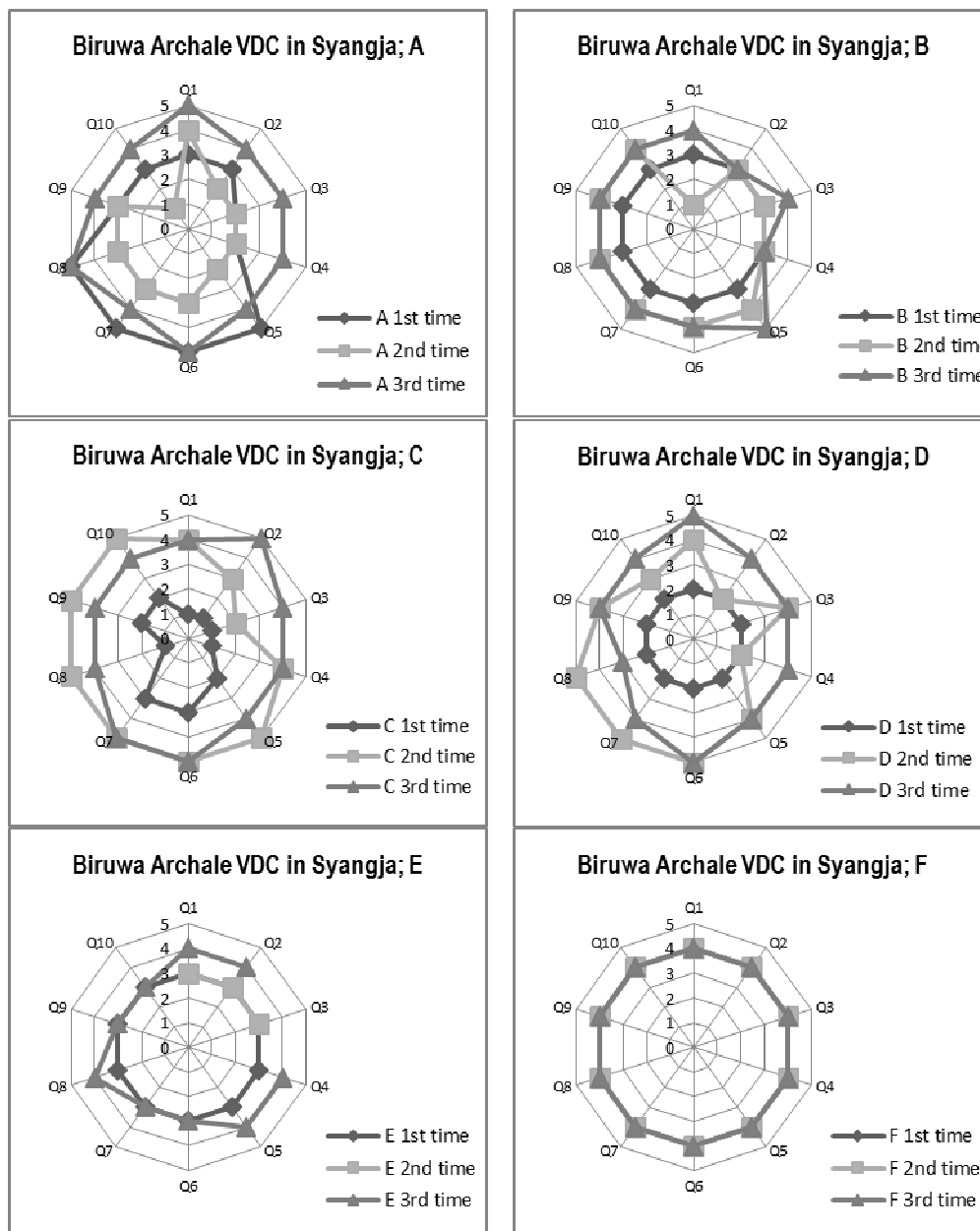


Figure A.4 Result of Survey of Personal Change at Biruwa Archale in Syangja

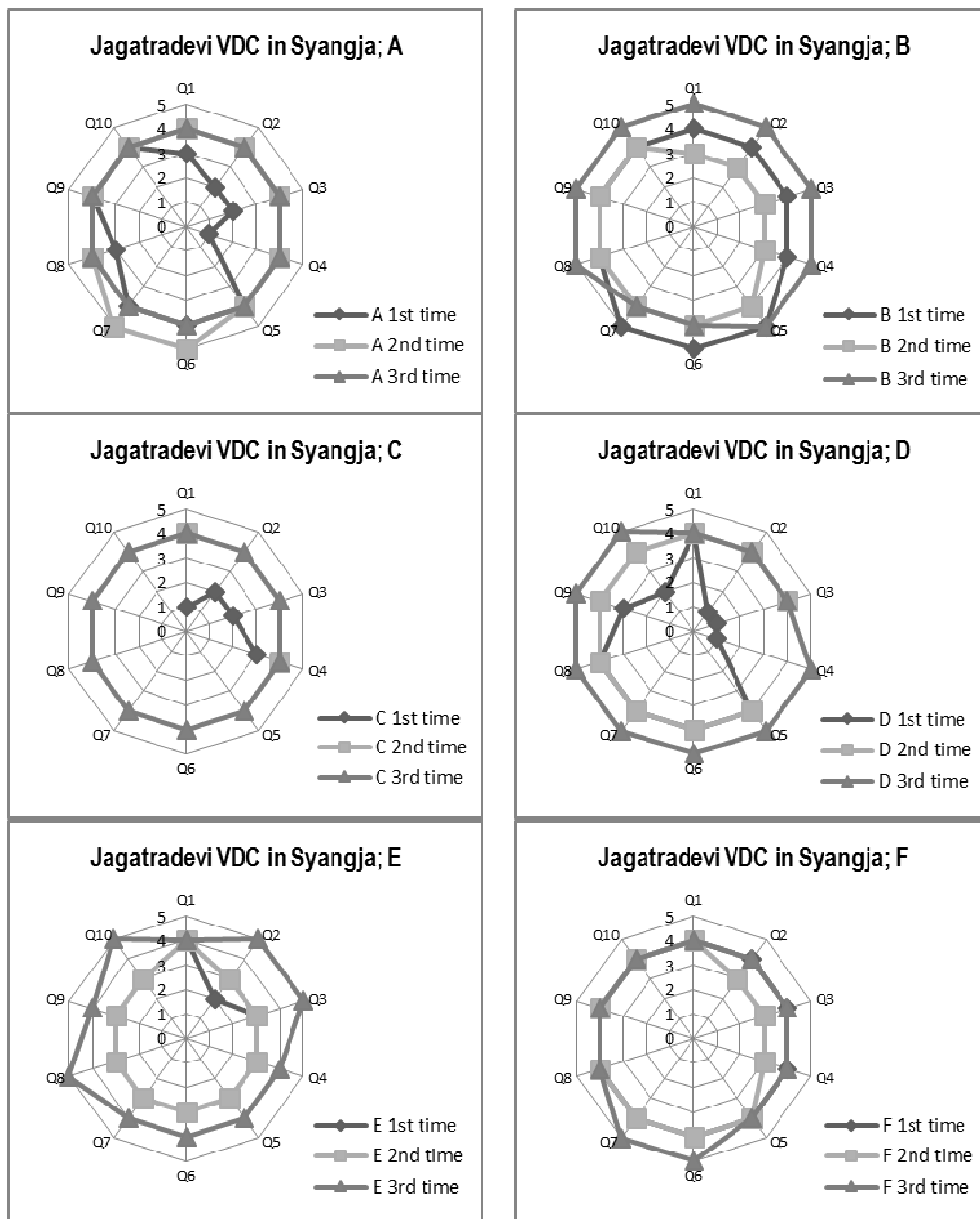


Figure A.5 Result of Survey of Personal Change at Jagatradevi in Syangja

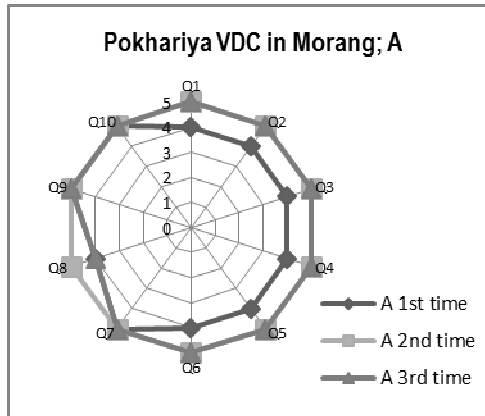


Figure A.6 Result of Survey of Personal Change at Pokhariya in Morang

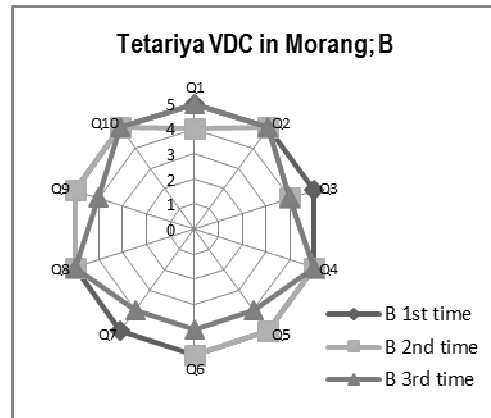
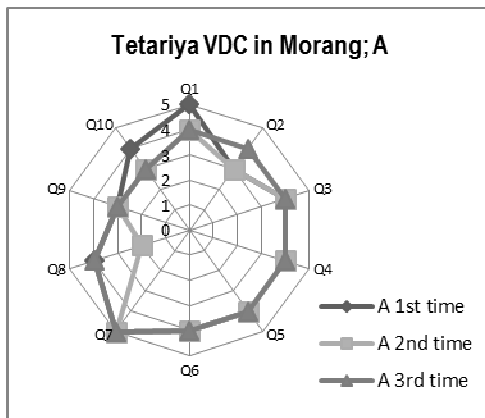


Figure A.7 Result of Survey of Personal Change at Tetariya in Morang

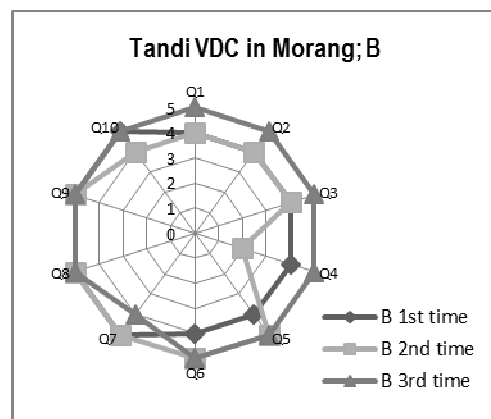
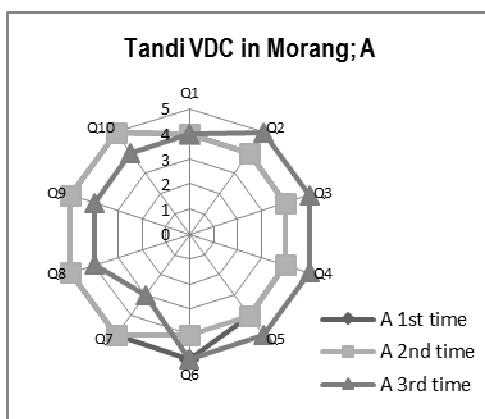


Figure A.8 Result of Survey of Personal Change at Tandi in Morang

Table A.1 Result of Personal Change

Syangja District

No	ID		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Ave
1	A	1st time	4	3	3	4	3	5	5	3	3	3	3.6
		2nd time	4	4	4	4	4	5	5	4	4	4	4.2
		3rd time	4	4	4	4	4	5	5	3	3	3	3.9
2	B	1st time	4	4	3	3	4	3	4	3	3	3	3.4
		2nd time	5	4	4	4	4	5	5	3	3	3	4.0
		3rd time	4	3	3	3	3	4	4	2	3	3	3.2
3	C	1st time	3	3	3	3	4	5	5	3	3	1	3.3
		2nd time	5	4	4	4	4	5	4	3	4	4	4.1
		3rd time	4	4	4	4	5	4	3	4	5	2	3.9
4	D	1st time	4	4	4	4	5	5	5	3	5	4	4.3
		2nd time	5	4	4	4	5	5	5	3	4	4	4.3
		3rd time	5	4	4	4	5	5	5	4	5	5	4.6
5	E	1st time	4	3	2	3	3	3	4	4	4	-	3.3
		2nd time	4	4	4	3	4	5	5	4	4	4	4.1
		3rd time	4	4	4	3	5	4	4	4	4	4	4.0
6	F	1st time	4	4	3	4	5	5	1	3	3	3	3.5
		2nd time	4	4	4	4	4	5	5	4	4	4	4.2
		3rd time	4	4	4	4	4	4	2	4	4	2	3.6
7	G	1st time	4	4	3	3	4	5	5	4	4	4	4.0
		2nd time	4	4	3	4	4	5	-	5	4	3	4.0
		3rd time	4	4	4	4	4	5	4	4	3	3	3.9
8	H	1st time	4	4	4	4	3	4	4	3	3	4	3.7
		2nd time	4	4	4	4	4	4	4	3	3	4	3.8
		3rd time	4	4	4	4	4	4	4	3	3	3	3.7

Morang District

No	ID		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Ave
1	A	1st time	5	1	5	5	5	5	5	5	5	5	4.6
		2nd time	5	4	4	4	4	4	4	3	5	3	4.0
		3rd time	4	4	5	5	5	5	5	5	4	5	5

Phedikhola VDC in Syangja

No	ID		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Ave		
1	A	1st time	4	4	4	4	5	5	4	3	3	3	3.9		
		2nd time	4	4	4	3	3	4	3	4	5	4	3.8		
		3rd time	4	4	4	4	4	4	4	5	4	3	4	4.0	
2	B	1st time	3	2	3	2	4	3	2	2	2	2	3	2.6	
		2nd time	4	3	3	4	-	4	4	4	4	4	4	3	3.7
		3rd time	4	4	4	4	4	4	4	4	4	4	4	4	4.0
3	C	1st time	4	5	4	4	4	4	4	4	4	4	4	4.1	
		2nd time	4	4	4	4	4	5	4	4	4	4	4	4	4.1
		3rd time	4	4	4	4	4	5	5	4	5	4	4	4.3	
4	D	1st time	4	3	4	4	3	4	4	3	3	4	4	3.6	
		2nd time	4	4	4	4	3	5	3	3	4	3	4	3.7	
		3rd time	4	4	4	4	3	5	5	3	4	4	4	4.0	
5	E	1st time	1	2	1	1	3	4	2	3	1	2	2	2.0	
		2nd time	4	3	3	4	5	5	4	3	4	4	4	3.9	
		3rd time	5	5	4	5	4	5	5	3	4	5	5	4.5	
6	F	1st time	5	5	3	4	4	4	4	4	4	4	4	4.1	
		2nd time	5	4	4	4	4	4	4	4	4	5	5	4.3	
		3rd time	4	3	3	4	4	3	4	4	4	4	4	3.7	

Biruwa Archale VDC in Syangja

No	ID		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Ave	
1	A	1st time	3	3	2	2	5	5	5	5	3	3	3	3.6
		2nd time	4	2	2	2	2	3	3	3	3	3	1	2.5
		3rd time	5	4	4	4	4	5	4	5	4	4	4	4.3
2	B	1st time	3	3	3	3	3	3	3	3	3	3	3	3.0
		2nd time	1	3	3	3	4	4	4	4	4	4	4	3.4
		3rd time	4	3	4	3	5	4	4	4	4	4	4	3.9
3	C	1st time	1	1	1	1	2	3	3	1	2	2	2	1.7
		2nd time	4	3	2	4	5	5	5	5	5	5	5	4.3
		3rd time	4	5	4	4	4	5	5	4	4	4	4	4.3
4	D	1st time	2	2	2	2	2	2	2	2	2	2	2	2.0
		2nd time	4	2	4	2	4	5	5	5	4	3	4	3.8
		3rd time	5	4	4	4	4	5	4	3	4	4	4	4.1
5	E	1st time	3	3	3	3	3	3	3	3	3	3	3	3.0
		2nd time	3	3	3	-	-	-	-	-	-	-	-	3.0
		3rd time	4	4	-	4	4	3	3	4	3	3	3	3.6
6	F	1st time	4	4	4	4	4	4	4	4	4	4	4	4.0
		2nd time	4	4	4	4	4	4	4	4	4	4	4	4.0
		3rd time	4	4	4	4	4	4	4	4	4	4	4	4.0

Jagatradevi VDC in Syangja

No	ID		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Ave
1	A	1st time	3	2	2	1	4	4	4	3	4	4	3.1
		2nd time	4	4	4	4	4	5	5	4	4	4	4.2
		3rd time	4	4	4	4	4	4	4	4	4	4	4.0
2	B	1st time	4	4	4	4	5	5	5	4	4	4	4.3
		2nd time	3	3	3	3	4	4	4	4	4	4	3.6
		3rd time	5	5	5	5	5	4	4	5	5	5	4.8
3	C	1st time	1	2	2	3	-	-	-	-	-	-	2.0
		2nd time	4	-	-	4	-	-	-	-	-	-	4.0
		3rd time	4	4	4	4	4	4	4	4	4	4	4.0
4	D	1st time	4	1	1	1	4	4	4	4	3	2	2.8
		2nd time	4	4	4	-	4	4	4	4	4	4	4.0
		3rd time	4	4	4	5	5	5	5	5	5	5	4.7
5	E	1st time	4	2	3	-	-	-	-	-	-	-	3.0
		2nd time	4	3	3	3	3	3	3	3	3	3	3.1
		3rd time	4	5	5	4	4	4	4	5	4	5	4.4
6	F	1st time	4	4	4	4	4	4	4	4	4	4	4.0
		2nd time	4	3	3	3	4	4	4	4	4	4	3.7
		3rd time	4	4	4	4	4	5	5	4	4	4	4.2

Pokhariya VDC in Morang

No	ID		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Ave
1	A	1st time	4	4	4	4	4	4	5	4	5	5	4.3
		2nd time	5	5	5	5	5	5	5	5	5	5	5.0
		3rd time	5	5	5	5	5	5	5	5	4	5	4.9

Tetariya VDC in Morang

No	ID		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Ave
1	A	1st time	5	3	4	-	4	4	5	4	3	4	4.0
		2nd time	4	3	4	4	4	4	5	2	3	3	3.6
		3rd time	4	4	4	4	4	4	5	4	3	3	3.9
2	B	1st time	5	5	5	5	5	5	5	5	5	5	5.0
		2nd time	4	5	4	5	5	5	-	5	5	5	4.8
		3rd time	5	5	4	5	4	4	4	5	4	5	4.5

Tandi VDC in Morang

No	ID		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Ave
1	A	1st time	4	4	4	4	4	5	5	5	5	5	4.5
		2nd time	4	4	4	4	4	4	5	5	5	5	4.4
		3rd time	4	5	5	5	5	5	3	4	4	4	4.4
2	B	1st time	4	4	4	4	4	4	5	5	5	5	4.4
		2nd time	4	4	4	2	5	5	5	5	5	4	4.3
		3rd time	5	5	5	5	5	5	4	5	5	5	4.9

Appendix-12 Result of Assessment of GeMSIP from Five Evaluation Criteria

A. RELEVANCE:

Question1: Has the Government of Nepal still prioritized Gender Equity and Social Inclusion in its national policy?

Answer	Morang	Syangja	Central	Total	Reasons
High	1	3	1	5	<p><Central></p> <ul style="list-style-type: none"> • There are GESI responsive Constitution, Policy, and Guidelines. <p><Morang></p> <ul style="list-style-type: none"> • GMSI has been incorporated in the Interim Constitution of Nepal 2063. Policies and guidelines have been revised and issued from time to time. <p><Syangja></p> <ul style="list-style-type: none"> • There are 2066 GESI policy made in 2066, provision in Interim Constitution 2063, 35% budget division, GESI budget, and reservation management in government and university. • Country made the policy and rules regulation, quota system, management of some percent budget and provision in constitution. • The condition for hearing the voice of women, Adibasi/Janajati, Madhesi, Muslim and other excluded social groups is there.
Relative High	2	1	0	3	<p><Morang></p> <ul style="list-style-type: none"> • Government of Nepal has issued National policy, guideline and strategy • There has been clear provision in Annual policy, Periodic Plan, Policy and guidelines as well as in the Interim Constitution but lacking in implementation. <p><Syangja></p> <ul style="list-style-type: none"> • There is policy and guideline of fundamental right in constitution. • Nepal government has developed the policy against discrimination. • 33% of women participation is decided in every sector.
Low	0	0	0	0	-
Very Low	0	0	0	0	-

Question2: Is institutionalization of Gender Mainstreaming and Social Inclusion still necessary at central level?

Answer	Morang	Syangja	Central	Total	Reason
High	1	2	0	3	<p><Morang></p> <ul style="list-style-type: none"> • Despite policy level provision is there, it has not been systematically implemented. Structures/ mechanisms are not effectively and autonomously functioning. <p><Syangja></p> <ul style="list-style-type: none"> • There is no proper representation and target group in policy making level and meaningful development. • The policy is still not yet institutionalized because the concept just made policy.
Relative High	2	2	1	5	<p><Central></p> <ul style="list-style-type: none"> • There is not much coordination and no gender focal person. Only few, 5 or 6 Ministries and Departments have national policy related GESI.

					<p><Syangja></p> <ul style="list-style-type: none"> • Even there is organizational management in GESI Unit, the implementation is still needed to improvement. • These policies are not implemented completely. If the policies will be revised from central level, they would be more implemented.
Low	0	0	0		-
Very Low	0	0	0		-

Question3: Is institutionalization of Gender Mainstreaming and Social Inclusion still necessary at district level?

Answer	Morang	Syangja	Central	Total	Reason
High	1	3	0	4	<p><Morang></p> <ul style="list-style-type: none"> • Despite good institutional provision, there is shortage of resources. The existing policies have not been effectively implemented. <p><Syangja></p> <ul style="list-style-type: none"> • Not able to make more practice in policy making, implementation and evaluation. Less expand (spreading out) of awareness among stakeholders. • Even though policy was made, they are not implemented in behavior.
Relative High	2	1	1	4	<p><Central></p> <ul style="list-style-type: none"> • It has not localized. It should be localized and institutionalized. Others agencies should also take ownership. Also local level capacity needs to enhance. They need to develop their own policy. <p><Morang></p> <ul style="list-style-type: none"> • In order to implement GMSI effectively it is necessary to institutionalized GoN's policy issued for district level. • GESI Policy is practicing at Local Bodies but it needs institutionalization in order to ensure its better functioning <p><Syangja></p> <ul style="list-style-type: none"> • These policies are not implemented completely. If the policies will be revised from central level, they would be more implemented.
Low	0	0	0	0	-
Very Low	0	0	0	0	-

Question4: Is institutionalization of Gender Mainstreaming and Social Inclusion still necessary at VDC level?

Answer	Morang	Syangja	Central	Total	Reason
High	1	3	1	5	<p><Central></p> <ul style="list-style-type: none"> • There is no developed mechanism, lack of local-level policy, and no unification of line agencies. <p><Morang></p> <ul style="list-style-type: none"> • In pilot VDCs, this model has been practically applied but this point of view has not been practical elsewhere. <p><Syangja></p> <ul style="list-style-type: none"> • Not develop as organization • Just starting of practicing of made policies and guidelines but yet to be institutionalized. • Though the government made the policy, in VDC there is still low implementation and less information about the policy.

Relative High	2	1	0	3	<p><Morang></p> <ul style="list-style-type: none"> It is necessary to ensure the continuous activities that are currently under implementation as well as to institutionalize the feedbacks from the implementation. GM/SI is being practiced in all 11 pilot VDCs of GeMSIP but it needs to ensure to keep on-going implementation actively after the completion of GeMSIP. Also, it needs to ensure that other non- pilot VDCs have the opportunities to practice GMSI. <p><Syangja></p> <ul style="list-style-type: none"> Since the policy and process are followed carefully in GeMSIP implemented areas, other places should also follow them.
Low	0	0	0	0	-
Very Low	0	0	0	0	-

B. EFFECTIVENESS:

Question 1: Is the Project purpose of GeMSIP expected to be achieved in non-pilot VDC and Municipality by the end of the planned period?

Answer	Morang	Syangja	Central	Total	Reason
Yes	3	1 and 1 (Exact answer is "Yes, but little.")	0	4 or (5)	<p><Morang></p> <ul style="list-style-type: none"> Because GeMSIP Project's results are good, it could be implemented in other VDCs and municipalities. Others are also practicing the experiences of pilot VDCs. The experience and knowledge of pilot VDCs can be shared with others. It can be done if Local Bodies internalize GESI Policy. If they continue working as per the spirit of GESI. <p><Syangja></p> <ul style="list-style-type: none"> Neighboring VDCs will replicate it little bit if they want and if there is not any invention from political party during planning and selection. There is a strong team and enough resources to drive GMSI process. They are still in place to have experience and GMSI process can be replicated in others.
No	0	2	1	3	<p><Central></p> <ul style="list-style-type: none"> Non-pilot VDC/Municipality don't have enough capacity and human resources. There need human resources and awareness rising. <p><Syangja></p> <ul style="list-style-type: none"> Time duration is very short Because in non-pilot area WCF and IPC has not been made properly according to the Nepal Government policy. And WCF and IPC has not been empowered where it is made.

Question 2: Is the Project purpose of GeMSIP expected to be achieved by DDC/GESI IC by the end of the planned period?

Answer	Morang	Syangja	Central	Total	Reason
Yes	3	3	1	7	<p><Central></p> <ul style="list-style-type: none"> High democratic and inclusive planning process has been developed and resource is mobilized. <p><Morang></p> <ul style="list-style-type: none"> Trainings have been provided from time to time. The capacity about GESI perspectives has been developed. It can achieve if the following things are ensured: 1. DDC should lead the role of GESI IC. 2. If DDC committee it and

					<p>technical support is continued.</p> <ul style="list-style-type: none"> GeMSIP has gained achievements as per its objectives, but some of the indicators may not mark 100% progress. <p><Syangja></p> <ul style="list-style-type: none"> The dissemination already started in 21 non-pilot VDCs and orientation about GeMSIP process was shared in VDCs' Secretary monthly meeting. The GESI IC and policy was made in DDC, so if there is no any interruption by political party then it is possible. Planning, selection and implementation are being done as objectives of GeMSIP in GeMSIP working VDCs. So, if DDC and GESI IC take ownership accordingly, it is possible.
No	0	1	0	1	<p><Syangja></p> <ul style="list-style-type: none"> Insufficient resources and lack of proper environment.

Question 3: Is the GeMSIP strategy effective to achieve the project purpose of GeMSIP?
Which strategy of GeMSIP is most effective to achieve the project purpose? And why?

Answer	Central	Reason
Yes	1	<ul style="list-style-type: none"> Strengthening planning and democratization. GM/SI mechanism has been fully applied.

Question 4(3): To achieve the Project purpose of GeMSIP, what output or/and effort should be reinforced?

	Output to be reinforced
Central	<ul style="list-style-type: none"> Increase the understanding of GESI mechanism, Focus on networking mechanism, Increase infrastructure type of output (not only soft-type output).
Morang	<ul style="list-style-type: none"> Capacity development for applying GM/SI mechanism in development planning and monitoring Participatory planning formulation processes should be institutionalized. GESI IC should be capacitated and competent. GESI IC's role and responsibilities should be made clear so as to implement.
Syangja	<ul style="list-style-type: none"> Participation and implementation process Bottom up planning process and way of implementing that process. The policy should be implemented. Capacity development and meaningful participation of target group in decision making process GESI responsive planning and understanding.

C. EFFICIENCY:

Question 1: Are the inputs/activities of GeMSIP being utilized properly to produce outputs?

Answer	Morang	Syangja	Central	Total	Reason
Yes	3	4	1	8	<p><Central></p> <ul style="list-style-type: none"> Implementation has been as per schedule, expenditure is used appropriately, and right sub-projects have been selected. <p><Morang></p> <ul style="list-style-type: none"> The achievements so far have been made in time as per the specified objectives. The policies have been effectively implemented in the local level but the financial resources provided by GeMSIP are not sufficient to meet the objectives. The project's activities have been conducted as per GESI policy

					<p>but some amendments should be made (in central and local level).</p> <p><Syangja></p> <ul style="list-style-type: none"> • Proper utilization of invested budget in VDC • Proposals were selected with participation of target group and regular facilitation from facilitators. Then, they are monitored regularly from different levels. • Proposals are accorded needs of community, but not enough.
No	0	0	0	0	-

Question 2: How can inputs/activities be held down to produce the same outputs?

	Output to be reinforced
Central	<ul style="list-style-type: none"> • Proper utilization of resources and reduction of overhead.
Morang	<ul style="list-style-type: none"> • Local bodies should be capacitated and be made fully responsible in resource mobilization. • By implementing in coordination with DDC, line agencies as well as other concerned stakeholders ensuring non-duplication. • It should be yet increased.
Syangja	<ul style="list-style-type: none"> • Programs are running in integrated way. Proper monitoring, training, and coordination during visit are also needed. • If the indicator (goal) and reason (lesson learnt) would be institutionalized and continued. • Not to use office vehicle where public vehicles (transportations) are available. One facilitator is enough in each VDC if LGCDP facilitators are mobilized. To coordinate with other agencies. • Man power (human resource) management, mobilization (economize) of resources, thriftiness, utilization of local resource, internalization and coordination are need.

D. IMPACT:

Question 1: Is GeMSIP producing the any positive effects?

Answer	Morang	Syangja	Central	Total	What are positive effects?
Yes	3	4	1	8	<p><Central></p> <ul style="list-style-type: none"> • The 33 percentage of women's participation and marginalized people's participation was ensured and their voice has been reflected into social inclusive planning process and final selection. • Rs500,000 subsidy has been utilized based on demand of people. • Democratization has been supported. <p><Morang></p> <ul style="list-style-type: none"> • The participation in LB's planning processes and implementation has been increased on the issues of GM/SI. • The target groups have been empowered and their meaningful participation has been ensured. • The level of public awareness has increased. • Targets groups seem to be active. • Demands have started to come. <p><Syangja></p> <ul style="list-style-type: none"> • Voice, choice and right based approach of GESI has be moving ahead. • Understanding of GM/SI, planning process and empowerment area was enhanced. • Participation from excluded group has been increased.

					<ul style="list-style-type: none"> • Target group became to be able to put their voice in decision making process. • Proposals have been selected with democratic method. • Monitoring has been done with GESI responsive method. • Formation of Ward Citizen Forum. • Planning process, proposal selection and implementation was done with democratic way. • Process of budget sending was transparent. • Leadership was developed. • People's awareness has increased.
No	0	0	0	0	-

Question 2: Is GeMSIP producing the any negative effects?

Answer	Morang	Syangja	Central	Total	What are negative effects?
Yes	0	3	0	3	<p><Syangja></p> <ul style="list-style-type: none"> • Small projects are demanded and large-size projects are not selected. • Because of GMSI, some very important project are not selected. Tiny-small scheme projects were selected and budget was allocated on a kind of pro rata basis. The coverage of project area was limited. • The coverage of project implementation area and programs are limited. GeMSIP supports all (up to the 9th) steps of planning process of VDC but it could not help the other 5 steps of process of DDC among the 14 steps of planning process.
No	3	1	1	5	<p><Central></p> <p>It hasn't actually produced any negative effect but people will rather say "It's GeMSIP project and it's a lengthy process."</p> <p><Morang></p> <ul style="list-style-type: none"> • Not any negative effect has directly produced but output is low in comparison with the input. • GM/SI policy that was started from the central level has not been fully completed. The leader should be committed.

Question 2: How can they dissolve or minimize?

	Output to be reinforced
Central	<ul style="list-style-type: none"> • GeMSIP should come by as a big donor supported program not as a project. It should also create a basket fund.
Morang	<ul style="list-style-type: none"> • By coordinating, and reducing inputs. • Centralized policy should be abolished in order to give local-level responsibility while making any kinds of decisions.
Syangja	<ul style="list-style-type: none"> • Organize training to bring change in mind, • Organize orientation and exposure tour, • Expand working area, • Change in understanding about the type of sub-project.

E. SUSTAINABILITY (Prospective):

Question 1: Will the policy related to GESI continue after the completion of GeMSIP?

Answer	Morang	Syangja	Central	Total	Reason
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Yes	3	4	1	8	<p><Morang></p> <ul style="list-style-type: none"> Nepal Government has formulated policy and ensured its continuity as well as implementing activities. There are government policies, guidelines, LGCDP and other laws and therefore government will take responsibility. As the policy has been prioritized by the Nepal Government and there are growing concerns about it, it will be continued. <p><Syangja></p> <ul style="list-style-type: none"> Work according to policy and guidelines and inspire staff. Nepal government has responsibility to follow those rules and regulation. There should be system of punishment and present (reward and punishment) according to MCPM for staff, individual and agency who work according to policy. Need to spread in other VDCs and Municipality. GESI IC members should be active.
No	0	0	0	0	-

Question 2: Will there be institutional capacity (human resource allocation, decision making process, budget allocation, and etc.) to implement GM/SI to aim GESI after the completion of GeMSIP?

<at central-level>

Answer	Central	Reason
Yes	1	There is decision making process, budget distribution, focal person, Gender responsive and Social Inclusive budgeting guideline, targeted budget, capacity development and policy.
No	0	-

<in DDC/at district-level>

Answer	Morang	Syangja	Central	Total	Reason
Yes	3	4	1	8	<p><Central></p> <ul style="list-style-type: none"> There is decision making process, budget distribution, focal person, Gender responsive and Social Inclusive budgeting guideline, targeted budget, capacity development, policy and GESI/ IC. <p><Morang></p> <ul style="list-style-type: none"> GM/SI will be continued after the completion of GeMSIP. Institutional structures are there. There should be clear policy for resource allocation. There are trained human resources, working structures and policy. <p><Syangja></p> <ul style="list-style-type: none"> Due to experience through GeMSIP, manpower (trained human resource), civil society and communication (media). Full and enough implementation will be missed if technical support is lack. Policy, provision, formed IPC, and development in leadership of target group are there. GESI IC will be active.
No	0	0	0	0	-

<in VDC/at VDC-level>

Answer	Morang	Syangja	Central	Total	Reason
Yes	3	4	1	8	<p><Central></p> <p>There is decision making process, budget distribution, focal person, Gender responsive and Social Inclusive budgeting</p>

					<p>guideline, targeted budget, capacity development, policy and GESI/ IC.</p> <p><Morang></p> <ul style="list-style-type: none"> In the VDC level GM/SI will be also continued. Institutional structures are there. The guideline for resource allocation is available. <p><Syangja></p> <ul style="list-style-type: none"> WCF, IPC and CAC were formed. All the citizen of pilot VDCs understand GMSI's concepts and they have already been empowered. Planning is implemented from selection stage. Not possible to go back in past days when target group could not participate in benefit sharing. IPC and WCF will be active. Need technical support.
No	0	0	0	0	-

Question 3: For ensuring sustainability is there anything which central level CPs can do?

Answer	Central	Reason
Yes	1	<ul style="list-style-type: none"> We can change the policy and provide instruction, for example, increase the number of member of WCF instead of 25 persons.
No	0	-

Question 4: For ensuring sustainability is there anything which DDC, GESI IC, VDC/IPC can do?

Answer	Morang	Syangja	Central	Total	Reason
Yes	3	4	1	8	<p><Central></p> <ul style="list-style-type: none"> They can, but even DDC and VDCs can't do it completely. Therefore GeMSIP should start supporting basket fund before its phase out. Local Bodies should continue monitoring and evaluation from GESI perspective. They should also make fund sharing provision. <p><Morang></p> <ul style="list-style-type: none"> Local Bodies are bringing in the policies approved by GoN to practice GMSI. The resource allocation through participatory planning formulation, monitoring, evaluation and feedback are being ensured. Local Bodies internalize GESI and work according to its spirit. <p><Syangja></p> <ul style="list-style-type: none"> Empower and develop manpower (human resource) to continue the 14 steps planning process. Continue sustainable activities of GESI IC, IPC and WCF. Distribute proposal form. Orient to be able to prioritize proposal, select proposal. Mobilize facilitators. Monitor by DDC. Make action plan for GESI IC, IPC and WCF.
No	0	0	0	0	-

Question 5: Does GeMSIP contain a mechanism for its dissemination?

Answer	Morang	Syangja	Central	Total	What is the mechanism?
Yes	3	4	1	7	<p><Central> Instead GeMSIP, GoN has some mechanisms to replicate GESI best practice.</p> <p><Morang></p> <ul style="list-style-type: none"> • Bulletins, Reports, Booklets, Annual Progress Report, Manuals • IPC, Facilitators, GESI IC, WCF, CAC, Social Mobilizers and Monitoring Committee • Project's been approved by Government of Nepal. Nepal Government's policy. <p><Syangja></p> <ul style="list-style-type: none"> • Documentary, brochures and leaflet of project have been prepared. • Not enough. It should use mass media and develop organization. • Facilitators, GeMSIP Update (Newsletter), GESI IC, IPC, video etc. • Manual, facilitators, manpower (human resource), website, video.
No	0	0	0	0	-

